

W1: Prepare for a world that's rapidly changing: become a versatilist!

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Goran Henriks

Why Does This Matter to Us?

As a result of this minicourse, participants will be able to:

- Gain new perspectives on our own roles as leaders of improvement: our journey to now and future aspirations and possibilities
- Discover novel ways to support people to grow, generate capacity for change and keep learning processes flourishing from a versatile perspective
- Identify principles and specifics to feed into existing future-planning processes
- Build our collective capability to create a different future as a group of leaders by working together in a different way

Working principles for this session

- Go with the flow
- Everyone has a voice



- Focus on strengths and solutions
- We collectively take responsibility for achieving the tasks, in the timescale
- Be kind

- No automatic 'no'
- Everyone helps everyone else
- Everyone works with everyone

My journey in transformation: pick three cards

1. *“Where are you from?”*

One card that symbolises the first time you saw yourself as someone who leads or supports improvement and change

2. *“Where are you now?”*

One card that symbolises your current role or focus in change or improvement

3. *“Where are you going?”*

One card that represents your ambitions as a leader of change and improvement



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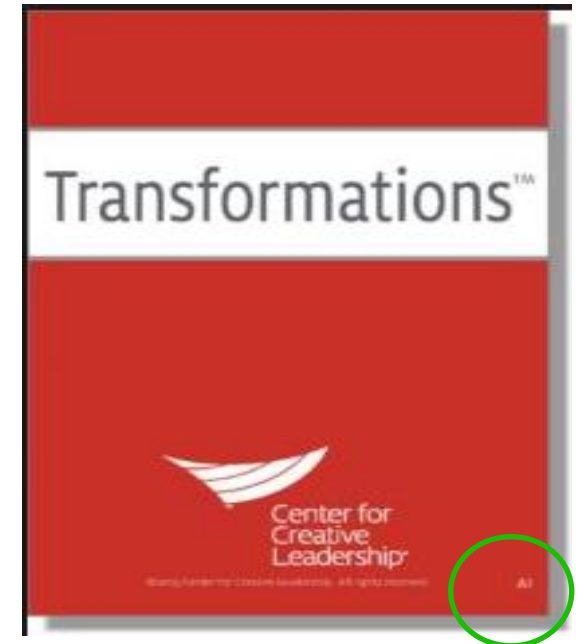
At your table, each person should tell their leadership story, using their three cards

My journey in transformation

On the back of each of the cards from the first deck is a tiny letter or letters (on the bottom right hand side)

Make a note of the letter(s) for your from, here and there

We will return to them later



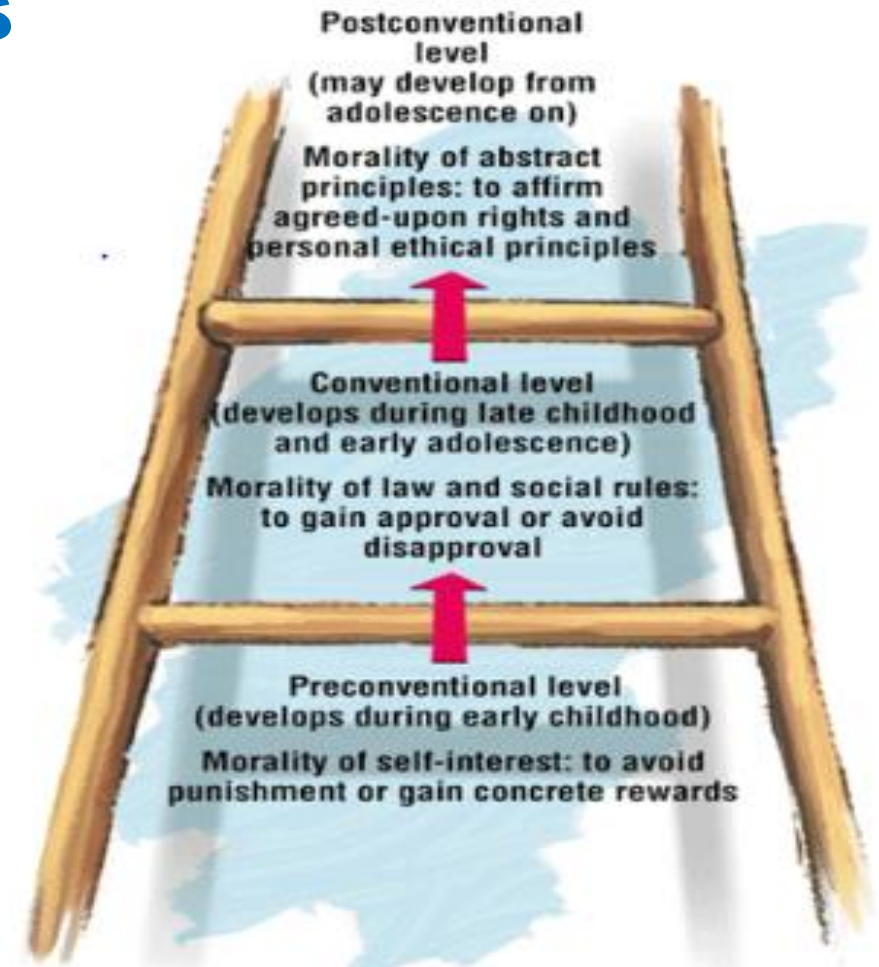
Transformations *is*

a tool for understanding key patterns in your life,
individually and together in groups, organisations and
communities.

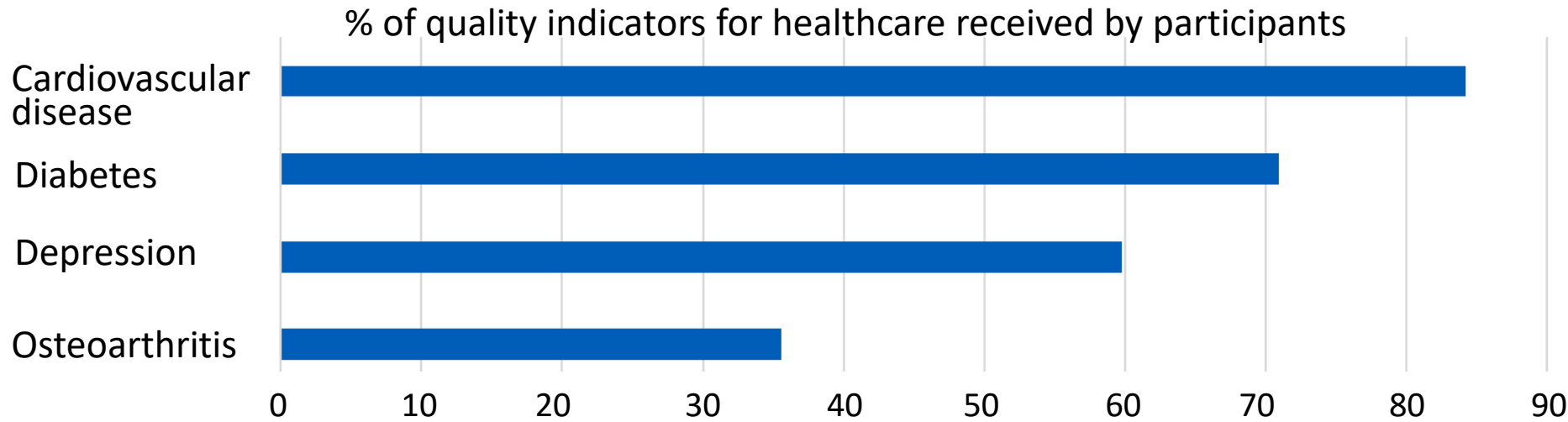


Post conventional change leaders

Current global trends call for leaders who can demonstrate a high level of maturity in dealing creatively with increasing complexity, uncertainty, diversity, and numbers of paradoxes



The challenge in numbers



Hardcastle, A.C. et al.
The dynamics of quality: a national panel study of evidence-based standards 2015

Healthcare represents a paradox.

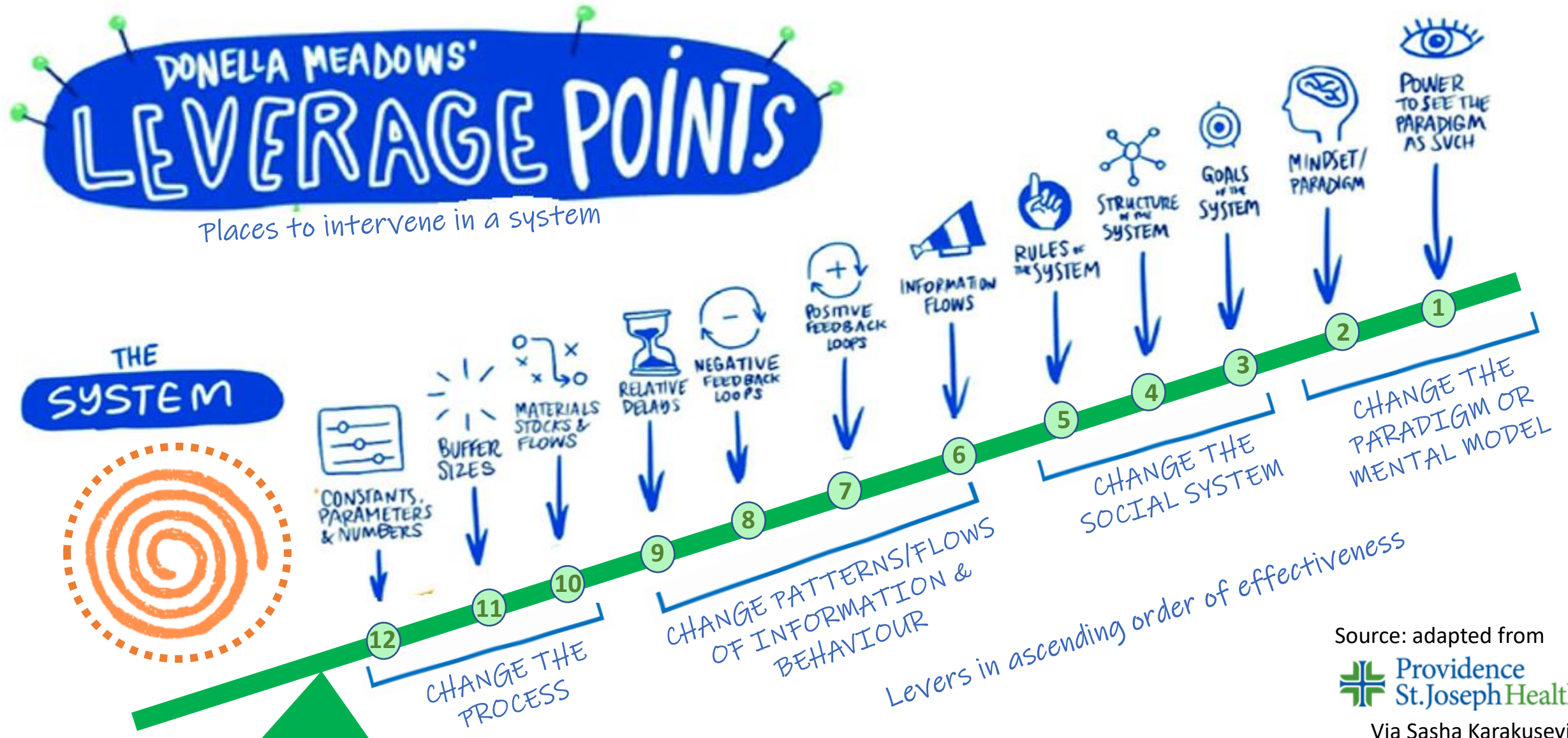
*While change is everywhere, performance has flatlined: **60%** of care on average is in line with evidence- or consensus-based guidelines, **30%** is some form of waste or of low value, and **10%** is harm. The 60-30-10 challenge has persisted for three decades.*

Despite impressive gains, notable shortcomings persist in normalising consistent, high-value, person-centered care. What is primarily missing is not progress in measurement, but progress in results. Changes in culture, investment, leadership, and even the distribution of power are even more important than measurement alone"

What if the issue is the paradigm?

Paradigm: A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality for the community that shares them

What if the issue is the paradigm?



