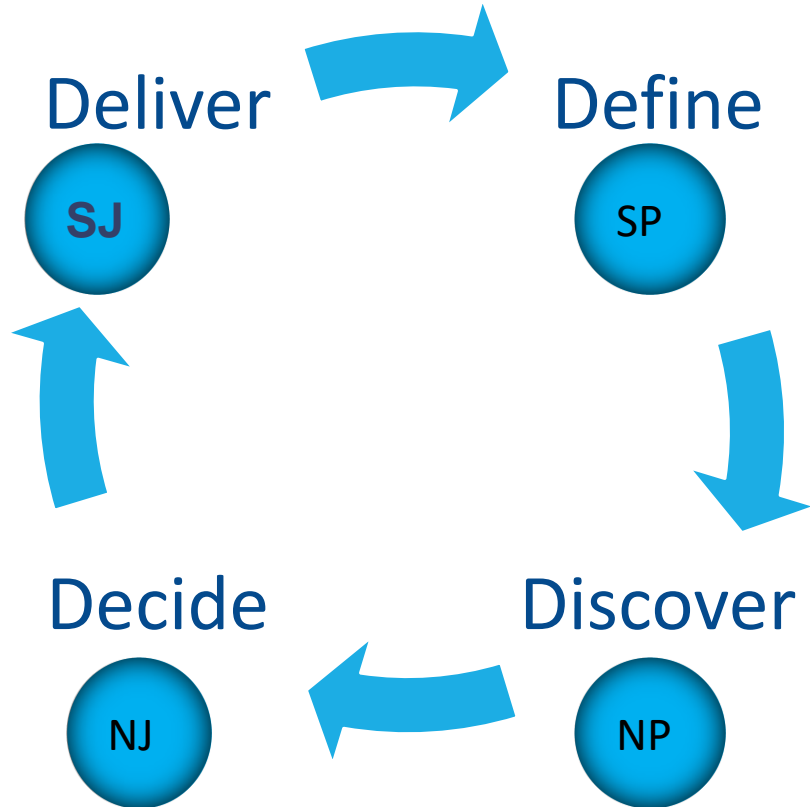


Unit 4 – You as an innovation and change leader

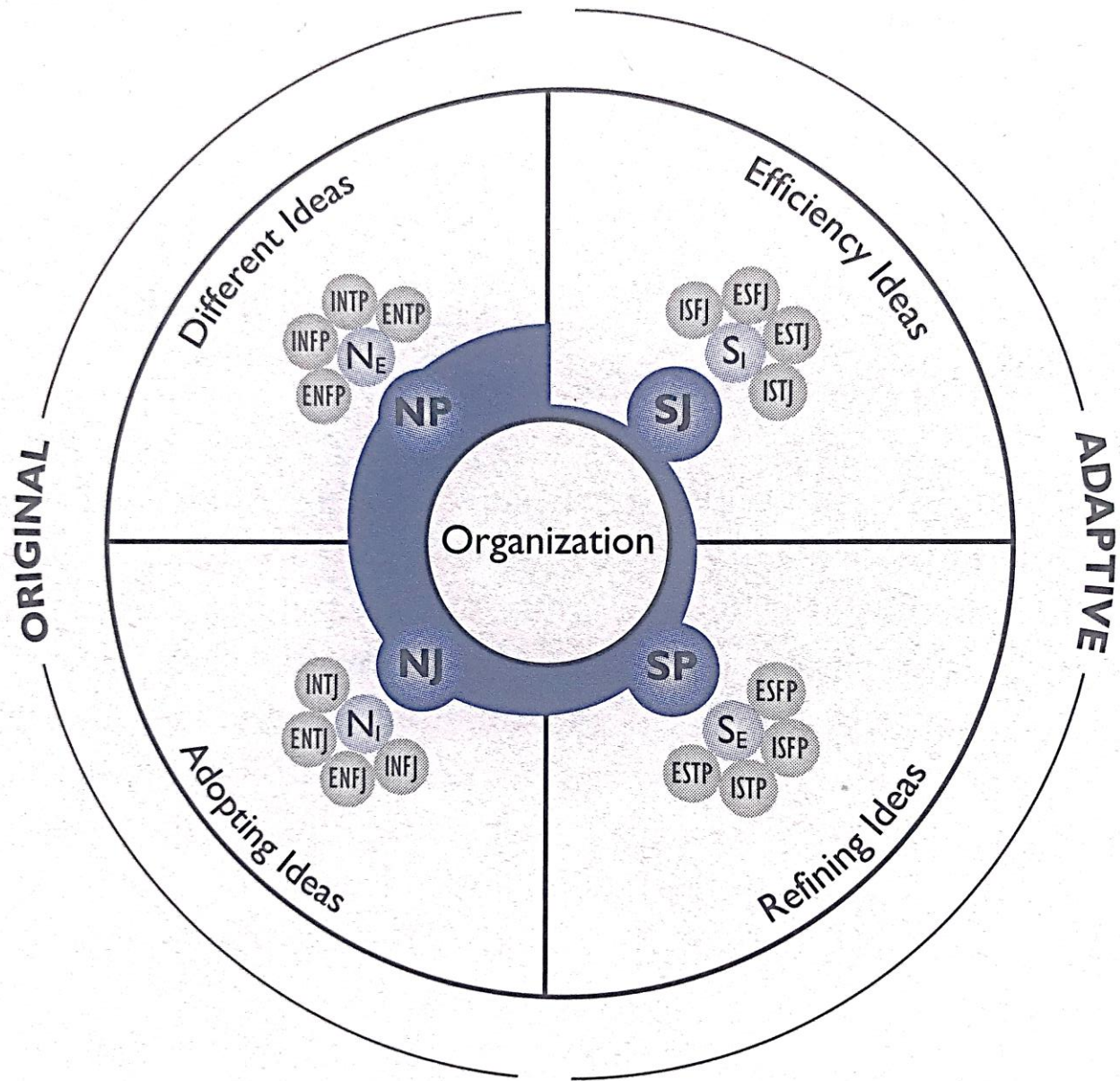
HOW TO BETTER UNDERSTAND YOUR OWN AND OTHERS PREFERENCES TO INNOVATION AND CHANGE



