

# A1: Creating tomorrow today; tackling the dilemmas at the heart of transformational change

Helen Bevan

Goran Henriks

Facilitator:  
Hugh Mccaughey

Learning system leads:  
Annika O'Connor and Zoe Lord



# Objectives of this session

- Identify some of the big dilemmas in creating tomorrow today, positioning them as inevitable contradictions and tensions
- Reframe the questions we are asking about making change happen
- See the big picture and search for new possibilities



# Slido

Do you know:

- 1) just know the person to the left of you
- 2) just know the person to the right of you
- 3) know the people at both sides
- 4) know neither of the people



# slido



## Do you know...

ⓘ Start presenting to display the poll results on this slide.

# Slido

Do you know:

- 1) just know the person to the left of you
- 2) just know the person to the right of you
- 3) know the people at both sides
- 4) know neither of the people

Say hello to the people you don't know and explain why you chose this session





**Our success is  
measured in lives  
and health**

REGION JÖNKÖPINGS LÄN



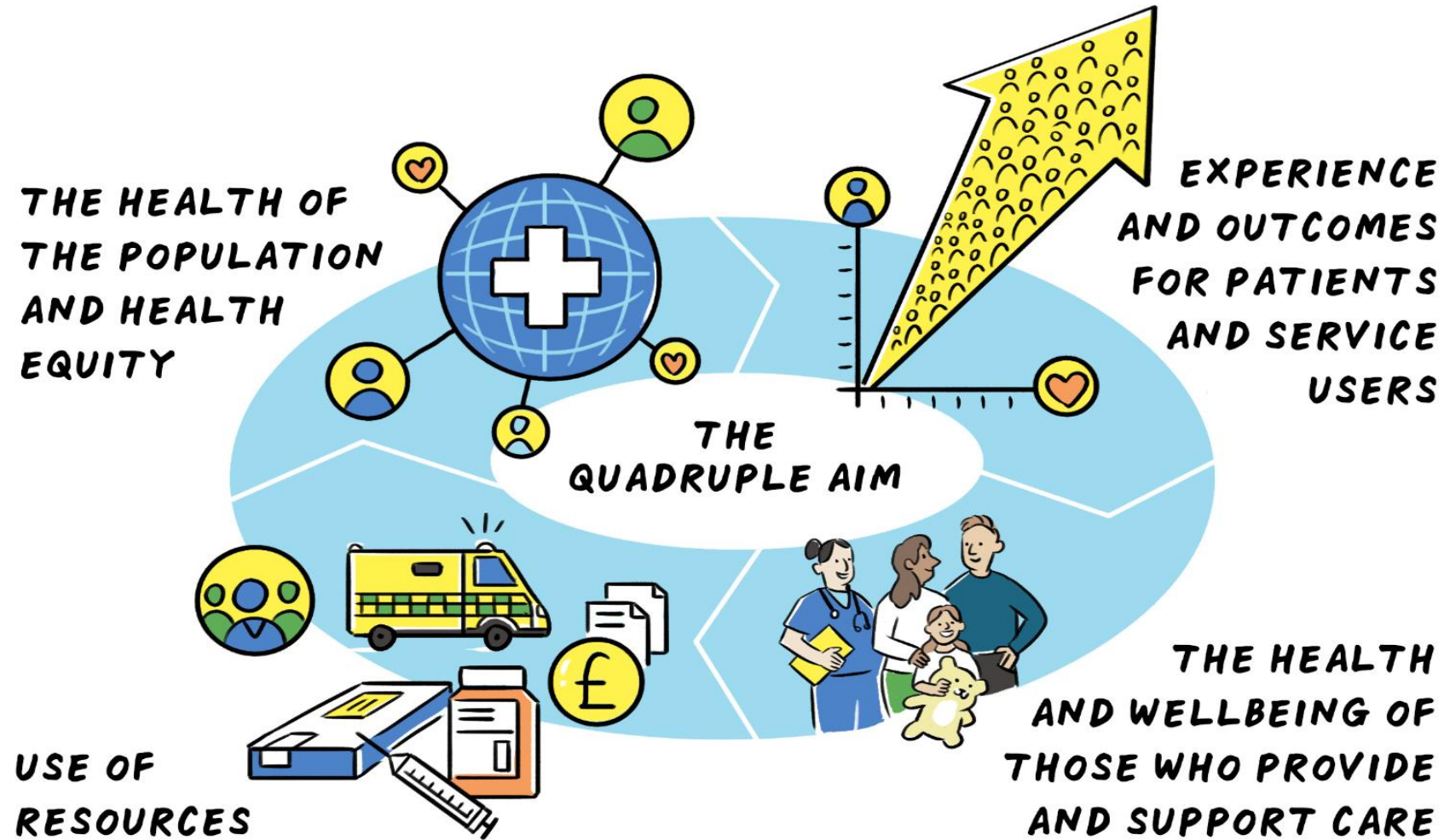
# What kind of system do we want for the future?

Every system is perfectly designed for the results it gets



*"For a good life  
in an attractive region"*

# The quadruple aim



Source: Improvement Directorate, NHS England and NHS Improvement, from a model created by the Institute for Healthcare Improvement