Source: adapted from

Post conventional transformation teams



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

Gary Hamel

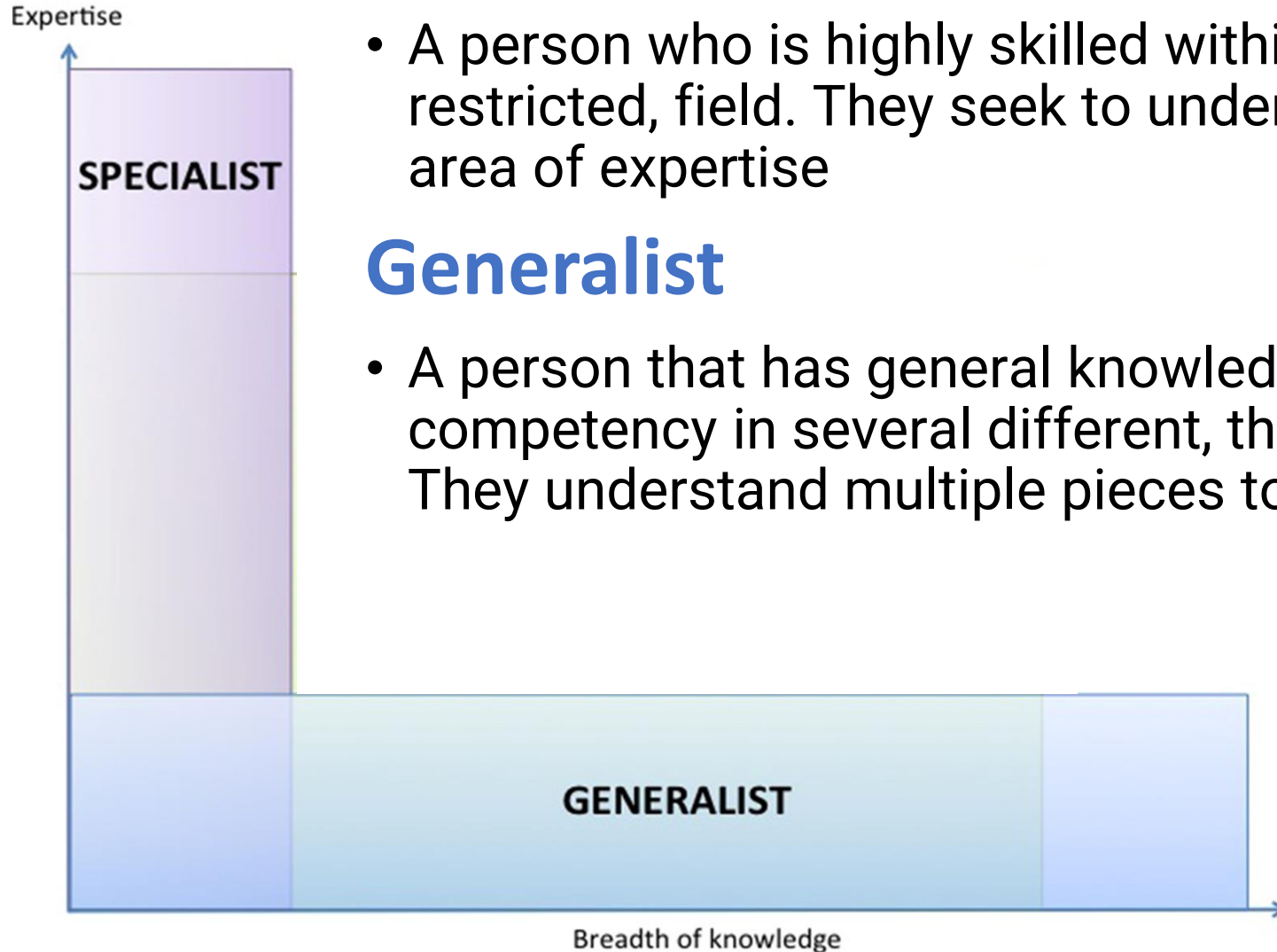
The “improvement” leader of tomorrow

Specialist

- A person who is highly skilled within their specific, and often restricted, field. They seek to understand all approaches in their area of expertise

Generalist

- A person that has general knowledge and a level of competency in several different, though often related, fields. They understand multiple pieces to the larger puzzle



Key issues:

- What should the “improvement” leader of tomorrow look like?
- How do we manage the tension between the need for being specialist and being generalist?

Expertise

The “improvement” leader of tomorrow: the versatilist

SPECIALIST

VERSATILIST

GENERALIST

Breadth of knowledge

Curiosity is the driver
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.

Specialists, generalists and versatilists

Specialist:

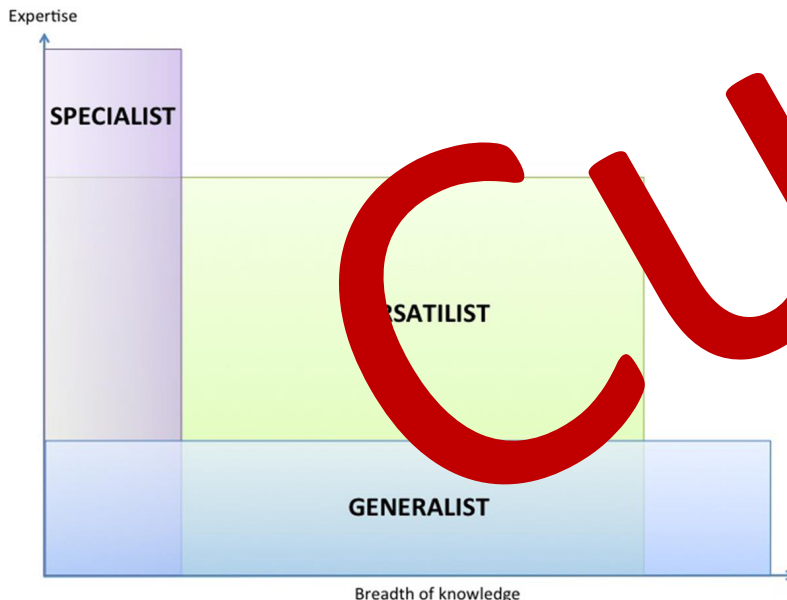
- Deep skills
- Narrow scope
- Peer recognised
- Typically not well known outside my specialist domain

Generalist:

- Broad scope across multiple domains
- More shallow skills
- Quick response
- Specialist may question skills

Versatilist

- Deep skills
- Wide scope of role (switches between domains)
- Broad experience
- Recognised in other domains



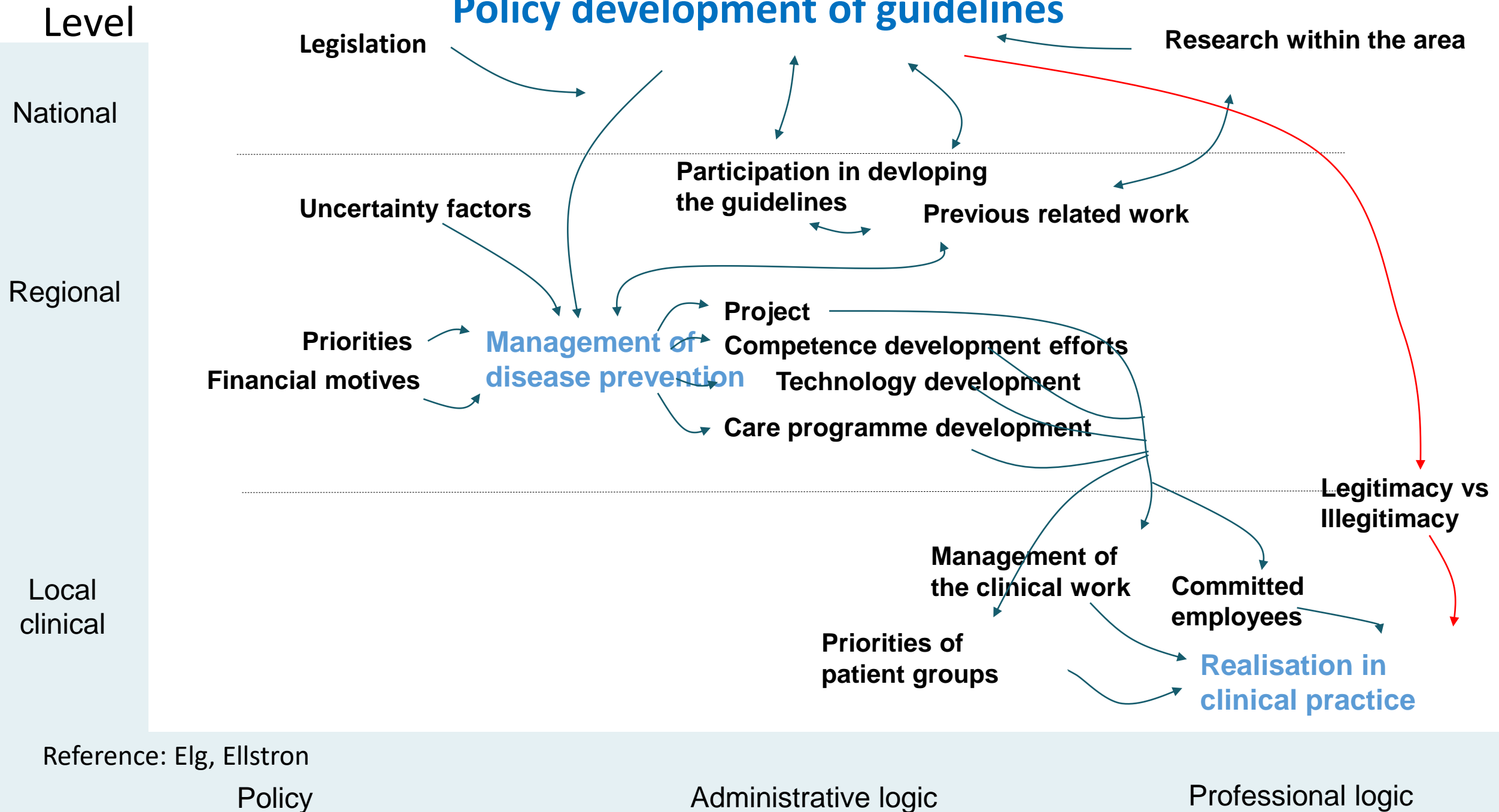
The versatilist concept originated at Gartner in the IT sector

Why are we struggling?



A new time is needed

Policy development of guidelines



Context



Situation

Changeable

Reference: Elg, Ellstron

Historically stable:
Now changeable

Quality 1.0

Thresholds

“How might we establish thresholds for good healthcare service?”

Illustrative themes:

- Development of standards
- Inspection to assess
- Certification
- Guidelines



Quality 2.0

Organisation-wide systems

“How might we use ‘enterprise-wide systems’ for best disease management?”

Illustrative themes:

- Systems, processes
- Reliability
- Customer-supplier
- Performance measurement



Quality 3.0

Coproduction of health

“How might we improve the value of the contribution that healthcare service makes to health?”

Illustrative themes:

- Logic of making a “service”
- Ownership of “health”
- Kinship of coproducing people
- Integration of multiple knowledge systems
- Value-creating system architecture



A multidimensional quality model: an opportunity for patients, their kin, healthcare providers and professionals to coproduce health. Peter Lachman, Paul Batalden, Kris Vanhaecht 2022 f1000research.com/articles/9-1140

The “improvement” leader of tomorrow: the versatilist

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

Create a non-existent animal



shutterstock.com · 2151856731

Hypothesis

All these imaginary animals will consist of pieces of existing ones. For example, a beast have claws, gills, and wings at the same time. But these are parts of the existing creatures' bodies.

Why? We can't imagine beyond our current level of thinking and experience



Comparing single and double loop learning

Single loop learning means keeping the same goal and mindset but changing the work to achieve the goal more effectively

Double loop learning means changing the goal and the mindset as well as the work; it often involves a change of identity or some pain or regret in letting go of the original identity

	Single loop learning	Double loop learning
	New approach to tasks that is easily absorbed by the existing mindset and identity	Change in fundamental assumptions or strategy that challenges existing mindset or identity
Clues	Less likely to be any pain or regret in letting go	High chance of pain or regret in letting go
Example (carpenter)	Carpenter who already uses power tools learning how to use a new, unfamiliar power tool	Traditional carpenter with pride in using only traditional tools abandoning that identity and starting to use power tools

Double loop learning tool

1. Describe a challenging problem

2. Pinpoint the current goal

3. Why does the goal matter? Describe the underlying factors that make this goal important

4. Rephrase the goal, removing any reference to the original goal: phrase it solely in terms of the underlying factors that really matter

5. How can you now bring in some different thinking?

6. Proposed new approach

7. Potential pain and regret

Double loop learning example: London Underground (LU)

1. Describe a challenging problem

Buskers: a losing battle
Nuisance and a safety risk
Police cautioned and arrested them
LU put up posters and made
loudspeaker announcements

2. Pinpoint the current goal

Eradicate buskers

3. Why does the goal matter? Describe the underlying factors that make this goal important

Safety risk – crowd bottle necks
Damage passenger experience – often poor quality music
Some buskers aggressive in asking for money

4. Rephrase the goal, removing any reference to the original goal: phrase it solely in terms of the underlying factors that really matter

How can London Underground ensure that the persistence of buskers does not create safety risk or damage customer experience?

5. How can you now bring in some different thinking?

Discuss the rephrased goal with passengers, designers and musicians

6. Proposed new approach

The LU busker scheme: rather than seeing buskers as a nuisance/risk, LU welcomes them. Provides:

- approved busker zones
- Auditions
- Licensing process
- Code of conduct

Funded by advertising and sponsorship

7. Potential pain and regret

To people who previously cautioned or arrested buskers or made the loudspeaker announcements or measured targets for getting rid of buskers – this might feel like giving in to the buskers or defeat

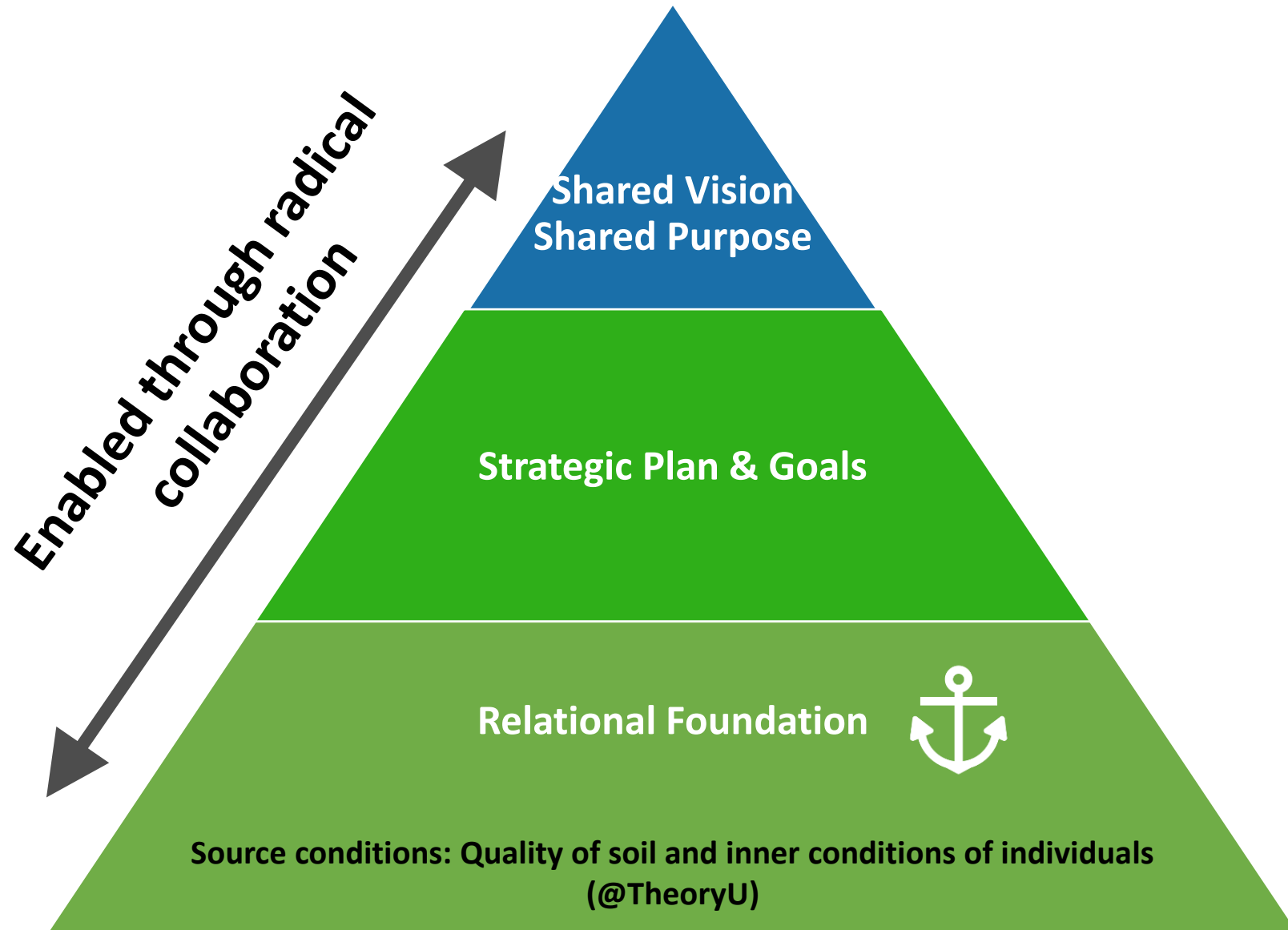
“The London Underground Busking Scheme is a hit with performers and the travelling public. Passengers enjoy more than 100,000 hours of live music performed every year”

