



*Institute for Innovation
and Improvement*



Change Management

Using a Social Movement approach





Overview of the session

- **The Change Agenda - why logic does not always work!**
- **Energizing and Mobilising for Change** **Social Movement Thinking**
- **The Social Movement principles**



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“You don’t need an engine when you have wind in your sails”

Paul Bate, 2004



**What lights the ‘fire in your belly’ and makes
you determined to improve things?**



Leading Change and Improvement – Making it Stick!

*‘At present, prevailing strategies [in healthcare] rely largely on outmoded theories of control and standardisation of work. More modern, and much more effective, theories seek to harness the **imagination and participation** of the workforce in reinventing the system’*

Don Berwick, *Quality & Safety in Health Care*, December 2003

Making change happen

'Making change actually happen takes leadership. It is central to our expectations of the healthcare professions of tomorrow'

Lord Darzi, High Quality of Care for All,
NHS Next Stage Review Final Report, 2008



Leading to Engage *Hearts, Minds and Hands!*

A social movement is a ***voluntary collective*** of individuals committed to promoting or resisting '***something***' through ***co-ordinated activity***, to produce a ***lasting and self generating effect*** and creating, as they do ***a sense of shared identity***

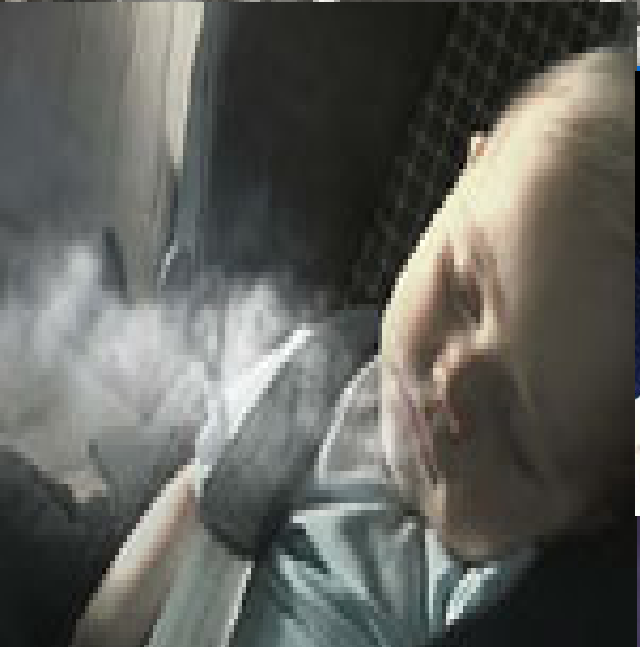


Activity



Think about a successful change movement or campaign that you have been involved in

What were its features?

How would you describe it?



If you're lucky, drug driving might only lead to the loss of your licence...

Green Flag  

Drug driving...you'd be off your head

the **early**
psychosis
declaration



100k *lives* Campaign

SOME IS NOT A NUMBER. SOON IS NOT A TIME.



campaign for
nuclear disarmament



British Heart
Foundation



How did these things happen?

What enabled these people to do the remarkable things they did?

What can we learn from ‘social movement thinking’ to help us deliver better care for patients?



The Social Movement Approach

- **Prevention and promotion is about releasing energy**
- **Talks about ‘moving’ people**
- **There may be personal cost**
- **Opposition is friend, not enemy, of change**
- **Peer to peer**
- **Driven by informal social networks**



Features of a Movement

- **Energy**
- **Mass**
- **Pace and momentum**
- **Passion**
- **Commitment**
- **Spread**
- **Sustainability**



Imagine if...

**...we could bring these features to bear
in the way we go about delivering health
and healthcare**



Two views of change

Traditional
OD
thinking



Social
Movement
thinking

Views of change

“Planned” or “Programme” view

vs..

