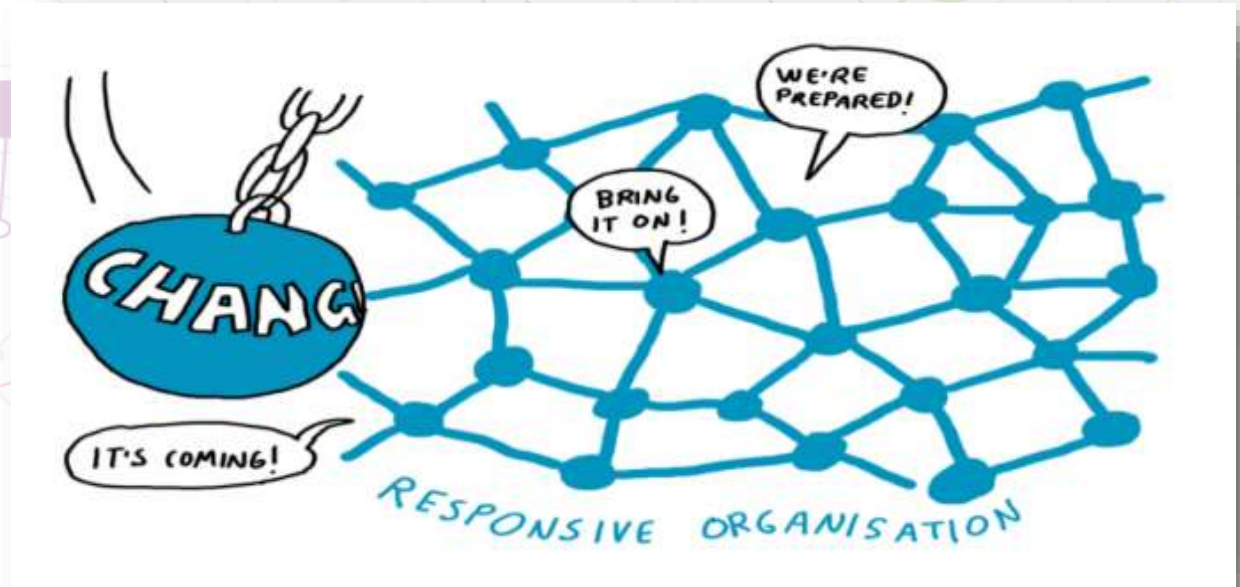


HORIZONS

# Leadership for the future

Helen Bevan

@HelenBevan  
@eoeleadership  
#eoefuturelead



Source of image: @voinonen

Welcome, everyone.



# My journey in leading change & improvement: pick three cards

## 1. *“Where are you **from**?”*

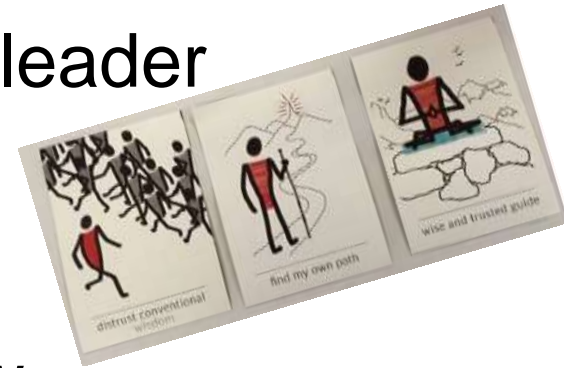
One card that captures how you thought and acted when you first saw yourself as a leader of change or a change agent

## 2. *“Where are you now (**here**)?”*

One card for how you think and act now

## 3. *“Where are you going (**to there**)?”*

One card about possibilities for your future



# My journey: pick a card from the other deck (catalyst cards)

## Reflect:

What is happening in your role right now that might influence your future direction?



Choose one card from the second deck that captures something about this reflection



# My leadership journey: pick three cards

1. *“Where are you **from**?”*

One card that captures how you acted when you first thought of leader

2. *“Where are you now (**here**)?”*

One card for how you think and

3. *“Where are you going (**to the**)?”*

One card about possibilities for your future

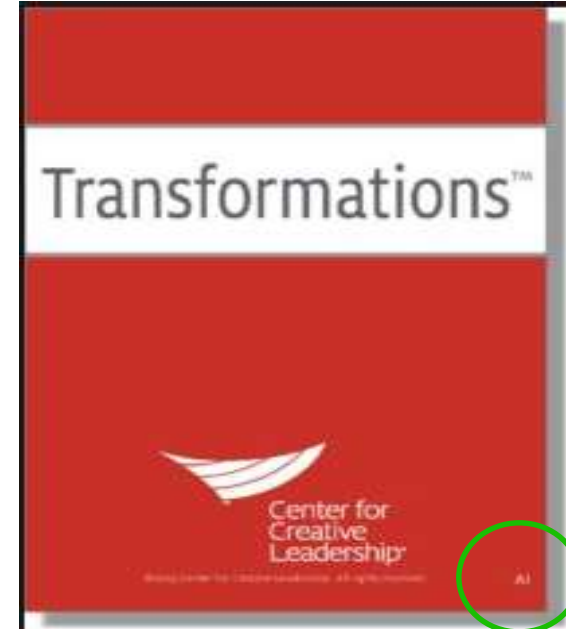
On your table, each person should tell their leadership story, using their three cards and their catalyst card

# My journey in leading change & improvement: a final task

On the back of each of the cards from the first deck is a tiny letter or letters (on the bottom right hand side)

Make a note of the letter(s) for your from, here and there

We will return to them later



# Transformations *is*

a tool for understanding key patterns in your life,  
individually and together in groups, organisations and  
communities.



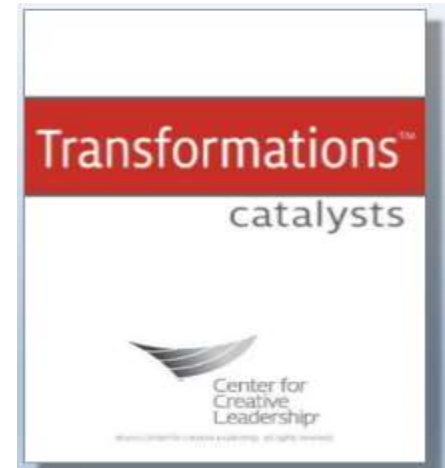
# Transformations *is*

Two sets of cards and a User's Guide:

1. Life Logics (84 cards)
2. Catalysts (50 cards)

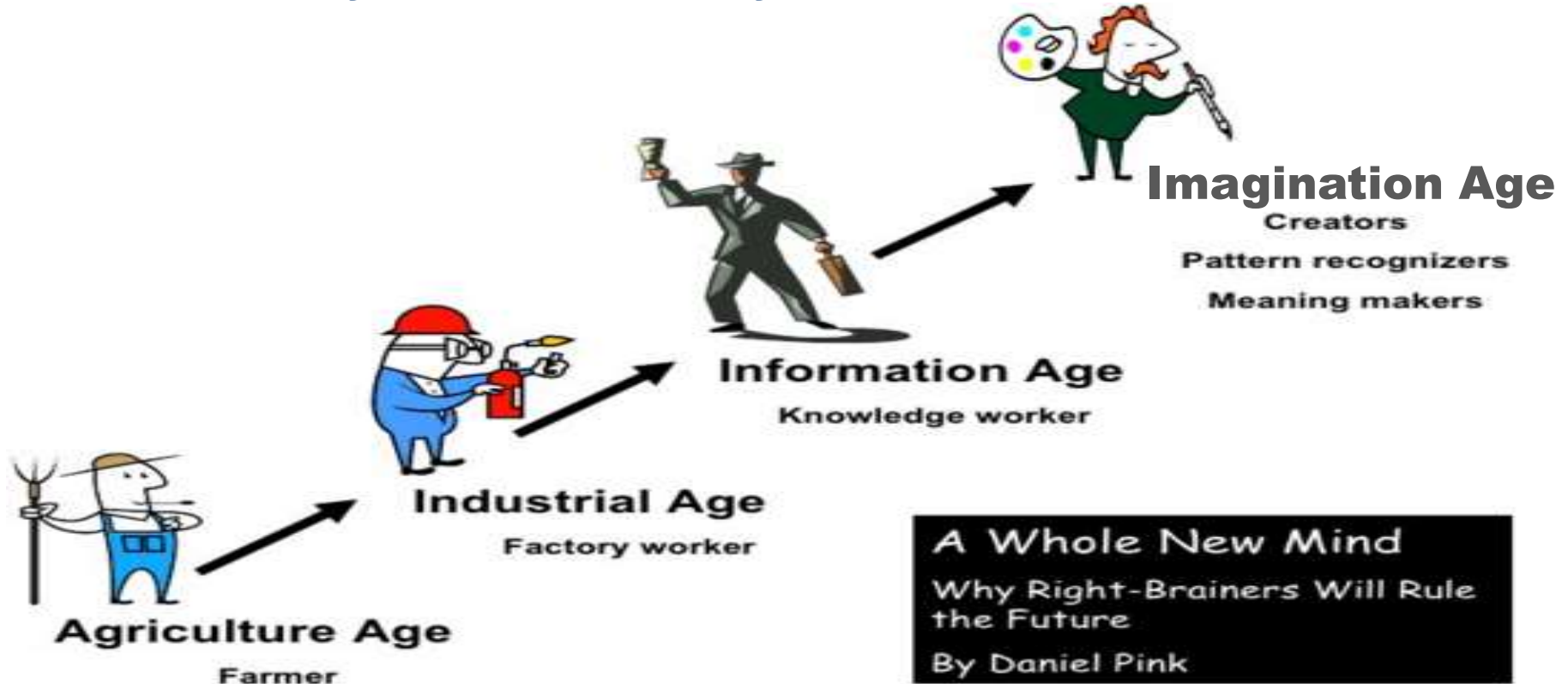
An interactive tool for exploring **life journeys**:

**From → Here → to There**





# The Imagination Age: coming to a health and care system near you soon



# The imagination age - an era beyond the information age

- Creativity and imagination will become the primary creators of economic value
- Film-based platforms will change the way humans interact with each other and create economic and social structures
- Virtual reality and cyberspace will raise the value of imagination-based work of designers, artists, video makers and actors over rational thinking

Source: Goran Henriks



# 10 Things Fab Leaders Do!

## 1. INTRODUCE THEMSELVES

#hello my name is...

## 4. LIVE THE VALUES



## 7. REMAIN POSITIVE

... even when having a bad day!



## 10. LEARN AND DEVELOP



## 2. Less Talking ...MORE LISTENING

## 5. BE ACCESSIBLE



## 8. WELCOME CHALLENGE

I recognise I don't have all the answers, and I seek different views.

## 3. EMPOWER!

Help others develop as leaders. Encourage learning from mistakes

## 6. GIVE CREDIT AND THANKS

## 9. BALANCE

When to intervene... and when to get out of the way!

# 10 Things FAB TEAMS DO! They...

## 1. Create a shared vision of the future, and move towards it together.



## 4. Value and embrace difference and healthy conflict.



## 7. Are KIND to each other. Get to know each other as people - care about the little things (like tea + cake!)



@HorizonsNHS

## 2. Challenge the status quo together, so no one has to face scary change alone.



## 5. Help everyone in the team to feel safe and innovate.



## 8. Think the best of each other - so when something goes wrong you don't blame other people's incompetence.

## 10. Are Highly productive - the sum is greater than its parts.



## 3. Sign up to...



(change is built on a commitment to a different future, not performance management)

## 6. Communicate - TALK! (Don't rely on email)



## 9. Achieve Win-Win for all team members



No winners and losers!

Two of our sketchnotes have been shared over a million times




@HelenBevan #eefuturelearn



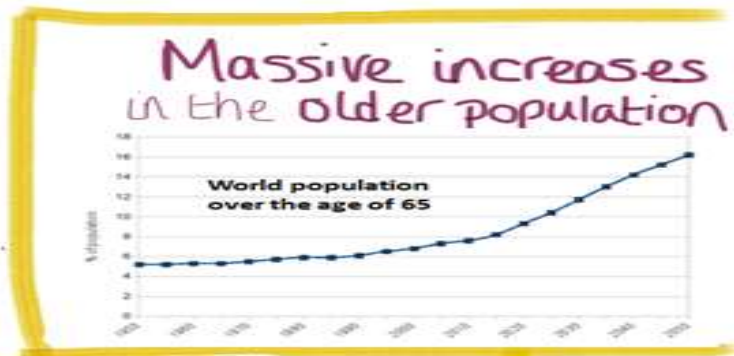
# An Exponentially Changing World

@horizonNHS

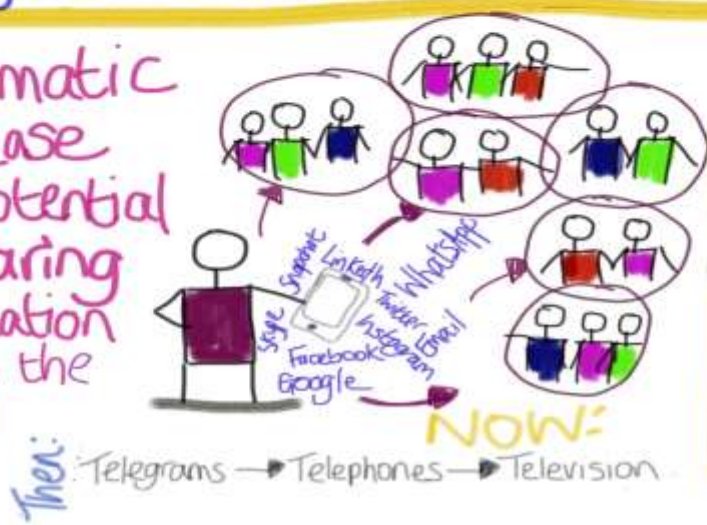
## Human Genome Project



A global project to map our DNA to provide insights to treat, prevent, and cure disease.



Dramatic increase in potential for sharing information across the world!



## #METOO

Revealed / One in four Europeans vote populist

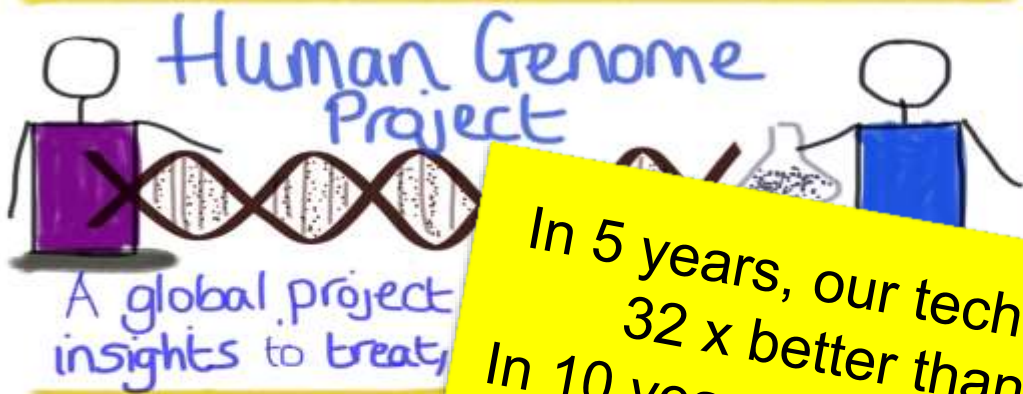


## End of Moore's Law

8 16 24 36...

