

Directions in Transformational Leadership



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SEISMIC SHIFTS



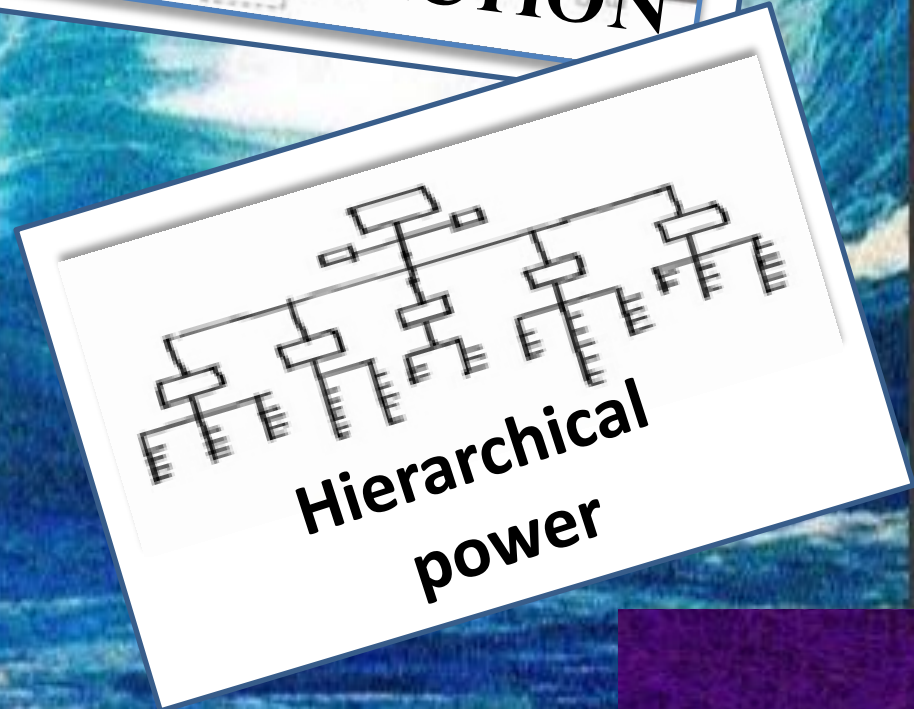
SEISMIC SHIFTS



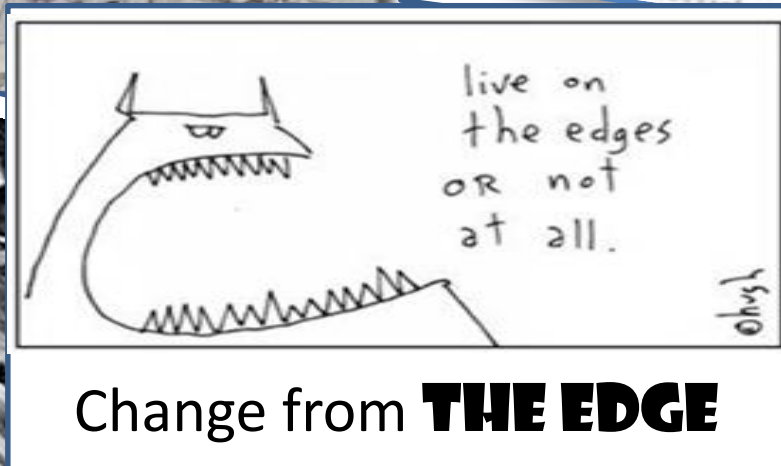
SEISMIC SHIFTS



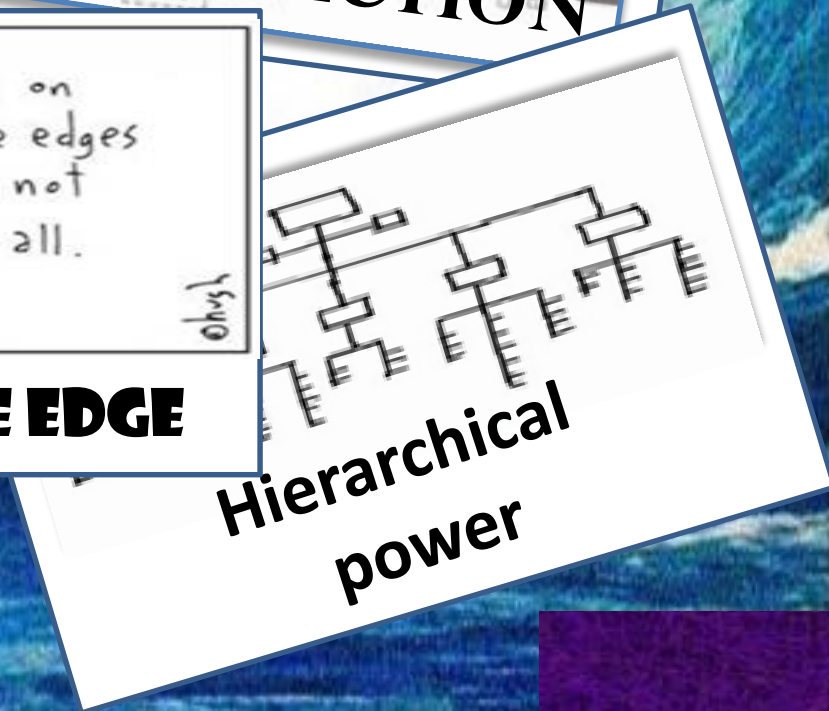
SEISMIC SHIFTS



SEISMIC SHIFTS



Change from **THE EDGE**





Currency

Current

Held by a few

Made by many

Pushed down

Pulled in

Commanded

Shared

Closed

Open

Transaction

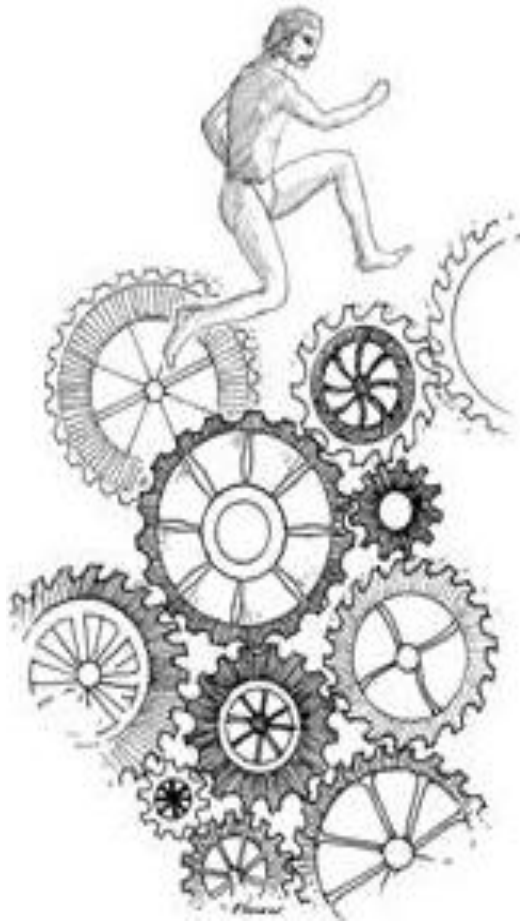
Relationship



Jeremy Heimens TED talk "What new power looks like"

<https://www.youtube.com/watch?v=j-S03JfgHEA>

