



Helen Bevan

Chief Transformation Officer
Horizons Team, NHS England

*The power of one,
the power of many:*
Creating a social movement



The Horizons team



- A small team of people within NHS England who support large scale change
- We tune into and engage with the best change thinking and practice in healthcare and other industries around the world and seek to translate this learning into practical approaches to change.
- The team has emerged through years of supporting change in the NHS and wider health and care system



**What is happening in the wider world
that creates a social movement
context?**



Change is changing





We rarely see two, three or four year change projects any more. Now it's 30-60-90 day change projects

Kinthi Sturtevant, IBM

13th annual Change Management Conference June 2015

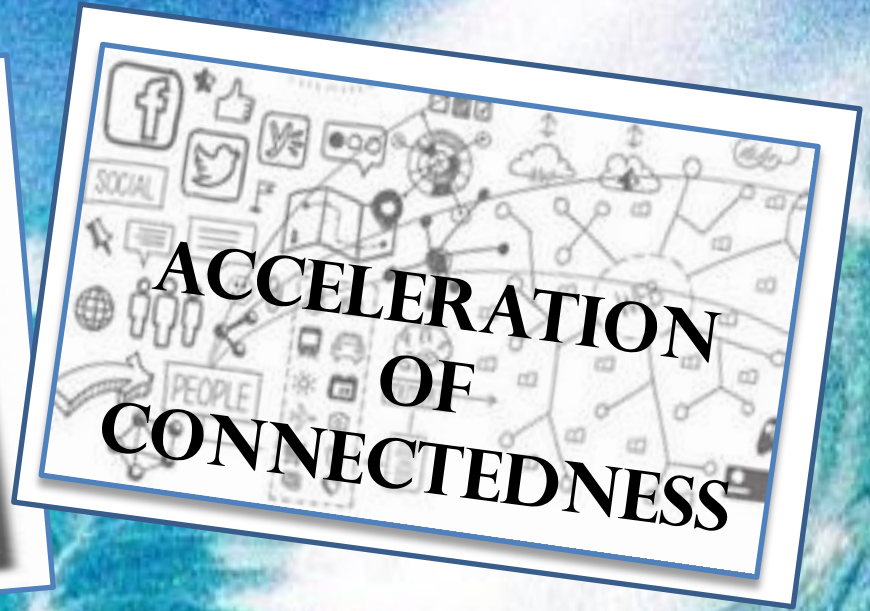


Pilots are being replaced by rapid tests and prototypes

Tests		Pilots	
RAPID!		Speed to mobilize	 SLOW!
WEEKS!		Duration	 6-24 mths!
TEENY!		Cost	 BIG!
BARELY ANY!		Resources required	 LOADS!
PALETABLE!		Data required	 EYE WATERING!
LIGHT TOUCH!		Management needed	 SPOON FEEDING!
A-OK!		Risk	 DANGER HIGH VOLTAGE!

Source: Bromford P (2015), "[What's the difference between a test and a pilot?](#)"

Change is changing





Olly Benson @ollybenson - Jun 2

The modern conference table. No one looking at the screen, they are all on social media! #fabambassador @FabNHSStuff

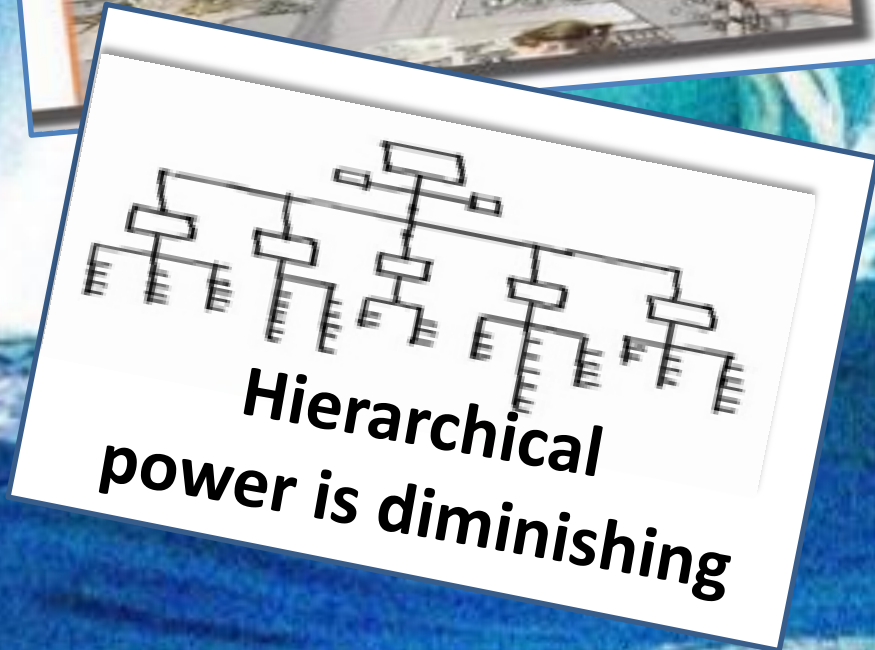
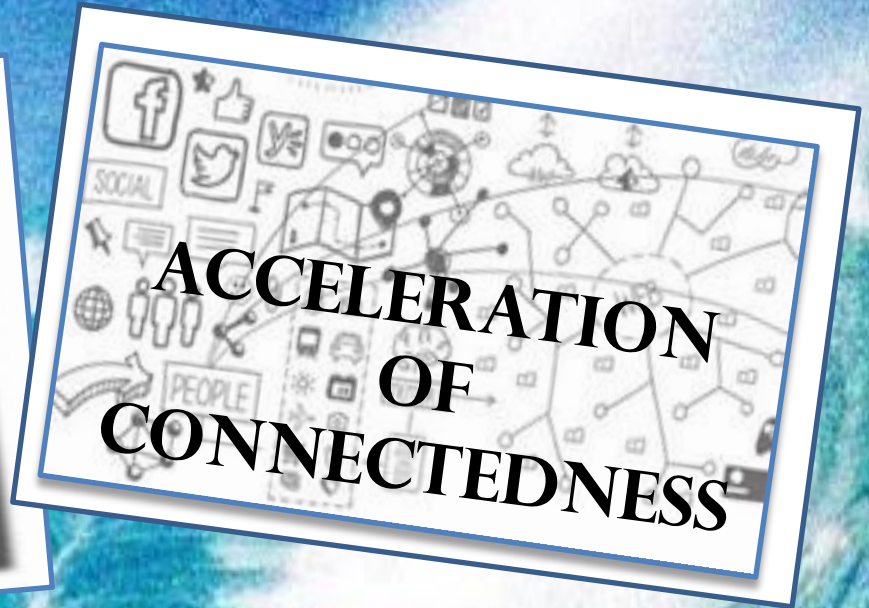


