

Change in theory – how to lead change

West Midlands Regional Transfusion Committee

'Slaying Dragons'

Monday 15th July 2013

Warwickshire Golf Club

Alan Nobbs

‘How to eradicate sample errors despite staff being competency assessed in this process’

Unknown!

‘One key issue is that many doctors already feel that they are delivering patient-centred care – unfortunately that is not what patients report.’

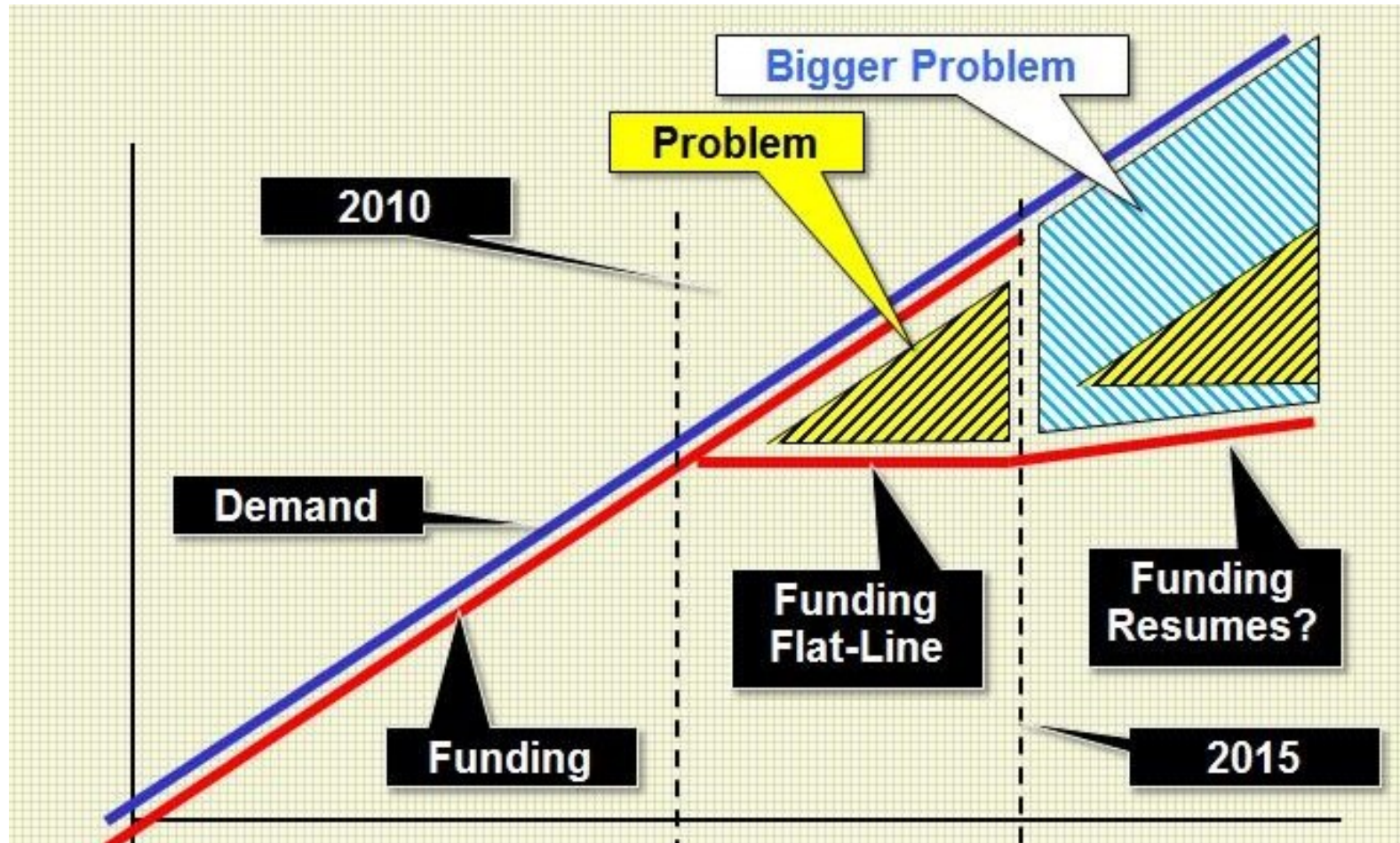
*Dr Nigel Mathers
Vice Chair, Royal College of General Practice*