# An Exponentially Changing World

@horizonNHS

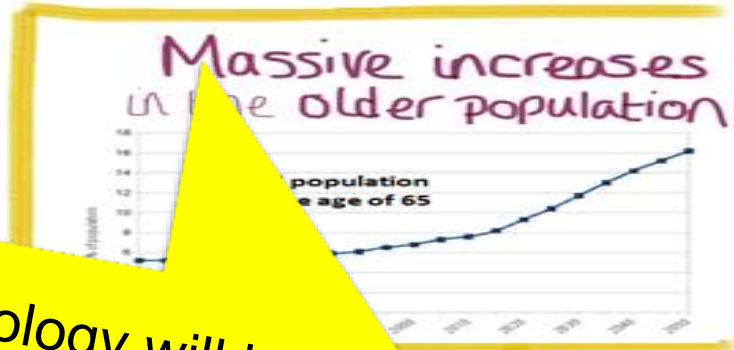


Dramatic increase in potential for sharing information across the world!



In 5 years, our technology will be 32 x better than it is now  
In 10 years it will be 1,000 x better  
In 20 years it will be one million x more advanced

Ryan Arshad

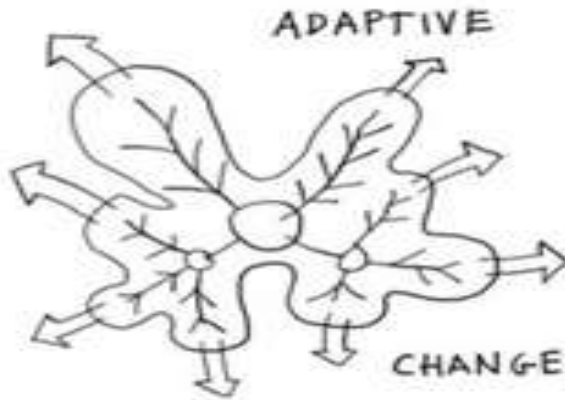
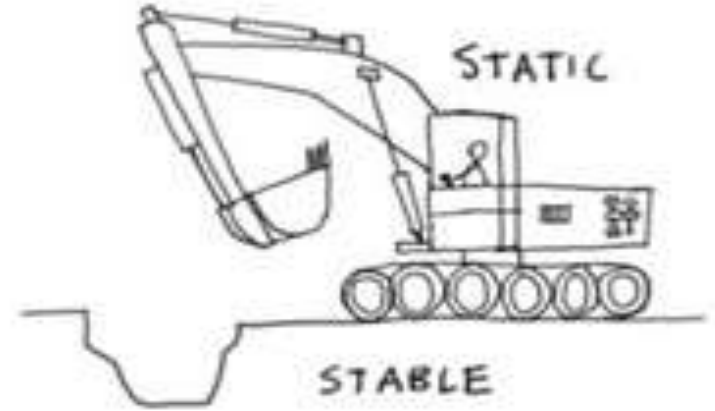


End of Moore's Law

8 16 24 36...

Exclusive research shows how populists tripled their vote over the past two decades

Many of the ways we go about  
**improving health and care** were  
designed in a **different mindset**  
for **a different set of**  
**circumstances**



*We are often operating  
with 20<sup>th</sup> century change  
practice in a 21<sup>st</sup> century  
world*



[illegible]

# The biggest shifts we are seeing are shifts in power



“ Power is the ability  
to produce intended  
effects

**Bertrand Russell**





**old power**

**new power**

Currency

Current

Held by a few

Made by many

Pushed down

Pulled in

Commanded

Shared

Closed

Open

Transaction

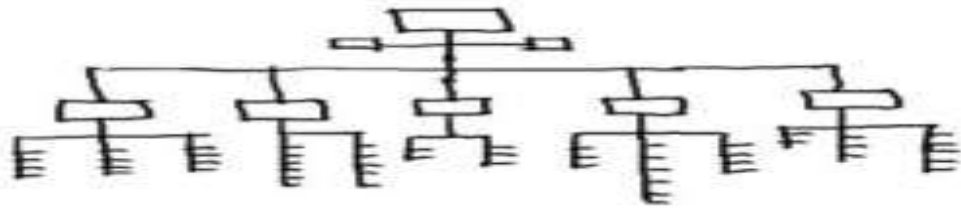
Relationship



# *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

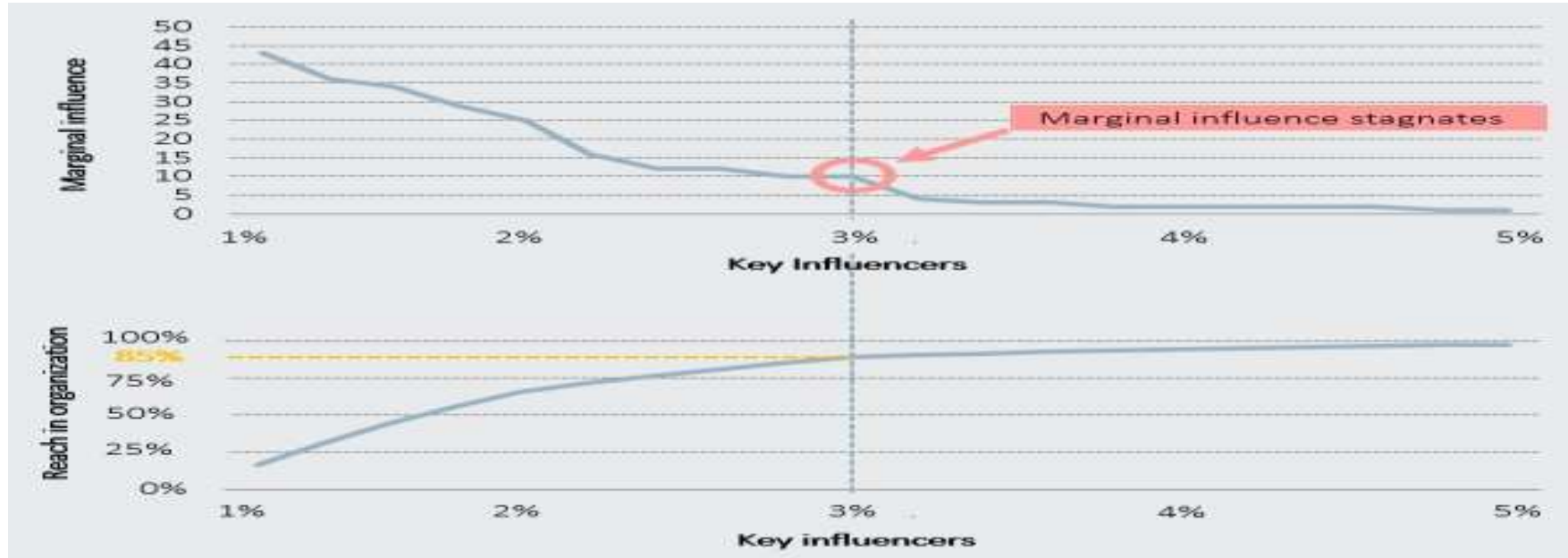
Leandro Herrero

<http://t.co/Du6zCbrDBC>



# Find the superconnectors!

Just 3% of people in the organisation or system typically influence 85% of the other people



Source: Organisational Network Analysis by Innovisor



# Find the 3%: meet Mandy Carney, Head of Patient Flow at Yeovil Hospital

“Knows everyone in the hospital”

“Everyone follows Mandy on  
Facebook”

The go-to person for advice

Mandy makes sense of things  
and reduces ambiguity for people  
Mandy presents her own monthly  
award “the Carney cup”



Catherine Plumber  
Emergency Department PA at  
Yeovil District Hospital NHS  
Foundation Trust

Helen Lowiss  
The Sister at National Health  
Service

Emy Gaines  
Nurse, Somerset

Jacqueline Daley  
Nurse, Somerset

Charlotte Gregory  
Nurse, United Kingdom

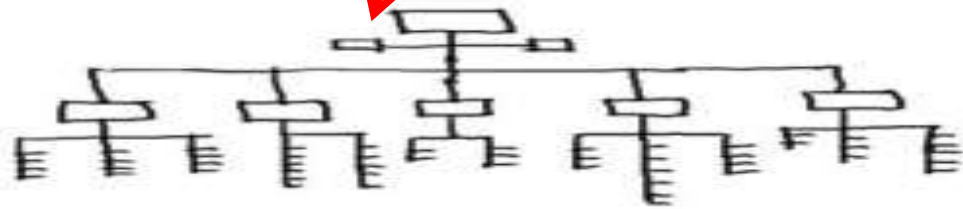
Geraldine Hurd



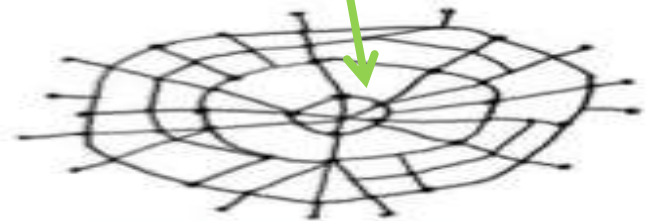
# As senior leaders, we are less influential than we think

If we want to get the same level of influence through **top down change** as **the 3%** get, we need **four times** more people