Exploring different levels of thinking

“*We do not see things
as they are. We see
things as we are*

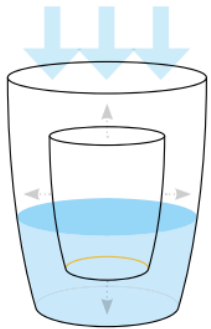
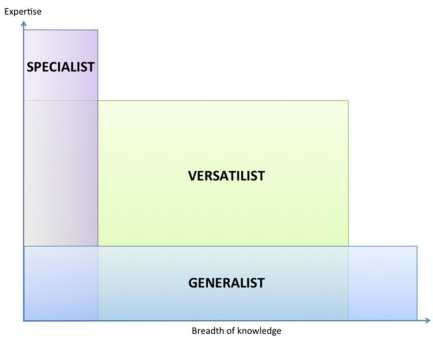
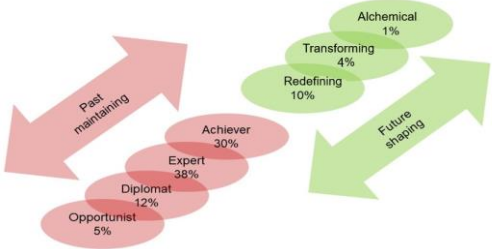
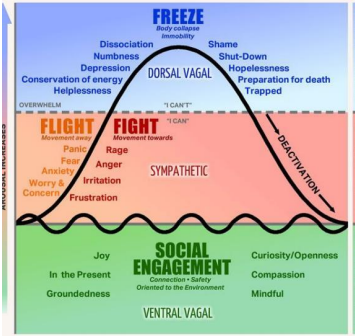
Anais Nin



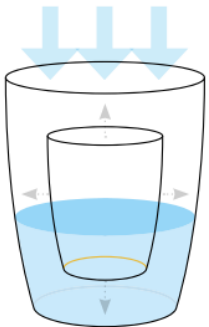
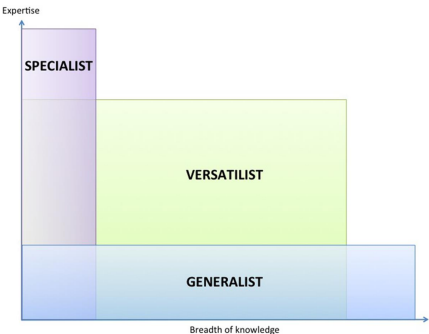
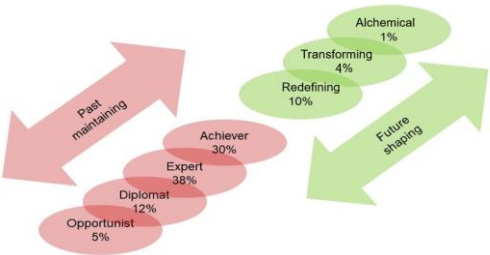
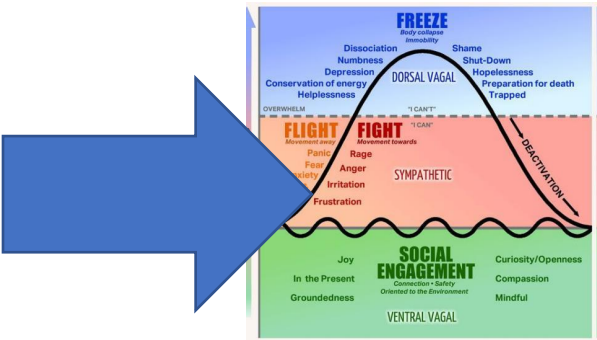


@jodemeGoldhar

Our Journey Together

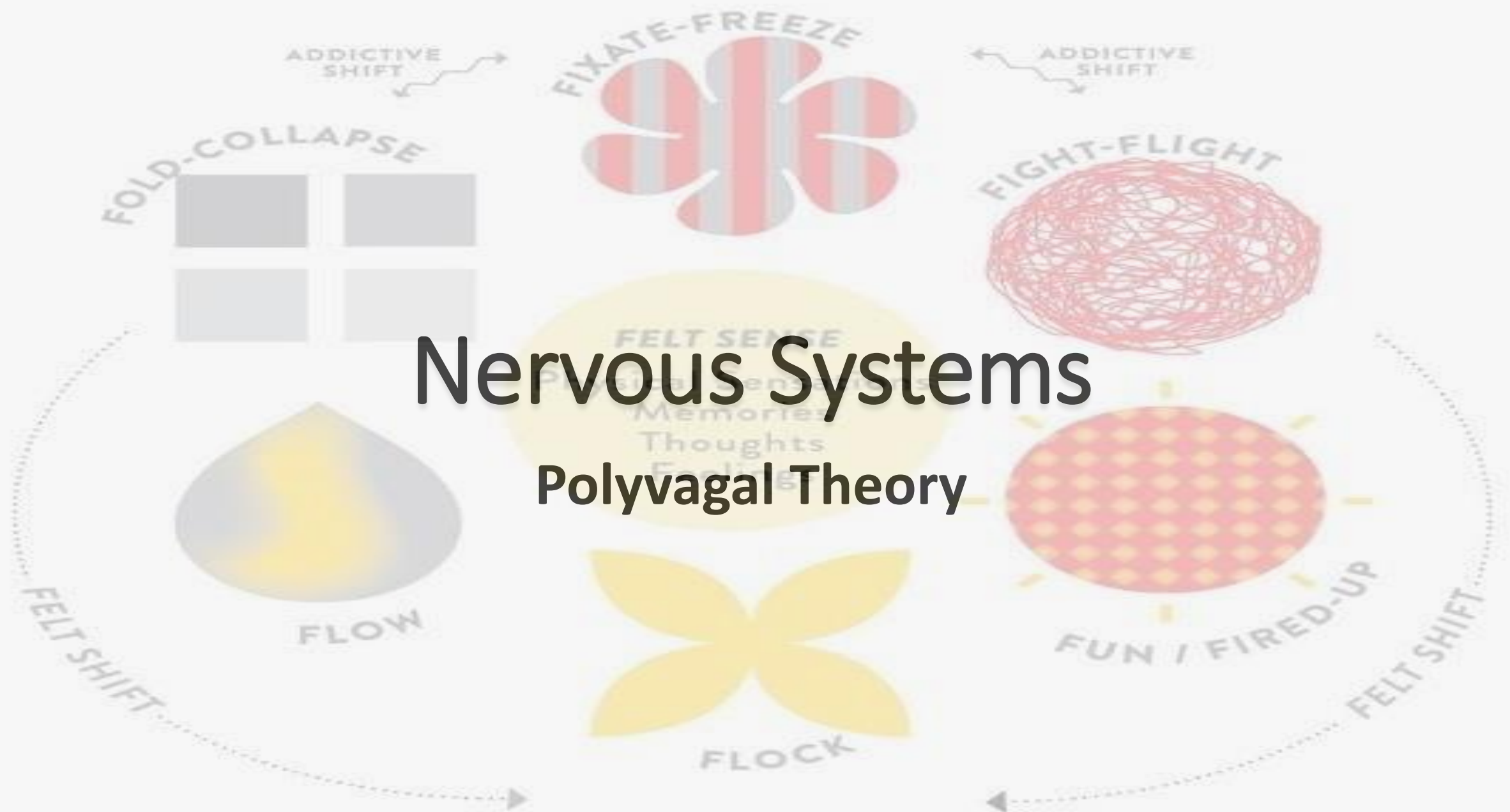


Our Journey Together



Nervous Systems

Polyvagal Theory



“ *When leaders can cultivate both inner and outer skills, it increases their chances of success in large complex change by 52 percent.*

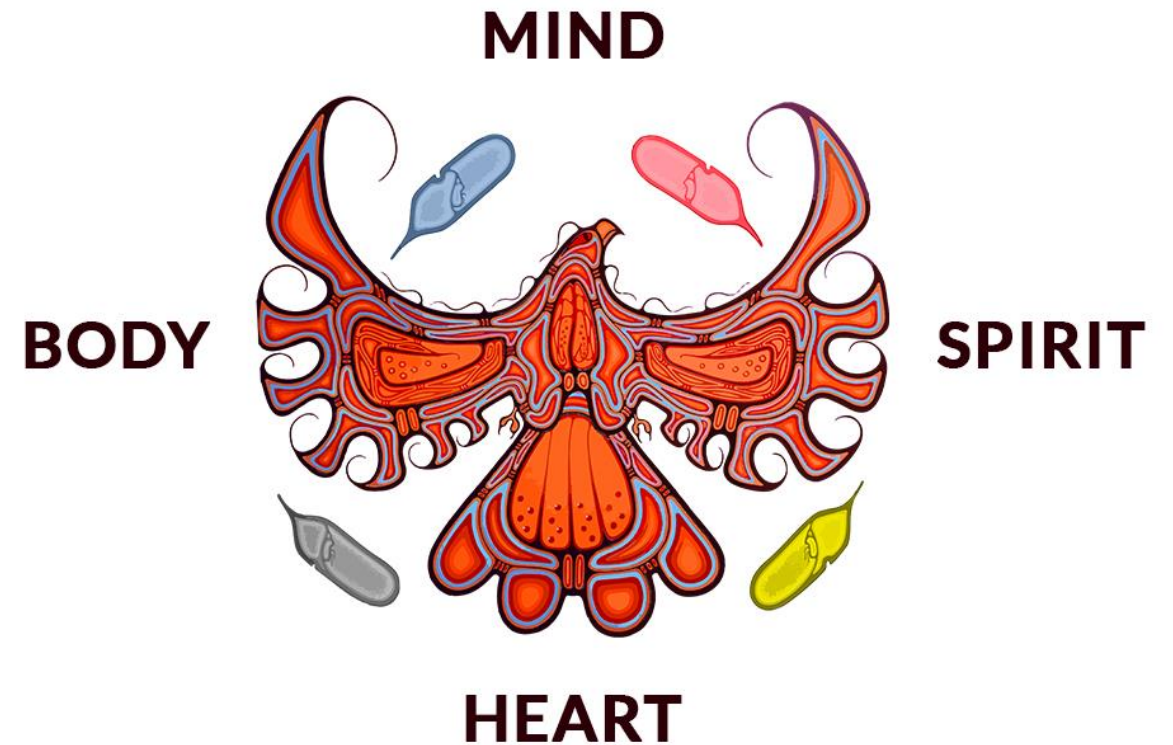
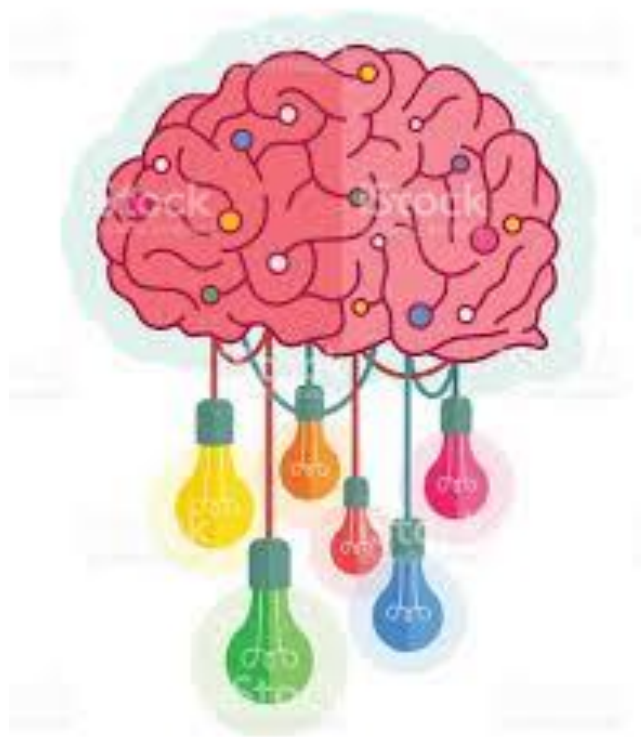
Deborah Rowland



THE INNER & OUTER WORK OF LEADING CHANGE

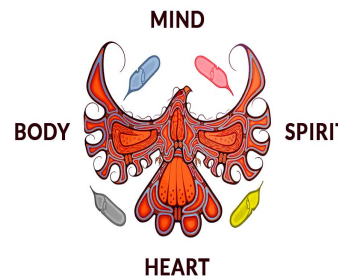
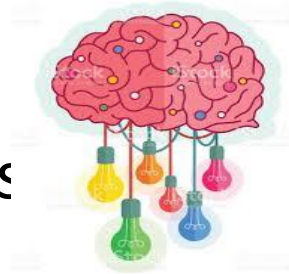
Nervous Systems

