Leading big change: what does it take to deliver at large scale?

Our learning objectives for today

- Appreciate the thinking, behaviours and practices of other leaders who deliver big change.

- Be part of a unique collective learning system to distil practical wisdom for large scale change.

- Take home knowledge, approaches, models and frameworks for change.

Today's minicourse is part of the "Change" theme at the International Forum

The "Change Rebels Salon" each day

16:45-17:45 M14 today

12.30- 1300 L5 Thursday

12.30- 1300 L12 Friday

Thursday

1100-1215: Nuka – 25 years of community-driven transformation: remarkable clinical, cost, and happiness achievements A1

1100-1215*: Enabling change across a whole system* A2

1315-1430: Breaking the rules and co-developing better care systems from the inside out B2

1500-1600*: Creating a culture that fosters creativity and new approaches to quality improvement* C2

Friday

1100-1215*: Change happens one person at a time* D2

1315-1430*: Creating change together* E2

1500-1600*: The future of change* F2

0930	Welcome and aims for the day: • being explorers rather than experts • the process of inquiry and the opportunity of large scale change • who is in the room?
0945	Table task with image cards: my journey of change, past, present & future (identification of key themes with online voting system (OVS)
1005	A plenary provocation: • Approach, model, framework and method for large scale change • How do we get to a different future?
1025	Table hosts pitch for their world café sessions
1035	World café with 10 tables (4 rounds of 12 minutes)
1130	Tea and coffee break
1145	Table discussion: NOISE analysis and identification of themes; feedback via OVS
1230	Lunch
1330	After lunch: the Grand Prix energiser
1340	Tee up for open space - key themes that emerged from the morning: action planning for horizons two
1400	Open space discussion
1500	Tea and coffee break
1515	Creating some simple rules for large scale change
1600	Making our own commitments for the next two days
1615	Reflections
1630	Close and participate in the Change Rebels Salon

A hand vote

Which country are you from?

England
Scotland
Wales
Northern Ireland
Republic of Ireland
France
Italy
Spain
Poland
Ukraine
Netherlands
Belgium

Sweden
Greece
Portugal
Hungary
Austria
Switzerland
Denmark
USA
Canada
Australia
New Zealand
Jamaica
Brazil
Qatar

Other

A hand vote

Who do you know at your table?

    1. The person to my left only

    2. The person to my right only

    3. Both people next to me

    4. Neither of the people next to me

    5. Everyone on the table

Today we want to be less "expert" and more "explorer"
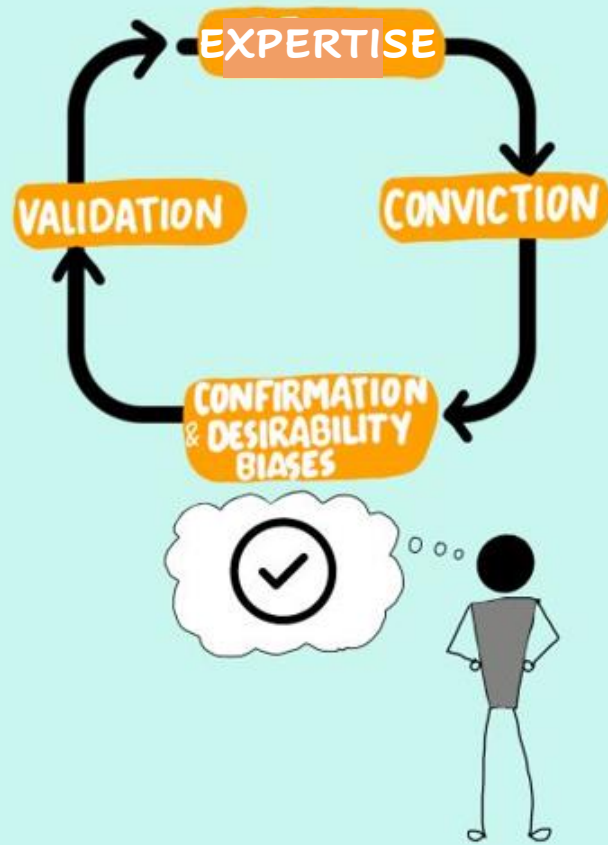
Helen Bevan @HelenBevan

Often, as leaders we get cast in the role of "expert". It can be affirming & powerful as we become the "go to" person for knowledge. The problem is that being more expert means being less explorer. Experts learn less & help other people less on their journies. By @jeanmariespeaks

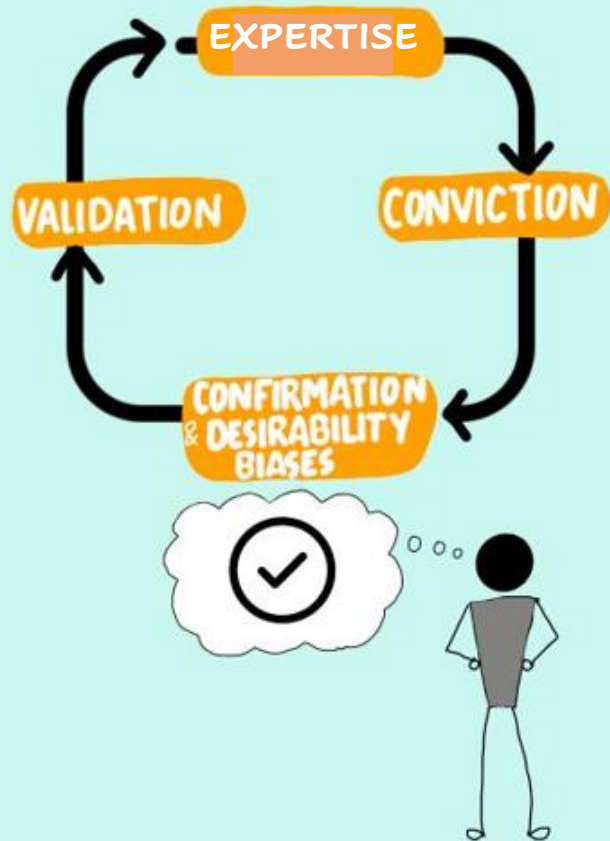When you become an expert, you shift from learning to knowing.
When you are curious, you shift from expert to explorer supporting others on their journey.