Source : Jeppe Hansgaard

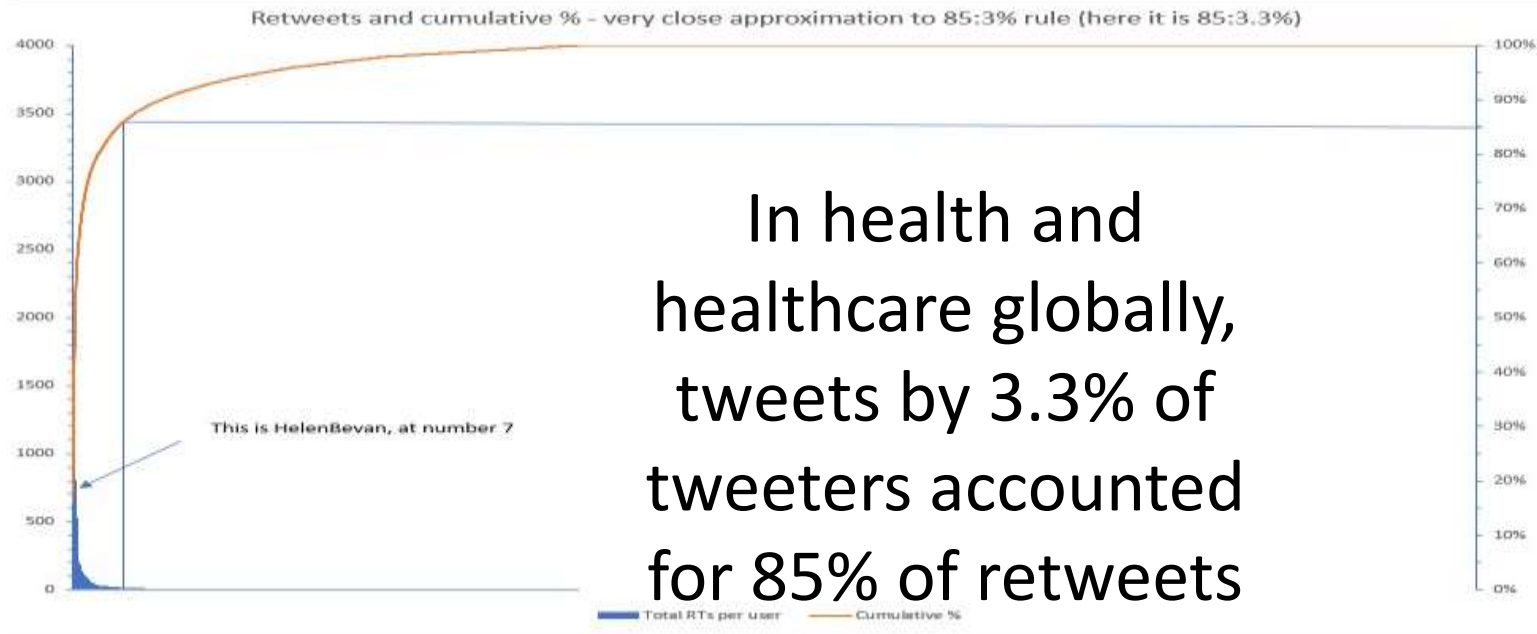


Designed for  
**DIVISIONS**



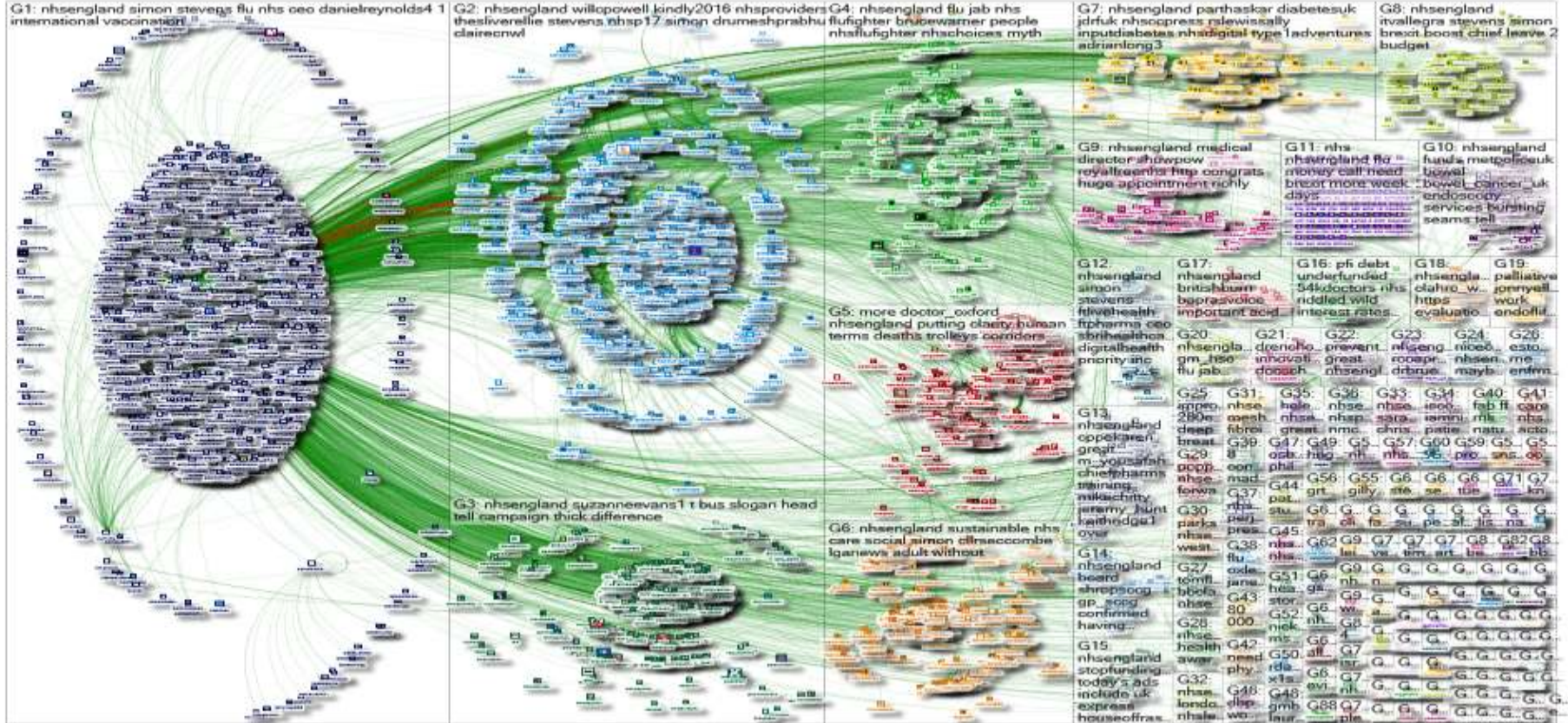
Designed for  
**CONNECTIONS**

# The 3% rule also appears true for social media





# The powerful medical “superconnectors”



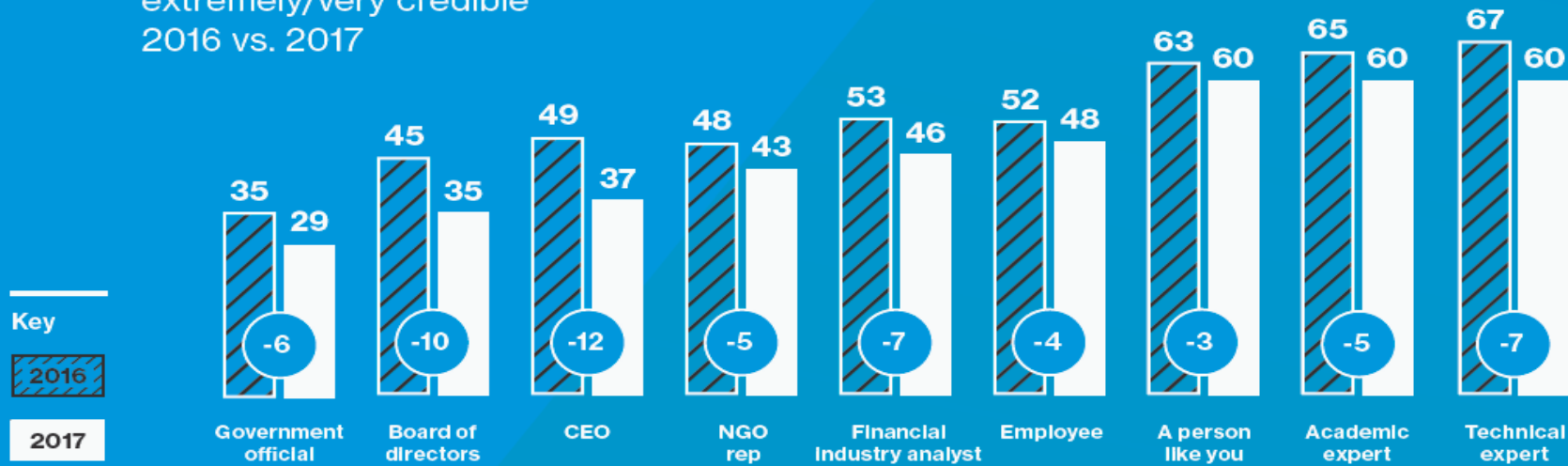
Source: NodeXL analysis @gmacscotland



# Across the world, trust is imploding

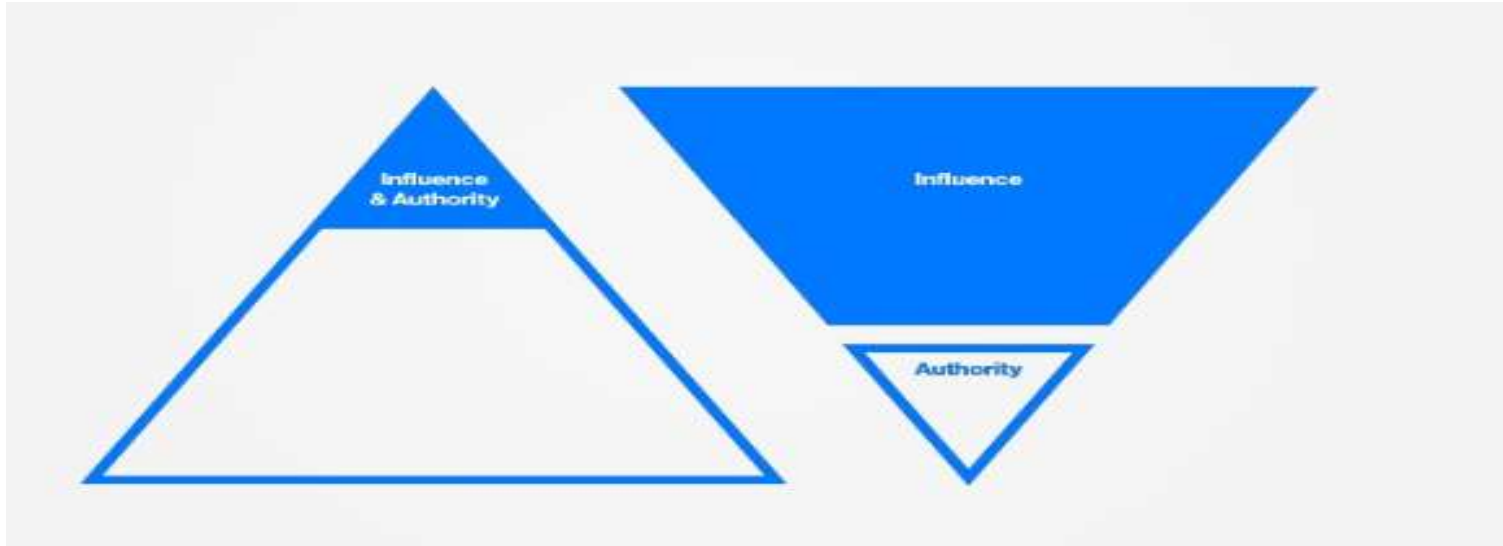
## Peers are now as credible as experts

Percent who rate  
each spokesperson as  
extremely/very credible  
2016 vs. 2017



Source: <http://www.edelman.com/news/2017-edelman-trust-barometer-reveals-global-implosion/>

# The inversion of influence



Based on the Edelman Trust Index: the average of a country's trust in the institutions of government, business, media and non-governmental organisations

# A world of distrust: Edelman Trust Barometer

## Trust Index A World of Distrust

Average trust in institutions,  
general population, 2017 vs. 2018

Global Trust Index remains at distrust level

20 of 28 Markets are distrusters, up 1 from 2017

Source: 2018 Edelman Trust Barometer.  
The Trust Index is an average of a market's trust in the institutions  
of government, business, media and NGOs. General population  
20-market global view.



### Biggest changes in



Trust decline in the U.S. is  
the steepest ever measured



# Patients, families, citizens & social media

People living with long term conditions and with cancer are some of the most engaged and active audiences on social media

Research shows:

- Patients and consumers gain agency by using social media for health-related purposes
- It improves their relationship with their healthcare professionals
- Overt or tacit opposition from some healthcare professionals



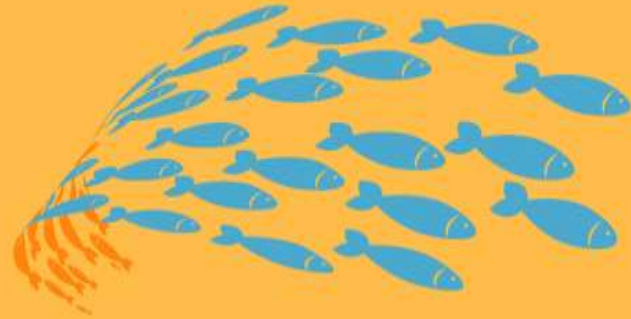
Patients trust social media, so we must be their trusted source

Sources: [Benetol et al](#) (2018) *How patients' use of social media impacts their interactions with healthcare professionals*; [@RealDoctorMike](#) (2017) *Patients trust social media, so be their trusted source*

# Empower your staff to be the voice of the organisation. They've got audience & credibility



**Fish**



**School of Fish**

**Employees have 10x  
more connections than corporate  
social accounts**

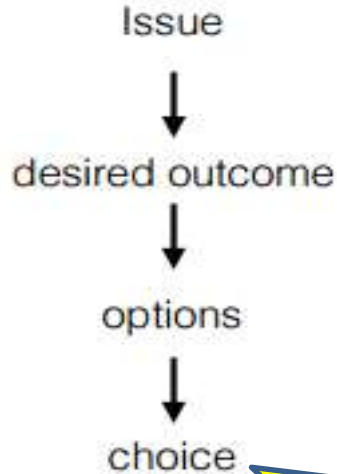
@horizonsnhs



@HelenBevan #eoefuturelearn

# Mark Jaben on the science behind resistance

## What NOT to do

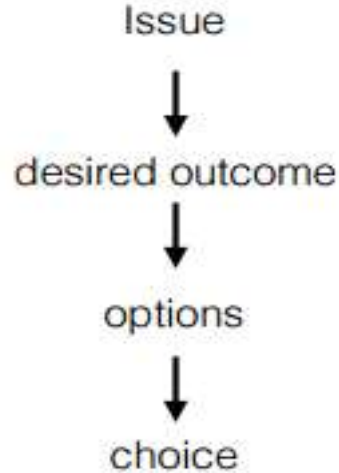


**Engage  
people here**

## But what we do do

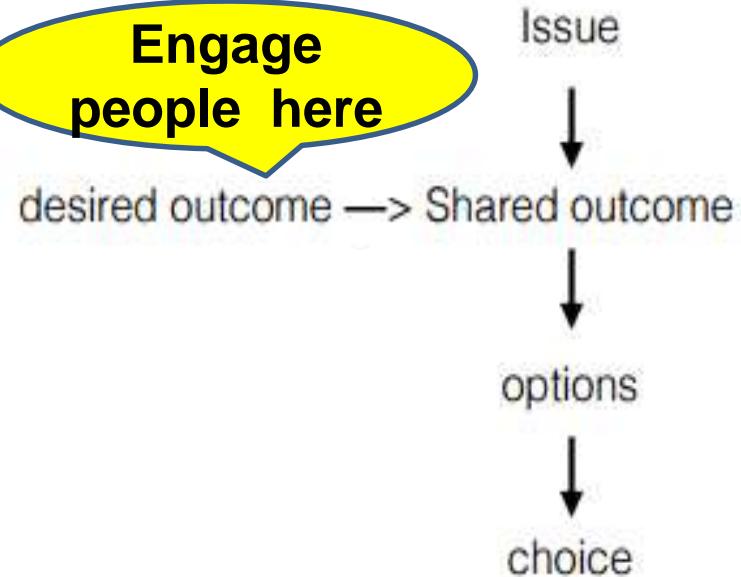
# Mark Jaben on the science behind resistance

## What NOT to do (but what we usually do)



**Engage  
people here**

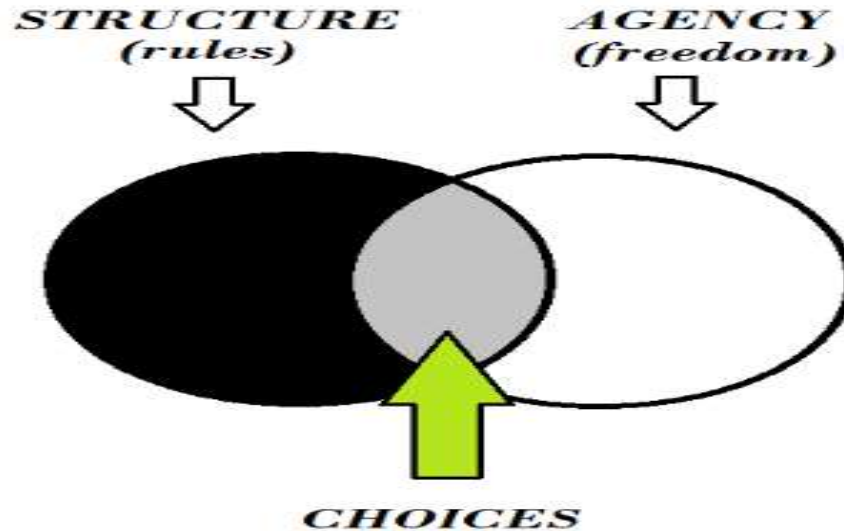
## What TO do



**Engage  
people here**

**We don't need buyers (who "buy-in" to change)  
We need investors**

# A big debate in social science



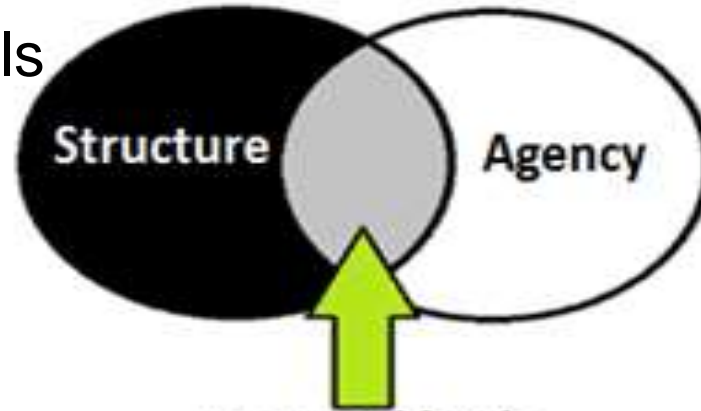
## Structure versus Agency





# The design dilemma at the heart of change

Structures and  
systems  
Performance goals  
Compliance  
Regulation  
Competition  
Programme  
Management  
Incentive systems



We need both

Activation  
Ability to make choices  
Capability  
Leaders everywhere  
Social action  
Solidarity  
Social movements

The predominant approach in recent years has been

**STRUCTURE** but globally there is a big shift towards **AGENCY**

# AGENCY



*The power, individually  
and collectively, to  
make a positive  
difference*





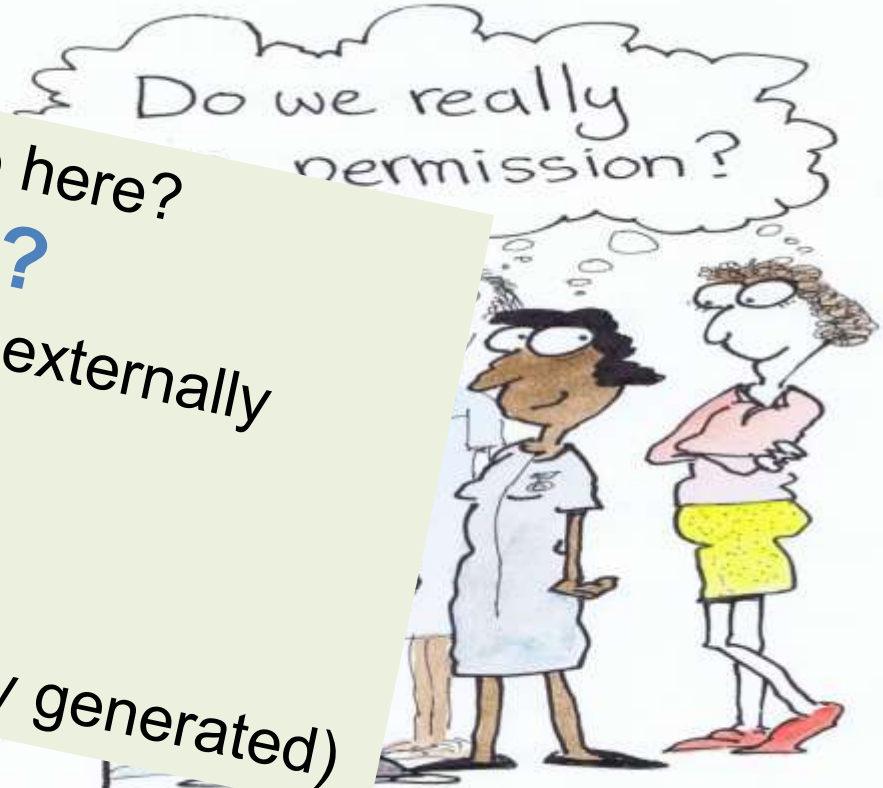
What is the issue here?

**Structure?**

(sense of “permission” externally  
generated)  
or

**Agency?**

(Sense of permission internally generated)



What is the issue here?

