

Delivering Change Together: **Creating tomorrow today**

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What kind of system do we want for the future?

Every system is perfectly designed to get the results it gets



*“For a good life
in an attractive
region”*

Continuously improve daily work and invest in innovation; Innovate and learn everywhere at the same time – we need simple rules to unite people in systems thinking



Health in
daily life



Support
and
rehab



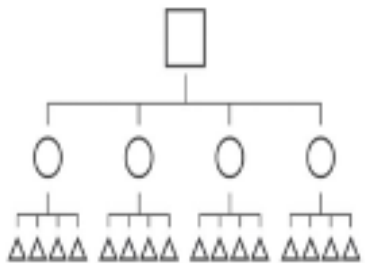
Primary
care



Specialised
care

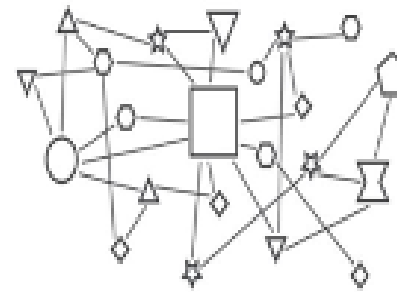
If we want to get a large group of people to behave differently, with everyone moving in a coherent direction, there are at least two approaches we can follow

1. Policies, approvals and top-down cascade



Create clear policies and operating systems & hold formal leaders to account

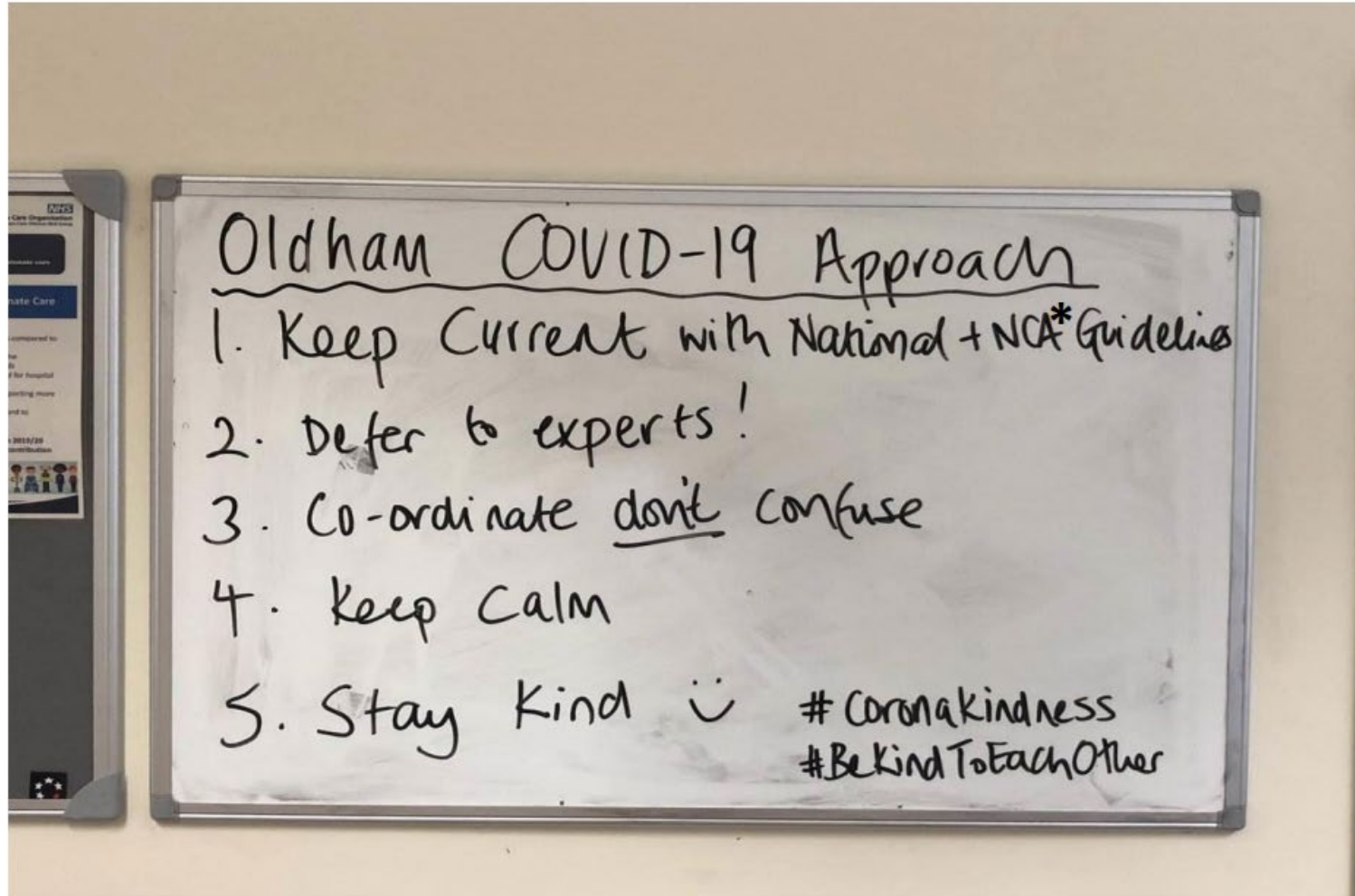
2. Alignment through simple rules



Identify a few simple rules that everyone is accountable for, operating in conditions of greater individual freedom

“A set of several simple rules leads to complex, intelligent behaviour. A set of complex rules often leads to a dumb and primitive behaviour.” Michael Dubakov