The essential flaw of quality improvement methods



Source of image:

www.biblicalcreation.org.uk

The essential flaw of [quality improvement/patient safety methodology] is that, when implemented, it tends to reinforce the mechanistic and hierarchical models that are consistent with the mental maps of most managers

Chris Argyris, *Flawed advice and the management trap*

Read more at: <http://www.slideshare.net/jurgenappelo/management-30-workout>

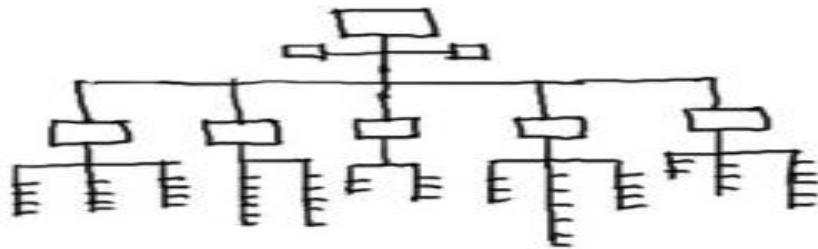


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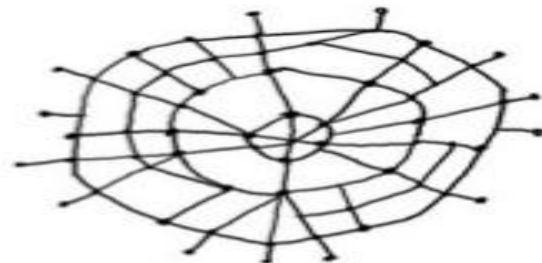
The Network Secrets of Great Change Agents