# Before



## Microsystem

Patients and professionals

## Meso

Primary care  
Medicine  
Surgical  
Psychiatric

Processes

## Makro

Governance

# Today



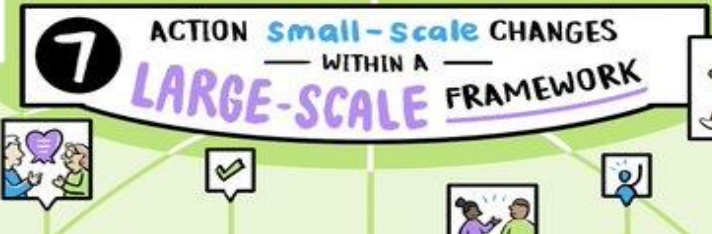
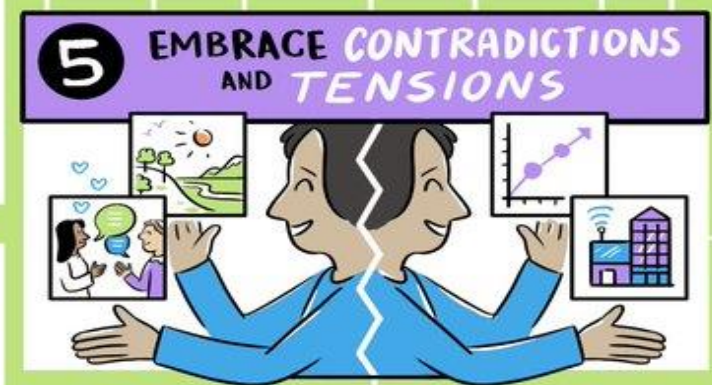
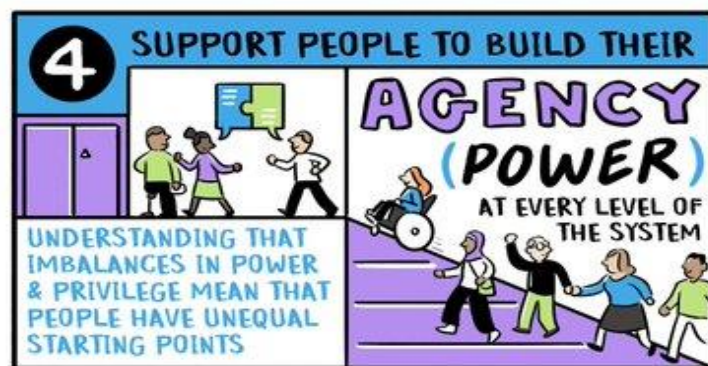
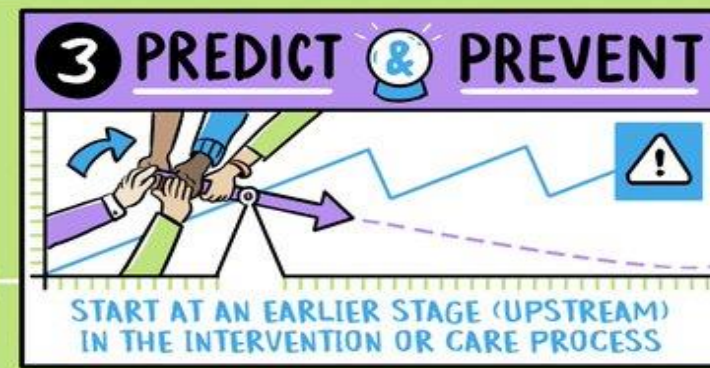
Redesigning our welfare  
system  
From reactive to proactive  
management  
Beyond today's patient  
records

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





# CREATING TOMORROW TODAY: SEVEN SIMPLE RULES FOR LEADERS



GRAPHIC PRODUCED BY  
Scriberia

HELEN BEVAN AND  
GÖRAN HENRIKS  
#CreatingTomorrowToday

<https://blogs.bmj.com/bmjleader/2021/02/01/creating-tomorrow-today-seven-simple-rules-for-leaders-by-helen-bevan-and-goran-henriks/>

### Creating tomorrow today: seven simple rules for leaders. Blog five: Support people to build their agency at every level of the system by Helen Bevan and Göran Henriks

Posted on [June 16, 2022](#) by [aoifemolloy](#)

We have created a set of “seven simple rules” for leaders who want to create tomorrow today, based on our collective learning over seven decades as leaders and internal change agents in the health and care systems in England and Sweden and the work we have done with leaders in health and care in many other countries.

This is the fifth of eight blogs that we will be posting on BMJ Leader over the coming months.

Read [blog one](#): our approach to creating the simple rules.

Read [blog two](#): Define our shared purpose here

Read [blog three](#): Root our transformation efforts in a sense of belonging

Read [blog four](#): Predict and prevent: start at an earlier stage (“upstream”) in the intervention or care process

<https://blogs.bmj.com/bmjleader/2022/06/16/creating-tomorrow-today-seven-simple-rules-for-leaders-blog-four-support-people-to-build-their-agency-at-every-level-of-the-system-by-helen-bevan-and-goran-henriks/>



# 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 LARGE-SCALE FRAMEWORK**

GRAPHIC PRODUCED BY  
Scriberia

HELEN BEVAN AND  
GÖRAN HENRIKS  
#CreatingTomorrowToday

# Thinking about contradictions and tensions

- Leading, holding and working with contradictions and tensions is a key role for improvement leaders
- “Creating tomorrow today” is a contradiction and tension
- The act of creating tomorrow today is full of contradictions and tensions:
  - Patient/citizen/community led versus clinically led
  - Personalised care versus standardised care
  - Preventive versus curative
  - etc
- Most of them cannot be “solved” as there is no one right answer
- We need to name, reframe and hold the contradictions and tensions
- Contradictions and tensions drive the movement towards creating a different tomorrow





# Contradictions and tensions drive the movement towards creating a different tomorrow



Avici  
Electronic  
dance music



ABBA-tars



ABBA  
Pop  
music

DJs  
Music tables

Sound designers  
Artists

Servers

# Contradictions and tensions drive the movement towards creating a different tomorrow



**ICA**

Healthy food  
A life in motion -  
exercise  
Sustainable and  
healthy choices

**APOTEK**  **ICA**

Self-care Recipe  
Support in the  
use of medicines

 **Min Doktor**

Primary care  
through online  
clinics

**ICA Banken**

A healthy personal  
economy can  
counteract stress

**stress**

**ICA Fastigheter**

Create safe places  
and stimulate  
exercise

**ICA Försäkring**

Insurance for a safer  
everyday life





# Contradictions and tensions in quality improvement

Clinical expertise AND patients manage their own health

Care close to home AND expert, specialist care

Reduce cost AND Improve quality

Value clinician's time AND value patient's time

Deliver operationally AND transform care

Work through the formal system AND Build a social movement

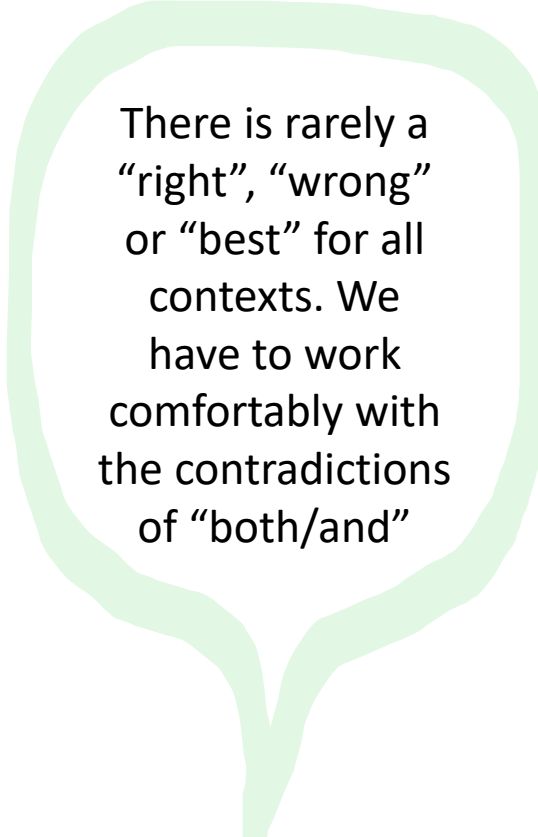
Tried/tested approaches AND Innovate and experiment

