Most large scale change fails to achieve its objectives

Source: McKinsey Performance Transformation Survey, 3000 respondents to global, multi-industry survey

@helenbevan
Gonna change my way of thinking
Make myself a different set of rules
Gonna put my good foot forward
And stop being influenced by fools

From
Gonna change my way of thinking
by Bob Dylan
with thanks to Jackie Lynton

Intrinsic motivators
build energy and creativity
Intrinsic motivators
- connecting to shared purpose
- engaging, mobilising and calling to action
- motivational leadership

build energy and creativity

Drivers of extrinsic motivation
create focus & momentum for delivery
Drivers of extrinsic motivation

- System drivers & incentives
- Payment by results
- Performance management
- Measurement for accountability

Create focus & momentum for delivery

Intrinsic motivators

- Connecting to shared purpose
- Engaging, mobilising and calling to action
- Motivational leadership

Build energy and creativity

Internal motivators

- Connecting to shared purpose
- Engaging, mobilising and calling to action
- Motivational leadership

Build energy and creativity
Transformation is not a matter of intent.......... it is a matter of alignment
Peter Fuda

NHS Change Model

www.changemodel.nhs.uk
What happens to large scale change efforts in reality?

In order of frequency:
1. the effort effectively “runs out of energy” and simply fades away
2. the change hits a plateau at some level and no longer attracts new supporters
3. the change becomes reasonably well established; several levels across the system have changed to accommodate or support it in a sustainable way.

Source: Leading Large Scale Change: a practical guide (2011), NHS Institute
Does fear motivate people to change?

burning platform versus burning ambition

@PeterFuda
Lessons for transformational change

1. In order to sustain transformational change, we as leaders need to move from a burning platform (fear based urgency) to a burning ambition (shared purpose for a better future)

2. We as leaders need to articulate personal reasons for change as well as organisational reasons

3. If the fire (the compelling reason) goes out, all other factors are redundant

@PeterFuda

You get the best efforts from others not by lighting a fire beneath them but by building

Source: Bob Nelson
Building and aligning energy for change
A review of published and grey literature, initial concept testing and development
Final Report January 2013

Energy for change is:
the capacity and drive of a team, organisation or system to act and make the difference necessary to achieve its goals
# The five energies for change

<table>
<thead>
<tr>
<th>Energy</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td><em>energy of personal engagement, relationships and connections between people.</em> It reflects a “sense of us”, where people are drawn into an innovation or change because they feel a connection to it as part of the collective group</td>
</tr>
<tr>
<td>Spiritual</td>
<td><em>energy of commitment to a common vision for the future, driven by shared values and a higher purpose.</em> It involves giving people the confidence to move towards a different future that is more compelling than the status quo</td>
</tr>
<tr>
<td>Psychological</td>
<td><em>energy of courage, trust and feeling safe to do things differently.</em> It involves feeling supported to make a change as well as belief in self and the team, organisation or system, and trust in leadership and direction</td>
</tr>
<tr>
<td>Physical</td>
<td><em>energy of action, getting things done and making progress.</em> It is the flexible, responsive drive to make things happen</td>
</tr>
<tr>
<td>Intellectual</td>
<td><em>energy of curiosity, analysis and thinking.</em> It involves gaining insight, a thirst for new knowledge as well as planning and supporting processes, evaluation, and arguing a case on the basis of logic/evidence</td>
</tr>
</tbody>
</table>

## High and low ends of each energy domain

<table>
<thead>
<tr>
<th>Energy</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td>isolated</td>
<td>solidarity</td>
</tr>
<tr>
<td>Spiritual</td>
<td>uncommitted</td>
<td>higher purpose</td>
</tr>
<tr>
<td>Psychological</td>
<td>risky</td>
<td>safe</td>
</tr>
<tr>
<td>Physical</td>
<td>fatigue</td>
<td>vitality</td>
</tr>
<tr>
<td>Intellectual</td>
<td>Illogical</td>
<td>reason</td>
</tr>
</tbody>
</table>
Key conclusions from our work so far

- Psychological energy is central
- Dispersed leadership model
- Explanation not judgement
- Making explicit the issues that remain hidden/unarticulated and that really impact on team performance and achievement of improvement goals

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Social energy

**Enhanced by**

- Emotional awareness
- Authenticity
- Engagement
- Empathy
- Autonomy

**Social energy** is the energy of personal engagement, relationships and connections between people

**Depleted by**

- Apathy
- Isolation
- Disconnection
- Lack of connection

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@helenbevan
Spiritual energy

**Enhanced by**
- Purpose
- Clarity of vision
- Co-invention
- Integrity
- Passion
- Commitment

**Depleted by**
- Coercion
- Ignoring spirit in a crisis
- Disbelief in purpose
- Conflicts with values

**Spiritual energy** is the energy of commitment to a common vision for the future, driven by shared values and a higher purpose.

The energy for change index

- The energy of any team, organisation or system – its capacity and drive to act and make the difference necessary to achieve its goals – determines its agility for change.
- We have developed an online tool which is simple and rewarding as it provides an immediate insight into one’s own personal energy for change.
- It is the first of a two-stage process for teams to identify areas that need a shift in focus in order to get wider engagement in change and faster action towards achieving it.
- It is a powerful tool for organisations and teams undergoing perpetual change.
Energy for change profile

Facilitated questions - examples

- Are particular energy domains more dominant than others for our team at the moment?
- Is this the optimal energy profile to help us achieve our change goals?
- What would the optimal energy profile look like for our team or community?

@helenbevan
Team 1’s energy profile is characterised by an environment that has harnessed their interest and momentum for change, but which has failed to engage people fully. This imbalance results in their feeling some uncertainty regarding how they can contribute fully to the change, and therefore a sense of risk and lack of hope for the future. We can build energy by building team solidarity and developing shared purpose.
Team two

Team 2 enables strong connections between people, a true sense of solidarity, which gives them enough hope for the future, but this energy is undirected, because the rational argument and shared purpose has not been agreed.
“Money incentives do not create energy for change; the energy comes from connection to meaningful goals”

Ann-Charlott Norman, *Talking about improvements: discursive patterns and their conditions for learning*,

Clinical Microsystem Festival, Jönköping March 2012

[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*
Avoiding “de facto” purpose

• What leaders pay attention to matters to staff, and consequently staff pay attention to that too
• Shared purpose can easily be displaced by a “de facto” purpose:
  ▪ hitting a target
  ▪ reducing costs
  ▪ reducing length of stay
  ▪ eliminating waste
  ▪ completing activities within a timescale
  ▪ complying with an inspection regime
• If purpose isn’t explicit and shared, then it is very easy for something else to become a de facto purpose in the minds of the workforce

Source: Delivering Public Services That Work: The Vanguard Method in the Public Sector

What focus for our improvement projects?

Mainly focussed on quality, safety &/or patient experience
Mainly focussed on cost, productivity or efficiency

Source: 100 improvement projects on national improvement leadership programme October 2012
....the last era of management was about how much performance we could extract from people

.....the next is all about how much humanity we can inspire

Dov