

HELLO

my name is

NHS
Improving Quality

.....
Jackie Lynton

**Creating a contagious
commitment for change**



@jackielynton

Five enabling themes in change and transformation www.nhs.uk/whitepaper



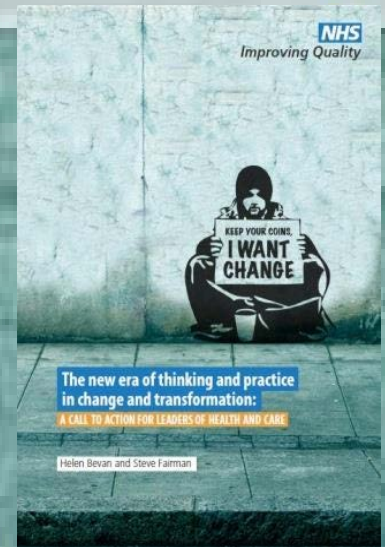
1 Activate disruptors, heretics, radicals and mavericks

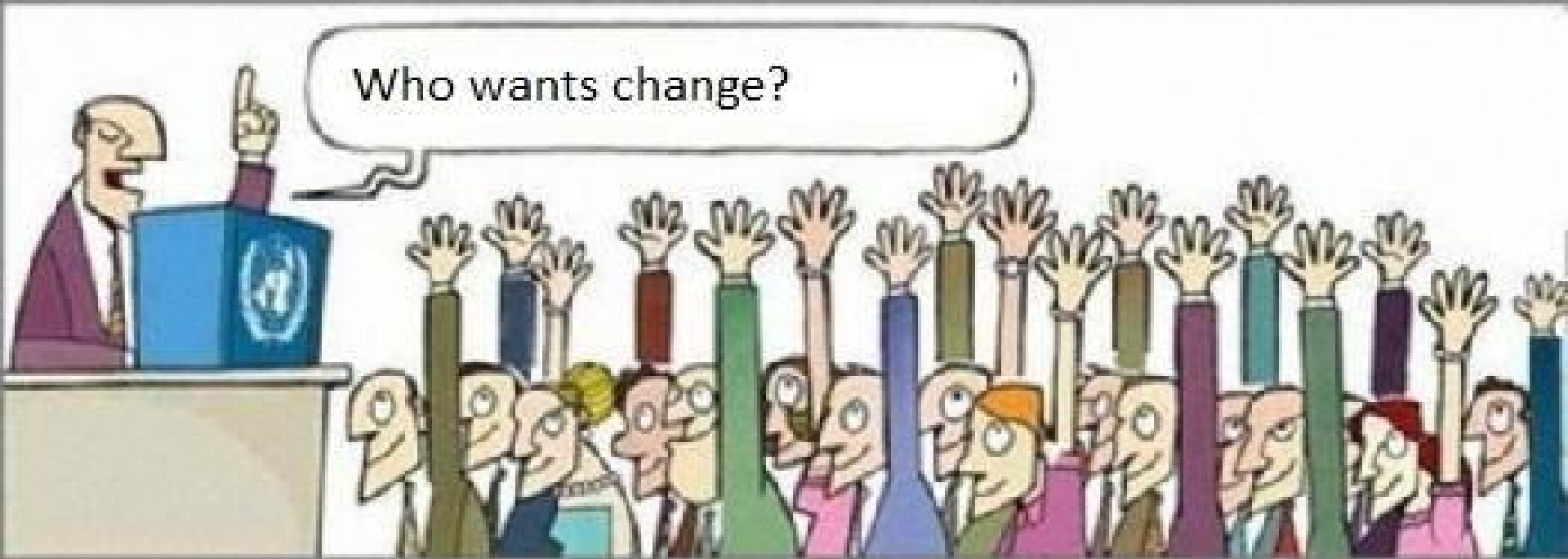
2 Lead transformation from 'the edge'

3 Change your story

4 Curate rather than create knowledge

5 Build bridges to connect the disconnected







Most change efforts are built upon the shaky foundation of five flawed assumptions;

- 1. that change can be managed*
- 2. that human beings are objective*
- 3. that there are 'X' steps to change*
- 4. that we have a neutral starting point for change*
- 5. and that change, itself, is the goal*

Peter Fuda

<http://www.peterfuda.com/wp-content/themes/peterfuda-bootstrap/content/Why-Change-Efforts-Fail.pdf>

Leading change in a new era

Dominant approach

Power through hierarchy

Mission and vision

Making sense through rational argument

Leadership-driven (top down) innovation

Tried and tested, based on experience

Transactions

Emerging direction

Power through connection

Shared purpose

Making sense through emotional connection

Viral (grass-roots driven) creativity

“Open” approaches , sharing ideas & data, co-creating change

Relationships



“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



'If people give to a cause, they expect a relationship, not a transaction.'