JEANMARIESPEAKS.COM
RENAISSANCE LEADERSHIP

How an expert thinks

EXPERTISE

CONVICTION

CONFIRMATION & DESIRABILITY BIASES

VALIDATION

SKETCHNOTE BY ANUJ MAGAZINE 14TH-DEC-2022

How an expert thinks

EXPERTISE

VALIDATION → CONVICTION → CONFIRMATION & DESIRABILITY BIASES

SKETCHNOTE BY ANUJ MAGAZINE 14TH-DEC-2022

How an explorer thinks

HUMILITY → DOUBT → CURIOSITY → DISCOVERY
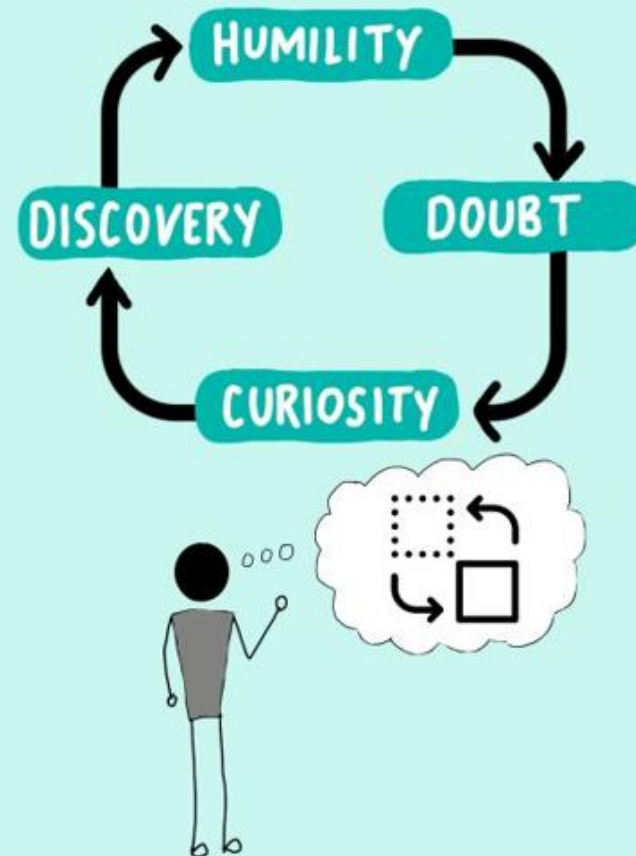
Based on the book "Think Again" by Adam Grant

Today's session is an INQUIRY process

Inquiry: a process of addressing key questions that seeks to:

1. discover information and develop our understanding
2. create movement towards our goals and aspirations for improvement
3. build relationships
4. allow for emergence

Source of image: John Spencer

My journey of change: past, present & future

1. Pick three images:

   - An image that represents how you felt when you first saw yourself as a leader of change

   - An image that represents where you are now in your journey as a leader of change

   - An image that represents where you want to be in the future as a leader of change

2. Use the images to tell your story to the others on your table.

3. As a table group, create a shared sentence about your future ambitions for change

4. Someone on your table should add the sentence to Menti when instructed at the end of this activity.

- You can choose more than three images if you like
- Keep your images for later
- Put the unused cards in a tidy pile when you've finished the task