Julie Battilana & Tiziana Casciaro

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



Designed for
DIVISIONS



Designed for
CONNECTIONS

2x

People who are highly connected
have twice as much power to
influence change as people with
positional power

Leandro Herrero

<http://t.co/Du6zCbrDBC>



or



*“I have some Key
Performance
Indicators
for you”*

*“I have a
dream”*

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

Image by neilperkin.typepad.com

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
- 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
- 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



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

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

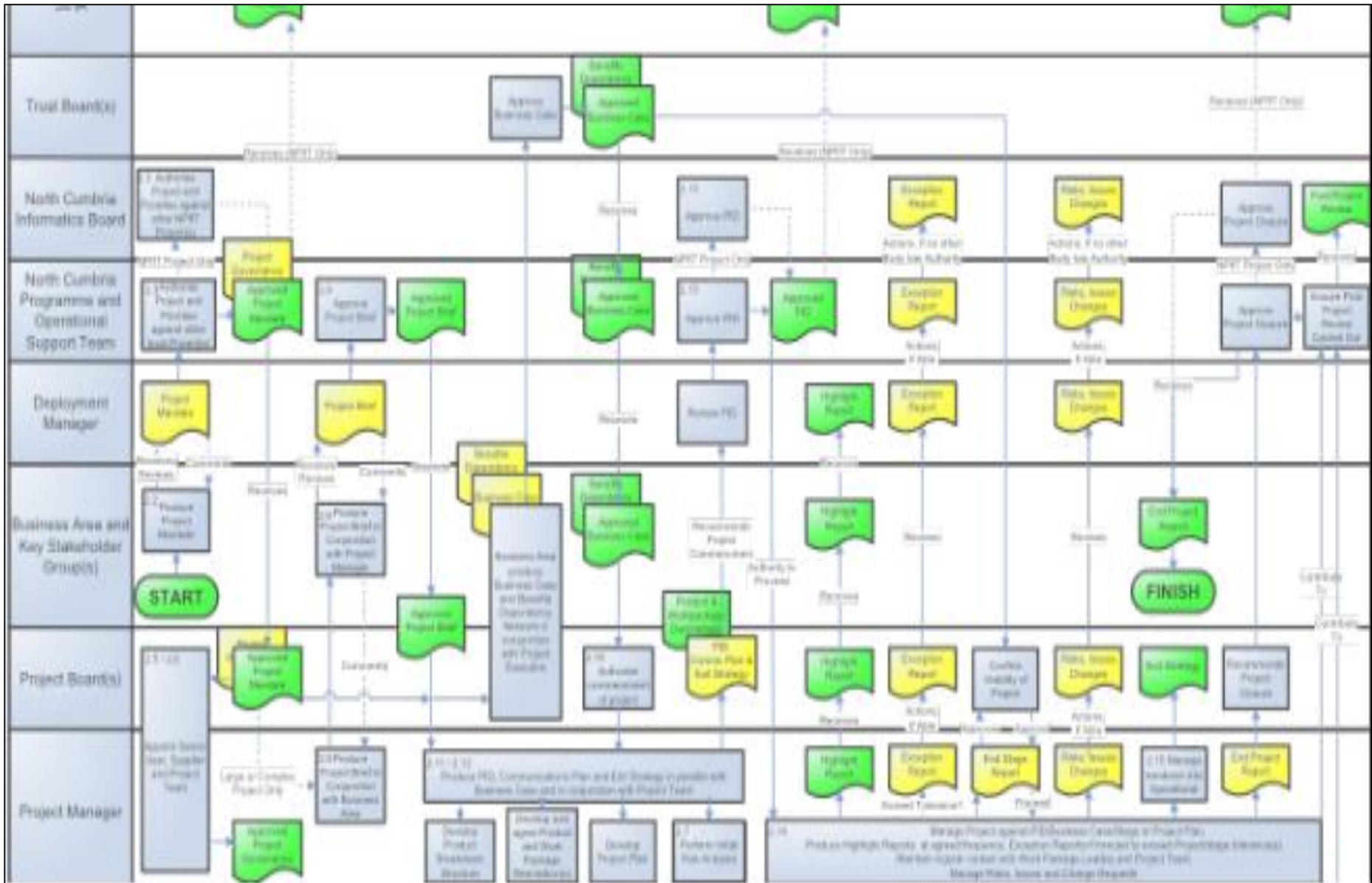
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Is your change process a cathedral or a bazaar?

