



Section 7 The route to success

Leading Large Scale Change



80 leaders from across the NHS in England participated over 18 months in an Academy for Large Scale Change led by colleagues from NHS Improving Quality. Against this background the following learning is shared with you to support your local efforts to help you make changes at scale and pace that will benefit many many patients, carers and their families rather than the few.

Large scale change can be defined as 'the emergent process of mobilising a large collection of individuals, groups and organisations' towards a vision of a fundamentally new future state by means of:

- High leverage key themes
- A shift in power and a more distributed leadership
- Massive and active engagement of stakeholders
- Mutually reinforcing changes in multiple systems and processes.

Done properly this leads to such deep changes in attitudes, beliefs and behaviours that sustainability becomes inherent.

The following are five key messages from the NHS Academy for Large Scale Change

- **1. Match our mindset and methods for change to the level of ambition for change**
- **2. Manage our own energy and that of the people around us for the long haul**
- **3. Build leadership systems that are managerially loose but culturally tight**
- **4. Redefine leadership boundaries within the NHS system**
- **5. Act to accelerate large scale change to a revolutionary pace.**



SUMMARY

This is a summary of the five messages in Part 2 of Leading Large Scale Change:

MESSAGE ONE:

Match our mindset and methods for change to our level of ambition for change

Currently, many NHS provider organisations are facing unprecedented challenges to improve quality and reduce costs. The scale and pace of change they are seeking is large scale, in line with the definition used by the NHS Academy for Large Scale Change. We have to match these transformational ambitions for change with change methods and a mindset that is also transformational in nature. If we have transformational ambitions but we utilise our existing improvement methods, many of which are not designed to create transformational change, the outcome is likely to be underachievement of goals for large scale change. [Leading Large Scale Change: A Practical Guide](#) offers a set of transformational methods that match with transformational ambitions and increase the likelihood of achieving large scale change goals at pace.

MESSAGE TWO:

Manage our own energy and that of the people around us for the long haulchange to our level of ambition for change

Energy, not resources or time, is the fuel of high performance (Loehr and Schwartz). Building and maintaining energy for change is one of the most critical tasks for a leader of large scale change. We need to unleash sources of energy for change at all levels, across the entire system, not just rely on those at the top of the organisation to generate the energy. In the current NHS context, we particularly need to build emotional energy (the energy of connectivity, collaboration and relationships) and spiritual energy (the energy that is created by building a sense of a hopeful future, shared purpose and connecting with core values) to complement and enhance the intellectual energy and physical energy that is often prevalent in NHS organisations and systems.

MESSAGE THREE:

Build leadership systems that are managerially loose but culturally tight

As NHS leaders, if we want more control of change, paradoxically, we have to give up some control. Successful leaders of large scale change typically build strong cultures based on a common purpose and shared values, thus reducing the need for micromanagement. They are likely to have built their efforts on a platform of commitment (collective action towards a different future and shared purpose) rather than through compliance with new policies, payment systems or operating rules. They are also likely to be working through a distributed leadership system focussing less on the behaviours and actions of individual leaders and more on the relationships, interventions and leadership practice across the whole system including connectivity with other leaders.

www.nhs.uk/media/2589223/leading-large-scale-change-part-2.pdf

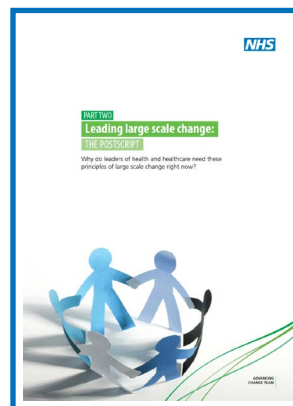


MESSAGE FOUR:

Redefine the boundaries of leadership within the 'NHS system'

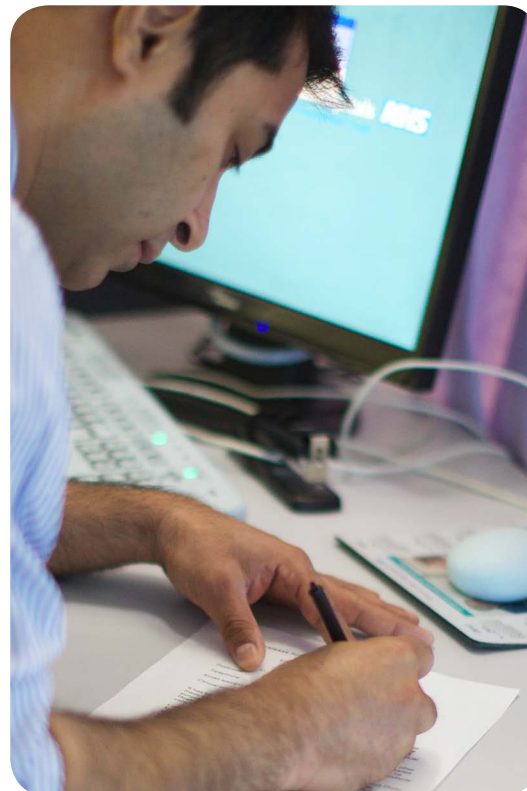
As the task of delivering health and healthcare becomes more complex and the scale and scope of change increases, we need to think widely and innovatively about how we define the leadership role in a future distributed system. Leaders of the future are likely to include clinical leaders, community leaders, service users and local government, voluntary and independent sector leaders. We can call these leaders to action if we can create a sense of 'us', a shared purpose around a common cause. There is potentially a huge pool of leadership talent if we build the capability to organise and develop these leaders.

www.nhs.uk/media/2589218/leading-large-scale-change-part-1.pdf



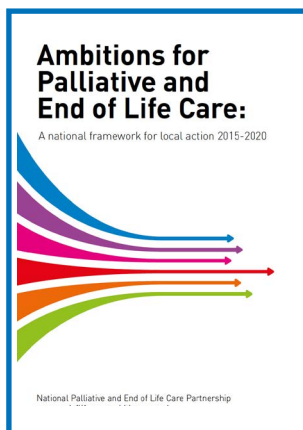
**MESSAGE FIVE:****Take actions that will accelerate large scale change to a revolutionary pace**

The NHS Academy for Large Scale Change identified a series of tools and strategies that leaders in the health and healthcare system can use to accelerate large scale change. We can connect NHS leadership tasks to a higher purpose and a deeper meaning, creating powerful narratives that frame the challenges that the NHS faces in ways that produce conviction, understanding and energy for action amongst key stakeholders. We should not over-rely on reorganising structures and processes as catalysts for change. Successful transformation depends as much upon changing the patterns of relationships, organisational power, conflict, decision-making and learning that underpin behaviour in organisational systems. We can organise for action using a complex adaptive systems perspective as well as a traditional programme planning and management lens. We need to consider how we create mutually reinforcing changes across multiple areas if we want to achieve pervasive change at scale.



Tools to help

The following can provide you with a rich source of evidence supporting large scale change along with tools or approaches that can help you and your organisation in a practical way.



<http://endoflifecareambitions.org.uk/wp-content/uploads/2015/09/Ambitions-for-Palliative-and-End-of-Life-Care.pdf>



