




Leadership  
for change

## Leadership for Change Programme Master Class 3

Dr Helen Bevan

Thursday 5<sup>th</sup> November 2015

Welcome



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## **AND STAYING IN IT:** *How to be a **GREAT** change agent*

Dr Helen Bevan, OBE  
Chief Transformation Officer  
[@HelenBevan](#)

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## School for Health and Care Radicals



[@HelenBevan](#)  creative commons

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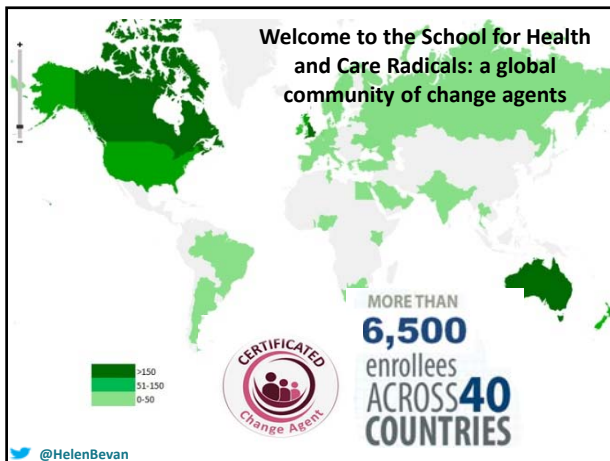
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# Connectivism Learning Theory

George Siemens (2005) and Stephen Downes (2005)

Austen, P.C.Chen, V. Darlington, D.Daylamani-Zad, S.De'Cage, C.Farrant

[http://www.slideshare.net/Downes/connectivism-and-personal-learning?next\\_slideshow=1](http://www.slideshare.net/Downes/connectivism-and-personal-learning?next_slideshow=1)

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The School has been formally evaluated by the Chartered Institute for Personnel & Development





## How has the School for Health and Care Radicals made a difference?

#EdgeTalks WebEx

<http://theedge.nhs.uk/expert/how-has-the-school-for-health-and-care-radicals-made-a-difference/>

Or Google: #EdgeTalks School



 @HelenBevan

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The School is being formally evaluated by the Chartered Institute for Personnel & Development



**Statistically significant positive effect on EVERY dimension of impact at both individual and organisational level**

- Change knowledge
- Sense of purpose & motivation to improve practice
- Ability to challenge the status quo
- Rocking the boat & staying in it
- Connecting with others to build support for change

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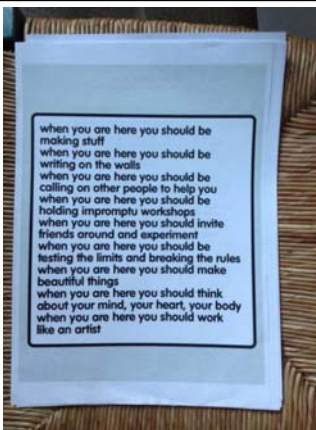
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- Say hello to other people at your table
- Talk about what makes a perfect learning environment for you
- How can we as a table team make today like that?

@HelenBevan

Source: <http://t.co/ybkznKKHrv>

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Source of image:  
installation by the  
artist Adam Katz  
[www.thisiscosossal.com](http://www.thisiscosossal.com)

Via @NeilPerkin

*"New truths begin as heresies"*

(Huxley, defending Darwin's theory of natural selection)

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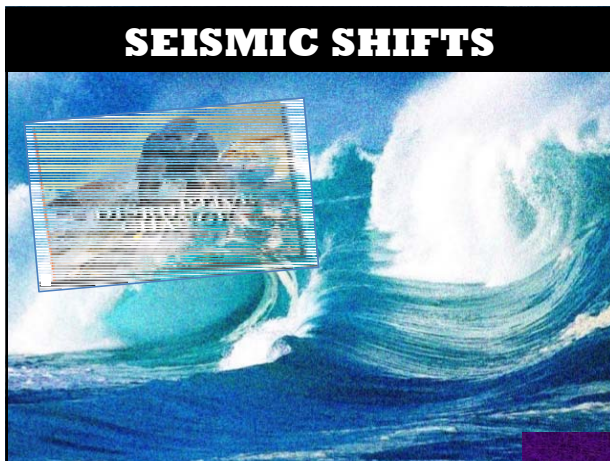
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“ We rarely see two, three or four year change projects anymore. Now it’s 30-60-90 day change projects

