

Innovation: Creating change through connections and building relationships

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Are you an innovator?



School for
Health and
Care Radicals



Helen Bevan
Chief Transformation Officer
NHS Improving Quality

**Global Leader in Health System
Improvement and Transformation**



#SCHR #Quality2015 @HelenBevan @BoelGare @jackielynton

“This is really innovative.
Unfortunately we can't
consider it as it's never
been done before.”



Source of image:
installation by the
artist Adam Katz
www.thisiscolossal.com

Via @NeilPerkin

“New truths begin as heresies”

(Huxley, defending Darwin’s theory of natural selection)

chANge

always

Starts on the fringe

(at the edge)

Starts with the activists

Gary Hamel

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

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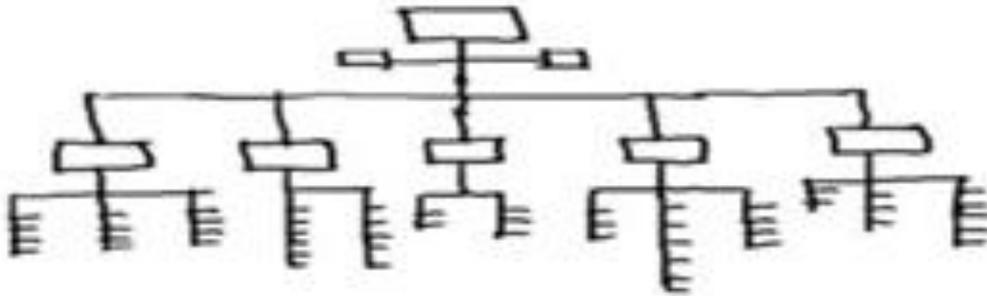
Most healthcare transformation efforts are driven from this side

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

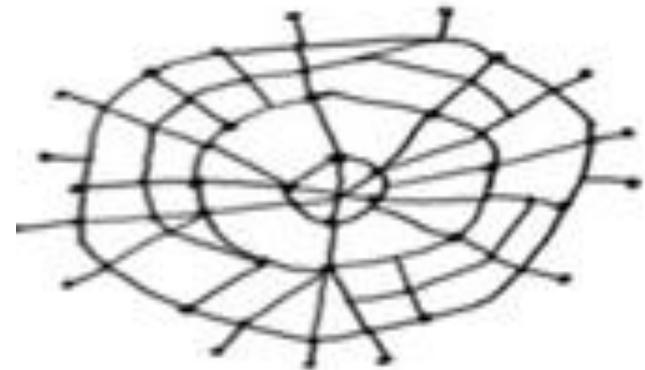
INSTEAD OF RISKING ANYTHING NEW,
LET'S PLAY IT SAFE BY CONTINUING OUR
SLOW DECLINE INTO OBSOLESCENCE.



From “have to” to “want to”



Designed for
DIVISIONS



Designed for
CONNECTIONS

Source of image s:www.slideshare.net/mexicanwave/champions-trolls-10-years-of-the-cipd-online-community

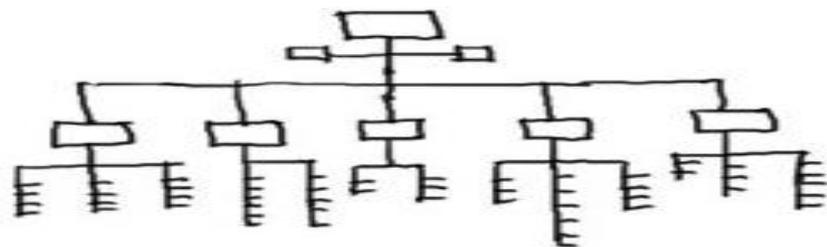
The Network Secrets of Great Change Agents

Julie Battilana & Tiziana Casciaro

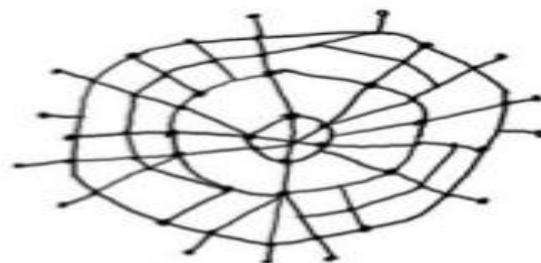
1. As a change agent, my **centrality in the informal network** is more important than my **position in the formal hierarchy**

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



Designed for
DIVISIONS



Designed for
CONNECTIONS

Discussion

What insights can you draw from the “emerging direction” as we work as change agents?