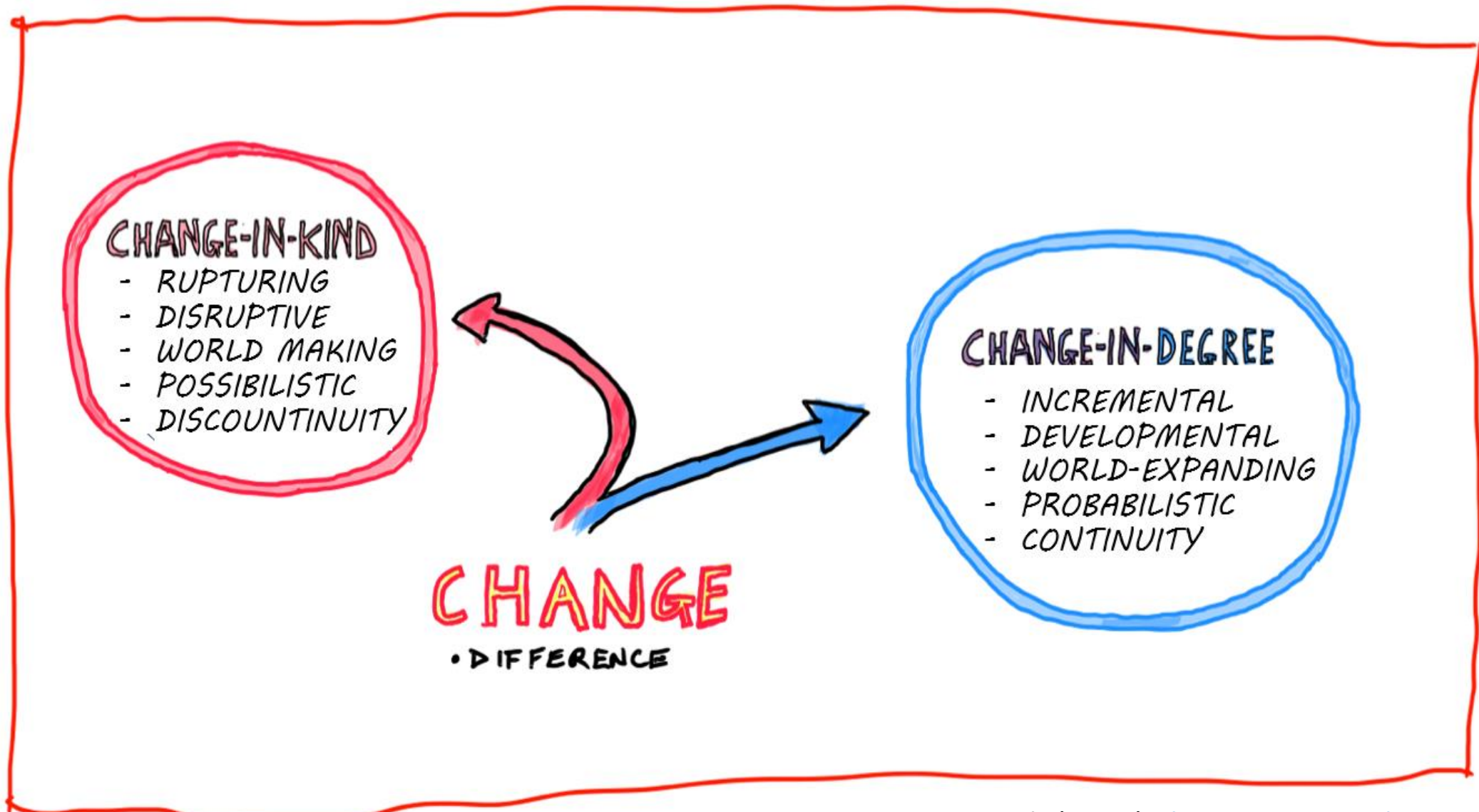Time available: 20 minutes

Three Horizons

Bill Sharpe

How can people work together to create transformational change in the face of an uncertain future?
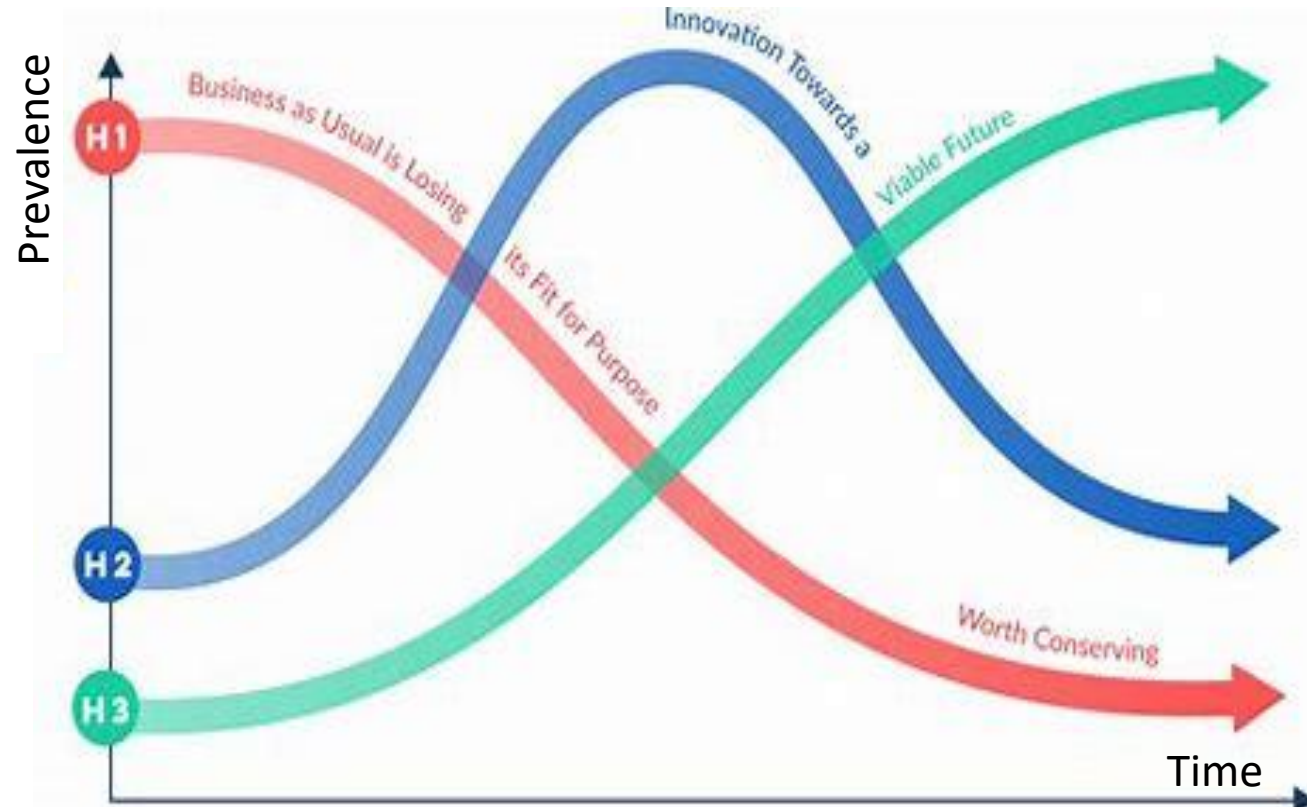
There are two main sorts of change:
- Continue the pattern of how we are doing things today
- Start a new pattern for the future we want and need

Much of our current change practice is designed for "*change-in-degree*" when we are also seeking "*change-in-kind*"

