



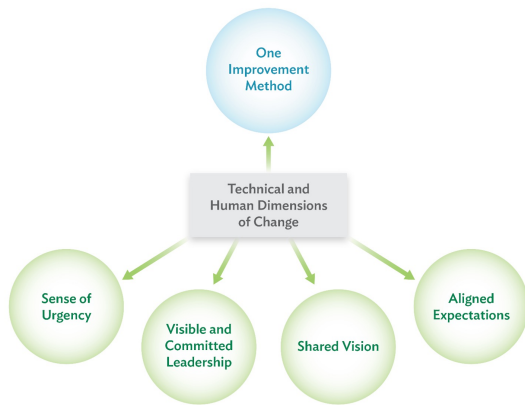
Bringing NHS Impact to Life: Charting and Navigating the Journey

9 April 2024

Fostering a Climate for Learning & Improvement

- Welcome
- Introductions
- Agenda & Overview
 - Leading Complex Systems: A New Mental Model
 - Exploring Cultural Change: Game Changers
 - Break
 - Panel Discussion: Lessons Learned in the Pursuit of a Management System
 - Action Planning for Change: Advancing Your Transformation
 - Closing Remarks
 - Reception

Requirements for Transformation



The five components of NHS IMPACT



- Building a shared purpose and vision
- Investing in people and culture
- Developing leadership behaviours
- Building improvement capability and capacity
- Embedding improvement into management systems and processes







Leading Complex Systems: A New Mental Model

Greg Young, Co-Founder and CEO of LeaderShape Global Ltd.

What are the **biggest leadership challenges** that
you are now facing?



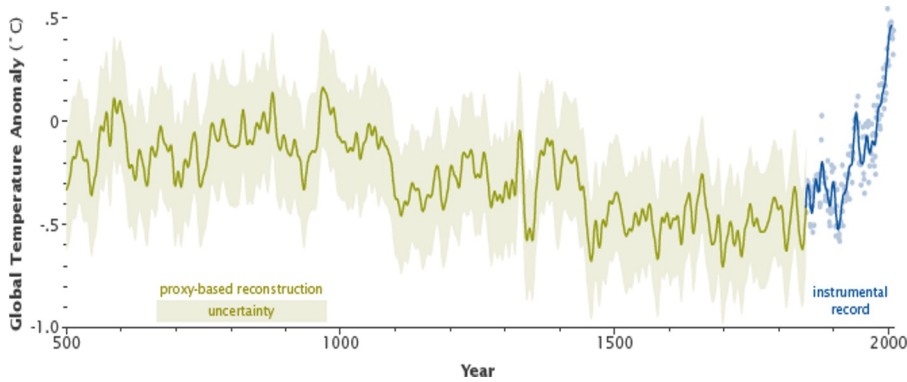
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21st Century Stressors

- AI / Machine learning
- Climate change
- Population growth
- Inequality
- Competition for natural resources
- Communications technology
- Multigenerational organisations
- Geopolitics
- Societal attitudes
- **COVID-19**

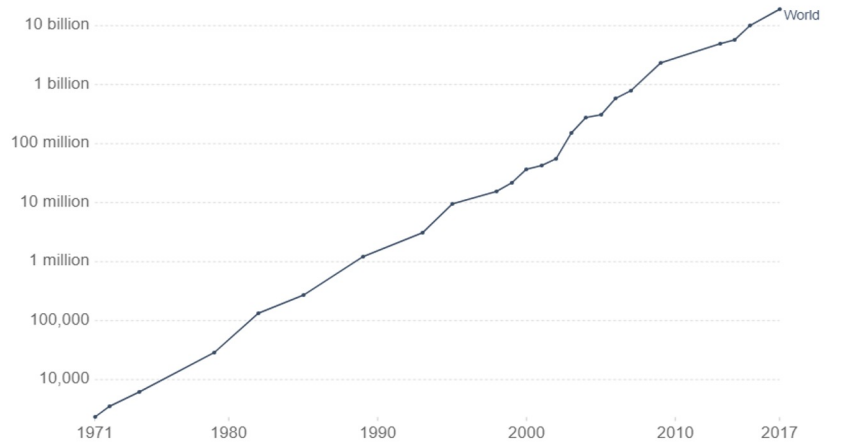
Hockey stick world



Moore's Law: Transistors per microprocessor

Number of transistors which fit into a microprocessor. This relationship was famously related to Moore's Law, which was the observation that the number of transistors in a dense integrated circuit doubles approximately every two years.

Our World in Data



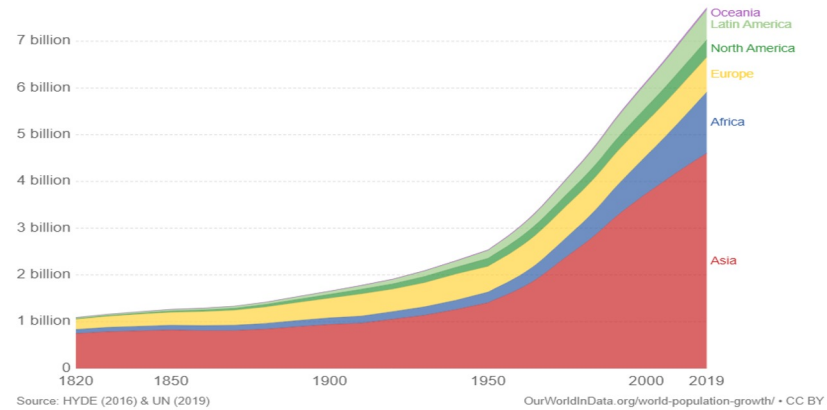
Source: Karl Rupp. 40 Years of Microprocessor Trend Data.

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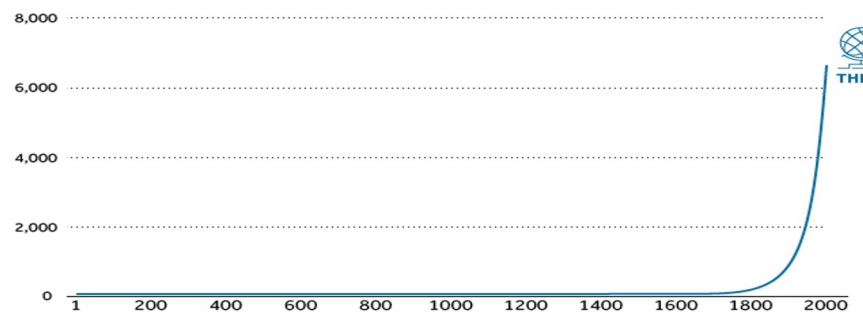
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World population by region

Our World in Data



World GDP Per Capita (1990\$)



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Adaptive Leadership for the 21st Century

V Volatility

U Uncertainty

C Complexity

A Ambiguity

*“Executives today face two competing demands. They must **execute** in order to meet today’s challenges. And they must **adapt** what and how things get done in order to thrive in tomorrow’s world.*

They must develop ‘next practices’ while excelling at today’s best practices.”