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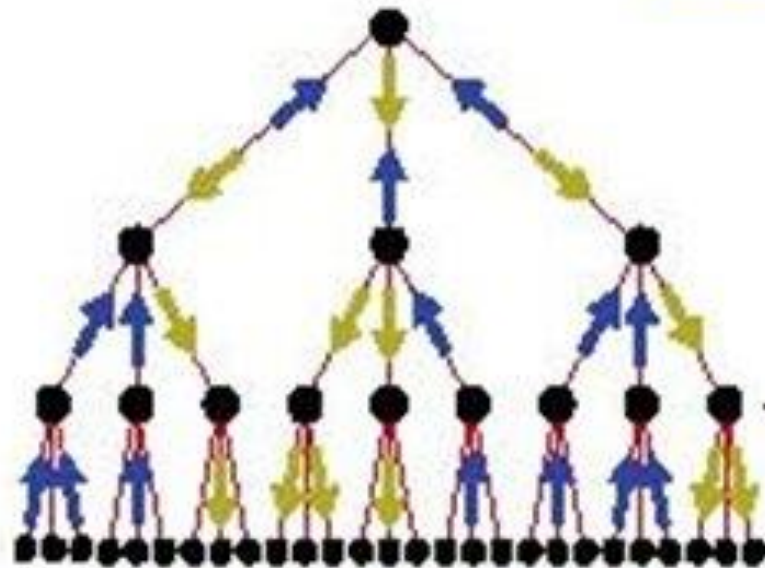


