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'
The quality and cost challenge for the NHS

Source: @RoyLilley (2013)
Twitter
50 Reasons Not To Change

- I'm not sure my boss would like it.
- It's too expensive.
- It's too ambitious.
- We don't have the equipment.
- Es imposible!
- We didn't budget for it.
- I don't have the authority.
- No one asked me.
- We'll catch flak for that.
- No es mi problema.
- It will take too long.
- It's hopeless.
- We can't take the chance.
- It won't fly.
- It's too complicated.
- What's in it for me?
- They won't fund it.
- It's too radical.
- We've always done it this way.
- It's contrary to policy.
- We have too many layers.
- There's too much red tape.
- It's not my job.
- It needs more thought.
- Another department tried that.
- It's not our problem.
- We tried that before.
- It's against tradition.
- They're too entrenched.
- We're waiting for guidance on that.
- It won't work in this department.
- This is just a fad.
- There's not enough time.
- There's no clear mandate.
- It will never fly upstairs.
- ¡Nunca pasará!
- Maybe. Maybe not.
- We've never done that before.
- It needs committee study.
- Me falta ánimo.
- They don't really want to change.
- It's too visionary.
- I'm all for it, but . . .
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*
Our shared purpose

Leadership for change
Do all our leaders have the skills to create transformational change?

Spread of innovation
Are we designing for the active spread of innovation from the start?

Engagement to mobilise
Are we engaging and mobilising all the right people?

Improvement methodology
Are we using an evidence-based improvement methodology?

System drivers
Are our processes, incentives and systems aligned to enable change?

Rigorous delivery
Do we have an effective approach for delivery of change and monitoring of progress towards our planned objectives?

Transparent measurement
Are we measuring the outcome of the change continuously and transparently?

Does this improvement meet our shared NHS purpose?
Our shared purpose
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## Another way to think about change

<table>
<thead>
<tr>
<th></th>
<th><strong>Anatomy of change</strong></th>
<th><strong>Physiology of change</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Definition</strong></td>
<td>The shape and structure of the system; detailed analysis; how the components fit together.</td>
<td>The vitality and life-giving forces that enable the system and its people to develop, grow and change.</td>
</tr>
<tr>
<td><strong>Focus</strong></td>
<td>Processes and structures to deliver health and healthcare.</td>
<td>Energy/fuel for change.</td>
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| **Leadership**       | - measurement and evidence
- improving clinical systems
- reducing waste and variation in healthcare processes
- redesigning pathways | - 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 |
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
<table>
<thead>
<tr>
<th>From Compliance</th>
<th>To Commitment</th>
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<tr>
<td>States a minimum performance standard that everyone must achieve</td>
<td>States a collective goal that everyone can aspire to</td>
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<tr>
<td>Uses hierarchy, systems and standard procedures for co-ordination and control</td>
<td>Based on shared goals, values and sense of purpose for co-ordination and control</td>
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<td>Threat of penalties/sanctions/shame creates momentum for delivery</td>
<td>Commitment to a common purpose creates energy for delivery</td>
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<tr>
<td>Based on organisational accountability (&quot;if I don't deliver this, I fail to meet my performance objectives&quot;)</td>
<td>Based on relational commitment (&quot;If I don't deliver this, I let the group or community and its purpose down&quot;)</td>
</tr>
</tbody>
</table>

Source: Helen Bevan
Understanding the ‘what’ and the ‘why’

**Strategy**
- HEAD
  - Critical reflection on experience
  - HOW COGNITIVE LOGOS ANALYSIS

**Narrative**
- HEART
  - Story telling of experience
  - WHY AFFECTIVE PATHOS MOTIVATION

**Action**
- HANDS

Source: Prof. Marshall Ganz
Leadership Organising & Action: People, Power & Change
We may have come on different ships, but we’re in the same boat now.
OUR

Who defines the benefit we're after? Who is going to make it happen and who is it going to affect? All these people need to be involved in designing and delivering change.

SHARED

We all have individual values, experiences, beliefs and aspirations. We need to discover where these overlap. What is it we share? We can only find out by talking to each other.

PURPOSE

This is the ‘WHY’ not the ‘what’ or the ‘how’ of change. It is where vision, values and goals meet and create energy and commitment.

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

Edgar Schein
Professor Emeritus
MIT Sloan School
Leadership for change
Do all our leaders have the skills to create transformational change?

Engagement to mobilise
Are we engaging and mobilising all the right people?
What do we need to do?

1. Tell a story
Storytelling: Public Narrative

once upon a time
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.

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

- urgency
- anger
- hope
- solidarity
- you can make a difference

Action inhibitors

- inertia
- apathy
- fear
- isolation
- self-doubt

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

Community

Urgency

Story of **self**
call to leadership

Story of **now**
strategy & action

Story of **us**
shared values & shared experience

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