SOURCE: Ronald A. Heffetz, Alexander Greshow & Marty Linsky, Leadership in a permanent crisis, Harvard Business Review

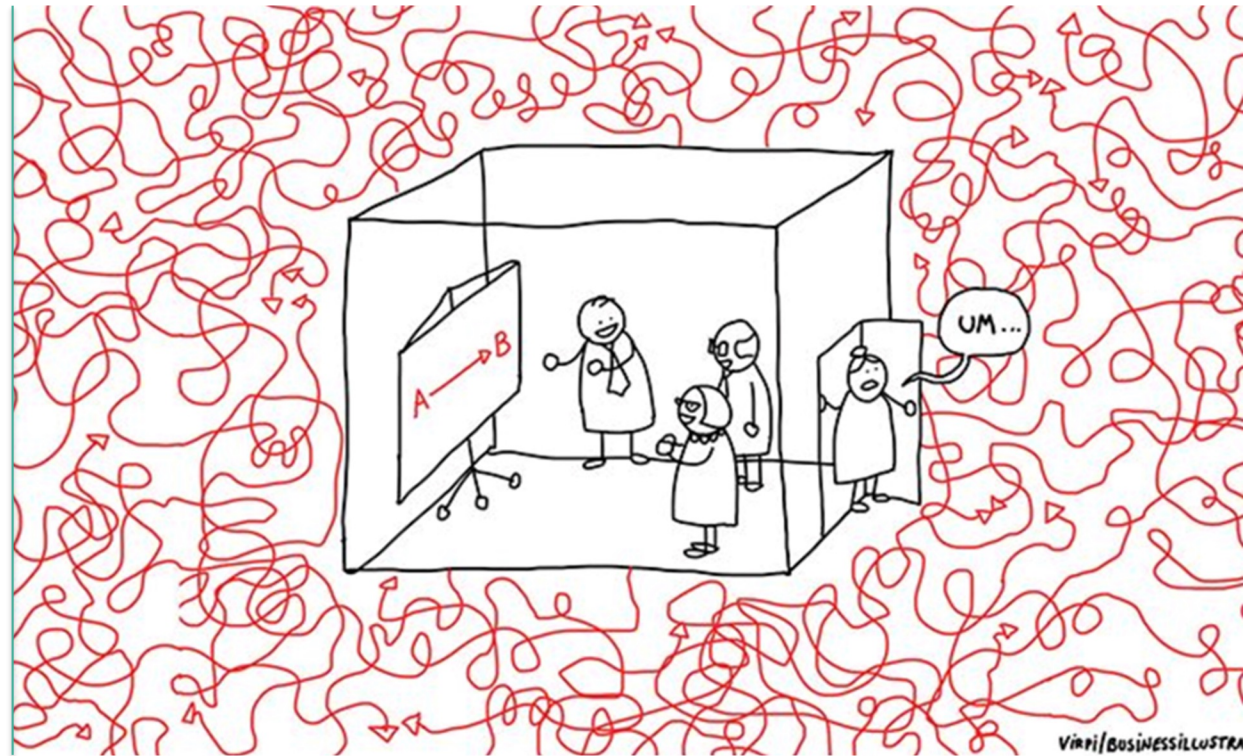


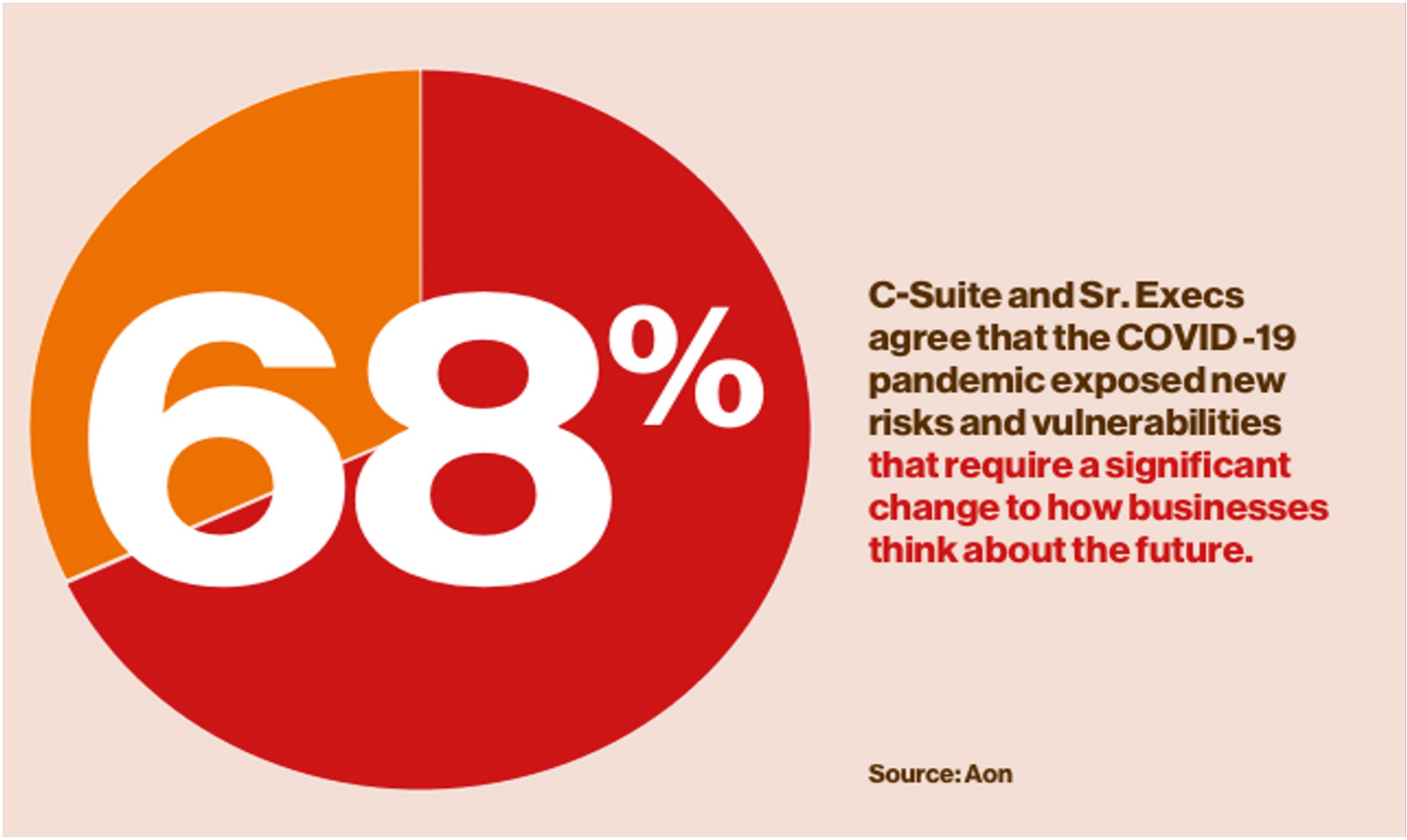
You know when you are living in a Complex Adaptive System when:

Someone gets ill in Wuhan, China that leads to...

