

Primary Health Care Program

ChangeMakers Series

Please note that our sessions are recorded and will be posted on SoundCloud for shared learning purposes. If you do not wish your name to be public and have questions during the presentation please feel free to email Nicole.Farago@ahs.ca or Sabrina.Singh@ahs.ca and we will forward your question(s) to the presenter(s).

What are we doing here?

Working in complex adaptive systems requires skills that are more than just “QI”

Bringing different parts of the system together requires different skills



What are the areas to consider to be a
ChangeMaker?



People Side

(Patient Safety,
Access and
Patient Centred
Care

Change
Management
Coaching and
Facilitation)



Innovation

(Human Factors
Design
Thinking
Liberating
Structures
Complexity
Theory)



Technical

(Data and
Analytics for
Improvement
QI Methods
and Tools)

Testing ways to advance practice

Self-Service
Supports

Networking
&
Mentorship

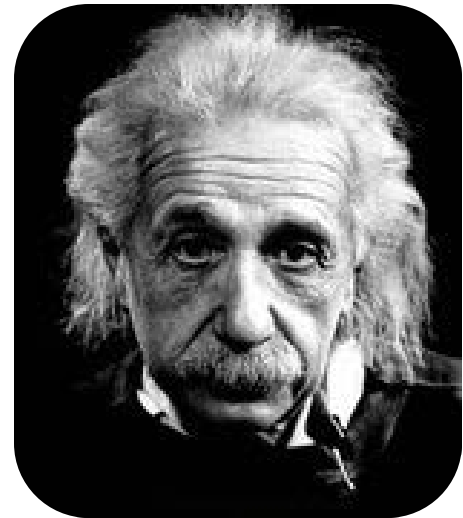
Continuing
Education

Projects &
Initiatives

Human
Resource
Supports

Our philosophy

Once you stop
learning, you start
dying...



ChangeMakers Series – March 21, 2018

Engaging others in Change



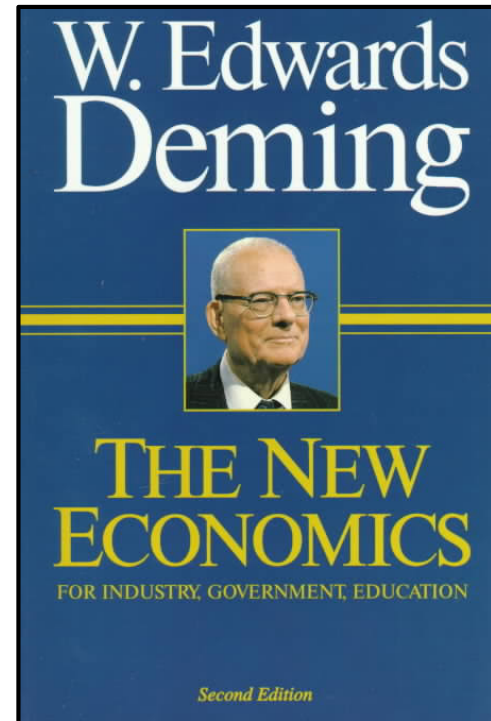
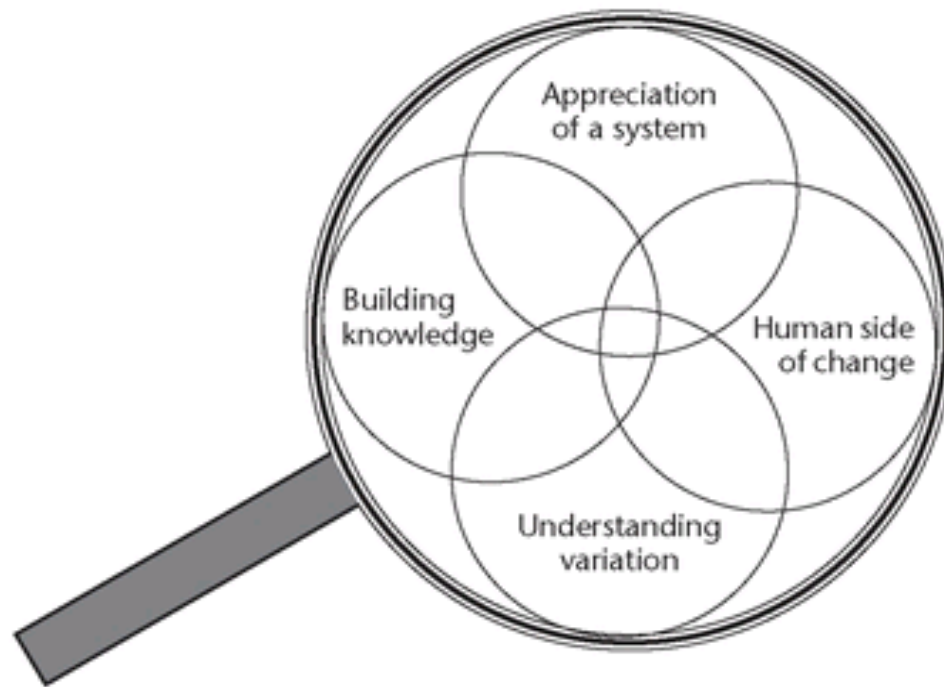
Objectives