Individuals, Organizations, Sectors = Collective



Polyvagal Theory

- We are in the process of realizing that we communicate through our nervous systems as much as our intellects
- In the past few years, the theory has spread to the broader wellness and healthcare communities



As individuals, we become ***better, more compassionate communicators*** as we understand how human connections are formed

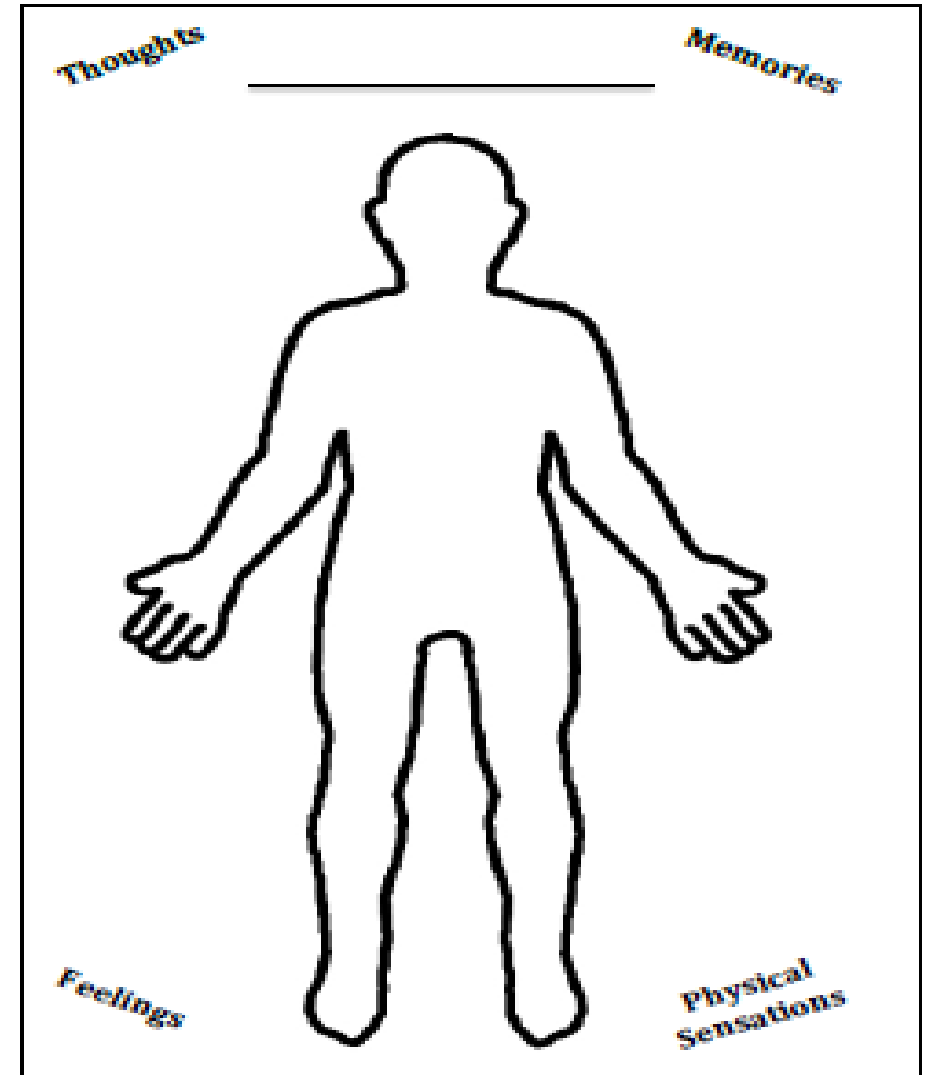
As a society we can ***find a new paradigm for providing care***, whether the care be given in a hospital or classroom or home.

Polyvagal Theory



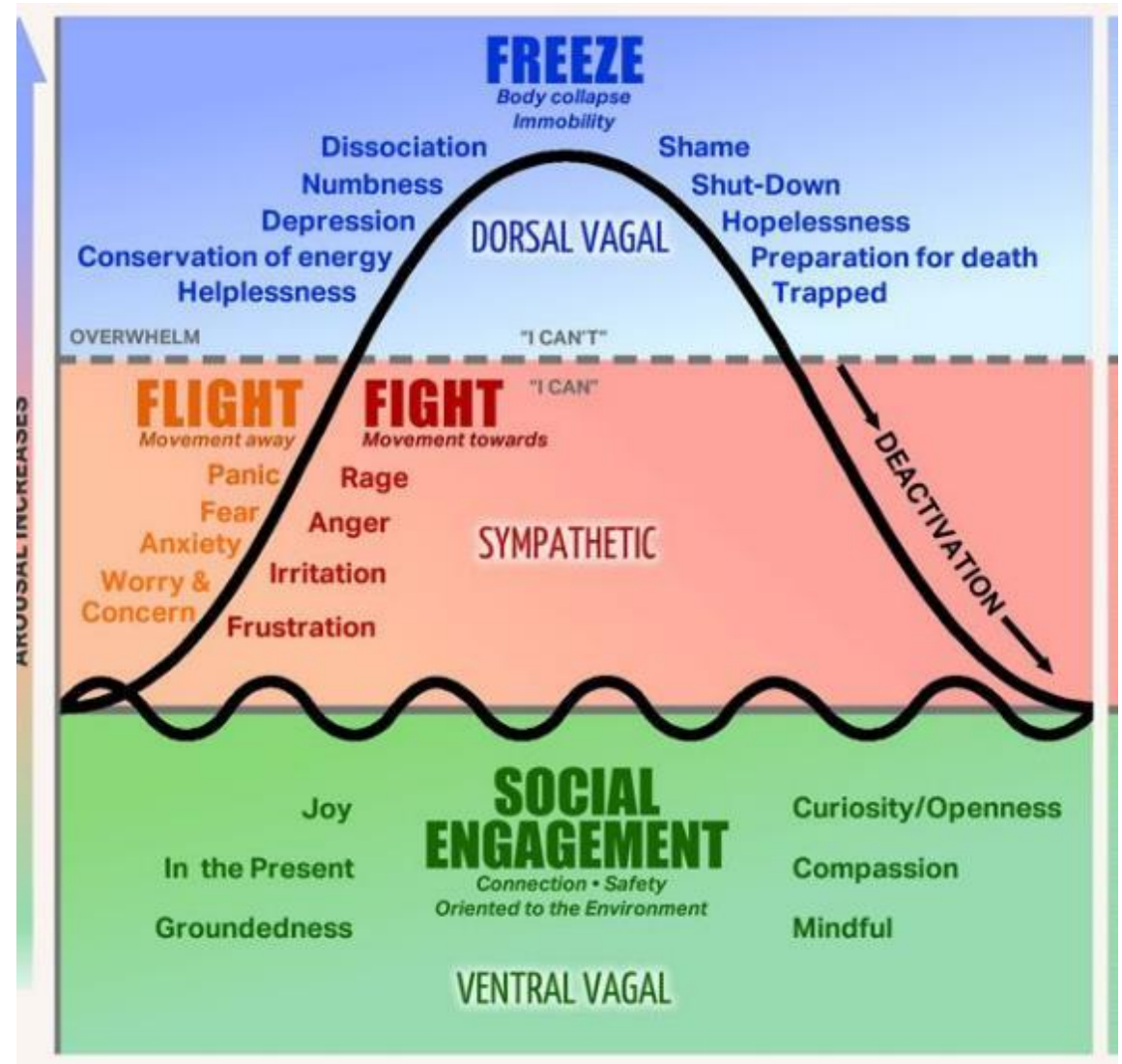
Creating Your Felt Sense Body Cards

- Start by applying the concept to yourself
- Then, as we go through the next section, track your nervous system response (thoughts, memories, feelings, physical sensations)
- We will share with a neighbour



@janWinhall

The physiological state limits the range of behavior and psychological experience and therefore limits our ability to shift to new levels of development and impact.



“

Polyvagal theory teaches us
that *we are not safe until all of
us are safe, feel a sense of
belonging, and have dignity in
our lives.* Because we
coregulate each other, we are
designed to live in community. -

Jan Winhall

”

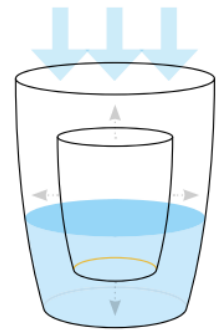
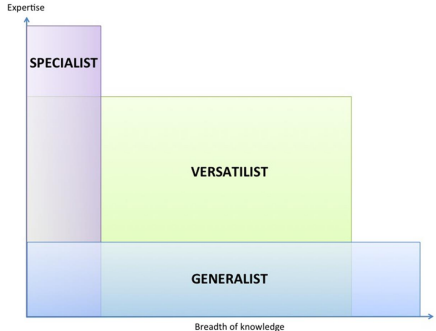
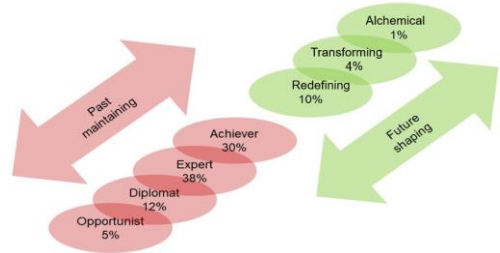
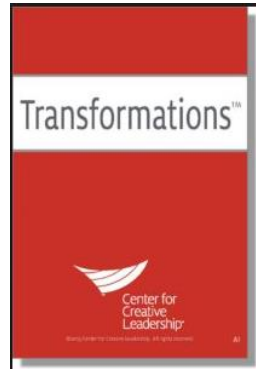
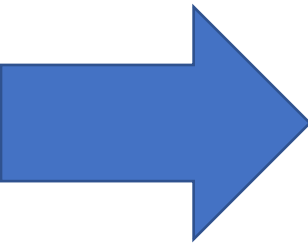
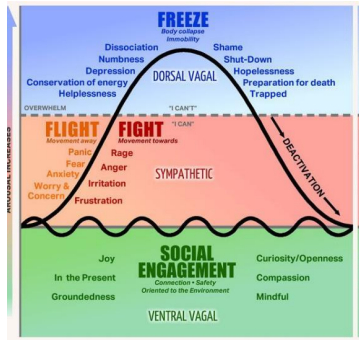
Different levels of explanation and its validity at different system levels

Explanation and tradition	Reality levels	Example of subjects
Hermeneutic (subject)	Society Groups	Social medicine Epidemiology Occupational HC Nursing care
Systems theory	The human Organs	General practice Anatomy Physiology Histology
Positivism	Tissues Cells Molecules	Cell biology Bio-chemistry

"There is a tendency to confound your model with reality and from without your model you want to concretize all other thinking....." Prof. Elzinga. Läkartidningen 1999

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Our Journey Together Fundamental Shifts

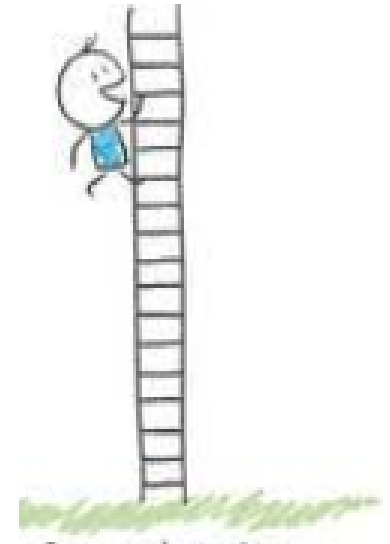


Developmental theory

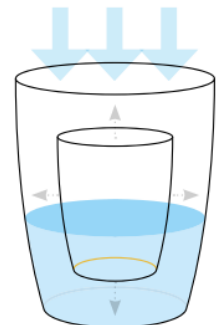
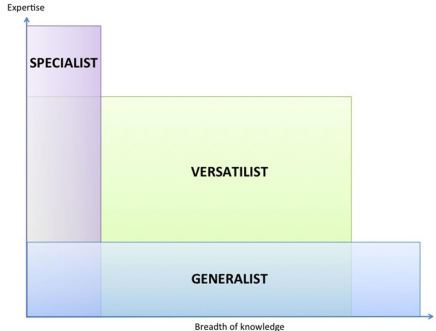
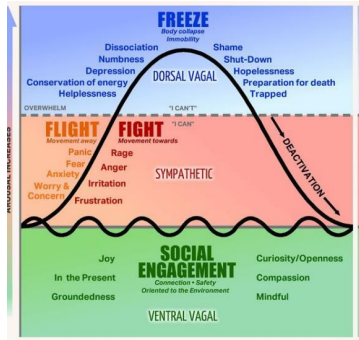
(Constructivist-development researchers)

- Children develop in dramatic steps or stages (Jean Piaget)
- Adults continue to develop in stages (e.g, Lawrence Kohlberg, William Torbert, Robert Kegan)
- Adults can become more mature as they “grow up” and develop “bigger minds”
- Our adult stage of development affects how we think and act at work and home – our “action-logics”
- There are several frameworks for thinking about the transformations that are possible in adulthood

Source: Charles Palus, Center for Creative Leadership



Our Journey Together Fundamental Shifts



Where are we at?