Oldham's simple rules for managing COVID



*Note: the NCA is the Northern Care Alliance, the local NHS system of which Oldham is part

CREATING TOMORROW TODAY: SEVEN SIMPLE RULES FOR LEADERS

1 **DEFINE OUR SHARED PURPOSE**

FIRST THE WHO, THEN THE WHAT

WHAT UNITES US?

2 **ROOT OUR TRANSFORMATION EFFORTS IN A SENSE OF BELONGING**

3 **PREDICT & PREVENT**

START AT AN EARLIER STAGE (UPSTREAM) IN THE INTERVENTION OR CARE PROCESS

4 **SUPPORT PEOPLE TO BUILD THEIR AGENCY (POWER) AT EVERY LEVEL OF THE SYSTEM**

UNDERSTANDING THAT IMBALANCES IN POWER & PRIVILEGE MEAN THAT PEOPLE HAVE UNEQUAL STARTING POINTS

5 **EMBRACE CONTRADICTIONS AND TENSIONS**

6 **UNLEASH LEARNING AS A POWER FOR TRANSFORMATION**

7 **ACTION Small-scale CHANGES WITHIN A FRAMEWORK LARGE-SCALE**

GRAPHIC PRODUCED BY Scriberia

HELEN BEVAN AND GÖRAN HENRIKS
#CreatingTomorrowToday



Our

Who are the people who will be impacted by the change? Who will need to be part of the change?



Shared

What unites us?



Purpose

Why are we taking action?
How does it connect with the things that really matter to us?

