and staying in it:

the organisational change agent of the future

Helen Bevan
Chief Transformation Officer

@HelenBevan #dopconf
“New truths begin as heresies”
(Huxley, defending Darwin’s theory of natural selection)
Always

Starts on the fringe
(at the edge)

Starts with the activists

Gary Hamel
SEISMIC SHIFTS
SEISMIC SHIFTS

DISRUPTIVE CHANGE

DIGITAL CONNECTION
SEISMIC SHIFTS

DISRUPTIVE CHANGE

Work complexity
SEISMIC SHIFTS

DISRUPTIVE CHANGE

DIGITAL CONNECTION

Work complexity

Hierarchical power
SEISMIC SHIFTS

DISRUPTIVE CHANGE

DIGITAL CONNECTION

Work complexity

Change from THE EDGE

live on the edges or not at all.

Hierarchical power
# Leading change in a new era

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Most healthcare transformation efforts are driven from this side.
INSTEAD OF RISKING ANYTHING NEW, LET'S PLAY IT SAFE BY CONTINUING OUR SLOW DECLINE INTO OBSOLESCENCE.
John Kotter, the most influential thought leader globally, recognises new approaches are needed.

FROM

1. Establish a Sense of Urgency
2. Create the Guiding Coalition
3. Develop a Vision & Strategy
4. Communicate the Change Vision
5. Empower Broad-Based Action
6. Generate Short-Term Wins
7. Consolidate Gains & Make More Change
8. Anchor New Approaches in the Culture
John Kotter: “Accelerate!”

- We won’t create big change through hierarchy on its own
- We need hierarchy AND network
- Many change agents, not just a few, with many acts of leadership
- At least 50% buy-in required
- Changing our mindset
  - From “have to” to “want to”
From “have to” to “want to”
“I have some Key Performance Indicators for you”

or

“I have a dream”

Source: @RobertVarnam
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
disRupt ion 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
What happens to heretics/radicals/rebels/mavericks in organisations?
Ostracism is experienced in the brain as deeply as physical pain.

Social rejection shares somatosensory representations with physical pain.

Ethan Kross, Marc D. Brenman, Walter Mischel, Edward E. Smith, and Tor D. Wager

Ostracism or exclusion may not leave external scars, but it can cause pain that is often deeper and lasts longer than a physical injury, according to an expert.
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 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

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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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A disruptive case study:

Creating a mass movement of people working together in and with the NHS demonstrating the difference they can make, by one simple act for sustainable improvement.

Probably the biggest day of collective action for improvement in the history of the NHS.

@HelenBevan dopconf
Building on a legacy of social movement thinking for the NHS
“The audacity to imagine........”

2013

NHS CHANGE DAY
13.03.13
Do something better together

2014

NHS CHANGE DAY
Do something better together
3.03.2014

2015

NHS CHANGE DAY
11.03.2015
Anyone can pledge – it’s personal to you!
‘Can I really make the change?’

Will ‘the system’ really ALLOW me?

Owned by the grassroots
Unleashing the energy

The more you do what you love the more energy you have.

Leadership Freak

@HelenBevan
Volunteers – leaders everywhere

NHS CHANGE DAY
Do something better together

98% of activity via volunteers
Holding each other to account rather than performance management
189,000 actions

13th March 2013
Change Day 2014: more than 800,000 pledges to take action

- **81** separate Campaigns
- **86 million** twitter impressions
- **35,400** video views
- **95,000** daily reach on Facebook

Undergo the same preparation that my patients do for CT colonography so that I have a better understanding of how it feels.

Dr Vikas Shah | Consultant Radiologist | Leicester
Change Day pledges and stories

‘...the floodgates of change open’
Students swap places with patients in a mock nursing unit

Change in University nursing curriculum

Louise Trowse — Second year student
Tasting common medicine for children

Discussing pharmacy methods of improving the taste

“The single most important skill I learned from improvement leaders was narrative. It connects us to the reasons we were called to work for the NHS. It will stay with me the rest of my career.”

Dr Damian Roland

@HelenBevan dopconf
A global movement was born
A global movement was born
What are the biggest opportunities for change agents in our system?

- As **bridge builders** between disconnected groups
- As **curators** and **sharers** of knowledge
Less change *programmes*
More change *platforms*

**Change Programmes:**
- utilise systematic “change management” approaches
- Too often, leaders prescribe the outcome and the 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**
- enable everyone in the organisation/system (including service users) to help tackle the most challenging issues
- value diversity of thought
- leadership attention on creating an environment receptive to transformational change
Honestly.....
go ahead

Do we really have permission?
MORE THAN 1,600 enrollees ACROSS 40 COUNTRIES
Curriculum of The School for Health and Care Radicals

1. Being a health and care radical: change starts with me
   - How to rock the boat and stay in it
   - The differences between radicals and trouble makers
   - Conform AND rebel

2. Forming communities: building alliances for change
   - You can’t be a radical on your own
   - Using story and narrative to build a sense of “us” and call others to action
   - Forming alliances for action

3. Rolling with resistance
   - Understanding that dissent, disruption and diversity are a welcome part of change
   - Tactics and strategies for engaging others in change

4. Making change happen
   - Working with intrinsic and extrinsic motivators for change
   - Building energy for change
   - Creating shared purpose

5. Moving beyond the edge
   - What skills will the change activist of the future need?
   - Helping radicals to shape how they take their learning from the School forward
   - What can you do next and where else might you get support and resources?
PROMOTED THROUGH SOCIAL MEDIA: TWITTER REACH DURING TERM 2.6 MILLION

28,000 views of the slides on SlideShare

3,000 views of the Study Guides

5,000+ TWEETS USING #SHCRchat

90 VOLUNTEER MENTORS

STORIFY has been viewed nearly 2,000 TIMES

150 PEOPLE HAVE BECOME CERTIFIED CHANGE AGENTS AS PART OF THE SCHOOL AND THIS NUMBER WILL INCREASE
A hub for change activists in health and care to learn, connect and mobilise for transformational change

TheEdge.nhseiq.nhs.uk

@TheEdgeNHS

Welcome to The Edge

The Edge is a free virtual hub for all who are committed to bold thinking and swift action for change in health and care; from patient leaders to front line change activists, improvement specialists to educationalists and researchers to senior leaders.
5 themes:
• Being a change activist
• Transformational leadership
• Diversity of thought and disruptive innovation
• Spreading change
• The new methods for change

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

TheEdge.nhsiq.nhs.uk
@TheEdgeNHS

@HelenBevan
Underpinning theme:

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

Gary Hamel
“As you create your roadmap for the future, make sure you are part of the steamroller, not part of the road”

Saavik Wilcox-Hamilton
Four ways to connect!

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

2. Subscribe to The Edge
   TheEdge.nhsiq.nhs.uk

3. Register for The School for Health and Care Radicals: next term starts 30th January 2015
   www.theedge.nhsiq.nhs.uk/school

4. Engage with NHS Change Day 2015: 11th March
   www.ChangeDay.nhs.uk

@HelenBevan dopconf