**Structure?**

(sense of “permission” externally generated)  
or

**Agency?**

(Sense of permission internally generated)

Problematic:  
changing a  
“permission  
culture” can  
take years

The good  
news: we can  
usually build  
agency much  
more quickly





More FOCUS on



Networks



Communities



Informal Power

# Directions in Making LARGE SCALE CHANGE HAPPEN



Less Formal Change Management



More Choreography



More  
VIRTUAL  
CONNECTION



Identifying and  
working through

**SUPER  
CONNECTORS**



**MORE**

**30. 60. 90**

**DAY CHANGE  
CYCLES**

**YOUNG  
LEADERS**  
at the HEART  
of CHANGE



Less **CHANGE**  
Programmes



More **CHANGE**  
Platforms



Less **"TOP-DOWN  
BOTTOM  
UP"**



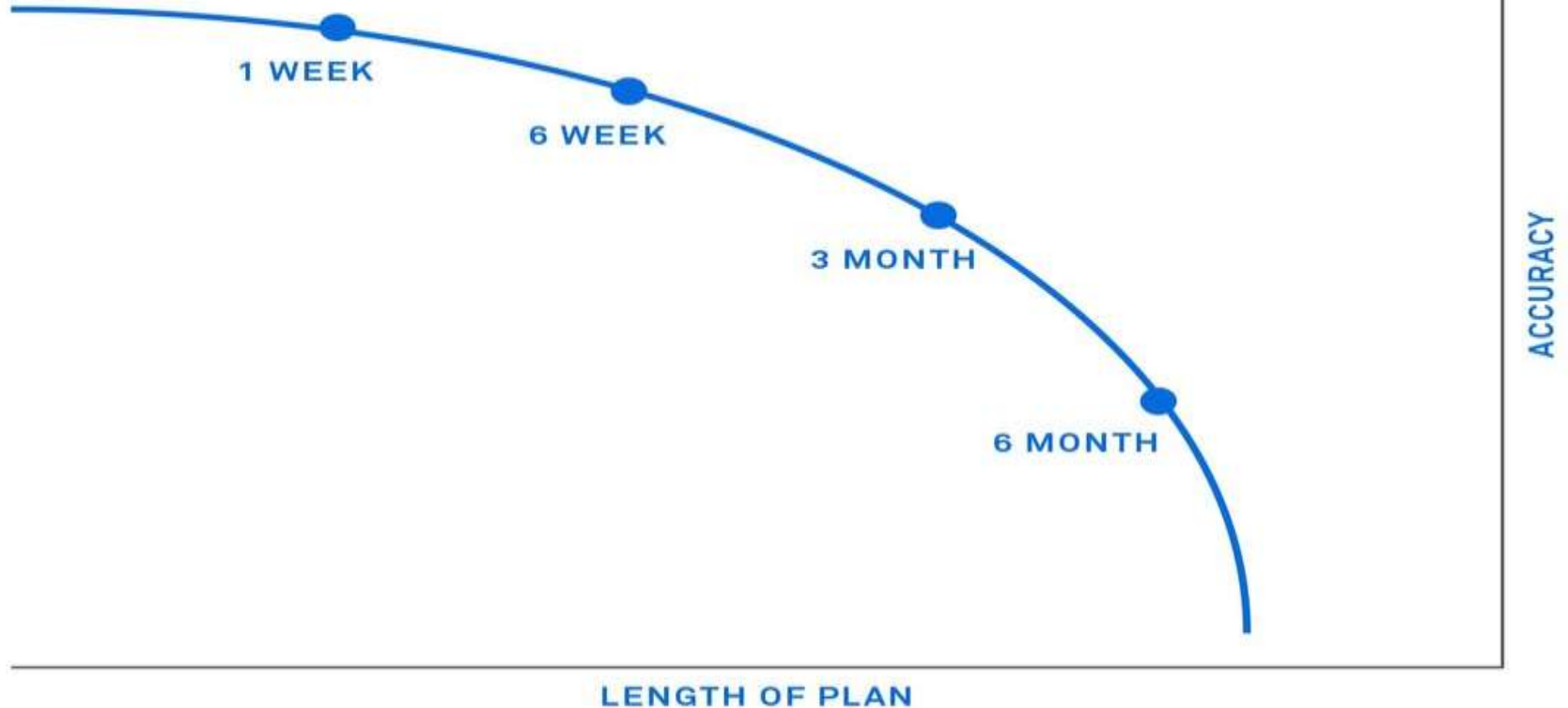
More **"INSIDE-OUT,  
MIDDLE-LED"**

**LESS**

**ONE or TWO  
YEAR**

**Change  
Programmes**

AS THE LENGTH OF YOUR CYCLE GROWS,  
YOUR CONFIDENCE IN DELIVERING  
ON IT DROPS DRAMATICALLY



Source: Brian Donohue <https://t.co/zngTPXtCAN><https://t.co/zngTPXtCAN>

## Tests

RAPID! 

WEEKS! 

TEENY! 

BARELY ANY! 

PALETABLE! 

LIGHT TOUCH! 

A-one! 

Speed to  
mobilize

Duration

Cost


Resources  
required

Data  
required

Managemat  
needed

Risk

## Pilots

 SLOW!

 6-24  
mts!

 BIG!

 LOADS!

 EYE  
WATERING!

 SPOON  
FEEDING!

 DANGER  
HIGH VOLTAGE!





# Transforming Perceptions of Nursing & Midwifery



## Young People in Education

Share your ideas for innovation and stories (actions you have already taken) in response to these two questions: How might we encourage

33 202 148 56



## Current Nurses and Midwives

Share your ideas for innovation and stories (actions you have already taken) in response to these two questions: How do we maintain the

31 158 83 50



## Decision makers in the health and care system

Share your ideas for innovation and stories (actions you have already taken) in response to these two questions: How can we change the way

19 84 46 39



@HelenBevan #eofuturelearn

#Futurenursing nhs70.crowdicity.com



Google image  
search using the  
word 'nurse'

Google image  
search using the  
word 'doctor'



# Transforming perceptions of nursing

A digital platform was set up to capture ideas on how about transform perceptions of nursing and midwifery. It was live for five weeks between December 2017 and January 2018, supplemented by Twitter chats.

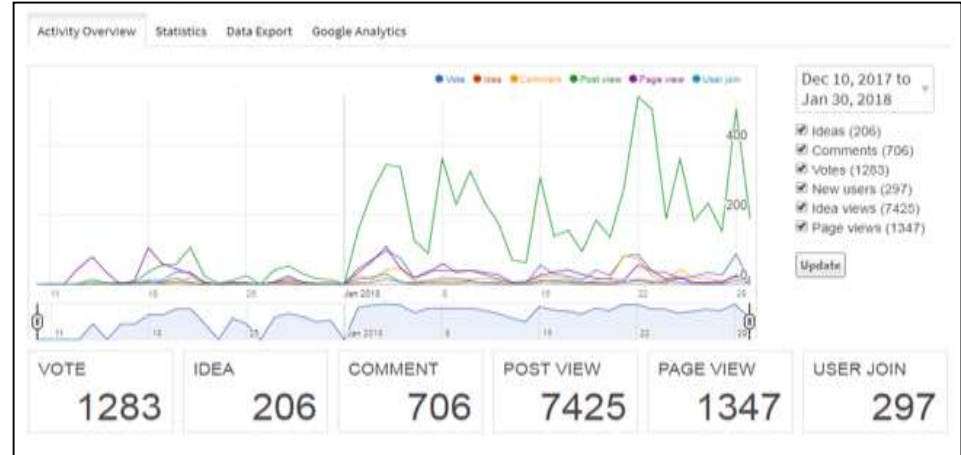
As a result there were:

23,000 interactions

212 original ideas from the ideas platform

8,520 post views





Nearly 1,000 original tweets in twitter chat which generated 40 more ideas







Transforming PERCEPTIONS of NURSING and MIDWIFERY

JUNE 2018	JULY	AUGUST	SEPTEMBER	OCTOBER
<p>Sign up to the <b>TWELVE 30 DAY CHALLENGES</b> &amp; become an Ambassador</p> 	<p>Write a blog to celebrate achievements and innovation in nursing and midwifery</p> <p><i>SHOWING YOUR PRIDE IN THE PROFESSIONS</i></p> 	<p>Run a "BREAKING the RULES" meeting to promote Positive perceptions for nursing and midwifery</p> <p><i>GIVE EVERYONE A VOICE</i></p> 	<p>Add your title and qualification to your Email signature and Social media bio</p> <p><i>#hello my name is...</i></p> 	<p>Celebrate the diversity of people who are nurses and midwives</p> <p><i>valuing Diversity</i></p> 
NOVEMBER	DECEMBER	JANUARY 2019	FEBRUARY	MARCH
<p>The senior nurse and midwife challenge: Conversations with every nursing &amp; midwifery team</p> <p><i>INSPIRING &amp; SUPPORTIVE LEADERSHIP</i></p> 	<p>Mentor a junior colleague or student or reverse-mentor a senior nurse or midwife</p> <p><i>TALENT PIPELINE</i></p> 	<p>Give a talk to young people about what extraordinary careers NURSING &amp; MIDWIFERY are</p> <p><i>An EXTRAORDINARY CAREER for YOUNG PEOPLE</i></p> 	<p>Run a "great ideas" challenge for tackling unwarranted Variation</p> <p><i>INVESTING -in- INNOVATION</i></p> 	<p>Run a local randomised Coffee trial across health and care</p> <p><i>UNITING across BOUNDARIES</i></p> 
APRIL	MAY	JUNE	<p><b>30 DAY</b> <i>challenges</i></p>	
<p>Arrange a meeting with your MP</p> <p><i>SHOWING YOUR PRIDE IN THE PROFESSIONS</i></p> 	<p>Share the story of Nursing &amp; midwifery for your organisation to celebrate the professions</p> <p><i>CONNECTING YOUR WITH VALUES</i></p> 	<p>Reflect on your ten <u>30 day challenges</u> as part of your REVALIDATION</p> 		

# ABC, 30 – 60 – 90 Days - Ideas for Action

	The next month	The next 2 months	The next quarter
What could we speed up / do more of ? (Accelerate)			
What could we stop doing ? (Brake)			
What could we start doing? (Create)			
	Longer Term Actions		

# The “two levels down” rule

What can I achieve in:

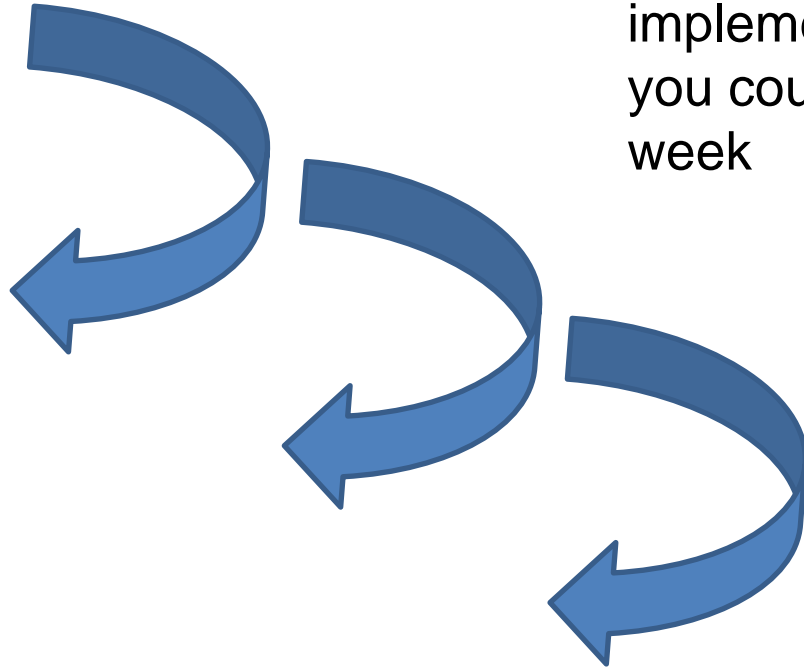
**a year?**

**a month?**

**a week?**

**a day?**

**an hour?**



If you think your idea will take a year to test and implement, consider what you could achieve in a week

If you think it will take a week, what you could achieve in an hour?

Source: Paul Plsek



## The NHS Long Term Plan



4.44. The best solutions come from staff themselves. Talk Health and Care allows staff to post ideas, questions and challenges, and is already providing useful insights into the experiences of our people. NHS England is also backing #ProjectA, a 12-month, staff-led engagement exercise with 2,000 staff across all 10 ambulance trusts in England. Teams of ambulance staff and patients identified six priorities to be implemented across the country, including how to reduce stress and isolation for frontline staff.

# UNLEASH

**the collective brilliance of people  
who work in ambulance services**  
(with the help of a few critical friends)

COMFORMITY ZONE?



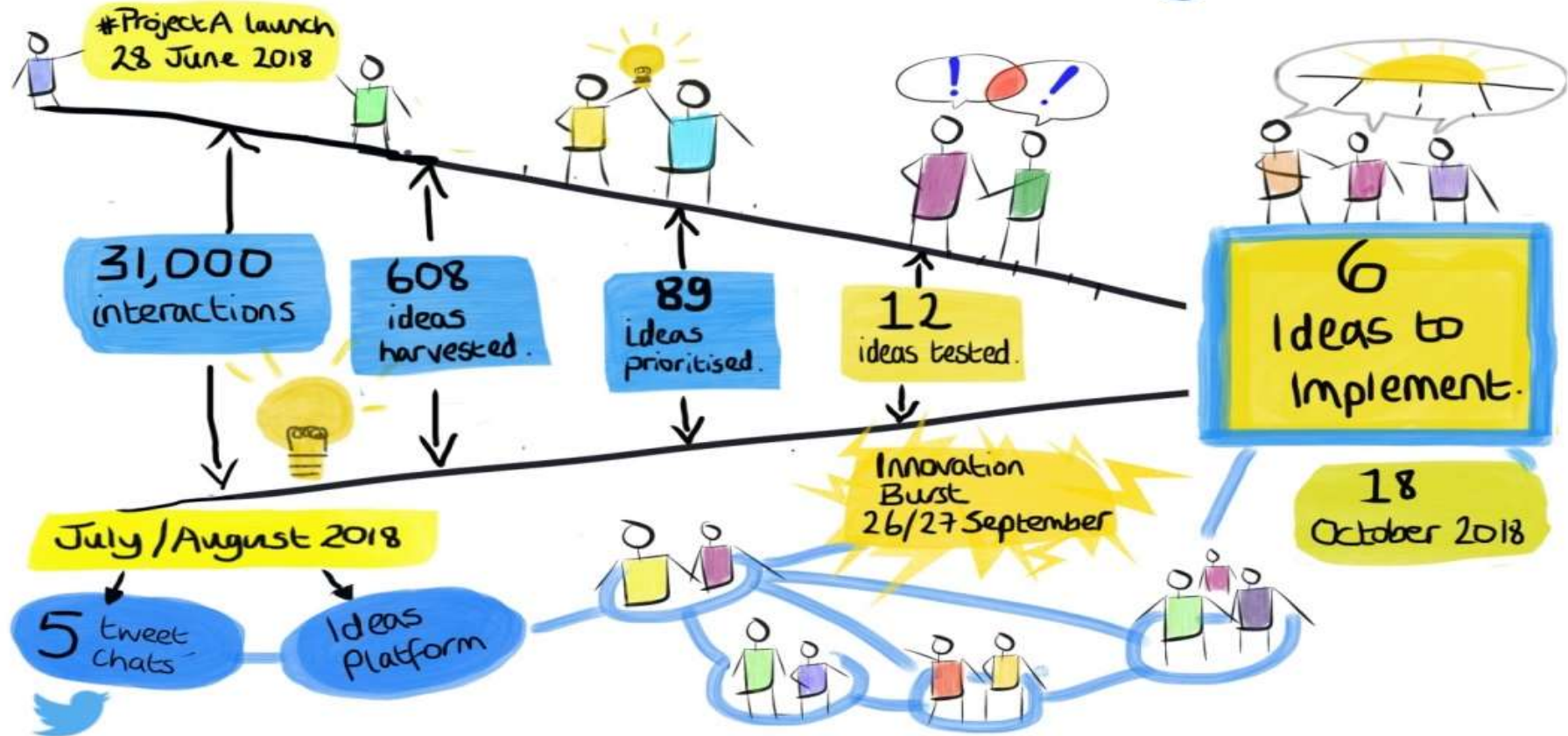
HUH...

UNLEASH YOUR  
SUPER POWER



AH...