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Change is changing

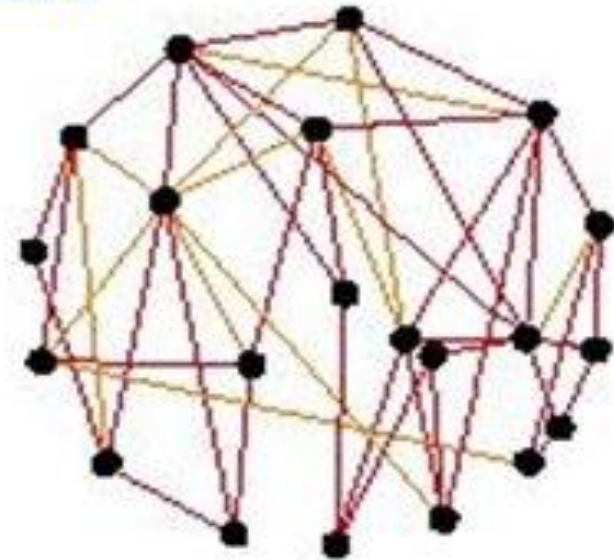


The radical shift in communication paradigm: Clay Shirky



From

*one-to-many standard
top down diffusion*



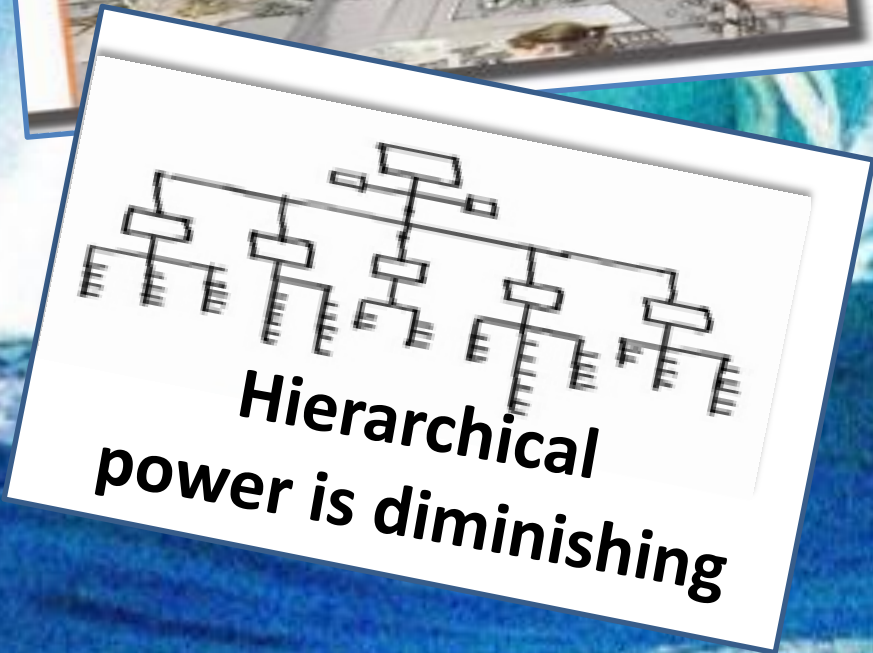
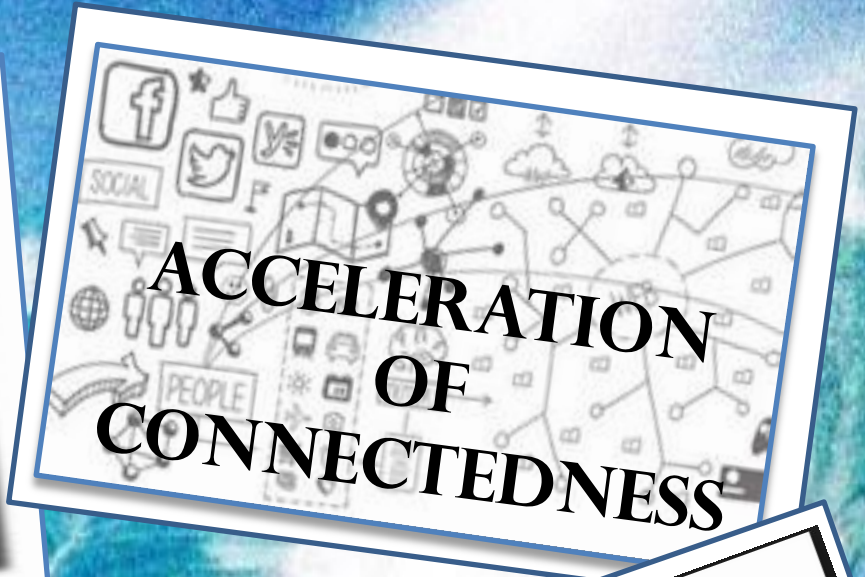
To

*many-to-many
networked
communication*

Source of images: <http://www.necsi.edu/projects/yaneer/Civilization.html>



Change is changing





Healthy & Fit Hackathon
Saturday 14 May 2016, 10am to 6pm



The Challenges

- How can healthy food be more accessible and popular?
- How could there be better participation in PE and sport – including use of green space?
- What could happen to help families with young children eat well and move more to build good habits for life?
- How can teenagers be more fit, healthy and body-confident?

THE NIGHTSCOUT PROJECT:

PATIENT AS EXPERT;
PATIENT AS MAKER;
PATIENT AS COLLABORATOR



John Costik
@jcostik



Following

Now getting all the important CGM data, and uploading to the cloud. 24x7 access to E's BG
#T1D @Integ_Diabetes

Welcome to Nightscout Setup Guides FAQs Troubleshooting Links Map Labs Privacy Nightscout Foundation Contact



NIGHTSCOUT

#WeAreNotWaiting

The Nightscout Project

Welcome



What is the Nightscout project?