Nilofer Merchant



Sometimes other people see radicals/rebels as troublemakers

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.rebelsatwork.com

Six characteristics of people or groups within effective social movements

1. **They share a sense of *PURPOSE*:** There is purposefulness about collaborations, discussions, actions, decisions and a sense of forward momentum
2. **They are *UNITED*:** They have learned to manage their differences well enough that they can unite to accomplish their purpose. Differences are openly debated, discussed, and resolved.
3. **They share *UNDERSTANDING*:** There is a widely shared understanding of what's going on, what the challenges are and why what is being done has to be done
4. **People *PARTICIPATE*:** Lots of people and organisations in the system are active - not just in discussions and meetings, but getting the work done.
5. **They take *INITIATIVE*:** Rather than reacting to whatever happens in their environment, they are proactive, and act upon their environment.
6. **They *ACT*:** People do the work they must do to make the things happen that need to happen




Source: adapted from Wellstone Action

We need rebels!

- 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
- Without rebels, the storyline never changes

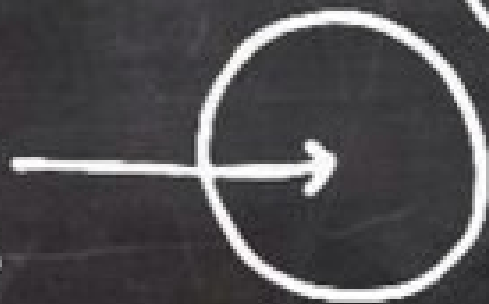


Source : @PeterVan <http://t.co/6CQtA4wUv1>

A photograph of a house with a sign that reads "Speak the truth, even if your voice shakes". The sign is painted in black on the white siding of the house. The house has a grey roof and a window to the left of the sign. The foreground is filled with dry, brown grass and some bare branches. The image is framed by a thick black border.

