



Helen Bevan

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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

13<sup>th</sup> annual Change Management Conference June 2015

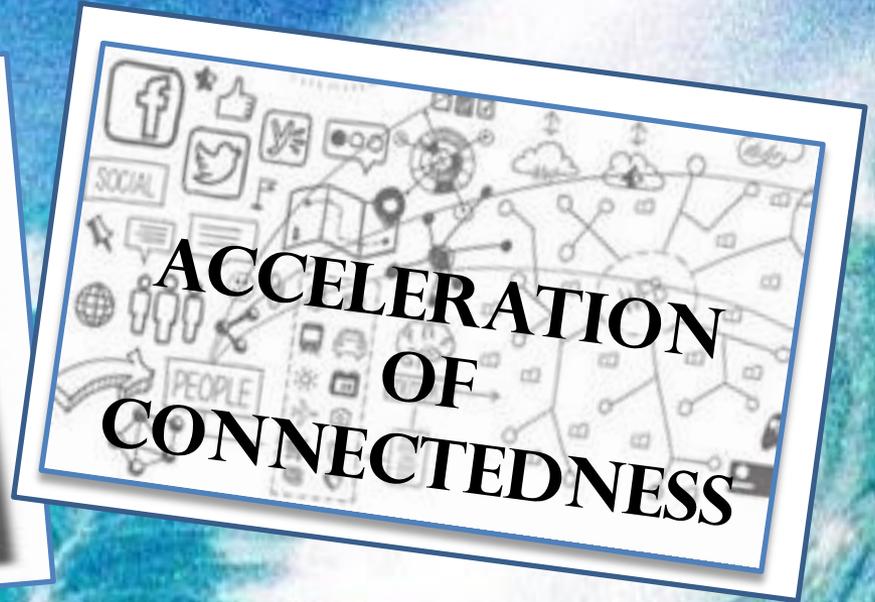


# Pilots are being replaced by rapid tests and prototypes

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

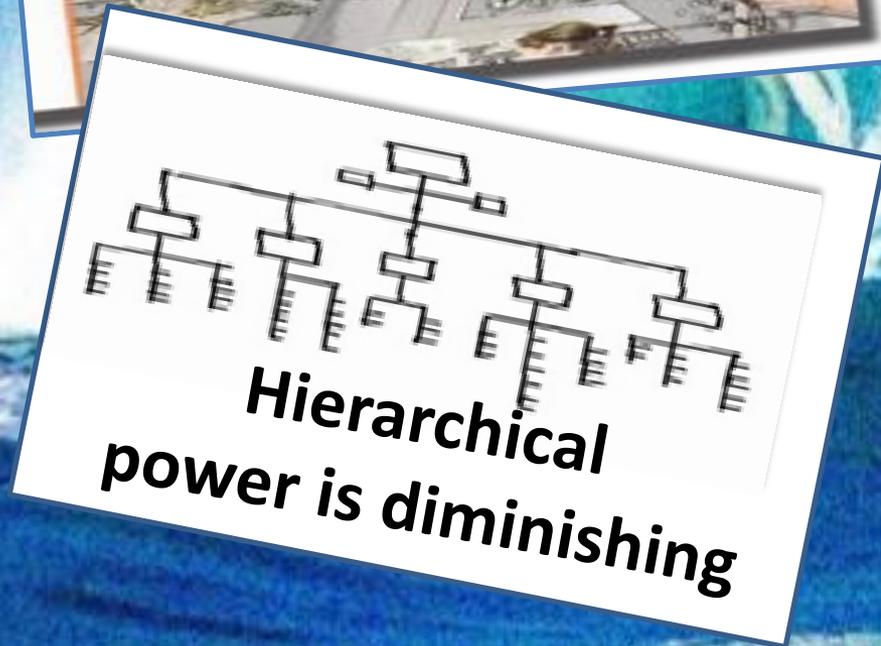
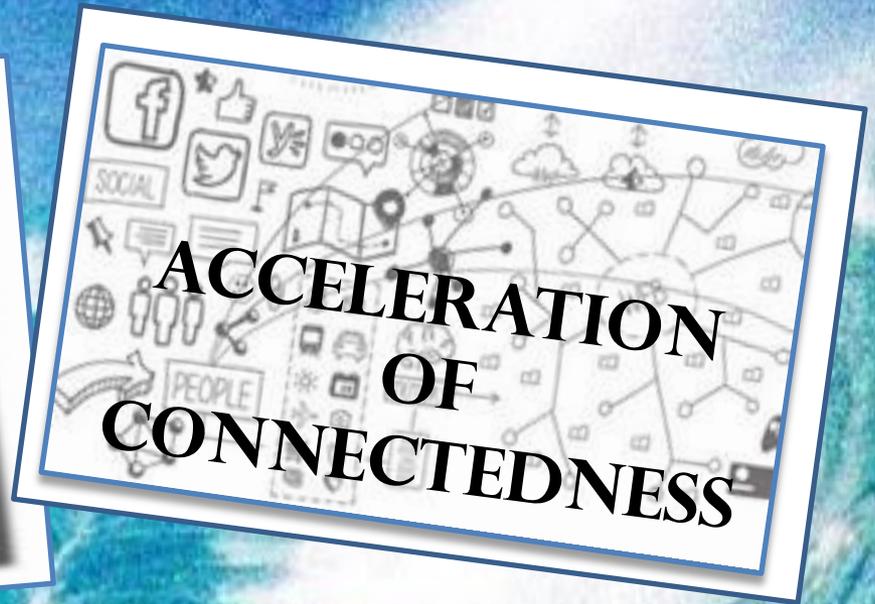


