Leadership for Change Programme Master Class 3

Dr Helen Bevan

Thursday 5th November 2015

Welcome

How to be a GREAT change agent

Dr Helen Bevan, OBE
Chief Transformation Officer

@HelenBevan
Welcome to the School for Health and Care Radicals: a global community of change agents

Connectivivism Learning Theory
George Siemens (2005) and Stephen Downes (2005)

http://www.slideshare.net/Downes/connectivism-and-personal-learning/text_slideshow=1

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
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

@HelenBevan

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?

Source: http://t.co/ybkznKKHrv

@HelenBevan

“New truths begin as heresies”
(Huxley, defending Darwin’s theory of natural selection)

“...and I take refuge in the truth that all of my good ideas are battles.”

Source of image: installation by the artist Adam Katz
via @NeilPerkin
We rarely see two, three or four year change projects anymore. Now it’s 30-60-90 day change projects.

Kinthi Sturtevant, IBM
13th annual Change Management Conference June 2015
Empower your staff to be the voice of the organisation. They’ve got audience & credibility.

Employees have 10x more connections than corporate social accounts.
SEISMIC SHIFTS

Change from THE EDGE

Hierarchical power

Policy Lab UK
Read more openpolicy.blog.gov.uk

Emerging practice

On the edge

We experiment here
If it works we bring it into government and then try to increase its use in departments...

http://www.slideshare.net/Openpolicymaking/policy-lab-slide-share-introduction-final

change
always

Starts on the fringe
(at the edge)

Starts with the activists

Gary Hamel

5th November 2015
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

Jeremy Heimens TED talk "What new power looks like"
https://www.youtube.com/watch?v=s0HjFpHEA

old power  new power

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

John Kotter, the most influential thought leader globally, recognises new approaches are needed
John Kotter: “Accelerate!”

- 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”

From “have to” to “want to”

*Source of image: [www.slideshare.net/mexicanwave/champions-trolls-10-years-of-the-post-subcultural]*

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

http://www.untention.net/cs/docs/CathBaz.pdf

We have a lot of cathedrals

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

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”
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

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

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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
What are the risks for a boat rocker?

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2. leave the organisation

Source: adapted from Debra E. Meyerson
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
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

Source: adapted from Debra E Meyerson
There's a big difference between a rebel and a troublemaker

<table>
<thead>
<tr>
<th>Troublemaker</th>
<th>Rebel</th>
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<td>complain</td>
<td>create</td>
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<tr>
<td>alone</td>
<td>together</td>
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Source: Lois Kelly  www.foghound.com

Reflection

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

There’s a big difference between a rebel and a troublemaker

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Source: Lois Kelly  www.rebelsatwork.com
Peter Fuda’s Transformational Change Agent framework

Skills and methods for creating change

Ability to make sense of, and reshape perceptions of ‘reality’

Personal characteristics and qualities

Peter Fuda’s Transformational Change Agent framework: my perspective

“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

Peter Fuda’s Transformational Change Agent framework: my perspective

“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
“Being” as a change agent

Personal characteristics and qualities

Source of image: jasonkeath.com

Change starts with me

Source of image: timcoffeyart.wordpress.com

“There’s only one corner of the universe you can be certain of improving, and that’s your own self.”

Aldous Huxley

Source of image: timcoffeyart-wordpress.com
Four things we know about successful boat rockers

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

Source: adapted from Debra E Meyerson

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

Source of image: www.h3daily.com

What’s the difference between

self efficacy

and

canon esteem, self belief, self-confidence?

I AM AWESOME
What is the issue here? “permission”?
(externally generated)
or Self efficacy?
(internally generated)

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
"This is really innovative. Unfortunately we can't consider it as it's never been done before."

Key #1...
Instead of avoiding Rejection... Increase it.
Key #2...
Don’t Take it Personally. It’s not about you.

Key #3...
Respond Positively. Don’t react badly.

Key #4...
See ‘NO’ as an opportunity. Value it.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #5...
Make it a personal PERFORMANCE target.

Key #6...
Understand that NO does not mean NEVER.

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
“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,”

Being a great change agent is about knowing, doing, living and being improvement

“Ultimately, the secret of quality is love.

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

Avedis Donabedian
Key tactic:
Out-love everyone else

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?

old power
new power

Currency
Held by a few
Pushed down
Commanded
Closed
Transaction

Current
Made by many
Pulled in
Shared
Open
Relationship

Jeremy Heimans. TED talk “What new power looks like”
https://www.youtube.com/watch?v=6ZUOg6A
The easiest way to thrive as an outlier...is to avoid being one
Seth Goodin

Collaborating in a Social Era

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.
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
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

“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

Learning from social movement leaders

THE POWER OF ONE, THE POWER OF MANY
BRINGING SOCIAL MOVEMENT THINKING TO HEALTH AND HEALTHCARE IMPROVEMENT

http://www.slideshare.net/NHSIQ/the-power-of-one-the-power-of
Leadership is,….

...the art of mobilising others to want to struggle for shared aspirations
Jim Kouzes
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)

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
Four gaps between how we communicate change and 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.

Source: Marshall Ganz

“If we want people to take action, we have to connect with their emotions through values.”

Source: Marshall Ganz
But not all emotions are equal........

<table>
<thead>
<tr>
<th>Action motivators</th>
<th>Action inhibitors</th>
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<tbody>
<tr>
<td>urgency</td>
<td>inertia</td>
</tr>
<tr>
<td>anger</td>
<td>apathy</td>
</tr>
<tr>
<td>hope</td>
<td>fear</td>
</tr>
<tr>
<td>solidarity</td>
<td>isolation</td>
</tr>
<tr>
<td>you can make a difference</td>
<td>Self-doubt</td>
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Source: Marshall Ganz
“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 Kantor

Effective framing: what do we need to do?

1. Tell a story

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

Source of image: woocdoc.org
Effective framing:
what do we need to do?

1. Tell a story
2. Make it personal

Effective framing:
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Effective framing:
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1. Tell a story
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4. Create a sense of “us” (and be clear who the “us” is)
**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

Source of image: wocdoc.org

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**Vivid details**

Source: Marshall Ganz
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

How do we create a sense of “us” to build momentum for change?

Source of image: www.tannerfriedman.com
Moving beyond *us and them* to *us and us*

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

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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


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**strong ties (cohesive)**

v.

**weak ties (disconnected)**

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

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

The pros and cons of strong ties

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<th>Pros</th>
<th>Cons</th>
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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

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

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

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  - 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
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
  ties

Sources of weak ties

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
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

Where the magic happens

Your comfort zone

We may have come on different ships, but we’re in the same boat now.
“You don’t need an engine when you have wind in your sails”

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?

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

5th November 2015
“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.”

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

“Resistant behaviour is a good indicator of missing relevance”
Harald Schirmer


Source of image: driverlayer.com
"Cultural change is a million subversive acts of resistance"
Brene Brown

Essentially, all models are wrong, but some are useful.
- George E.P. Box

“Stages of change”
Transtheoretical model of behaviour change

Prochaska, DiClemente & Norcross (1992)
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

It works for organisational and service change too!

“Stages of change”
Smoking

Prochaska, DiClemente & Norcross (1992)
I am not aware my smoking is a problem – I have no intention to quit.

I know my smoking is a problem – I want to stop but no plans yet.

I am making plans & changing things I do in preparation.

I have stopped smoking!

Prochaska, DiClemente & Norcross (1992)