Rate:

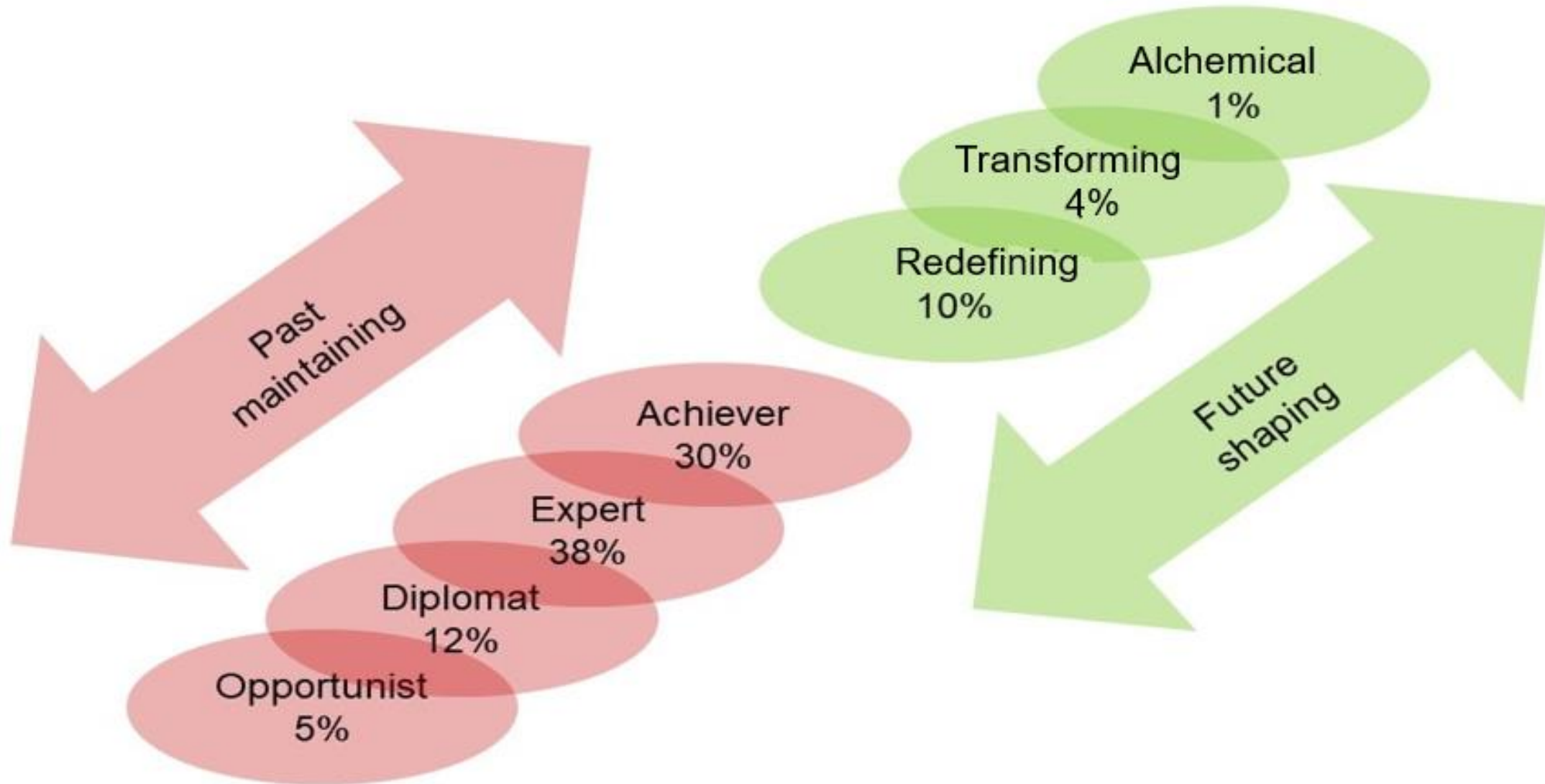
1. Self

2. Team

3. Organization

- **Alchemical** – Integrates material, spiritual, and societal transformations
- **Transforming** – Generates organizational and personal transformations
- **Redefining** – Reframes complex problems in unique ways
- **Achiever** – Driven by personal and team achievement
- **Expert** – Focuses on logic and expertise
- **Diplomat** – Wants to belong and fit in
- **Opportunist** – Wins for self in any way possible

Seven transformations of leadership



Action Logics Are Like A Set Of Stacking Dolls

Every stage includes, transcends and builds on the previous

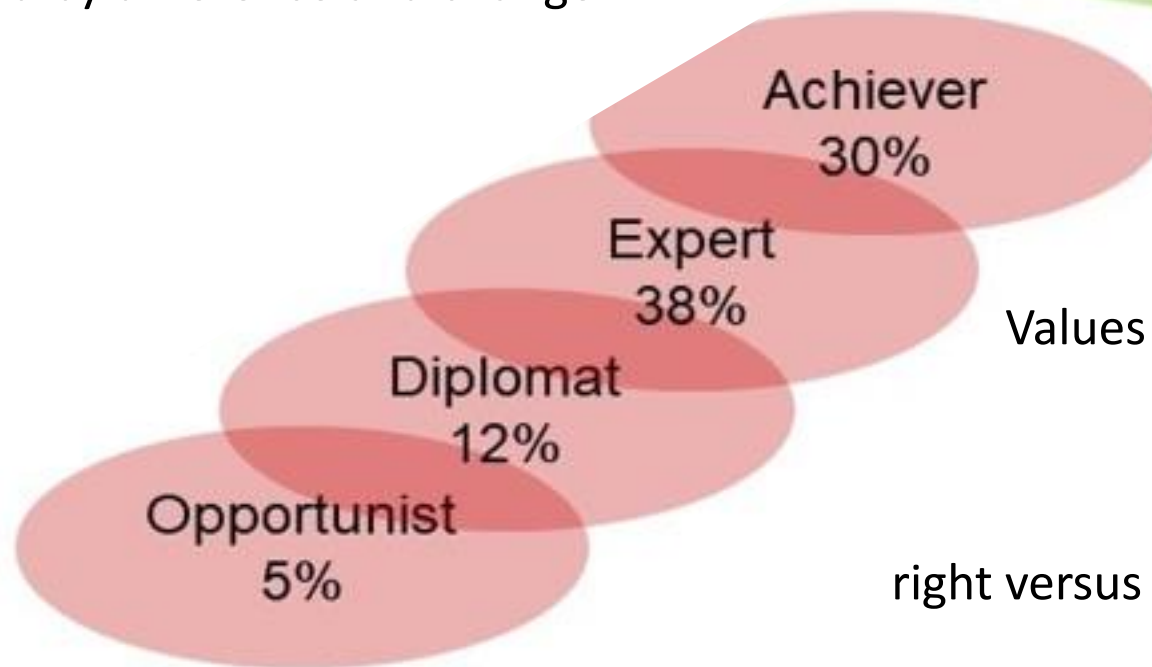
- A person who has reached a later stage can understand earlier worldviews
- this capacity to understand is nested as an integrated part of who we are
- In contrast, a person at an earlier stage may not be able to understand the mindset and worldview of stages of development beyond their own – and can't operate from them.



Embraces common humanity; disturbs paradigms of thought and action; treats time and events as symbolic, analogical, metaphorical (not merely linear, digital, literal).

Process and goal-oriented; strategic time horizon; systems conscious; engaged in complex interweave of relationships; places high value on individuality, growth.

Collaborative; may challenge group norms; inquiring and open to feedback; seeks independent, creative work; attracted by difference and change.



Results oriented; deliberately prioritises work; inspired by the future; drawn to work & skill-related learning; chases time.

Values decisions based on knowledge; accepts feedback from recognized masters in their field; focused; perfectionist.

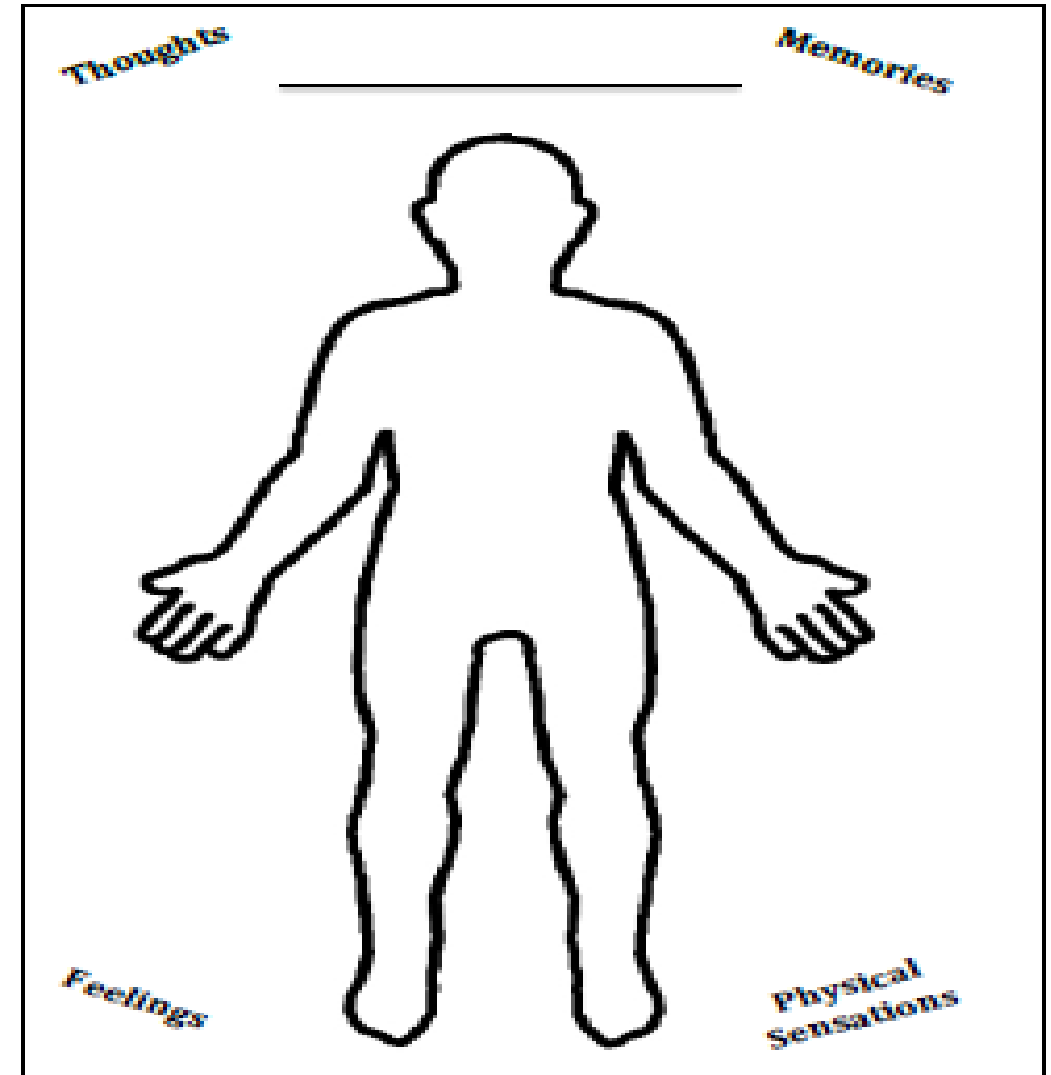
Conforms to rules; loyal to group; holds right versus wrong attitudes; highly values belonging & being liked.

Focuses on self-preservation and self-advancement; seizes opportunities, rejects feedback; externalises blame.

Felt Sense Body Cards

Observe and
Record Self

What is
happening?



Group task

The deck of Transformation cards represent the different stages of “action-logics”. See if you can put them in order, from early stage (opportunistic) to higher stage (Alchemical) action logics.

Embraces common humanity; disturbs paradigms of thought and action; treats time and events as symbolic, analogical, metaphorical (not merely linear, digital, literal).

Process and goal-oriented; strategic time horizon; systems conscious; engaged in complex interweave of relationships; places high value on individuality, growth.

Collaborative; may challenge group norms; inquiring and open to feedback; seeks independent, creative work; attracted by difference and change.

Alchemical

1%

Transforming

4%

Redefining

10%

Achiever

30%

Results oriented; deliberately prioritises work; inspired by the future; drawn to work & skill-related learning; chases time.

Expert

38%

Values decisions based on knowledge; accepts feedback from recognised masters in their field; focused; perfectionist.

Diplomat

12%

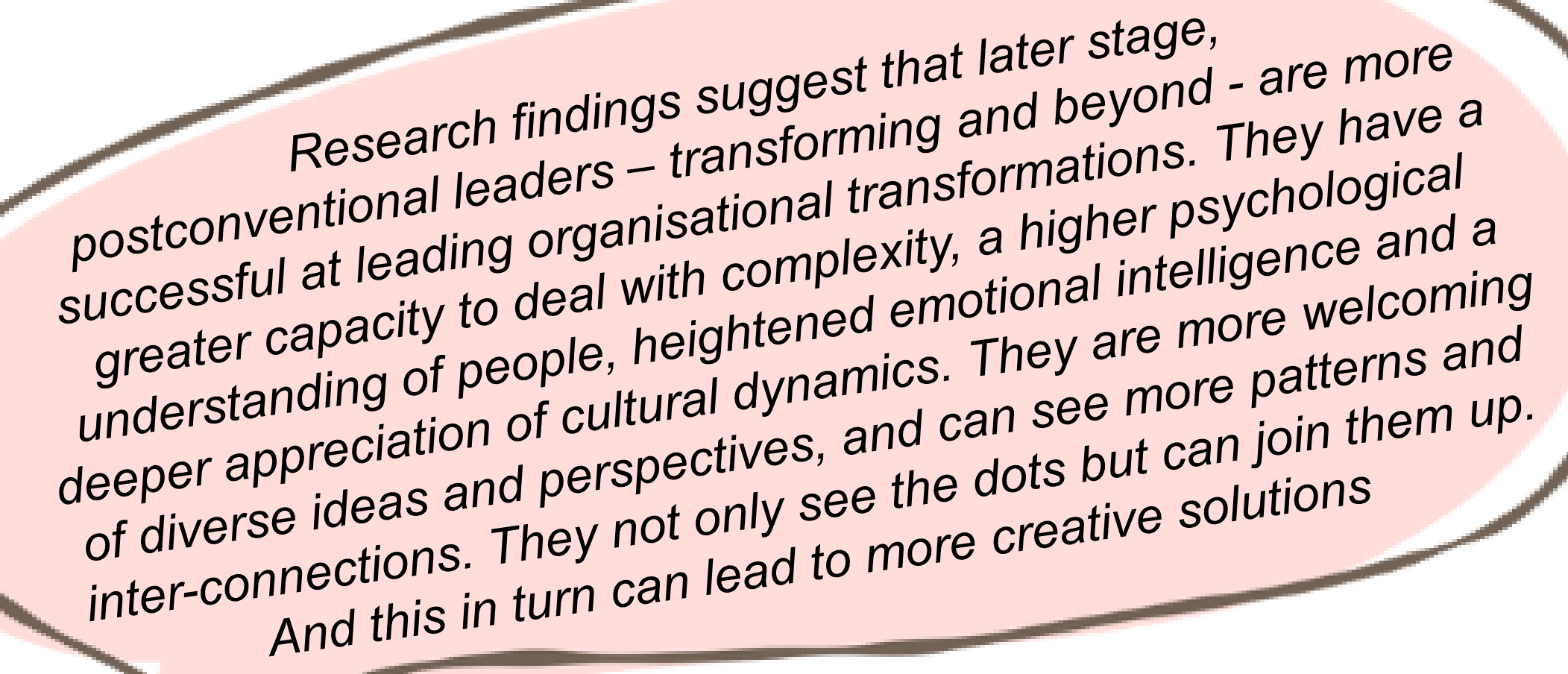
Conforms to rules; loyal to group; holds right versus wrong attitudes; highly values belonging & being liked.

