Leading

Dr Helen Bevan, OBE
Chief Transformation Officer

@HelenBevan
#GMGradXC
“New truths begin as heresies”
(Huxley, defending Darwin’s theory of natural selection)
SEISMIC SHIFTS
We rarely see two, three or four year change projects anymore. Now it’s 30-60-90 day change projects

Kinthi Sturtevant, IBM

13th annual Change Management Conference June 2015
Source: Bromford P (2015), "What's the difference between a test and a pilot?"
SEISMIC SHIFTS

DISRUPTIVE CHANGE

DIGITAL CONNECTION
Empower your staff to be the voice of the organisation. They’ve got audience & credibility.

Employees have 10x more connections than corporate social accounts.
SEISMIC SHIFTS

DISRUPTIVE CHANGE

DIGITAL CONNECTION

Work complexity
SEISMIC SHIFTS

DISRUPTIVE CHANGE

DIGITAL CONNECTION

Work complexity

Hierarchical power
SEISMIC SHIFTS

DISRUPTIVE CHANGE

WORK COMPLEXITY

DIGITAL CONNECTION

Hierarchical power

Change from THE EDGE

live on the edges or not at all.
Policy Lab UK
Read more openpolicy.blog.gov.uk

Emerging practice

On the edge
We experiment here. If it works we bring it into government and then try to increase its use in departments...

http://www.slideshare.net/Openpolicymaking/policy-lab-slideshare-introduction-final
Why go to the edge?

“Leading from the edge brings us into contact with a far wider range of relationships, and in turn, this increases our potential for diversity in terms of thought, experience and background. Diversity leads to more disruptive thinking, faster change and better outcomes.”

Aylet Baron

@HelenBevan #GMGradXC
Jeremy Heimans TED talk “What new power looks like”

https://www.youtube.com/watch?v=j-S03JfgHEA
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
“I have some Key Performance Indicators for you”
Is your change process a cathedral or a bazaar?

http://www.unterstein.net/su/docs/CathBaz.pdf
We have a lot of cathedrals

Source: Sewell (2015) : Stop training our project managers to be process junkies

@HelenBevan #GMGradXC
“In a world of mounting performance pressure, [organisations and change processes] need to evolve...the most successful will be those that evolve into movements.

Success will be determined by their ability to mobilise, inspire and support an ever-expanding array of participants extending far beyond their own four walls”

John Hagel, SXSW 2015


@HelenBevan @Jodi Olden #EdgeTalks
The power of the platform

“Facebook, YouTube, Twitter and their lesser cousins have proved the power of the platform. They have shown that if your average 21st century citizen is given the tools to connect and the freedom to create, they will do so with enthusiasm, and often with an originality that blindsides the so-called creative industries. ..... Good leadership is no longer about ‘taking charge’ or imposing a strategic vision but about creating the platforms that allow others to flourish and create”

Ashoka

Change Programmes

• systematic “change management”
• too often, leaders prescribe outcome and method of change in a top-down way
• change is experienced by people at the front line as “have to” (imposed) rather than “want to” (embraced)

Change Platforms

• everyone (including service users and families) can help tackle the most challenging issues
• value diversity of thought
• connect people, ideas and learning
• Role of formal leaders is to create the conditions and get out of the way

“Tear down the walls”
disRUPTION is the new normal!

“Tomorrow’s management systems will need to value diversity, dissent and divergence as highly as conformance, consensus and cohesion.”

Gary Hamel
B. Describe yourself in **three** words.

I am a rebel
What is a rebel?

• The principal champion of a change initiative, cause or action
• Rebels don’t wait for permission to lead, innovate, strategise
• They are responsible; they do what is right
• They name things that others don’t see yet
• They point to new horizons
• Without rebels, the storyline never changes

Source: @PeterVan http://t.co/6CQtA4wUv1
We need to create more 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 a destructive troublemaker

Source: Debra Meyerson
There’s a big difference between a rebel and a troublemaker

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Source: Lois Kelly  [www.foghound.com](http://www.foghound.com)
Reflection

• What are your insights around “rebels” and “troublemakers”?
• What moves people from being “rebel” to “troublemaker”?
• How do we protect against this?
There’s a big difference between a rebel and a troublemaker

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Source: Lois Kelly  www.rebelsatwork.com
Two kinds of people at work

The contributors

- Feel connected to a higher purpose
- Controlled & coordinated through shared goals & values
- Collaborate
- Embrace change
- Work to who they are

The compliant

- Feel disconnected from purpose
- Controlled & coordinated through performance management & standardised procedures
- Hold back
- Resist change
- Work to a role specification

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Gallup global research:

• Only 13% of the workforce are engaged (contributors)

Contributors create six times the value to an organisation compared to the compliant

Four ways to connect!

1. Follow us on Twitter
   @HelenBevan  @TheEdgeNHS  @School4Radicals

2. Subscribe to THE EDGE
   theedge.nhsiq.nhs.uk

3. Get materials from School for Health and Care Radicals
   theedge.nhsiq.nhs.uk/school
   ...and sign up for our monthly #EdgeTalks
   theedge.nhsiq.nhs.uk/edgetalks

4. Save the date for
   theedge.nhsiq.nhs.uk/transformathon
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