Myers Briggs and Innovation

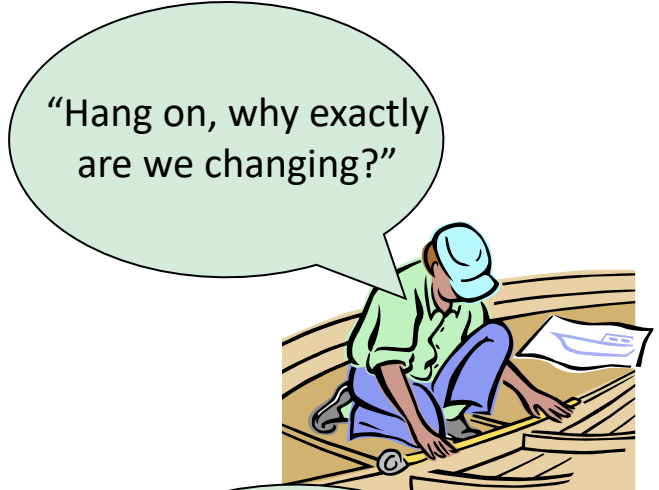


ISTJ RESPONSIBLE REALIST Thorough, Conscientious, Reliable, Organized, Practical, Logical, Factual, Efficient	ISFJ PRACTICAL HELPER Dependable, Responsible, Loyal, Considerate, Sensitive, Thorough, Organized, Practical, Detailed, Kind	INFJ INSIGHTFUL VISIONARY Visionary, Imaginative, Reflective, Empathetic, Sensitive, Reserved, Insightful, Caring, Contemplative	INTJ CONCEPTUAL PLANNER Innovative, Independent, Logical, Objective, Insightful, Demanding, Strategic, Reflective, Conceptual
ISTP LOGICAL PRAGMATIST Realistic, Troubleshooter, Factual, Analytical, Emergent, Pragmatic, Spontaneous, Adaptable, Logical, Independent	ISFP VERSATILE SUPPORTER Practical, Caring, Accommodating, Modest, Adaptable, Gentle, Loyal, Considerate, Spontaneous, Creative, Observant, Tolerant	INFP THOUGHTFUL IDEALIST Flexible, Insightful, Developmental, Complex, Empathetic, Contained, Compassionate, Caring, Imaginative, Receptive, Idealistic, Sensitive	INTP OBJECTIVE ANALYST Theoretical, Detached, Sceptical, Conceptual, Analytical, Innovative, Precise, Insightful, Contained, Independent, Challenging, Logical
ESTP ENERGETIC PROBLEM-SOLVER Active, Logical, Troubleshooter, Analytical, Outgoing, Enthusiastic, Adventurous, Resourceful, Practical, Adaptable, Spontaneous, Realistic	ESFP ENTHUSIASTIC IMPROVISER Realistic, Spontaneous, Imaginative, Energetic, Cooperative, Playful, Gregarious, Resourceful, Enthusiastic, Observant, Friendly	ENFP IMAGINATIVE MOTIVATOR Imaginative, Energetic, Innovative, Supportive, Flexible, Enthusiastic, Persuasive, Emergent, Spontaneous, Cooperative, Friendly, Outspoken, Emergent, Theoretical	ENTP ENTERPRISING EXPLORER Imaginative, Energetic, Innovative, Analytical, Challenging, Conceptual, Enterprising, Resourceful, Logical, Outspoken, Emergent, Theoretical
ESTJ EFFICIENT ORGANISER Assertive, Decisive, Realistic, Logical, Organized, Responsible, Pragmatic, Straightforward, Objective, Practical, Structured	ESFJ SUPPORTIVE CONTRIBUTOR Organized, Supportive, Outgoing, Practical, Cooperative, Realistic, Friendly, Expressive, Supportive, Pragmatic, Appreciative, Warm	ENFJ COMPASSIONATE FACILITATOR Empathetic, Diplomatic, Imaginative, Friendly, Expressive, Supportive, Collaborative, Enthusiastic, Visionary, Receptive, Organized, Responsible	ENTJ DECISIVE STRATEGIST Strategic, Questioning, Theoretical, Logical, Objective, Decisive, Confident, Assertive, Competent, Organized, Responsible, Pragmatic, Structured, Challenging



Personal Insights about change – Myers Briggs

<p>ISTJ RESPONSIBLE REALIST</p>	<p>ISFJ PRACTICAL HELPER</p>	<p>INFJ INSIGHTFUL VISIONARY</p>	<p>INTJ CONCEPTUAL PLANNER</p>
<p>ISTP LOGICAL PRAGMATIST</p>	<p>ISFP VERSATILE SUPPORTER</p>	<p>INFP THOUGHTFUL IDEALIST</p>	<p>INTP OBJECTIVE ANALYST</p>
<p>ESTP ENERGETIC PROBLEM-SOLVER</p>	<p>ESFP ENTHUSIASTIC IMPROVISER</p>	<p>ENFP IMAGINATIVE MOTIVATOR</p>	<p>ENTP ENTERPRISING EXPLORER</p>
<p>ESTJ EFFICIENT ORGANISER</p>	<p>ESFJ SUPPORTIVE CONTRIBUTOR</p>	<p>ENFJ COMPASSIONATE FACILITATOR</p>	<p>ENTJ DECISIVE STRATEGIST</p>



Introverted-Sensing IS

Thoughtful Realist

“if it ain’t broke don’t fix it!”



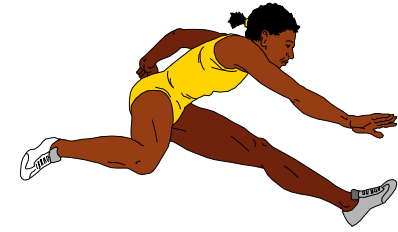
Focus <i>Practical considerations, continuity</i>	Wants <i>To see the difference between what should be preserved and what could be changed</i>
Concerned <i>With what needs to be kept</i>	Hates <i>Brainstorming, being rushed, empty promises</i>
Irritates others by <ul style="list-style-type: none">▪ <i>Wanting to take their time over things</i>▪ <i>Looking into the detail</i>▪ <i>Being unwilling to embrace change for change’s sake</i>	You can help them by <ul style="list-style-type: none">▪ <i>Ensuring that something stays the same</i>▪ <i>Giving them plenty of time to adjust</i>▪ <i>Giving them relevant things to read and think about</i>



Extroverted-Sensing ES

Action Oriented Realist

“Let’s just do it!”



