

*The power of one*  
*The power of many:*  
**Bringing change to  
health and healthcare**

Dr Helen Bevan  
 @HelenBevan

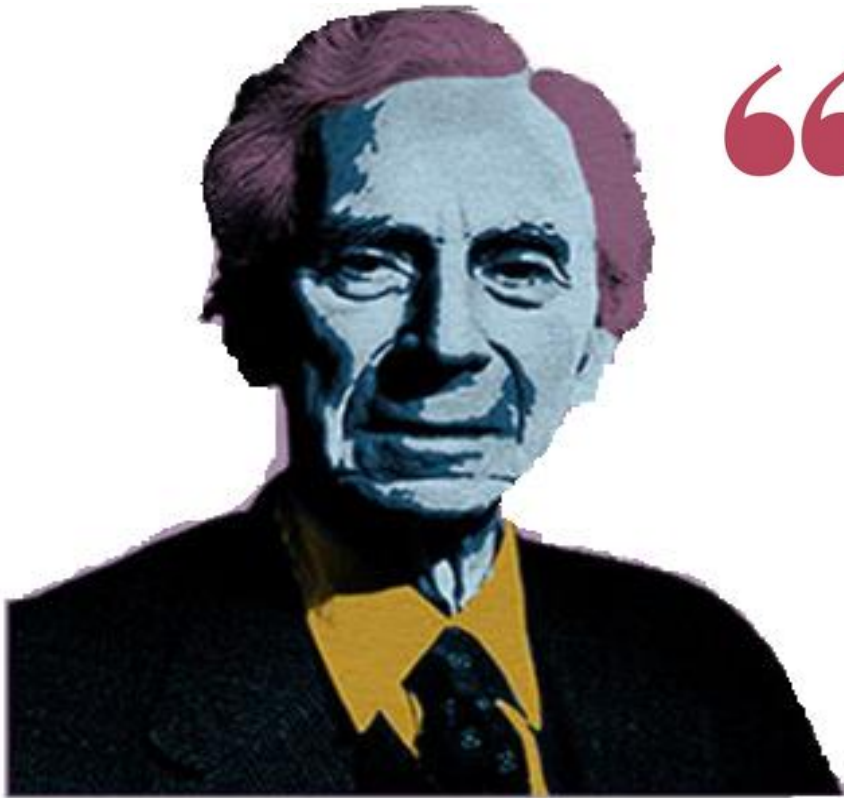


# We will cover

- The power to make a positive difference
- Why healthcare organisations need rebels!
- Rocking the boat and staying in it
- Starting from a place of love



# This talk is about power for change



“ *Power is one’s ability to achieve goals.*

**Bertrand Russell**

Honestly.....  
go ahead



Do we really  
have permission?





**Currency**

**Current**

**Held by a few**

**Made by many**

**Pushed down**

**Pulled in**

**Commanded**

**Shared**

**Closed**

**Open**

**Transaction**

**Relationship**

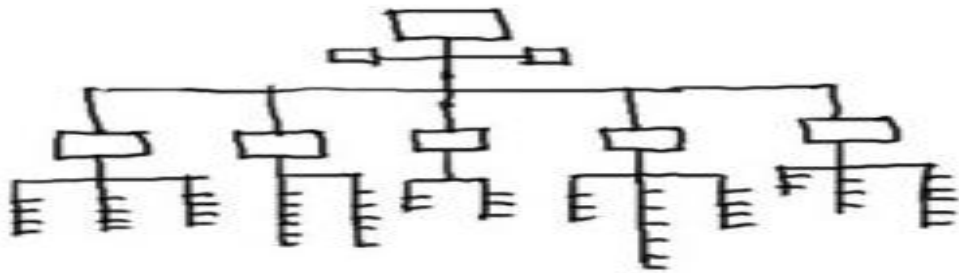




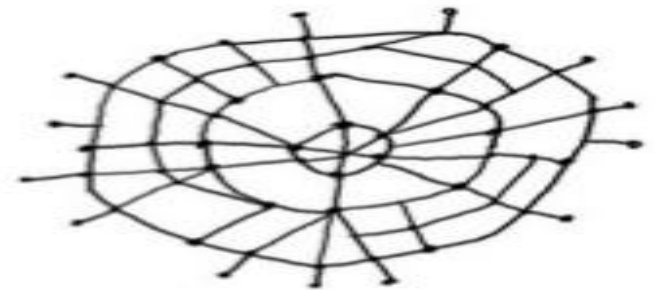
# *The Network Secrets of Great Change Agents*