Kinthy Sturtevant, IBM

[13<sup>th</sup> annual Change Management Conference](#) June 2015

30 days → 60 days → 90 days

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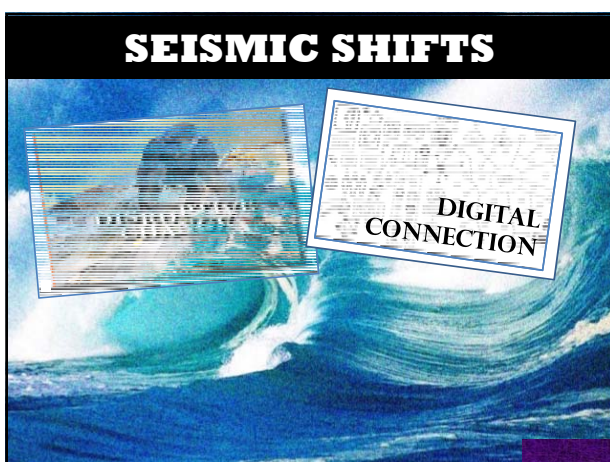
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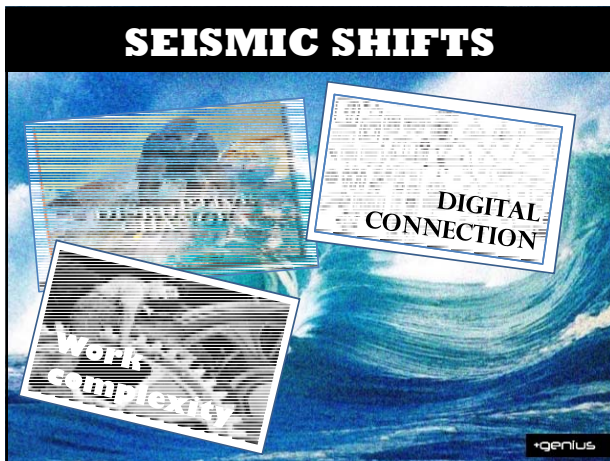
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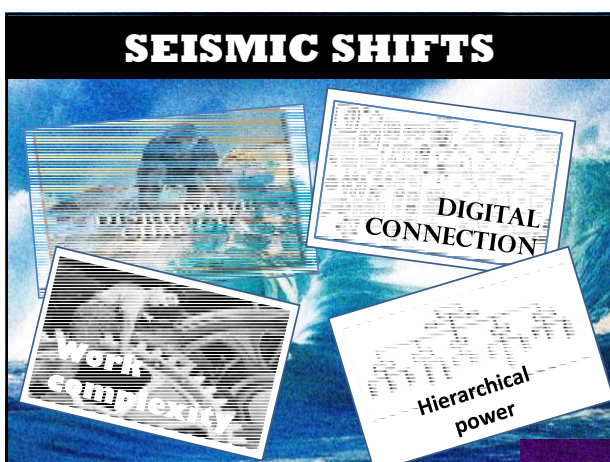
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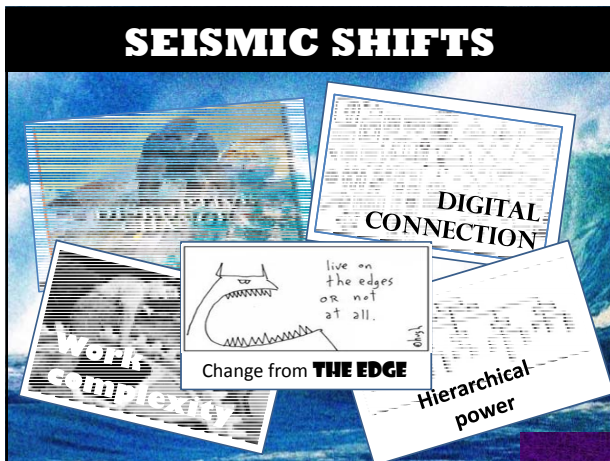
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## Why go to the edge?



“Leading from the edge brings us into contact with a far wider range of relationships, and in turn, this increases our potential for diversity in terms of thought, experience and background. Diversity leads to more disruptive thinking, faster change and better outcomes

Aylet Baron

@HelenBevan

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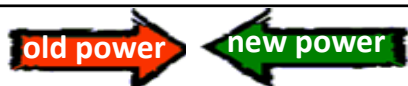
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Currency	Current
Held by a few	Made by many
Pushed down	Pulled in
Commanded	Shared
Closed	Open
Transaction	Relationship

Jeremy Heimans TED talk "What new power looks like"

<https://www.youtube.com/watch?v=j-S03JfgHEA>

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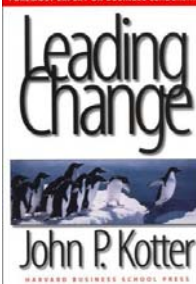
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John Kotter, the most influential thought leader globally, recognises new approaches are needed

**FROM**



1. Establish a Sense of Urgency
2. Create the Guiding Coalition
3. Develop a Vision & Strategy
4. Communicate the Change Vision
5. Empower Broad-Based Action
6. Generate Short-Term Wins
7. Consolidate Gains & Make More Change
8. Anchor New Approaches in the Culture

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## John Kotter: "Accelerate!"

**TO**



- We won't create big change through hierarchy on its own
- We need hierarchy AND network
- Many change agents, not just a few, with many acts of leadership
- At least 50% buy-in required
- Changing our mindset
  - From "have to" to "want to"

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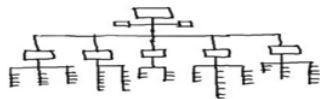
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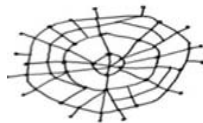
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From "have to" to "want to"



Designed for  
**DIVISIONS**



Designed for  
**CONNECTIONS**

Source of image s:[www.slideshare.net/mexicanwave/champions-trolls-10-years-of-the-cjpd-online-community](http://www.slideshare.net/mexicanwave/champions-trolls-10-years-of-the-cjpd-online-community)

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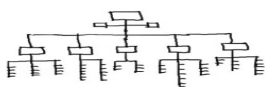
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## The Network Secrets of Great Change Agents

Julie Battilana & Tiziana Casciaro

As a change agent, my **centrality in the informal network** is more important than my **position in the formal hierarchy**



Designed for  
**DIVISIONS**



Designed for  
**CONNECTIONS**

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### Is your change process a cathedral or a bazaar?



HelenBevan

<http://www.unterstein.net/su/docs/CathBaz.pdf>

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### We have a lot of cathedrals



Source: Sewell (2015) : Stop training our project managers to be process junkies  
 HelenBevan

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### Change Programmes

- systematic "change management"
- too often, leaders prescribe outcome and method of change in a top-down way
- change is experienced by people at the front line as "have to" (imposed) rather than "want to" (embraced)

### Change Platforms

- everyone (including service users and families) can help tackle the most challenging issues
- value diversity of thought
- connect people, ideas and learning
- Role of formal leaders is to create the conditions & get out of the way

**"Tear down the walls"**

@HelenBevan

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## disruption is the new normal!