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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

There's a big difference between a rebel and a troublemaker

Troublemaker	Rebel
complain	create
me-focused	mission-focused
anger	passion
pessimist	optimist
energy-sapping	energy-generating
alienate	attract
problems	possibilities
alone	together

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**It was not about trying to move the mountain.
it was about climbing it together.**

Alone/Me



Together/We



3. Describe yourself in three words.

I am a rebel

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
- They name things that others don't see yet
- They point to new horizons
- Without rebels, the storyline never changes



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

Reflection

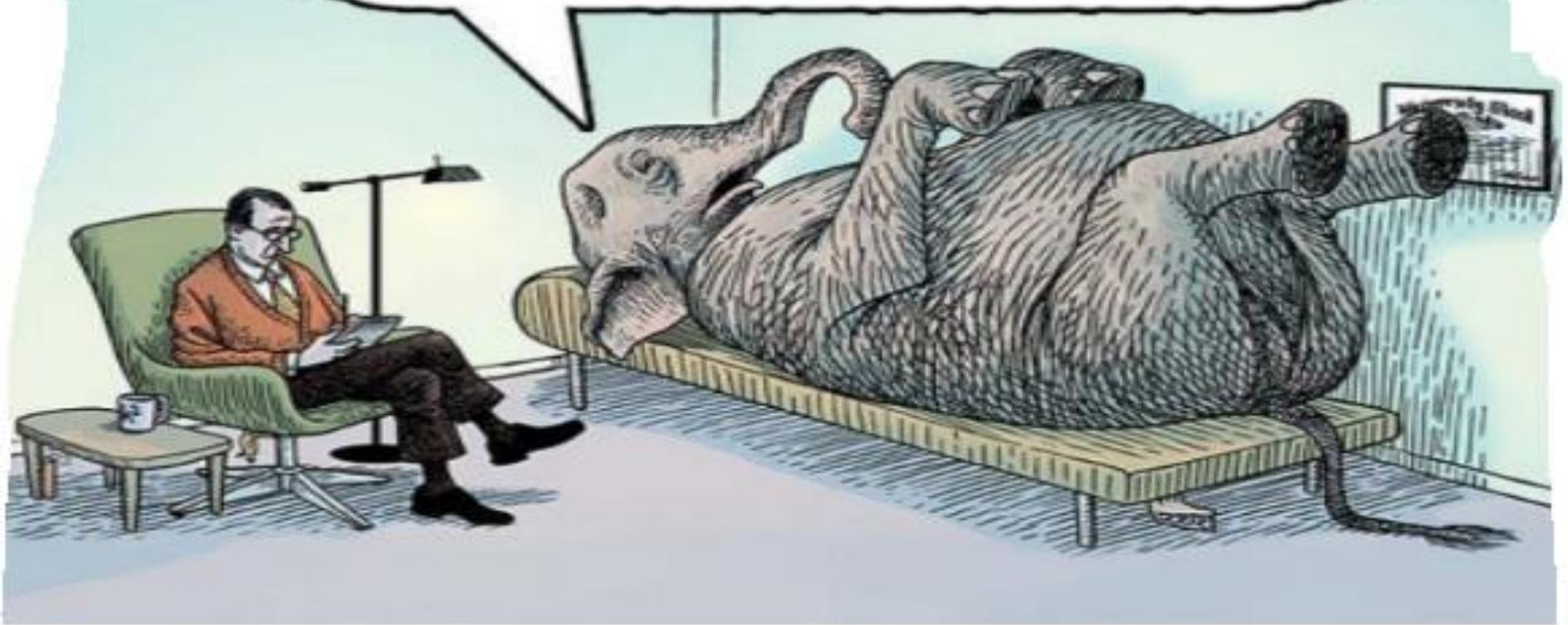
- What are your insights around “rebels” and “troublemakers”?
- What moves people from being “rebel” to “troublemaker”?
- How do we protect against this?



What happens to rebels
in organizations?



Sometimes, even if I stand in the middle of the room, no one acknowledges me.



We need to be boatrockers!

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

Rock the boat!
Rock the boat!
Rock the boat!
Rock the-...

Don't rock the boat baby
Don't tip the boat over
Don't rock the boat baby



Source: Debra Meyerson

What are the risks for a boat rocker?