CHANGE-IN-KIND
- RUPTURING
- DISRUPTIVE
- WORLD MAKING
- POSSIBILISTIC
- DISCOUNTINUITY

CHANGE
• DIFFERENCE

CHANGE-IN-DEGREE
- INCREMENTAL
- DEVELOPMENTAL
- WORLD-EXPANDING
- PROBABILISTIC
- CONTINUITY

Source: Emergent Futures Lab (2024) <u>The new cannot be seen or thought</u>
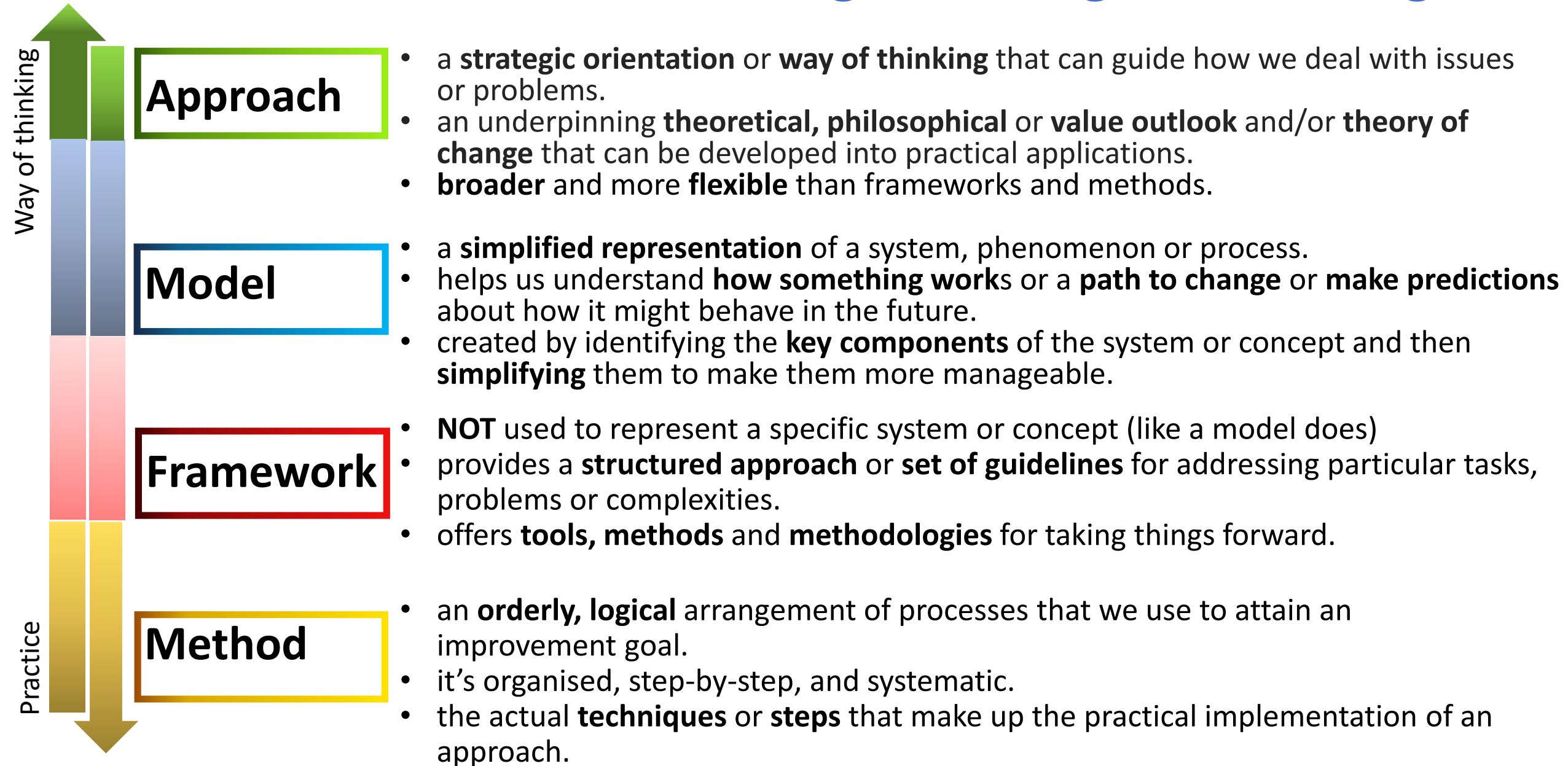
Thinking about our future direction using Bill Sharpe's "Three Horizons" model

- **Horizon 1:** What are our current ways of working (context, focus, methods, patterns, structures etc)? What is viable/not viable for the future?

- **Horizon 3:** What could we do differently in the future in radically different ways to achieve our ambitious goals? Where are the emerging opportunities?

- **Horizons 2:** How can we build a path between where we are now and where we would like to be in future? What actions should we take?

From: *Three horizons: a pathways practice for transformation* Bill Sharpe and colleagues

What level should we be thinking at for large scale change?

Way of thinking

Practice

Approach

- a **strategic orientation** or **way of thinking** that can guide how we deal with issues or problems.
- an underpinning **theoretical, philosophical** or **value outlook** and/or **theory of change** that can be developed into practical applications.
- **broader** and more **flexible** than frameworks and methods.

Model

- a **simplified representation** of a system, phenomenon or process.
- helps us understand **how something work**s or a **path to change** or **make predictions** about how it might behave in the future.
- created by identifying the **key components** of the system or concept and then **simplifying** them to make them more manageable.

Framework

- **NOT** used to represent a specific system or concept (like a model does)
- provides a **structured approach** or **set of guidelines** for addressing particular tasks, problems or complexities.
- offers **tools, methods** and **methodologies** for taking things forward.

Method

- an **orderly, logical** arrangement of processes that we use to attain an improvement goal.
- it's organised, step-by-step, and systematic.
- the actual **techniques** or **steps** that make up the practical implementation of an approach.