Focus <i>Practical actions, results</i>	Wants <i>To get things to run more effectively and efficiently</i>
Concerned <i>With improving results</i>	Hates <i>Reviews, theoretical discourse, long emails</i>
Irritates others by <ul style="list-style-type: none">▪ <i>Starting without thinking</i>▪ <i>Ignoring interpersonal niceties</i>▪ <i>Bulldozing things through</i>	You can help them by <ul style="list-style-type: none">▪ <i>Giving them some practical first steps to get on with</i>▪ <i>Establishing clear targets for them</i>▪ <i>Setting a focussed direction</i>



Introverted-Intuition IN

Thoughtful Innovator

“Let’s think ahead!”



Focus <i>Thoughts, ideals, vision</i>	Wants <i>To develop an internal vision of the future which ‘stacks up’</i>
Concerned <i>With new ideas and theories about what needs doing</i>	Hates <i>Instruction manuals, training courses, things that don’t make sense</i>
Irritates others by <ul style="list-style-type: none">▪ <i>Taking too much time to think things through</i>▪ <i>Wanting to know how everything fits together</i>▪ <i>Planning at the expense of doing</i>	You can help them by <ul style="list-style-type: none">▪ <i>Ensuring that the big picture makes sense</i>▪ <i>Giving them time & space to think things through</i>▪ <i>Making sure there’s room for new ideas and strategies</i>



Extroverted-Intuition EN

Action Oriented Innovator

“Let’s change it!”



Focus <i>Systems, relationships, change</i>	Wants <i>To talk with others, be creative and try something different</i>
Concerned <i>With putting new ideas into practice</i>	Hates <i>Small chunks of disconnected work, long periods of reflection, repetition, lack of vision</i>
Irritates others by <ul style="list-style-type: none">▪ <i>Wanting to change things quickly</i>▪ <i>Moving from change initiative to another</i>▪ <i>Having too much enthusiasm for change rather than consolidation</i>	You can help them by <ul style="list-style-type: none">▪ <i>Allowing them to take charge of a significant area of work</i>▪ <i>Talking things through with them enthusiastically</i>▪ <i>Tapping into their creativity</i>

Self-Activity 9: MBTI and Change

What did you learn about your own preferences for change based on your MBTI profile?

What about your PCN colleagues' preferences?

How can you apply your learning going forward?

IS (Introverted Sensing)

ISTJ
RESPONSIBLE REALIST
Practical, Logical, Factual, Efficient

ISFJ
PRACTICAL HELPER
Organised, Practical, Detailed, Kind

ISTP
LOGICAL PRAGMATIST
Analytical, Emergent, Practical

ISFP
VERSATILE SUPPORTER
Cooperative, Observant, Tolerant

ESTP
ENERGETIC PROBLEM-SOLVER
Adaptable, Spontaneous, Realistic

ESFP
ENTHUSIASTIC IMPROVISER
Enthusiastic, Observant, Friendly

ESTJ
EFFICIENT ORGANISER
Organised, Responsive, Efficient

ESFJ
SUPPORTIVE CONTRIBUTOR
Supportive, Cooperative, Warm

IN (Introverted Intuition)