It's all a problem with
'Framing' and 'Focus'

‘What the leader cares about (and typically bases at least 80% of his or her message to others on) does not tap into roughly 80% of the workforce’s primary motivators for putting extra energy into the change programme’

*Scott Keller and Carolyn Aiken (2009)
The Inconvenient Truth about Change Management*

The quality and cost challenge for the NHS



Source: @RoyLilley (2013)
Twitter

50 Reasons Not To Change

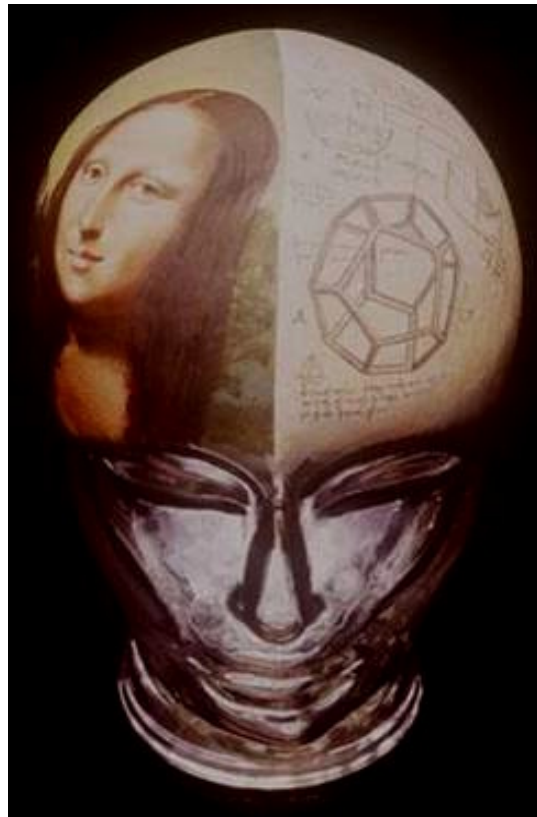


How we create improvement at scale

The 'clinical system'
mindset for
improvement

Focus:
Effectiveness & efficiency

Metrics & measurement
Clinical systems
Improvement
Reducing variation
Pathway redesign
Evidence based practice