Speak the
truth, even if
your voice
shakes

Your
Comfort
Zone



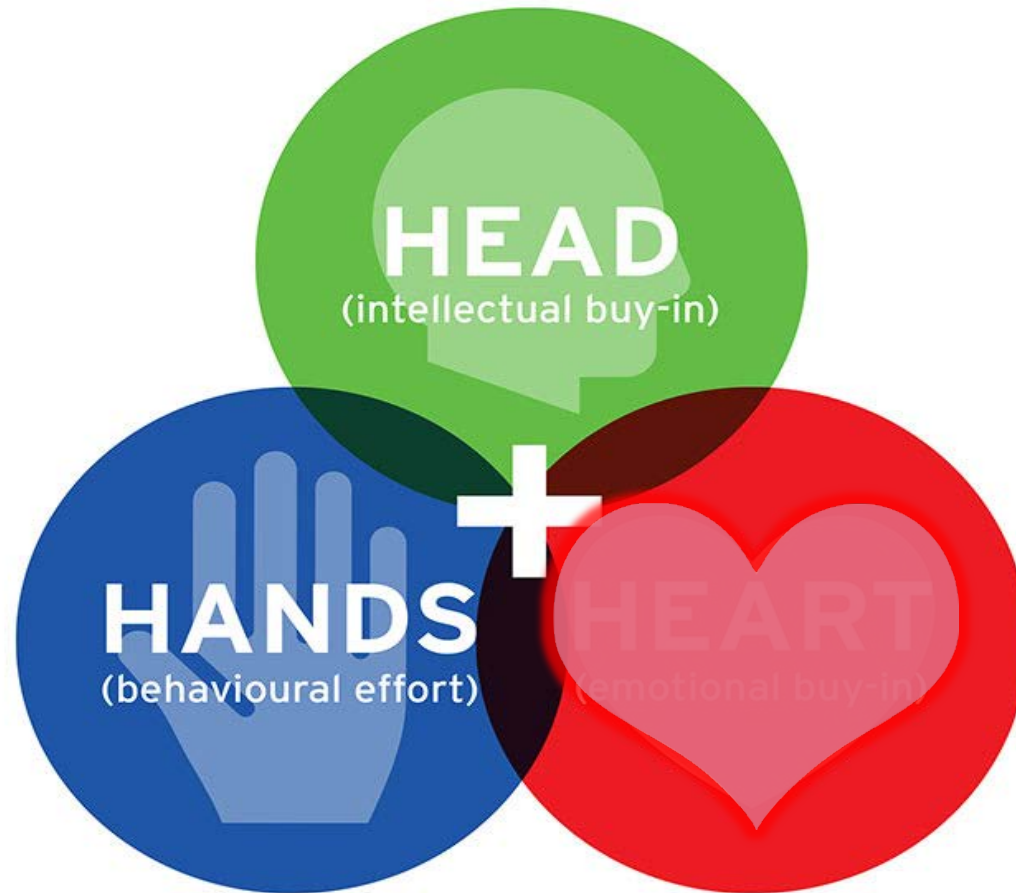
Where the
magic happens

*You get the best effort from others not by
lighting a fire beneath them, but by
building a fire within*

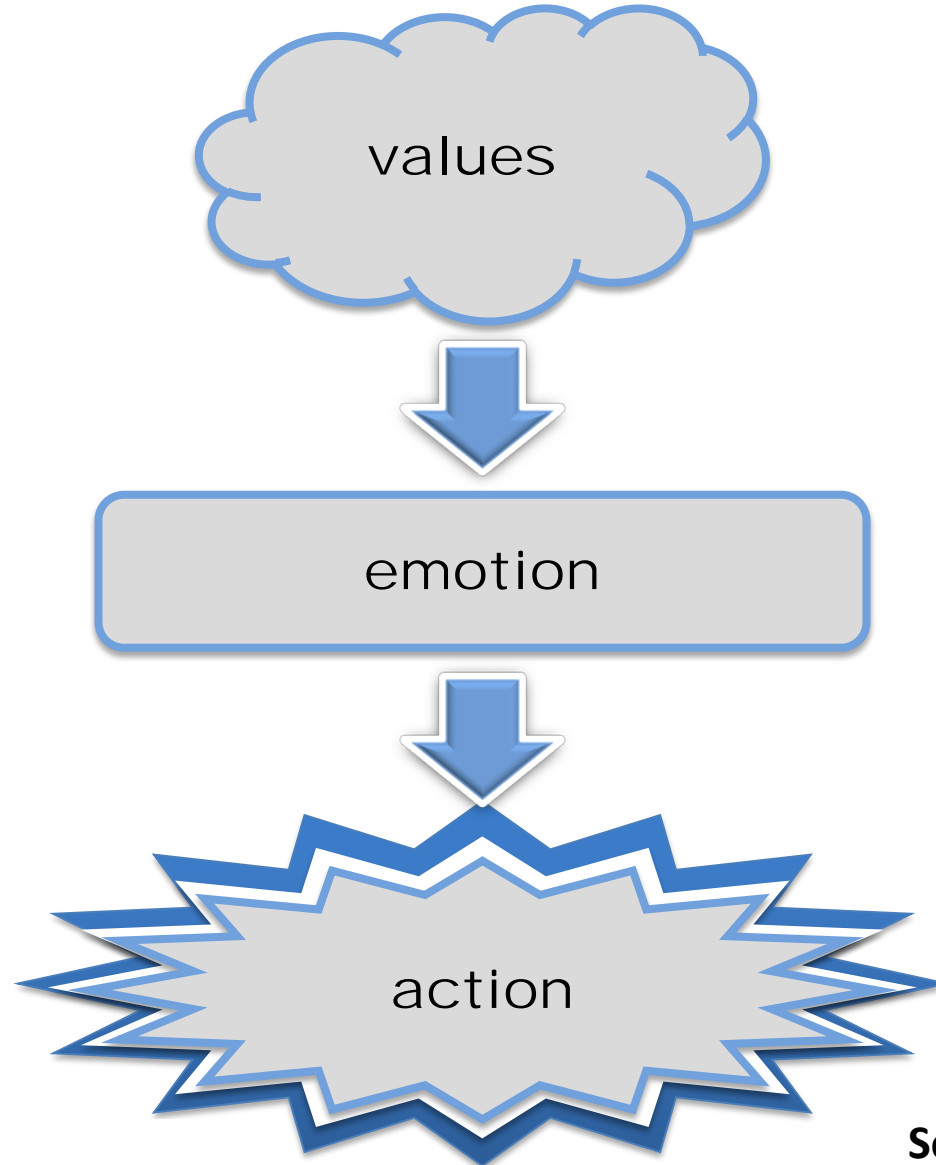
Bob Nelson



Connecting to other people values and emotions

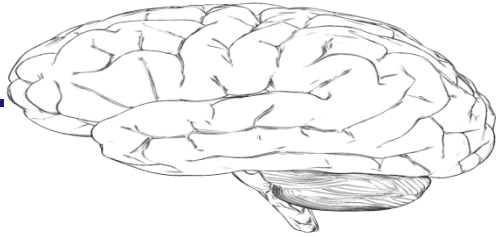


If we want people to take action, we have to connect with their emotions through values