Opportunist

5%

Focuses on self-preservation and self-advancement; seizes opportunities, rejects feedback; externalises blame.

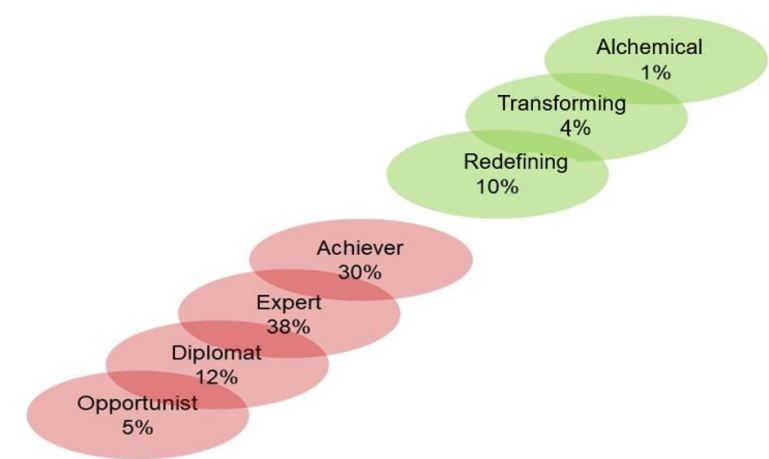
Source:
adapted from ProMove



Research findings suggest that later stage, postconventional leaders – transforming and beyond - are more successful at leading organisational transformations. They have a greater capacity to deal with complexity, a higher psychological understanding of people, heightened emotional intelligence and a deeper appreciation of cultural dynamics. They are more welcoming of diverse ideas and perspectives, and can see more patterns and inter-connections. They not only see the dots but can join them up. And this in turn can lead to more creative solutions

Footnote: the studies indicate that there is only a small percentage of leaders at these stages of evolutionary growth at present and many executive teams don't possess any

My leadership journey:



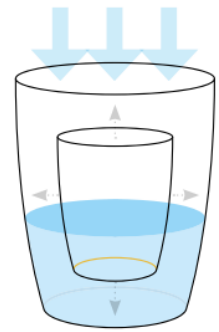
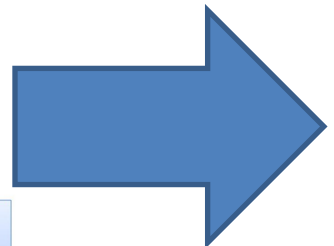
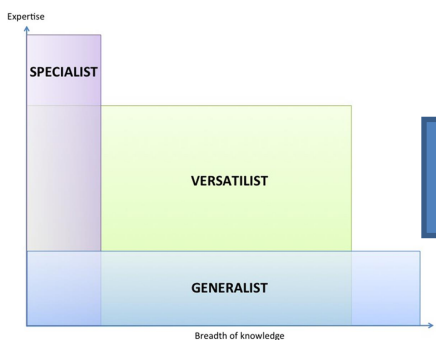
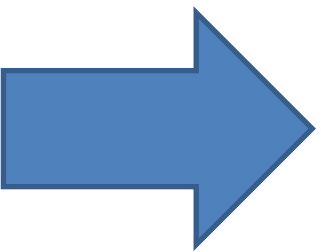
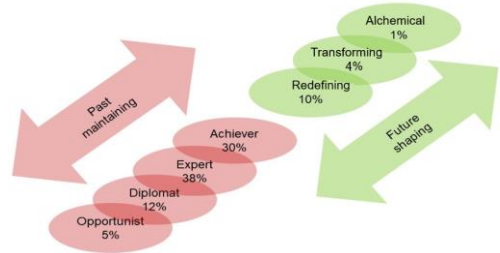
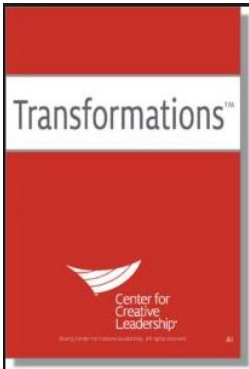
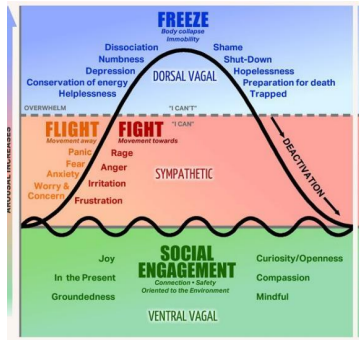
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Make a note of the letter(s) for your from, to

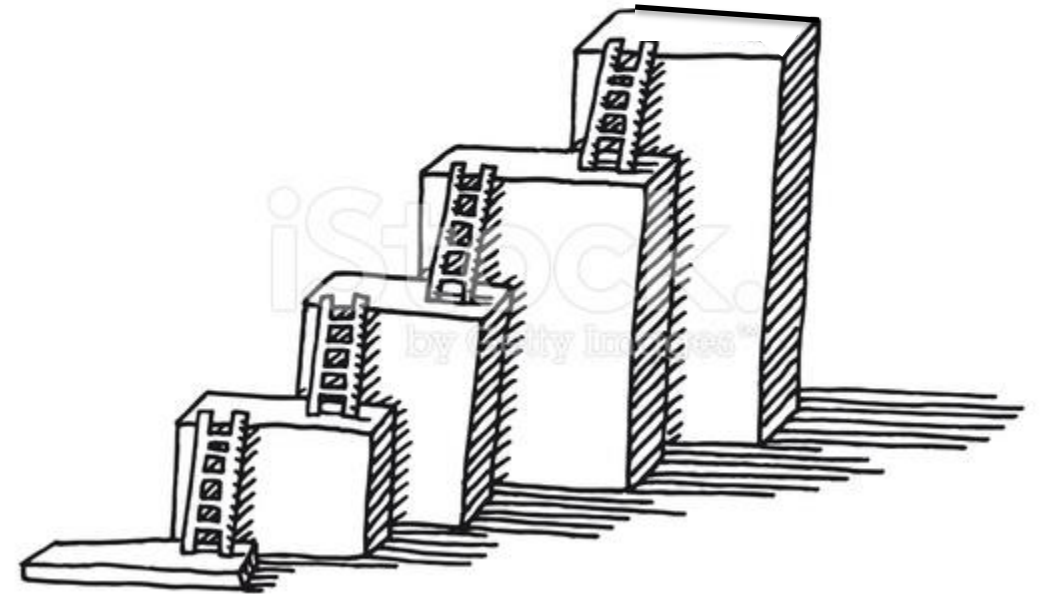
We will return to them later

**Did your action-logics
correspond with the
typical development
path?**

Our Journey Together Fundamental Shifts



How we grow to the next level of thinking and doing



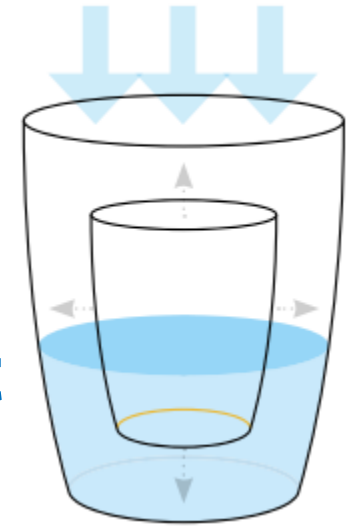
Horizontal development



- What is it?
- Adding more knowledge, skills and competencies
 - Filling the glass with more content

- How do we do it?
- Tools, models and frameworks
 - Learning from experts
 - Skills development

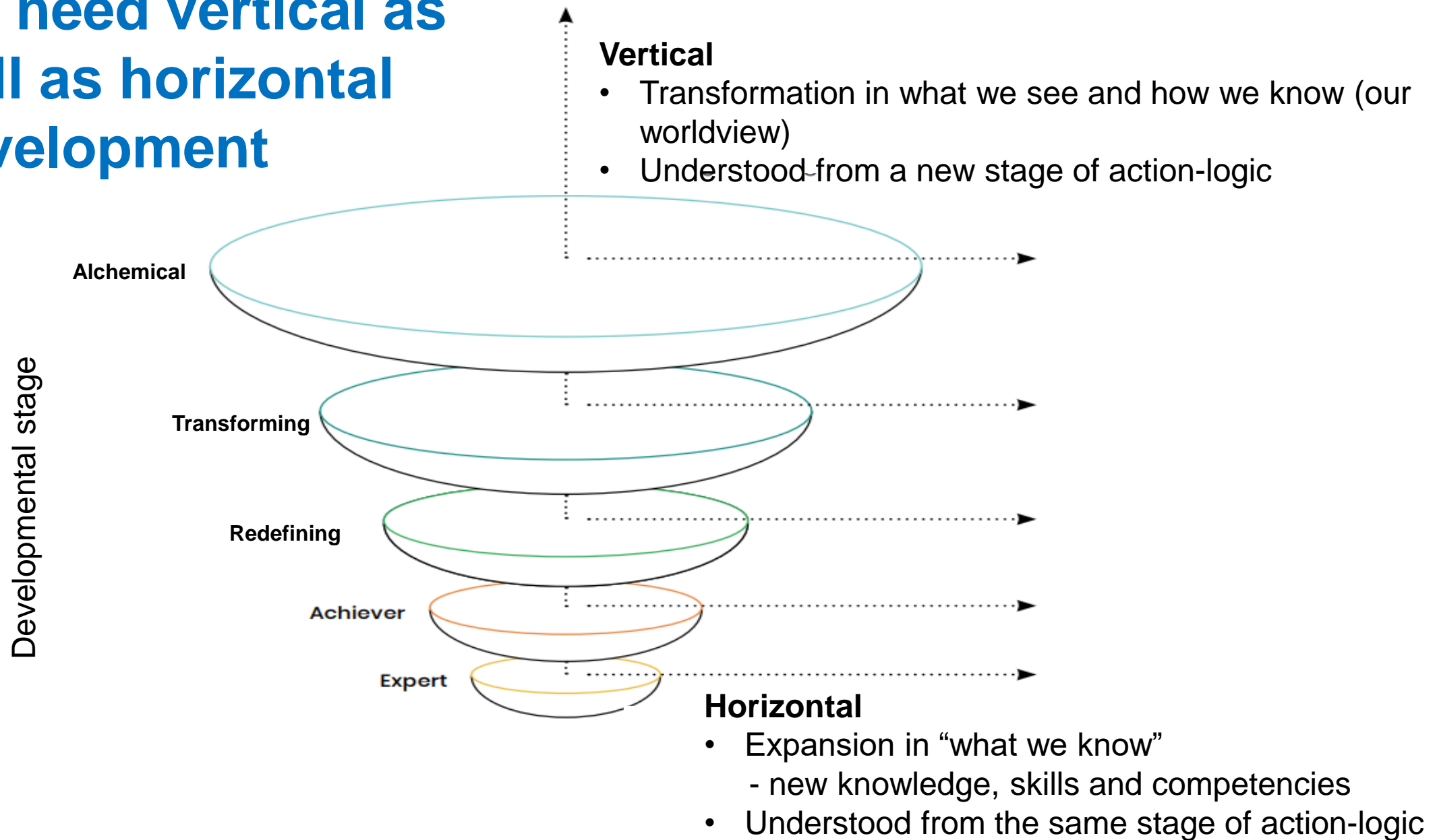
Vertical development

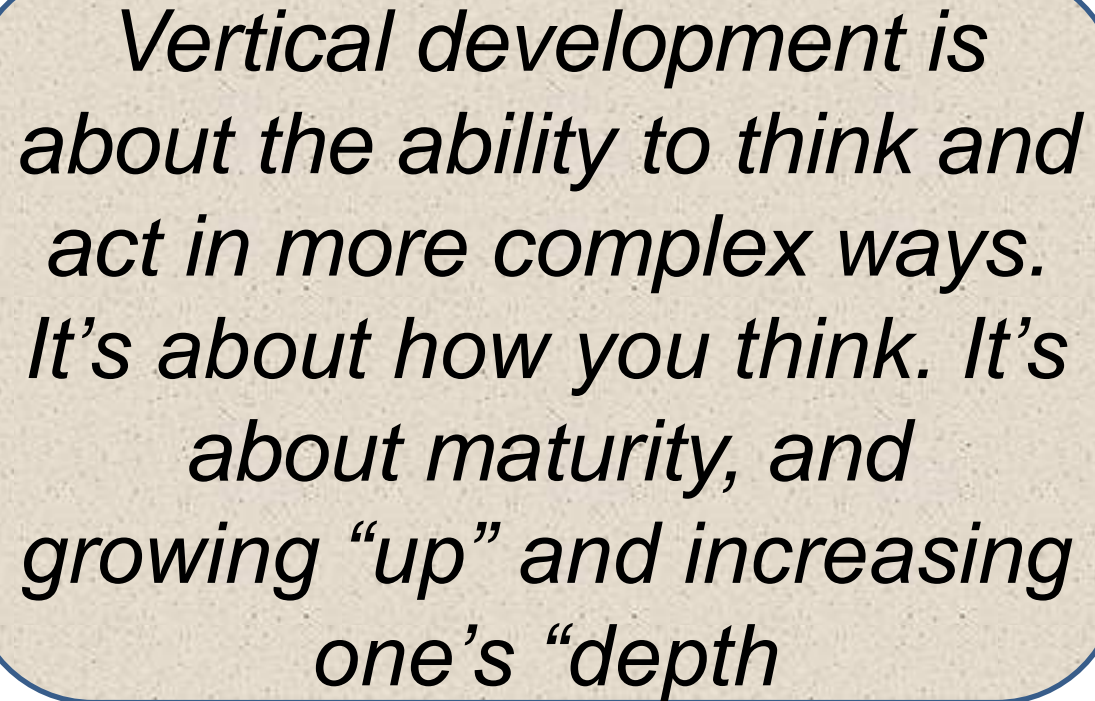


- Growing the internal capacities to operate in more complex, systemic, strategic and interdependent ways.
 - Expanding an individual's ability to handle complexity and 'sense make' in ambiguous and uncertain situations.
 - Increasing the glass size or leader's worldview
-
- Exposure to new ways of thinking
 - Intense stretch experiences
 - Strong developmental networks

