Leading Profound Change
Christi Zuber
September 20, 2018
Webinar Reminders

1. Everyone is muted.
   - Press *6 to mute yourself and *7 unmute.

2. Remember to chat in questions along the way!

3. Webinar will be recorded, posted on CCI’s website, and sent out via newsletter.
Christi Zuber

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Christi, PhD, MHA, RN has over 20 years of experience leading teams, observing and partnering with users, creatively generating ideas and conducting field experiments to develop solutions that work at organizations.

She founded Kaiser Permanente’s Innovation Consultancy and is a faculty member at Northwestern University.
Pop culture quiz

Name the movie
Inigo Montoya
You killed my father
Prepare to die
HELLO
my name is

VOLDEMORT

HE WHO CANNOT
BE NAMED
Daenerys Stormborn of the House Targaryen, first of her name, the Unburnt, Queen of the Andals and First Men, Khaleesi of the Great Grass Sea, Breaker of Chains, and Mother of Dragons.
According to a dictionary definition, a change agent is someone who alters human capability or organizational systems to achieve a higher degree of output or self-actualization.

From this definition it’s clear that change agents are not afraid to break status quo or rock the boat.

But how do we rock the boat while still staying in it?
Change Agents

This webinar

**Expose:** You will be introduced to how change is changing along with a few frameworks to challenge your own thinking and practice

**Apply:** Hear stories from a peer, brief reflection and an (optional) exercise for your own work

**Build:** Learn how the concepts you hear today will build out further for those attending the rest of the series. Hear what you can expect from the workshop and webinar series to follow, and how to gear up for a chance at teacher’s pet and a prize. Yes, I said it, teacher’s pet…and a prize.
Tell us a little about yourself.

What do you see as your primary role?

What is hard and what is joyful about it?

What have you sought out to help empower you in this work?

Could you describe your love/hate relationship with (improvement/lean/design/change, etc) methods in your work?
The workshop will cover…

<table>
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<th>Section 1</th>
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<tr>
<td>The changing nature of change and our common</td>
<td>Profound Knowledge/Change and Method Remixes</td>
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<td>Reasons we may not be nailing this already and</td>
<td>How does this effect what we do? We’ll get some hand on</td>
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<td>it’s important</td>
<td>practice with each other and time to reflect and share</td>
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The failure of large scale transformational change is rarely due to the content or structure of the plans that are put into action.

Well...why DOES it fail?
The nature of change is changing
Change is changing

Since the nature of change is changing...

we need to change how we approach it.
Change is changing

“Changing behavior is less a matter of giving people analysis to influence their thoughts than helping them to see a truth to influence their feelings.

The heart of change is in the emotions.”

How might we

(re)discover

(re)Learn

(re)appreciate

The melody of methods AND MINDSETS AVAILABLE to BEST lead change and innovation?
We will dig into 3 powerful lessons for health and social care
Your Turn

1) Name an effort/project that you are currently working on.

2) Listen to the next section and take notes.

3) If you were to leverage “emerging power” approaches from social movements to amplify the reach or impact of your endeavor, what are 2-3 things you could do*?

*don’t limit your thinking based on existing mental models or resources for now
Profound Change

SOCIAL MOVEMENTS

https://www.youtube.com/watch?v=4xXZhXTFWnE  up to 2:36
“Most of us who are leaders inside of organizations think of resources as

“I’m given a budget for my project, these people to help me and possibly some technology to do the job.”

When we think of resources in that way, they are finite. When it’s gone its gone.

...but social movement leaders think of resources very differently.”
“Social movement leaders think about resources in terms of

the relationships that we make,

the change and commitment that we can build.

The great thing about thinking in this way, is the more we use the resources, the more they grow.”

