

CAPITA Health Partners

Making change happen



Jane Cryer, Director Leadership & Development, Capita Health Advisory
CHKS Assessors 12th March 2015

W | Listen Create Deliver




CHANGE

"Change is the essence of life. Be willing to surrender what you are, for what you could become."

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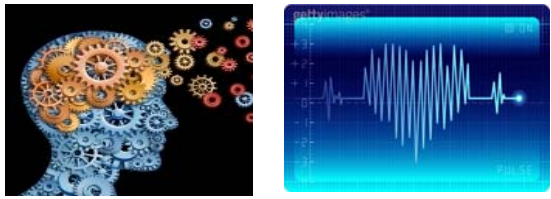
Making change happen



1. Enable personal change
2. Explore - getting engaged with change
3. Encourage - Creating the environment for change to stick
4. Any questions?

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Head and Heart




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1. Enable personal change




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Start with Why



Push - Pull



ENERGY	INFLUENCE STYLE
PUSH Self Other	PERSUADING ASSERTING
PULL Self Other	BRIDGING ATTRACTING
MOVE AWAY Self Other	DISENGAGING AVOIDING

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"Be the change you want to see in the world"
Ghandi

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2. Getting engaged with change



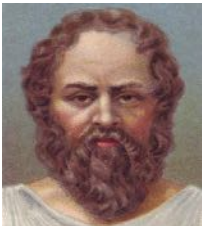
NOTHING HAPPENS
until the pain of REMAINING THE SAME
OUTWEIGHS the pain of CHANGE.
— Arthur Burt

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7 steps of empowerment




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"The secret of change is to focus all your energy, not on fighting the old, but on building the new"
Socrates

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Logical Levels of Change - Dilts



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DON'T BE AFRAID OF CHANGE.

First time on a pc after using a typewriter

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Trust

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3. Creating the environment for change to stick

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The 13 behaviours in high trust organisations

Adapted from Stephen M. R. Covey – the speed of trust

Competence

Character

Capability to inspire others •Get better •Listen first •Extend trust	Results •Deliver results •Practice accountability •Keep commitments
Intent •Right wrongs •Show loyalty •Confront reality •Clarify expectations	Integrity •Talk straight •Demonstrate respect •Create transparency

Why?

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NHS CHANGE DAY NHS

NHS Change Day - 11th March 2015

changeday.nhs.uk

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Immunity to Change - Kegan and Lahey

Team Improvement Goal	Doing/Not Doing Instead	Hidden Commitment	Big Assumption
Create a culture of mutual trust and unwavering support.	We don't listen very well to each other; we'd rather tell each other. We talk behind each others backs. We feel that if we haven't been personally consulted, it wasn't a decision. We avoid difficult conversations with each other. We don't share information. We are very judgmental and critical of each other. We don't assume the best intent.	We are each committed to not having to follow anyone else's directions, to our own selfish independence. We are committed to winning, even if it means others in the group will lose. We are committed to not having to rely on others; to never having to depend on others. We are committed to not working through conflicts directly; to not wearing ourselves out. We are committed to preserving the pleasure of narrowly criticizing and judging each other.	There is an inherent conflict between entrepreneurship and collective collaboration—you can't have both. We are essentially living in an "every man for himself" world; if things go badly for any one of us, the firm won't be there to back us up. If we aren't personally involved in a decision, it can't be a good one. Taking our team to the next level is a choice; we do not have to take this step.

—Kegan & Lahey, Immunity to Change, 2009, p. 100

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"NEVER, NEVER BE AFRAID TO DO WHAT'S RIGHT, ESPECIALLY IF THE WELL-BEING OF A PERSON OR ANIMAL IS AT STAKE. SOCIETY'S PUNISHMENTS ARE SMALL COMPARED TO THE WOUNDS WE INFLICT ON OUR SOUL WHEN WE LOOK THE OTHER WAY."

—MARTIN LUTHER KING JR.

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Creating the environment for change

Vision – your goal
 Identity – your soul
 Roles and Values – your heart
 Capabilities – your skills and abilities
 Behaviors – your strengths
 Equipment

Our shared purpose

IQ
EQ

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Collective leadership

Collective leadership means everyone taking responsibility for the success of the organisation as a whole. Every interaction by every leader at every level shapes the emerging culture of an organisation.

Characteristics are:

- Continual learning about improvement of patient care
- High levels of dialogue, debate and discussion to achieve shared understanding about quality problems and solutions
- Leaders need to ensure that all staff take individual and collective responsibility for delivering safe, efficient, high quality and compassionate care for patients.
- It requires careful planning, persistent commitment and constant focus on nurturing leadership and culture

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Sure glad the hole isn't at our end

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Making change happen – some final thoughts

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Accountability Ladder

Make It Happen
 Find Solutions
 "Embrace it!"
 Acknowledge Reality
 Wait and Hope
 "I Can't"
 Personal Excuses
 Blame Others

"Accountable Behaviors"
 Things Happen Because of You

"Victim Behaviors"
 Things Happen To You

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