

Unit 1 – The leadership of change

PCN LEADERSHIP DEVELOPMENT PROGRAMME





Understanding change and innovation

What do we mean by it?



What do we mean by change and innovation in health and social care?

Innovation

- ✿ It covers **product and process**... 'doing things differently', as well as 'doing different things'...
- ✿ It could be a **new technology, a new service, a new way of doing things**...
- ✿ It could involve an **innovative combination of existing ideas, or implementing them in a new setting in an innovative way**...
- ✿ **Innovation is about changing the foundations**

Innovation is about responding creatively and differently to our challenges...

Source: The Strategy Unit

What do we mean by change and innovation in health and social care?

Change

- ✿ Can involve **alterations to structures, processes, roles, relationships and ways of working.**
- ✿ Change can be **small scale** and incremental or radical and **transformational**
- ✿ Change can be done by **one person** or across a team, organisation or the **system**
- ✿ **A change is done on foundations already built....**

Change is
about
improving...

Source: *The Strategy Unit*



Activate disruptors, heretics,
radicals and mavericks



Lead transformation from 'the
edge'



Change your story



Curate rather than create
knowledge



Build bridges to connect the
disconnected

CALL FOR
DIVERSITY AND
CONTRIBUTION
OF THOUGHT

The 5 pillars for enabling change

Source: NHSIQ, 2021
*The new era of thinking and
practice in change and
transformation*



sharedservice architecture

- ❁ They espouse **unorthodox views, question existing practice and open up new fields of inquiry and areas for action.**
- ❁ They learn to **‘rock the boat and stay in it’.**
- ❁ They are **capable of working with others to create success**, and NOT be destructive troublemakers.
- ❁ Much of their work is not acknowledged organisationally and many health and care radicals report that they are creating improvement despite the change processes of their organisations, not because of them.
- ❁ Identify them and engage them in the organisation’s most significant challenges.



Activate disruptors, heretics, radicals and mavericks

**Who are your disruptors/
heretics/ radicals and
mavericks?**






Lead transformation from 'the edge'


- ❁ Leading from the edge, **building strong relationships both inside and outside the organisation**, increases the potential for diversity in terms of thought, experience and background.
- ❁ Purposefully moving change processes to 'the edge' can result in more **radical thinking, faster change and better outcomes**.


How close are you to the change that needs to be made? Are you on the frontline?



 Creating change is about changing the conversations that shape everyday thinking and actions.

 Bringing **new, different and diverse voices** into the change conversation

 **Creating new perspectives, stories, texts, narratives and other socially constructed realities** that impact on how people think and make sense of things — which in turn, impacts on how they act and the results they achieve from the changes they make.

 Change your story and you can change your organisation.




Change your story


Is your story a burning platform or a burning desire?


How positive and hopeful is your story?

Does it echo your noble cause?



 A key role for future improvement leaders in health and care is to curate knowledge

 Move from being 'bench scientists' (creating and testing novel local improvement solutions to the challenges faced) to **curators of knowledge** (collecting, filtering, evaluating, contextualising and sharing knowledge from multiple sources).

 Increased **focus on learning by doing** (*tacit knowledge*) rather than explicit knowledge for change





**Curate rather than create
knowledge**


**How open are you and
your team at sharing both
the know-who and know-
how?**

**Who are the curators of
knowledge?**



 **‘Cohesive networks’** made up of people with similar interests, professional backgrounds and interests are the best kind of networks **for delivering small scale incremental change.**

 To **deliver transformational and system change**, there is a need for **building ‘bridging’ networks that connect disparate individuals** and groups that were previously disconnected.

 Creating the potential to mobilise all the resources in our community or system that can potentially contribute to our cause.



Build bridges to connect the disconnected

**Who are the people building the bridges and bringing networks together?
Who’s missing?**



Self Activity 1: How can you apply the 5 pillars of change to PCN working?

In your workbook, reflect on the five pillars of change leadership.

Refer to the questions posed on the previous slides.



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Why is facilitating change different from project management?



Facilitating innovation and change



- ❁ The need for **diversity** during the innovation process
- ❁ **Engage all the minds** – you don't need to come up with the answer
- ❁ **Keeping people on track** – if we have different approaches to problem solving
- ❁ Ensure **all voices are heard**
- ❁ Create a **change culture** and provide the air cover for change
- ❁ Watch out for **'leaders filter'** - you as facilitator favouring your own solutions
- ❁ Facilitation of innovation is a **different skill set** to managing a project



Communicate / Collaborate / Commit

The 3 C's of effective change leadership

Communicate – explain both the ‘WHAT’ and the ‘WHY’

Collaborate – bring people together and refuse to tolerate unhealthy competition

Commit – make sure your behaviours support change by offering aircover, being resilient and be willing to step outside the comfort zone