Helen Bevan, Chief Transformation Officer
National Health Service (1.3 million employees)
From

‘what’s the matter with you?’

to

‘what matters to you?’
MOODOCs
(Massive, Online, Open, Disease Oriented Communities)

http://biggerboat.org/exploring-moodocs/

PatientsLikeMe, American College of Cardiology Partner on Diabetes Collaborative Registry

60,000 online diabetes communities and around 80 million online patient communities

About Inspire
With more than 100 national patient organization partnerships and over one million members, Inspire has created the most authentic platform for patient engagement.
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 Sihka, Julianne M Morath, Lucian Leape

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

2017: the year of New Public Passion?
Henry Kippin examines a striking new theory about public servants

New Public Passion: a growing global movement
When we look at how change is changing

We can look at our personal toolbox of methods with fresh eyes to better harness them in this new changing world
The approach
Method madness
The approach
Method (re)Mix
Method Remix
Leading change and innovation

Improvement Science  Change
Lean  Human Centered Design
Methods of Profound Change

**KNOWLEDGE  Scaffold and try ideas**
- PDSA cycles
- Brainstorming
- Paper prototypes

**SYSTEM  Demonstrate connectedness**
- Driver diagrams
- Gemba walk
- Co-design

**VARIATION  Share through storytelling**
- Aim statements
- Problem Statements
- Run charts

**PSYCHOLOGY  Build empathy**
- Ethnographic observations
- Journey maps
- Visual controls (huddle board)
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SOCIAL MOVEMENTS

Classical

User as focus of study and communication

Co-design

User as participant and contributor

Sanders (2008)
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SOCIAL MOVEMENTS

Storytelling.

STORY AS LIGHT  STORY AS GLUE  STORY AS WEB
Tell us a story about a time you felt exhilarated about how a change was approached?
Workshop Learning Approach

Active, customized & Peer to Peer

• New mental models around change and provocative concepts and discussions to stretch our thinking

• An abbreviated case study for us to build on and make it easier to translate “back home”

• Shared stories and experiences from each other and time to unpack them together

• Customized roll-up-your-sleeves practice sessions on the methods of your choice so you can customize your learning
Homework for bonus points

Read an introductory case study example and answer 3 questions

We’ll be referencing this case study as an example and elaborating on it throughout the workshop
case study

https://archive.ahrq.gov/about/annualmtg07/0927slides/mccarthy1/Mccarthy1-contents.html

http://www.ihi.org/resources/Pages/ImprovementStories/ShiftingtoaHigherStandard.aspx

Nurse Knowledge Exchange
Your Turn

Read through the NKE case study and answer the following 3 questions:

| What are 2-3 exciting or positive approaches to creating and leading change do you notice they took? | What 3-4 methods or approaches do you notice were used to create and implement NKE? | What are 2-3 concerns you may have or suggestions you would want to give if your colleagues or friends were leading this effort? |
#teacher’s pet
Insanity: doing the same thing over and over again and expecting different results.
Workshop and webinar info

• WHO SHOULD ATTEND?
  • Individuals leading change efforts (senior level management) and individuals managing the staff and resources for making change (directors and managers). Up to 3 individuals from PHLN teams. If you are participating in both PHLN and PHASE with different team members, you can register up to 4 individuals in total from your organization.

• DATE, LOCATION & REGISTRATION
  There will be one workshop followed by 6 webinars which will occur every other month to go deeper into select topics and allow you to apply the work “back home.” The same workshop will be held in two locations. Please register for just one of the in-person workshops by September 28th:
  • October 18, 9:30am-5pm, Oakland – Preservation Park (Nile Hall Room), 1233 Preservation Park Way, Oakland, CA 94612
  • November 8, 9:30am-5pm, Los Angeles – The California Endowment, 1000 N. Alameda Street, Los Angeles, CA 90012

Recap of Next Steps

• AFTER THIS WEBINAR:
  • Go to www.forum.careinnovations.org.
  • In the “PHLN Activities” category, share a good tip that you have for leading organizational change!

• BEFORE THE WORKSHOP:
  • Read the introductory case study example and answer 3 questions:
    • What are 2-3 exciting or positive approaches to creating and leading change do you notice they took?
    • What 3-4 methods or approaches do you notice were used to create and implement NKE?
    • What are 2-3 concerns you may have or suggestions you would want to give if your colleagues or friends were leading this effort?
Thank You!

For questions regarding today’s content, contact:

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Please fill out the post-webinar survey & continue the conversation on the PHLN Forum!