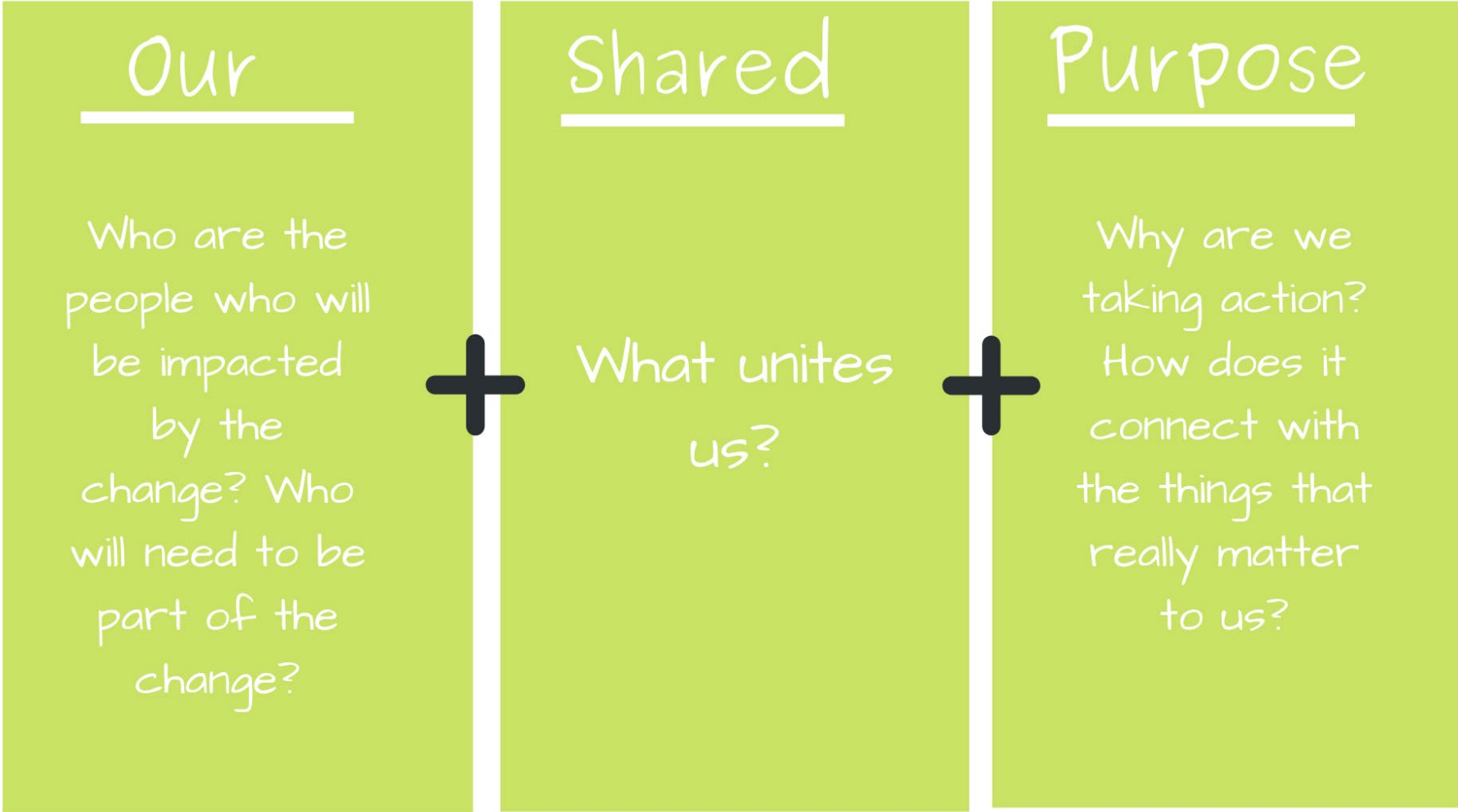


Source: @BrianwDolan

Old Framing	New Framing
Falls Prevention	Safer mobility
Reducing LOS	Giving patients back time
Days in hospital	Days away from home
Hospital in the home	There's no ward like home



HOSPITAL
Campaign to 'end PJ paralysis' saved 710,000 hospital days



#END PJ PARALYSIS

OUR

Patients
Nurses Families
Physios Senior leaders
Doctors Care assistants
Students

STARTED

Anger & outrage

at older patients deteriorating
when we can do something about
it

PURPOSE

To make sure
that every person in a
hospital bed gets mobilised when they
are ready (clinically & personally) & that
every person gets choice & a chance
for the future life they want

2 ROOT OUR TRANSFORMATION
EFFORTS IN A SENSE OF

BELONGING



Belonging

Someone belongs at work when they are:

- seen for their unique contributions
- feel connected to their co-workers
- supported in their daily work
- supported in their career development
- proud of their organisation's values and purpose.

A quantifiable definition based on research from [The Center for Talent Innovation](#)



Building a sense of belonging is one of the most critical tasks in leading change.