Source: adapted from Nicholas Petrie (2015)
[The how-to of vertical leadership development](#)

We need vertical as well as horizontal development





*Vertical development is
about the ability to think and
act in more complex ways.
It's about how you think. It's
about maturity, and
growing “up” and increasing
one’s “depth”*

Charles Palus,
Centre for Creative Leadership

An analogy: a phone

Horizontal development: adding new skills, knowledge, information and ideas is like adding new apps

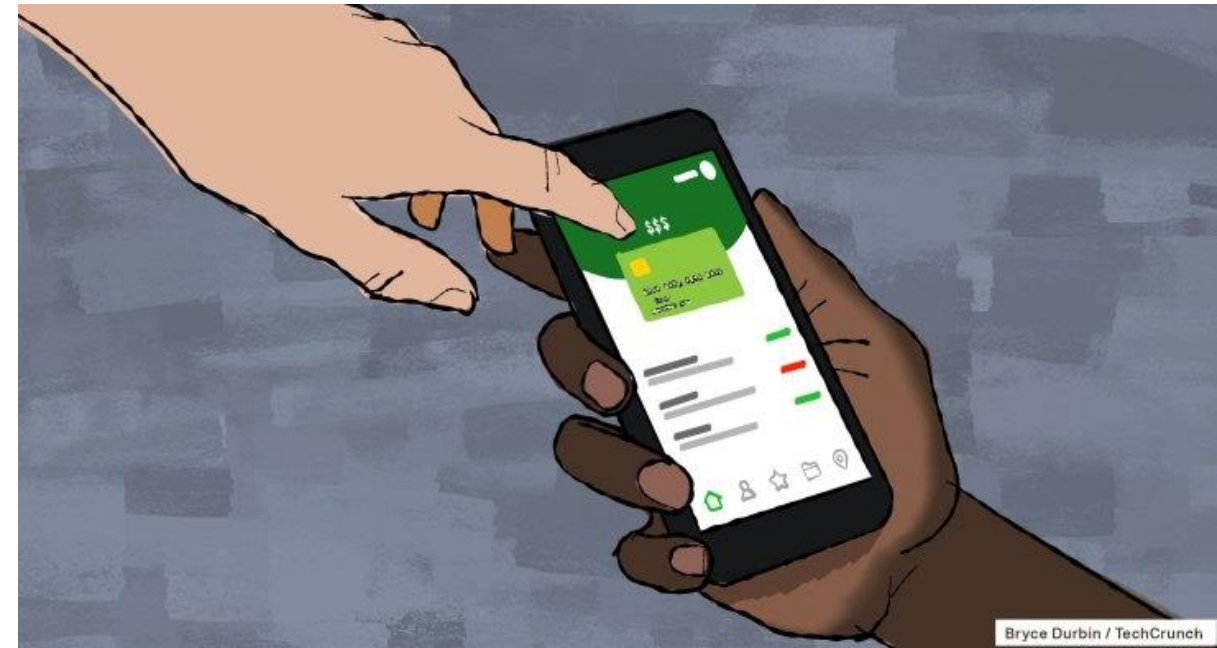
Vertical development: is the equivalent of updating your phone's entire Operating System (OS)

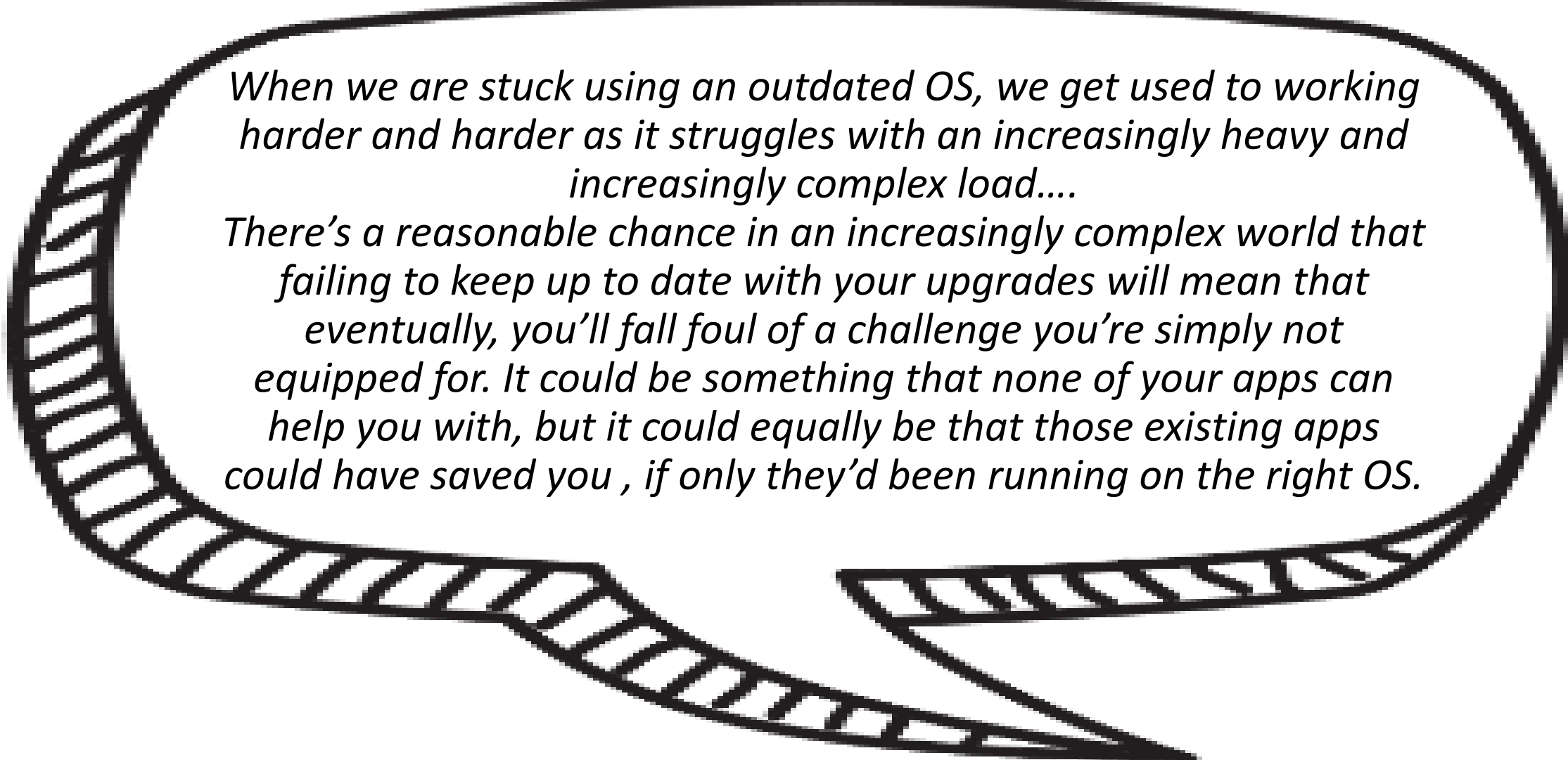
Update to the latest OS and those apps all run faster and more efficiently. You can also run more apps simultaneously and use less of your battery.

Your OS determines your way of understanding, relating and responding to yourself, other people and the world around you.

Source: From Richard Boston, Karen Ellis (2019)

56 [Upgrade: Building your capacity for complexity](#)





When we are stuck using an outdated OS, we get used to working harder and harder as it struggles with an increasingly heavy and increasingly complex load....

There's a reasonable chance in an increasingly complex world that failing to keep up to date with your upgrades will mean that eventually, you'll fall foul of a challenge you're simply not equipped for. It could be something that none of your apps can help you with, but it could equally be that those existing apps could have saved you , if only they'd been running on the right OS.

Richard Boston, Karen Ellis

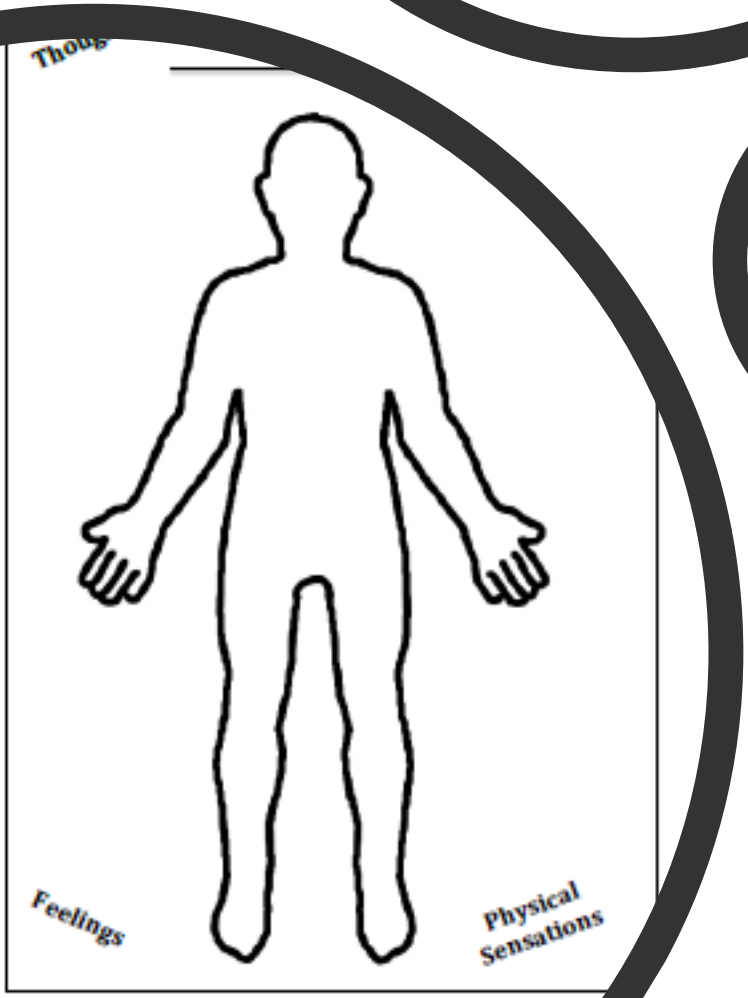
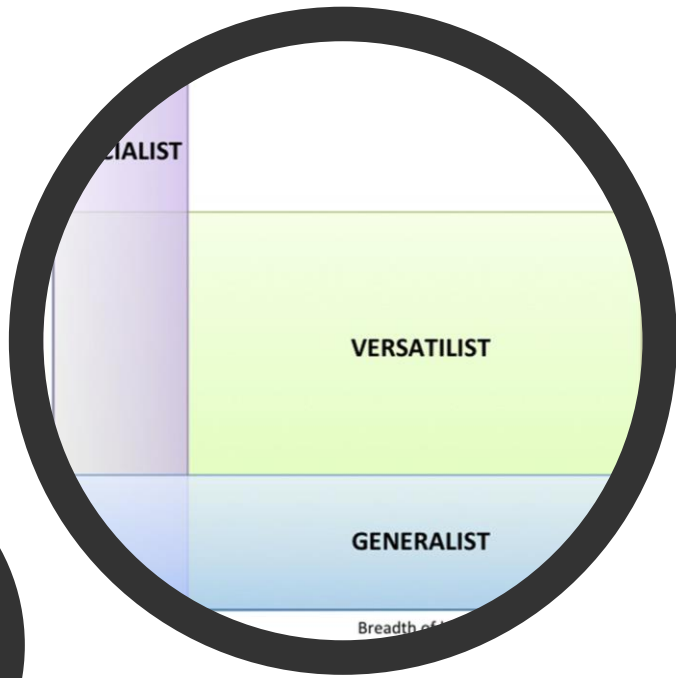
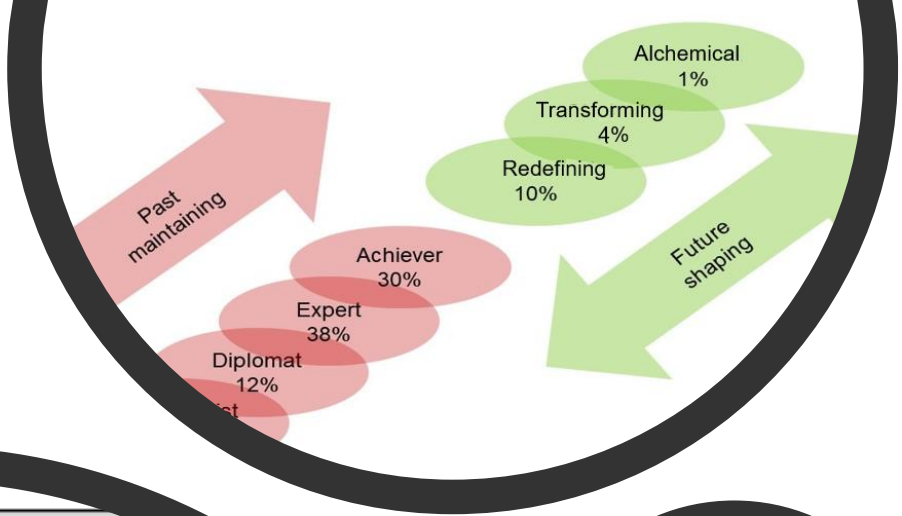
Four components of our internal OS: the focus for vertical development

- **Sensemaking** – Observing, understanding and processing the complexity of a situation e.g. getting our heads around all the different interconnected topics, data, issues or causal relationships (mainly cognitive)
- **Perspective-shifting** – ‘Zooming out’ to benefit from a more realistic and multifaceted understanding of a situation or relationship e.g. understanding the perspectives and agendas of the various stakeholders (primarily interpersonal)
- **Self-relating** – Observing, understanding, regulating and transforming ourselves e.g. making sense of our own reactions, thoughts and feelings (mainly intrapersonal: looking within our selves)
- **Opposable Thinking** – Responding to the dilemmas, paradoxes and conflicting ideas that can create tensions within us and / or between us and other people e.g. working with opposing views.