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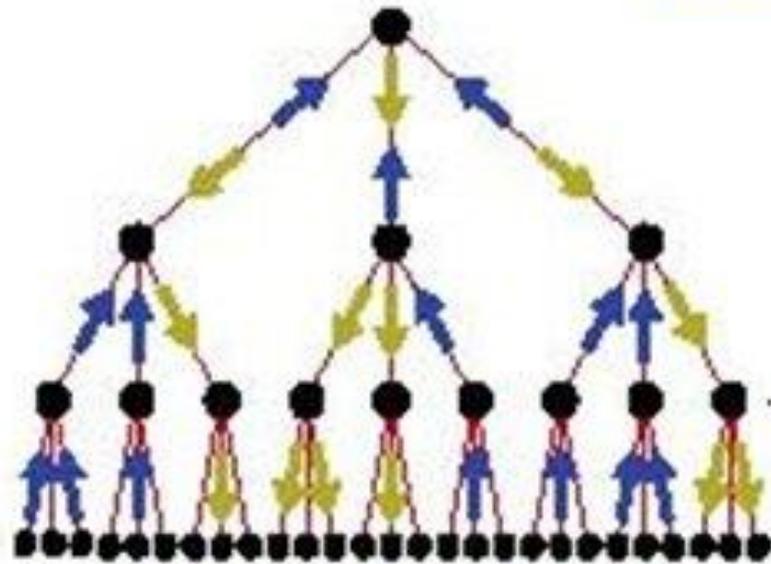