“Movement” view

A planned programme of change with goals and milestones (centrally led)

‘Motivating’ people

Change is driven by an appeal to the ‘what’s in it for me’

Talks about ‘overcoming resistance’

Change is done ‘to’ people or ‘with’ them - leaders and followers

Change is about releasing energy and is largely self-directing (top-led, bottom up)

‘Moving’ people

Focus on what is the right thing to do, even if there are personal implications for me

Insists change needs opposition - it is the friend not enemy of change

People change themselves and each other - peer to peer

Example : Strategies to eradicate patient delays

“Rational” view

- understand the demand and capacity of the system at a macro level and impact that different flows have on each other
- map patients’ journeys through the clinical process
- : reduce the number of steps involved
reduce the number of, or eliminate, bottlenecks in the process
- measure the demand and capacity continuously over time
- understand the causes of variation that affect the demand and capacity of the system

“Movement” view

Create:

- high expectations
- clarity of goals
- common purpose
- an enabling environment where people can do their best

Focus on:

- building, maintaining, protecting trust
- making work meaningful and rewarding
- connecting great results with great values



Different thinking for different results

5 principles for radical change:

Frame to connect with hearts and minds

Energise and mobilise for action

Organise for impact

Make change a personal mission

Keep forward momentum



Today's focus is ...