# The **PROJECT A** Decision-Making Process.





# Launch Event 28<sup>th</sup> June





Film making in action!





# Ideas platform 12<sup>th</sup> July to 5<sup>th</sup> September

NHS70

Welcome

Challenges

People

News and updates

About #ProjectA

Contact us



## PROJECT



### Welcome

#ProjectA (for ambulance) is a year-long NHS project to implement the ideas of frontline ambulance staff in order to improve services across England.

We would like to hear your ideas about improvements that would improve care to patients, help solve operational issues, and/or make working life better for... more

[View challenges](#)



### The patient pathways challenge

How can we redesign pathways for specific groups of patients

30



The roles, practices, investing in a healthy wor

### Activity



Ian Baines has commented on "Mental Health Assessment Car"  
44 minutes ago



Michael Gaga-Hale has commented

### Leaderboard

Newbies



Tyler Fawthrop

363



Dan R

301

### Latest

Top voted

Random



**Mental Health Assessment Car**

Posted in  
The patient pathways challenge



**Specialisation in Mental health**

Posted in  
The roles, practices, investing in a healthy wor

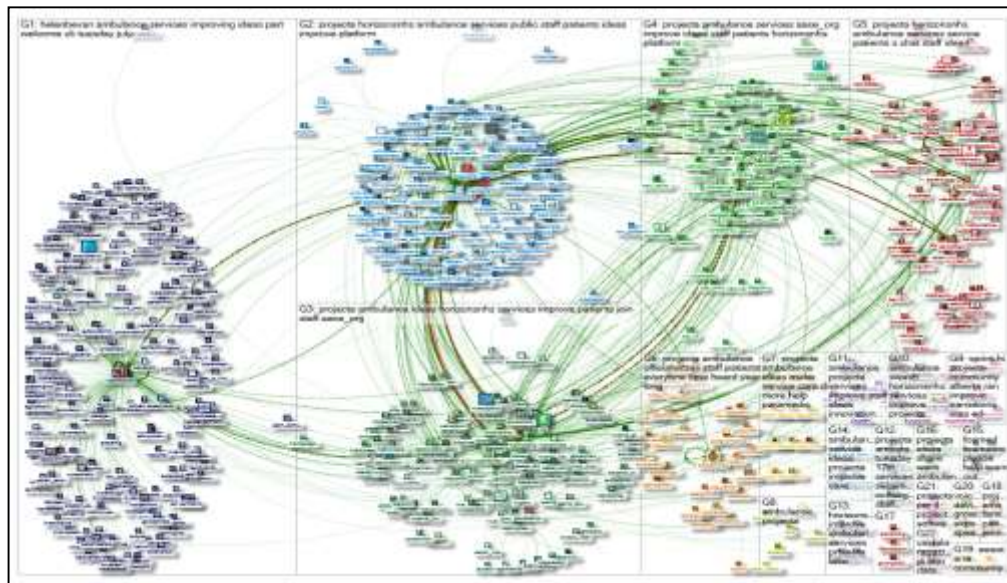
<https://projecta.crowdicity.com/>



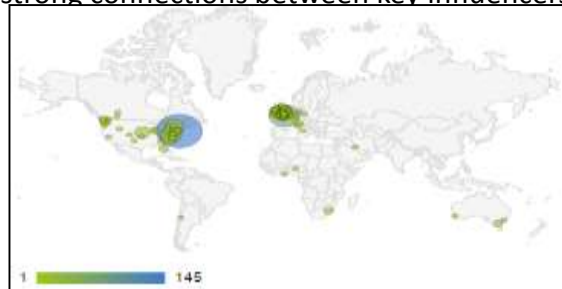
# Ambulance service improvement tweet chat

## #ProjectA

17<sup>th</sup> July: A one hour tweet chat on partnerships between ambulance staff, patients and the public  
**537** people participated, generating **1,409** tweets and **77** new ideas!



This analysis shows a high level of engagement with the community and strong connections between key influencers. Source: NodeXL



People took part in the tweet chat from across the world

Source:  
FollowtheHashtag

Total Tweets  
**1.409**

Total Audience  
**1.239.175**

Contributors  
**537**

Total Impressions  
**5.495.805**

Impressions / Audience  
**4,44**

Tweets / Contributor  
**2,62**

Source: FollowtheHashtag

# What we are working on now



**Action on falls:** a collaboratively designed falls response framework

**Action on mental health and emotional distress:** an actionable “knowledge bank” for use by frontline ambulance staff

**Action on partnership: people, families and the wider community:**

Co-produce a campaign that focusses on how to access and use services; a social movement rather than broadcasting messages

**Action on staff wellbeing:** implementing clinical supervision across all ambulance services

**A directory of ideas for improvement:** Share 70 ideas from #ProjectA and create a series of challenges to help make them happen.

**Virtual collaboration:** Build the capability of the ambulance workforce to collaborate virtually; reducing time away from work and abstraction; increase opportunities for sharing, learning and speeding

# The process has been 90% virtual



# Creating conversations *which match* the issue we're trying to address

## Simple

### *Baking a Cake*



Right **"recipe"** essential  
Gives same results every time

## Complicated

### *Sending a Rocket to the Moon*



**"Formulas"** needed  
**Experience** built over time and can  
be repeated with **success**

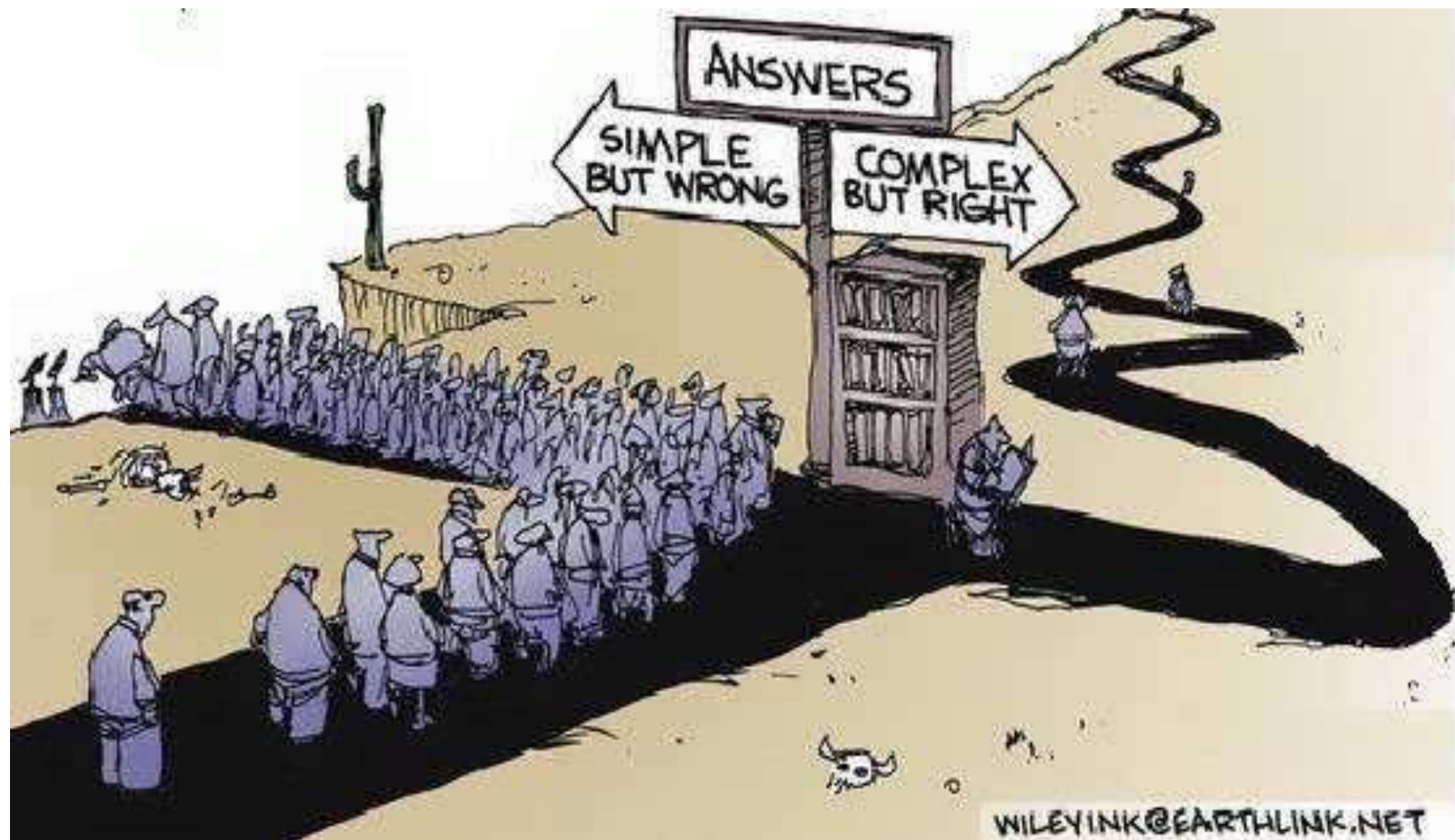
## Complex

### *Raising a Child*



No **"right"** recipes or protocols  
**Outside factors** influence  
Experience helps, but doesn't  
**guarantees success**





# Task: continuums

- In the gallery are 13 continuums based on key themes in system transformation
- For each continuum, add a red dot above the line for where you think we are today and a green dot below the line for where you think we need to be in future



Time available: 20 minutes



# Task: continuums



Bottom up action AND top down strategy

Healthcare AND health

Tried/tested approaches AND Innovate and experiment

Reduce costs AND improve quality

Clinical leadership AND patients and families as leaders

Old power AND new power

Performance & accountability AND system transformation

Storytelling AND data

Efficiency AND innovation

Focus on formal leaders AND focus on informal leaders

Hierarchy AND networks

Personalised care AND population health

System performance AND system health

Accountability AND shared decision making

# Problems vs. polarities (complex dilemmas)

## Problems

- *Have one best or right answer that provides a solution*
- The solution solves the problem and it goes away,
- A definite end point where you can say that the problem is solved
- The solution to the problem usually contains no alternatives

## Polarities

- *Are unsolvable problems that need to be managed*
- Often two positions that are in opposition
- Usually expressed as *from* one polarity *to* another
- *A tension*, not a choice with a best or right answer



Currency

Current

Held by a few

Made by many

Pushed down

Pulled in

Commanded

Shared

Closed

Open

Transaction

Relationship



## Action Steps

Actions to gain or maintain the positive results from focussing on this pole. Who? What? By when? Measures?

Positive results of focus on this pole

Positive results of focus on this pole

## Action Steps

Actions to gain or maintain the positive results from focussing on this pole. Who? What? By when? Measures?

## Early warnings

Measurable indicators that you can count that will let you know that you are getting into the downside of this pole.

Negative results of over-focus on this pole to the neglect of the right pole

Negative results of over-focus on this pole to the neglect of the left pole

## Early warnings

Measurable indicators that you can count that will let you know that you are getting into the downside of this pole.

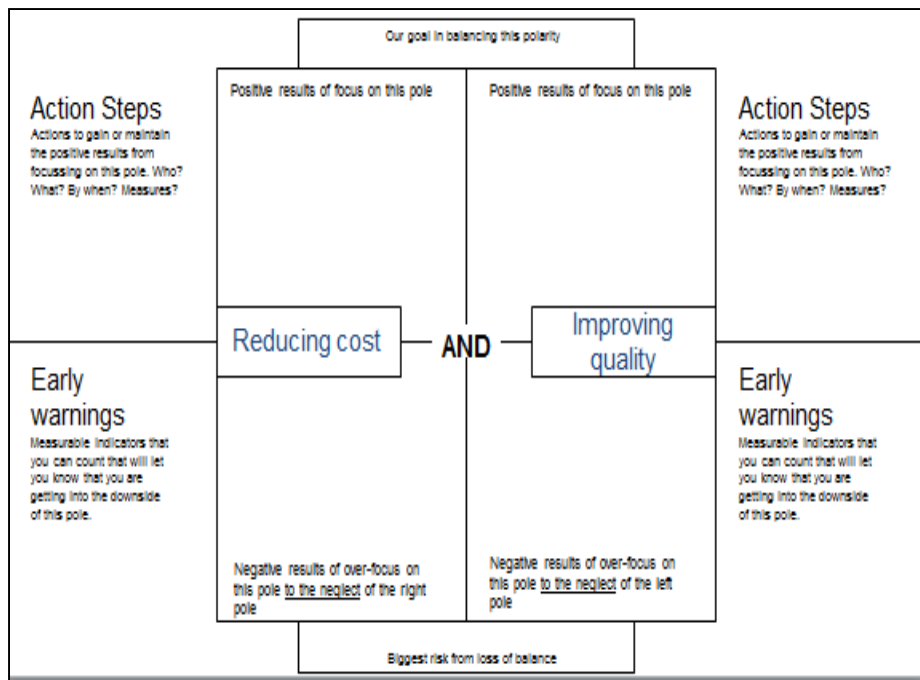
Our goal in balancing this polarity

AND

Biggest risk from loss of balance

# Task

- Identify a polarity that your team would like to work on
- Write the names of the poles in the boxes in the middle of the template



## Action Steps

Actions to gain or maintain the positive results from focussing on this pole. Who? What? By when? Measures?

Positive results of focus on this pole

Positive results of focus on this pole

## Action Steps

Actions to gain or maintain the positive results from focussing on this pole. Who? What? By when? Measures?

Reducing cost

AND

Improving quality

## Early warnings

Measurable indicators that you can count that will let you know that you are getting into the downside of this pole.

Negative results of over-focus on this pole to the neglect of the right pole

Negative results of over-focus on this pole to the neglect of the left pole

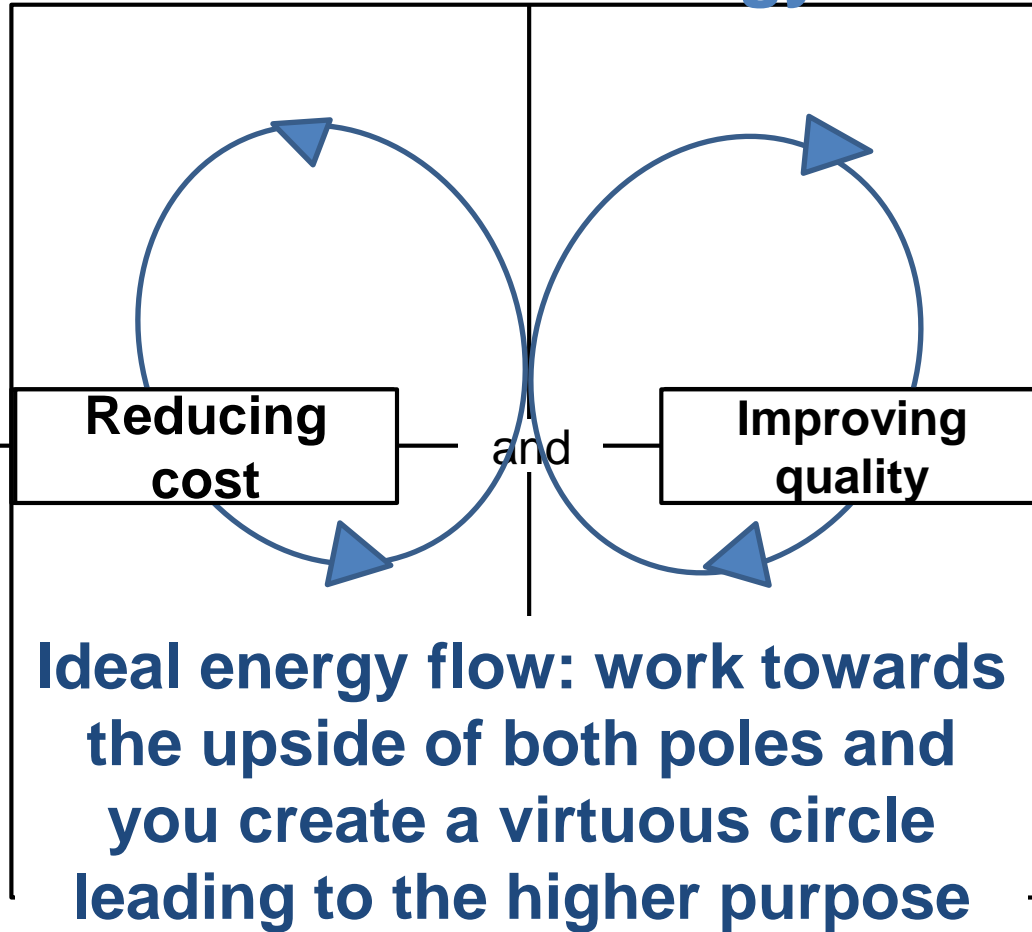
## Early warnings

Measurable indicators that you can count that will let you know that you are getting into the downside of this pole.