INFJ
INSIGHTFUL, VISIONARY
Insightful, Caring, Contemplative

INTJ
CONCEPTUAL PLANNER
Strategic, Reflective, Conceptual

INFP
THOUGHTFUL IDEALIST
Compassionate, Caring, Inspirative

INTP
OBJECTIVE ANALYST
Independent, Challenging, Logical

ENFP
IMAGINATIVE MOTIVATOR
Persuasive, Emergent, Spontaneous

ENTP
ENTERPRISING EXPLORER
Enterprising, Resourceful, Logical

ENFJ
COMPASSIONATE FACILITATOR
Collaborative, Enthusiastic, Warm

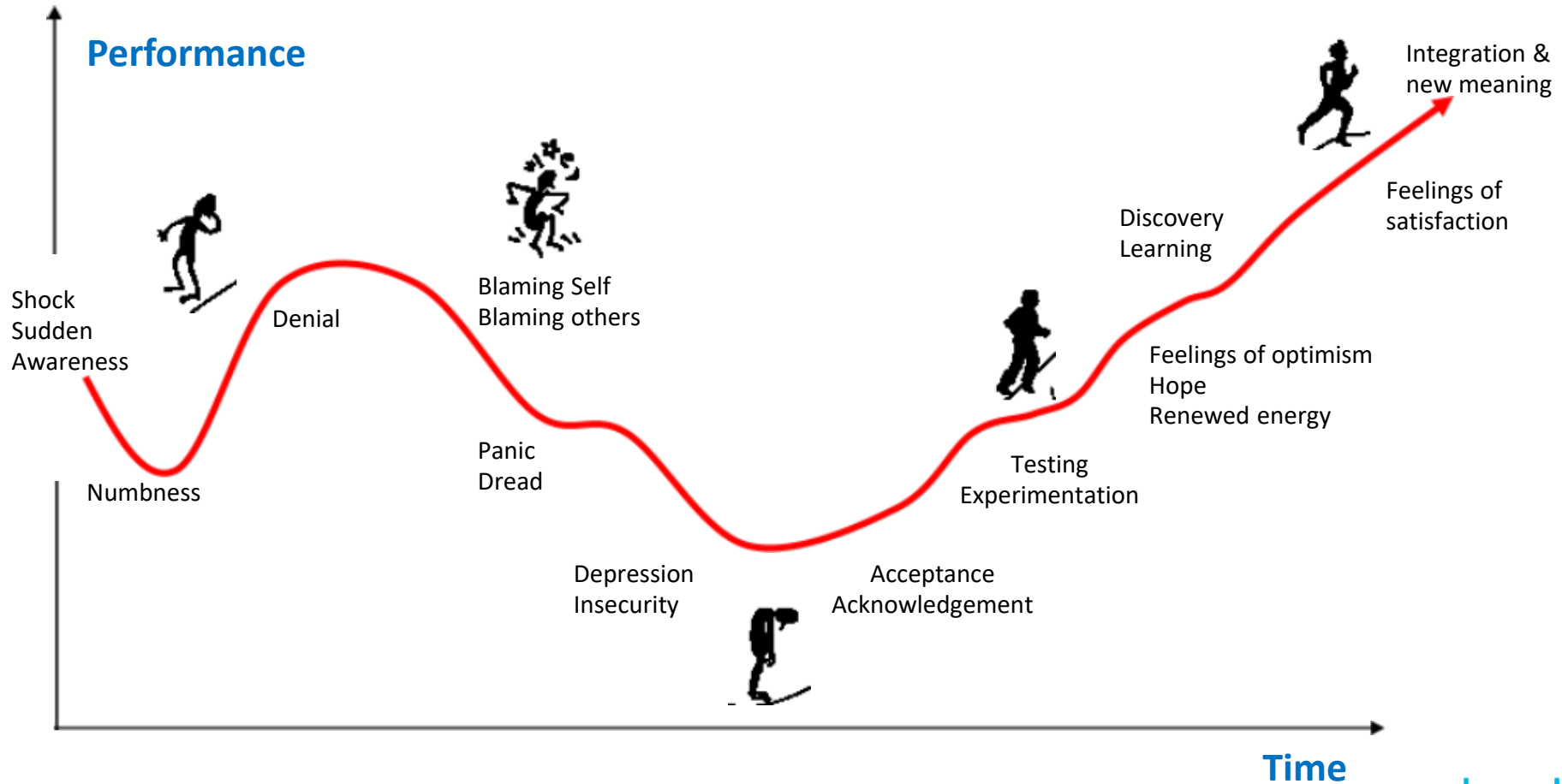
ENTJ
DECISIVE STRATEGIST
Innovative, Structured, Challenging

ES (Extroverted Sensing)