The 'mobilisation'
mindset for
improvement

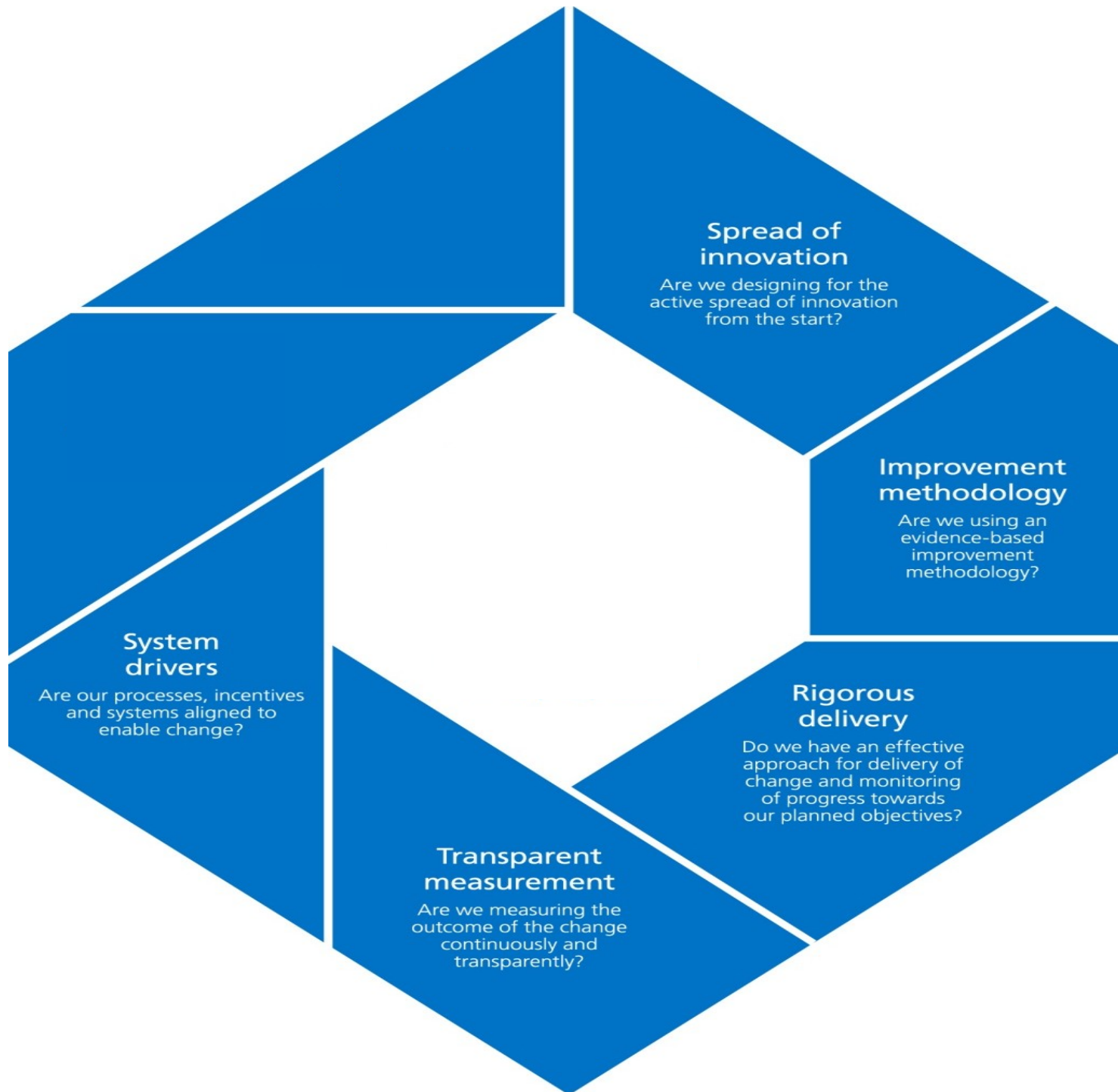
Focus:
Energy for change

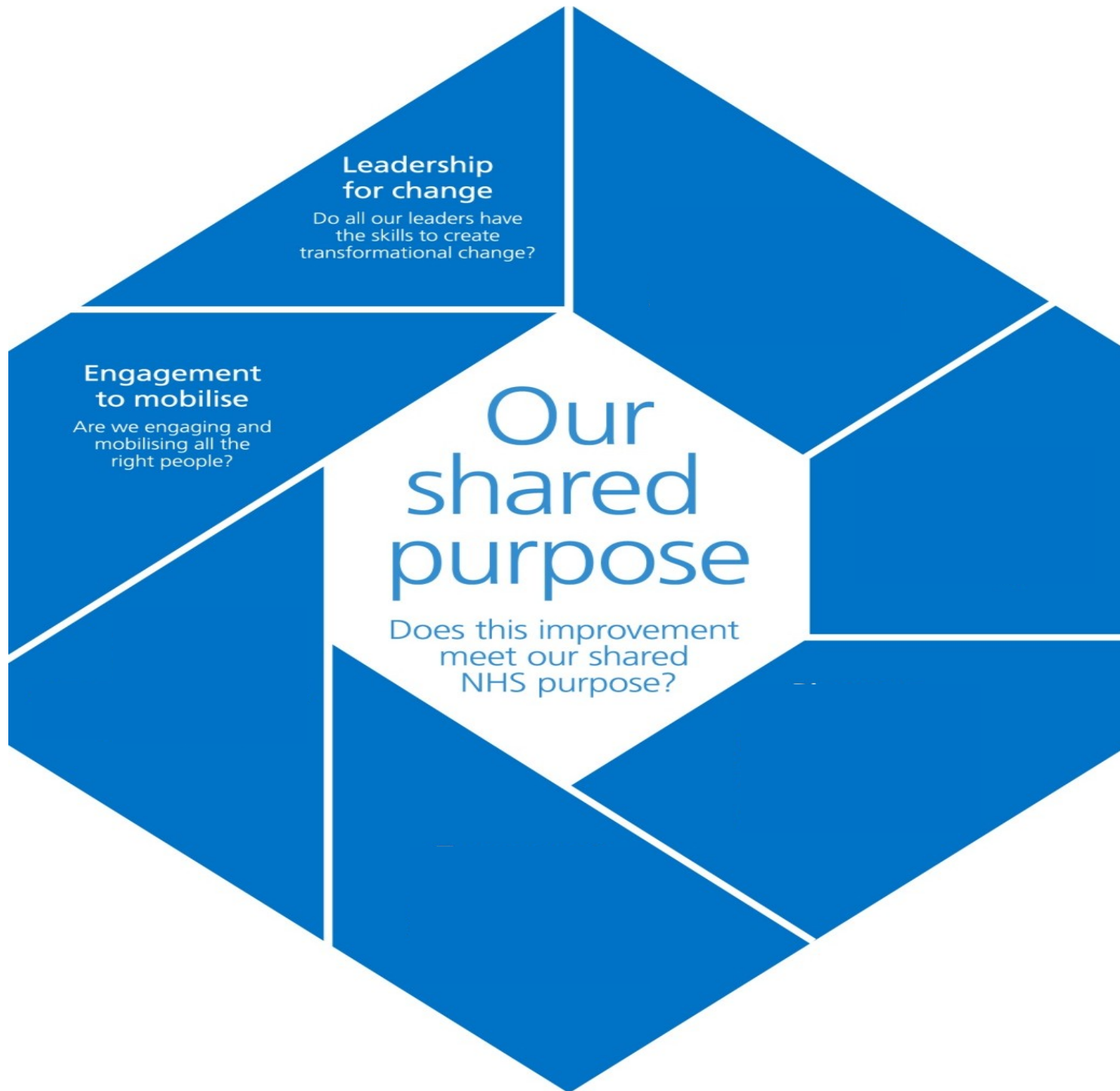
Imagination
Engagement
Moving
Mobilising
Calling to action
Creating the future