Transformation AND continuity

Storytelling AND Data

Personalised care AND standardised care

Me AND We



There is rarely a  
“right”, “wrong”  
or “best” for all  
contexts. We  
have to work  
comfortably with  
the contradictions  
of “both/and”

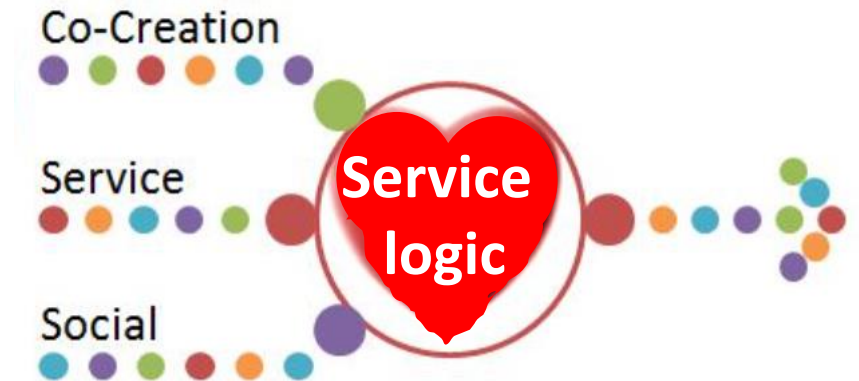
# Three key contradictions and tensions that we need to hold to create tomorrow today

1. Production logic AND patient/person centred service logic
2. Compliance mindset AND commitment mindset
3. Integrated care: the single integrator model AND the co-integrator model



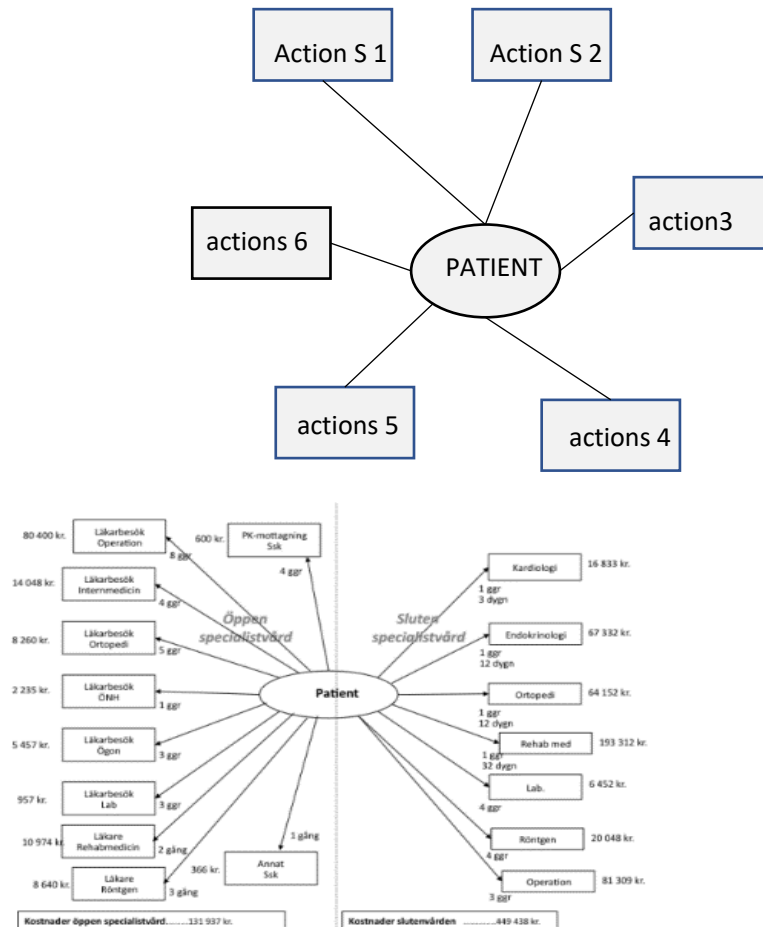
# 1. Production logic AND patient/person centred service logic

- The predominant model in health and care has been a “product” model
- The key is not only the product but *the function for citizens, patients and families*
- The competence base is no longer just what I do...
- ..so how can we best develop collaboration, both internally in the patient journey but also in every meeting?
- This is something profoundly different to pure production logic

