How to rock the boat and stay in it:
thriving and surviving as a health and care radical

www.changeday.nhs.uk/healthcareradicals

Helen Bevan

Emerging themes in change and transformation

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

Source: @HelenBevan
John Kotter: “Accelerate!”

- We won’t create big change through hierarchy on its own
- We need hierarchy AND network
- Many change agents, not just the usual few
- Changing our mindset
  - From “have to” to “want to”
- Head and heart, not just head

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
disRUption is the new normal!

“By questioning existing ideas, by opening new fields for action, change agents actually help organisations survive and adapt to the 21st Century.”

Céline Schillinger

Across the world, the change agent movement is exploding!
What happens to heretics/radicals/rebels/mavericks in organisations?

@HelenBevan #qmicro
We need to be boatrockers!

- Rock the boat but manage to stay in it
- Walk the fine line between difference and fit, inside and outside, 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

Sometimes people see us radicals as troublemakers

<table>
<thead>
<tr>
<th>Troublemaker</th>
<th>Rebel</th>
</tr>
</thead>
<tbody>
<tr>
<td>complain</td>
<td>create</td>
</tr>
<tr>
<td>me-focused</td>
<td>mission-focused</td>
</tr>
<tr>
<td>anger</td>
<td>passion</td>
</tr>
<tr>
<td>pessimist</td>
<td>optimist</td>
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<tr>
<td>energy-sapping</td>
<td>energy-generating</td>
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<tr>
<td>alienate</td>
<td>attract</td>
</tr>
<tr>
<td>problems</td>
<td>possibilities</td>
</tr>
<tr>
<td>alone</td>
<td>together</td>
</tr>
</tbody>
</table>

Source: Lois Kelly www.foghound.com
Reflection

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

Valuing radicals

• “New truths begin as heresies” (Huxley, defending Darwin’s theory of natural selection)
• Big things only happen in organisations because of heretics and radicals.
"There’s only one corner of the universe you can be certain of improving, and that’s your own self."
Aldous Huxley

‘I do not think you can really deal with change without a person asking real questions about who they are and how they belong in the world’
David Whyte, The Heart Aroused 1994
Five things we know about successful boat rockers

1. Driven by **conviction** and **values**
2. strong sense of **“self-efficacy”**
   - belief that I am personally able to create the change
3. able to **join forces** with **others** to create **action**
4. able to achieve **small wins** which create a sense of hope, self-efficacy and confidence
5. More likely to view **obstacles** as **challenges** to overcome

Source: adapted from Debra E Meyerson

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**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
What’s the difference between

self efficacy
and
self esteem, self belief, self-confidence?

Source: @NHSChangeDay
What is the issue here? “permission”? (externally generated) or Self efficacy? (internally generated)

Reflection

What are some ways that health and care radicals can build self-efficacy?
Building self-efficacy: some tactics

1. Invest in your own change agent development (modules 2-5)
   • create the conditions where success is more likely to happen
2. Create change one small step at a time
3. Reframe your thinking:
   • failed attempts are learning opportunities
   • uncertainty becomes curiosity
4. Make change (and learning cycles from change) routine rather than an exceptional activity
5. Get social support
6. Learn from the best
7. Get people whose opinions you value to encourage you (mentor?)

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Source: adapted from Debra E Meyerson
Three assumptions for health and care radicals

1. Assume that everyone has a noble intention.
2. When people “resist” change is it more likely to be a result of their interpersonal interaction with the change process than their innate character traits (“a bad change process not a difficult person”).
3. My role as a change agent is about alignment, not judgement.
Being a great change agent is about knowing, doing, living and being improvement.

Competency Model for Understanding and Working with System Energy - Rianna Moore, 2011
The most effective change agents:

• don’t waste their time and energy blaming and complaining
• take calculated risks to achieve the outcomes they sought

Now is the time to plan steps to keep moving myself forward, with positive momentum, as a health and care radical

The largest simultaneous improvement initiative in the history of the NHS
Its started with a tweet!

Young clinical leaders & improvement leaders started to talk about how they could improve care.

Damian Roland
Stuart Sutton
Helen Bevan

@HelenBevan #qmicro
Probably the only winner of a global challenge to develop leaders in the corporate world that names Saul Alinsky and Marshall Ganz as major influencers.
NHS CHANGE DAY
Do something better together
Hubbies - we love you!
NHS Change Day

- 1 million twitter impressions a day
- 4,000 video views a month across YouTube, Vimeo, Podbean and iTunes
- Over 2,500 active audience reach a week on Facebook
- Daily Blipfoto photo journal getting 7,500 views a week
- Active picture showcases on Instagram, Pinterest, Flickr
- New ‘how to’ films uploaded this week onto YouTube...28

@NHSChangeDay #NHSChangeDay

CAMPAIGN NAME: Internationella Konferensen Mikrosystemfestivalen: pledging to collaborate, learn, act and inspire

Campaign description: The International Clinical Microsystems Festival is an annual global gathering of people who are passionate about health care improvement. Held in Jönköping, Sweden, it creates an intensive learning environment through the sharing of ideas and experiences and exposure to leading edge practice. This campaign, on behalf of the learners at the Microsystems Festival, makes pledges that cross over and connect NHS Change Day on 3rd March and Svenska (Swedish) Change Day on 4th June 2014

Campaign PledgeJoin Feed
Shirley Potter joined this campaign at 2014-02-26 20:15:21
Someone joined this campaign at 2014-02-26 13:50:28

Perfis Soderberg
JOIN THIS PLEDGE

MAKE YOUR OWN PLEDGE FOR THIS CAMPAIGN

Changeday.nhs.uk/campaign
This morning

Source: @NHSChangeDay

Source: @HelenBevan #qmicro
Permissionless innovation!

A virtual learning programme for people who want to join others to change the world of health and care

"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has"
Margaret Meadoe

Why the School for Health and Care Radicals?
The School for Health and Care Radicals aims to provide you with powerful ideas, tools and connections to survive and thrive as a change agent. It will help you to:

Source: @NHSChangeDay

www.changeday.nhs.uk/healthcareradicals
• Almost 1,300 radicals signed up from 26 countries
• 90 volunteer mentors
• 9,000 shares of the slides on SlideShare
• More than 4,000 tweets using #SCHRchat
• Total twitter just under 6 million
• Storify has been viewed over 600 times

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Outwitted

He drew a circle that shut me out -
Heretic, rebel, a thing to flout.
But Love and I had the wit to win:
We drew a circle that took him in.

Edward Markham

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**?
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Shirley Potter joined this campaign at 2014-02-26 29:15:21
Someone joined this campaign at 2014-02-26 13:02:29

MAIN CAMPAIGN PLEDGE
We pledge to contribute to a learning community of healthcare improvers from twelve nations, with open mind and open heart. We will take the learning from the Jönköping Microsystems Festival to our own settings across the world and apply it in our daily work to make a difference for patients, colleagues and/or our wider communities.

JOIN THIS PLEDGE

MAKE YOUR OWN PLEDGE FOR THIS CAMPAIGN

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