Building contagious commitment to change to deliver results in challenging times

Helen Bevan

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
Which tradition of change?

Management of change

Mobilising and organising

Which tradition of change?

- Organisational behaviour
- Leadership and management studies
- Clinical/medical audit
- Improvement “science”
- Academic tradition(s) – 100 years

Management of change
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- Community organising, campaigns and social movements
- Learning from popular, civic and faith-based mobilisation efforts
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Mobilising and organising
<table>
<thead>
<tr>
<th>Definition</th>
<th>Anatomy of change</th>
<th>Physiology of change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The shape and structure of the system; detailed analysis; how the components fit together.</td>
<td>The vitality and life-giving forces that enable the system to develop, grow and change.</td>
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</table>

| Focus | Processes and structures to deliver health and healthcare. | Energy/fuel for change. |

<table>
<thead>
<tr>
<th>Leadership activities</th>
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<th>Physiology of change</th>
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<tr>
<td>measurement and evidence</td>
<td></td>
<td>creating a higher purpose and deeper meaning for the change process</td>
</tr>
<tr>
<td>improving clinical systems</td>
<td></td>
<td>building commitment to change</td>
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<tr>
<td>reducing waste and variation in healthcare processes</td>
<td></td>
<td>connecting with values</td>
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<tr>
<td>redesigning pathways</td>
<td></td>
<td>creating hope and optimism about the future</td>
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“You can’t impose anything on anyone and expect them to be committed to it”

Edgar Schein, Professor Emeritus
MIT Sloan School
From the old world to the new world

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
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<tbody>
<tr>
<td><strong>Compliance</strong></td>
<td><strong>Commitment</strong></td>
</tr>
<tr>
<td>States a minimum performance standard that everyone must achieve</td>
<td>States a collective goal that everyone can aspire to</td>
</tr>
<tr>
<td>Uses hierarchy, systems and standard procedures for co-ordination and control</td>
<td>Based on shared goals, values and sense of purpose for co-ordination and control</td>
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<tr>
<td>Threat of penalties/sanctions/shame creates momentum for delivery</td>
<td>Commitment to a common purpose creates energy for delivery</td>
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Part 1
Leading Large Scale Change: A Practical Guide
What the NHS Academy for Large Scale Change learnt and how you can apply these principles within your own health and healthcare setting

Helen Bowen
Paul Pick
Lynne Winstanley
On behalf of the NHS Academy for Large Scale Change
The ten key principles of large scale change

1. Movement towards a new vision that is better and fundamentally different from the status quo

2. Identification and communication of key themes that people can relate to and that will make a big difference

3. Multiples of things (‘lots of lots’)

4. Framing the issues in ways that engage and mobilise a lot of different people

5. Mutually reinforcing change across different parts of the system (particularly Microsystems!)

6. Continually refreshing the story and attracting new, active supporters

7. Emergent planning and design, based on monitoring progress and adapting as you go

8. Enabling many people to contribute to the leadership of change, beyond organisational boundaries

9. Transforming mindsets, leading to inherently sustainable change

10. Maintaining and refreshing the leaders’ energy over the long haul
## Four sources of energy

<table>
<thead>
<tr>
<th>Energy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intellectual</td>
<td>Energy of analysis, logic, thinking, rationality. Drives planning and focus</td>
</tr>
<tr>
<td>Emotional</td>
<td>Energy of human connection and relationships. Essential for teamwork, partnership, collaboration</td>
</tr>
<tr>
<td>Spiritual</td>
<td>Energy of vitality and passion. Brings hope and optimism and helps people feel more ready and confident to build the future</td>
</tr>
<tr>
<td>Physical</td>
<td>Energy of action, making things happen and getting them done, maintaining concentration and commitment</td>
</tr>
</tbody>
</table>

Source: adapted from Steve Radcliffe

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*The science shows that the secret to high performance...[is] our deep seated desire to direct our own lives, to extend and expand our abilities and to live a life of purpose*

Daniel Pink (2009) *Drive: the surprising truth about what motivates us*
“The source of energy at work is not in control, it is in connection to purpose”
Don Berwick, 28th February 2012

“Large scale change is fuelled by the passion that comes from the fundamental belief that there is something very different and better that is worth striving for”

Leading Large Scale Change (2011)
NHS Institute for Innovation and Improvement
How did the great transformational leaders change the world?

Strategy
What?

Narrative
Why?

Shared understanding leads to Action

mobilising versus organising

Source: Marshall Ganz
“A cynic, after all, is a passionate person who does not want to be disappointed again”


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

Source: Marshall Ganz
But not all emotions are equal

**Action motivators**
- urgency
- anger
- hope
- solidarity
- you can make a difference

**Action inhibitors**
- inertia
- apathy
- fear
- isolation
- Self-doubt

What do we need to do?

1. Tell a story
What do we need to do?

1. Tell a story
2. Make it personal
3. Be authentic
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
“You don’t need an engine when you have wind in your sails”

Paul Bate