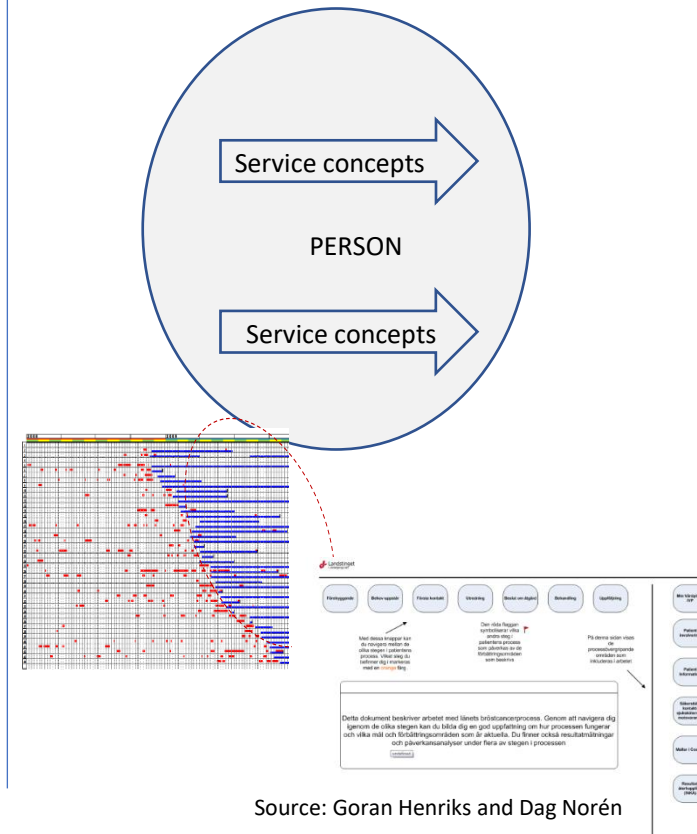


## Change in direction: from supply side redesign to demand-led transformation

## Input orientation



## “Managing the person” orientation

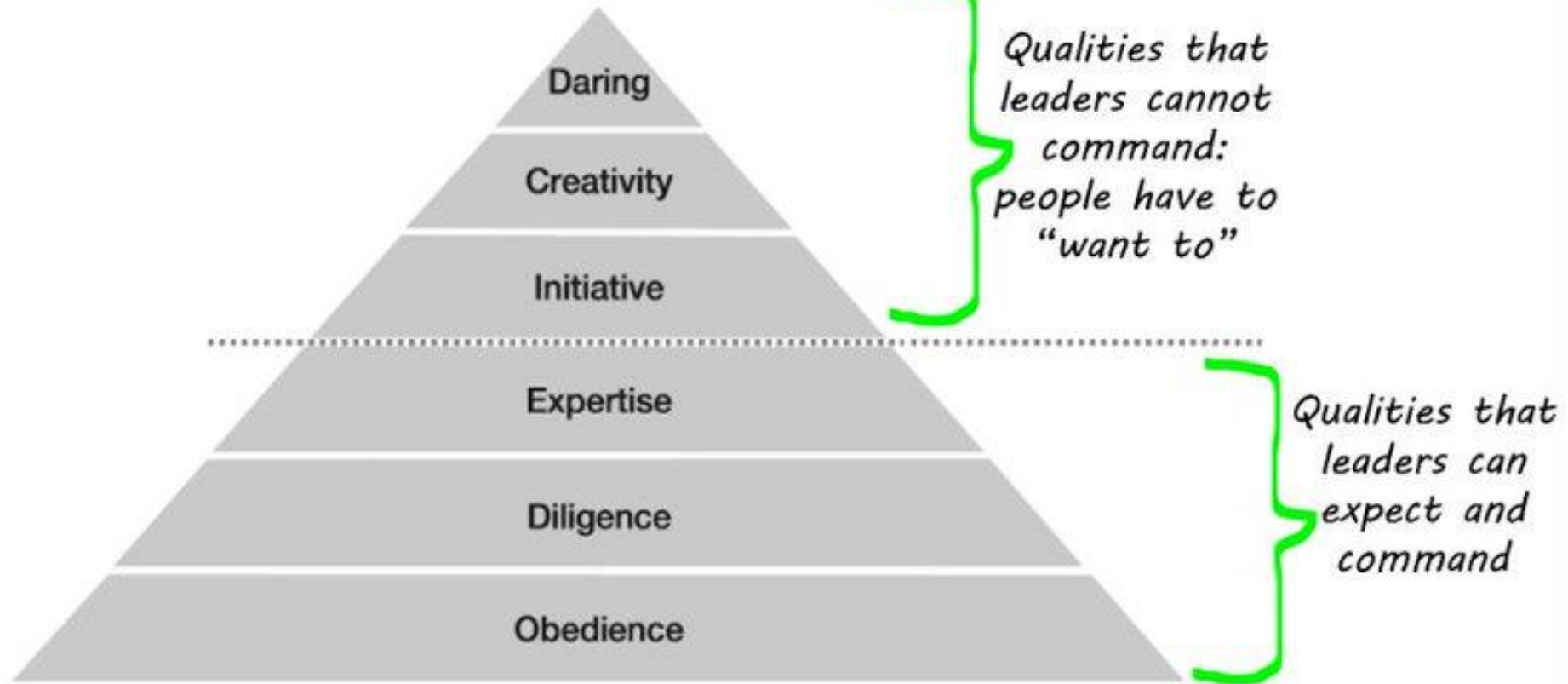


Source: Goran Henriks and Dag Norén



## 2. Compliance mindset AND commitment mindset

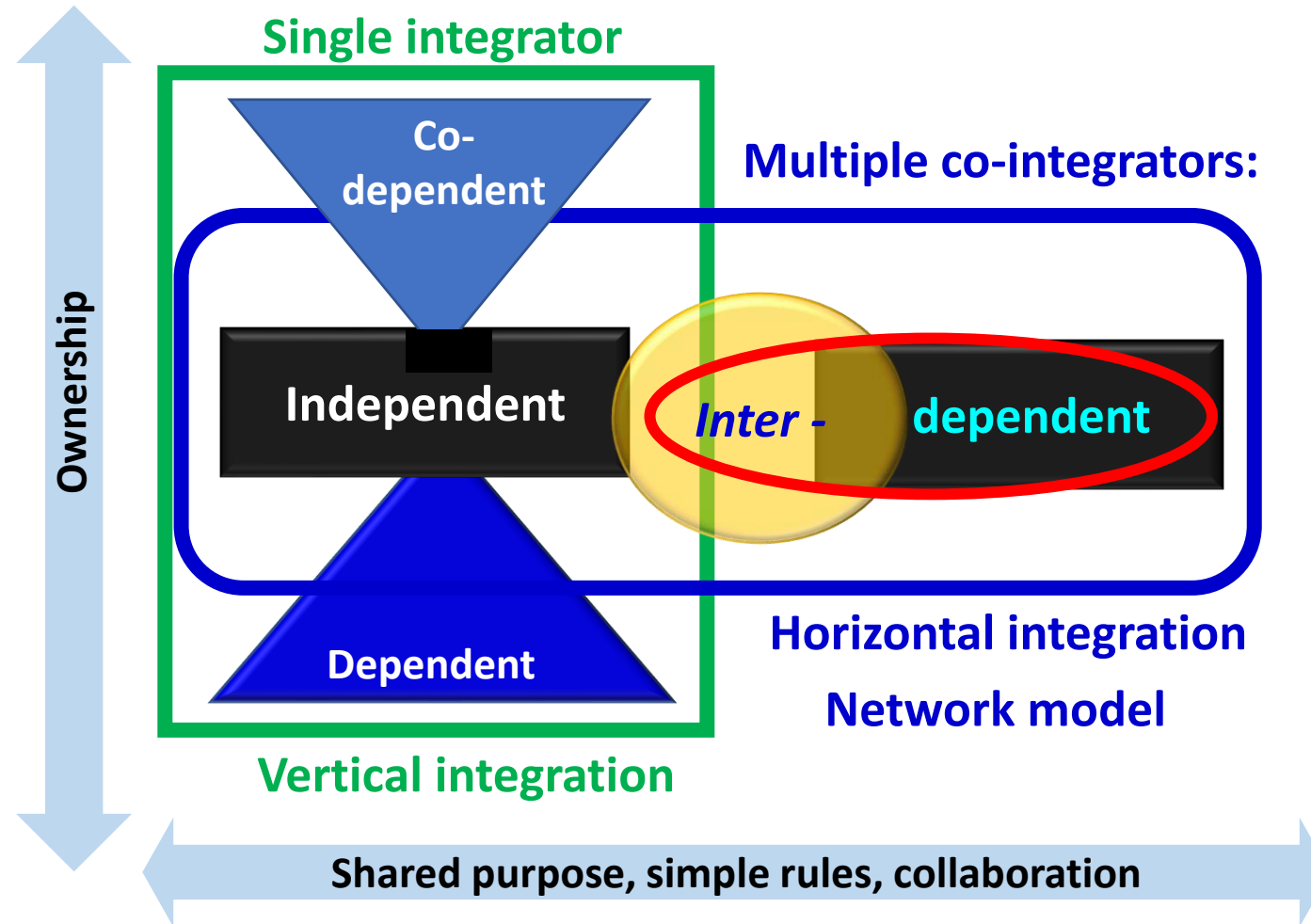
**The hierarchy of capabilities:** the further up the pyramid people go, the more we maximise the contribution everyone can make