Julie Battilana & Tiziana Casciaro

As a change agent, my **centrality in the informal network** is more important than my **position in the formal hierarchy**



Designed for  
**DIVISIONS**



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**CONNECTIONS**

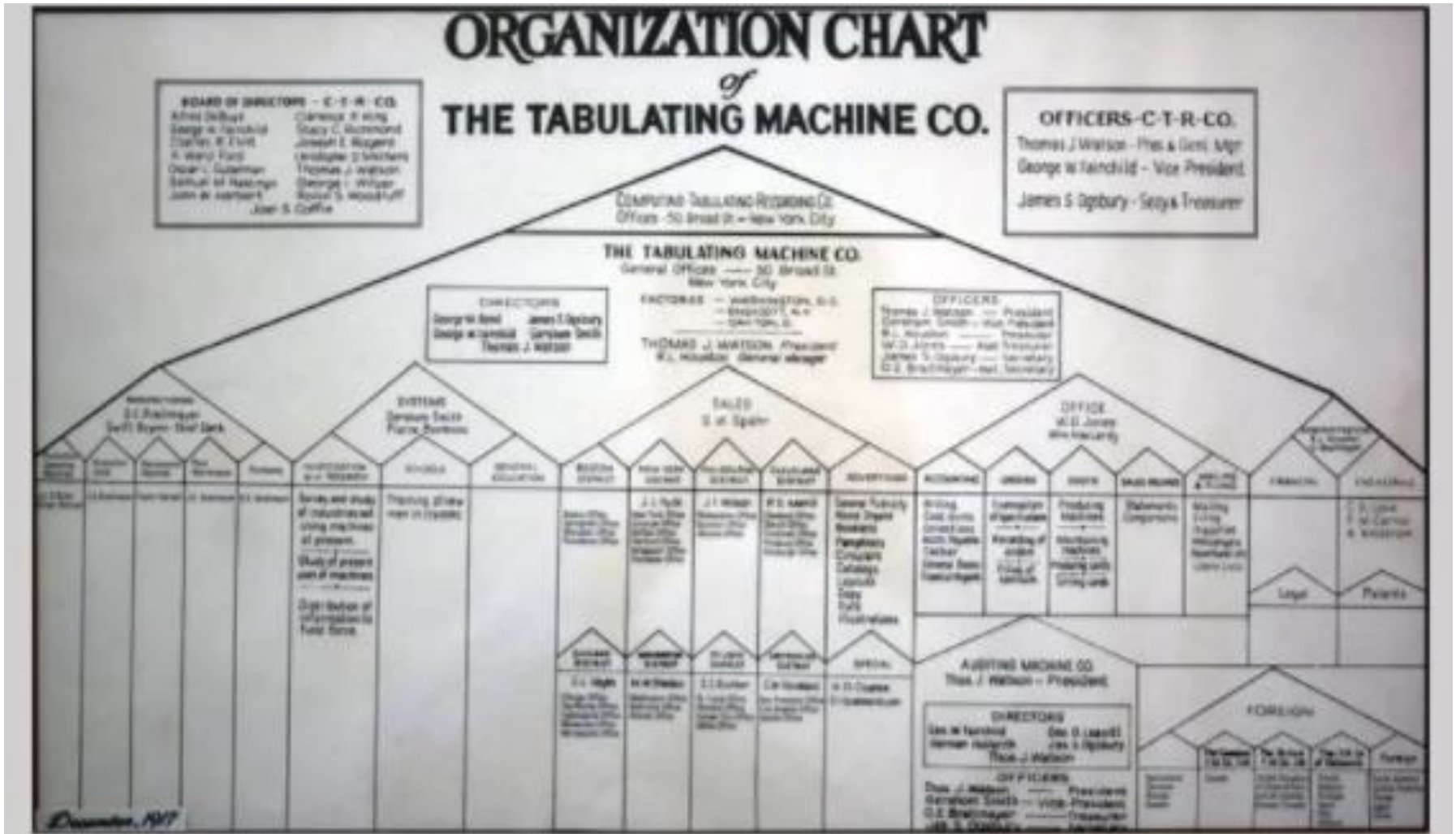
# 2x

People who are highly connected  
have twice as much power to  
influence change as people with  
hierarchical power

