How to take the power to influence and transform

Helen Bevan
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#Physio18
“New truths begin as heresies”
(Huxley, defending Darwin’s theory of natural selection)
What do we mean by power?

“Power is the ability to produce intended effects.”

Bertrand Russell
The Network Secrets of Great Change Agents

Julie Battilana & Tiziana Casciaro

As a change agent, my centrality in the informal network is more important than my position in the formal hierarchy
People who are highly connected have twice as much power to influence change as people with hierarchical power

Leandro Herrero

http://t.co/Du6zCbrDBC
We still organise health and care like the Tabulating Machine Co. of 1917
Find the 3%!
Just 3% of people in the organisation or system typically influence 85% of the other people.

Source: Organisational Network Analysis by Innovisor
Find the 3%: meet Mandy Carney, Head of Patient Flow at Yeovil Hospital

• “Knows everyone in the hospital”
• “Everyone follows Mandy on Facebook”
• The go-to person for advice
• Mandy makes sense of things and reduces ambiguity for people
• Mandy presents her own monthly award “the Carney cup”
As senior leaders, we are less influential than we think

If we want to get the same level of influence through top down change as the 3% get, we need **four times** more people.

Source: Jeppe Hansgaard
The 3% rule also appears true for social media

In health and healthcare globally, tweets by 3.3% of tweeters accounted for 85% of retweets

Source: research by Graham MacKenzie using NodeXL
The powerful medical “superconnectors”
Most social media operates within an Echo Chamber

An environment, especially on a social media site, in which any statement of opinion is likely to be greeted with approval because it will only be read or heard by people who hold similar views.

Source of image: Scriberia
Empower your staff to be the voice of the organisation.
They’ve got audience & credibility

Employees have 10x more connections than corporate social accounts

@helenbevan #physio18
What happens to rebels/heretics/radicals/mavericks in organisations?
Sometimes, even if I stand in the middle of the room, no one acknowledges me.
We need to be boatrockers!

- Rock the boat but manage to stay in it
- Walk the fine line between difference and fit, inside and outside
- Conform AND rebel
- Capable of working with others to create success NOT perceived by others as a destructive troublemaker

Source: Debra Meyerson
Rocking the Boat

Boat Rockers...
- Mission-focused
- Passionate
- Keep perspective
- Optimistic
- Energy-generating
- Attracting others
- See possibilities
- Together.

Falling Out...
- Complaining
- Me-focused
- Angry
- Pessimistic
- Energy-sapping
- Alienate others
- See problems
- Alone.

Source: adapted from Rebels at Work

@HorizonsNHS @Sch4Change #SuCA
“A cynic, after all, is a passionate person who does not want to be disappointed again.”

Source of graphic: Benjamin Zander’s TED talk
“The world feels terrible if I choose to distrust it.”

Marcella Bremer
Rocking the Boat

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Reflection

• What are your insights around “boatrocking” and “falling out”?
• What moves people from being “boatrockers” to “falling out”?
• How do we protect against this?
Rocking the Boat

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Source: adapted from Rebels at Work
More reading

Lois Kelly and Carmen Medina *The rebel at work handbook*

Harvey Schachter *How to be a rebel, not a troublemaker at work*

Debra Meyerson *Tempered radicals: how people use difference to inspire change at work*

Jane Watson *A spotter’s guide to rebels and cynics*

Umair Haque *How to be more loving in a cynical world*

Clark Quinn *Skeptical optimist or hopeful cynic? A science mindset*

Marcella Bremer *Cynicism or opticism?*

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A big debate in social science

Structure versus Agency
The predominant approach in recent years has been **STRUCTURE** but globally there is a big shift towards **AGENCY**.

- Performance goals
- Compliance
- Regulation
- Assurance
- Competition
- Programme
- Management
- Incentive systems

- Activation
- Ability to make choices
- Capability
- Leaders everywhere
- Social action
- Solidarity
- Social movements

The shift in thinking and practice of change
AGENCY definition:
The power, individually and collectively, to make a positive difference. It is about pushing the boundaries of what is possible, mobilising others and making change happen more quickly.
Individual AND collective agency

**Individual agency:**
People get more power and control in their own lives: activation, shared decision-making and self-care

**Collective agency:**
People act together, united by a common cause, harnessing the power and influence of the group and building mutual trust

@helenbevan #physio18 #ChangeManagement
Honestly..... go ahead

Do we really have permission?
What is the issue here?

Structure?
(sense of “permission” externally generated)

or

Agency?
(Sense of permission internally generated)
What is the issue here? **Structure?** (sense of “permission” externally generated) or **Agency?** (Sense of permission internally generated)

Problematic: changing a “permission culture” can take years

The good news: we can usually build agency much more quickly

Source: @NHSChangeDay
What happened next......