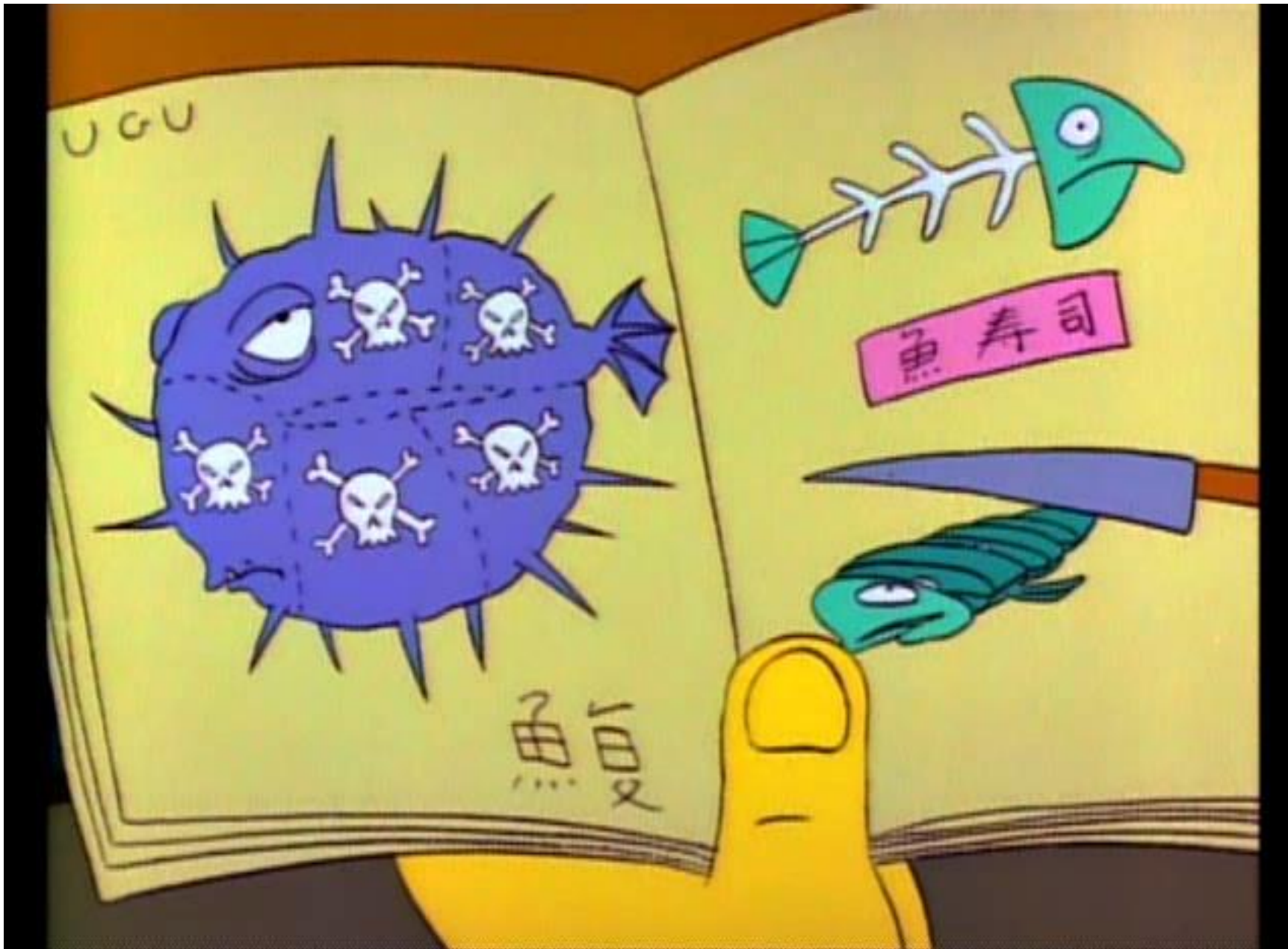
EN (Extroverted Intuition)