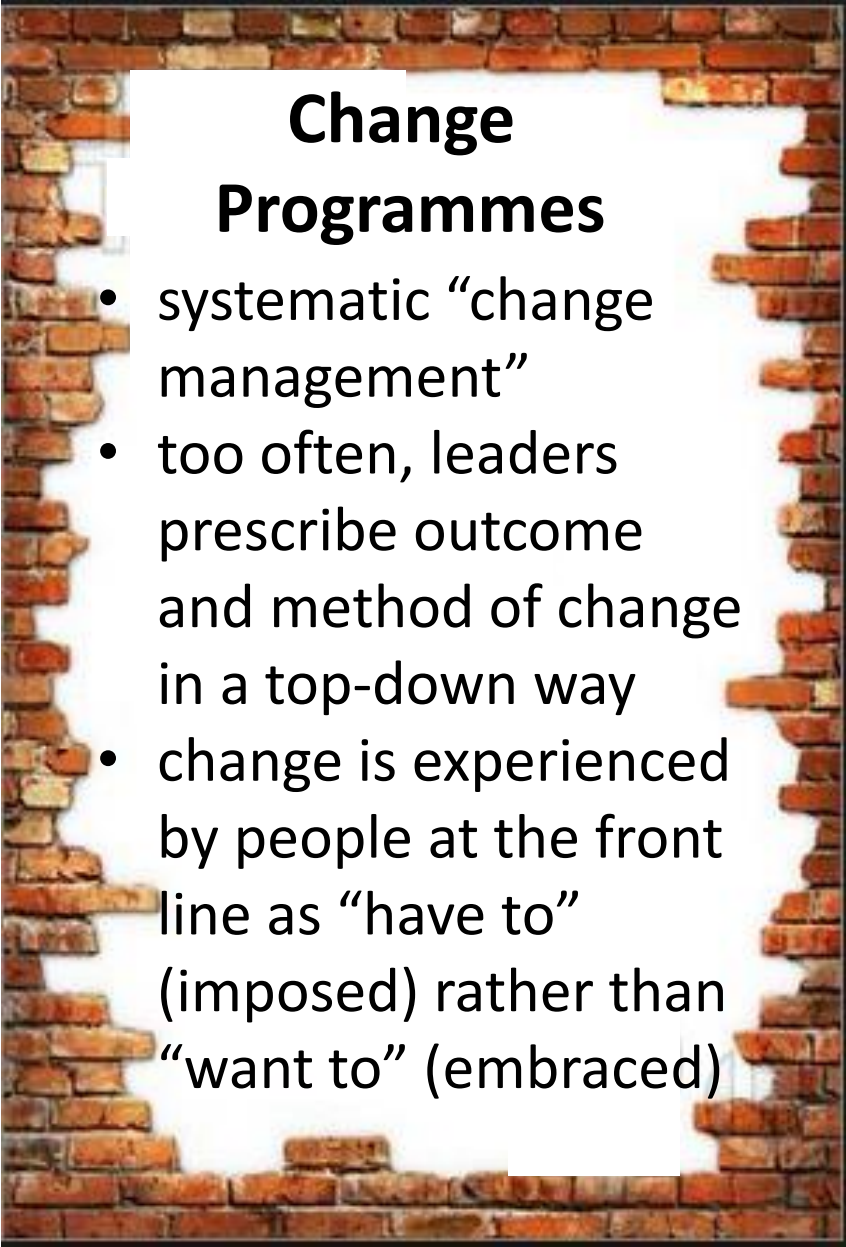


Source of image: <http://www.slideshare.net/djinoz/the-cathedral-and-the-bazaar-musings-on-iphone-and-android?related=1>

We have a lot of cathedrals



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



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.



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.