*Source: NHS Institute for Innovation and Improvement (2009)
The Power of One, The Power of Many*



Port





Another way to think about change

	Anatomy of change	Physiology of change
Definition	The shape and structure of the system; detailed analysis; how the components fit together.	The vitality and life-giving forces that enable the system and its people to develop, grow and change.
Focus	Processes and structures to deliver health and healthcare.	Energy/fuel for change.
Leadership Activities	<ul style="list-style-type: none"> • measurement and evidence • improving clinical systems • reducing waste and variation in healthcare processes • redesigning pathways 	<ul style="list-style-type: none"> • creating a higher purpose and deeper meaning for the change process • building commitment to change • connecting with values • creating hope and optimism about the future • calling to action

Port

The ten key principles of large scale change

1. Movement towards a new vision that is better and fundamentally different from the status quo
2. Identification and communication of key themes that people can relate to and that will make a big difference
3. Multiples of things ('lots of lots')
4. Framing the issues in ways that engage and mobilise the imagination, energy and will of a large number of diverse stakeholders in order to create a shift in the balance of power and distribute leadership
5. Mutually reinforcing change across multiple processes/ subsystems

The ten key principles of large scale change

6. Continually refreshing the story and attracting new, active supporters
7. Emergent planning and design, based on monitoring progress and adapting as you go
8. Many people contribute to the leadership of change, beyond organisational boundaries
9. Transforming mindsets, leading to inherently sustainable change
10. Maintaining and refreshing the leaders' energy over the long haul

*Source: NHS Institute for Innovation and Improvement (2011)
Leading Large Scale Change: A practical guide*

From the old world to the new world

From Compliance

States a minimum performance standard that everyone must achieve

Uses hierarchy, systems and standard procedures for co-ordination and control

Threat of penalties/sanctions/shame creates momentum for delivery

Based on organisational accountability (“if I don't deliver this, I fail to meet my performance objectives”)

To Commitment

States a collective goal that everyone can aspire to

Based on shared goals, values and sense of purpose for co-ordination and control

Commitment to a common purpose creates energy for delivery

Based on relational commitment (“If I don't deliver this, I let the group or community and its purpose down”)

Source: Helen Bevan

Understanding the 'what' and the 'why'