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

*Humanocracy: creating organisations as amazing as the people inside them*

### 3. Integrated care: the single integrator model AND the co-integrator model



Source: Stephen Covey and Bill Tolbert, From an adaption by Dave Ford. Care Oregon

# Slido and neighbour conversation

What contradictions and tensions are you addressing and embracing in your daily work?



slido



**What contradictions and tensions are you addressing and embracing in your daily work?**

① Start presenting to display the poll results on this slide.



# Contradictions and tensions in quality improvement

Clinical expertise AND patients manage their own health

Care close to home AND expert, specialist care

Reduce cost AND Improve quality

Value clinician's time AND value patient's time

Deliver operationally AND transform care

Work through the formal system AND Build a social movement

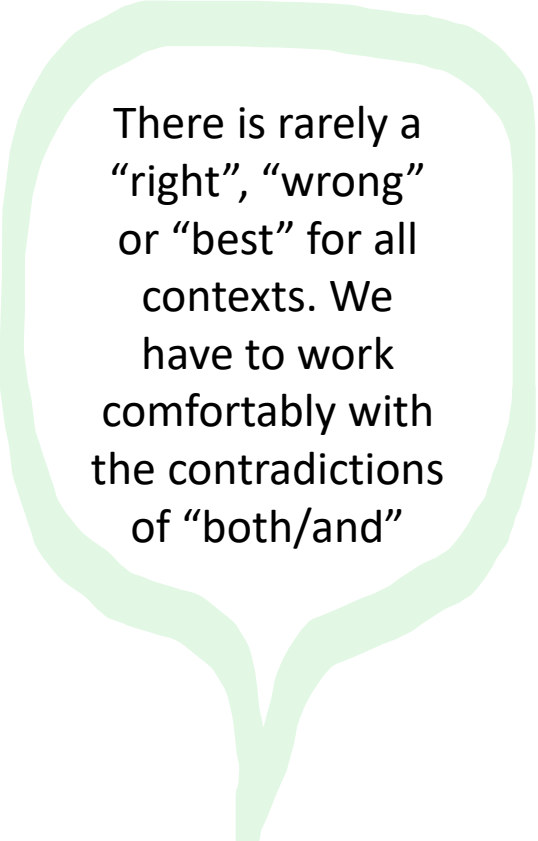
Tried/tested approaches AND Innovate and experiment

Transformation AND continuity

Storytelling AND Data

Personalised care AND standardised care

Me AND We



There is rarely a  
“right”, “wrong”  
or “best” for all  
contexts. We  
have to work  
comfortably with  
the contradictions  
of “both/and”

# Addressing and embracing contradictions and tensions: some ideas and practical approaches



# What we need to invest in, personally and collectively

- The language of "both/and" rather than "either/or" or "from/to"
- Inter-dependence
- Thinking differently
- Understanding when boundaries are needed and when to work beyond boundaries
- Working beyond boundaries means embracing the dilemmas, tensions and contradictions



# Thinking interdependently

Inward mindset		Outward mindset
My group or team	↔	The wider system of care
Independent	↔	Interdependent
Silos	↔	Collaboration
Focussed vision	↔	Awareness of others
Behaviours that protect and advance me or my group	↔	Behaviours that advance the collective results
Source: Based on the work of the Arbinger Institute		

