

Profound Change



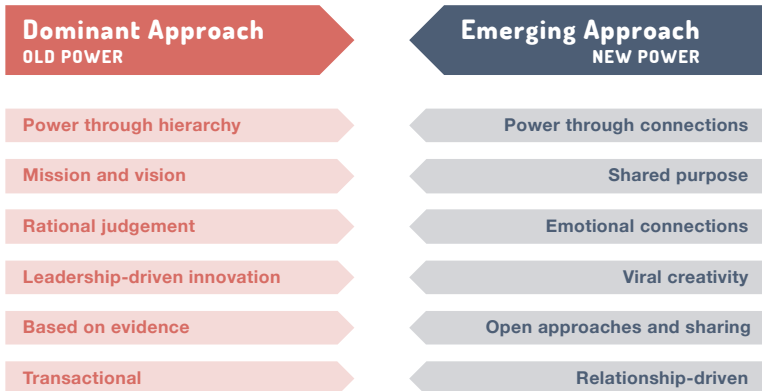
Capture one of the change or innovation efforts you are currently working on

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?

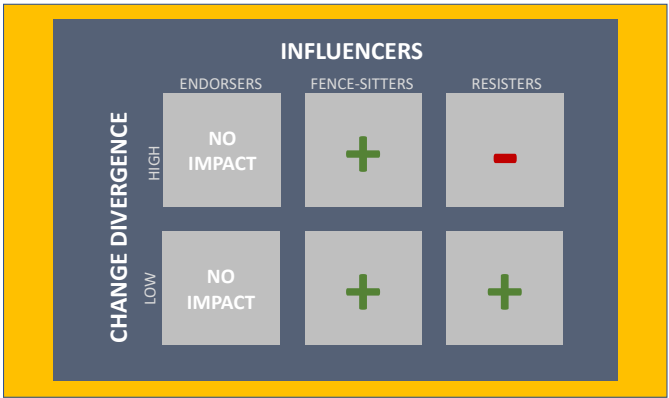
Change is changing.

Types of Failure

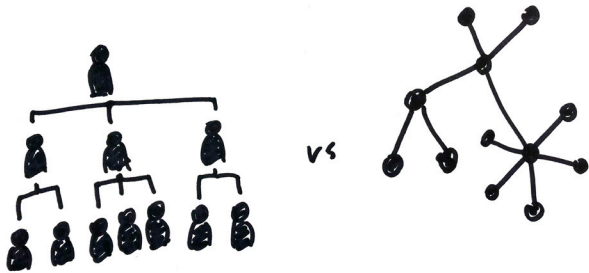
Amy C Edmondson
(Harvard Business Review, April 2011)



Jeremy Heimans, Henry Timms "This is New Power", Inspired by Helen Bevan



Source: Based on longitudinal research on change agents from Battilana and Casciaro

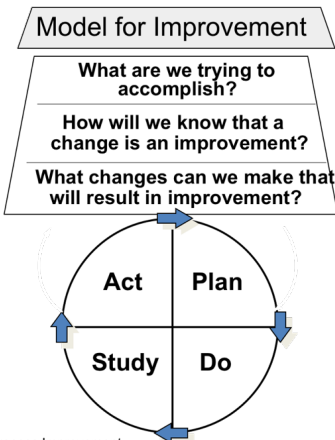


Different Methods

Lean

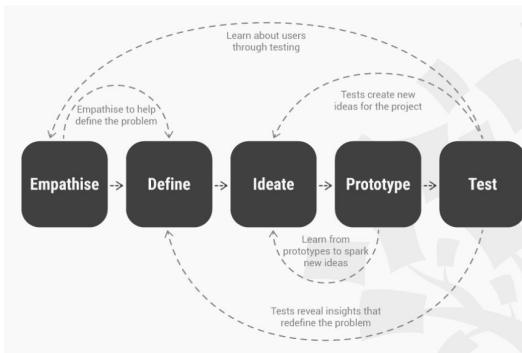


Improvement Science



From Associates in Process Improvement.

Human-centered Design



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Change



Kotter, J.P., 2014. Accelerate: Building strategic agility for a faster-moving world. Harvard Business Review Press.

4 components of

Profound Change



Knowledge – 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

- Human-centered Design
- Lean
- Improvement Science



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.

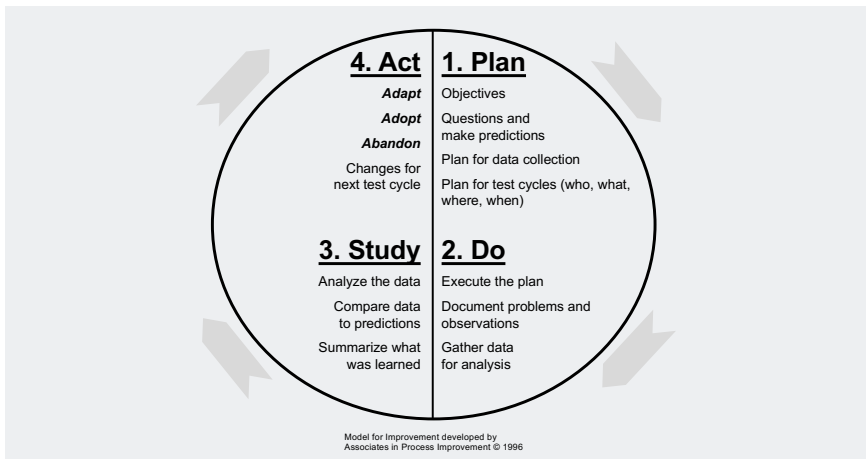
- Ethnographic observations
- Journey maps
- Visual controls (huddle board)



Knowledge

Scaffold and try ideas

PDSA Cycles



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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



Human-Centered Design

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



Human-Centered Design

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



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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

I AM	TRYING TO	BUT	BECAUSE	WHICH MAKES ME FEEL
Athletic Director	Manage my debt	Budgets have been cut by 35%	don't have a steady source of income	worried about the type of job I should pursue
Professor	Find stability in my job	Can't get tenure	research funding is tight	concerned about our ranking next year

Human-Centered Design

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?