Source of definitions: adapted by Helen Bevan

Recurring (& interconnected) themes in approaches to making big change happen

Moving together towards a shared direction

Co-producing change: "with" & "by", not "to" or "for"

Setting up systems for experimental learning & unlearning: "doing the right next thing"

Changing yourself as a resource for change

Developing leaders everywhere: sustainable systems of distributed leadership

Creating the conditions for emergent change

Shaping networks to shape opinions

Building power: a spectrum of allies AND working through pillars of formal power

Source: Concept review by Helen Bevan and Goran Henriks

World Café: 10 tables to choose from

No	Host	Topic
1	Goran Henriks, Sweden	*"Together for a good life for all"*: how Jonkoping Region, Sweden gets outstanding health outcomes
2	Kris Vanhaecht, Belgium	The Flanders quality model: thinking, doing and learning in collaboration with Flemish hospitals
3	Joan Borstrom, Sweden	Facilitating transformational change in Swedish healthcare: using designed action sampling
4	Marie, O'Haire, Ireland	Creating communities of practice to build capacity and competency for change across Ireland
5	Ben Allen, England	Key principles for improving care through developing team culture and performance: learning from primary care
6	Shay Bluemer, Jamaica & Georgia Simmonds, USA	Building a culture of improvement: A decade of sustainability lessons in Jamaica
7	Zoe Lord, England	Using Liberating Structures for energising and engaging large groups of people in change
8	Jodeme Goldhar, Canada	Collective impact to enable transformative action: connection is the correction
9	Jen Rodgers, Scotland	How Greater Glasgow & Clyde, the biggest health board in Europe, is co-creating its quality strategy
10	Kathryn Grayling, England	Building a thriving learning and improvement community (6,000+ members) for large scale change

World café

Sharing and connecting the strength and knowledge of the community in the room

- Our goal is to facilitate open discussion and collective learning
- There are 10 tables to choose between
- There are four rounds, each of 12 mins
- Helen will time and call the rounds
- If the table you want to go to is full, go to another table
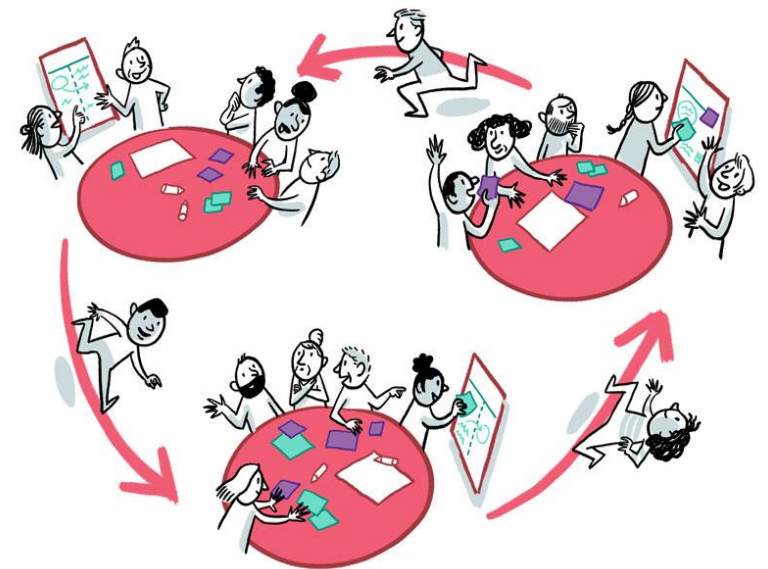
Listen together for patterns, insights and deeper connections

- Do our initial eight themes resonate?
- What other themes are you hearing?
- What other insights about making big change happen?

Moving together towards a shared direction	Creating the conditions for emergent change	Co-producing change: "with" & "by", not "to" or "for"	Shaping networks to shape opinions
Changing yourself as a resource for change	Developing leaders everywhere: sustainable systems of distributed leadership	Setting up systems for experimental learning & unlearning: "doing the right next thing"	Building power: a spectrum of allies AND working through pillars of formal power

Other potential themes	Additional insights

Coffee break

Back at 11.45

Table task - NOISE: what do we need to do to enable large scale change?

**In terms of what we heard and our own experiences:**

- **Needs** — what's missing?

- **Opportunities** — what could be developed further in future?

- **Improvements** — what could be changed immediately?

- **Strengths** — what's working well?

- **Exceptions** — where are the examples of where the future is already happening?

In terms of what we heard in the world café and our own experiences

Table no.
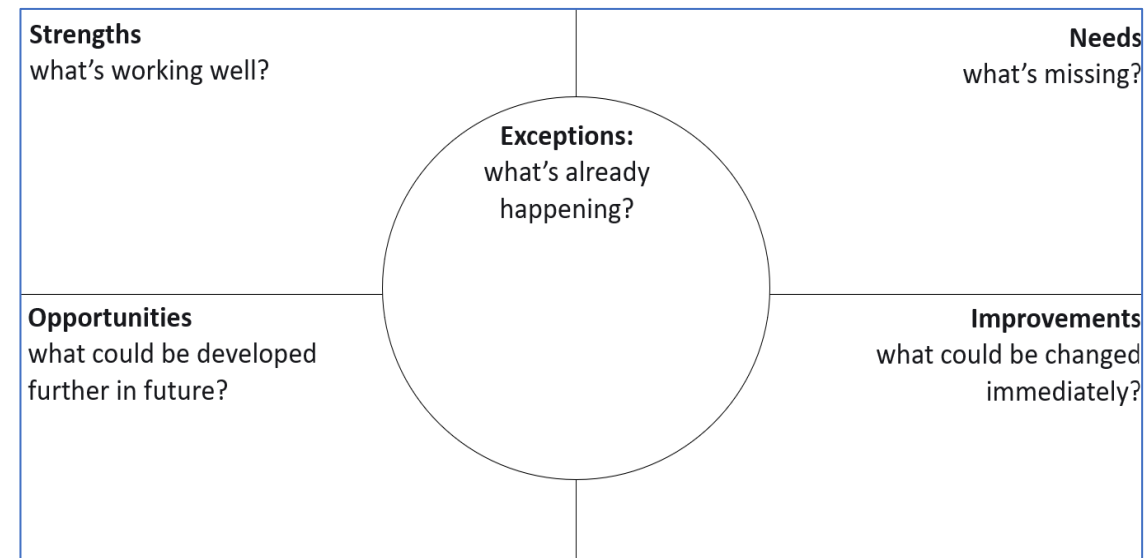
Strengths
what's working well?