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# Change is changing

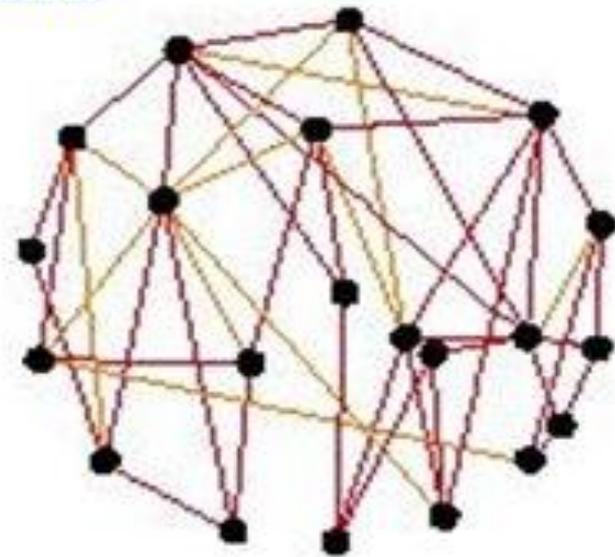


# The radical shift in communication paradigm: Clay Shirky



***From***

*one-to-many standard  
top down diffusion*



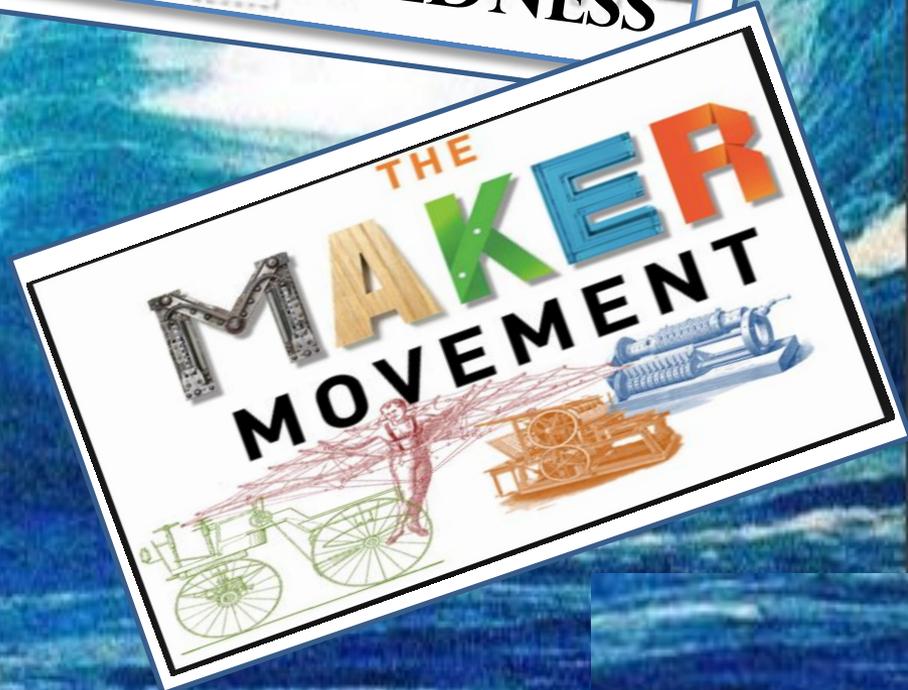
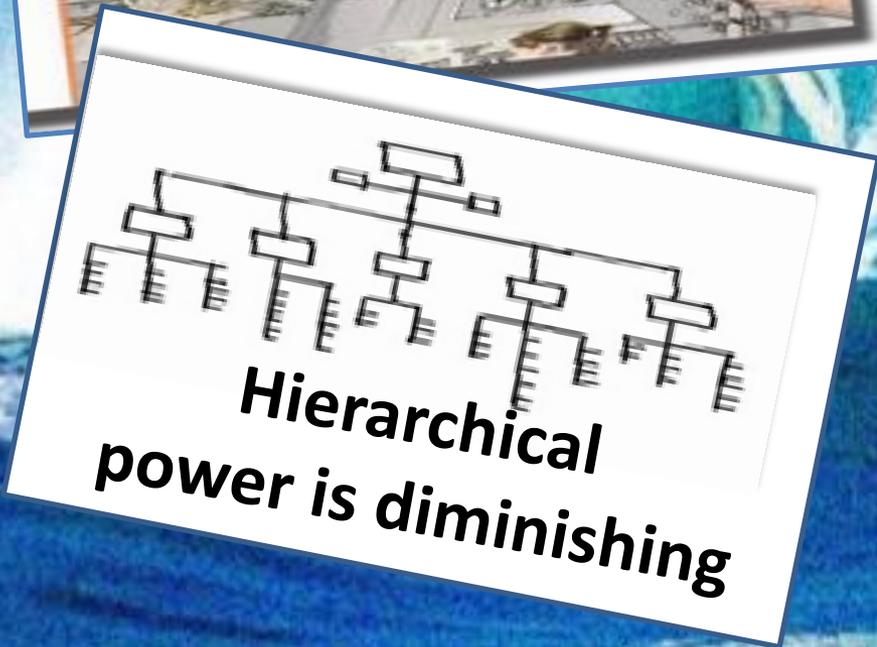
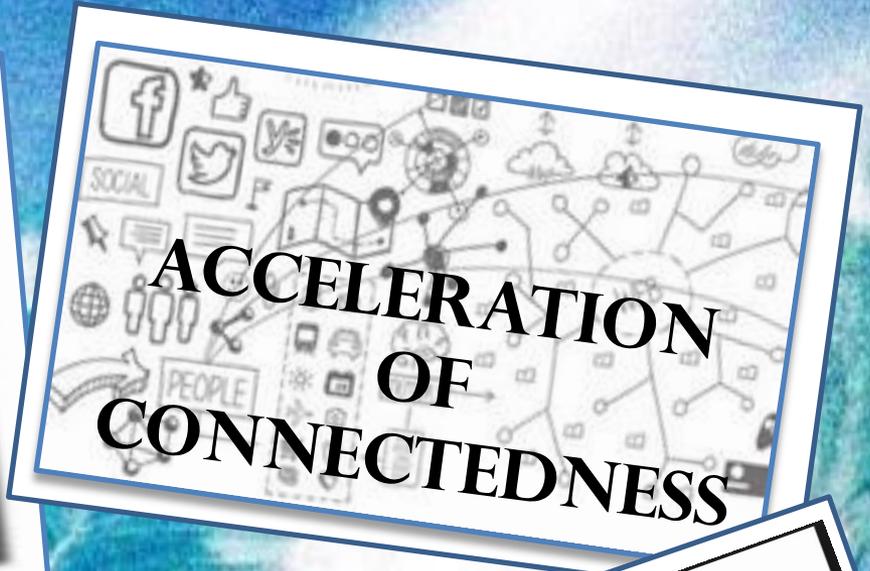
***To***

*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?

