Rocking The Boat But Staying In It: How to be a great change agent

Taken from the

http://www.theedge.nhsiq.nhs.uk/school/
Taken from the School for Health and Care Radicals

A global community of change agents

Over 7000 people have now taken part in The School for Health and Care Radicals, from around the world, including:

Argentina, Australia, Austria, Belgium, Brazil, Canada, Denmark, England, France, Georgia, Germany, Greece, India, Ireland (Republic), Italy, Netherlands, New Zealand, Nigeria, Norway, Northern Ireland, Pakistan, Qatar, Russian Federation, Saudi Arabia, Scotland, Singapore, Slovenia, South Africa, Spain, Sweden, Switzerland, Thailand, Tunisia, Ukraine, USA, Wales
Connectivism

Learning is nurturing connections among a diversity of views

Source: http://www.slideshare.net/alwynlau/learning-theories-learner-needs

@LynneMaher1 @helenbevan qfm9 quality2016
Today is a PRIMER

- Context: emerging directions in transformation and change
- Some challenges for health and care radicals
- Creating connections and building communities
- Rolling with resistance
- Making change happen
Where on earth are you?
How are you feeling today?

I’m ready to be radical!

I’m cautiously optimistic.

I remain unconvinced or sceptical.

I’m feeling positive, let’s see how I can make this work!
Joining in today

• Please tweet using hashtags #qfm5 and #quality2016
• Download the slides from SlideShare
• Follow us on Twitter @Lynne Maher1 and @Helen Bevan
 Honestly...... go ahead

Do we really have permission?
“New truths begin as heresies”
(Huxley, defending Darwin’s theory of natural selection)
What is happening with change?
What is happening with change?
Empower your staff to be the voice of the organisation. They’ve got audience & credibility.

Employees have 10x more connections than corporate social accounts.
What is happening with change?

DISRUPTIVE CHANGE

DIGITAL CONNECTION

Work complexity
What is happening with change?

Disruptive Change

Digital Connection

Work Complexity

Hierarchical power
“In a connected world, power no longer emanates from the top of the heap, but the centre of the network.”

Greg Satell, 2015

What is happening with change?

Change from THE EDGE

Hierarchical power

Work complexity

DISRUPTIVE CHANGE

DIGITAL CONNECTION

live on the edges or not at all.
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
Future health and care leaders will need to be leaders at the edge!
Starts on the fringe  
(at the edge)  
Starts with the activists  
Gary Hamel
“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 Heimans TED talk “What new power looks like”

[link to YouTube video]

@LynneMaher1 @helenbevan qfm9 quality2016
The essential flaw of [quality improvement methodology] is that, when implemented, it tends to reinforce the mechanistic and hierarchical models that are consistent with the mental maps of most managers.

Chris Argyris, *Flawed advice and the management trap*

Source of image: www.biblicalcreation.org.uk

Read more at: http://www.slideshare.net/jurgenappelo/management-30-workout
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 and get out of the way

“Tear down the walls”
“Tomorrow’s management systems will need to value diversity, dissent and divergence as highly as conformance, consensus and cohesion.”

Gary Hamel
“Tomorrow’s management systems will need to value diversity, dissent and divergence as highly as conformance, consensus and cohesion.”

Gary Hamel

“The single biggest mistake to avoid? Creating disruption at work. Focus on developing relationships, not disrupting and alienating people.”

Peter Vander Awera on learning from setbacks and failures

@LynneMaher1 @helenbevan #qfm9 #quality2016
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
If you put fences around people, you get sheep. Give people the room they need.

William L McKnight
What happens to heretics/radicals/rebels/mavericks in organisations?
Sometimes, even if I stand in the middle of the room, no one acknowledges me.
We need to be boatrockers!

• Walk the fine line between difference and fit, inside and outside, rock the boat but manage to stay in it
• Able to challenge the status quo when we see that there could be a better way
• Conform AND rebel
• Capable of working with others to create success NOT a destructive troublemaker

Source: Debra Meyerson
There’s a big difference between a rebel and a troublemaker

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Source: Lois Kelly [www.foghound.com](http://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
Change starts with me
"There’s only one corner of the universe you can be certain of improving, and that’s your own self."