1. Our experiences of “being different” can be fundamentally disempowering. This can lead us to conform because we see no other choice

Source: adapted from Debra E Meyerson

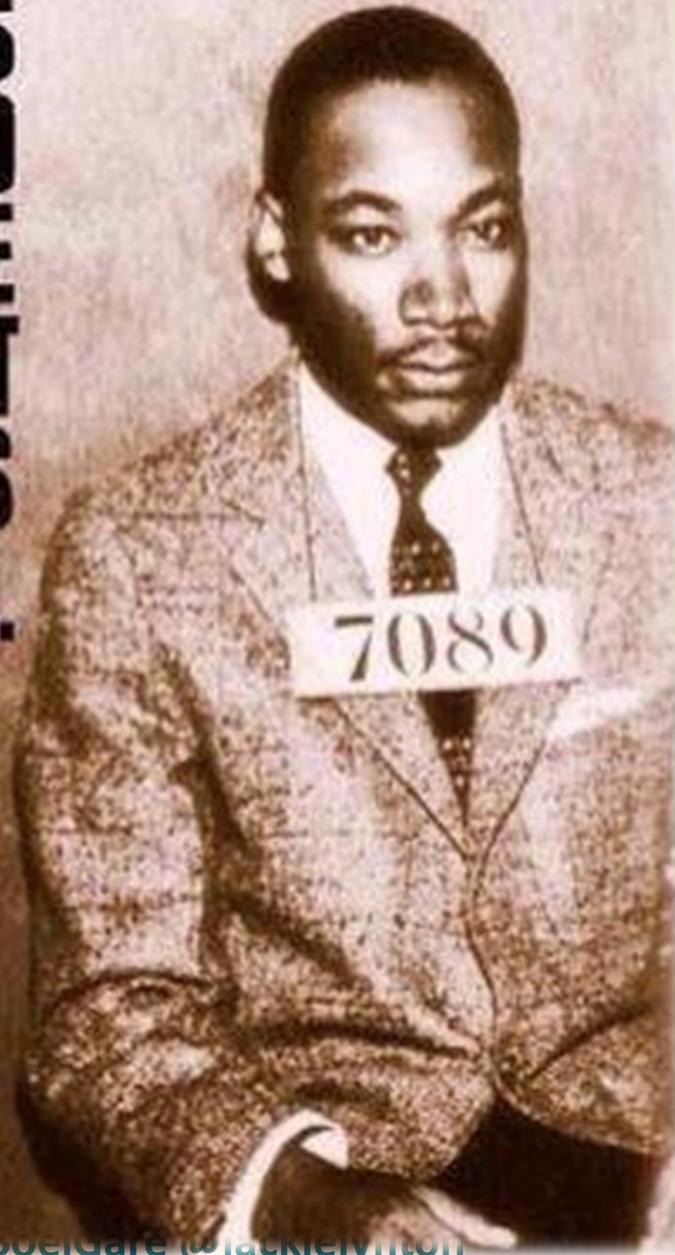
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1. Our experiences of “being different” can be fundamentally disempowering. This can lead us to conform because we see no other choice
 - we surrender a part of ourselves, and silence our commitment, in order to survive

Source: adapted from Debra E Meyerson

**OUR LIVES
BEGIN TO END
THE DAY WE
BECOME SILENT
ABOUT THINGS
THAT MATTER.**

Martin
Luther
King



What are the risks for a boat rocker?

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2. leave the organisation

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 - we cannot find a way to be true to our values and commitments and still survive
3. stridently challenge the status quo in a manner which is increasingly radical and self-defeating
 - this just confirms what we already know – that we don't belong