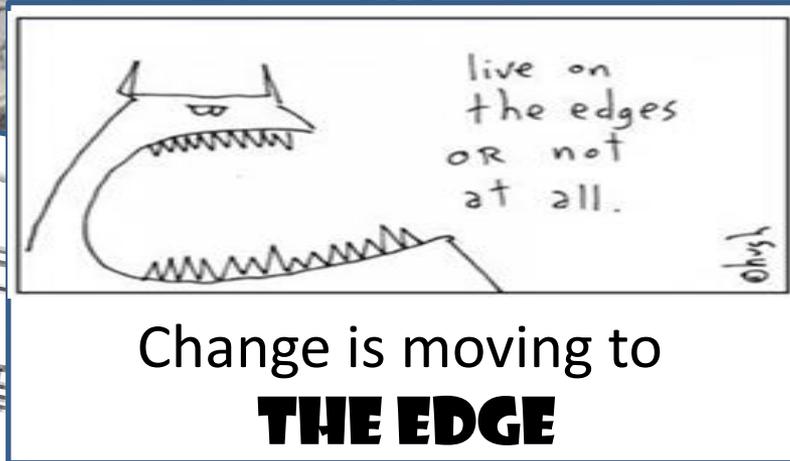
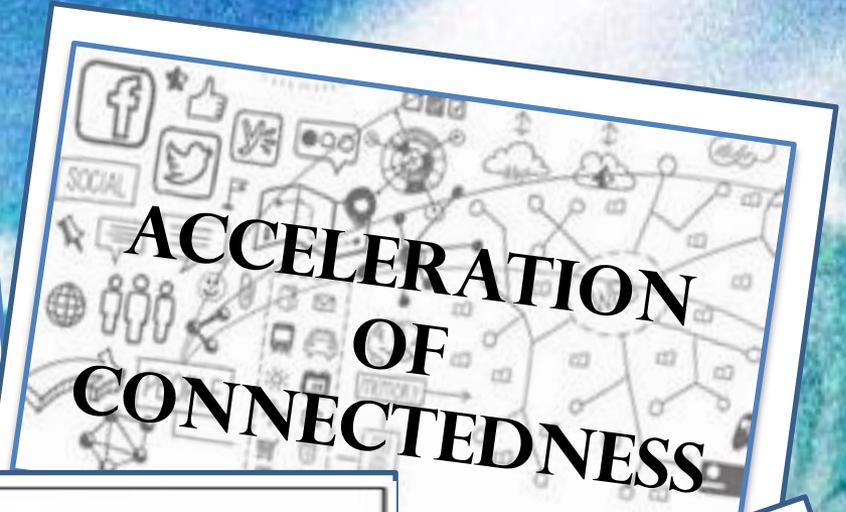
Nightscout (CGM in the Cloud) is an open source, DIY project that allows real time access to a CGM data via personal website, smartwatch viewers, or apps and widgets available for smartphones.

Connect with:

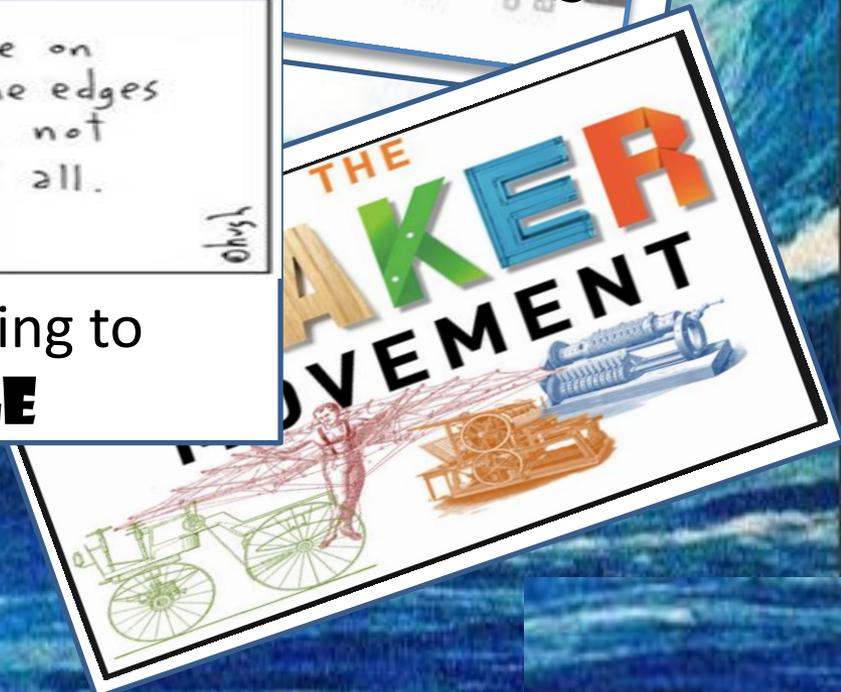
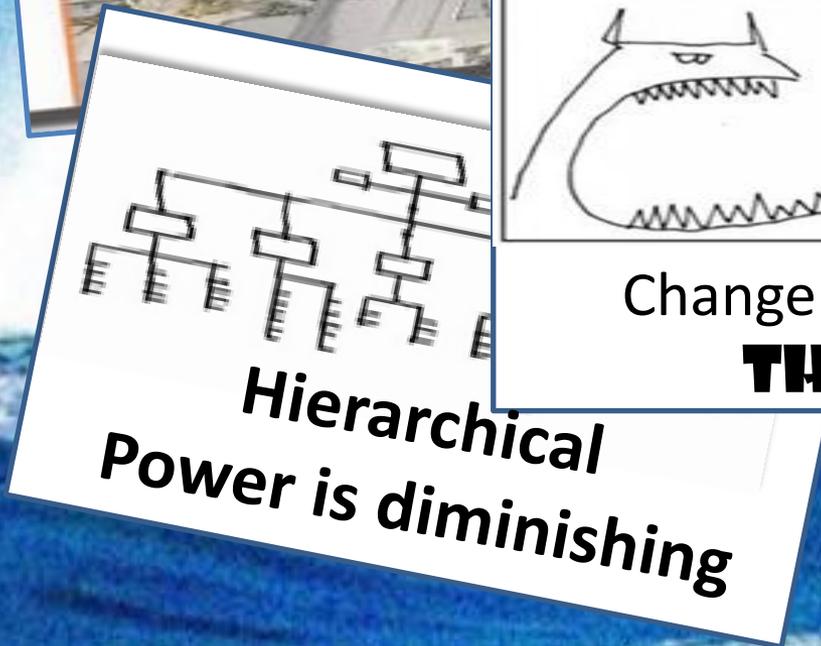
Welcome to the Nightscout Project



