

The doughnut



Developed by Charles Handy, the doughnut is a way to help colleagues to think about what is central or core to their role, either because they are important to that person or they keep them healthy & safe; where they can be creative and use their judgement (try things out and experiment) to solve problems and make decisions; and what is outside of their paid responsibility. Defining roles and responsibilities is important for positive change to occur in people's lives. It also helps you to know what you must do, when you can try new things and when you can't. This can support positive risk taking and gives people confidence in knowing what is expected of them.

What it does

It is a way to think about and identify specific roles and responsibilities of people in a particular situation, so that people know what has to be done a particular way and where they can experiment and be creative. It also identifies what is not part of someone's role. When you are using the doughnut tool, it's best to start by thinking about a specific situation rather than trying to look at everything at once.

How it helps

It can help to clarify the roles of the different professionals and agencies involved in supporting someone. This can feed into care and support planning, and can be used to sort roles and expectations in a team plan. It can help to decide whether something is a core responsibility or creativity and judgement by thinking about the consequences if something goes wrong or does not happen. You CANNOT experiment with core responsibilities.

How to develop a Doughnut

- Think with the person about how they want to be involved in completing this person-centered thinking tool
- "core responsibilities" are things that must always happen
- Creativity & judgement are the things (sometimes new) that can be tried out or explored
- Not our responsibility is not an EXCUSE to ignore something but sets the limits of where we can become involved
- Decide what it will take to implement what you have learned. Who needs to do what by when?
- Do you need to update information about the person or the team to reflect this? For example, is there anything to add or change in the person's support plan?
- The creativity and judgment section is where there are lots of opportunities to experiment and learn. Make sure that there are ways to capture this learning – for example, do you need to use the 4 plus 1 question's form in team meetings to review this learning, or do people need to be using the learning logs in Nucleus?