Source: adapted from Debra E Meyerson

Four things we know about successful boat rockers

**CHANGE
BEGINS WITH**

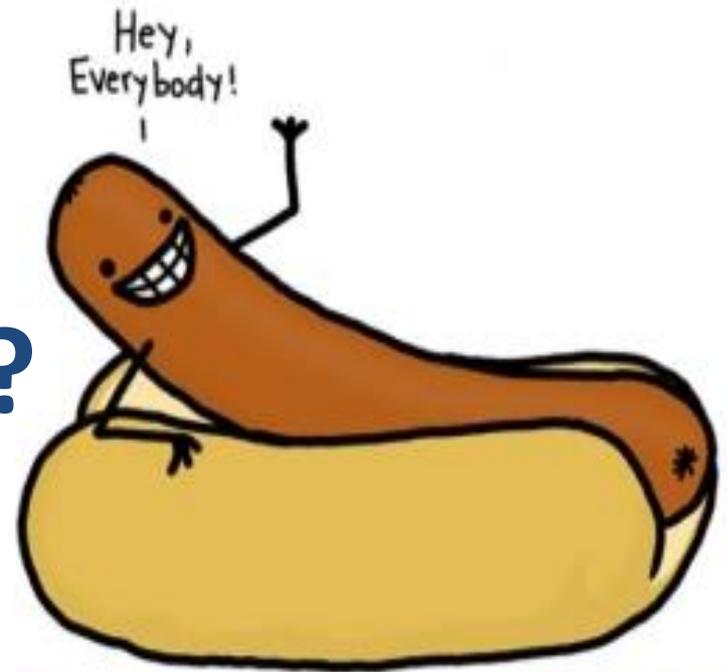
me

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

Source: adapted from Debra E Meyerson

What's the difference between

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



I AM AWESOME

Self-efficacy

"If you think you can or think you can't, you are right."

Henry Ford

"The ability to act is tied to a belief that it is possible to do so"

Albert Bandura

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



im possible

Building self-efficacy: some tactics

1. Create change one small step at a time
2. Reframe your thinking:
 - failed attempts are learning opportunities
 - uncertainty becomes curiosity
3. Make change routine rather than an exceptional activity
4. Get social support
5. Learn from the best



Change starts with me





Honestly.....
go ahead



What is the issue here?

“permission” ?

(externally generated)

or

Self efficacy ?

(internally generated)

Two kinds of people at work

The contributors



- Feel connected to a higher purpose
- Controlled & coordinated through shared goals & values
- Collaborate
- Embrace change
- Work to who they are

The compliant



- Feel disconnected from purpose
- Controlled & coordinated through performance management & standardised procedures
- Hold back
- Resist change
- Work to a role specification

Two kinds of people at work

The contributors



Contributors

- Feel connected to a purpose
- Controlled & coordinated through shared goals & values
- Collaborate
- Embrace change
- Work to who they are