@AACE_org #ALF2018event Simon Stevens @NHSEngland - "I will fund a 12 month programme within @horizonsnhs led by @helenbevan, to allow a cross section of frontline staff to share their experiences and gather a reflection of insights into the way #UEC is working on a daily basis

1:28 PM - 21 Mar 2018
**Theory X**

People:
- will avoid work if they can
- resist change
- Will only engage in change if incentivised
- prefer to be directed

Leaders must closely control and use carrots and sticks to motivate people to achieve their objectives

**Theory Y**

People:
- want to do great work
- seek responsibility
- are vital change agents
- are capable of solving problems

Leaders should concentrate on fulfilling the potential of every person and giving them opportunities to participate
UNLEASH

the collective brilliance of people who work in ambulance services
(with the help of a few critical friends)
The PROJECT A Decision-Making Process

Project A launch 23 June 2018

31,000 interactions
608 ideas harvested
89 ideas prioritised
12 ideas tested

July/August 2018

5 Tweet Chats
Ideas Platform

Innovation Burst 26/27 September

Ideas to Implement

October 2018

@helenbevan physio18
Launch Event 28\textsuperscript{th} June
Film making in action!
Ideas platform 12\textsuperscript{th} July to 5\textsuperscript{th} September

https://projecta.crowdicity.com/
#ProjectA included five tweet chats: Here’s an example of one

17th July, 7pm: A one hour tweet chat on partnerships between ambulance staff, patients and the public

537 people participated, generating 1,409 tweets and 77 new ideas!

This analysis shows a high level of engagement with the community and strong connections between key influencers. Source: NodeXL

People took part in the tweet chat from across the world

Source: FollowtheHashtag
The Ideas - by popularity

72 Staff wellbeing
31 Direct access
10 Equipment
23 Prevention & public health
64 Organisational change (sector)
14 Patient outcomes

24 Personalised care
63 Training and development
4 Taking personal responsibility
38 Community asset
20 Better mental health support
68 Integration

29 Data sharing
31 Organisational change (system)
34 Information technology
7 #hello my name is...
15 Coproduction
23 Clarity for the public
41 Extended role
12 ideas were tested in the “innovation burst” 26 & 27 September

1. The potential for different responses to mental health calls and triage.
2. How technology within the ambulance service can best improve care.
3. An active and proactive engagement approach and communication with their community and public.
4. A review of high volume (or low volume and high resource) patient groups – what is the nature of demand and what is the potential for direct access schemes and other ways of meeting their needs?
5. An optimal strategy for staff wellbeing, based on best practice from across the country
6. The potential and feasibility of extending make ready teams to other ambulance services
7. A scheme for ambulance staff with health issues to be fast tracked for NHS services
8. Improvements to the handover process. Can it be standardised nationwide or at the least developed as best practice for adoption locally?
9. An improved response to falls. Is there innovative practice within ambulance services that can be shared across the country?
10. A concept based on the “Productive Ambulance: Releasing time to care”.
11. The concept of rotation of roles to see if there is best practice and how this could be adopted.
12. A directory of "quick wins" based on the ideas for small scale changes that were submitted to the ideas platform
The process has been 90% virtual
The Benefits of Virtual Collaboration

Build relationships, connections, and trust. We can work with other teams and trusts across the country.

Connect 24/7. Collaborating virtually means that I can connect and share day or night, irrespective of my shift pattern.

Expand your horizons. Build a spectrum of allies and learn different perspectives.

Communicate to achieve results faster.

Expand perspectives. Build psychological safety - the courage to try new things.

Reduces travel time and costs - and abstraction.

PROJECT A
10 Ways to Build Change Agency.
The **POWER** to make a **POSITIVE DIFFERENCE**.

1. Create **small changes**
   one step at a time.

2. Emphasise **progress**

3. Reframe your **thinking**
   - failed attempts are
     learning opportunities.
   - Uncertainty becomes curiosity.

4. Start a **cult!**
   (a group unified
   by a provocative idea)

5. Get **social support**
   You can't be a great
   change agent on your own!

6. Make Change **routine**
   (rather than an exceptional activity)

7. Learn from the **best**!

8. Think **story**
   - What are we/1 doing? Why?
   - How do we/1 tell our story?

9. Build a **spectrum of allies**
   (not just people who support what you do!)

10. **Persist!**
    "First they ignore you,
    then they laugh at you,
    then they fight you,
    then— you win." Gandhi.

List created by members of @HorizonsNHS
Emphasise progress

• Teresa Amabile, Harvard Business School: studied the "inner work life" diaries of 238 professionals

• Best days were when they were able to move forward in their work

  ▪ 700 managers were asked to rank five employee motivators, including recognition and incentives. They ranked progress last

Source: The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work
Change starts with me
We are not outside of the change: we ARE the change

Source of graphic: Reos Partners

Source of graphic: @gapingvoid

@helenbevan #physio18
The success of our actions as change-makers does not depend on what we do or how we do it, but on the inner place from which we operate”

Otto Scharmer

Leading from the emerging future