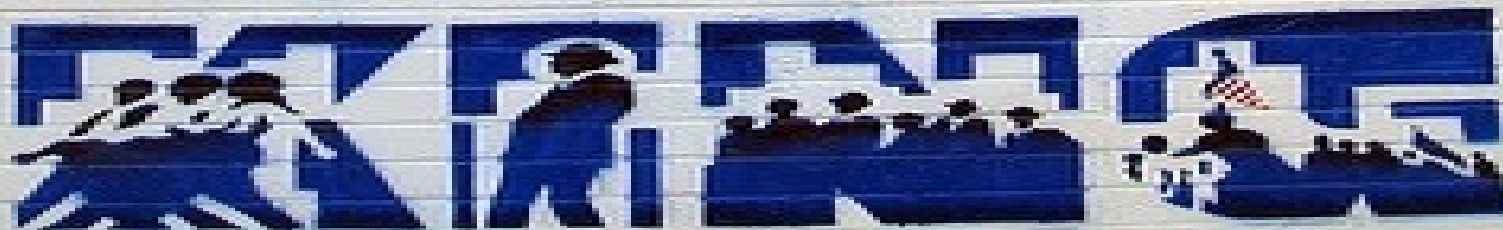


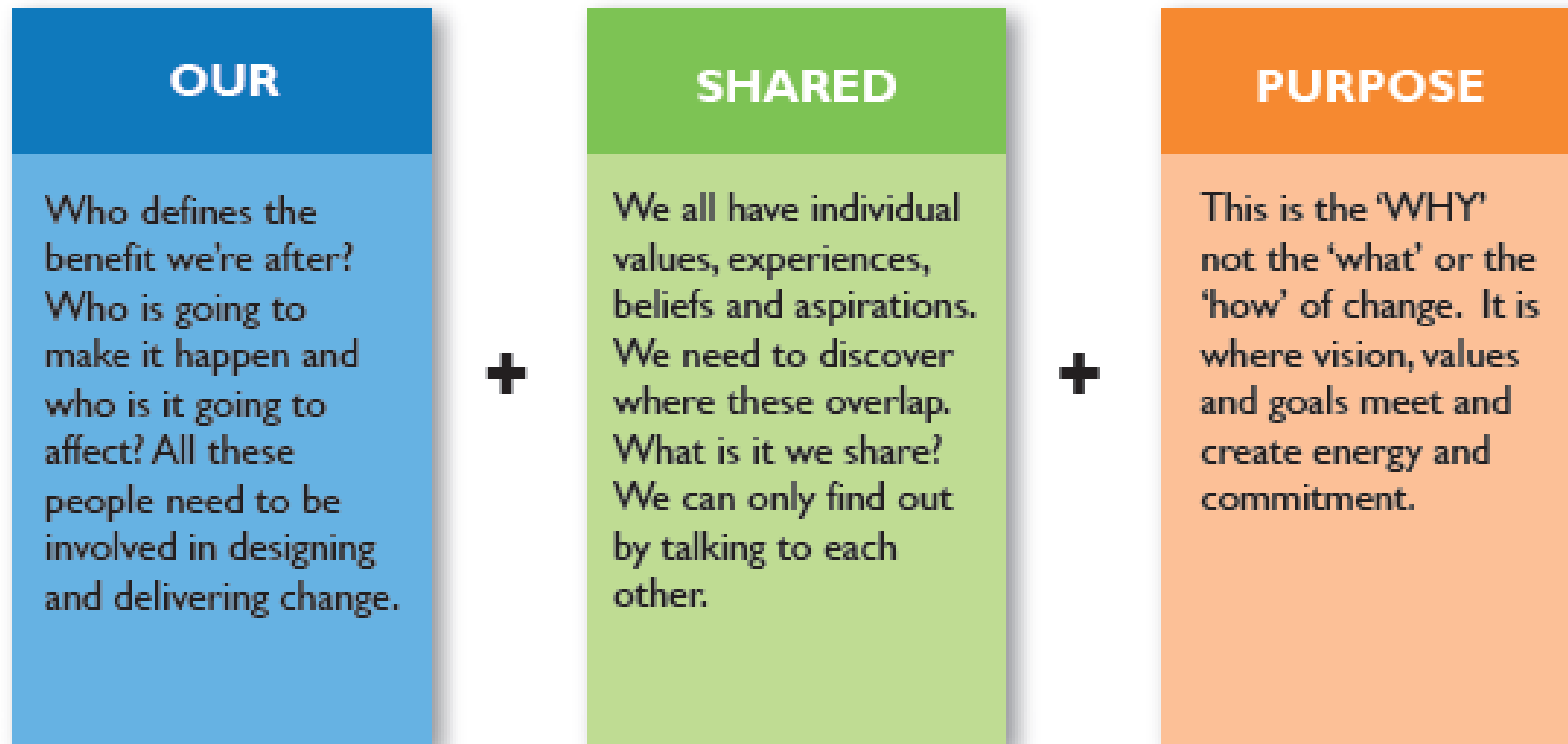
Source: Prof. Marshall Ganz
Leadership Organising & Action: People, Power & Change



