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# Discovery model

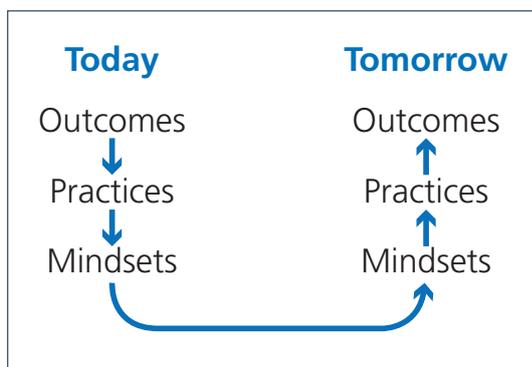


# Discovery model

## What is it?

The Discovery Model or U-model (figure 1) focuses on transforming mindsets to create sustainable change. The model is founded on the premise that mindsets influence behaviour, behaviour influences practice and practice influences outcomes. Whilst change efforts typically focus on modifying practice to improve outcomes the discovery model focuses on changing mindsets to modify practice to improve outcomes.

**Figure 1: The Discovery Model**



Keller and Price (2010)

## When to use it?

In leading improvement raising awareness of current mindsets and creating new ones is a key leadership challenge. To achieve sustainable improvements, leaders have an important role to play in identifying the need for a change in mindsets, in generating ideas for improvement and in enabling changes in structures, processes and patterns of behaviour.

## How to use it?

The model is used to initiate and facilitate a process of honest dialogue among stakeholders, the output of which is captured in a From-To table. Figure 2 provides an example from the dialogue of a group of NHS directors of finance. The directors used the discovery model to identify the mindset shifts that they needed to address in themselves and their organisations regarding the role of finance today and in the future. Through the use of the From-To table the finance leaders were able to identify the changes in structures, processes and patterns of behaviour they needed to make to lead and support sustainable improvements in their organisations.

**Figure 2: Mindset shifts – From-To**

**Example: Some outputs from finance directors’ discovery process**

Mindset Shifts - From...	Mindset Shifts - To...
Service is the COO’s problem, finance is the FD’s problem	Service is everyone’s business/responsibility. Finance is everyone’s...
DoFs say, ‘no, because’ (blocker)	DoFs say, ‘yes, if’ (enabler)
Focus on the cost of everything	Focus on the value of everything
Need to do extraordinary things	Need to do simple things extraordinarily well
Mutual mistrust between DoFs and others	Trust and respect and combined delivery
People don’t think quality is part of DoF role	DoF is a key player in achieving quality goals
DoFs can come up with ideas and proposals to achieve financial balance on their own	The challenge is too big for DoFs to deliver on their own – we need to engage and lead colleagues to identify solutions
The main (only?) thing I am judged on (and therefore focus on) is the bottom line	My success is judged on a rounded view of my contribution to the organisation’s progress and performance

NHS Institute for Innovation and Improvement Part 1 *Leading large scale change: a practical guide* (2013) page 97