Transitions Curve



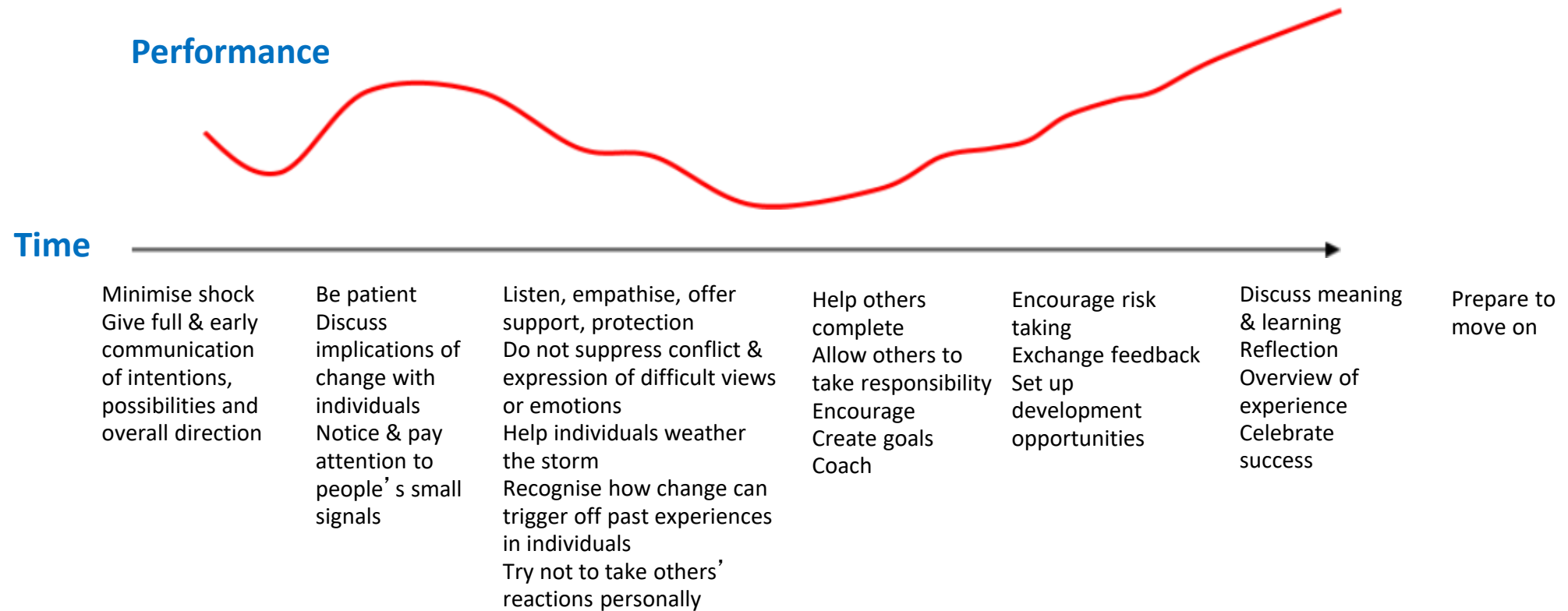
Change Curve. Source: Kübler-Ross (1969)



**Let's take a
break!**

**Watch The
Simpsons