Our
shared
purpose

We may have
come on different
ships, but we're
in the same
boat now.





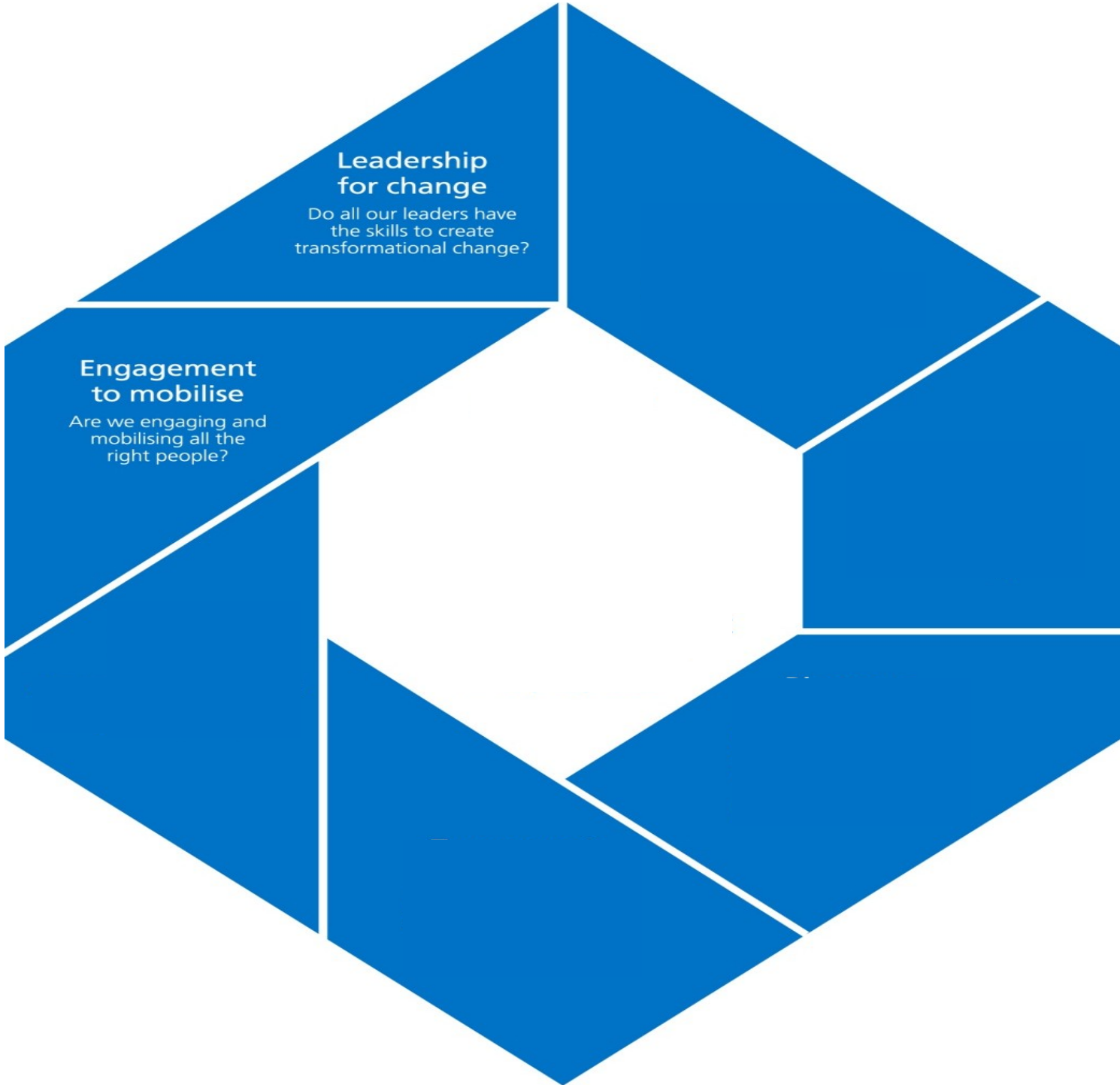
Source: © Roffey Park Institute (2013)
Our Shared Purpose – a practical guide