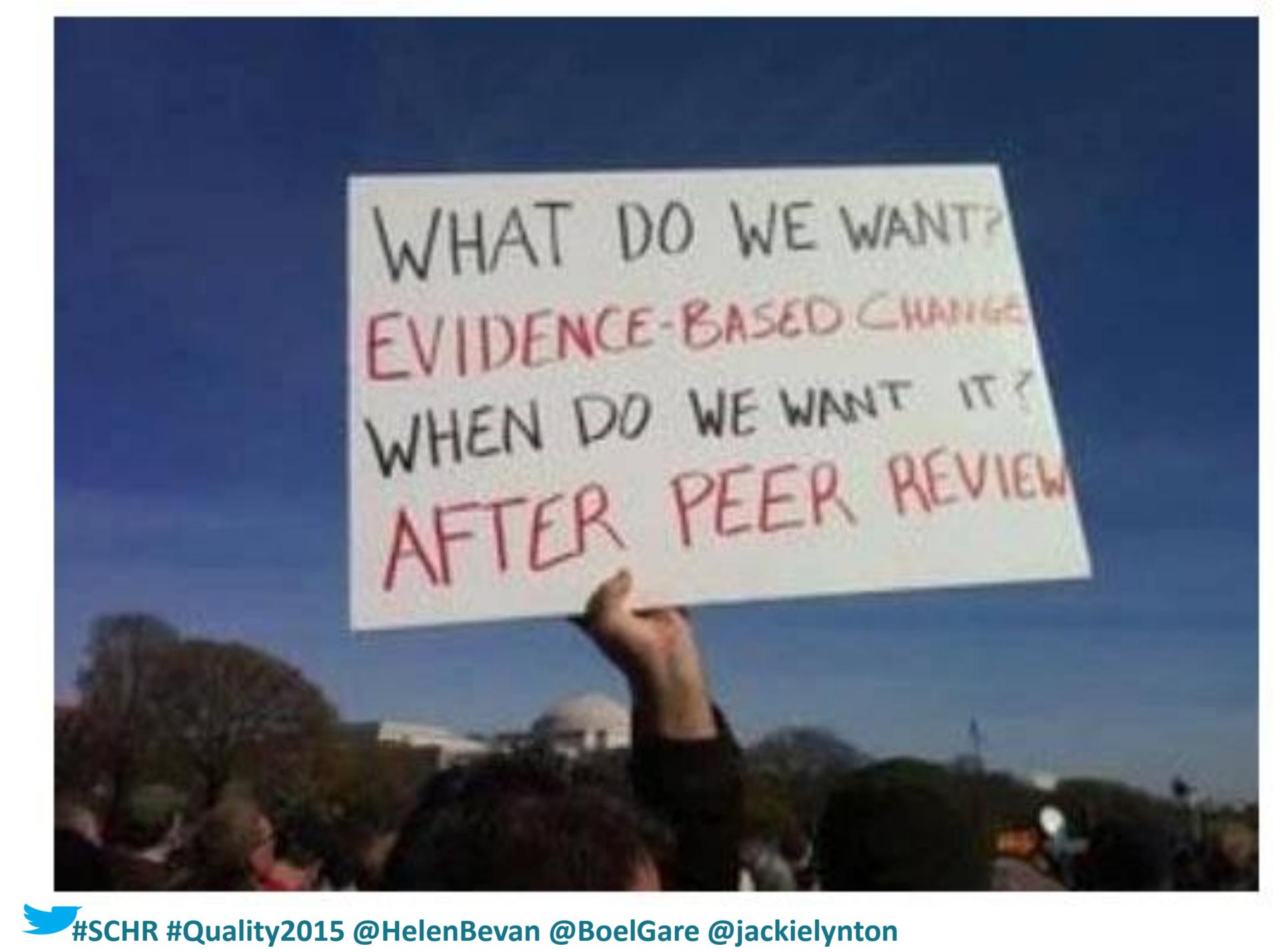
The compliant



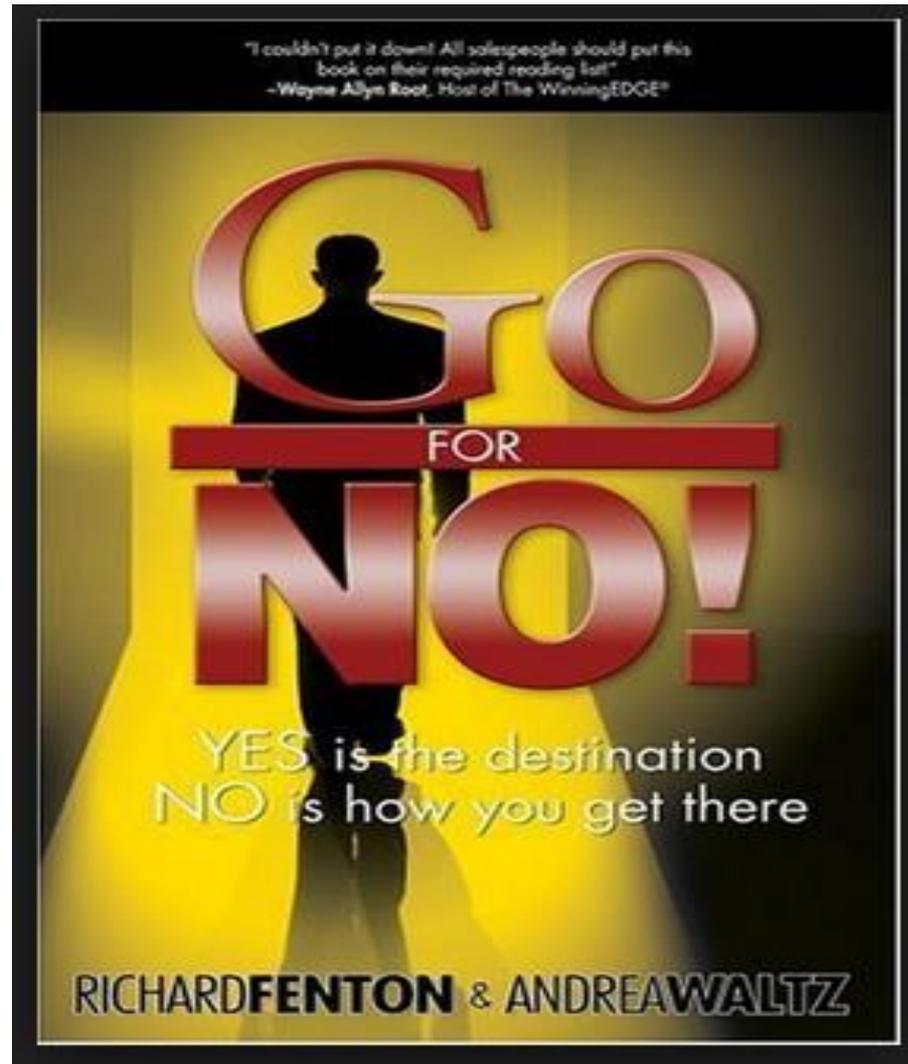
Gallup global research:

- Only 13% of the workforce are engaged (*contributors*)
- *Contributors* create six times the value to an organisation compared to the *compliant*

<http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx>

A hand is holding a white rectangular sign against a clear blue sky. The sign has four lines of text. The first and third lines are in black ink, while the second and fourth lines are in red ink. The background shows a blurred crowd of people and some greenery at the bottom.

WHAT DO WE WANT?
EVIDENCE-BASED CHANGE
WHEN DO WE WANT IT?
AFTER PEER REVIEW

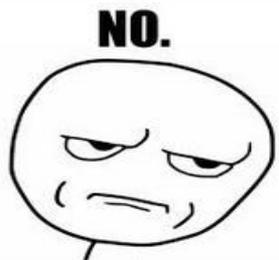


C <http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively>

Research from the sales industry:

How many **NOs** should we be seeking to get?

- **2%** of sales are made on the first contact
- **3%** of sales are made on the second contact
- **5%** of sales are made on the third contact
- **10%** of sales are made on the fourth contact
- **80% of sales** are made on the **fifth to twelfth contact**





Key #1...

Instead of avoiding
Rejection... Increase it.





Key #2...

Don't Take it Personally.
It's not about you.



Key #3...



Respond Positively.
Don't react badly.



Key #4...



See 'NO' as an opportunity. Value it.



Key #5...

Make it a personal
PERFORMANCE target.



Key #6...

Understand that NO
does not mean NEVER.



USChangeDay.org

US  CHANGE
D  Y

It's about **passion**.

Its about **empowerment**.

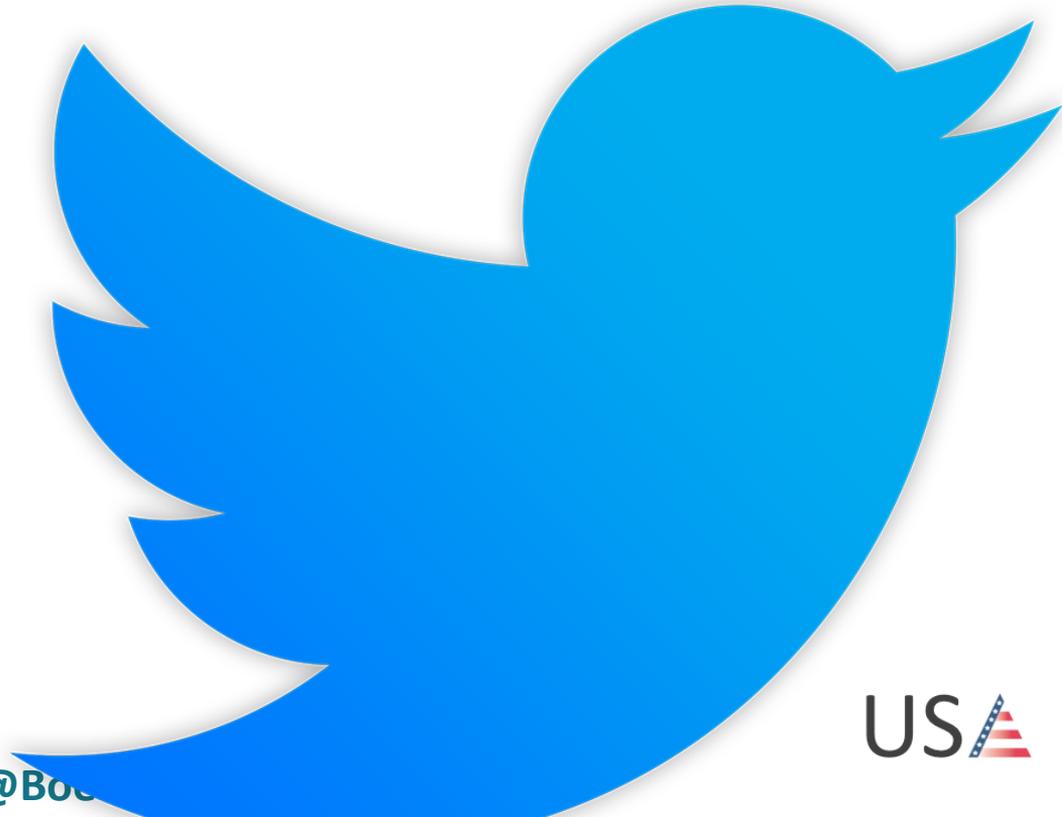
Its about **your action**.