1. Identify key elements to effective engagement of others for your initiative
2. Discuss strategies for working with barriers to change
3. Relate engagement concepts to a personal work application

Managing Change: By the Numbers

Change management	~1.7 billion Google hits
Supporting change	~416 million
Engaging others	~164 million
Barriers to improvement	~26 million
Resistance to change	~15 million
Motivating others	~5.7 million

Human Side of Change



Engaging Others in Change

“Every single person wants to know, “Did you hear me?” and “Does what I say mean anything to you?”

~ Oprah Winfrey



Seven Elements to Engaging Others

1. Involve people early
2. “Those who do the work must be the ones to change the work.”
3. Focus on the reason
4. Identify barriers together
5. “Eat the Elephant.”
6. Test
7. Celebrate

1. Involve People Early

- Clearly explain why the change is important.
- Set the vision.
- Collaborate on the aim
- Get the right people involved in planning



2. “Those who do the work must be the ones who change the work.”

- Involve the right people



3. Stay Focused



- Identify the key messages
- Reinforce the messages.
- Identify key touchpoints
- Check for understanding

4. Identify Barriers Together

- Have a conversation.
- Facilitate a conversation to identify barriers.
- Collaboratively develop a plan to overcome barriers

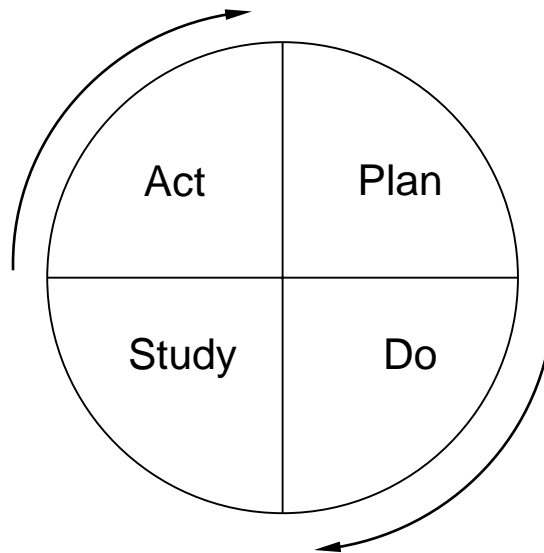


5. “Eat the Elephant”

- Separate big change into phases or stages.
- Break big changes into small tasks
- Develop a clear improvement roadmap together
- Stop and reflect on progress

6. Support Testing

- Invite people to contribute ideas
- Facilitate failure
- Learn together



7. Celebrate Success



Discussion

- What **stands out** for you in this approach?
- What makes you **curious**?
- What about these elements **concerns** you?
- How would considering these elements change **your approach** to supporting change?
- Which of these elements do you need **more** information about?

“A conversation with one person can solve a problem, or help heal a wound. A conversation with **several people** can generate commitment, bond a team, generate new options or build a vision. Conversations **can shift** working patterns, build friendships, create focus and energy, cement resolve.”