Aldous Huxley
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

“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

@LynneMaher1 @helenbevan #qfm9 #quality2016
Honestly..... go ahead

Do we really have permission?
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
50 Reasons Not To Change

- I'm not sure my boss would like it.
- It's too expensive.
- We'll catch flak for that.
- That's someone else's responsibility.
- We've always done it this way.
- It won't fly.
- We don't have the equipment.
- It's too complicated.
- It's too ambitious.
- No one asked me.
- We didn't budget for it.
- It will take too long.
- It's hopeless.
- We can't take the chance.
- We don't have the authority.
- There's too much red tape.
- We have too many layers.
- It's contrary to policy.
- They won't fund it.
- It's too radical.
- It needs more thought.
- It's not my job.
- Another department tried that.
- There's no clear mandate.
- We're waiting for guidance on that.
- It won't work in this department.
- It won't fly upstairs.
- It's not our problem.
- We're doing OK as it is.
- It can't be done.
- We have consensus yet.
- We don't have the staff.
- We tried that before.
- It's against tradition.
- They're too entrenched.
- We're waiting for guidance on that.
- This is just a fad.
- There's not enough time.
- No se puede.
- We've never done that before.
- It needs committee study.
- Maybe. Maybe not.
- I'm all for it, but...
“This is really innovative. Unfortunately we can’t consider it as it’s never been done before.”
Go for NO!

YES is the destination
NO is how you get there

RICHARD FENTON & ANDREA WALTZ

I couldn't put it down! All salespeople should put this book on their required reading list!
-Wayne Allyn Root, Host of The WinningEDGE®
Key #1...
Instead of avoiding Rejection... Increase it.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #2...
Don’t Take it Personally. It’s not about you.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #3...
Respond Positively.
Don’t react badly.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
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.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slideshargfnhandling-rejectionpositively
Key #6...
Understand that NO does not mean NEVER.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
You don’t know you’re going to get a “No” until you ask, and if you don’t ask, you’ve given yourself the “No”

Jack Canfield
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

Source: [http://www.slideshare.net/bryandaly/go-for-no](http://www.slideshare.net/bryandaly/go-for-no)
“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,”
Creating connections and building communities
The Network Secrets of Great Change Agents

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.
People who are highly connected have twice as much power to influence change as people with hierarchical power.

Leandro Herrero

http://t.co/Du6zCbrDBC
strong ties vs. weak ties

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
# The pros and cons of strong ties

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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 assets** 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

• 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
Think about a change you are making or want to make. Who are your strong and weak ties?
Take part in an RCT

What is a RCT?
Outcomes of Randomised Coffee Trials

How to create a culture of serendipity. Nesta’s *Randomised Coffee Trial* generated hundreds of new connections in four months.
Debrief

RCT
“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
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)
“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 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.

http://www.peterfuda.com/2014/10/30/traditional-comms-fail-engage/

@LynneMaher1 @helenbevan #qfm9 #quality2016
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
“I have some Key Performance Indicators for you”
or
“...I have a dream...”

Source: @RobertVarnam
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

Source of image: www.ecommercedefense.com
If we want people to take action, we have to connect with their emotions through values.

“Storytelling is the best way to help the person in front of you build trust and ultimately be able to connect to you”. IDEO

Source: Marshall Ganz
Sympathy and callousness: The impact of deliberative thought on donations to identifiable and statistical victims

Deborah A. Small\textsuperscript{a}, George Loewenstein\textsuperscript{b}, Paul Slovic\textsuperscript{c}

\textsuperscript{a} University of Pennsylvania, 700 Jon M. Huntsman Hall, Philadelphia, PA 19104-6340, USA

\textsuperscript{b} Department of Social & Decision Sciences, Carnegie Mellon University, 208 Porter Hall, Pittsburgh, PA 15213, USA

\textsuperscript{c} Decision Research, 1201 Oak Street, Suite 200, Eugene, OR 97401, USA
Indian artist Sudarsan Pattnaik created a sand sculpture of the image of Alan Kurdi's body.
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
Vivid details

SHOW... Don’t Tell

Specific moment/s

Specific People

Specific Values

Specific Challenge

Specific choices

Specific Outcomes

.....And well chosen **vivid** details!

Source: Marshall Ganz
Effective Communication continues throughout the change

• Q- How is the project going?

• Change Agent- Good. The number of people who did not attend reduced by 20% and the staff survey showed that satisfaction had improved.