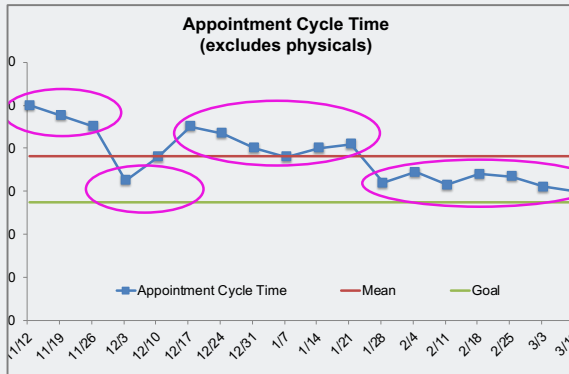
trying to What are they trying to accomplish?

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



Improvement Science

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



Human-Centered Design

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



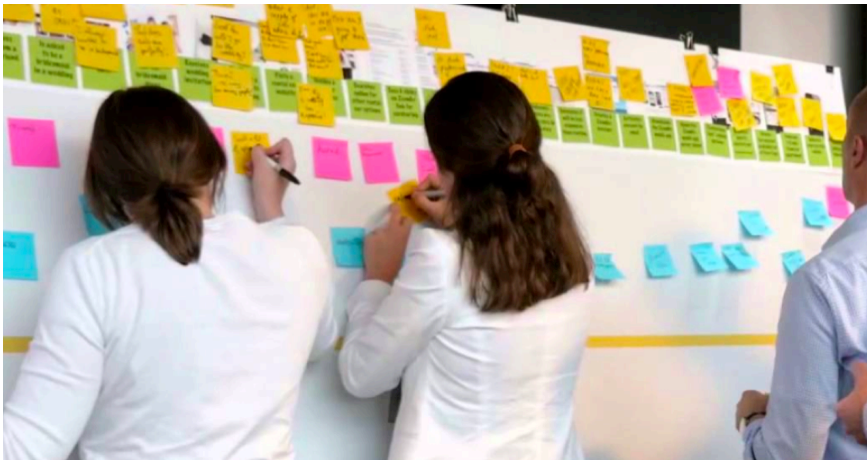
Lean

What it is

Visual controls use 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.

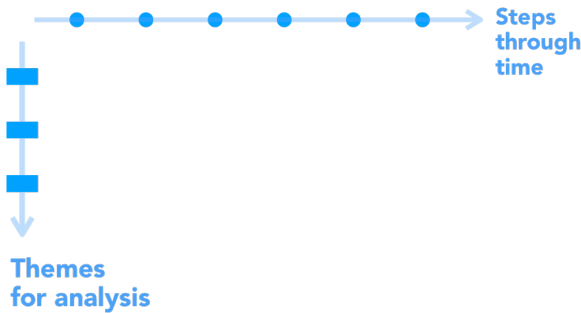
Journey Maps



Human-Centered Design

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.




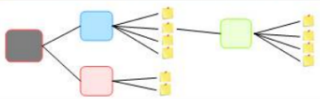





System

Demonstrate connectedness

Driver Diagram

Brainstorm "to achieve our goal, the things we need to improve are ..."	
Cluster the ideas to see if groups represent a common driver	
Expand the groups (or single ideas) to see if new drivers come to mind	
Logically link together the groups into a driver diagram format	
(Work backwards from project ideas if that helps!)	

Source Ontario Health Quality Ontario ISBN: 978-1-4606-2770-9 (PDF)

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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.



Gemba Walk



Lean

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



Human-Centered Design

What it is

The problem you are trying to solve through 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."

Notes

References

Profound Knowledge

Overview: <http://www.berrywood.com/wp-content/uploads/2011/08/demingpaper.pdf>

PDSA, Profound Knowledge and Tennis Balls: <http://www.qihub.scot.nhs.uk/media/1054898/pdsa%20simulation%20tennis%20balls%20facilitator%20notes.pdf>

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

Profound Change

Profound Change Webinar: <https://www.careinnovations.org/phln-portal/activities/leading-profound-change-pre-workshop-webinar/>

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.ideo.com/>

CCI Catalyst Program: <https://www.careinnovations.org/programs/catalyst/>

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M&M Game Debrief: <https://www.youtube.com/watch?v=9liODQlozWQ>

<http://www.ihl.org/resources/Pages/Tools/Driver-Diagram.aspx>

QI and HCD: <https://www.youtube.com/watch?v=ms9TZxDx9xE>

QI in Healthcare: <https://www.youtube.com/watch?v=nPysNaF1oMw&t=302s>

Lean

Virginia Mason: <https://www.youtube.com/watch?v=jZLtbye--sg>

Lean vs QI: <http://www.ihl.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=YI9v6PDwPnM>

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.

To do this, we work side by side with you on real-world challenges, applying decades of field experience in human-centered design with a rock-solid knowledge of empirical research. Our goal is to leave you with impactful solutions and Microclimates for Innovation™ to support your organization for many years to come.

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.