*"Tomorrow's management systems will need to value diversity, dissent and divergence as highly as conformance, consensus and cohesion."*

Gary Hamel

Image by nellperkin.typepad.com

 @HelenBevan

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3. Describe yourself in three words.

I am a rebel

 @HelenBevan

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What happens to  
heretics/radicals/rebels/mavericks  
in organisations?

 #SHCR @HelenBevan

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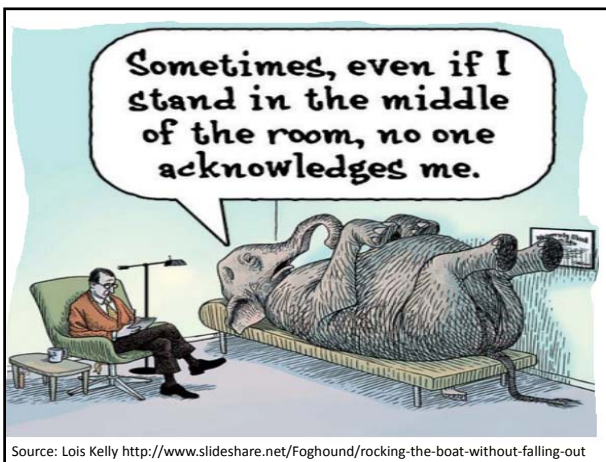
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### What is a rebel?

- The principal champion of a change initiative, cause or action
- Rebels don't wait for permission to lead, innovate, strategise
- They are responsible; they do what is right
- They name things that others don't see yet
- They point to new horizons
- Without rebels, the storyline never changes



Source : @PeterVan <http://t.co/6CQtA4wUv1>

#SHCR @HelenBevan

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### We need to create more boatrockers!

- Rock the boat but manage to stay in it
- Walk the fine line between difference and fit, inside and outside
- Conform AND rebel
- Capable of working with others to create success NOT a destructive troublemaker



Source: Debra Meyerson

#SHCR @HelenBevan

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### What are the risks for a boat rocker?

1. Our experiences of "being different" can be fundamentally disempowering. This can lead us to conform because we see no other choice

Source: adapted from Debra E Meyerson

#SHCR @HelenBevan

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### What are the risks for a boat rocker?

1. Our experiences of "being different" can be fundamentally disempowering. This can lead us to conform because we see no other choice
  - we surrender a part of ourselves, and silence our commitment, in order to survive

Source: adapted from Debra E Meyerson

#SHCR @HelenBevan

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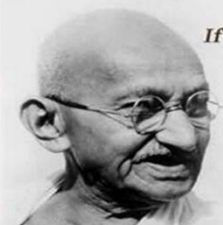
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*"Many people, especially, ignorant people, want to punish you for speaking the truth, for being correct, for being you."*

*Never apologize for being correct, or for being years ahead of your time.*



*If you're right and you know it, speak your mind. Even if you are a minority of one, the truth is still the truth."*

*~Gandhi*

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**OUR LIVES BEGIN TO END THE DAY WE BECOME SILENT ABOUT THINGS THAT MATTER.**



Martin Luther King

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### What are the risks for a boat rocker?

1. Our experiences of "being different" can be fundamentally disempowering. This can lead us to conform because we see no other choice
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2. leave the organisation

#SHCR @HelenBevan

Source: adapted from Debra E Meyerson

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  - we cannot find a way to be true to our values and commitments and still survive

 #SHCR @HelenBevan

Source: adapted from Debra E Meyerson

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3. stridently challenge the status quo in a manner which is increasingly radical and self-defeating

 #SHCR @HelenBevan

Source: adapted from Debra E Meyerson

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1. Our experiences of “being different” can be fundamentally disempowering. This can lead us to conform because we see no other choice
  - we surrender a part of ourselves, and silence our commitment, in order to survive
2. leave the organisation
  - we cannot find a way to be true to our values and commitments and still survive
3. stridently challenge the status quo in a manner which is increasingly radical and self-defeating
  - this just confirms what we already know – that we don’t belong

 #SHCR @HelenBevan

Source: adapted from Debra E Meyerson

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### There's a big difference between a rebel and a troublemaker

Troublemaker	Rebel
complain	create
me-focused	mission-focused
anger	passion
pessimist	optimist
energy-sapping	energy-generating
alienate	attract
problems	possibilities
alone	together

Source : Lois Kelly [www.foghound.com](http://www.foghound.com)

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### Reflection

- What are your insights around “rebels” and “troublemakers”?
- What moves people from being “rebel” to “troublemaker”?
- How do we protect against this?