*Our most recent research into the successful leadership of large-scale complex change, pinpointed a vital ingredient omnipresent in all human systems: **our fundamental need to belong** – to feel secure, included and part of something significant. If you feel you belong, loyalty follows, and with that the permission for risk-taking and innovation.*

Deborah Rowland and Paul Pivcevic
Leading change post pandemic: belonging

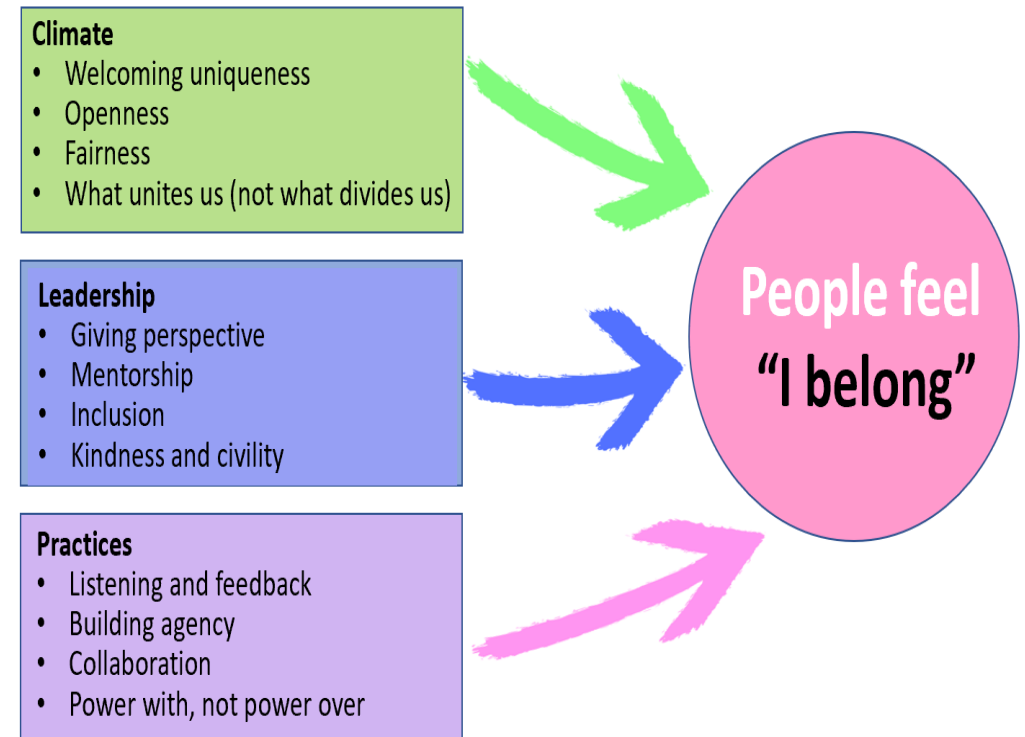
<https://blogs.lse.ac.uk/businessreview/2022/04/08/leading-change-post-pandemic/>

Belonging: everyone is seen and valued for our own unique and authentic selves

	Low belongingness	High belongingness
Uniqueness is valued	DIFFERENTIATION I am different I am uncomfortable	INCLUSION I belong I can be myself
Sameness is valued	EXCLUSION I do not belong I am not welcome	ASSIMILATION I can fit in I have to be guarded

Belonging: questions to reflect on

- To what extent are we really getting to know the people in our teams and understanding the unique gifts that each person brings?
- Are we making the space in a virtual world (where the lack of direct contact makes feelings, emotions and reactions harder to gauge) to build belonging?
- Are we asking people if they *feel* they are included, *feel* they have power (agency) over the work or role they are allocated, *feel* they are in the know, and *feel* that their ideas are valued?



