# DEVELOPING ADVANCED PRACTITIONERS

# CONDITIONS THAT INFLUENCE APS: THRIVING OR SURVIVING

In 2021 touchconsulting Ltd was commissioned by the Education and Training Foundation to undertake research into the influence of the pandemic into how APs work and how they supported others. A model emerged that complemented findings of the co-evaluation research: Re-thinking the role of the Advanced Practitioner: AP Connect: Year 3 Evaluation Strand Final Report (2020-2021).

#### Social Purpose Self Efficacy Layered Practice Change Agents Informal/Formal Hierarchy COMMUNITIES Situated Shared Values **OF PRACTICE** CULTURE Learning Autonomy Coaching and Mentoring Champions VIRTUAL Sense Making ARCHITECTURE APs who Complexity are thriving Confidence Reification Dualities: e.g. negotiation, dialogue, shared ownership, knowledge exchange

#### EDUCATION & TRAINING FOUNDATION

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# CONDITIONS THAT INFLUENCE APS: Thriving or surviving

#### COMMUNITIES OF PRACTICE

A strong sense of shared purpose emerged from the research alongside the notion of layered dimensions of practice at the heart of the AP role. Thriving was enhanced through APs being seen as authentic teachers and also carrying sophisticated coaching and mentoring skills.

### DUALITIES

Reflected the interplay between outside to inside trajectories and between the different organisational spaces where knowledge-exchange was enhanced. Examples included negotiation of practice, collective sense making, dialogue and shared ownership of the issues created by the pandemic.

#### ORGANISATIONAL CULTURE

Having to operate in a largely virtual world during the pandemic, strongly illuminated the middle space that APs occupy in their organisations. Their positioning on a surviving-thriving continuum may be influenced by tensions between their learning about practice in the external communities of practice and APs' experiences when attempting to bring this learning into their own organisation.

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## VIRTUAL ARCHITECTURES

APs were engaging with a very wide range of virtual platforms during the pandemic which was further enhanced through champions skilfully constructing virtual spaces using tools that quickly became transparent in exposing rich dialogue and debate. The tools became enablers that allowed AP interactions to be amplified and enriched rather than barriers to conversations.

touchconsulting (2022). Advanced Practitioners during COVID (2021). London. Education and Training Foundation https://www.et-foundation.co.uk/wp-content/uploads/2022/01/ETF-AP-Thriving-Research-Report-31.01.22.pdf

#### PAN-ORGANISATIONAL