**The ‘Ladder’ of Engagement**

The ladder describes different levels of possible participation and engagement and depending on which rung of the ladder you choose, it will have a different outcome. It is important that you are clear on whether the change is simply an instruction or there is scope for getting involved. Where you have consulted and involved people, it is important that the feedback loops in place and people are clear on the timescales.

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| Information | Providing information (eg about the outcome of a decision). Tends to be one-way communication  *‘The service is going to be restructured’* |
| Education | Explaining or raising awareness of something – perhaps to change attitudes/ action. Again this tends to be one-way communication  *‘The service is going to be restructured. The reasons behind this are x and the benefits we’ll get from it will be y’* |
| Consultation | Asking for opinions – while making it clear that the ultimate decision remains with the person doing the consulting. Usually two way communication with a feedback loop.  *‘The service is going to be restructured. I’d like your views on how this will impact on your section so that I can take these into account when I write my final report. Once I’ve had a chance to look at your feedback I’ll let you know what I’ll be including and why’* |
| Involvement | Seeking more than opinions – participants may be part of the solution through taking action, endorsing something etc. Two way communication with a feedback loop.  *‘The service is going to be restructured. I’ll be producing the overall shape but I’d like each section to come up with options for their own team. We’ll discuss all the options and reach agreement in a week’s time.’* |
| Delegation | Giving away decision making, resources and control. Two way communication with clear lines of accountability  *‘The service is going to be restructured. I’ll set out the parameters but within these each section will be responsible come up with their own shape.’* |