<https://joshbersin.com/2020/08/why-belonging-is-a-big-issue-in-business-today/>

4 SUPPORT PEOPLE TO BUILD THEIR

**AGENCY
(POWER)**
AT EVERY LEVEL OF
THE SYSTEM

UNDERSTANDING THAT
IMBALANCES IN POWER
& PRIVILEGE MEAN THAT
PEOPLE HAVE UNEQUAL
STARTING POINTS

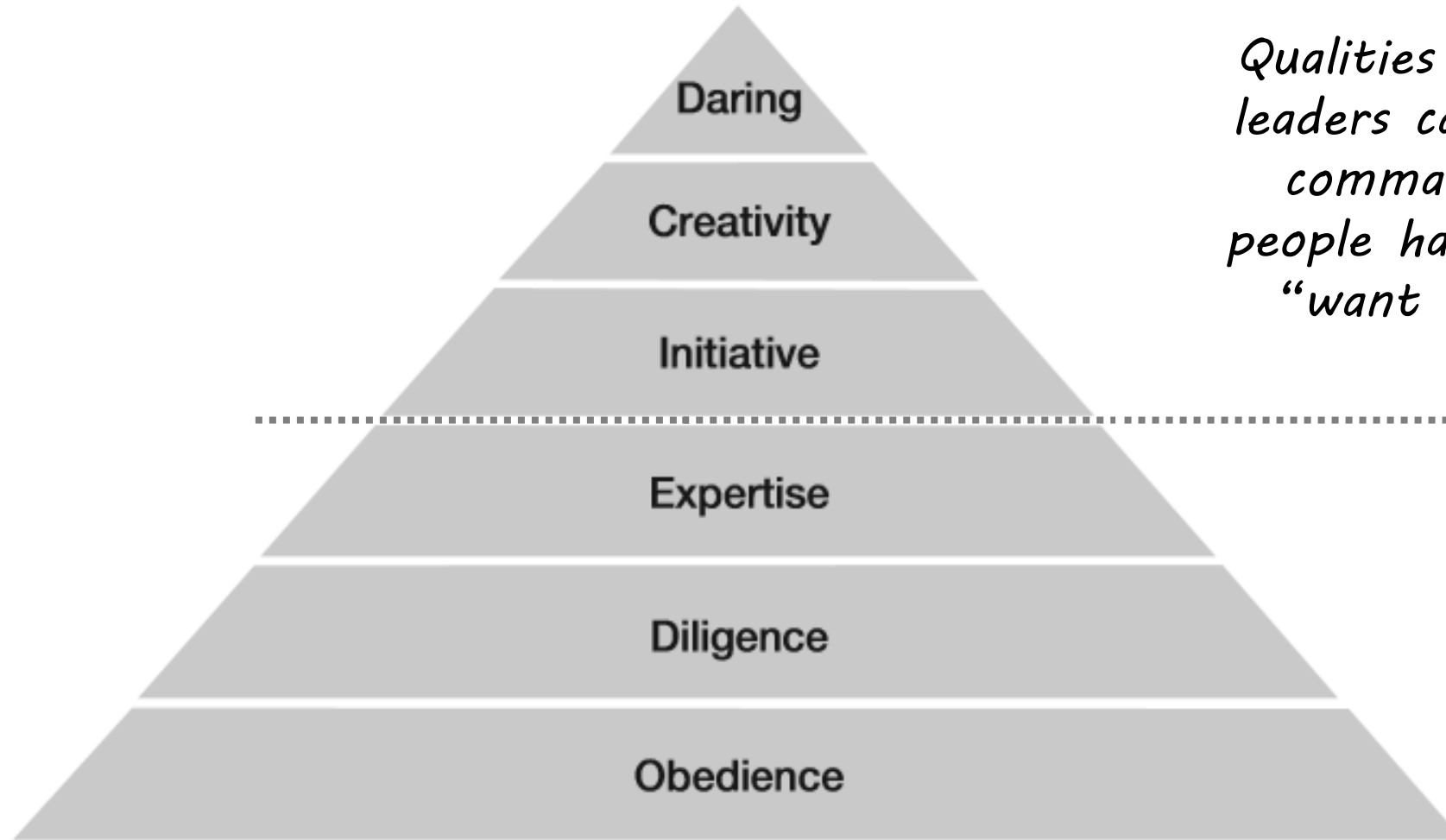
Change efforts are far more likely to succeed because people perceive they have agency for change.

Agency: the sense of power, permission and safety to make change happen

More important than improvement skills or resources or methodologies.



The hierarchy of capabilities: the further up the pyramid people go, the more we maximise the contribution everyone can make



*Qualities that
leaders cannot
command:
people have to
“want to”*

*Qualities that
leaders can
expect and
command*

Source of model: Gary Hamel, Michele Zanini (2020)

Humanocracy: creating organisations as amazing as the people inside them

**We are never
too young to
build our
agency**





I dag händer det här:

Färdigt!

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