Helen Bevan and Goran Henriks
2nd March 2016

A workshop for deep reflection and interaction

• Can we find better ways to act as coaches or leaders in transformational improvement?
• How can we create the conditions to get results?
• How can we combine quality improvement with systems aims?
• How can we spend time together to learn together?
The Fundamental Law of Conventional Conferences

“"The sum of the expertise of the people in the audience is greater than the sum of expertise of the people on stage.”

Dave Winer

Source of image: www.citynet.com

Connectivism

Learning is nurturing connections among a diversity of views

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

What did you take from this morning’s session?

How does it relate to the improvement work that you are currently undertaking?

We cannot wait – it’s time
Reaching extraordinary results
how to provide real help faster

• Improving capability
• Value readiness
• Adaptive moves
• Preface importance

Ref: Edgar Schein and Marjorie Godfrey
The only way to discover the limits of the possible is to go beyond them into the impossible.
Calibrate the complexity of the improvement intervention to the complexity of the problem

Jeremy Heimens TED talk “What new power looks like”
https://www.youtube.com/watch?v=sj-S03lfgHEA
The essential flaw of quality improvement methods

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*

A PDSA cycle is a theory of change; it’s necessary but insufficient
“The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time and still retain the ability to function”

F Scott Fitzgerald
Author, 1896-1940

“Every conflict is an invitation to innovation.”

Mary Parker Follett
Sociologist, 1868-1933
Managing polarities

- **Unsolvable** problems that need to be managed
- Often two **positions** that are in opposition
- Usually expressed as ‘**from**’ one polarity ‘**to**’ another
- A **tension** not a **choice** with an objective ‘right’ answer

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### Polarities to manage

<table>
<thead>
<tr>
<th>Old power</th>
<th>AND</th>
<th>New power</th>
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</thead>
<tbody>
<tr>
<td>Transactional</td>
<td>AND</td>
<td>Transformational</td>
</tr>
<tr>
<td>Micro</td>
<td>AND</td>
<td>Macro</td>
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<tr>
<td>Collaborative learner</td>
<td>AND</td>
<td>Expert adviser</td>
</tr>
<tr>
<td>Customising</td>
<td>AND</td>
<td>Standardising</td>
</tr>
<tr>
<td>Wholeness</td>
<td>AND</td>
<td>linear</td>
</tr>
<tr>
<td>Complex</td>
<td>AND</td>
<td>Simple</td>
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Scott versus Amunsdsen: who won and why?

“My goal is to help, support and lead people who as me like to advice and collaborate with individuals with need or experience of care, and in this mission and work find valuable ways to innovate the processes. I will achieve this (the innovation) by exploring the knowledge and framework of resilience.”

“Resilience for me is about how people see the wholeness and context and the details at the same time (in a blink of an eye) and in that moment catch and execute the right thing to do with as little resource as possible”

Polarity map concept

Source: Barry Johnson
Example of a polarity map
The polarities of focus on short term operational delivery and on longer term radical redesign of the system

+ The positive results of focusing on operational delivery

- The negative results from too much focus on operational delivery and no radical redesign

Operational delivery

Radical redesign

Either-

Or

Polarity map concept

Either-Or

Centralise

Decentralise

Source: Barry Johnson
Positive results of focus on this left pole

Negative results of over-focus on the left pole to the neglect of the right pole

Negative results of over-focus on the right pole to the neglect of the left pole

Deeper Fear from lack of balance

Greater Purpose Statement - why balance this polarity?

Adapted from the Polarity Management map, Polarity Associates
Q is a thriving, effective community of improvement leaders

Positive results of focus on this left pole

Positive results of focus on this right pole

Led & co-ordinated by a national team

Led & co-ordinated by Q participants

Positive results of focus on this left pole

Positive results of focus on this right pole

Negative results of over-focus on the left pole to the neglect of the right pole

Negative results of over-focus on the right pole to the neglect of the left pole

The Q community fails to fulfil its potential

Action steps
How will we gain or maintain the positive results from focusing on this left pole?

Positive results of focus on this left pole

Positive results of focus on this right pole

Greater Purpose Statement
- why balance this polarity?

Action Steps
How will we gain or maintain the positive results from focusing on this right pole?

Early Warnings
Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

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Seen a lot of things in this old world
When I touched them they did nothing

You’ve got the future in your hand

I could be a broken man but here I am
A story

There’s a big opportunity to develop a theory of change and an accompanying narrative as a guiding star and energy source for your improvement initiative, to accelerate change and increase the likelihood of success.