Needs
what's missing?
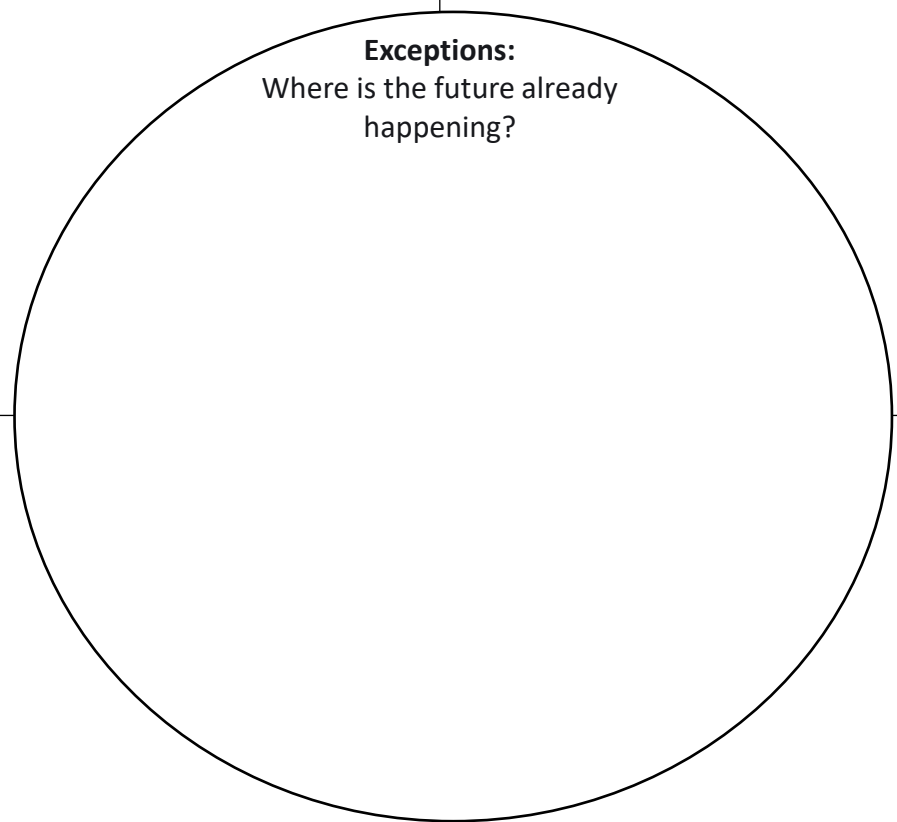
Exceptions:
Where is the future already happening?

Opportunities
what could be developed further in future?

Improvements
what could be changed immediately?
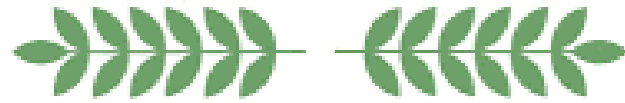
LUNCH

BREAK

Back at 13.30

After lunch energiser
"The Grand Prix"

Open space table conversations

4 principles and a law for this open space session

Principles:

1. Whoever comes to the discussion are the right people

2. Whatever happens is the only thing that could have happened.

3. When it starts is the right time

4. When it's over it's over

The Law is known as the Law of Two Feet:

"If you find yourself in a situation where you are not contributing or learning, move somewhere where you can."

Open space discussion

Topic on this table:

Table no.

---

3. Our one big idea for leading big change to deliver in Horizon two

---

1. What approaches, principles and examples did we discuss?

2. What tools and methods could we use?

Gallery and "dotmocracy"

- Each person has five dots to vote

- You are voting about the top box on the template: **"Our one big idea for leading big change to deliver in Horizon two"**

- Review the templates and place your dots
  - Only one dot per template
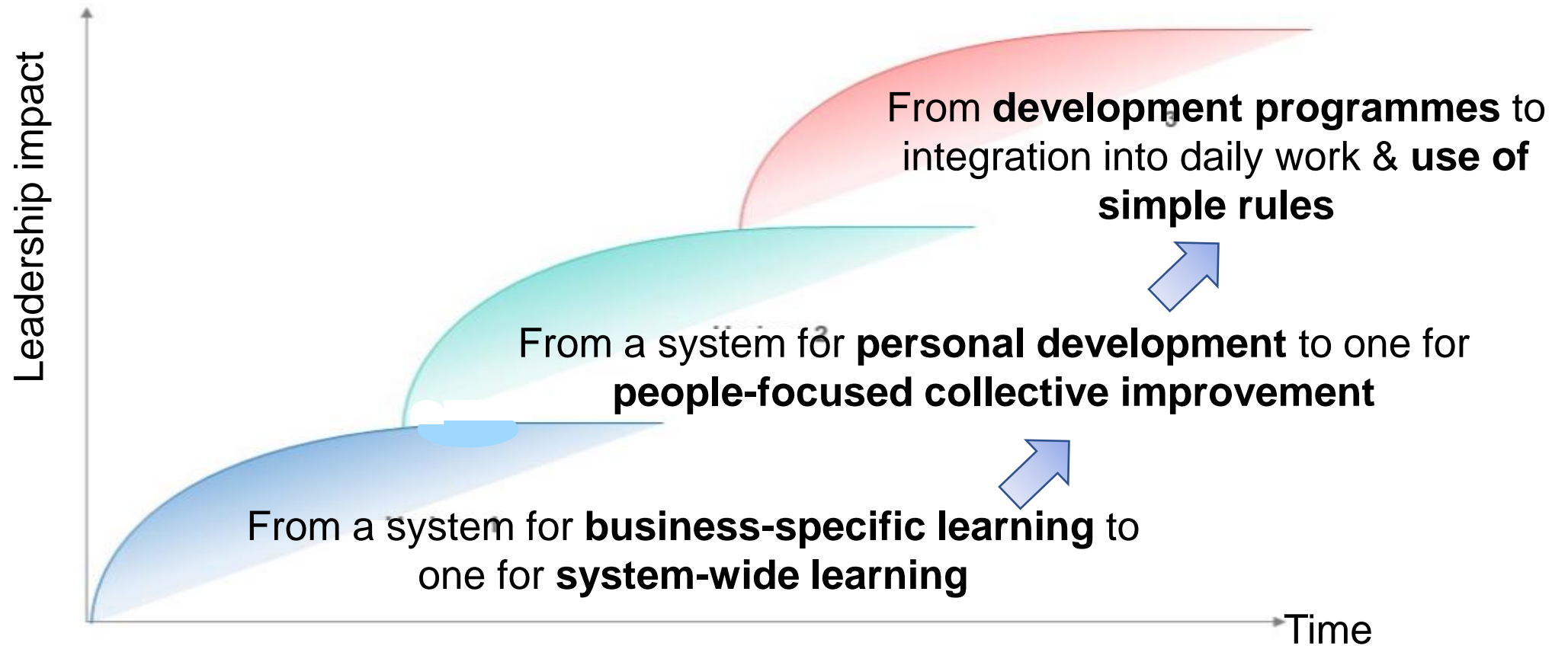 - You can vote for your own
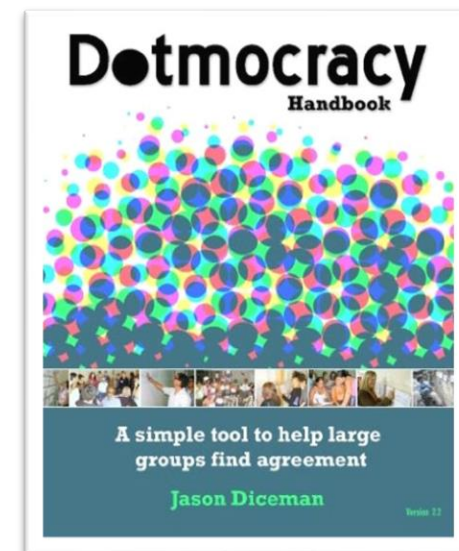
Tea and coffee break