**Inter-dependent:** I have my own goals but I am dependent on others to achieve them



# Interdependence

Our care system has been very focussed on “me” - what is important to me

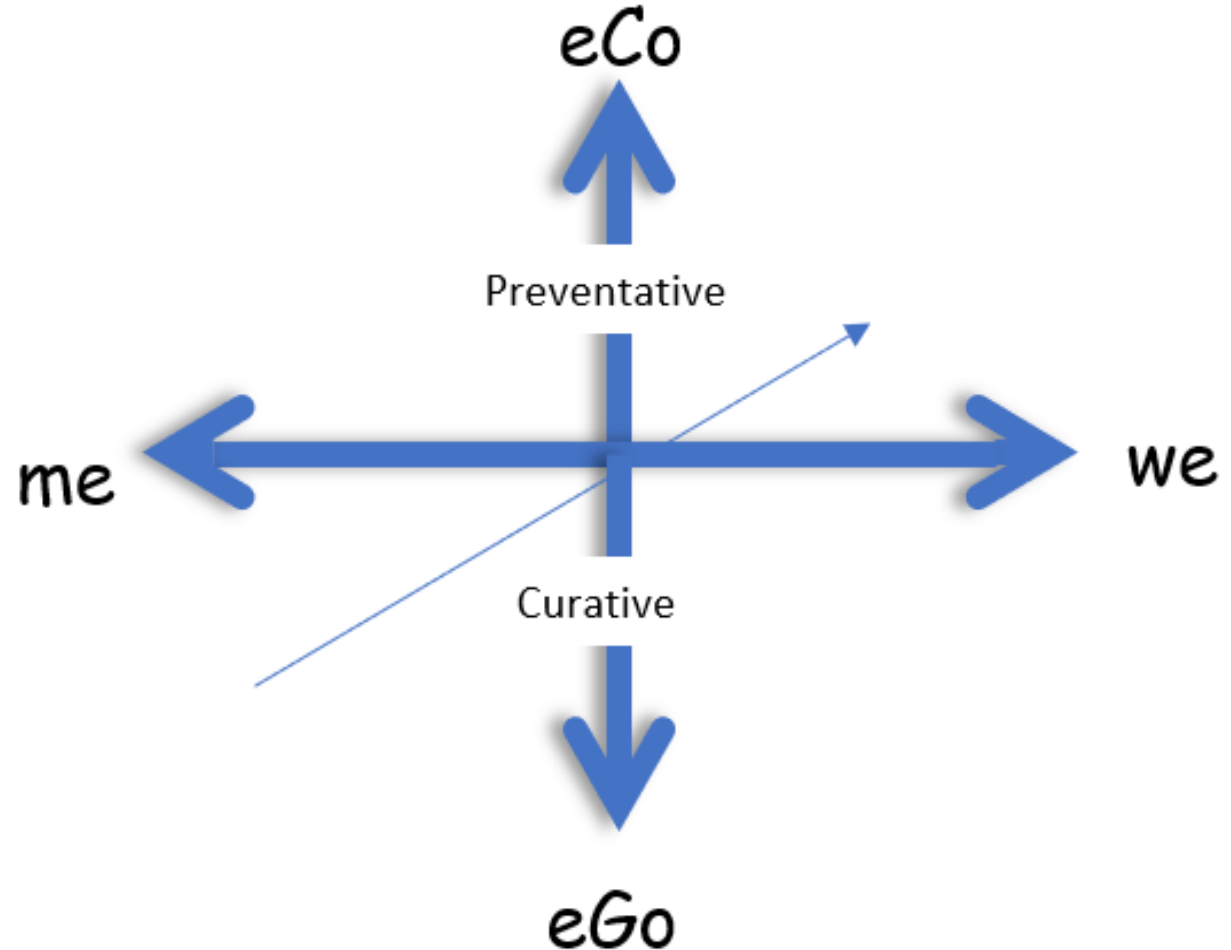
Our future system needs a stronger focus on “we”



Balancing the tensions:

- Me and we
- Preventative and curative
- eCo and eGo

Acknowledgement: Otto Scharmer



**Shift in care and health**

# Thinking differently

*"There is a need to replace the security of stability with a high level of competence for change"* Albinsson 1998

Goran's mum: tried to live her own life – accepting the contractions kept her life going



Avinci took his own life

Close care, proximity care, integrated care – the way from decision to workshop

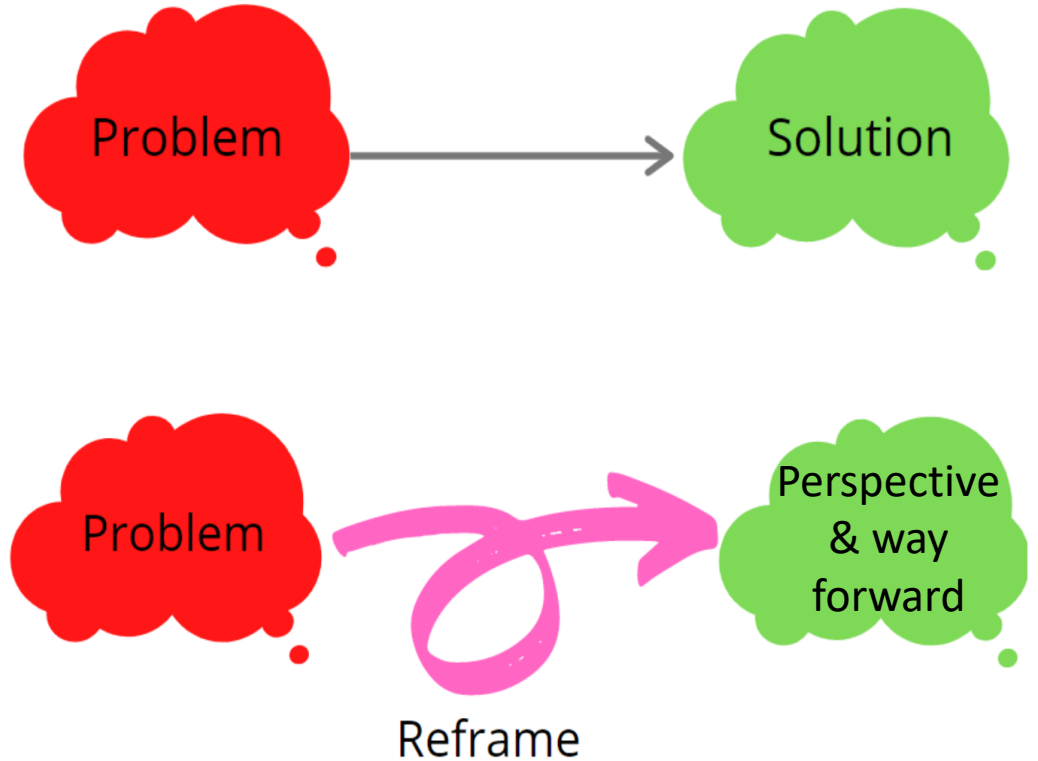
# Our methodology for working with contradictions and tensions

- Identify moments or situations where we have identified tensions and learnt to live with them
- Build appreciation of the need to minimise the burden of the tension and reduce the conflict zone
- Reframe seemingly different views as contradictions and tensions to understand the interdependence between the views/values we hold:  
*“We need BOTH personalised care AND standardised care: how can we design a solution that maximises both of these for better outcomes?”*



# An approach to try

1. Name the tension/contradiction
2. Reframe the issue
3. Develop comfort with the discomfort
4. See the big picture, connect, and search for new possibilities



Paradox mindset, from Ella Miron-Spektor of INSEAD and Wendy Smith of the University of Delaware