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Source : Lois Kelly [www.rebelsatwork.com](http://www.rebelsatwork.com)

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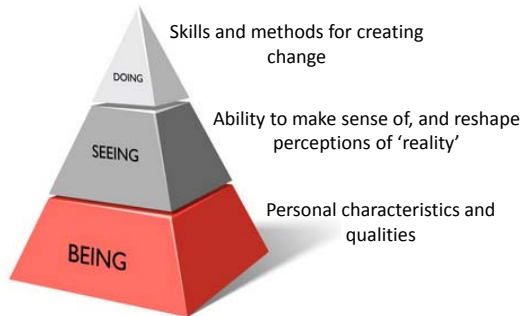
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### Peter Fuda's Transformational Change Agent framework



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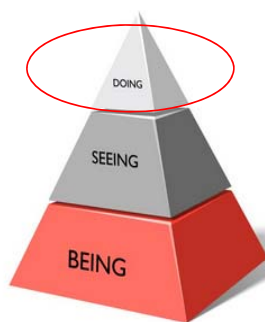
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### Peter Fuda's Transformational Change Agent framework: my perspective



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#### "Doing"

- Where most change agents in health and care put most of their effort and emphasis
- What others typically judge us on
- What we often perceive we need to do to add value
- What most change and improvement courses focus on

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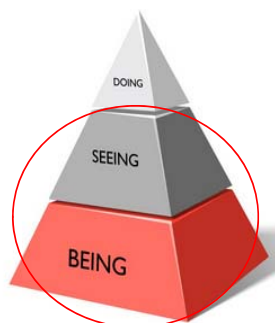
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### Peter Fuda's Transformational Change Agent framework: my perspective



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#### "Seeing" and "Being"

- We can only do effective "doing" if we build on strong foundations of "seeing and being"
- Change begins with me
- Hopeful futures, creative opportunities and potential
- Multiple lenses for change
- See myself in the context of my higher purpose

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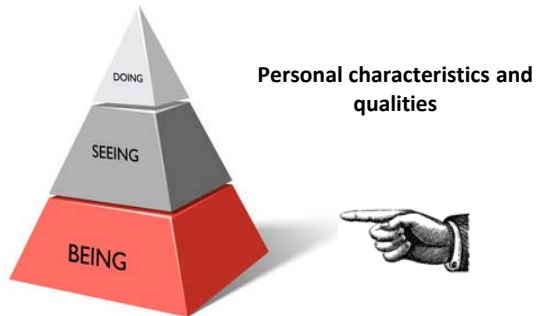
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**"Being" as a change agent**



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**Change starts with me**



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Source of image: jasonkeath.com

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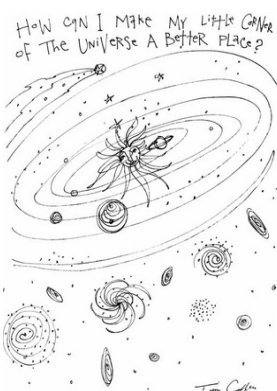
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Source of image: timcoffeyart.wordpress.com

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***"There's only one corner of the universe you can be certain of improving, and that's your own self."***  
**Aldous Huxley**

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### Four things we know about successful boat rockers

CHANGE  
BEGINS WITH

me

1. able to **join forces** with **others** to create **action**
2. able to achieve **small wins** which create a sense of hope, possibility and confidence
3. More likely to view **obstacles** as **challenges** to overcome
4. strong sense of "**self-efficacy**"
  - belief that I am personally able to create the change

#SHCR @HelenBevan

Source: adapted from Debra E Meyerson

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### Self-efficacy

"If you think you can or think you can't, you are right."

Henry Ford

"The ability to act is tied to a belief that it is possible to do so"

Albert Bandura

There is a positive, significant relationship between the **self-efficacy beliefs** of a change agent and her/his **ability to facilitate change** and get good outcomes



#SHCR @HelenBevan

Source of image: www.h3daily.com

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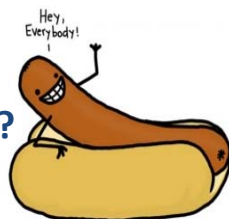
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What's the difference between

**self efficacy**  
and  
**self esteem,**  
**self belief,**  
**self-confidence?**



**I AM AWESOME**

#SHCR @HelenBevan

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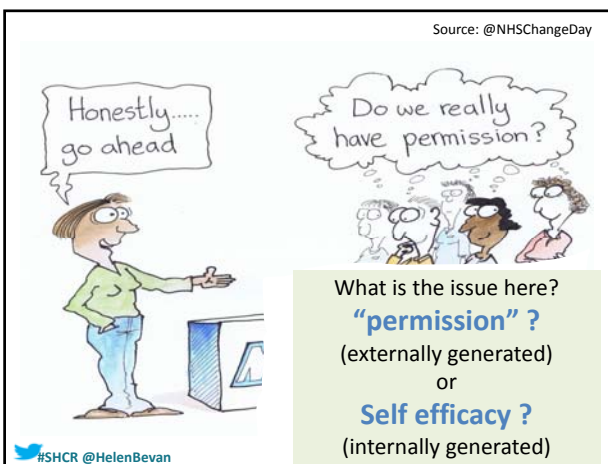
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**Building self-efficacy: some tactics**

1. Create change one small step at a time
2. Reframe your thinking:
  - failed attempts are learning opportunities
  - uncertainty becomes curiosity
3. Make change routine rather than an exceptional activity
4. Get social support
5. Learn from the best

#SHCR #Quality2015 @HelenBevan @BoelGare @jackielynton

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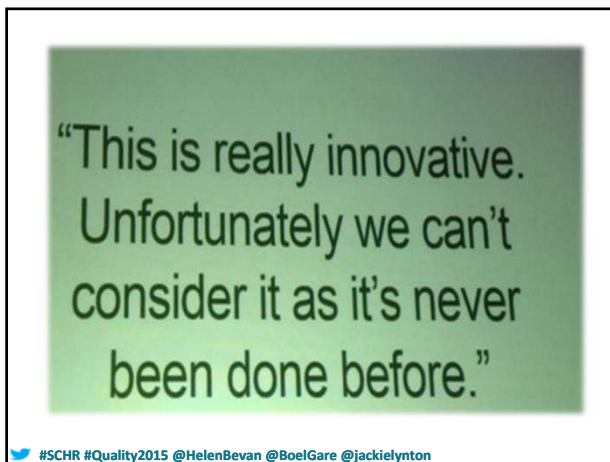
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Key #2...