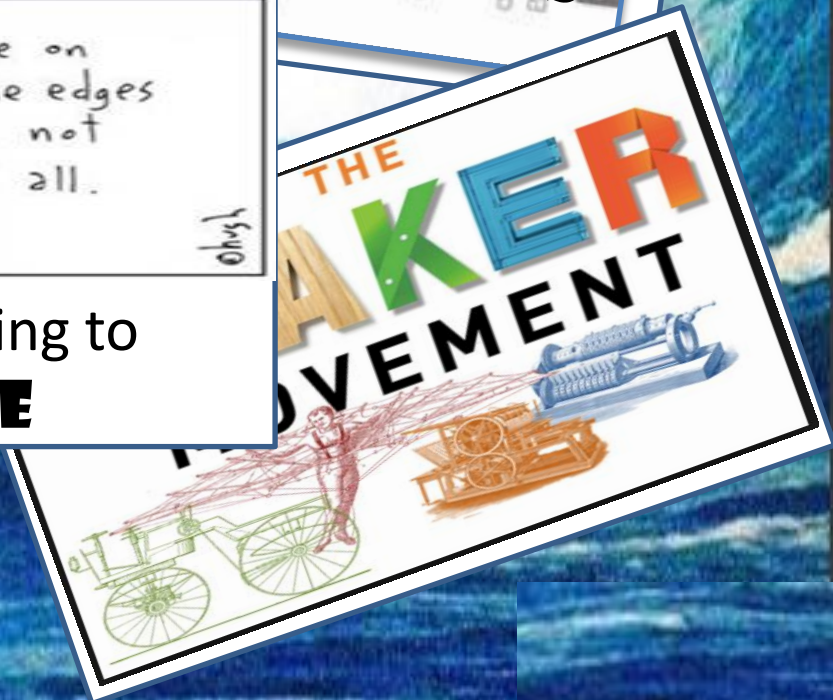
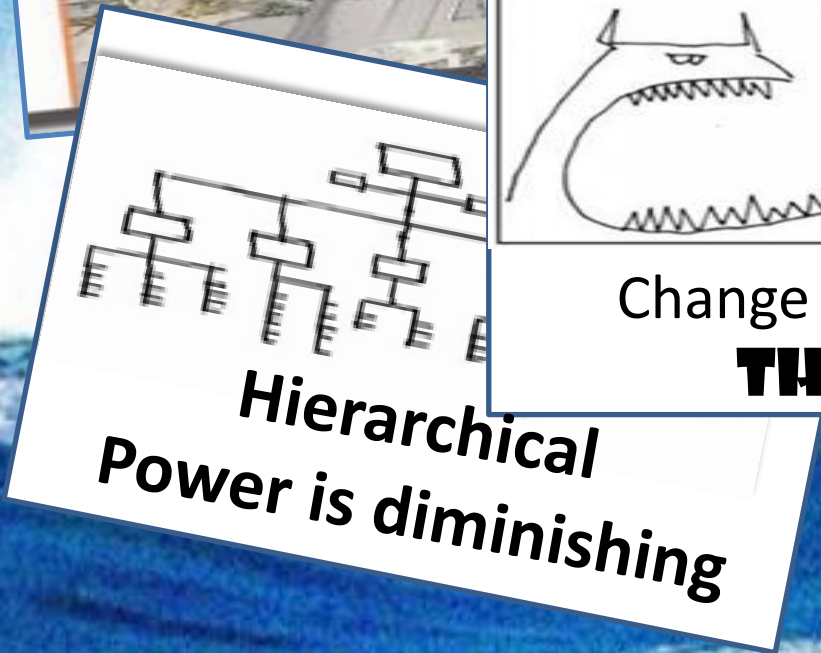
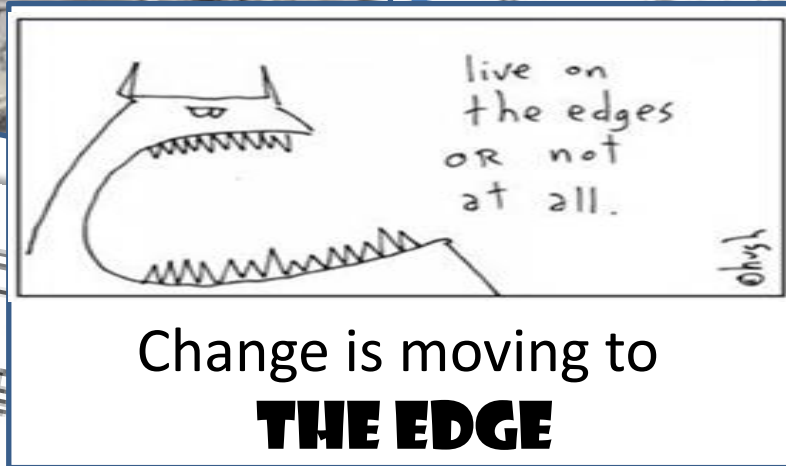
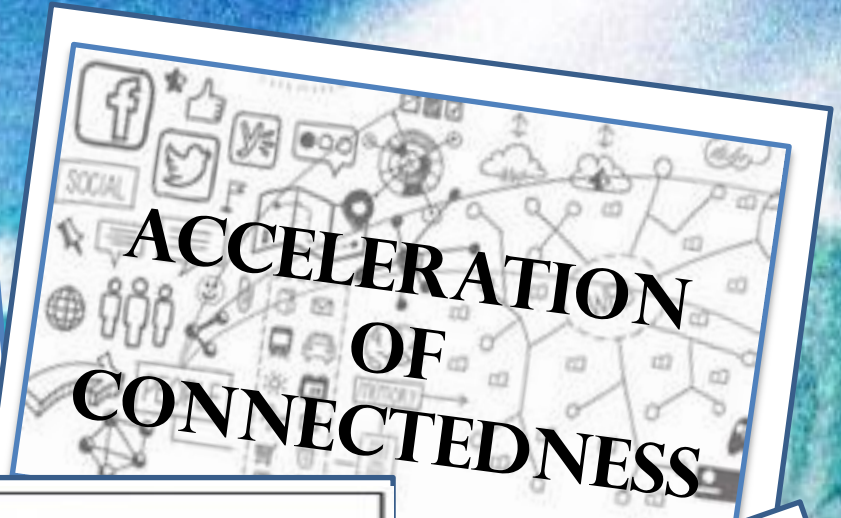
Nightscout (CGM in the Cloud) is an open source, DIY project that allows real time access to a CGM data via personal website, smartwatch viewers, or apps and widgets available for smartphones.