Expertise

# The versatilist

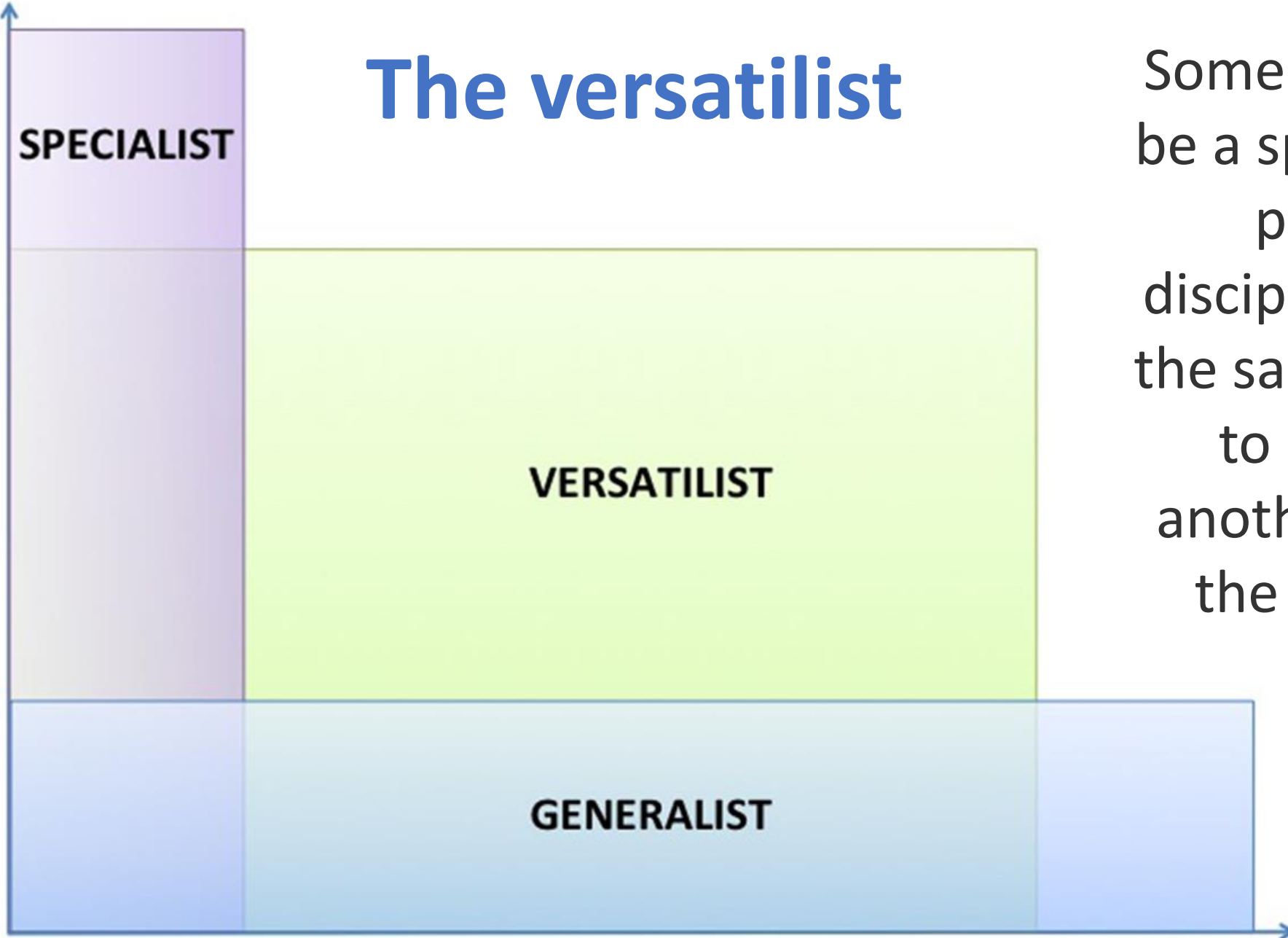
Someone who can be a specialist for a particular discipline, while at the same time able to change to another role with the same ease