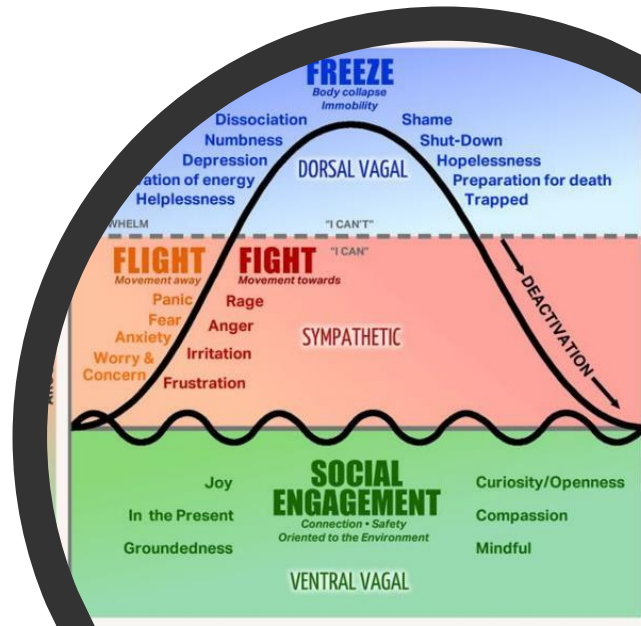
Small group conversation

What are the implications of these four components for our transformation work, individually and collectively?

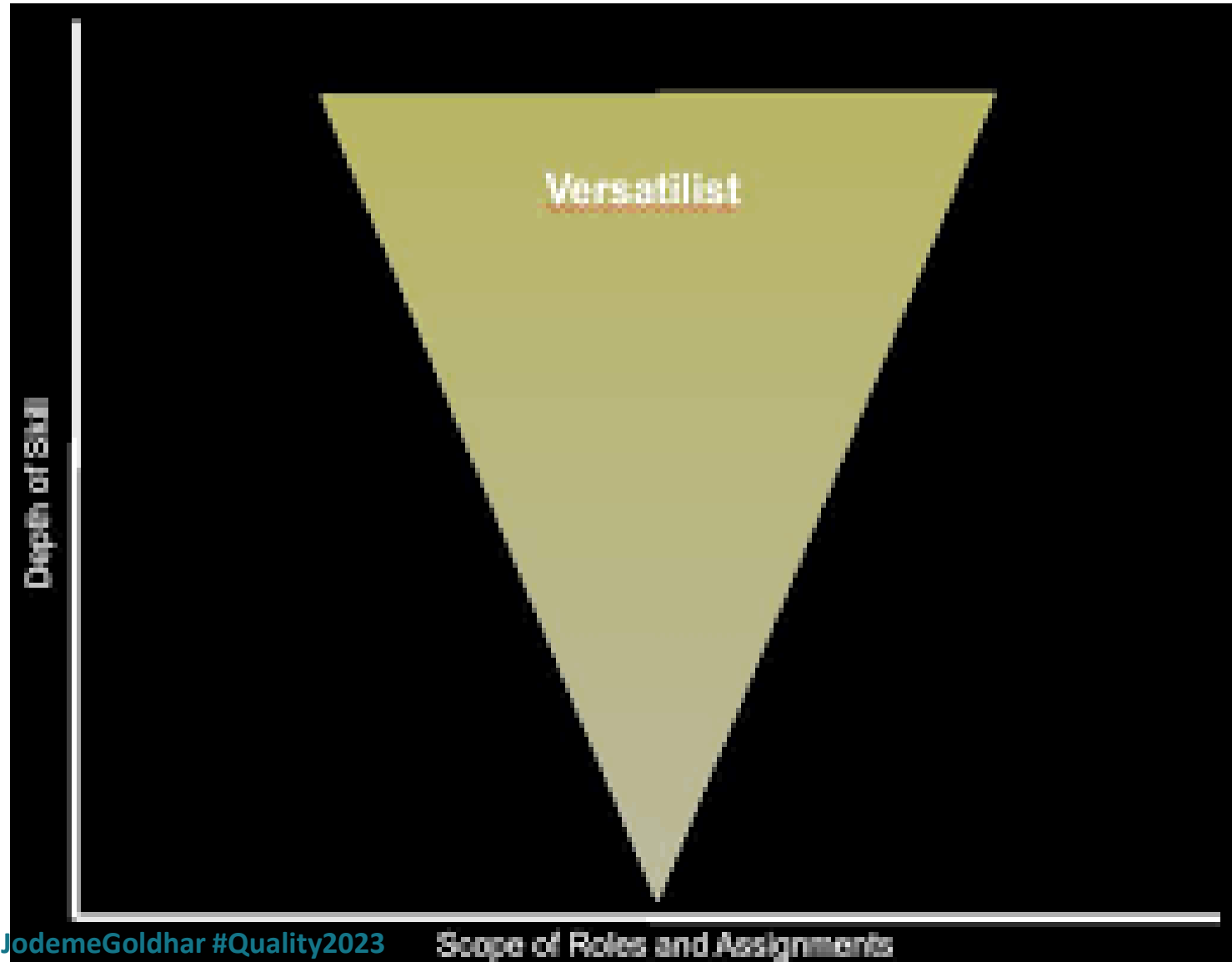
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VERSATILISTS



What Competencies Do Versatilist Need?



My actions as a result of today: pick three cards

1. A card that captures actions you can take towards your own vertical development

2. A card that represents actions you can take to help move your team, organization or local system forward in its action-logic

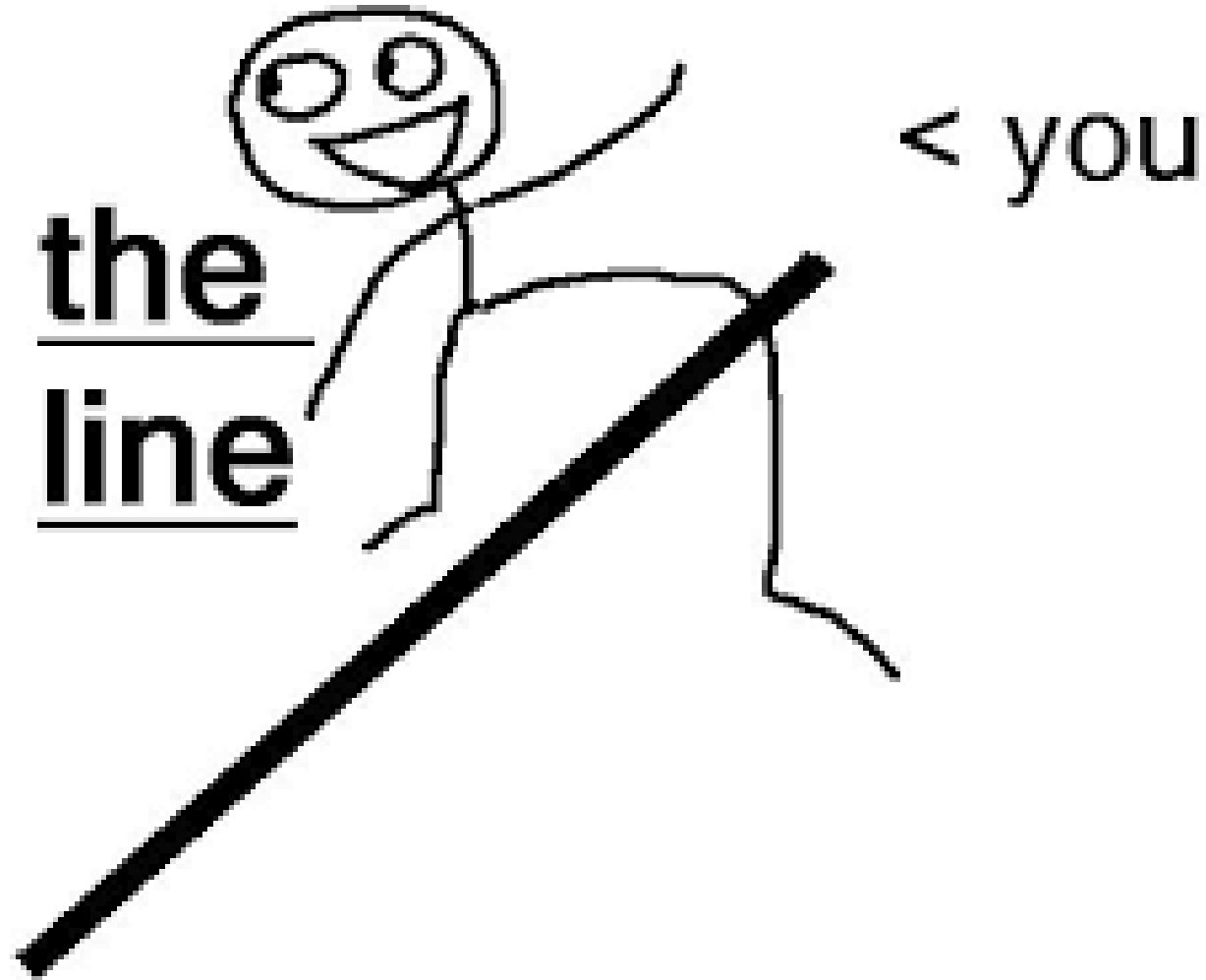
3. A card that symbolises your perspective on what we have covered today and will help you remember

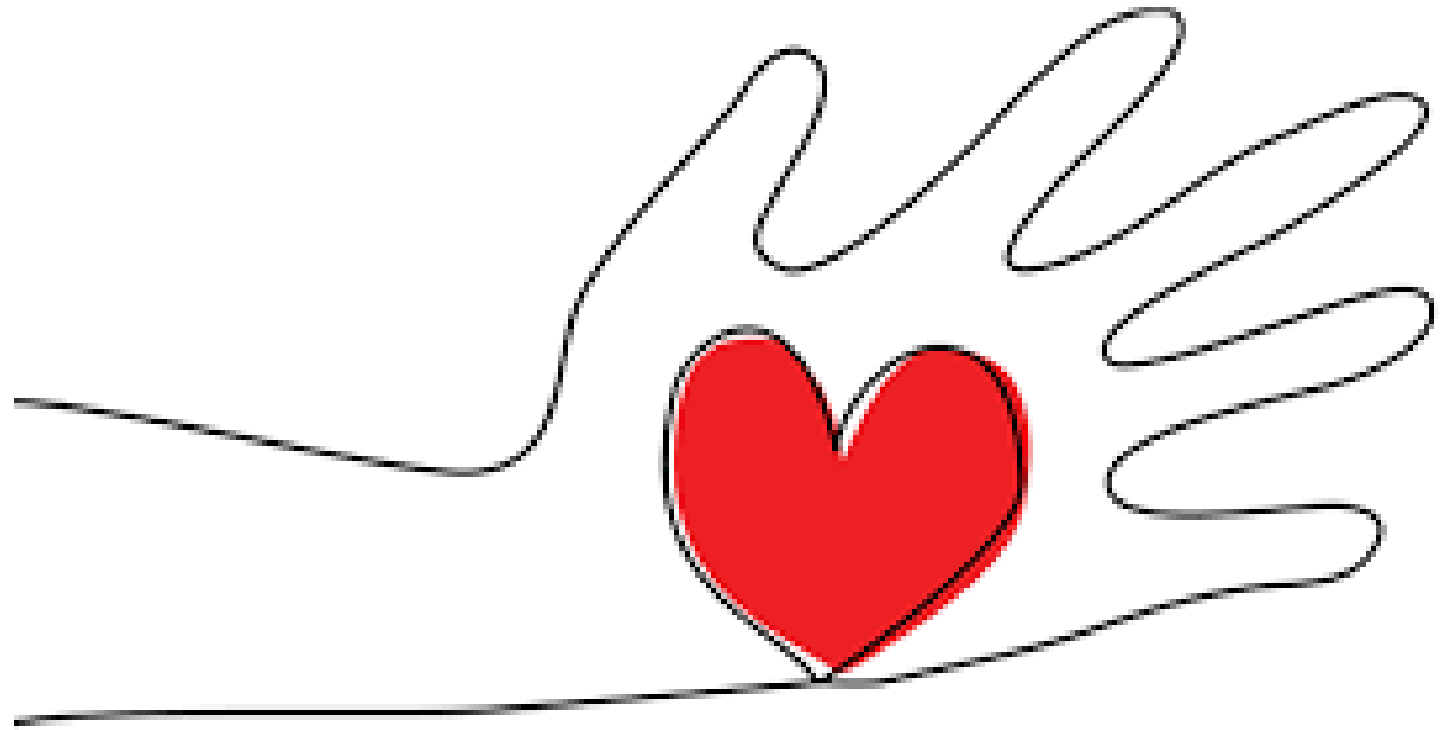


Discuss your choice
of the three cards
with your Small
group

You might want to
take a photo

Crossing the line by table





@HelenBevan @JodemeGoldhar
@GoranHenriks
#Quality2023

References to the material we have used today

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