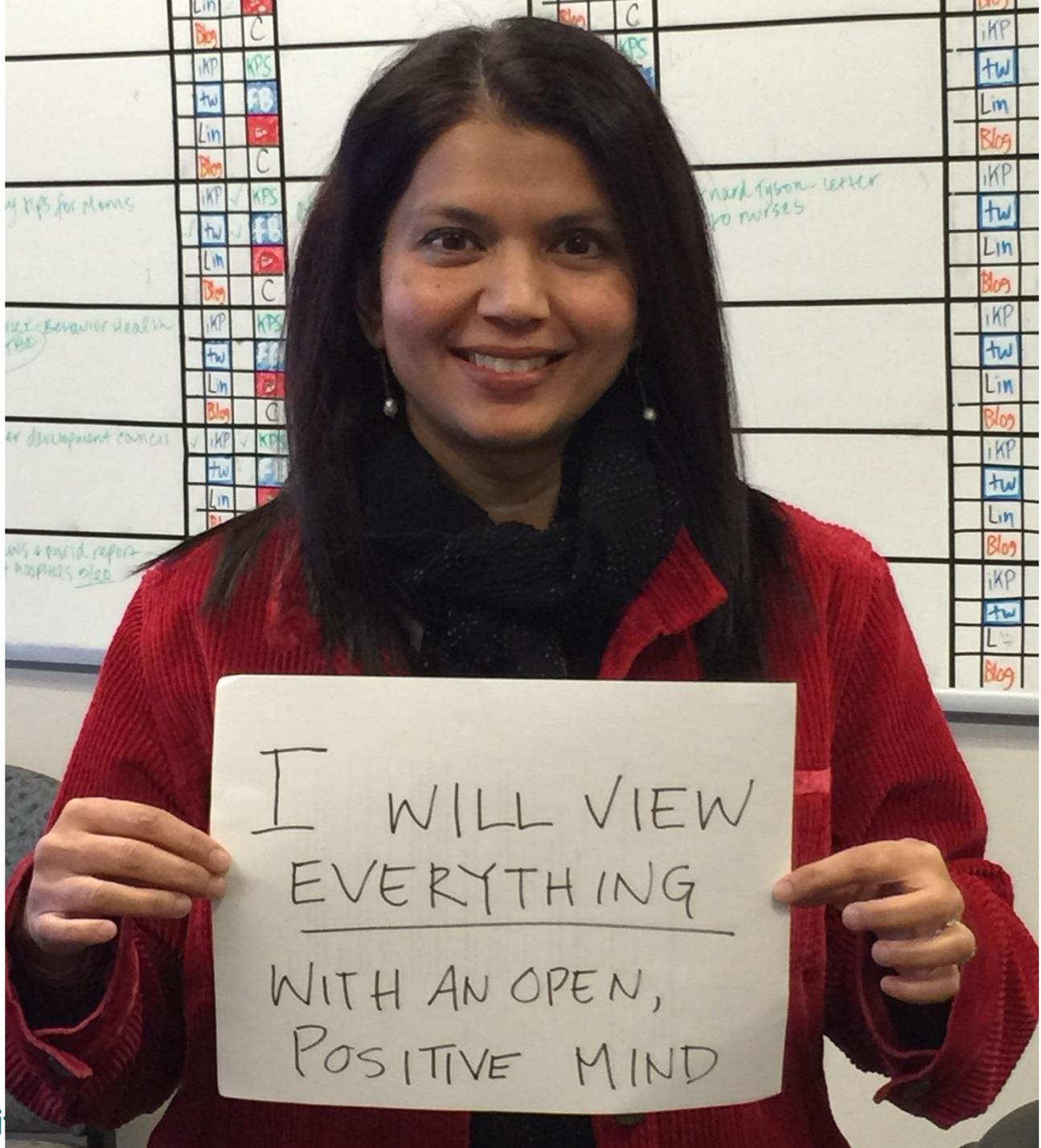
To be continued after lunch at your table...