...An 87% reduction in air pollution in Bangalore, India

...over 7,000,000 deaths around the world



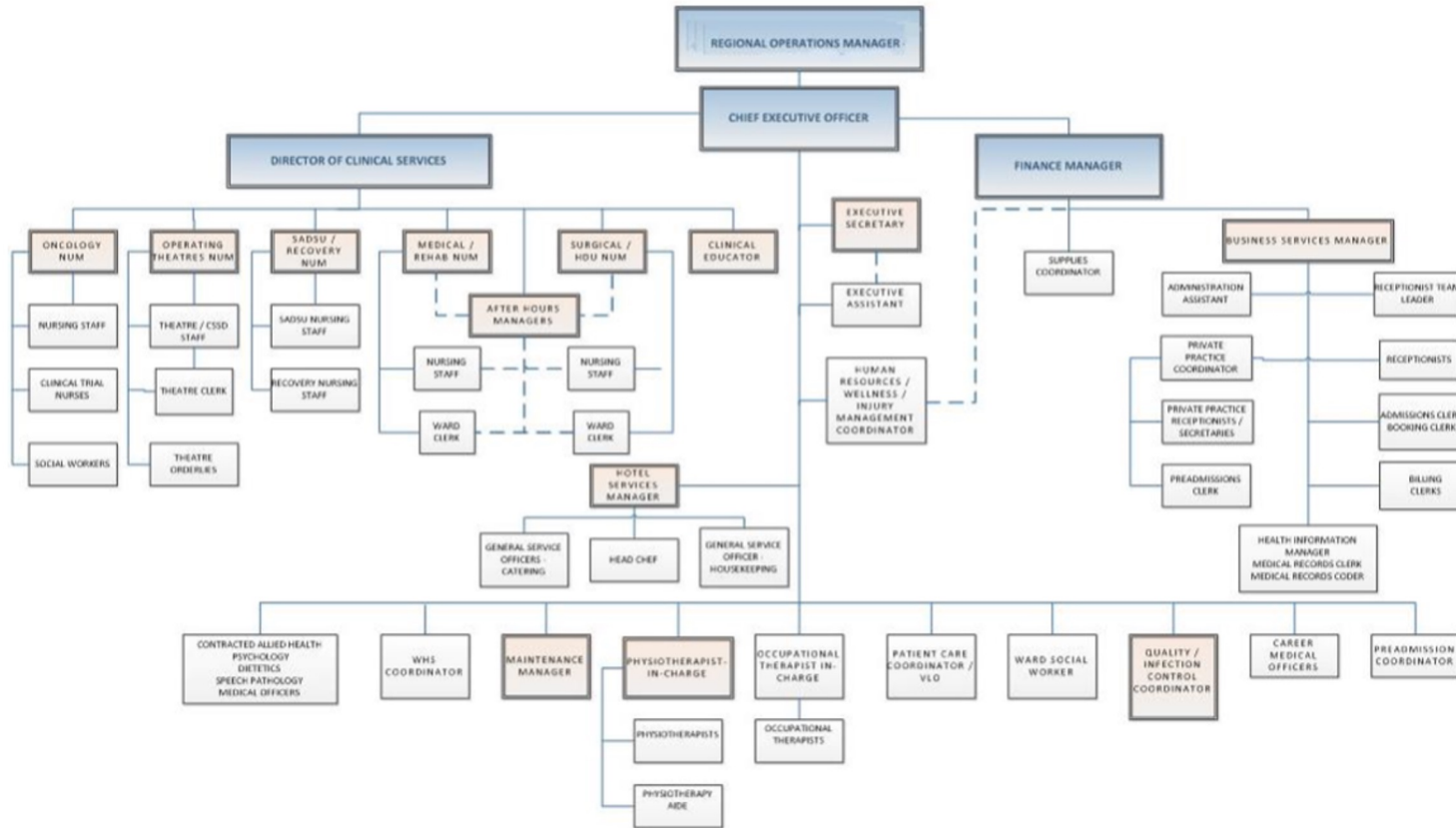




“I think the next [21st] century will be the century of complexity. We have already discovered the basic laws that govern matter and understand all the normal situations. We don’t know how the laws fit together, and what happens under extreme conditions. But I expect we will find a complete unified theory sometime this century. There is no limit to the complexity that we can build using those basic laws.” — Stephen W. Hawking

A handwritten signature in blue ink that reads "S. Hawking".

Leadership Mental Models



Leadership Mental Models

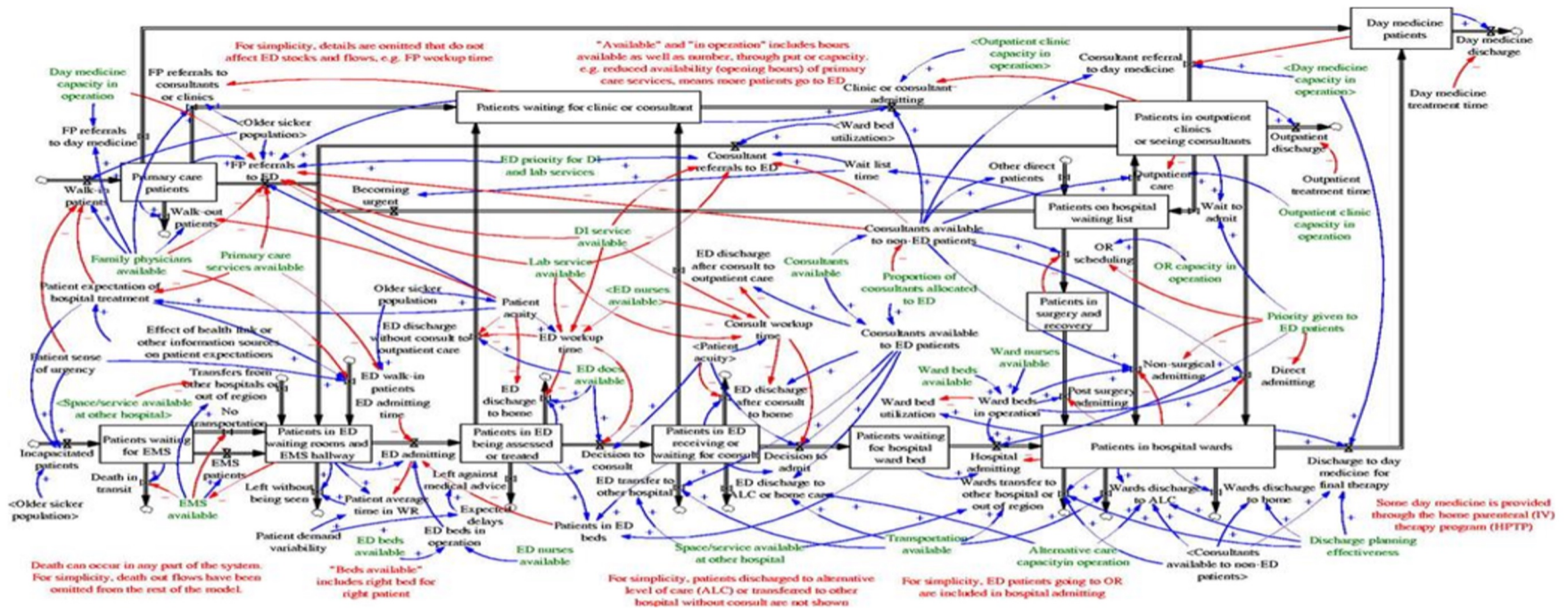


Figure 5 – Hospital as a CAS depicted through a Causal Loop Diagram, representing aspects of the dynamic complexity of the organisational interactions. A representation of a complex system. Source: Braithwaite, J. (2015). *Modelling causal pathways in health services: A critique*. Retrieved from https://www.slideshare.net/CLAHRC_WM/modelling-causal-pathways-in-health-services-critique-jeffrey-braithwaite



In Dispersed Organisations

1. The bigger the organisation, the more power becomes atomized
1. Assumptions of the executives are increasingly colliding with realities experienced by front liners
1. 'Formal rules count, but not as much as those in authority think'
1. The context within which leaders operate becomes more complex

The few to the many

When times are complex and decision stakes are high, a wider dialogue with key stakeholders is critical.

Leaving decisions to a talented few is dangerous...



...The more power you give to a single individual in the face of complexity and uncertainty, the more likely a bad decision will be made. - James Surowiecki

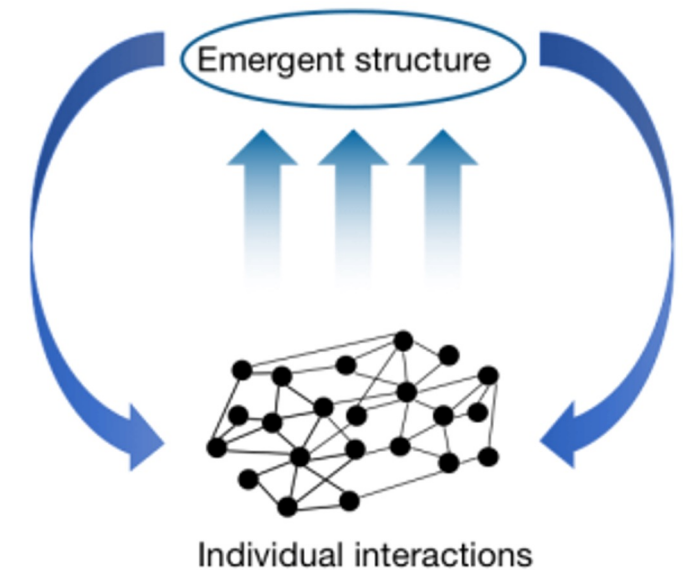
Leadership of Complex Adaptive Systems (CAS)



