Profound Change
Capture one of the change or innovation efforts you are currently working on

1. What type of people should you make sure you spend time with as you lead your change and why? (choose from advocate, fence-sitter and/or resistor)

2. What are 2 things you could do to better communicate your desired change to others?

3. If you were creating a movement to amplify the reach or impact of your endeavor, what are 2 things that you would do?
Change is changing.

Dominant Approach
OLD POWER

- Power through hierarchy
- Mission and vision
- Rational judgement
- Leadership-driven innovation
- Based on evidence
- Transactional

Emerging Approach
NEW POWER

- Power through connections
- Shared purpose
- Emotional connections
- Viral creativity
- Open approaches and sharing
- Relationship-driven

Jeremy Heimans, Henry Timms "This is New Power", Inspired by Helen Bevan
Source: Based on longitudinal research on change agents from Battilana and Casciaro
Different Methods

Lean

- **value**: Specify value in the eyes of the customer
- **map**: Map the value stream
- **eliminate**: Eliminate waste and variation
- **flow**: Make value flow at the pull of the customer
- **iterate**: Continuously improve in pursuit of perfection

Improvement Science

Model for Improvement

- What are we trying to accomplish?
- How will we know that a change is an improvement?
- What changes can we make that will result in improvement?

From Associates in Process Improvement.
Human-centered Design

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Change

4 components of

Profound Change

Brain – Scaffold and try ideas

Scaffolding is the process of making ideas tangible, learning while building them and sharing them with other people. It teaches you about the change you are trying to make and the opinions and impact on the people who are being asked to make it.

- PDSA cycles
- Brainstorming
- Paper prototypes

System – Demonstrate Connectedness

Connectedness as a shared understanding about how the part and pieces of a system effect one another. In an organization this is also the appreciation of people’s viewpoints and the collaboration of those at the front-lines both providing and receiving the service as you co-design and go to the “Gemba”…together.

- Driver diagrams
- Gemba walk
- Co-design

Inspired by deming’s profound knowledge built on by Christi Zuber’s PhD
Variation – Share through Storytelling

Storytelling is sharing of an unfolding story, verbal, written or drawn, in a way that the listener can engage and relate to the character of the story. In times of change, it has the effect of building understanding and trust between the storyteller and the listener to create a stronger foundation throughout the process.

- Aim statements
- Problem Statements
- Run charts

Psychology – Build Empathy

Empathy is the ability to share and understand the feelings of another person. Building empathy is doing this in such a way that it can be shared experience across many people. It is important in leading change both to create solutions that are meaningful and to create a sense of shared purpose and alignment.

- Ethnographic observations
- Journey maps
- Visual controls (huddle board)
Knowledge

Scaffold and try ideas
PDSA Cycles

What it is

An approach to testing that starts small and occurs in cycles that evolve based on what you are learning. It stands for Plan, Do, Study and Act.

Think about the analogy of a pinball game. How might we create PDSA cycles not just to prove an idea is correct, but to test of ideas that will “bounce around” and interact within the organization to teach us something new to guide our organizational change?
Brainstorming

What it is
Brainstorming is a method to generate many different possible solutions to a problem. It is often done as a small group exercise.

How to brainstorm
Write ideas on Post-its using Sharpies. One idea per Post-it. Get visual and draw your ideas! No judgment in this phase! Crazy ideas can inspire practical ideas.

Set a goal for the number of ideas to be generated. Set a timer for 10-20 minutes. Spend the first 5 minutes writing down ideas individually without talking. Everyone reads their ideas out loud while putting them on the board. After everyone puts their initial ideas on the board, keep on writing down new ideas, building on each other’s ideas, put them on the board, until time runs out.
Paper Prototypes

What it is
Early samples or models built to test a concept or process or to act as a thing to be replicated or learned from.

Building paper prototypes
Use the craft supplies to literally build the tool, role, process, or space that has been brainstormed. Yes, even you can craft a simple prototype!
What can be done with $10 in 10 minutes to help scaffold your idea?
Variation

Share through storytelling
Aim Statement

What it is
A written, measurable, and time sensitive statement of expected results
OR
A stated accomplishment that is time-specific and measurable

Writing Aim Statements
Aim statements answer “What are we trying to accomplish, how, by when?” It should be numerical and crystal clear. If you have to explain the Aim, revise it. It should be a reasonable stretch.
Problem Statement

What it is
Take what you’ve seen and heard from users to reframe your project challenge in human terms.

Writing a problem statement

**I am**  Who is the person?

**trying to**  What are they trying to accomplish?

**but**  What is holding them back?

**because**  Why? The deeper issue behind it.

**which makes me feel**  What emotion do they feel now?
Run Charts

**What it is**

A chart to show changes in a process over time. It may be used to study observed data for trends or patterns to see if the central tendency of the process is changing.