# Change is changing



Change is moving to  
**THE EDGE**



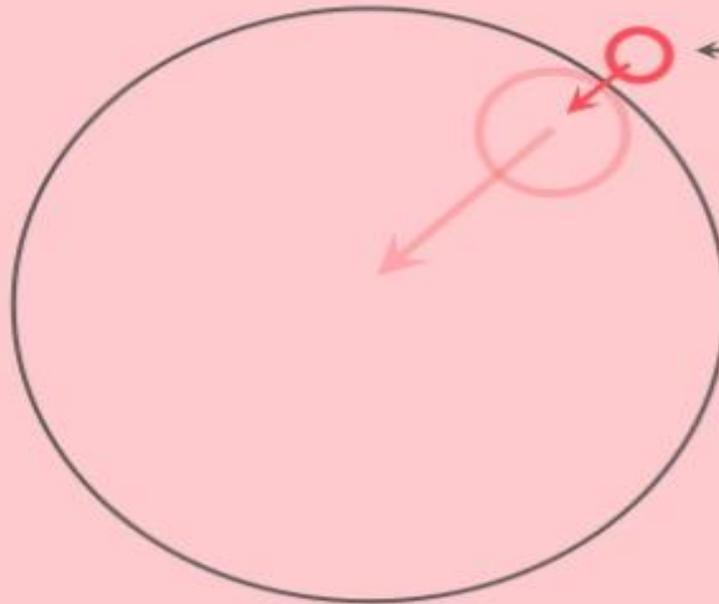
*←  
We are on*

# An example from the Cabinet Office

## Policy Lab UK

Read more [openpolicy.blog.gov.uk](http://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

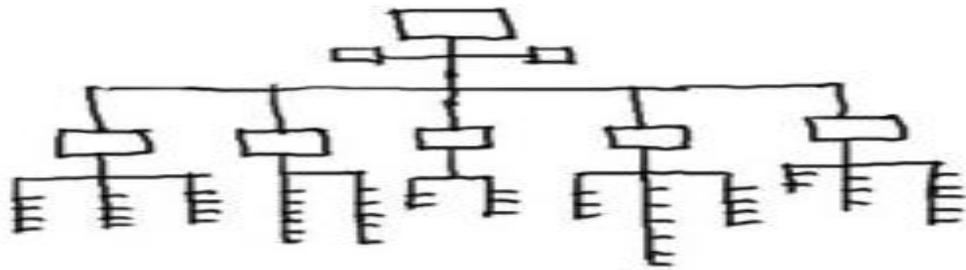
[This is New Power](#)



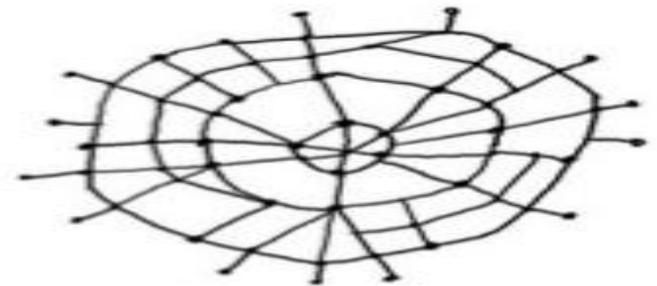
#S4CA @Sch4Change

*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

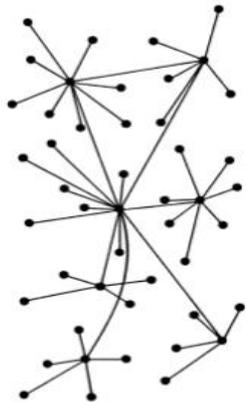
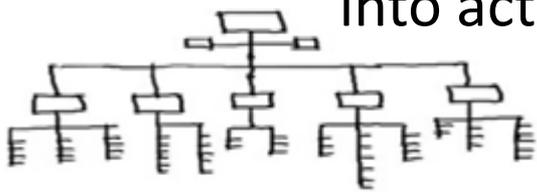
Leandro Herrero