video on the
PCSA
Platform**

Leadership through transition



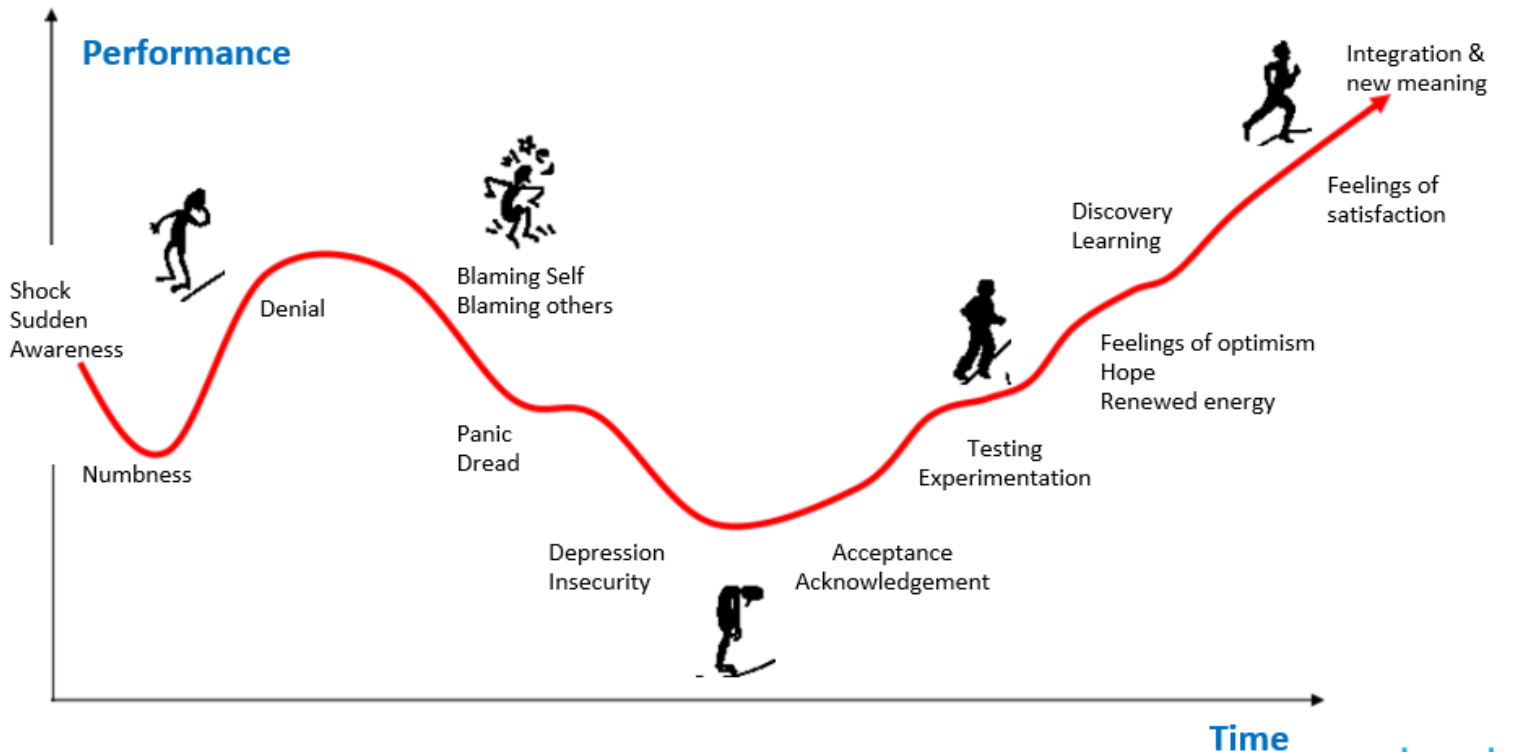
Change Curve. Source: Kübler-Ross (1969)