Biggest risk from loss of balance

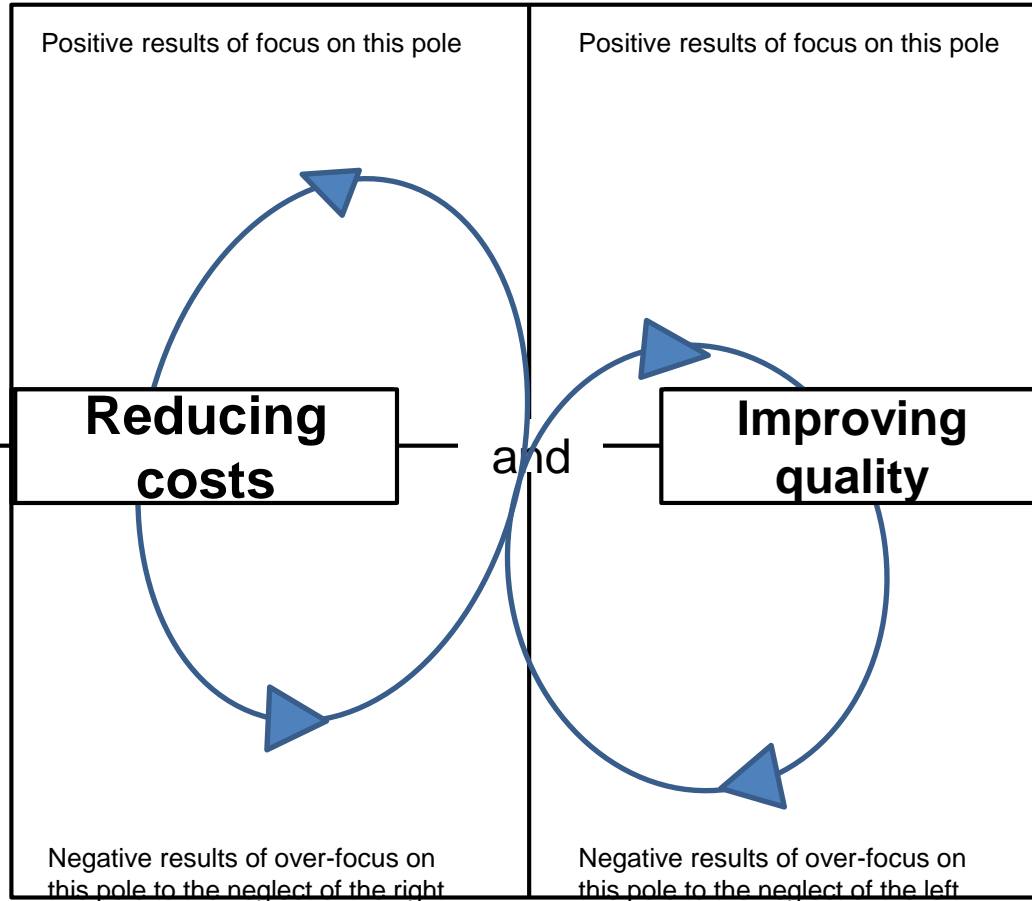


# Show the current and idea energy flows



Source: adapted from Barry Johnson

# Step four: show the current and idea energy flows



**Typical  
energy  
flow**

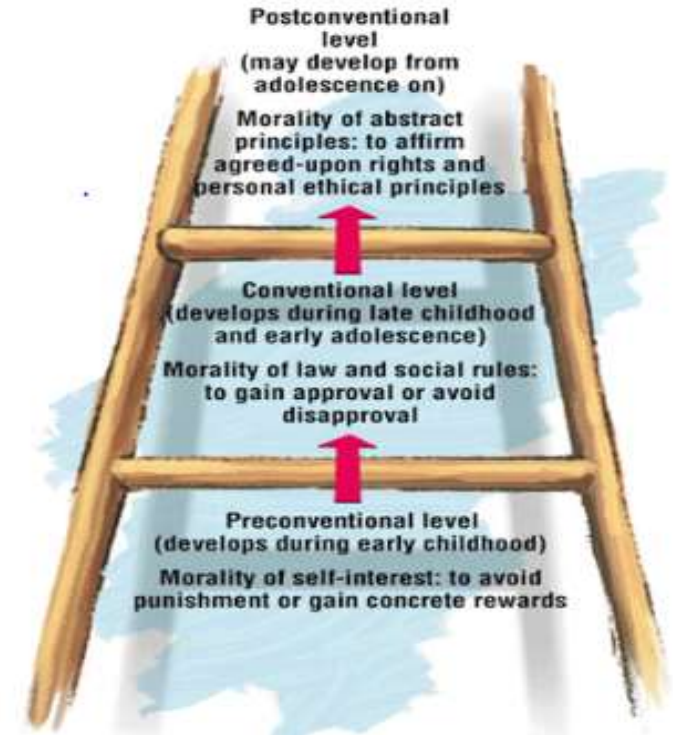
# Feedback

- Identify one person from your table to feedback to the wider group
- Feedback:
  - The polarity you worked on
  - One insight you gained from the activity



# Post conventional leaders

Current global trends call for leaders who can demonstrate a high level of maturity in dealing creatively with increasing complexity, uncertainty, diversity, and numbers of paradoxes



# Post conventional leaders



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

Gary Hamel





# Adult development

## (Constructivist-development researchers)

- Children develop in dramatic steps or stages (Jean Piaget)
- Adults continue to develop in stages (e.g, Lawrence Kohlberg, William Torbert, Robert Kegan)
- Adults can become more mature as they “grow up” and develop “bigger minds”
- Our adult stage of development affects how we think and act at work and home – our “action logics”
- There are several frameworks for thinking about the transformations that are possible in adulthood

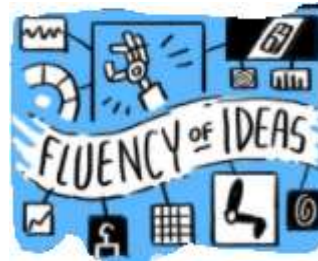


Source: Charles Palus, Center for Creative Leadership

# The skills for 2030



**Judgment and decision making:** Considering the relative costs and benefits of potential actions to choose the most appropriate one.



**Fluency of ideas:** The ability to come up with a number of ideas about a topic (the number of ideas is important, not their quality, correctness, or originality).

**Originality:** The ability to come up with unusual or clever ideas about a given topic or situation, or to develop creative ways to solve a problem

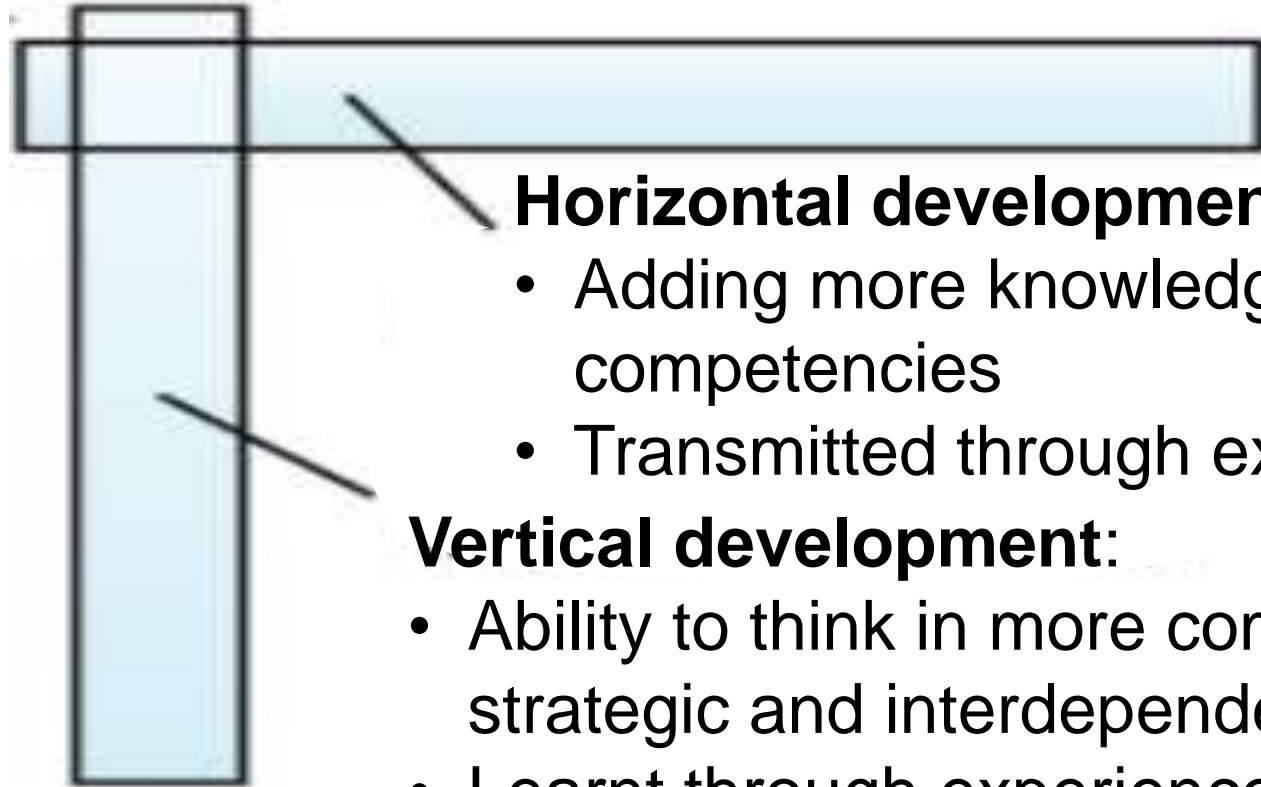


**Learning strategies:** Understanding the implications of new information for both current and future problem-solving and decision-making.



**Active learning:** Learning strategies—selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.

In a post conventional world, we need to focus on *vertical* development as well as *horizontal*

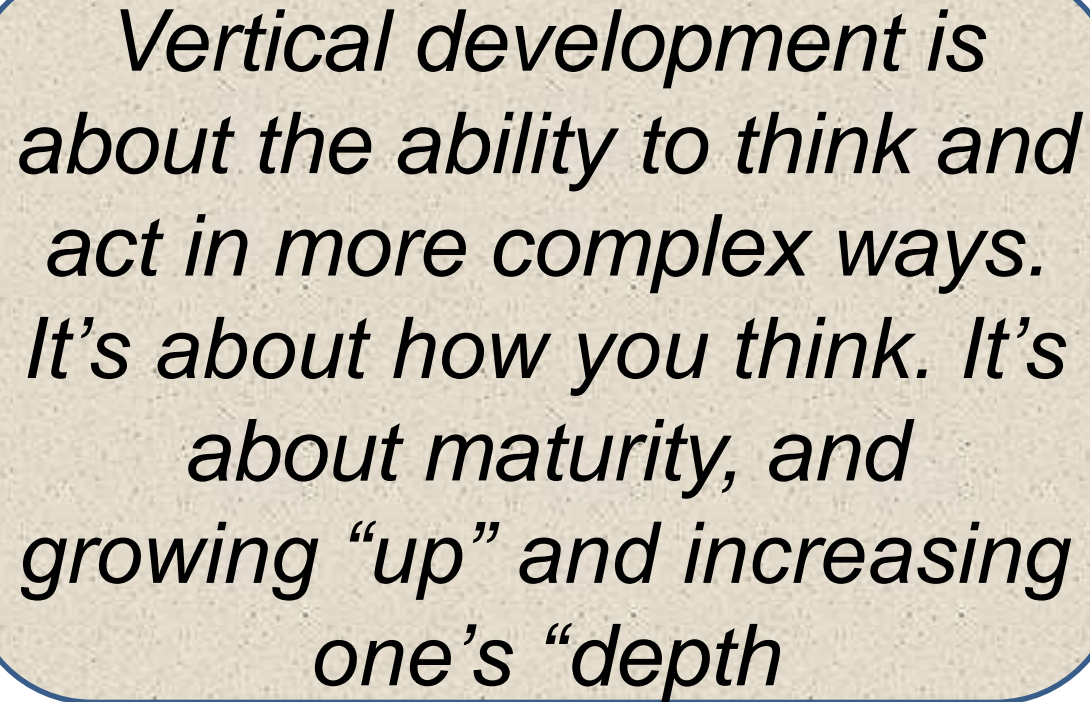


**Horizontal development:**

- Adding more knowledge, skills, and competencies
- Transmitted through experts

**Vertical development:**

- Ability to think in more complex, systemic, strategic and interdependent ways
- Learnt through experience



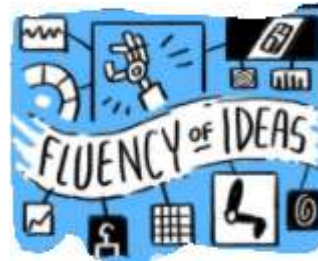
*Vertical development is  
about the ability to think and  
act in more complex ways.  
It's about how you think. It's  
about maturity, and  
growing “up” and increasing  
one’s “depth”*

Charles Palus,  
Centre for Creative Leadership

# The skills for 2030



**Judgment and decision making:** Considering the relative costs and benefits of potential actions to choose the most appropriate one.

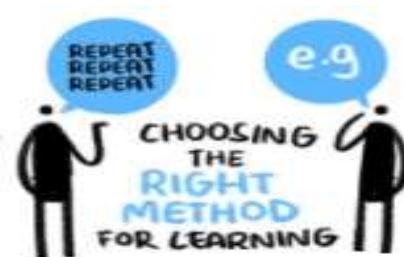


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# Join the



# School for Change Agents

**2019 live webinar dates:  
Five modules over five weeks:**

16 May

23 May

6 June

13 June

20 June

at 3pm UK time.

Recordings will be available.

(note: there is no live  
webinar on 30 May)



**YOU ARE NOT ALONE.**



## Why join

### The School for Change Agents?

- Online learning with study guides
- Open to anyone from around the world
- Meet a community of enthusiastic Change Agents from all over the world
- **Free** to join and take part!