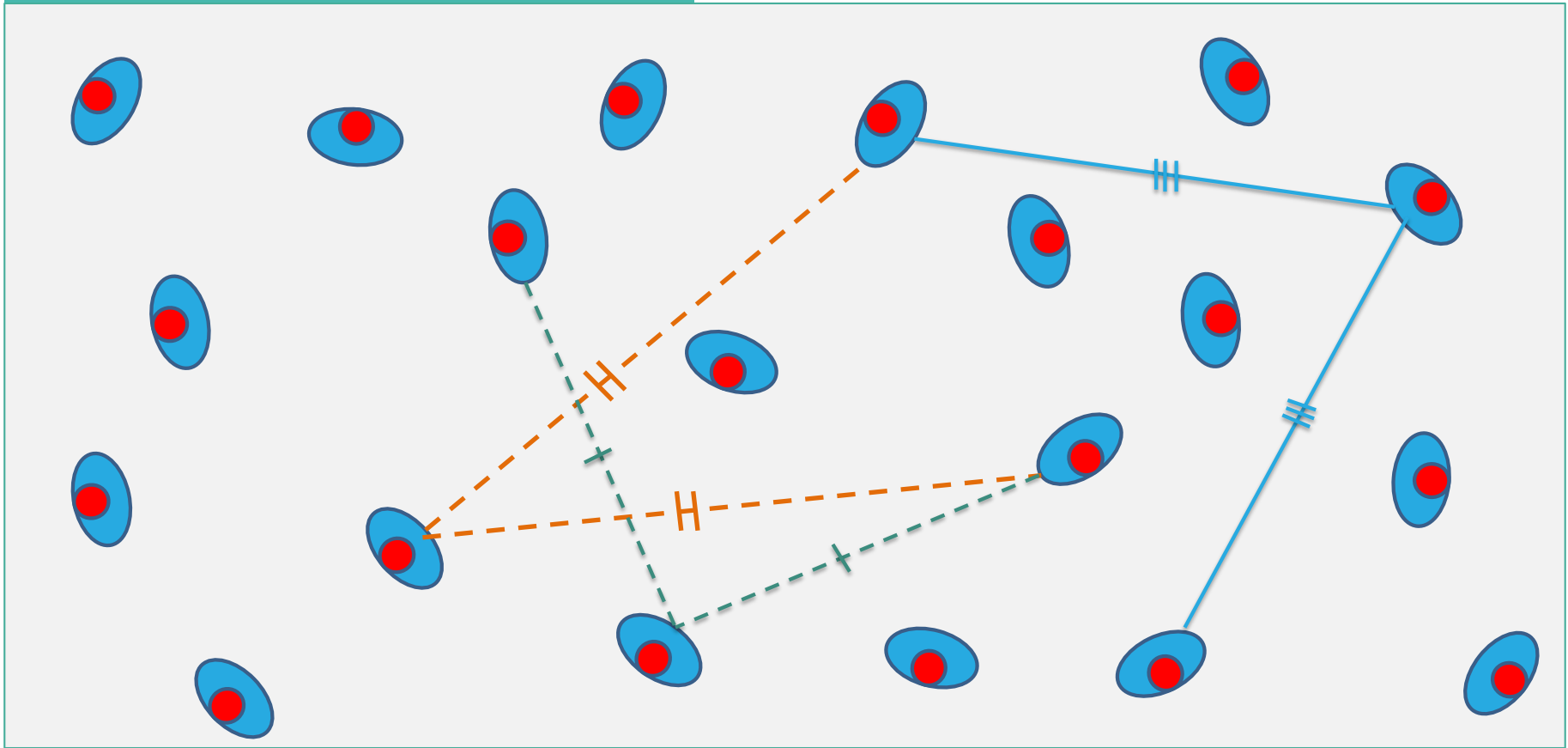
It is not either/or, but both/and

Characteristics of a CAS

1. Clear Purpose
2. Simple rules
3. Agents (individuals, departments, organisations)
4. Strong focus on relationships and interactions between the agents
5. Emergent adaptation to shifts in context
6. Non-linear relationship between input and output



Exercise



Exercise Reflections

Autonomy

Engaged

Empowered

Trusting

Non-
hierarchical

Emergent

Self-organising

Evolving from
the bottom up

Continual
feedback

Often idealized as a
'Learning Organisation'

What kind of culture
would this experience
deliver?

The Role of the Leader?

Who was the leader?

Where was the leader?

What did the leader do?

What did the leader NOT do?

What happened when the context changed?



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Many leaders FEAR this...

They feel they should be directing

Fear of things going wrong

It might feel like abdication

Losing status

Losing recognition

Their KPIs may not be achieved

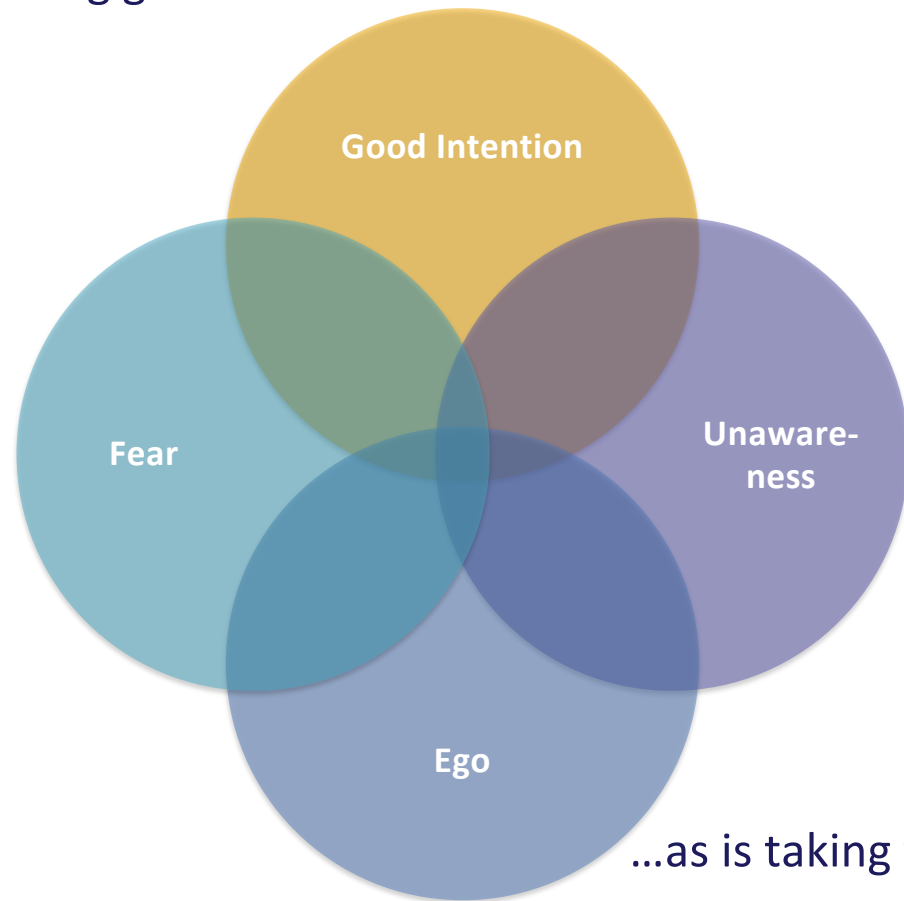
It might affect their pay

No longer the hero who has all the answers

Will I get informed about progress and problems?

What gets in the way? Barriers for leaders and followers

Letting go is hard to do...



...as is taking the lead

Changing Role of the Leader

Providing a strong sense of **RELEVANT PURPOSE** with **SIMPLE RULES**

Decentralizing

Decision making...