An insightful way to determine common versus special causes and engage people in telling the story of the data.
Psychology

Build empathy
Ethnographic Observations

What it is
Looking at participants of a process in the fullest context, where the process normally occurs, and with minimal interruption from the observer.

Using Ethnographic Observations
Look again at people, processes, and people in processes. Experience “vuja de”
Observe people in a real life environment in real time.
Visual Controls

What it is

Visual controls are visual cues to allow quick recognition of the information being communicated, in order to increase efficiency and clarity about the change that is being sought.

Through the use of visual controls, those leading and participating in the change have an interactive visual for their conversations about what is occurring, as well as what may need to happen next to reach the change.
Journey Maps

What it is

A Journey Map is a visualization of a user’s experience in a flow-chart like form that can include experiences, quotes, and emotions.
System

Demonstrate connectedness
Driver Diagram

What it is
A tool used to help identify what ideas might lead to a change by mapping the drivers of the impacts. Driver diagrams help us to understand more broadly how things impact one another across a system.

Secondary Drivers
Secondary drivers are structures, processes, or aspects of culture that contribute to desired outcomes. They are evidence based and from the clinical or improvement literature. They are necessary and sufficient for improvement.

Primary Drivers
Primary drivers are groups of secondary drivers with common resources, manager, equipment, patients, etc. They could be assigned to a team to improve.

Text source: Richard Scoville, PhD — Image Source: Quorum – Health Quality Ontario
Gemba Walk

What it is
Going to the “gemba” or the real place where the work is taking place

Going on a gemba walk
• Prepare to visit. This isn’t secret shopping. Make folks aware of your arrival.
• Go see what is happening in real time.
• Ask what and why. You’re testing assumptions of what should be happening.
• Show respect. This is an exploration not a time for correction or “evaluation.”
Co-design

What it is
The problem you are trying to solve though the voice of the person it will impact (ex. patient, staff, community member)

Co-Design Mindsets
There is more than one expert.
Everyone can be creative.
We can all listen.

From UX Booth, 2014. “Co-Creation: Designing With the User, for the User.”
References

Profound Knowledge
Mayo videos on each component: https://www.youtube.com/watch?v=1CQgCGXUXD0

Profound Change
School for Change Agents (NHS): http://horizonsnhs.com/school/
MLK Jr and movements: https://www.youtube.com/watch?v=4xXZhXTFWnE&t=144s
Helen Bevan and Change: https://www.youtube.com/watch?v=JeP6ApZK29E&t=1351s
New Power/Old Power TedX: https://www.youtube.com/watch?v=gpr42R2bxcc&t=336s
Elephant and rider: https://www.youtube.com/watch?v=X9KP8uiGZTs

Human Centered Design
Co-Design resources: https://www.careinnovations.org/resources/?fwp_resource_search=co-design
Brainstorm rules: https://www.youtube.com/watch?v=9e39EniQd34
Overview video: https://www.youtube.com/watch?v=0bxtEqM2TQU
HCD and KP: https://www.youtube.com/watch?v=6UbeUCve-V8&t=1s
IDEOU online classes: https://www.ideou.com/
CCI Catalyst Program: https://www.careinnovations.org/programs/catalyst/
Improvement Science

M&M Game Debrief: https://www.youtube.com/watch?v=9liODQlozWQ
http://www.ihi.org/resources/Pages/Tools/Driver-Diagram.aspx
QI and HCD: https://www.youtube.com/watch?v=ms9TZxDx9xE
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Lean

Virginia Mason: https://www.youtube.com/watch?v=jZLtbye--sg
Lean vs QI: http://www.ihi.org/resources/Pages/IHIWhitePapers/ComparingLeanandQualityImprovement.aspx
What is Lean: https://www.virginiamasoninstitute.org/2017/08/lean-health-care/
Gemba and PDSA: https://www.healthcareitnews.com/blog/consider-huddles-making-invisible-visible-and-take-gemba-walk

NKE Case Study Materials

Original NKE slides: https://slideplayer.com/slide/7094330/
NKE video: https://www.youtube.com/watch?v=Yl9v6PDwPnM
NKEplus article: http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.445.4135&rep=rep1&type=pdf

Other good stuff

Circles test: https://creativitycatapult.org/activity/circle-game/
Groovy tunes: https://www.youtube.com/watch?v=HF2Sjv7t5hg
Aspen Labs empowers people to lead change with a fresh understanding of your user's true needs and experiences & a recommitment to your personal and organizational purpose.

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Special thanks to CCI and this cohort of providers for supporting this program and for all of the other awesome things you do.

Drop us a note sometime at hello@aspenlabsnetwork.com.