R. Brian Stansfield, in *The Art of Focused Conversation*, p.6

Principles for Formal Conversations

“We acknowledge each other as equals.

We try to stay curious about each other.

*We recognize that we need each other’s help to become
better listeners.*

We slow down so we have time to think and reflect.

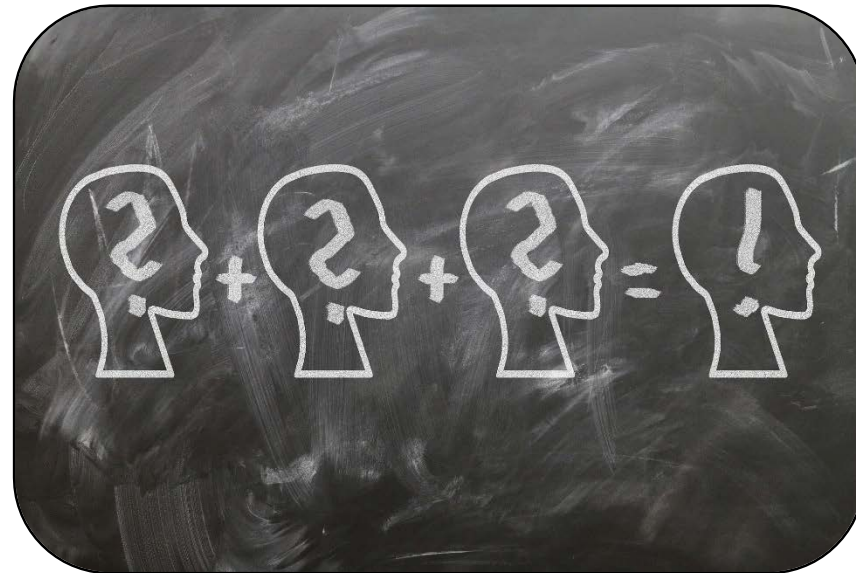
*We remember that conversation is the natural way
humans think together.*

We expect it to be messy at times.”

- From Margaret J. Wheatley, *Turning to One Another*, p. 29

Conversation Starter

“Considerations and Questions for Engaging Others in System Change”



Example: Identify Barriers Together

- What are some of the barriers we will face when making this change?
- What are people saying about these barriers? How are they feeling?
- Which of these identified barriers will create the biggest challenge?
- Which are the three most important ones to overcome?
- Which barrier will be easiest to overcome?
- What are some strategies for dealing with the most important barriers?
- What should we do first? When should we do it?

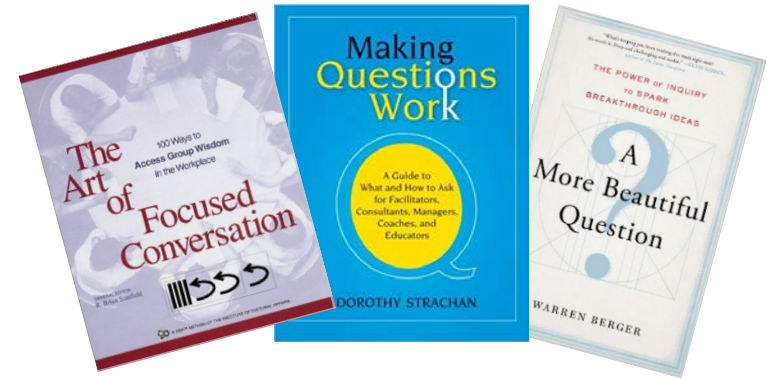
Your Turn

- When is your next opportunity for engaging with others?
- What elements of engagement need to be discussed?
- What are some questions that will guide your conversation?



References

- Stansfield, R. Brian, *The Art of Focused Conversation*
- Strachan, Dorothy, *Making Questions Work*
- Berger, Warren, *A More Beautiful Question*
- Deming, W. Edwards, *The New Economics for Industry, Government and Education*
- Langley, Gerald J., et al., *The Improvement Guide, 2nd ed.*
- Wheatley, Margaret J., *Turning to One Another*



Thank you!