**Find out more and sign up:**

**[horizonsnhs.com/school](https://horizonsnhs.com/school)**



@Sch4Change #S4CA

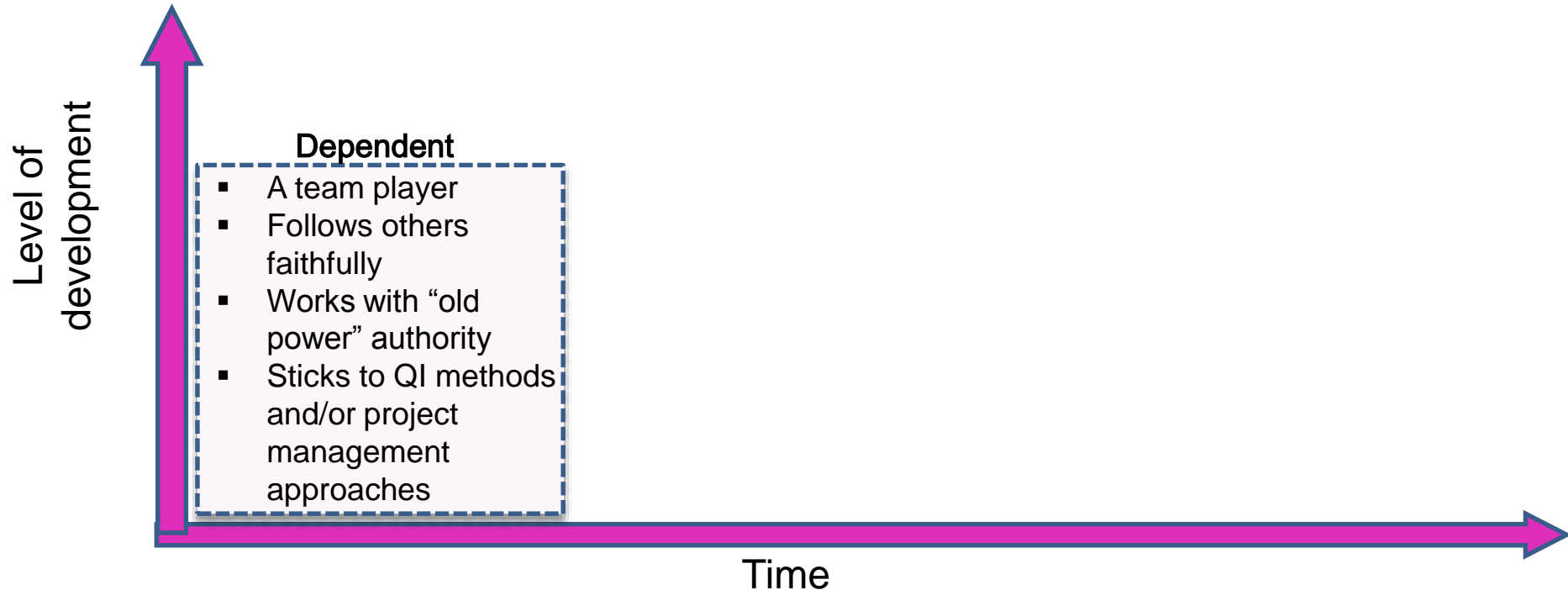


School for Change Agents

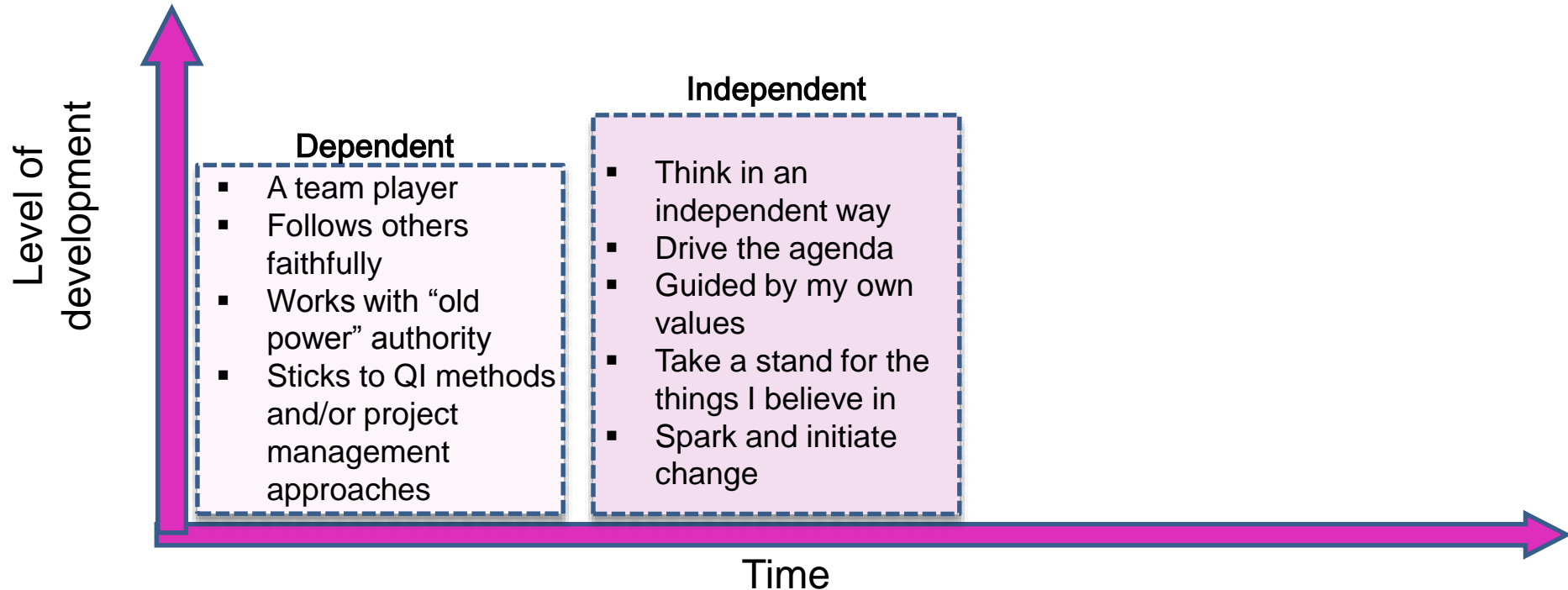


[england.si-horizons@nhs.net](mailto:england.si-horizons@nhs.net)

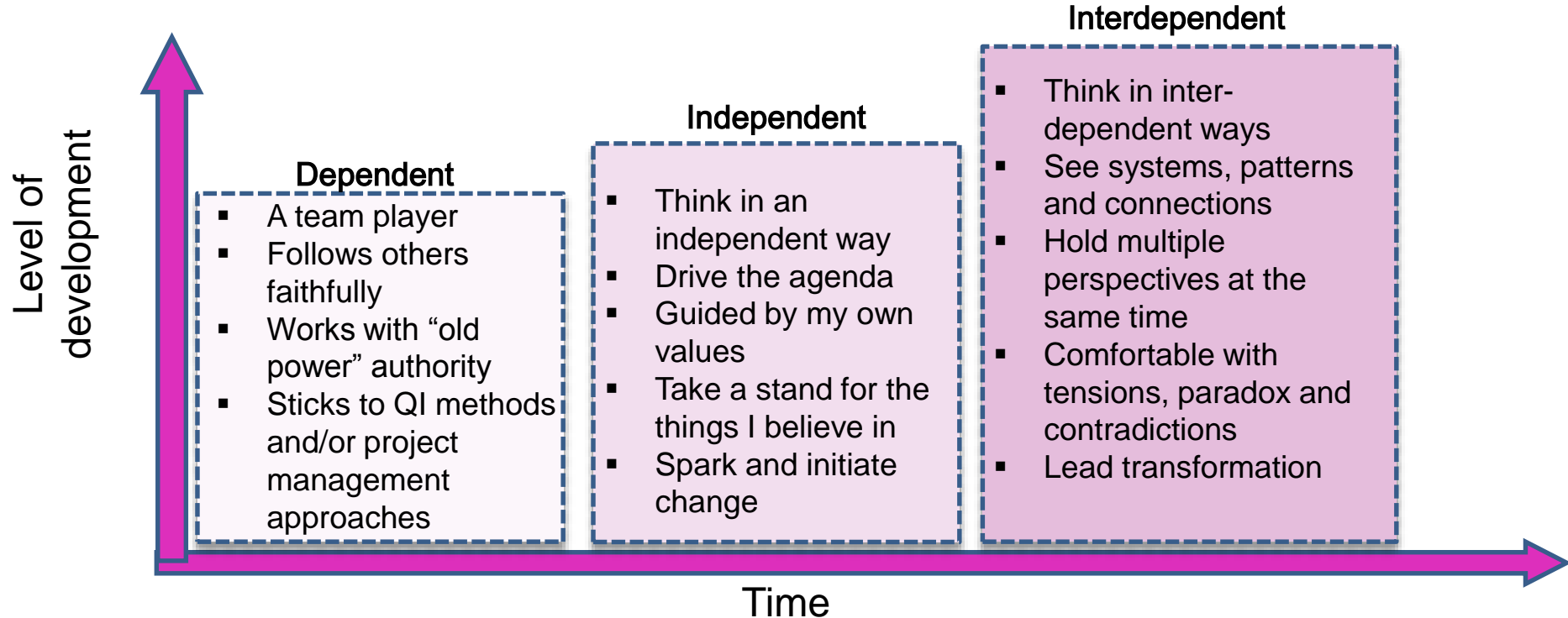
# Stages of vertical development for change agents



# Stages of vertical development for change agents



# Stages of vertical development for change agents



# Interdependent

What happens to one affects all the others

what are other  
words for  
interdependent?



complementary, reciprocal,  
mutually beneficial, dependent,  
mutual, interrelated,  
harmonious, corresponding





# Towards interdependent leadership

## Independent

**Division** or department

**My professional** expertise

The **right** answer

Agile **achiever**

**Compromise**, cooperate

Reliable **performer**

## Interdependent

**System** or organisation

**Our** adaptive **learning**

**Multiple** right answers

**System** leader

**Creative** collaborator

Integrating **transformer**



Source: adapted  
from the Center for  
Creative  
Leadership



# Interdependence

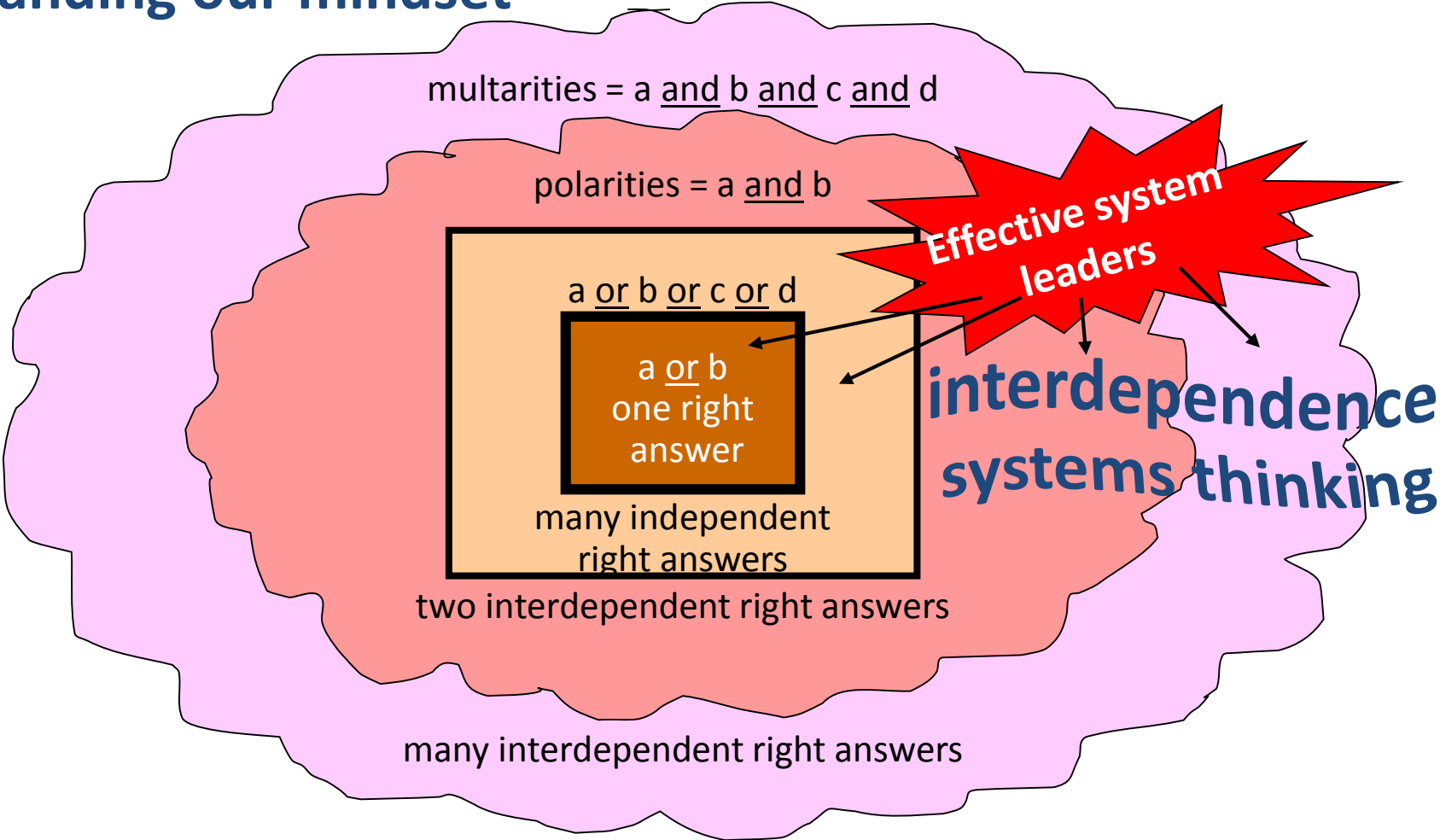


Sources: Being First team (2017) [Going for the Big Win in Your Organization](#)  
S. Mukherjee (2017) [We Must Rescue 'Win-Win' From Its Buzzword Status](#)



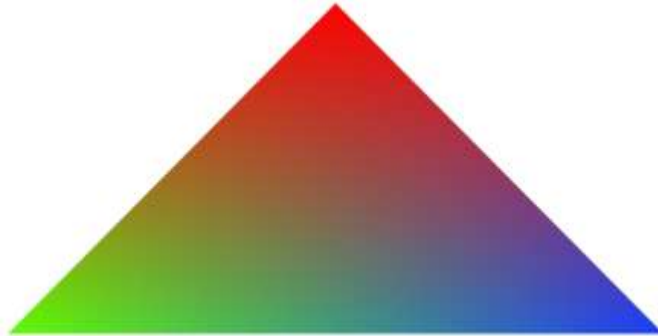
@HelenBevan #eofuturelearn

# Expanding our mindset



# A triad of requirements in the operating model mindset

“One system”: we want **consistency** and **standardisation** across the country



We want to **co-create our responses with partners** with local systems in the lead

We want **creativity, diversity** and **continuous improvement**

# The CHANGE AGENT of THE FUTURE

## WHAT I KNOW:

-  IMPROVEMENT METHODS
-  PROJECT & PROGRAMME MANAGEMENT
-  INNOVATION & DESIGN METHODS
-  ANALYTICAL & PROBLEM SOLVING SKILLS
-  RELATIONSHIP BUILDING
-  PROCESS FACILITATION SKILLS
-  COACHING SKILLS
-  PRESENTATION SKILLS



## HOW I THINK:

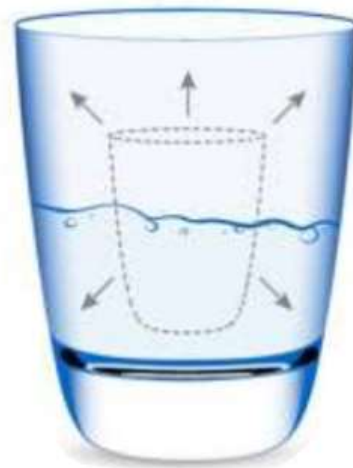
-  in interdependent ways
-  see systems, patterns and connections
-  hold multiple perspectives at the same time
-  short term and long term
-  realist YET unreasonably optimistic
-  comfortable with tensions, paradox and contradictions
-  the best of people