**Energise
and
Mobilise**

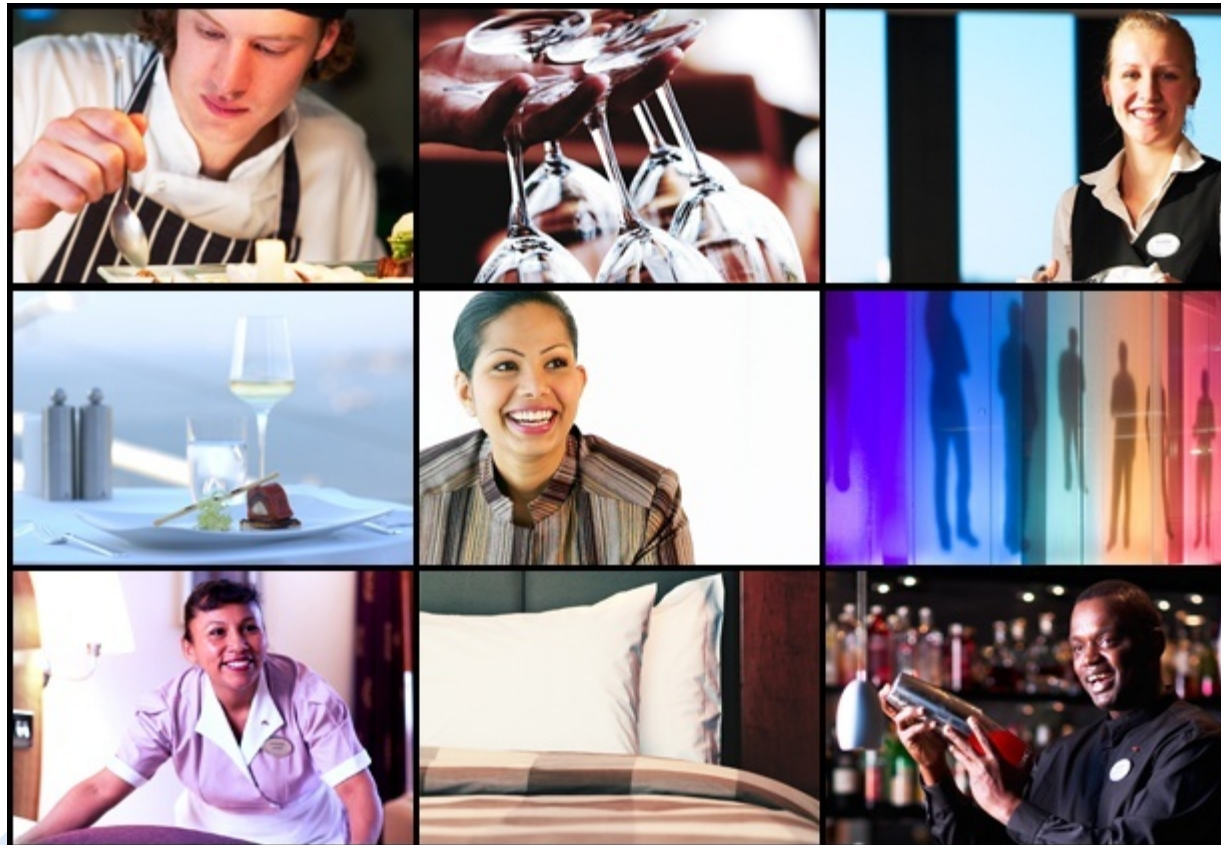


**“Often change need not be cajoled or coerced.
Instead it can be unleashed.”**

Kelman, S. (2005) *Unleashing Change. A study
of organizational renewal in government*,
Brookings Institution Press; Washington, D.C



When have you felt most energised and passionate about the work you have been involved in?





Why think about energy?

- **Just as potential energy is stored in objects, energy can be stored in issues**
- **Energy can be found in people's 'discretionary effort'**



Discretionary effort

- **what we willingly do because we want to**
- **extent to which we are interested and involved in assisting the organisation in the accomplishment of corporate goals**

work is contractual - effort is personal !

Discretionary effort has a tangible impact on Performance , Health and Wellbeing

- an unmanaged and **unrealised resource** for most organisations
- represents a range of performance **30-40%** above that which is actively realised by an organisation
- led to a **43%** difference in income generated by different offices of the same company in a recent survey

Source: Hay Group

Tactics

- Use where the energy is to drive change forward
- Frame change propositions in ways that will release energy





What you can do

- **quickly make a difference** by ;
 - articulating values clearly and by being role models in *value-driven behaviour*
- **can reinforce pride** in the NHS
 - by *highlighting successes* and giving people stories that they can *connect* with their own experiences and repeat more widely
- **unlock energy** that is tied up in wasteful processes by :
 - addressing inefficiencies and non-value adding activities
 - framing this as a way to help people get important work done, and to serve patients better.



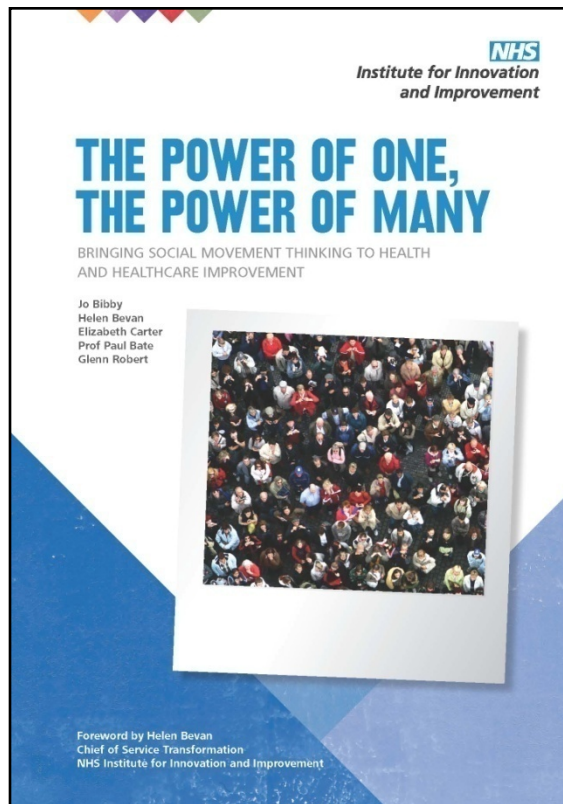
“If you want to build a ship, do not gather men together and assign tasks. Instead teach them the longing for the wide endless sea.”

(Saint Exupery, Little Prince)



The Power of One, the Power of Many

Bringing Social Movement Thinking to Health and Healthcare Improvement



www.institute.nhs.uk/popm

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