Some inspiring ideas......
What is a theory of change?

“In science, a good theory reveals compelling hypotheses that subsequent experiments will validate”

Todd Zenger

- Created at the early stages of an improvement intervention
- An explicit hypothesis that links actions with goals: “if we do this, this and this we will produce that result.”
- Likely to deliver better outcomes
- Builds learning
- Complements “change models” and “methodologies”

Bevan, Plsek & Winstanley

Why do we need a theory of change?

What the wider evidence base tells us:

- **Leaders** who want wide scale and rapid change are more likely to be successful in their efforts if they work with an explicit model or theory of change
- **Research** on endeavours to simultaneously create a culture of patient safety across hospital systems in several countries concluded that one of the reasons that some of the anticipated results were not achieved was because ambitions for organisation-wide change were not underpinned by an explicit theory of change
- Too much diversity of “mental models” can impede forward progress. If members of a team (or organisation or system) have a “shared, organized understanding and mental representation” about the nature of the challenge and how to tackle it, it can enhance coordination and effectiveness when the task at hand is complex, unpredictable, urgent and novel
Three types of levers for large scale change

Type one: ‘Prod mechanisms’
- targets
- performance management
- price & payment incentives
- regulation
- competition

Type two: ‘Proactive support’
- relies on building ‘intrinsic motivation’ in staff to make the right changes to improve

Type three: ‘People focused’
- education and training
- national contracts
- professional regulation
- clinical quality standards

Source: Health Foundation report *Constructive comfort: accelerating change in the NHS* 2015

Less than 10% of the potential for improvement at system level can be delivered through type one change
5 types of demand

**Failure Demand**
- Is demand rising as a result of public service failure or poor service design?
- What are the root causes of failure demand?
- How can the system be reformed to be more effective and efficient, reducing demand early?
- Should citizens and service users be involved in redesign?

**Avoidable Demand**
- Is service demand arising from particular behaviours that could be influenced or changed?
- Can we change perceptions or expectations?
- Will altering resources towards prevention help manage demand downstream?
- Can different research, tools, methodologies and ways of working across agencies build better insight?

**Excess Demand**
- Is the state providing more than is needed, or unsustainably creating demand through dependency?
- How can we better understand the context of communities and change needs, goals, and resources of citizens?
- How can we change expectations of what the state will provide?
- How can we encourage 2-way behaviour change through collaborative leadership and a different kind of relationship with citizens?

**Codependent Demand**
- To what extent is demand unintentionally reinforced and experienced by service dependence?
- What strategies can we put in place to help build resilience and reduce service dependency?
- How can we move from a mindset of delivering services that meet need to building on people’s assets and supporting futures, investment?
- What forms of citizen engagement will be needed to understand how to address long-term dependency?

**Preventable Demand**
- To what extent is demand arising from causes which could have been addressed earlier?
- Do we really understand the root causes of demand?
- Do we understand the early signs of demand?
- Can we influence demand earlier (utilising early intervention tools) and prevent acute demand occurring?

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**An action plan for demand-led transformation**

“For systems leaders, change can only happen at the speed of trust”

Kelechi Nnoaham
Director of Public Health

Work in pairs or trios

Create a theory of change for your improvement initiative

• Roadmap for change
• Preconditions
• Relationships
• Underpinning assumptions
• Change process
• Outcomes
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The process of developing the theory is as important as the theory itself
The theory of change needs to be strongly linked to a narrative for change

Theory of change
- Roadmap for change
- Preconditions
- Underpinning assumptions
- Change process
- Outcomes

Story/narrative
- Connecting to bigger purpose
- Creating meaning
- Commitment to change
- Engagement/mobilising
- Compelling people to act

Shared values

In trying to bring people together to take action, we get the best results if we appeal to their values, rather than intellect or facts

Ted Fickes  *Shared values: where theory of change meets storytelling*

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

[http://www.peterfuda.com/2014/10/30/traditional-comms-fail-engage/]
"I have some Key Performance Indicators for you"
or
"I have a dream"

Source: @RobertVarnam

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

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}

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Indian artist Sudarsan Pattnaik created a sand sculpture of the image of Alan Kurdi's body.
“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

Effective framing:
what do we need to do?

1. Tell a story
Effective framing: what do we need to do?

1. Tell a story
2. Make it personal

Source of image: woccdoc.org
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
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 your personal experience

You have:
- 2 minutes to prepare your story
- 3 minutes each to tell your story

Talk to the person next to you

How can you turn your story into a narrative to go with your theory of change?
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