...and centralizing:

**Collaboration
Cooperation
Coordination
Communication**



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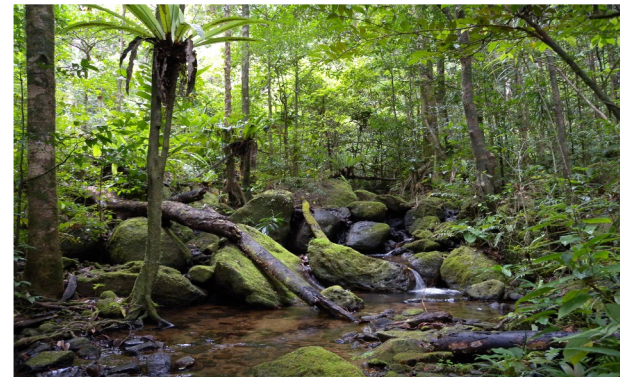
Addressing Complexity Requires Systems Thinking

From Machine to Organism

From Newtonian to Quantum physics

From Complicated to Complexity

Deterministic leadership to
non-deterministic leadership



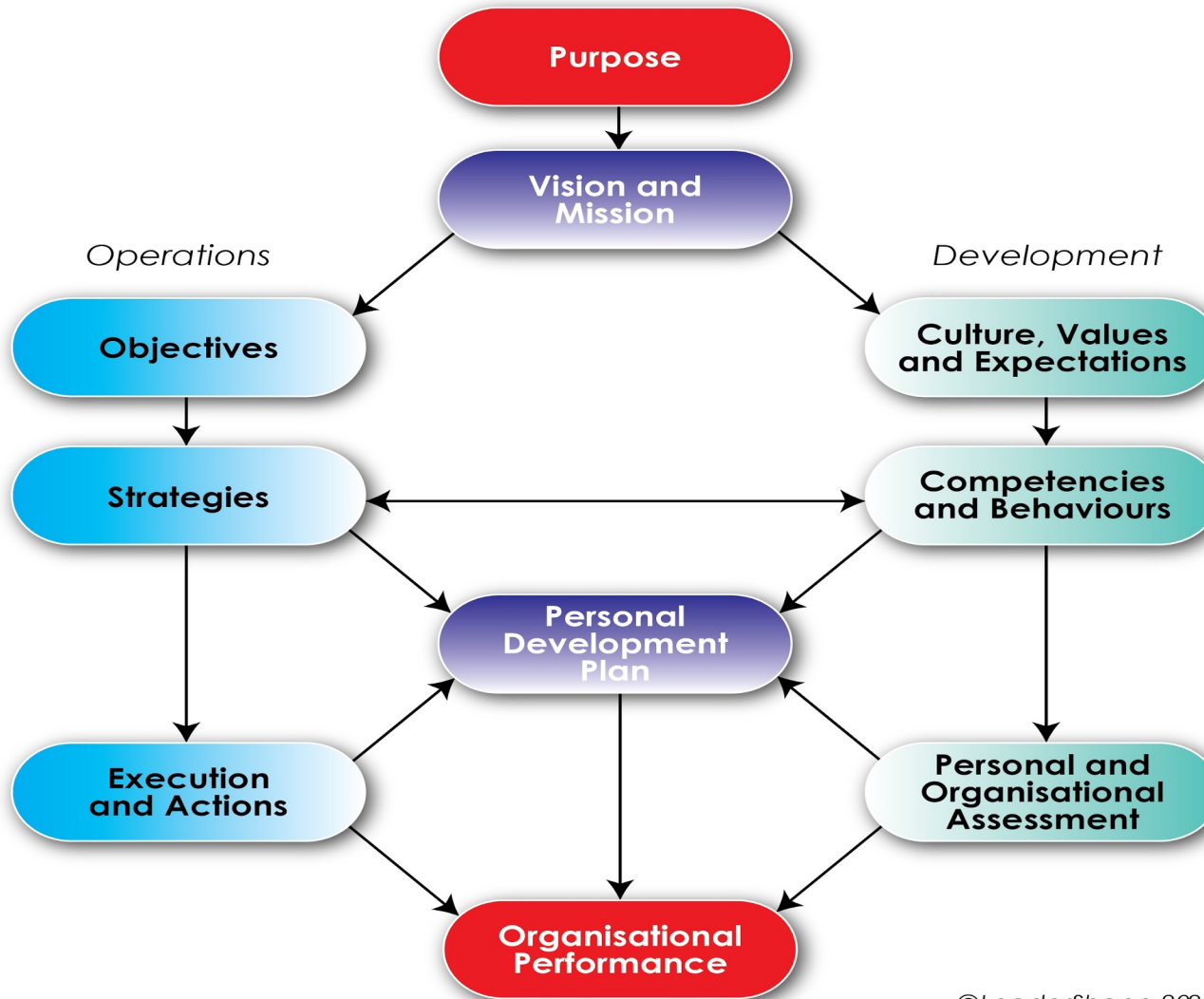
It is not **either/or**, but **both/and**

Think more like a gardener than a watchmaker



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How strategy is set

Functional Hierarchy



Flexible Matrix



Fluid CAS

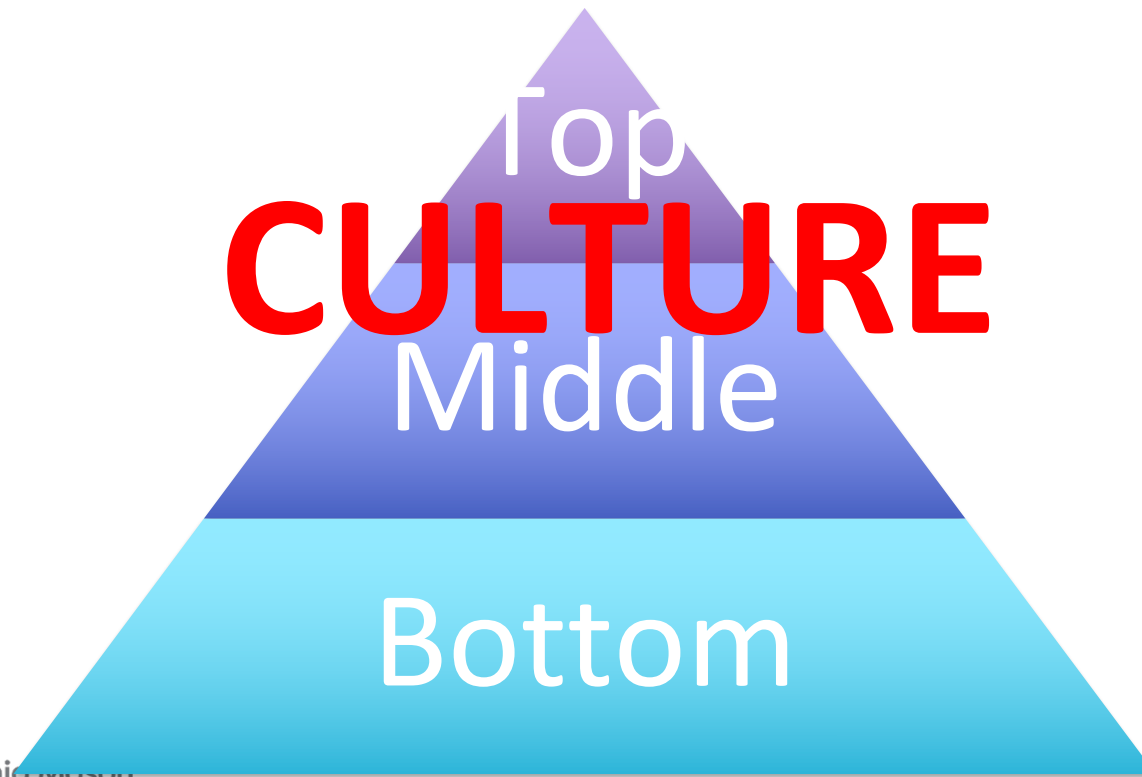
Type of organization	Method of formulation	Manifestation
Functional	Top down	Clear, fixed, not fully owned
Transition toward matrix	Top down with input from lower down	Unclear, fixed and owned
Matrix	Top down and bottom up	Clear, fixed, partly owned
Transition, matrix to CAS	Bottom up with top down feedback	Unclear, fluid and owned
CAS	Bottom up and top down dynamic	Clear, fluid, owned

Focus on content
What the strategy is



Focus on process
How the strategy is evolved

In Organisations that achieved a transformational change...
...of 100% of solutions, what percentage came from the top?