Are you excited by this?
Effective Communication needs to continue throughout the change

- **Stakeholder:** How is the project going?
- **Project Leader:** I visited the ward last Wednesday to find out about progress, one of the patients beamed and said that this project is what keeps him going. At handover I chatted with one of the nurses who said that the patient had actually relaxed and joined in during the sessions this has helped reduce his aggression. I also talked to the ward manager and he simply lit up when he told me that the work had brought out the best in the patients and the staff.
Rolling with resistance
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
Resistant behaviour is a good indicator of missing relevance

Harald Schirmer


Source of image: driverlayer.com
Essentially, all models are wrong, but some are useful.

- George E.P. Box
“Stages of change”
Transtheoretical model of behaviour change

1. Precontemplation
   No recognition of need for or interest in change

2. Contemplation
   Thinking about changing

3. Preparation
   Planning for change

4. Action
   Adopting new habits

5. Maintenance
   Ongoing practice of new, healthier behavior

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
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It works for organisational and service change too!
“Stages of change”
Smoking

I am not aware my smoking is a problem – I have no intention to quit

Prochaska, DiClemente & Norcross (1992)
“Stages of change”

Smoking

Precontemplation
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I am not aware my smoking is a problem – I have no intention to quit

Contemplation
Thinking about changing

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

Action
Adopting new habits

Preparation
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3. Preparation
   - Planning for change
   - I am making plans & changing things I do in preparation.

4. Action
   - Adopting new habits

5. Maintenance
   - Ongoing practice of new, healthier behavior

Prochaska, DiClemente & Norcross (1992)
"Stages of change"

**Smoking**

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I am not aware my smoking is a problem – I have no intention to quit

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

I have stopped smoking!

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Prochaska, DiClemente & Norcross (1992)
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Prochaska, DiClemente & Norcross (1992)
"Stages of change"

Smoking

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!

I sometimes miss it – but I am still not smoking.

Precontemplation
No recognition of need for or interest in change

Contemplation
Thinking about changing

Preparation
Planning for change

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Maintenance
Ongoing practice of new, healthier behavior

Prochaska, DiClemente & Norcross (1992)
“Stages of change”
Transtheoretical model of behaviour change

Prochaska, DiClemente & Norcross (1992)
Some questions

• Which stage do most change activities in health and care focus on?
• Which stage are most people actually at?
90% of the tools available for health and care change agents are designed for the “action” stage

The reality of our change situation

• Our tools are often not effective at the stage of change that most people we work with are at
• It’s hard to engage people in change
• It’s hard to get people to make the changes we want them to make
• People get irritated, defensive, irrational
• We feel powerless in our ability to lead or facilitate the change
Example – WHO Surgical Safety Checklist

- Designed for Stage 4 – ACTION!
- Mandated it through targets
- Despite compelling case for change – people often resisted it
- People did the task and missed the point

Source of infographic here
“In hospitals without adequate resources and efficient systems, simply requiring the checklist to be used might not only fail to improve patient safety but might also introduce new risks for staff and patients. This is the exact opposite of what the checklist was designed to achieve.”
So what do we TEND to do when people resist?

- Lower our ambitions for improvement
- Focus our energies on those who are already in the “action” stage
- Put negative labels on those who are not yet at the action stage such as “blocker” or “resister” or “laggard”
- Blame “the management” for not enforcing change
“The single biggest problem in communication is the illusion that it has taken place.”

George Bernard Shaw
So what SHOULD we do?

- Listen and understand
  - appreciate the starting point
  - elaborate interests
- Roll with resistance
  - Don’t argue against it
  - Be curious and accepting
  - Encourage elaboration of resistance
    - What makes it so hard?
    - What would help?
- Build meaning and conviction in the change

See [Motivational interviewing as a change management strategy](https://example.com)
If your horse dies, get off it
Cherokee proverb

Source of image: fenwickgallery.co.uk
Thinking about your own situation

Discussion

Focussing on Prochaska, DiClemente and Norcross’s *Stages of Change* model:

- What stage of change are some of the key people that you need to influence for your change initiative at?
- What actions can you take to help them move to the next stage?
How to make change happen

• Stop bribing
• Make people feel something
• Emphasise progress
• Start a cult (a group unified by a provocative idea)

Source: How to motivate people: four steps backed by science
What will you do now?
Study guides

Programme Study Guide:

Module 1 Study Guide:
http://www.slideshare.net/TheEdgeNHS/the-school-for-health-and-care-radical-2016-module-1-study-guide?related=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?

http://theedge.nhsiq.nhs.uk/school/school-evaluation/
Goodbye and good luck!

‘Be the change you want to see in the world.’