Don't Take it Personally.  
It's not about you.

#SCHR #Quality2015 @HelenBevan @BooGard @JackieLynton @reafhandling.rejectionpositively

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Key #3...

Respond Positively.  
Don't react badly.

#SCHR #Quality2015 @HelenBevan @BooGard @JackieLynton @reafhandling.rejectionpositively

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Key #4...

See 'NO' as an  
opportunity. Value it.

#SCHR #Quality2015 @HelenBevan @BooGard @JackieLynton @reafhandling.rejectionpositively

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Key #5...

Make it a personal  
PERFORMANCE target.



#SCHR #Quality2015 @HelenBevan @BoelGard @JackieLynton arefnhandling.rejectionpositively

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Key #6...

Understand that NO  
does not mean NEVER.



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### Research from the sales industry:

How many **NOs** should we be seeking to get?

- 2% of sales are made on the first contact
- 3% of sales are made on the second contact
- 5% of sales are made on the third contact
- 10% of sales are made on the fourth contact
- 80% of sales are made on the **fifth to twelfth** contact



#SCHR #Quality2015 @HelenBevan @BoelGard @JackieLynton arefnhandling.rejectionpositively

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“Papers that are more likely to contend against the status quo are more likely to find an opponent in the review system—and thus be rejected—but those papers are also more likely to have an impact on people across the system, earning them more citations when finally published”

V. Calcagno et al., “Flows of research manuscripts among scientific journals reveal hidden submission patterns,”

## Research Papers




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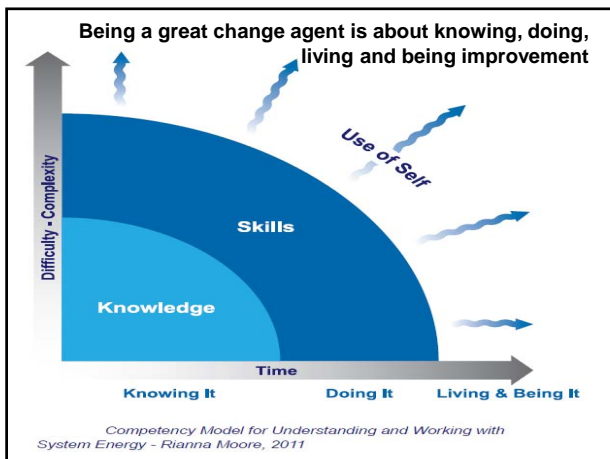
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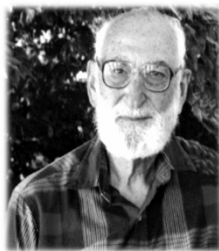
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“Ultimately, the secret of quality is **love**.

..... If you have love, you can then work backward to monitor and improve the system”.



Avedis Donabedian

#SHCR @HelenBevan

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## Key tactic : Out-love everyone else



#SHCR @HelenBevan

Source of image: Bradley Burgess

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## Questions for reflection

1. What are the opportunities for me to build my perspectives and skills as an **agent of change**?
2. How can I build **self efficacy** as a change agent?
3. How do I move beyond **skills** and **knowledge** of change to **live** and **be** change?
4. Who can **help and support me** as a change agent?
5. What are the implications for the **way I work**?

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Currency	Current
Held by a few	Made by many
Pushed down	Pulled in
Commanded	Shared
Closed	Open
Transaction	Relationship

Jeremy Heimans TED talk "What new power looks like"  
<https://www.youtube.com/watch?v=j-S03JfgHEA>

#SHCR @HelenBevan

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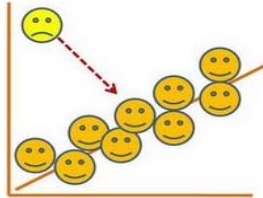
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## The easiest way to thrive as an outlier

...is to avoid being one

Seth Goodin



#SHCR @HelenBevan Source of image: outskirtsbattledome.wikispaces.com

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## COLLABORATING IN A SOCIAL ERA



Author: Oscar Berg

For more information/explanation visit: <http://linkis.com/www.oscarberg.net/20/QwGqV>

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## Power in community

*"Power used to come largely through and from big institutions.*

*Today power can and does come from connected individuals in community.*

*When community invests in an idea, it co-owns its success.*



Source of image: orton.org

*Instead of trying to achieve scale all by ourselves, we have a new way to have scale. Scale can be in, with and through community."*

Nilofer Merchant

#SHCR @HelenBevan

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*Managers know how to command obedience and diligence, but most are clueless when it comes to galvanizing the sort of volunteerism that animates life on the social web. Initiative, imagination and passion can't be commanded—they're gifts.*

Gary Hamel

<http://www.mixmashup.org/blog/reinventing-management-mashup-architecture-ideology>

#SHCR @HelenBevan

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*"When we talk of social change, we talk of movements, a word that suggest vast groups of people walking together, leaving behind one way and travelling towards another"*

Rebecca Solnit




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## Learning from social movement leaders

### THE POWER OF ONE, THE POWER OF MANY

BRINGING SOCIAL MOVEMENT THINKING TO HEALTH  
AND HEALTHCARE IMPROVEMENT

Jo Bibby  
Helen Bevan  
Elizabeth Carter  
Paul Bate  
Glenn Robert



[http://www.slideshare.net/NHSIQ/the-power-of-one-the-power-of-many?pid=97bb3464-07c2-4883-9531-c3d436a66aa1&v=qf1&b=&from\\_search=2](http://www.slideshare.net/NHSIQ/the-power-of-one-the-power-of-many?pid=97bb3464-07c2-4883-9531-c3d436a66aa1&v=qf1&b=&from_search=2)

#SHCR @HelenBevan

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**Leadership is....**

*...the art of mobilising others  
to want to struggle for shared  
aspirations*

Jim Kouzes

#SHCR @HelenBevan

Source of image: environmentvictoria.org.au

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## Framing

... is the process by which leaders construct, articulate and put across their message in a powerful and compelling way in order to win people to their cause and call them to action.