Connect with:

Welcome to the Nightscout Project



Change is changing



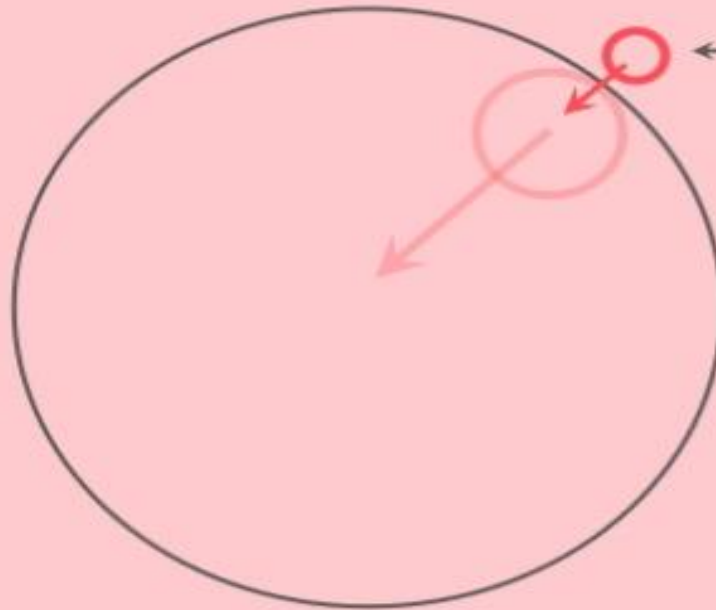
*←
We are on*

An example from the Cabinet Office

Policy Lab UK

Read more openpolicy.blog.gov.uk

We sit on the edge



We experiment here. If they work we bring them into government and then try to increase their use in departments...

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





Currency

Current

Held by a few

Made by many

Pushed down

Pulled in

Commanded

Shared

Closed

Open

Transaction

Relationship



Jeremy Heimens, Henry Timms

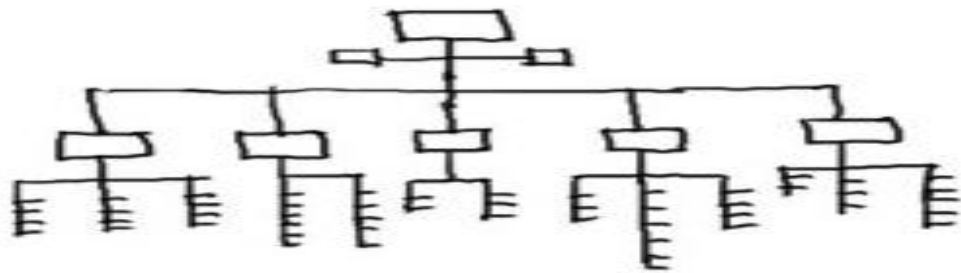
[This is New Power](#)



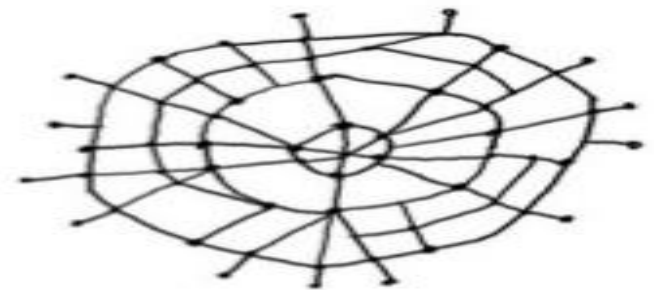
#S4CA @Sch4Change

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**



Designed for
DIVISIONS



Designed for
CONNECTIONS

2x

People who are highly connected
have twice as much power to
influence change as people with
hierarchical power

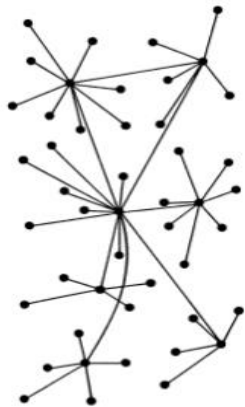
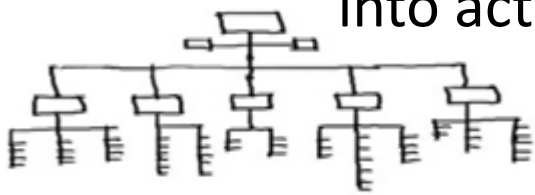
Leandro Herrero

<http://t.co/Du6zCbrDBC>

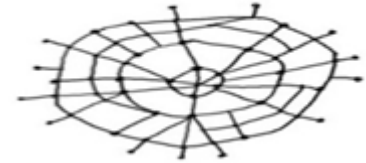


What does that mean for how we do change?