<http://t.co/Du6zCbrDBC>

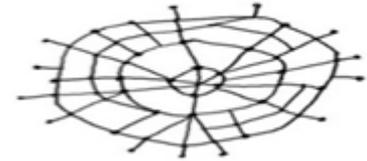


# What does that mean for how we do change?

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



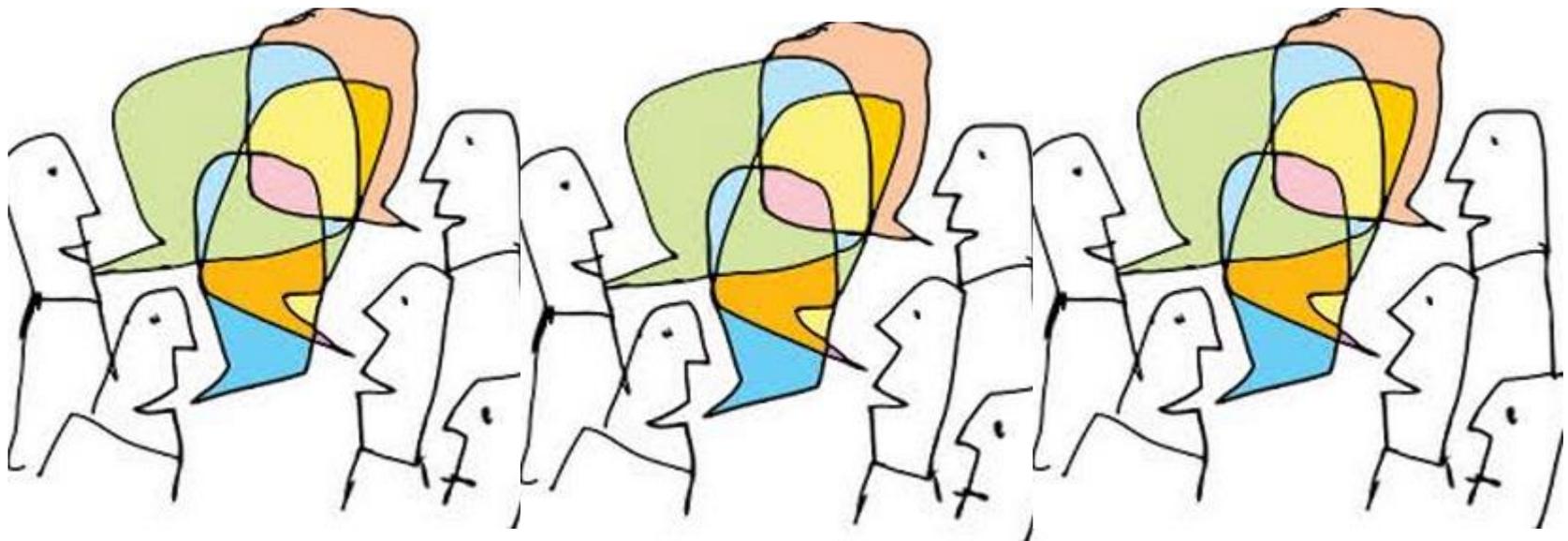
Source: David Dinwoodie (2015)

[http://iedp.com/articles/vertical-leadership/?utm\\_source=Sign-Up.to&utm\\_medium=email&utm\\_campaign=13787-257163-Campaign+-+01%2F09%2F2016](http://iedp.com/articles/vertical-leadership/?utm_source=Sign-Up.to&utm_medium=email&utm_campaign=13787-257163-Campaign+-+01%2F09%2F2016)