USChangeDay.org

Tweet a photo to
@USACHangeDay

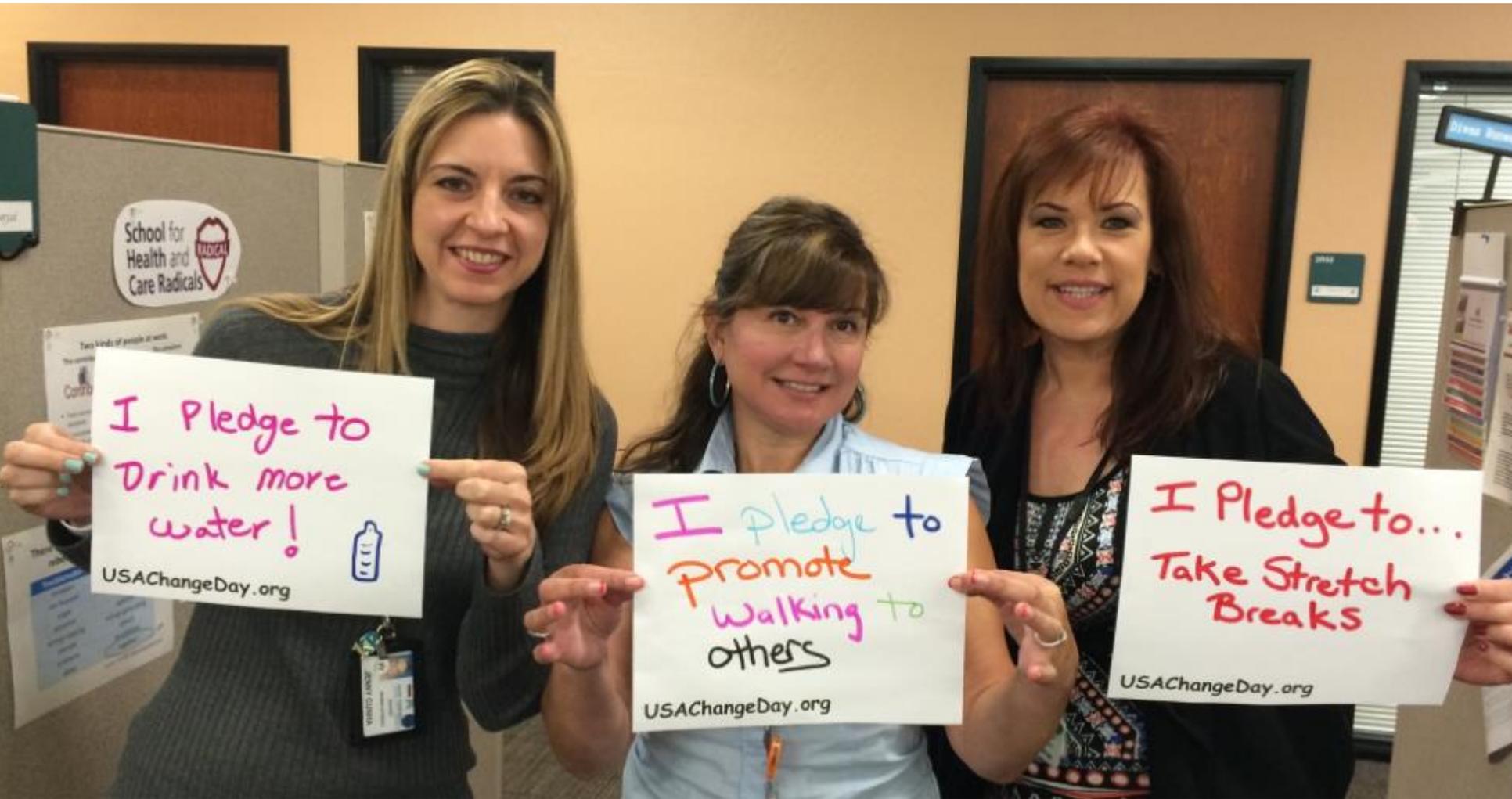


USA 



I WILL VIEW
EVERYTHING
WITH AN OPEN,
POSITIVE MIND







I pledge to
Keep spreading
USA change Day!