Back at 3.15

'Dotmocracy' results

Creating some simple rules for large scale change

Learning from Jönköping: *"Transformations in leadership development in a high performing public system"*

From **development programmes** to integration into daily work & **use of simple rules**

From a system for **personal development** to one for **people-focused collective improvement**

From a system for **business-specific learning** to one for **system-wide learning**

(y-axis) Leadership impact

(x-axis) Time

Fabisch *et al* (2024) Transformations towards an integrated leadership development system – a longitudinal study in a high-performing public organization. *Leadership*

If we want to get a group of people to behave differently, with everyone moving in a similar direction, there are at least two approaches we can follow
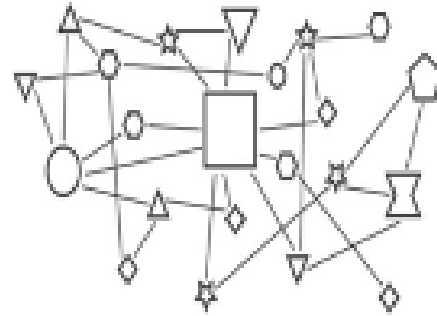
1. Policies, approvals and top-down cascade
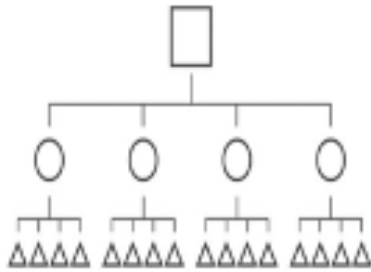
Create clear polices and operating systems & hold formal leaders to account

2. Alignment through simple rules

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

Complex rules
Change-in-degree

Simple rules
Change-in-kind

Simple rules

Simple Rules are sets of underlying principles or ways of thinking and behaving that govern the way that things operate
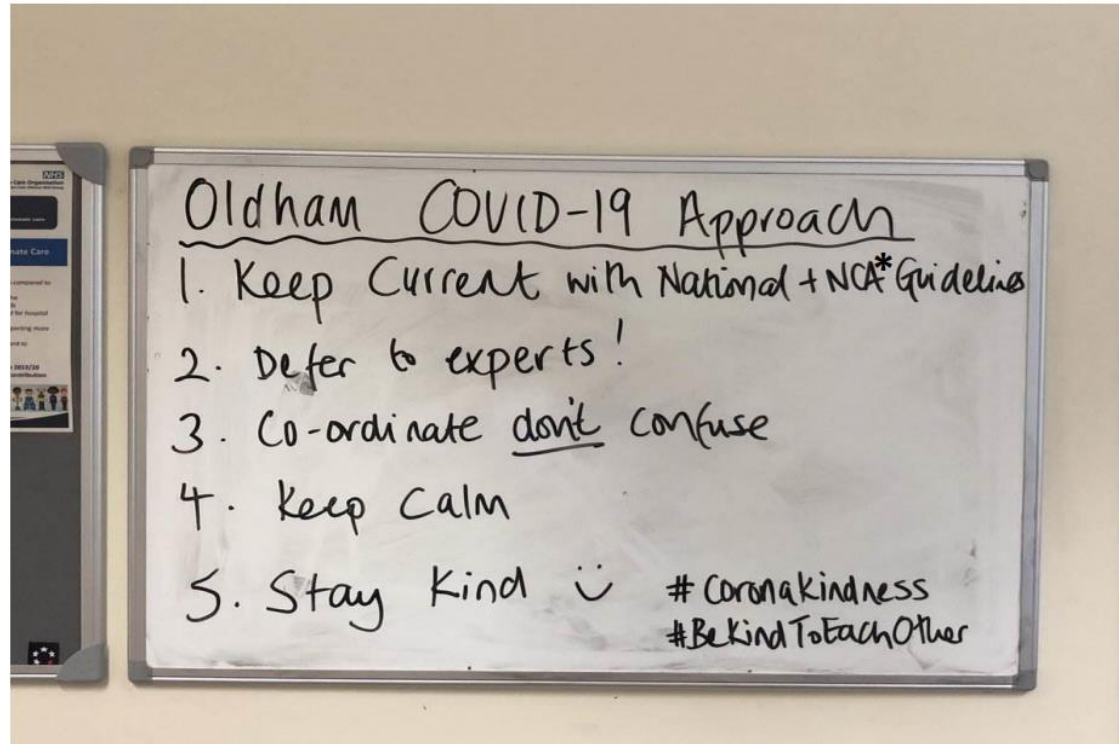
Effective simple rules are:
- Few (5-7)
- Generalisable
- Positive
- Active