Leadership is taking responsibility
for **enabling** others to achieve
shared purpose in the face of
uncertainty

*Source: Prof. Marshall Ganz
Leadership Organising & Action: People, Power & Change*

‘You can’t impose anything on anyone and expect them to be committed to it.’

Edgar Schein
Professor Emeritus
MIT Sloan School



What do we need to do?

1. Tell a story

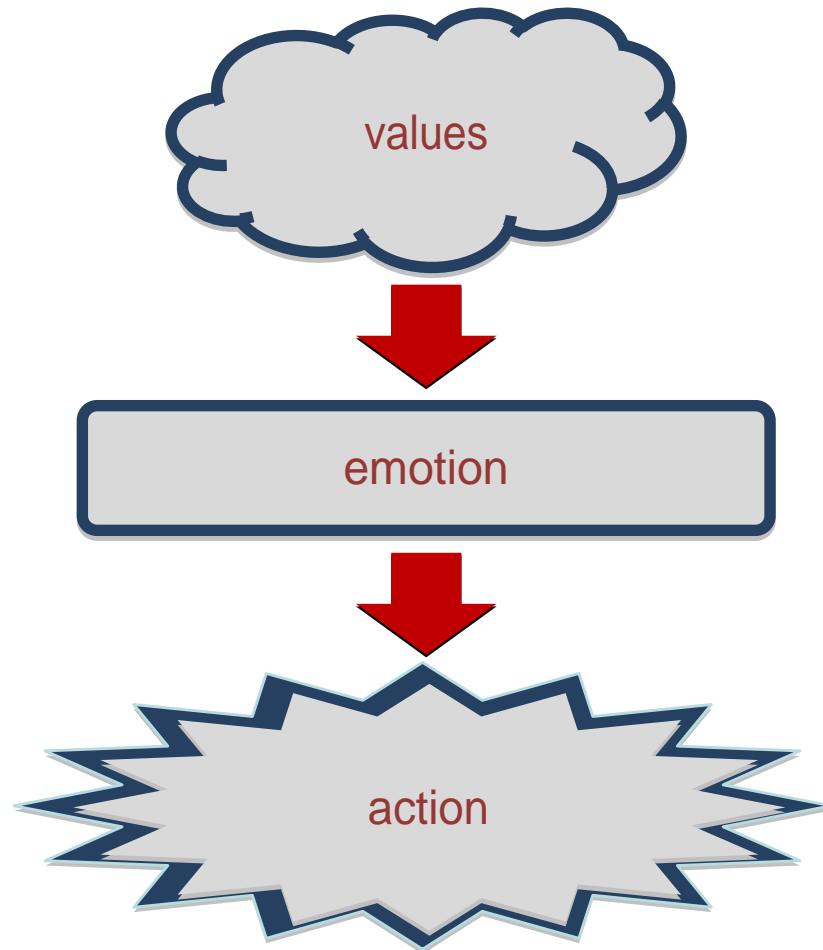
Storytelling: Public Narrative



What do we need to do?

1. Tell a story
2. Make it personal
3. Be authentic

Values into action



Our values inspire and motivate us to take action

Our emotions inform us of what we value

Action motivators

urgency

anger

hope

solidarity

you can make a difference



Action inhibitors

inertia

apathy

fear

isolation

self-doubt

What do we need to do?

1. Tell a story
2. Make it personal
3. Be authentic
4. Create a real sense of 'us'
5. Build in a specific call to action



Source: Prof. Marshall Ganz
Leadership Organising & Action: People, Power & Change

‘.....the last era of management was
about how much performance we could
extract from people

.....the next is all about how much
humanity we can inspire’

Dov Seidman

Thank you