≤10%

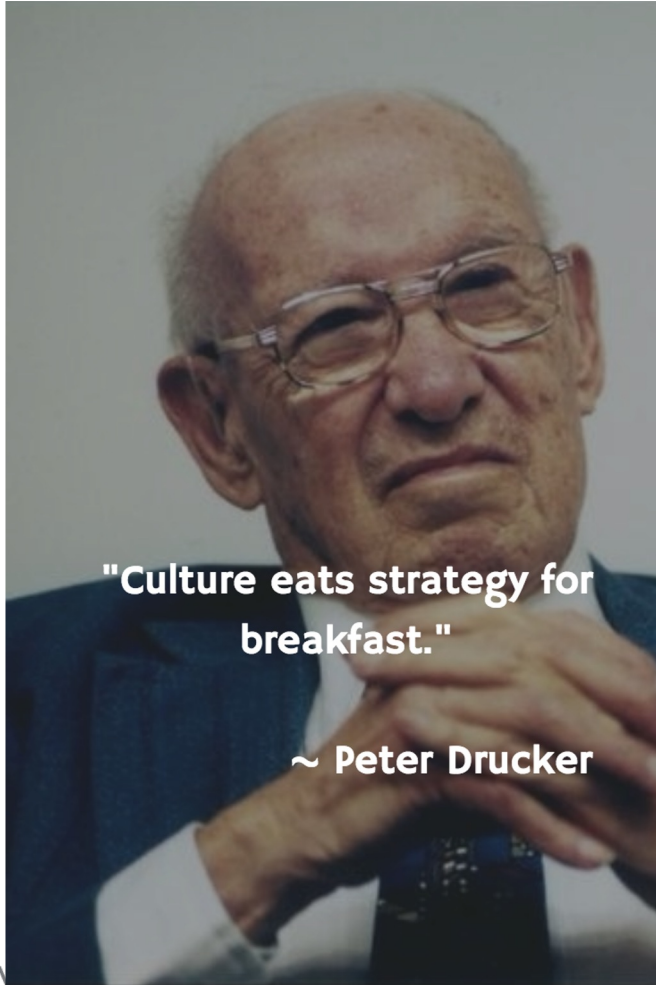
~30%

~60%

Dale Carnegie

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...and change for lunch...

...and performance for dinner

Impact of Culture on Performance



IN OUR RECENT SURVEY, LEADERS FROM TWO-THIRDS OF WORLD'S MOST ADMIRABLE COMPANIES (WMAC) SAID THAT **CULTURE IS RESPONSIBLE FOR 30% OR MORE OF THEIR MARKET VALUE.**



MORE IMPORTANTLY, THEY ALSO BELIEVE THAT **IT'S THE SINGLE MOST UNDERRATED FACTOR IN LONG-TERM BUSINESS SUCCESS.**

From WMAC (world's Most Admired Companies)



When Appropriate: Good for team building, to heal rifts in a team, to motivate during stressful times and to strengthen connections between people.

Impact on Climate: **Positive**



When Appropriate: To build buy-in and consensus and get valuable input from employees.

Impact on Climate: **Positive**



When Appropriate: To help an employee improve performance and develop in order to maximise their potential by building long term capabilities.

Impact on Climate: **Highly Positive**



When Appropriate: To meet challenging and exciting goals. But only achieves high quality results from a motivated and competent team.

Impact on Climate: **Because too frequently poorly executed, often negative**



When Appropriate: Particularly when change is required or when a clear direction is needed.

Impact on Climate: **Most Strongly Positive**



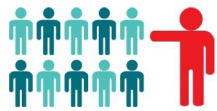
When Appropriate: In a crisis, to kick start a turn-around or occasionally with problem employees where no other style has worked.

Impact on Climate: **Because so often misused, usually highly negative**



Relationship: Leadership Styles vs Culture Types

Style



Commanding



Pacesetter



Democratic



Affiliative



Visionary

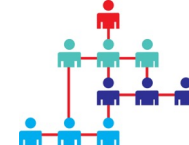


Coaching

Culture



Power



Structure



Achievement

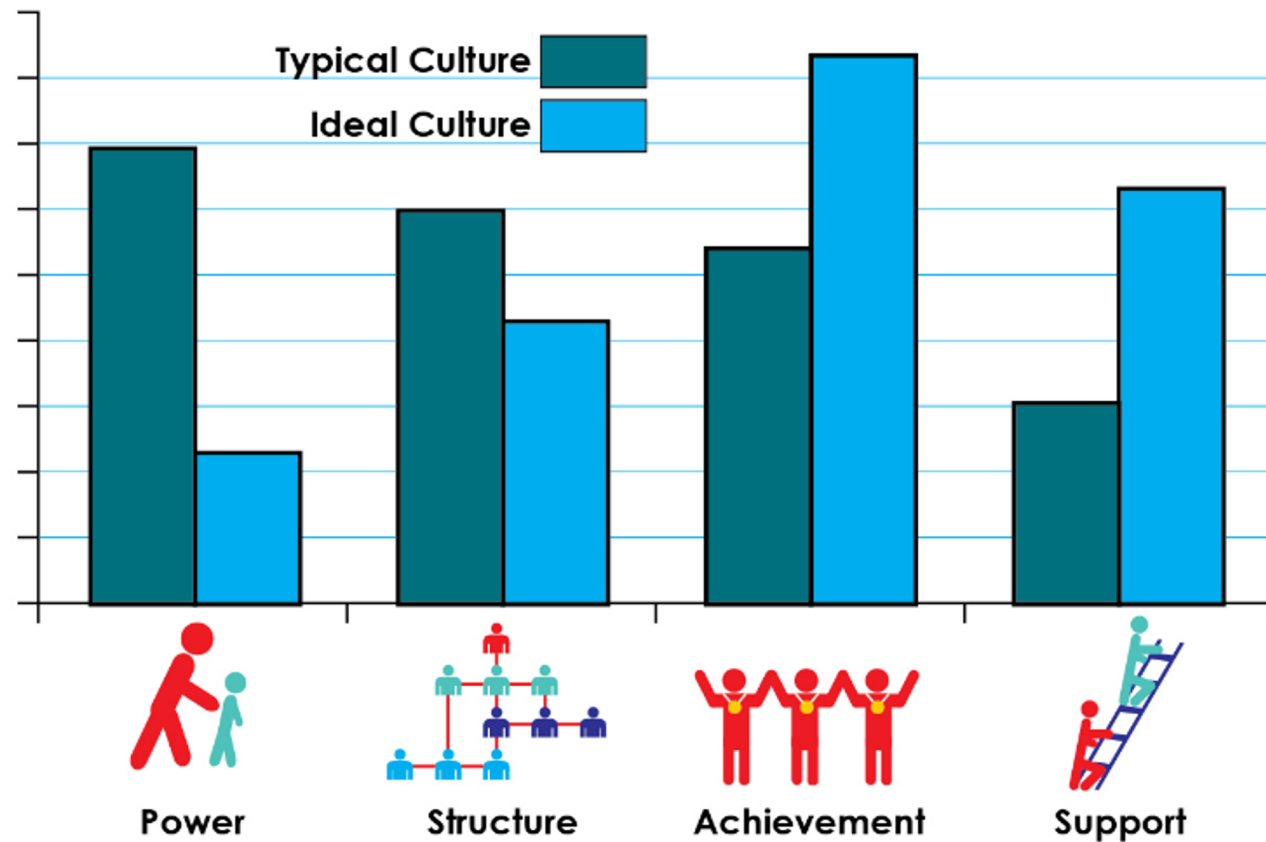


Support



Shaping Organisational Culture

Typical and Ideal Cultures for the 21st Century



The Transpersonal Leader

Transpersonal Leaders have reached a level of leadership maturity where they recognise the benefits of setting aside their ego in their leadership practice.



They have a strong sense of personal purpose in service of a greater good rather than power, prestige, recognition or reward.