Snow D A and Benford R D (1992)




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#SHCR @HelenBevan

Source: @RobertVarnam

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## The reality

"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



Source of image: swedenbourg-openlearning.org.uk  
#SHCR @HelenBevan

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**Four gaps between**

**how we  
communicate  
change**



**how people  
engage with that  
communication**

1. People speak intellectually but engage emotionally
2. Facts are hard to remember and easy to challenge
3. If we only talk about our success people won't believe us
4. People don't want more communication; they want meaningful communication

#SHCR @HelenBevan <http://www.peterfuda.com/2014/10/30/traditional-comms-fail-engage/>

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or

*"I have some Key Performance Indicators for you"*



*"I have a dream"*

#SHCR @HelenBevan Source: @RobertVarnam

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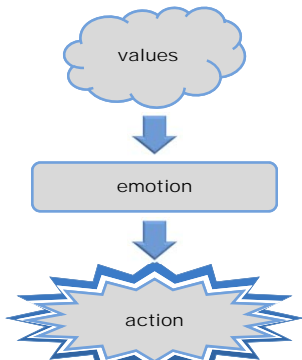
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**If we want people to take action, we have to connect with their emotions through values**



#SHCR @HelenBevan Source: Marshall Ganz

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## Organizational Behavior and Human Decision Processes

Volume 102, Issue 2, March 2007, Pages 143–153



### Sympathy and callousness: The impact of deliberative thought on donations to identifiable and statistical victims

Deborah A. Small<sup>a</sup>, George Loewenstein<sup>b</sup>, Paul Slovic<sup>c</sup>

<sup>a</sup> University of Pennsylvania, 700 Jon M. Huntsman Hall, Philadelphia, PA 19104-6340, USA  
<sup>b</sup> Department of Social & Decision Sciences, Carnegie Mellon University, 208 Porter Hall, Pittsburgh, PA 15213, USA  
<sup>c</sup> Decision Research, 1201 Oak Street, Suite 200, Eugene, OR 97401, USA

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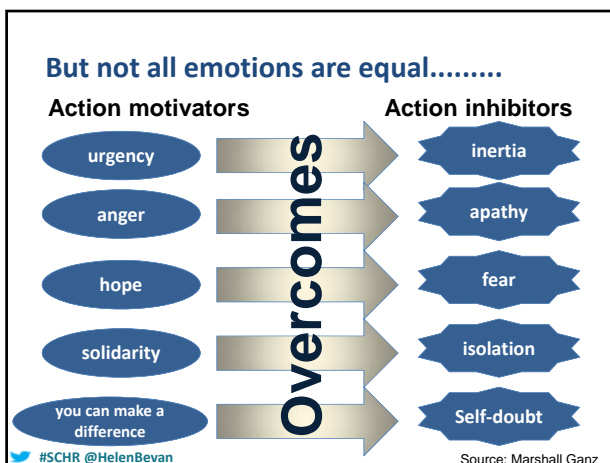
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*“Leaders must wake people out of inertia. They must get people excited about something they’ve never seen before, something that does not yet exist”*

Rosa Beth Moss Kanter



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**Effective framing:  
what do we need to do?**

1. Tell a story



#SHCR @HelenBevan Source of image: woccdoc.org

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I think people have begun to forget how powerful human stories are, exchanging their sense of empathy for a fetishistic fascination with data, networks, patterns, and total information... Really, the data is just part of the story. The human stuff is the main stuff, and the data should enrich it.

Jonathan Harris

<http://www.slideshare.net/amtikaps/fifth-elephant-2014-talk-crafting-visual-stories-with-data?sf3881865=1>

#SHCR @HelenBevan

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**Effective framing:  
what do we need to do?**

1. Tell a story
2. Make it personal



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**Effective framing:  
what do we need to do?**

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



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**Effective framing:  
what do we need to do?**

1. Tell a story
2. Make it personal
3. Be authentic
4. Create a sense of "us" (and be clear who the "us" is)



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### Effective framing: what do we need to do?

1. Tell a story
2. Make it personal
3. Be authentic
4. Create a sense of “us” (and be clear who the “us” is)
5. Build in a call for urgent action



#SHCR @HelenBevan

Source of image: woccdoc.org

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### Vivid details



#SHCR @HelenBevan

Source: Marshall Ganz

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### Talk to the person next to you

- Tell your story about why the change you are involved in now is so important to you
- Relate it to a personal experience

You have:

- 2 minutes to prepare your story
- 3 minutes each to tell your story



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### How do we create a sense of "us" to build momentum for change?