The failure of large scale transformational change projects is rarely due to the content or structure of the plans that are put into action



To make transformational change happen we need to connect networks of people who 'want' to contribute



It's much more about the role of informal networks in the organisations and systems affected by change



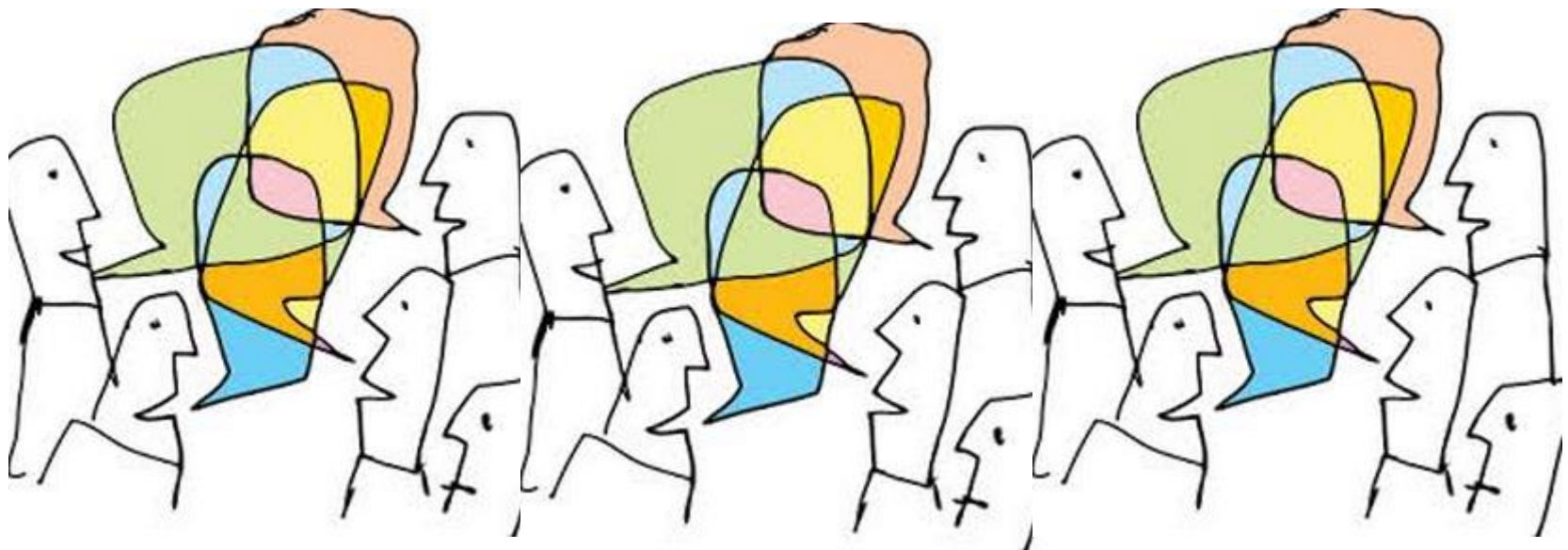
Source: David Dinwoodie (2015)

http://iedp.com/articles/vertical-leadership/?utm_source=Sign-Up.to&utm_medium=email&utm_campaign=13787-257163-Campaign+-+01%2F09%2F2016

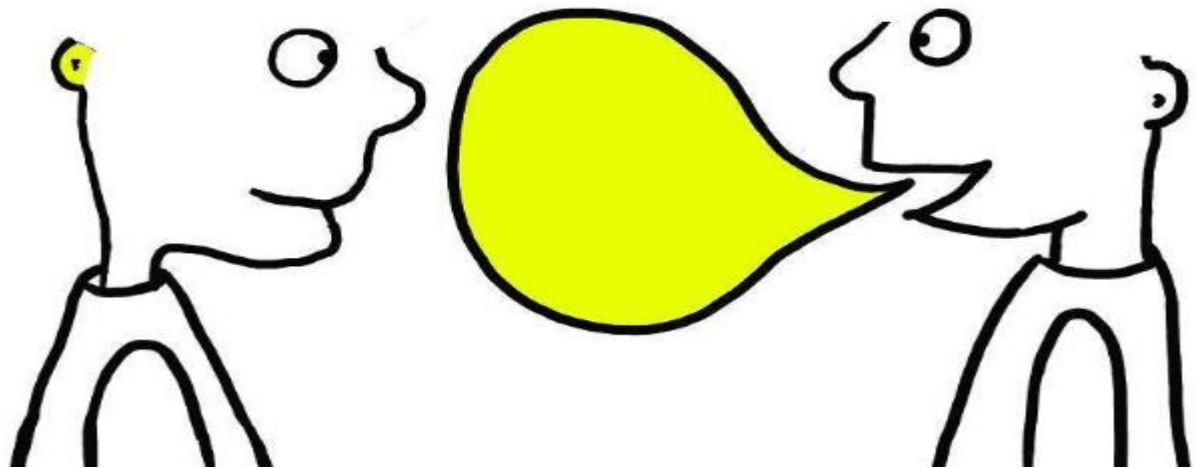


“Tacit knowledge is best developed through conversations and social relationships.”