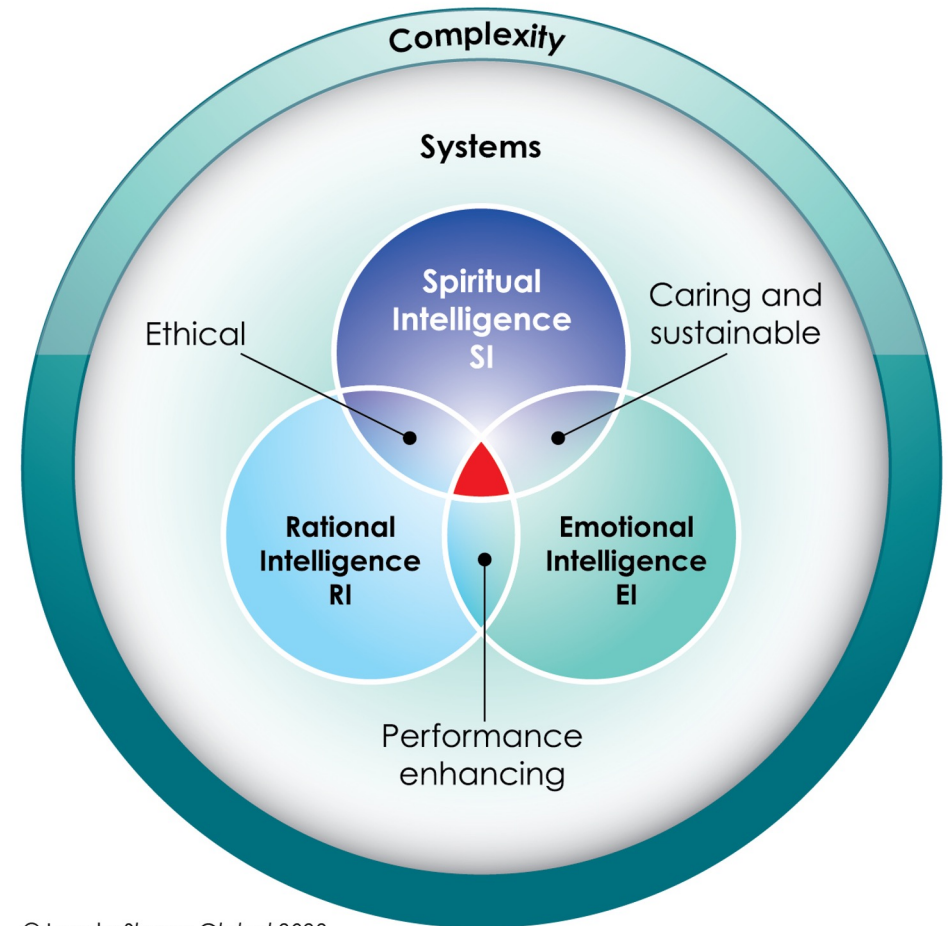
They no longer fear being judged for making the right decisions.



Because of this, they can be radical while also being ethical and authentic.



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Summary

- 1. The 21st century is the century of complexity, and it requires a new mental model of leadership.**
- 2. To lead effectively in a complex and uncertain environment needs you to overcome some fears of letting go and encouraging autonomy within boundaries and with a clear sense of purpose. The Coaching style helps to deliver this.**
- 3. You cannot lead effectively in complexity without setting your ego aside – being a Transpersonal Leader.**

Thank you!

Greg Young

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Connect with me on LinkedIn



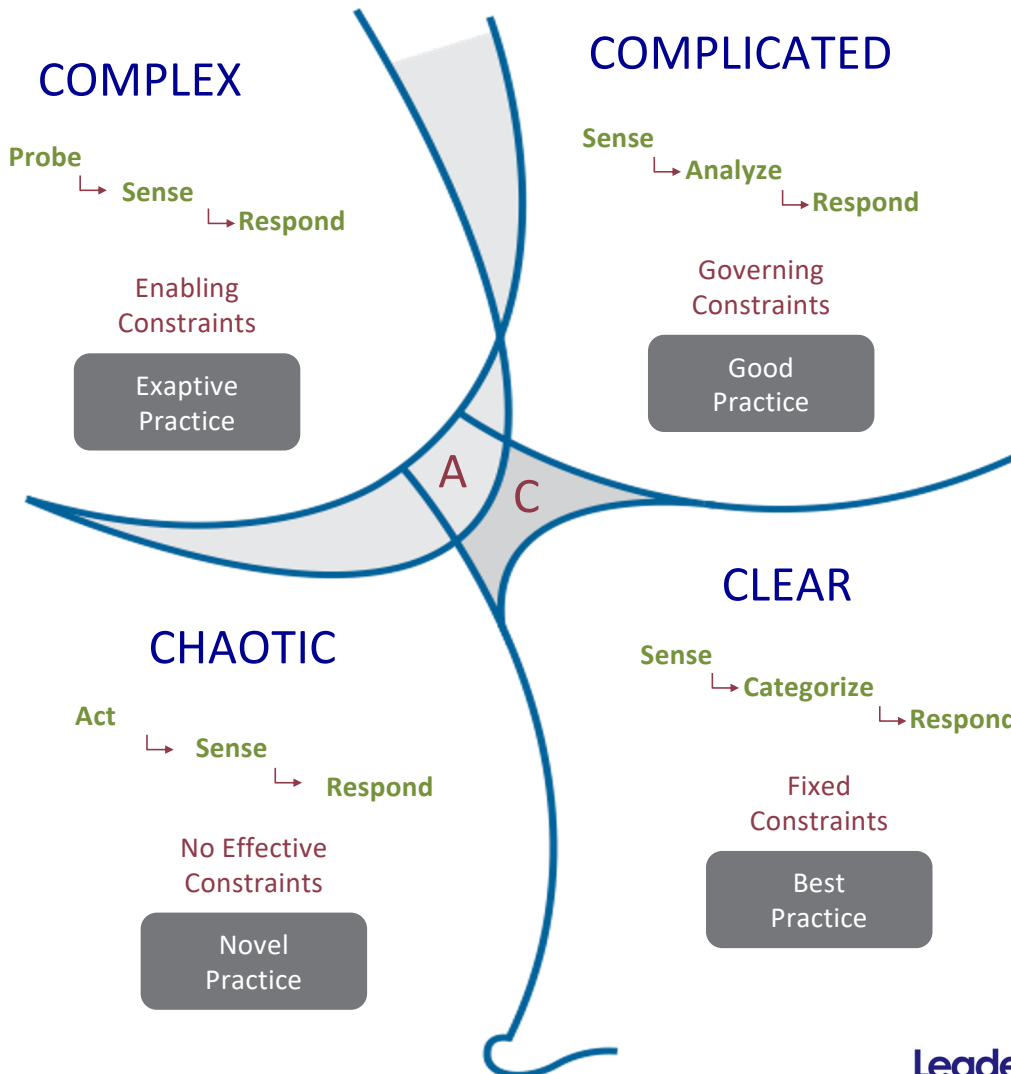
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Cynefin 2020

David Snowden

Cynefin means
“Place of Your Multiple Belongings,”
and values ambiguity and paradox

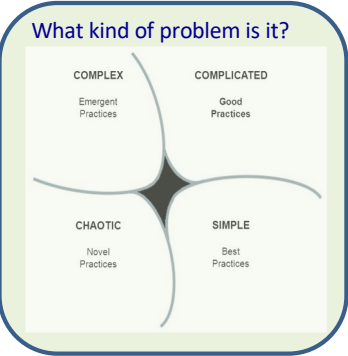


PROBLEM FRAMING CANVAS

First cut problem statement:
 Whose problem is it? – a human view
 What is the need?
 Why is it a problem?

Is there a problem behind the problem?
 Any insights from 5 whys?

Problem framed as an opportunity question
 How might we...?
 Question that can spark at least 10 potential solution ideas



Draw out the problem – create a rich picture
 What is the story of this problem?
 How does the problem work?
 What does the picture reveal about how you 'see' the problem?

Frame the problem 3 different ways

Who cares about the problem or who has a stake in it?

Does anyone benefit from the problem as a problem?

Any changes to your first problem statement?

Based on our knowledge & experience, our 3 best guess solutions to the problem are:

Assumptions:

Assumptions:

Assumptions:

What does successfully solving this problem look like for the stakeholder?