This is Flip the Clinic



Our change platforms

**School for
Health and
Care Radicals**



Nearly **7,000** enrollees in 2014 & 2015
#SHCR: 65m Twitter impressions
100,000 downloads of school materials
Enrolments from **41** countries
200 local learning groups across the globe

**THE
EDGE**

*A knowledge hub for
change activists in
health and care*

21,000 active users
Activists from **120**
countries
@theedgenhs: 194.1k
Twitter impressions
(since 1 January 2015)



800,000 pledges in 2014
6 X the local
activity/connectivity in
2015 compared to 2014
#nhschangeday: 130m
impressions
Facebook impressions
253,999

Biggest-ever digital campaign for 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
theory of change in the NHS



FOR HEALTHCARE LEADERS
HSJ

**Nursing
Times**

NHS
Improving Quality

What does the NHS workforce think?

14,000 contributors recently identified 10 barriers to change:



Confusing strategies



Playing it safe



Over controlling leadership



Poor project management



One way communication



Undervaluing staff



Poor workforce planning



Inhibiting environment



Stifling innovation



Perverse incentives

Source: *Health Service Journal, Nursing Times*, NHS Improving Quality, "Change Challenge" March 2015

What does the NHS workforce think?

14,000 contributors recently 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

Source: *Health Service Journal, Nursing Times, NHS Improving Quality, "Change Challenge" March 2015*

CARE DESIGN 2016

System redesign principles for care models



Improving Quality

nuffieldtrust

HOME Care Design 2016 About the project Who's taking part? Our blog SHARE YOUR IDEAS

CARE DESIGN 2016

System redesign principles

#CareDesign

nhsiq.crowdicity.com



Improving Quality

nuffieldtrust

We need your help to capture redesign principles for care models

Welcome to Care Design 2016: a community for people who want to use their individual insight, ideas and experience to help capture a set of 'redesign principles' to accelerate the implementation of new care models in the UK and across the globe.

We've proposed 10 draft principles (plus a wildcard option) to kick things off...what do you think?



GOT A GREAT IDEA?
SIGN IN or REGISTER NOW!



Here's 10 suggested redesign principles for care models...what do you think?



#8 Purposefully focus on the design and improvement of the system



#9 Design on a model of li

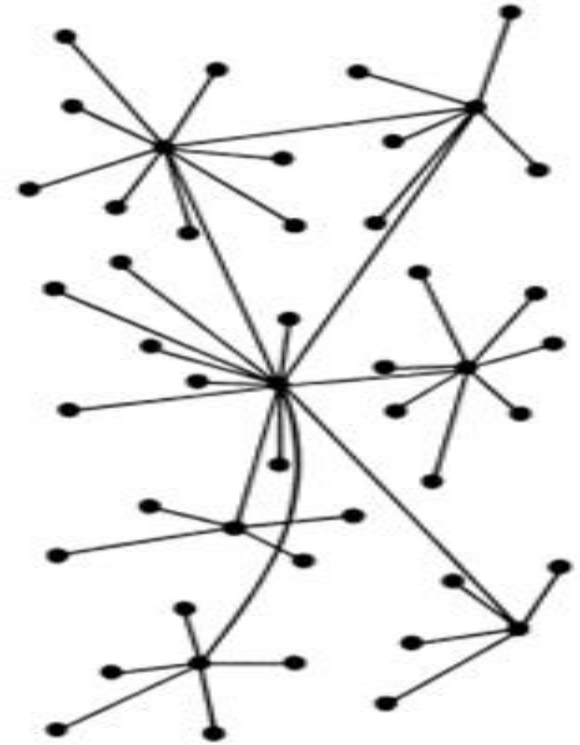


#CareDesign

VIEW ALL CHALLENGES >

We will have fewer
programme/project
managers and more
knowledge leaders and
connectors

<http://connect.forwardmetrics.com/business-management/the-strength-within.html>



What is the best way to spread new knowledge?

Social connection/discussion is
14 times more effective
than
written word/ best practice
databases/toolkits etc



Source of image: happiness-one-quote-time.blogspot.com

Source of data: Nick Milton
www.nickmilton.com/2/2tOjE



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THINK OUTSIDE THE BIN

GREAT BLUE SKY THINKING!
NOW, SORT YOUR IDEAS
AND GET BACK TO YOUR DESKS.



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