## Horizontal development

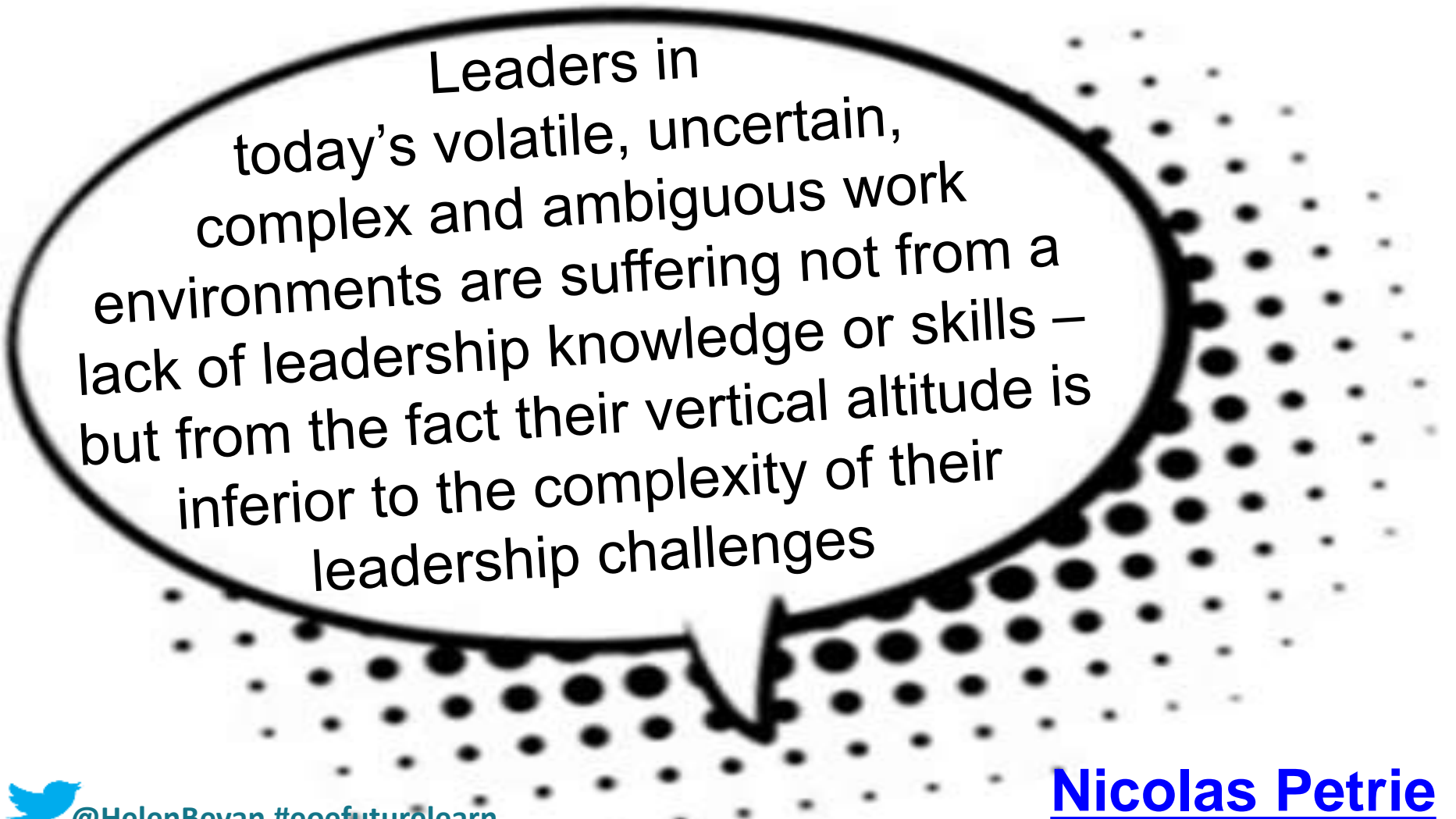
- Tools, models and frameworks
- Step by step approaches
- Skills development



## Vertical development

- Exposure to new ways of thinking
- Intense stretch experiences
- Strong developmental networks

Further reading: Nicholas Petrie (2015) [The how-to of vertical leadership development](#)



Leaders in  
today's volatile, uncertain,  
complex and ambiguous work  
environments are suffering not from a  
lack of leadership knowledge or skills –  
but from the fact their vertical altitude is  
inferior to the complexity of their  
leadership challenges



# Ways of describing the development stages

Post conventional	Interdependent	Alchemical Transforming Redefining }
Conventional	Independent	Achiever Expert Diplomat }
Preconventional	Dependent	Opportunist
Terry Sexton	Center for Creative Leadership	William Torbert



# Seven transformations (action logics) of adulthood: “growing up”

**Alchemical** – Integrates material, spiritual, and societal transformations

**Transforming** – Generates organisational and personal transformations

**Redefining** – Reframes complex problems in unique ways

**Achiever** – Driven by personal and team achievement

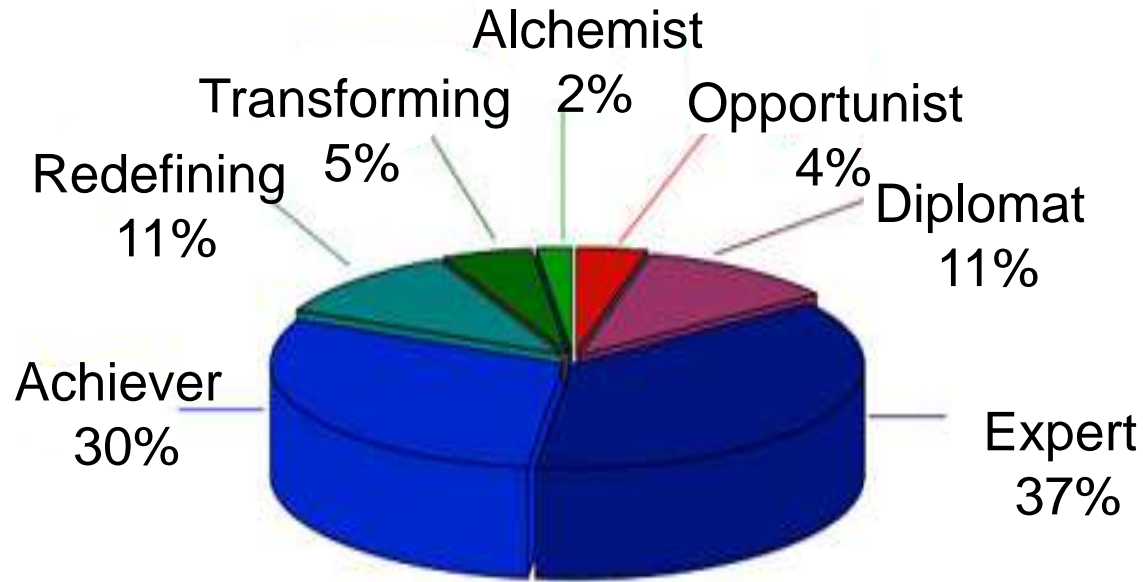
**Expert** – Focuses on logic and expertise

**Diplomat** – Wants to belong and fit in

**Opportunist** – Wins for self in any way possible

Rooke, D. & Torbert, W. R. (2005, April). **Seven transformations of leadership.** Harvard Business Review, 66-77.

# Distribution of the “action logics”





# Our journey : a final task

On the back of each of the cards from the first deck is a tiny letter or letters (on the bottom right hand side)

Make a note of the letter(s) for your first action

We will return to them later

**Did your action  
logics correspond  
with the suggested  
development path?**

# Seven transformations (action logics) of adulthood: “growing up”

**Alchemical** – Integrates material, spiritual, and societal transformations

**Transforming** – Generates organisational and personal transformations

**Redefining** – Reframes complex problems in unique ways

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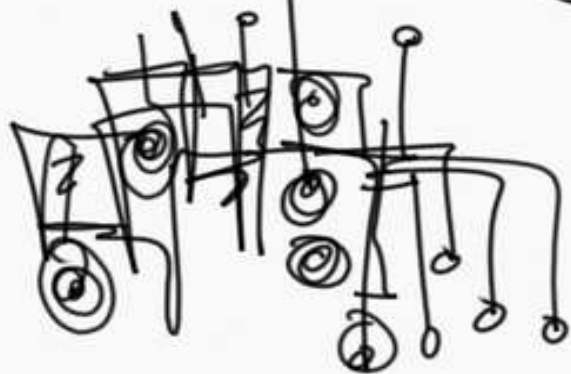
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Rooke, D. & Torbert, W. R. (2005, April). **Seven transformations of leadership.** Harvard Business Review, 66-77.

I know!  
Let's have  
an UNCONFERENCE!

Yeah! A  
REALLY DIFFERENT  
unconference!!



@hugh

“I have come to understand that the greatest knowledge deficit in organisations is not the lack of sharing nor is it poorly designed repositories. Rather it is the inability to hold authentic conversations  
Nancy Dixon

<http://www.nancydixonblog.com/2017/07/the-hidden-knowledge-problem-in->

# The Fundamental Law of Unconferencing



Source of image: [www.citynet.com](http://www.citynet.com)

“The sum of the expertise of the people in the audience is greater than the sum of expertise of the people on stage”

**Dave Winer**



<b>LS Menu</b> 	<b>Wicked questions</b> 	<b>What³ debrief</b> 	<b>Min specs</b> 	<b>Heard, seen respected</b> 	<b>What I need from you</b> 	<b>Integrated autonomy</b> 
<b>Design elements</b> 	<b>Appreciative interviews</b> 	<b>Discovery and action dialog</b> 	<b>Improv prototyping</b> 	<b>Drawing together</b> 	<b>Open space</b> 	<b>Critical uncertainties</b> 
<b>1-2-4-All</b> 	<b>TRIZ</b> 	<b>Shift &amp; share</b> 	<b>Helping heuristics</b> 	<b>Design storyboards</b> 	<b>Generative relationships</b> 	<b>Ecocycle</b> 
<b>Impromptu networking</b> 	<b>15% solutions</b> 	<b>25 : 10 crowdsourcing</b> 	<b>Conversation café</b> 	<b>Celebrity interview</b> 	<b>Agree/certainty matrix</b> 	<b>Panarchy</b> 
<b>9-whys</b> 	<b>Troika consulting</b> 	<b>Wise crowds</b> 	<b>User experience fishbowl</b> 	<b>Social network webbing</b> 	<b>Simple ethnography</b> 	<b>Purpose to practice</b> 

**Liberating Structures**  
[www.liberatingstructures.com/ls-menu](http://www.liberatingstructures.com/ls-menu)

# Our unconference process

- Having taken part in the workshop so far, think about a topic that you would be interested to explore with other people
- It should be a topic that you want to take action on over the next twelve months to take your agenda forward
- Write your idea in a sentence or less on an index card



# The unconference:

## 4 principles and a law

Principles:

1. Whoever comes are the right people
2. Whatever happens is the only thing that could have happened.
3. When it starts is the right time
4. When it's over it's over



The Law is known as the Law of Two Feet:

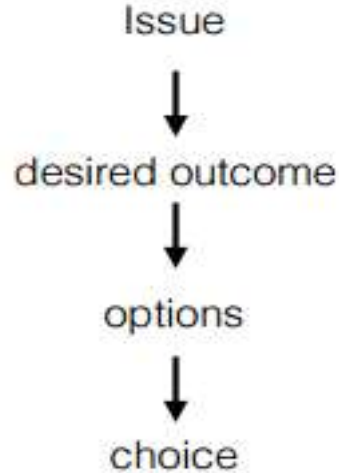
*"If you find yourself in a situation where you are not contributing or learning, move somewhere where you can."*

**Back to our**

**HOME  
TEAM**

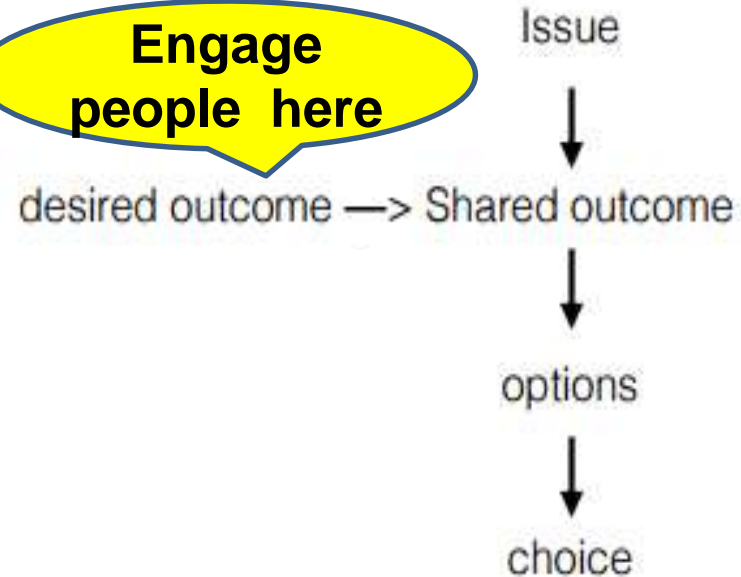
# Mark Jaben on the science behind resistance

## What NOT to do (but what we usually do)



**Engage  
people here**

## What TO do



**Engage  
people here**

**We don't need buyers (who "buy-in" to change)  
We need investors**

# Potential topics for 21<sup>st</sup> March

- Culture, mindsets and behaviours
- Scaling down and scaling up (personalised care AND large scale change: the polarity at the heart of the Long Term Plan)
- Scale and spread of change in a post-conventional world
- Building energy for change for the long haul
- ?



# ABC, 30 – 60 – 90 Days - Ideas for Action

	The next month	The next 2 months	The next quarter
What could we speed up / do more of ? (Accelerate)			
What could we stop doing ? (Brake)			
What could we start doing? (Create)			
	Longer Term Actions		

# The “two levels down” rule

What can I achieve in:

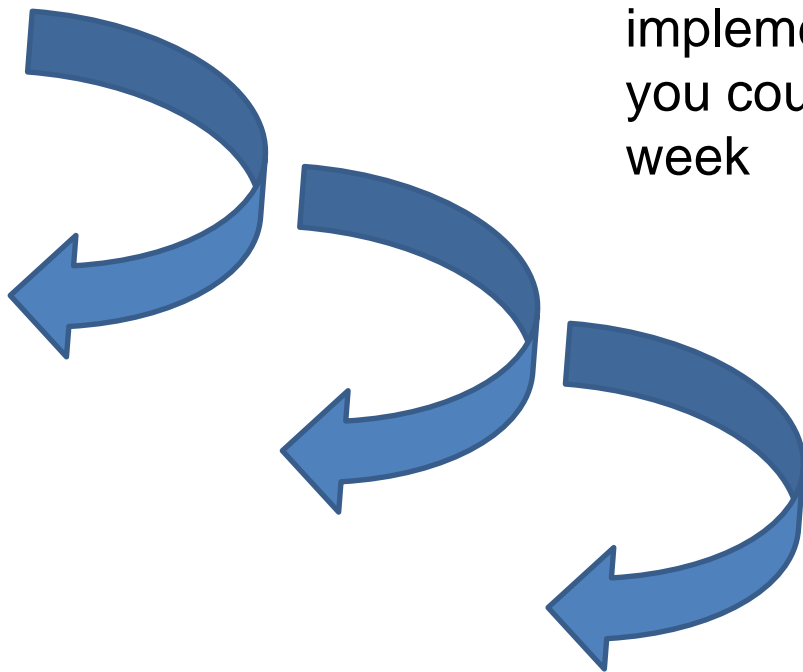
**a year?**

**a month?**

**a week?**

**a day?**

**an hour?**



If you think your idea will take a year to test and implement, consider what you could achieve in a week

If you think it will take a week, what you could achieve in an hour?

# Have we got the power to change things?

Research with groups shows a 25%-10%-3% pattern:

**25%** When a minority group pushing change was below **25%** of the total group, its efforts failed. But they reached **25%**, the majority of the population adopted the new way of thinking very quickly

**10%** When just **10%** of a population holds an unshakable belief, their belief is likely to be adopted by the majority

**3%** Typically in organisations, around **3%** of people (the informal influencers) drive conversations and influence 85% of other people. They are not typically the senior leaders