Harold Jarche



“Staff and patients want more conversations for change. What top-down improvement programs give them is more paperwork”



Source of image: clipartfest



What is the best way to spread new knowledge?

Social connection/discussion is **14 times** more effective than written word/
best practice
databases/ toolkits etc



Source of image: happiness-one-quote-time.blogspot.com

Source of data: Nick Milton
www.nickmilton.com/2/2tOjE

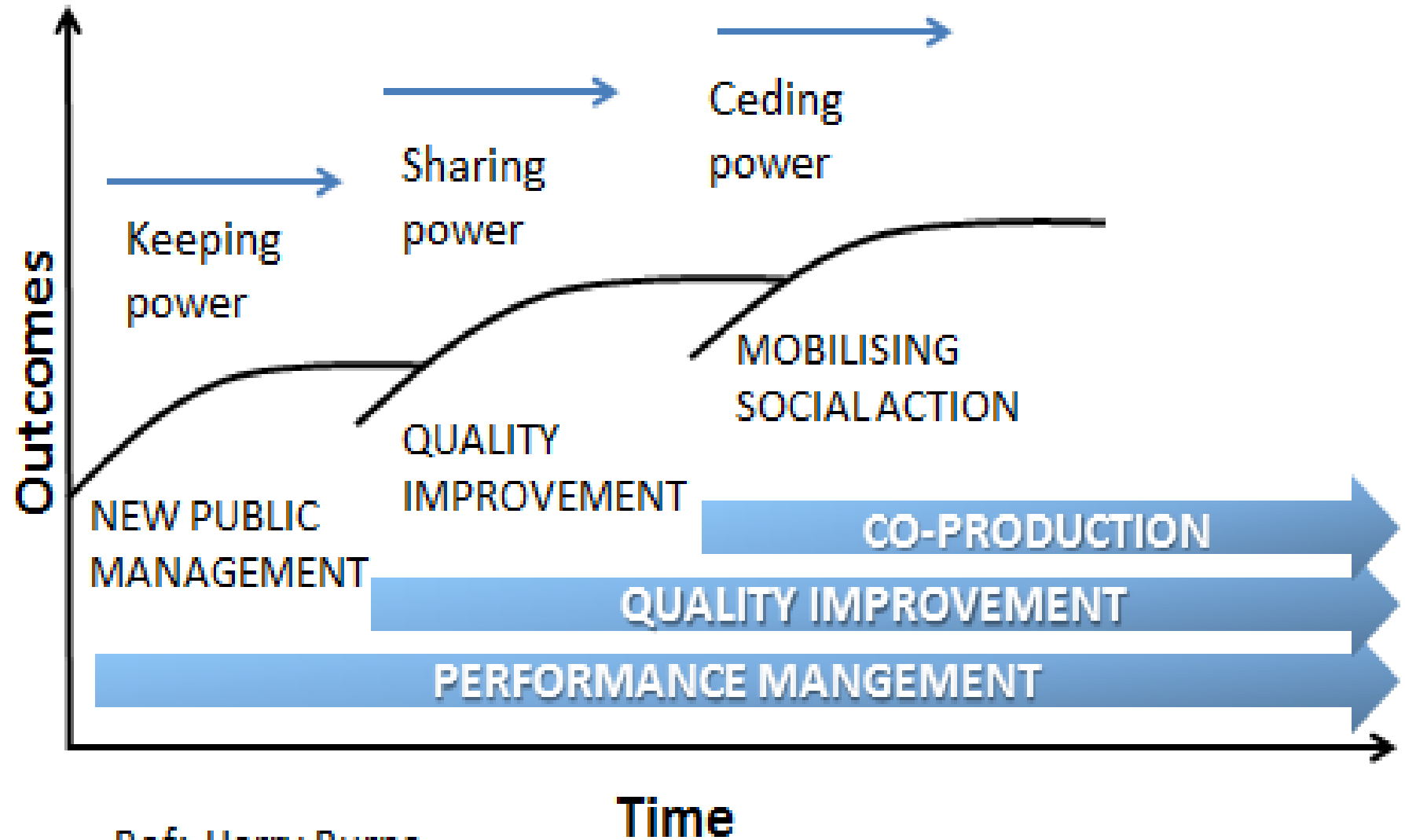


“The learning capacity of an organisation is directly related to its ability to hold conversations”

Steven Denning, previous Head of Knowledge Management at the World Bank



The 3rd curve of change



Ref: Harry Burns

From New Public Management to New Public Passion

Restoring the intrinsic motivation
of public officials

The Quadruple Aim: care, health, cost and meaning in work

Rishi Sikka¹, Julianne M Morath², Lucian Leape³

2017: the year of New Public Passion?