**SPECIALIST**

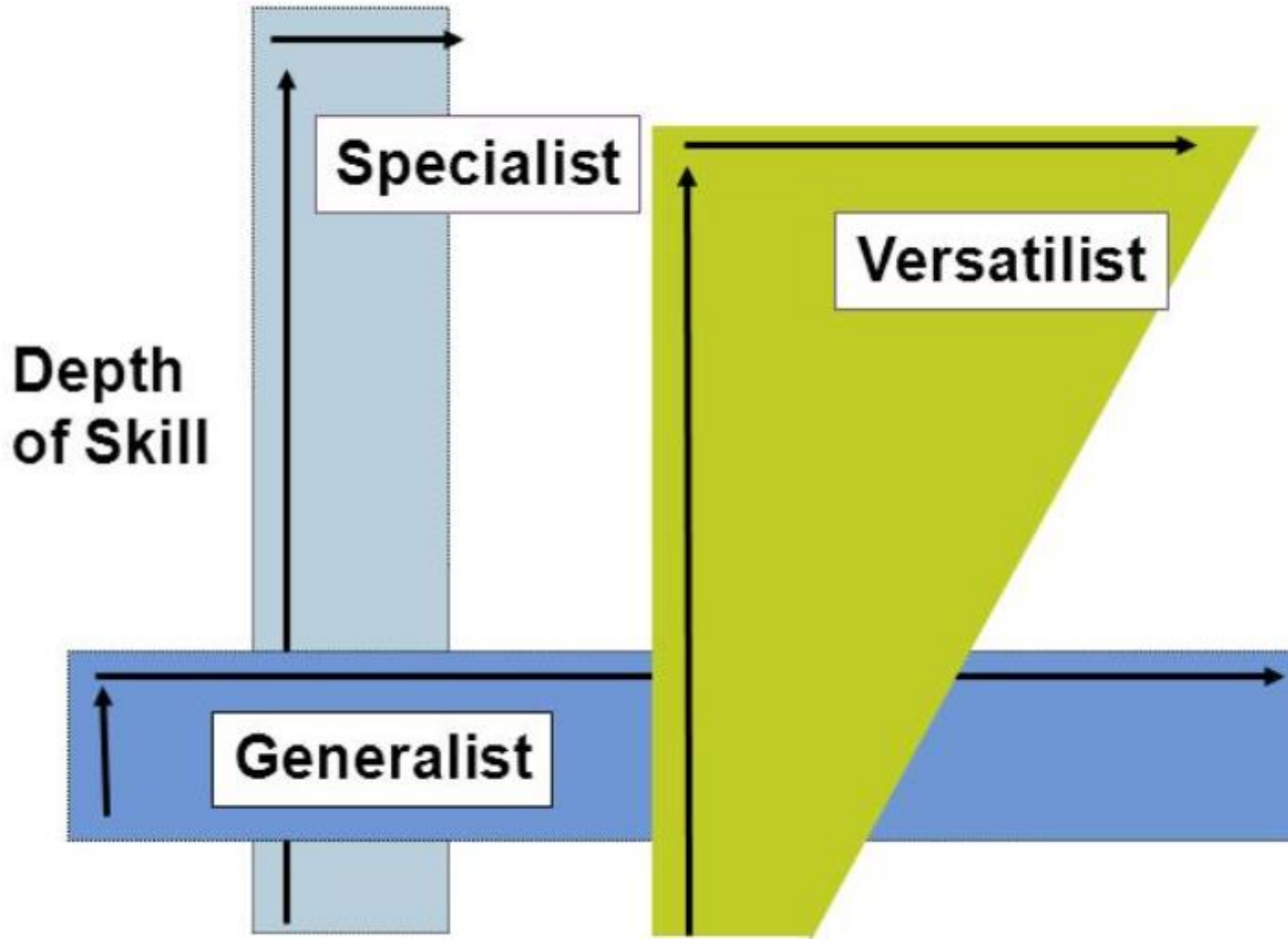
**VERSATILIST**

**GENERALIST**

Breadth of knowledge



# The versatelist



## Specialist

- Deep Skills
- Narrow Scope
- Peer-Recognized
- Unknown Outside Domain

## Generalist

- Broad Scope
- Shallow Skills
- Quick Response
- Others Lack Confidence

## Versatelist

- Deep Skills
- Wide Scope of Roles
- Broad Experience
- Recognized in Other Domains

Expertise

# The versatilist

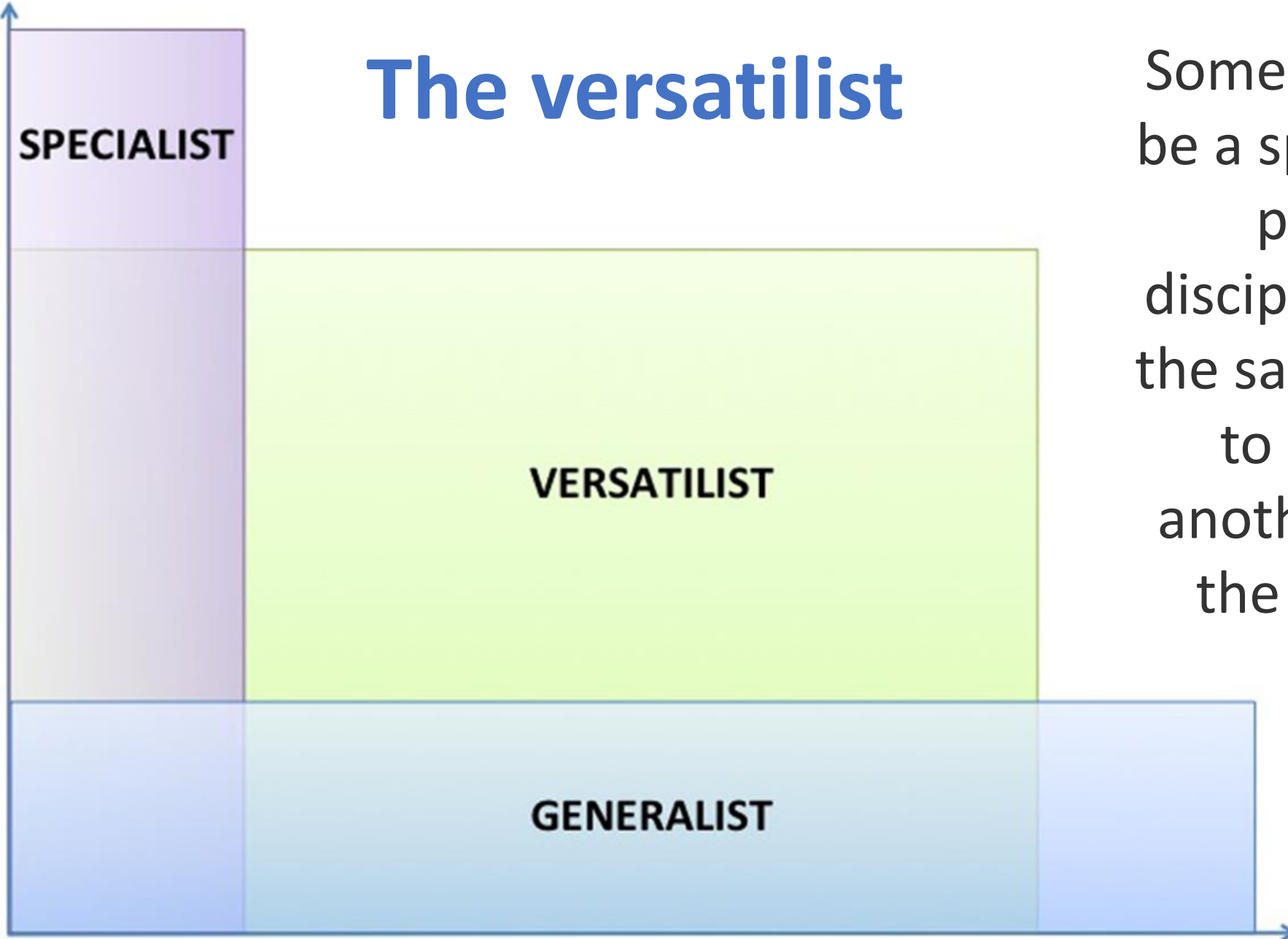
Someone who can be a specialist for a particular discipline, while at the same time able to change to another role with the same ease

**SPECIALIST**

**VERSATILIST**

**GENERALIST**

Breadth of knowledge



# Skills for leading tomorrow today

## WHAT I KNOW:

-  IMPROVEMENT METHODS
-  PROJECT & PROGRAMME MANAGEMENT
-  INNOVATION & DESIGN METHODS
-  ANALYTICAL & PROBLEM SOLVING SKILLS
-  RELATIONSHIP BUILDING
-  PROCESS FACILITATION SKILLS
-  COACHING SKILLS
-  PRESENTATION SKILLS



## HOW I THINK:

-  in interdependent ways
-  see systems, patterns and connections
-  hold multiple perspectives at the same time
-  short term and long term
-  realist YET unreasonably optimistic
-  comfortable with tensions, paradox and contradictions
-  the best of people



# Slido and neighbour conversation

What will you do differently as a result of this session?



slido



**What will you do differently as a result of this session?**

ⓘ Start presenting to display the poll results on this slide.

# A1: Creating tomorrow today: tackling the dilemmas at the heart of transformational change

## Concluding remarks



PLEASE SUBMIT YOUR FEEDBACK



Join at [slido.com](https://slido.com)  
#quality2022