"A set of simple rules lead to intelligent behaviour in complex situations"
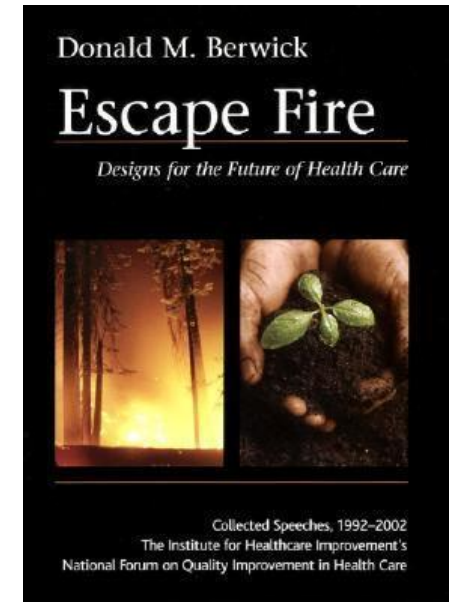Michael Dubakov

Oldham's simple rules for managing COVID

Oldham COVID-19 Approach
1. Keep Current with National + NCA* Guidelines
2. Defer to experts!
3. Co-ordinate don't confuse
4. Keep Calm
5. Stay Kind ☺   # Coronakindness
                 # BeKindToEachOther

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

7 simple rules for designing the future of healthcare

1. Name the problem
2. Build on successes
3. Take leaps of faith
4. Look outside medicine
5. Set aims and show constancy of purpose
6. Understand systems
7. Never, ever lose sight of the person we serve as the central figure

Donald M. Berwick
Escape Fire
Designs for the Future of Health Care

Collected Speeches, 1992–2002
The Institute for Healthcare Improvement's
National Forum on Quality Improvement in Health Care

Creating some "simple rules"

As a table, create a set of five "simple rules" for leading big change and delivering at scale

- Few (5-7)
- Generalisable
- Positive
- Active
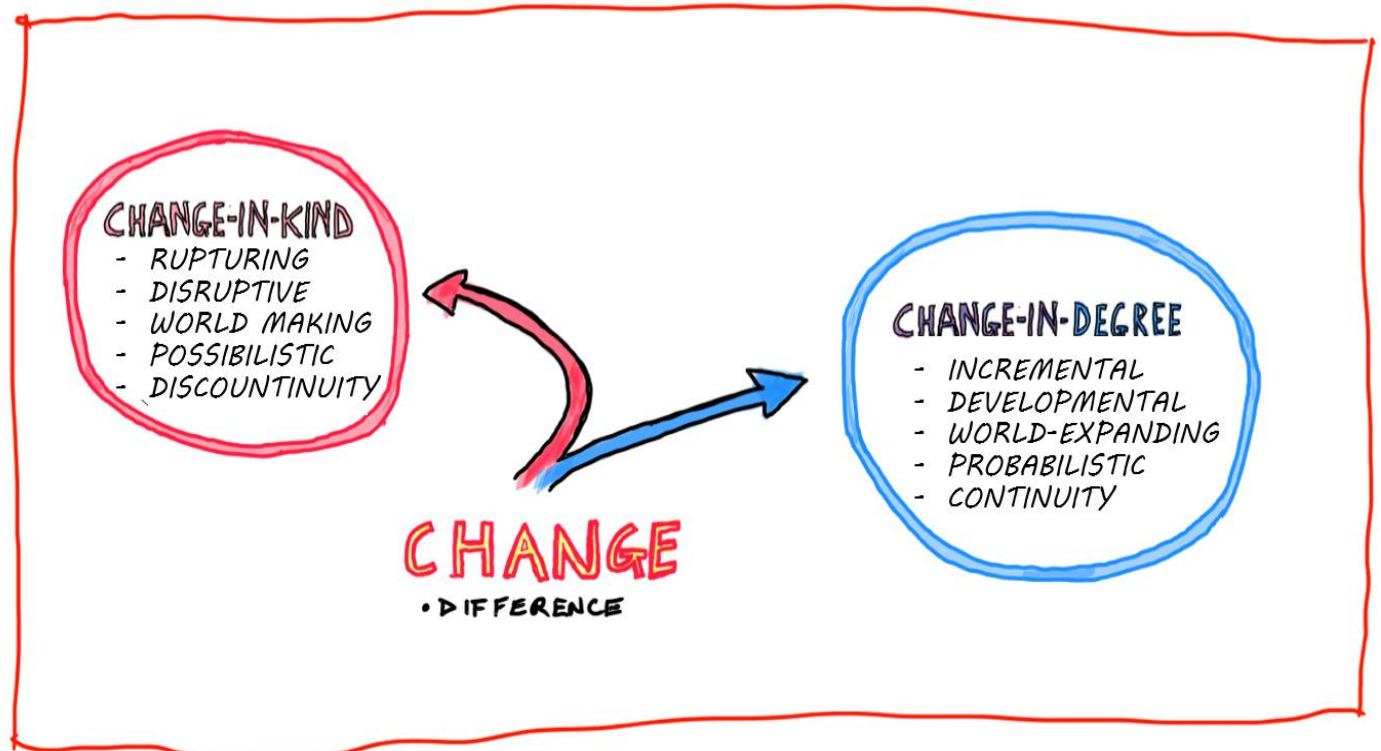
Making a commitment as a result of today's minicourse

- Write it on the back of one of your images from earlier

- Add a summary to Menti

Closing remarks and next steps

Our contacts

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