Source: Marshall Ganz

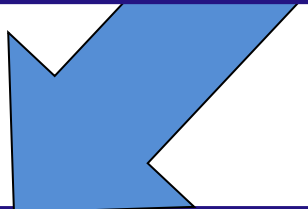
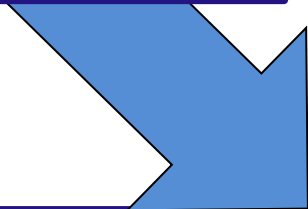
Building contagious commitment



Strategy
what?



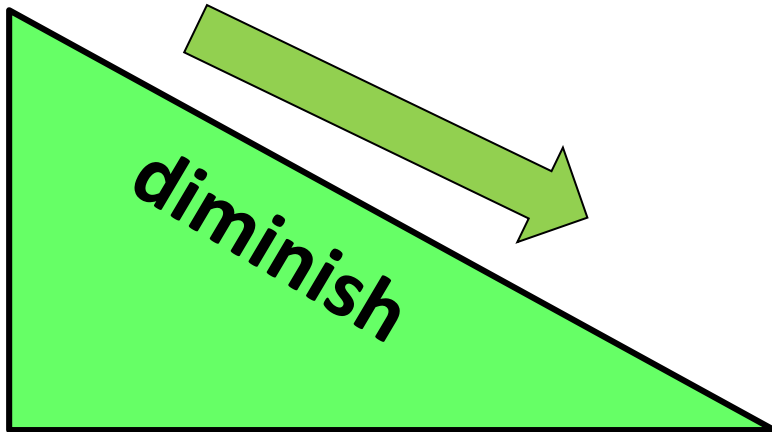
Narrative
why?



Shared understanding leads to
Action



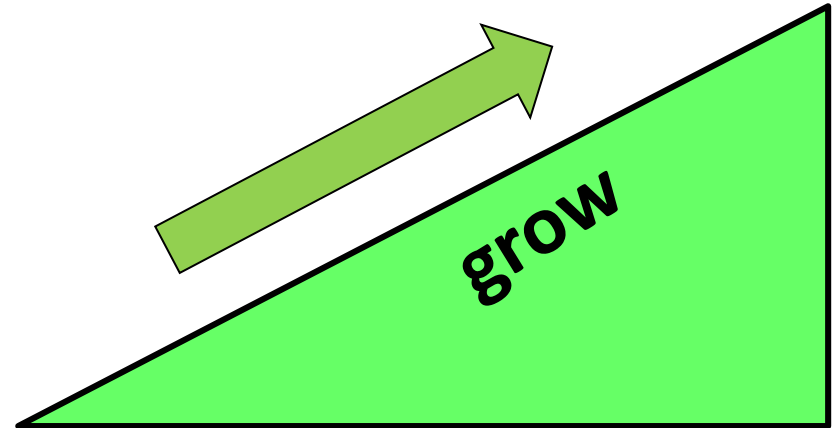
Resources to improve health and care



Economic resources

diminish with use

- money
- materials
- technology



Natural resources

grow with use

- relationships
- commitment
- community

Based on principles from Albert Hirschman, *Against Parsimony*

What is our approach to change?

Compliance

States a minimum performance standard that everyone must achieve

Uses hierarchy, systems and standard procedures for coordination and control

Threat of penalties/ sanctions/ shame creates momentum for delivery

Commitment

States a collective goal that everyone can aspire to

Based on shared goals, values and sense of purpose for coordination and control

Commitment to a common purpose creates energy for delivery

A 3-word concept

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.

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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.

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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.

[Shared] purpose goes way deeper than vision and mission; it goes right into your gut and taps some part of your primal self. I believe that if you can bring people with similar primal-purposes together and get them all marching in the same direction, amazing things can be achieved.

Seth Carguilo