#SHCR @HelenBevan Source of image: [www.tannerfriedman.com](http://www.tannerfriedman.com)

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## Moving beyond *us and them* to *us and us*



#SHCR @HelenBevan

Source of image: [www.delta7.com](http://www.delta7.com)

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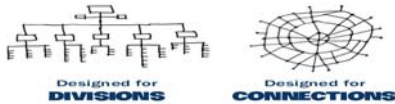
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## *The Network Secrets of Great Change Agents*

Julie Battilana & Tiziana Casciaro

1. As a change agent, my **centrality in the informal network** is more important than my **position in the formal hierarchy**
2. If you want to create **small scale change**, work through a **cohesive network**  
If you want to create **big change**, create **bridge networks** between disconnected groups



#SHCR @HelenBevan @FreerMary

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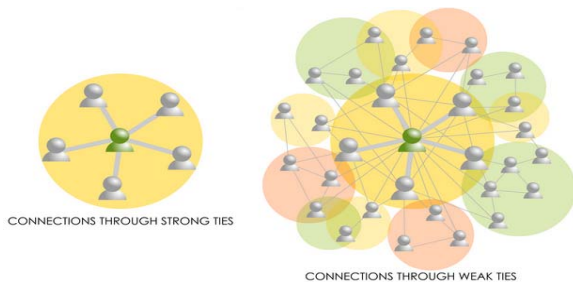
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## strong ties (cohesive) v. weak ties (disconnected)



#SHCR @HelenBevan

Source of image: [http://www.forbes.com/forbes/welcome\\_mjx.shtml](http://www.forbes.com/forbes/welcome_mjx.shtml)

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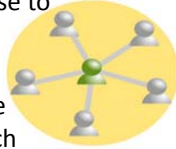
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### When we spread change through strong ties:

- we interact with “people like us”, with the same life experiences, beliefs and values
- Change is “peer to peer”; GP to GP, social worker to social worker, nurse to nurse, community leader to community leader
- Influence is spread through people who are strongly connected to each other, like and trust each other



#SHCR @HelenBevan

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- Influence is spread through people who are strongly connected to each other, like and trust each other

**IT WORKS BECAUSE** people are far more likely to be influenced to adopt new behaviours or ways of working from those with whom they are most strongly tied

#SHCR @HelenBevan

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### The pros and cons of strong ties

Pros	Cons

#SHCR @HelenBevan

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### When we seek to spread change through weak ties

- we **build bridges** between groups and individuals who were previously different and separate
- we create **relationships** based not on pre-existing similarities but **on common purpose and commitments** that people make to each other to take action
- We can **mobilise all the resources** in our organisation, system or community to help achieve our goals

#SHCR @HelenBevan

### Why we need to build weak ties AS WELL AS strong ties

- Weak ties are more likely to lead to change at scale because they enable us to access more people with fewer barriers

#SHCR @HelenBevan weak ties: <https://www.youtube.com/watch?v=w7AzRVxhEXA#t=45>

### Why we need to build weak ties AS WELL AS strong ties

- Weak ties are more likely to lead to change at scale because they enable us to access more people with fewer barriers
- In situations of uncertainty, we have a tendency to revert to our strong tie relationships
  - **yet the evidence tells us that weak ties are much more important than strong ties when it comes to searching out resources in times of scarcity**

#SHCR @HelenBevan

### Why we need to build weak ties AS WELL AS strong ties

- Weak ties are more likely to lead to change at scale because they enable us to access more people with fewer barriers
- In situations of uncertainty, we have a tendency to revert to our strong tie relationships
  - **yet the evidence tells us that weak ties are much more important than strong ties when it comes to searching out resources in times of scarcity**
- The most breakthrough innovations and most radical change will come when we tap into our weak

#SHCR @HelenBevan

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### Sources of weak ties



#SHCR @HelenBevan

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### Three components of a great narrative

- **Diagnostic** – what is the problem that we are addressing? What is the extent of the problem? What is the specific source or sources?
- **Prognostic** – what could the future look like? What is our “plan of attack” and our strategy for carrying out the plan?
- **Motivational** – why is this urgent? What is our call for action that connects with the motivational and emotional drivers of our audience?



Source: Benford and Snow

#SHCR @HelenBevan

Source of image: [www.ecommercedefense.com](http://www.ecommercedefense.com)

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## Four keys to collaboration

- *Lean into your discomfort*
- *Listen as an ally*
- *State your intent*
- *Share your “street corner”*

Source: Judith Katz and Fred Miller



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"You don't need an engine when you have wind in your sails"

#SCHR @HelenBevan

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### Questions for reflection

1. What learning and inspiration can you take from social movement leaders to help you in your role as an agent of change in health and care?
2. How will you attract the attention of the people you want to call to action?
3. Who are the people who are currently disconnected that you want to unite in order to achieve your goal for change? How can you build a sense of "us" with them?

#SCHR @HelenBevan

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***Employee resistance*** is the most common reason executives cite for the failure of big organizational-change efforts

Scott Keller and Colin Price (2011), *Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage*



Source of image:  
Businessconjunctions.com

#SCHR @HelenBevan

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THE ~~sun~~ TIMES  
**Health News**

Spinal column: fear enters the house  
Helen Reid

News · Opinion · Business · Money · Sport · Life · Arts · Puzzles · Papers

Sunday, July 13 · London: 15°C · 23°C

## Resistance to change in NHS 'has cost thousands of lives'



*"Thousands of patients have died needlessly because of a damaging reluctance amongst doctors and the public to accept changes in the NHS, according to the country's top emergency doctor"*

Professor Keith Willett says lives are still being lost because of health service 'inertia'

#SHCR @HelenBevan

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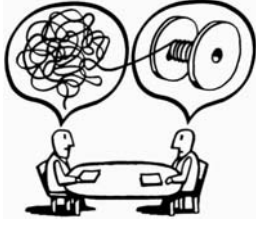
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Leaders ask their staff to be ready for change, but do not engage enough in sensemaking.....

