The new era of thinking and practice in change and transformation: why system reform really does need to be everyone’s business

Helen Bevan
Chief Transformation Officer
@HelenBevan
#HIC15
SEISMIC SHIFTS
We rarely see two, three or four year change projects anymore. Now it’s 30-60-90 day change projects.

Kinthi Sturtevant, IBM

13th annual Change Management Conference June 2015
SEISMIC SHIFTS

DISRUPTIVE CHANGE

DIGITAL CONNECTION
INSTEAD OF RISKING ANYTHING NEW, LET'S PLAY IT SAFE BY CONTINUING OUR SLOW DECLINE INTO OBSOLESCENCe.
SEISMIC SHIFTS

DISRUPTIVE CHANGE

DIGITAL CONNECTION

Work complexity
SEISMIC SHIFTS

DISRUPTIVE CHANGE

DIGITAL CONNECTION

Work complexity

Hierarchical power
SEISMIC SHIFTS

DISRUPTIVE CHANGE

DIGITAL CONNECTION

Work complexity

Change from THE EDGE

Hierarchical power

live on the edges or not at all.
Policy Lab UK

Read more openpolicy.blog.gov.uk

Emerging practice

On the edge

We experiment here. If it works we bring it into government and then try to increase its use in departments...

http://www.slideshare.net/Openpolicymaking/policy-lab-slide-share-introduction-final

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Jeremy Heimens TED talk “What new power looks like”
https://www.youtube.com/watch?v=j-S03JfgHEA
The battle and balancing between the old and new power will be a defining feature of society and business in the coming years

Jeremy Heimans and Henry Timms


As a change agent, my **centrality in the informal network** is more important than my **position in the formal hierarchy**.
People who are highly connected have twice as much power to influence change as people with positional power

Leandro Herrero

http://t.co/Du6zCbrDBC
“I have some Key Performance Indicators for you”

or

“...I have a dream…”

Source: @RobertVarnam
disruption is the new normal!

“Tomorrow’s management systems will need to value diversity, dissent and divergence as highly as conformance, consensus and cohesion.”

Gary Hamel
What is a rebel?

• 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
We need to create more 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
There’s a big difference between a rebel and a troublemaker

<table>
<thead>
<tr>
<th>Troublemaker</th>
<th>Rebel</th>
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Source: Lois Kelly [www.rebelsatwork.com](http://www.rebelsatwork.com)
Reflection

• What are your insights around “rebels” and “troublemakers”?
• What moves people from being “rebel” to “troublemaker”?
• How do we protect against this?
There’s a big difference between a rebel and a troublemaker

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Source: Lois Kelly [www.rebelsatwork.com](http://www.rebelsatwork.com)
Is your change process a cathedral or a bazaar?


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We build a lot of cathedrals

Source: Sewell (2015) : Stop training our project managers to be process junkies

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Change Programmes

- systematic “change management”
- too often, leaders prescribe outcome and method of change in a top-down way
- change is experienced by people at the front line as “have to” (imposed) rather than “want to” (embraced)

Change Platforms

- everyone (including service users and families) can help tackle the most challenging issues
- value diversity of thought
- connect people, ideas and learning
- Role of formal leaders is to create the conditions & get out of the way

“Tear down the walls”
Flip the Clinic is an open experiment to transform the patient-clinician experience. It is where patients and health practitioners improve medical care, together. Find new ideas, join the collaboration, and follow the community’s progress.

Why Flip?

We have the power to make the clinical experience a more fulfilling one.

Imagine if patients were treated as experts in their own health.

Imagine if doctors were able to find joy in their practice every day.

Thank you all #MatExPl

1,207 Activated Spark users

2,805 views on first challenge

33 Ideas on what makes a positive staff experience...

119 contributors...

...and 161 comments

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PROMOTED THROUGH SOCIAL MEDIA | TWITTER REACH DURING TERM | 65 MILLION

100,000 views of the slides on SlideShare | 25,000+ TWEETS USING #SHCRchat

inc 20,000 VIEWS OF THE Study Guides

120 VOLUNTEER MENTORS | STORIFY has been viewed nearly 14,000 TIMES

348 PEOPLE HAVE BECOME CERTIFIED CHANGE AGENTS AS PART OF THE SCHOOL AND THIS NUMBER WILL INCREASE
The school is being formally evaluated by the Chartered Institute for Personnel and Development
We have supported NHS Change Day for three years

- **800,000** pledges in 2014
- **5 X** the local activity/connectivity in 2015 compared to 2014
- **#nhschanceday**: **130m** impressions
- Support Change Day Australia
“Top down is a serious disease but it can be treated”

Celine Schillinger

Source of image: Leadershipfreak.wordpress.com
• The biggest-ever digital campaign for EMAP (Health Service Journal and Nursing Times)

• **14,000** contributors to the joint campaign to “challenge top down change”

• Ground-breaking: the first-ever crowd-sourced approach to change in the NHS
14,000 contributors identified
10 barriers to change:

- Confusing strategies
- Over controlling leadership
- One way communication
- Poor workforce planning
- Stifling innovation
- Playing it safe
- Poor project management
- Undervaluing staff
- Inhibiting environment
- Perverse incentives

14,000 contributors identified
11 building blocks for change:

- Inspiring & supportive leadership
- Collaborative working
- Flexibility & adaptability
- Smart use of resources
- Autonomy & trust
- Challenging the status quo
- A call to action
- Fostering an open culture
- Nurturing our people
- Long term thinking
- Thought diversity

21,000 active users
Activists from 120 countries
@theedgenhs:
500,000+ Twitter impressions

A hub for change activists in health and care to learn, connect and mobilise for transformational change

TheEdge.nhsiq.nhs.uk
@TheEdgeNHS
“As you create your roadmap for the future, make sure you are part of the steamroller, not part of the road”

Saavik Wilcox-Hamilton

Source of quote: http://slidesha.re/1B6jrZw
Three ways to connect!

1. Follow on Twitter
   @HelenBevan  @School4Radicals
   @NHSIQ       @TheEdgeNHS

2. Subscribe to
   TheEdge.nhsiq.nhs.uk

3. Get materials from The School for Health and Care Radicals:
   www.theedge.nhsiq.nhs.uk/school
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@HelenBevan