Low cost test (safe to fail experiment)

Low cost test (safe to fail experiment)

Low cost test (safe to fail experiment)

***"Everyone thinks of
changing the world,
but no one thinks of
changing himself."***

Leo Tolstoy, (1828 - 1910)





Exploring Cultural Change: Game Changers



Panel Discussion: Lessons Learned in the Pursuit of a Management System



Action Planning for Change: Advancing Your Transformation

Transformation Continuum

		Business As Usual	Moving Forward	Formalization	Scaling & Spreading	Sustaining & Evolving
Strategic Alignment	VISION & STRATEGY	We have a documented vision and a strategic plan	Our executive leaders and upper management have a shared vision and know the strategic plan. Goals are deliberately aligned with the strategic plan.	All levels of management participate in setting goals aligned to the strategic plan and communicate them to all levels of the organization	Our operational and clinician leaders have ownership for our organizational goals; our employees understand our shared vision	Each member of our organization can articulate our organizational goals and strategic plan – and their role in supporting them
	VALUES & BEHAVIORS	We have documented core values to express what our organization stands for; we have a foundational, implicit commitment to them among all employees	We have defined behaviors for each core value to clarify the ways in which people should act individually and collectively; we share the behaviors at orientation for all employees; the behaviors are built into our service standards	We train all new staff to grow their skills in applying the behaviors; we have embedded them into our practices and processes, including hiring, onboarding, performance management and offboarding	We have a behavioral compact for leaders, for clinicians & APPs, and/or for other groups, as needed, to explicitly define the reciprocal behavioral agreement between the organization and each group; we have standard work for using the compact(s) to frame discussions	Our values, behaviors, and compacts include the lenses of equity, diversity, inclusion, belonging, and psychological safety; we use them to align behavior with our shared mission and vision; we hold all employees accountable to them
	MANAGEMENT SYSTEM & INFRASTRUCTURE	No structured approach for how we do our work and how we make improvements	Team identify opportunities for improvement and use a variety of methods, tools and approaches	Ensuring quality, safety and efficiency becomes everyone's responsibility through activities that utilize a single, shared approach to improvement	Organization wide use of a single management system where stories are shared, and organizational understanding of the shared method grows	Organizational evidence-based best practice becomes the example for other organizations who seek to make this method "their own"
Cross-Functional Management	URGENCY FOR CHANGE	We recognize there is urgency to change in our industry, things need to be better	There is reason for change in our organization and it is understood by a handful of executive leaders	Our reason for change is understood at all levels of leadership.	Our reason for change is understood by all levels of leadership and communicated throughout the organization. Tools, processes and rituals are in place to remind us of our reason for change.	Our reason for change is understood at all levels of the organizations and our team members champion and integrate our reason for change in their daily actions.
	GOAL DEPLOYMENT	Goals are developed each year and communicated downward throughout the organization in various ways from many sources New goals are developed each year whether the previous year's desired outcomes have been met	Environmental scans are completed each year and used to develop and prioritize the goal planning down to the vital few goals that will move the organization forward strategically Annual goals carry over from one year to the next if desired outcomes have not been met	Draft, prioritized annual goals are socialized using Catchball methods to inform and encourage feedback from all levels of the organization before they are adopted Feedback from Catchball activities further informs and clarifies goal statements, key stakeholder groups, metrics, and desired outcomes	After Catchball, annual goals are deployed to the organization and cascading operational improvement plans are developed in alignment with the few, prioritized annual goals. Workplans to achieve annual goals are assessed for organizational ability to achieve with available resources and further scoped as necessary given constraints identified	The annual goal process cascades from top of organization to front line team members who develop their personal SMART goals in alignment with organization, division and department-level improvement objectives Annual goals span across teams to achieve cross functional success and measurable outcomes through high team member engagement at all levels of the organization
	MEASUREMENT & ACCOUNTABILITY	Data is used for regulatory reporting and not consistently used to drive daily improvement	We collect data on our improvement efforts and use that data to make operational decisions	Measurement is limited to targeted improvement; results are frequently not sustained; we are beginning to use visual controls to manage the business	We are transparent with data used to run the business; we routinely meet the targets we establish	We use data to make decisions about where to focus; we exceed the results we target
Daily Management	LEADERSHIP	Most leaders lead from their offices; Most leaders are not trained in a management system	Our leaders understand the importance of a single management method. A few of our leaders are proactively applying principles in their daily work.	Executive leaders role model principles of our single management method and most leaders manage their daily work with daily management principles.	Our single management method is embedded in how we do our work. Leaders, departments and teams actively collaborate to learn and apply best practices.	All team members use of single management method as a foundation for improvements and leader primarily problem frame and coach those who do the work to support daily tests of change.
	PATIENT & COMMUNITY ENGAGEMENT	We administer patient satisfaction surveys and community needs assessments (if required) to meet regulatory requirements. We strive to deliver a positive patient experience (PX).	We have defined patient experience and it is one of our organizational goals; team members learn PX standards that are part of everyone's work; leaders may seek patient input to support improvement efforts	We incorporate PX metrics into leader accountability processes; PX results drive improvement efforts at the org. level; we have introduced experience-based design and co-design and have launched a patient partner program; we share patient stories at Board of Directors meetings	PX is part of the quality and safety agenda at all levels of the organization; all leaders are trained in co-design and equity-focused improvement methods; we measure PX at the unit level; leaders use PX data to drive local improvements; patients are involved in all improvement events	Local leaders can skillfully identify PX interventions, and we empower them to implement improvements; use of co-design is reliable; leaders integrate an equity lens into all improvement work; the patient partner program extends to the community beyond the organization
	WORKFORCE ENGAGEMENT	Improvement efforts are not linked to staff engagement surveys – staff do not see improvement as part of their role	Staff engagement survey results inform improvement efforts; staff are invited to contribute ideas for improvement efforts; staff are involved in improvement efforts	Mechanisms and structures are in place for staff to contribute and execute improvement ideas and report on improvement efforts. Staff are empowered to make improvements.	Improvement effort results are recognized and communicated organization-wide. Staff are engaged in daily improvement.	Certification pathways are available and promoted organization-wide; daily kaizen is SOP throughout the organization
	QUALITY AND SAFETY	Our quality department owns quality goals; we align quality targets with regulatory mandates	Our quality and safety departments lead improvements; our clinical departments participate in improving quality and safety; all employees are safety inspectors	Our operational leaders own quality and safety results; our vision includes the goal of eliminating defects; the number of safety concerns reported is increasing	All leaders are accountable for improving quality and safety results and develop goals at the local level to support the organization-wide goals; safety concerns are trended for focused system-level improvement	Each individual in our organization is responsible for quality and safety; we actively seek out, publicize and eliminate defects; safety reporting is considered an important responsibility for all

Action Plan Workshop – Advancing along the Transformation Continuum



	Business As Usual	Moving Forward	Formalization	Scaling & Spreading	Sustaining & Evolving
VALUES & BEHAVIORS	We have documented core values to express what our organization stands for; we have a foundational, implicit commitment to them among all employees	We have defined behaviors for each core value to clarify the ways in which people should act individually and collectively; we share the behaviors at orientation for all employees; the behaviors are built into our service standards	We train all new staff to grow their skills in applying the behaviors; we have embedded them into our practices and processes, including hiring, onboarding, performance management and offboarding	We have a behavioral compact for leaders, for clinicians & APPs, and/or for other groups, as needed, to explicitly define the reciprocal behavioral agreement between the organization and each group; we have standard work for using the compact(s) to frame discussions	Our values, behaviors, and compacts include the lenses of equity, diversity, inclusion, belonging, and psychological safety; we use them to align behavior with our shared mission and vision; we hold all employees accountable to them
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*The above image represents only an excerpt of the broader continuum.

- Kindly allocate a few moments to thoroughly evaluate the position of your organisation along the above transformation continuum concerning each individual element.
- This assessment will facilitate a comprehensive understanding of your organisation's current standing in the transformative journey.

Strategy for Transformation Optimisation

	Values & Behaviours	Urgency for Change	Leadership	Workforce Engagement
START <i>List up to 3 items you would like to start</i>				
STOP <i>List one item that needs to stop for transformation to start</i>				
CONTINUE <i>What will you continue or continue aggressively</i>				

We'd Love Your Feedback!

Scan QR Code

Open the camera app on your phone

- Point the camera at the QR image on the screen
- The Survey will open in your browser or you should receive a drop down or alert the survey has been downloaded