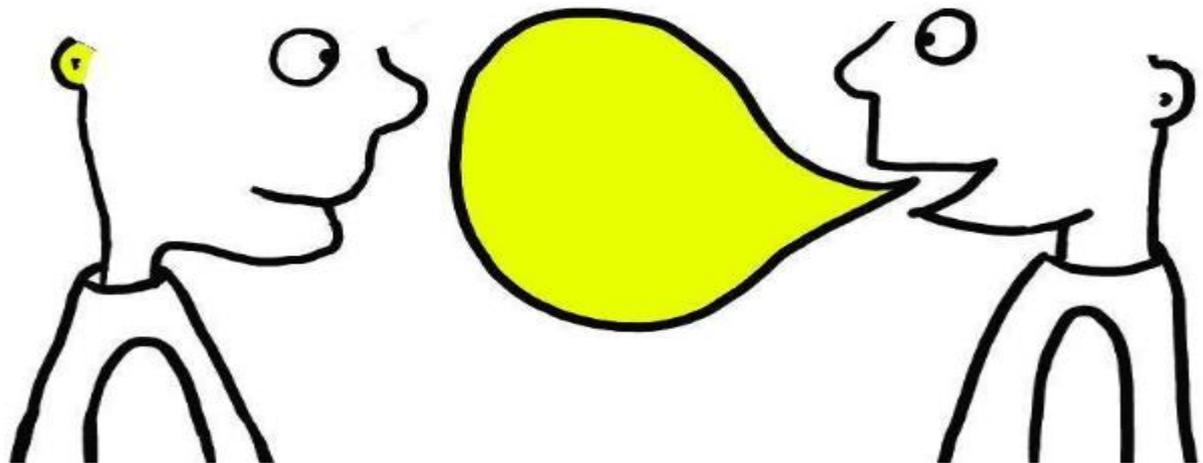


*“Tacit knowledge is best developed through conversations and social relationships.”*

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](http://happiness-one-quote-time.blogspot.com)

Source of data: Nick Milton  
[www.nickmilton.com/2/2tOjE](http://www.nickmilton.com/2/2tOjE)



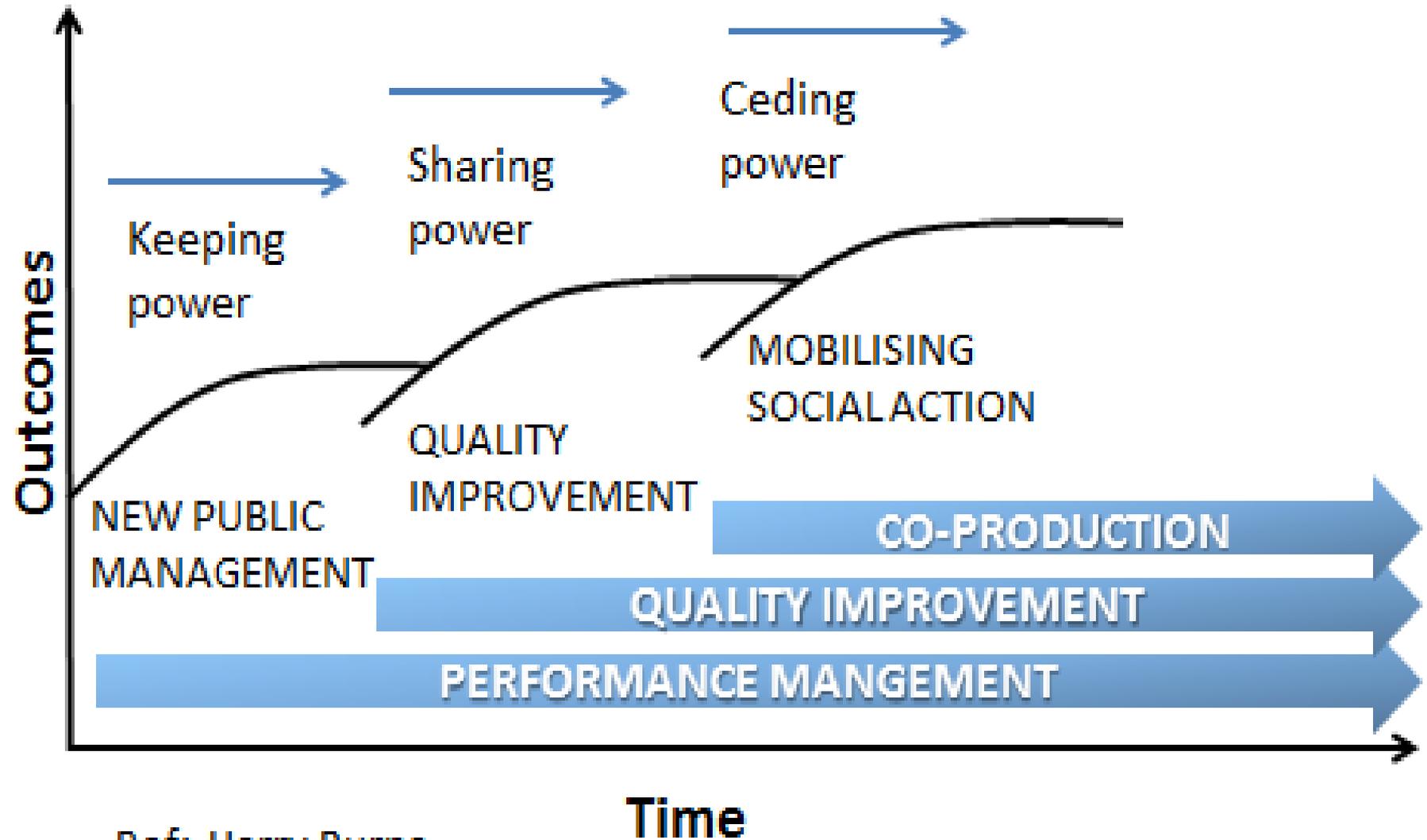
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*“The learning capacity of an organisation is directly related to its ability to hold conversations”*