Self-Activity 10: How do you lead through transition?

Think of the colleagues across your PCN.

Are any of them at different points to you on the transition curve?

How best can you support them to cope with the change the PCN brings?



- 1 Understand that **'change starts with me'** and focus deeply on **your own perspective** and the ways you interact with and influence others
- 2 **Frame the issues** in ways that engage and mobilise the imagination, energy and will of a large number of diverse stakeholders in order to create a shift in the balance of power and distribute the leadership
- 3 Build **shared purpose** in an explicit way, focusing on the shared premise, (asking 'who needs to be part of the change?' and 'what unites us?') and the purpose (asking 'why are we making this change?')
- 4 Regard **everyone as a leader** and encourage many acts of leadership, beyond the formal leadership system
- 5 Lead **outside the (formal) lines**; identify the heretics, the **disruptors** and the **gamechangers** in your organisation or system and engage them in your most significant challenges
- 6 Rather than seeking to overcome 'resistance to change' view **dissent, disruption and diversity** as core operating principles for improvement and innovation
- 7 Consider what/where your equivalent of **'the edge'** is, so that you incubate radical and disruptive ideas and lead health and care from the future
- 8 Treat everyone involved in the change as if they were a **volunteer**

Your actions as an agent of transformational change

Source: NHSIQ, 2021



sharedservice architecture

- 9 Seek at least **50% buy-in** for any change initiative at the start
- 10 Build your extended network of **weak tie** social relationships for new ideas and inspiration
- 11 Be more **curator** and less creator in building knowledge for leading improvement
- 12 Purposefully seek to build relational approaches to change **as well as** logic-based, rational leadership
- 13 Adopt emergent approaches to planning and design, based on **monitoring progress** and **adapting as you go**
- 14 Take steps to be a more **social leader**, investing in your digital skills and social connections and leading through networks as well as formal leadership systems
- 15 Take deliberate action to maintain and refresh **energy for change** over the long haul

Your actions as an agent of transformational change

Source: NHSIQ, 2021












Self-Activity 11: Your collaborative leadership checklist

Familiarise yourself with Tool CLW7.01 - Your collaborative leadership checklist.

In your workbook, reflect on your learning from across the three modules and your progress as a PCN leader.

What will you stop/continue/start doing?

What are your next steps?

-  Have you created excitement across the organisation about the collaborative benefits of this project?
-  Have you got the right partners and people around the table?
-  Have you co-created with them a shared vision based on common interests and joint effort?
-  Have you built strong levels of trust between the partners?
-  Have you ensured there is a transparent, credible collaborative working process in place?
-  Are the mutual benefits clearly defined and agreed by the partners to the collaboration?
-  Are you making this collaborative project a priority for you, your organisation, and other stakeholders?
-  Is there a collaborative champion (Collaborative Transformation Architect) in place to support you?
-  Are your people actively engaged in collaborative teams solving jointly shared problems?
-  Is there a communication strategy so that progress and success can be communicated and celebrated?
-  Are you constantly advocating the change – providing hope, confidence and resilience?



PCSA Online

**Let's lead
our PCN
together!**

THANK YOU

FROM PCSA AND SHARED SERVICE ARCHITECTURE



sharedservice architecture