Henry Kippin examines a striking new theory about
public servants



New Public Passion
Reflections from New Zealand
on Public Service Reform

**Facilitator of Joy – a new line on
the JD for the 21stC
Public Servant?**

Catherine Needham

**New Public
Passion:
a growing
global
movement**

The next phase of change will be more like a social movement

- Define the change you want to see
- Create a spectrum of allies
- Identify the pillars of power
- Seek to attract not overpower
- Build a plan to survive victory

Source: Satell G (2017) [How to create transformational change, according to the world's most successful social movements](#)



The power of one, the power of many

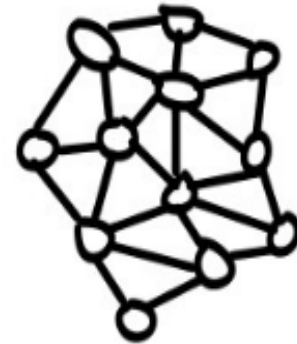
How organisations develop activists



LONE WOLVES



MOBILISERS



ORGANISERS

Source: Hahrie Han [How Organisations Develop Activists: Civic Associations and Leadership in the 21st Century](#)



Which kind of activists are most successful at delivering change?



Lone wolves

Build power by expertise and information — through advocacy, oversight, contributing to committees, public comments and other forms of consultation

Source: Hahrie Han [How Organizations Develop Activists: Civic Associations and Leadership in the 21st Century](#)



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Patient leaders as “lone wolves”

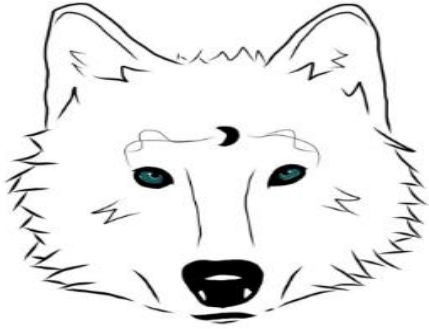
“What I am ranting about is the way in which patients are being streamed into advisory sub committees, the way we are being used as tokens and to help tick off the right box.....

Where is the attitude that patients are part of the team in healthcare, that we are partners? Why are we always asked to participate inside a pre-determined frame? When will we see co-design of new policies, and ultimately co-production?”

Annette McKinnon



Which kind of activists are most successful at delivering change?



Lone wolves

Build power by expertise and information — through advocacy, oversight, contributing to committees, public comments and other forms of consultation

Mobilisers

Build power by mobilising people – being able to call on large numbers of people to contribute, engage in change and take action



Source: Hahrie Han [How Organizations Develop Activists: Civic Associations and Leadership in the 21st Century](#)



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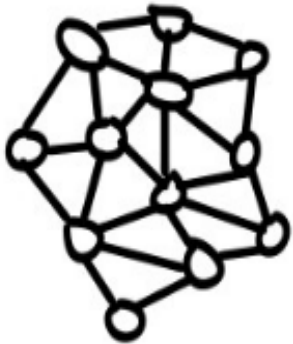


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Organisers

Build power by growing leaders – identifying, recruiting and training future leaders in a distributed network: building a community and protecting its strength

Source: Hahrie Han [How Organizations Develop Activists: Civic Associations and Leadership in the 21st Century](#)



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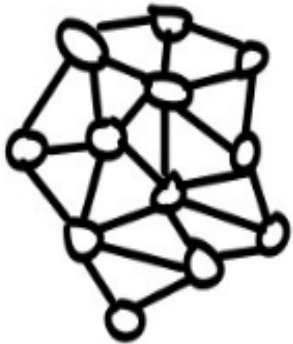


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Organisers

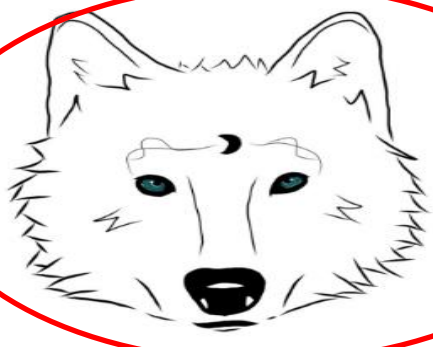
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Which kind of activists are most successful at delivering change?



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Least effective

Mobilisers

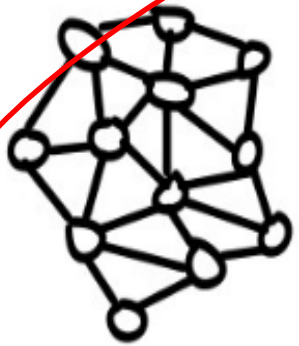
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Organisers

Build power by growing leaders – identifying, recruiting and training future leaders in a distributed network: building a community and protecting its strength

Most effective (combined)



The power of one, the power of many: Focus on the “We”

“Great social movements get their energy by growing a distributed leadership”

Joe Simpson



After years of intensive analysis, Google discovers that the key to high performing, teams that deliver change is **being nice**



Project Aristotle: <http://qz.com/625870/after-years-of-intensive-analysis-google-discovers-the-key-to-good-teamwork-is-being-nice/>

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...the last era of management was about how much performance we could extract from people

.....the next is all about how much humanity we can inspire

Dov Seidman