Sensemaking is not done via marketing...or slogans but by emotional connection with employees

Ron Weil



#SHCR @HelenBevan

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**“Resistant behaviour is a good indicator of missing relevance**

Harald Schirmer

<http://de.slideshare.net/haraldschirmer/strategies-for-corporate-change-the-new-role-of-hr-driving-social-adoption-and-change-in-the-enterprise>



#SHCR @HelenBevan @FreerMary

Source of image: driverlayer.com

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“  
Cultural change  
is a million  
subversive acts  
of resistance  
Brene Brown



Source of image: zazzle.com

#SHCR @HelenBevan @FreerMary

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Essentially, all  
models are wrong,  
but some are useful.

- George E.P. Box

#SHCR @HelenBevan

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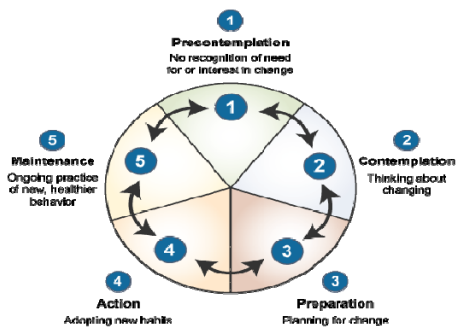
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### “Stages of change” Transtheoretical model of behaviour change



Prochaska, DiClemente & Norcross (1992)

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### The model is mostly used around health-related behaviours

- smoking cessation
- exercise adoption
- alcohol and drug use
- weight control
- fruit and vegetable intake
- domestic violence
- HIV prevention
- use of sunscreens to prevent skin cancer
- medication compliance
- mammography screening

#SHCR @HelenBevan

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### The model is mostly used around health-related behaviours

- smoking cessation
- exercise adoption
- alcohol and drug
- weight control
- fruit and vegetable
- domestic violence
- HIV prevention
- use of sunscreens to prevent skin cancer
- medication compliance
- mammography screening

**It works for  
organisational and  
service change too!**

#SHCR @HelenBevan

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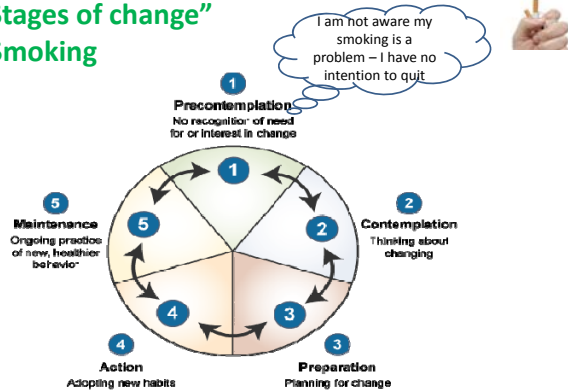
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### "Stages of change" Smoking



Prochaska, DiClemente & Norcross (1992)

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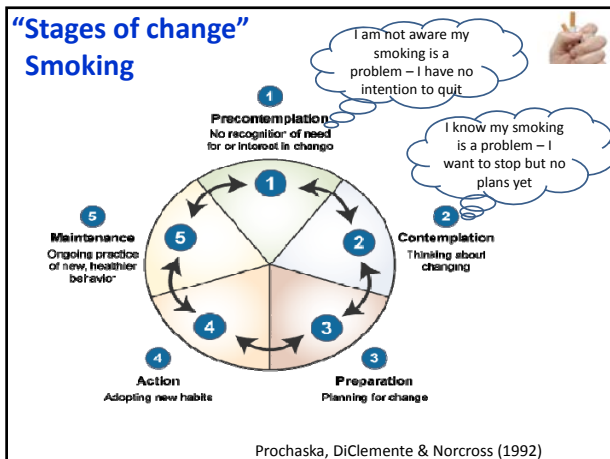
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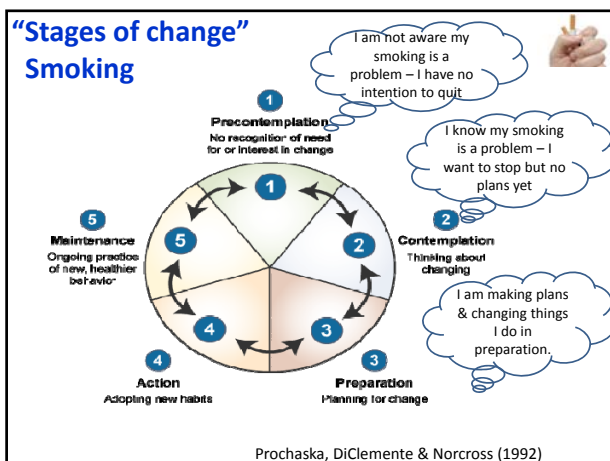
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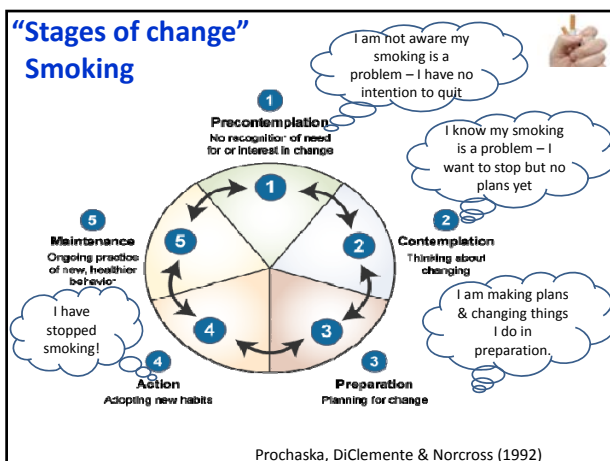
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