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



# The 3<sup>rd</sup> 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 Sikka<sup>1</sup>, Julianne M Morath<sup>2</sup>, Lucian Leape<sup>3</sup>*

## 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

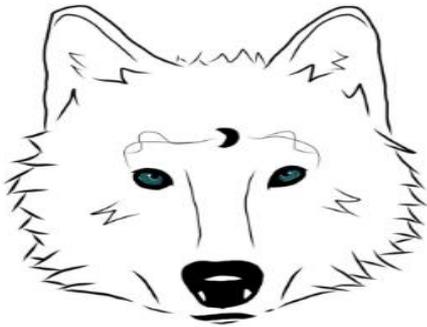
- Define the change you want to see
- Create a spectrum of allies
- Identify the pillars of power
- Seek to attract not overpower
- Build a plan to survive victory

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

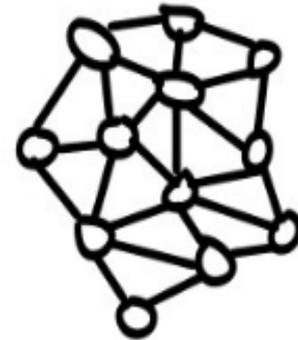
# How organisations develop activists



**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”

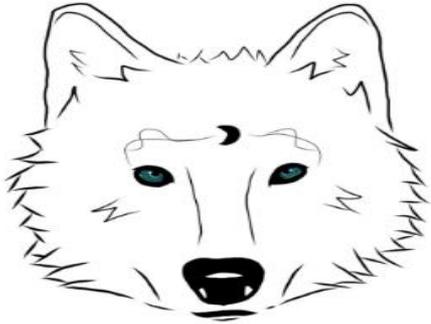
*“What I am ranting about is the way in which patients are being streamed into advisory sub committees, the way we are being used as tokens and to help tick off the right box.....*

*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

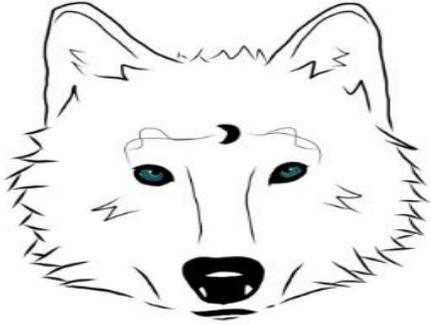


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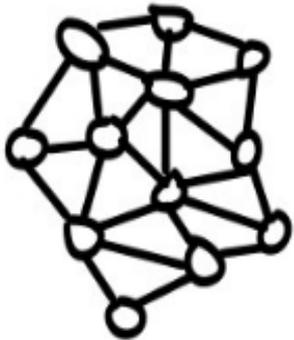


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## Organisers

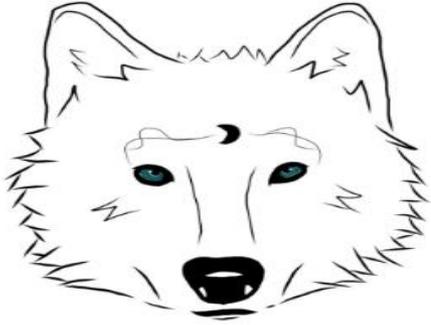
Build power by growing leaders – identifying, recruiting and training future leaders in a distributed network: building a community and protecting its strength

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



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# Which kind of activists are most successful at delivering change?

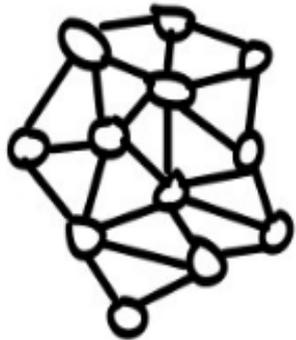


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## Organisers

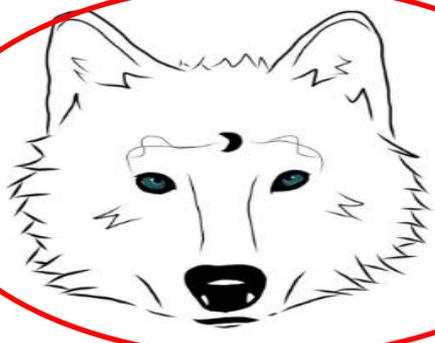
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# Which kind of activists are most successful at delivering change?



## Lone wolves

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

**Least effective**

## Mobilisers

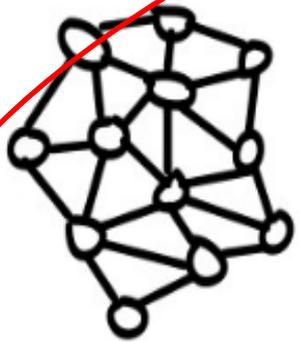
Build power by mobilising people – being able to call on large numbers of people to contribute, engage in change and take action



## 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