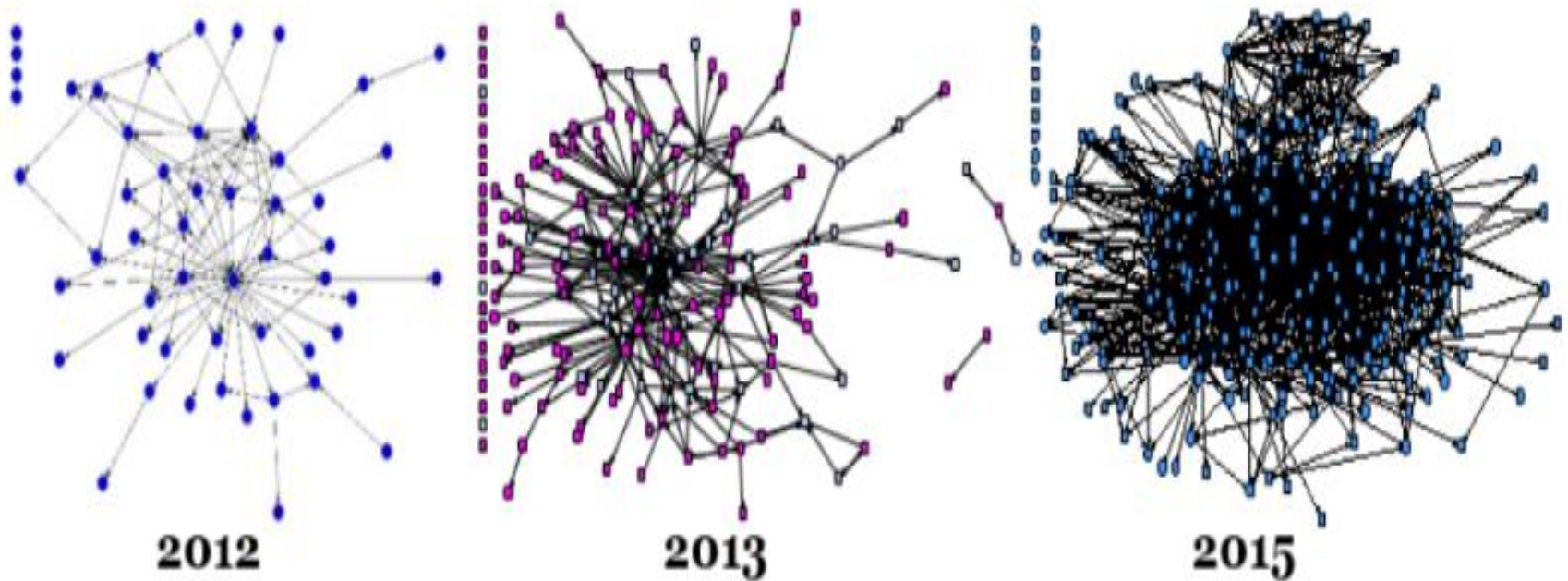
Leandro Herrero

<http://t.co/Du6zCbrDBC>

# We still organise healthcare like the Tabulating Machine Co. of 1917



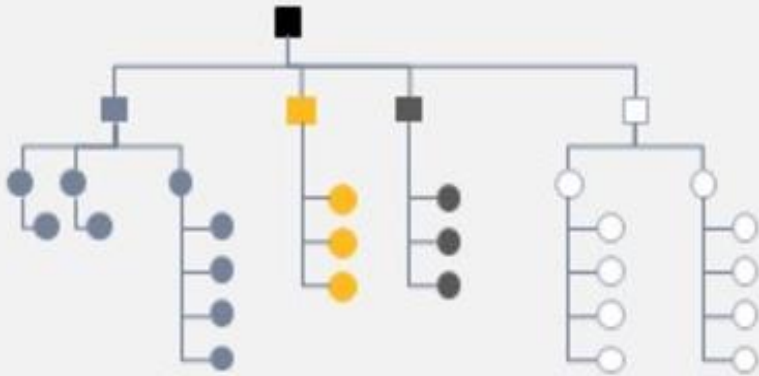




***Three time points of collaboration among  
cancer clinicians and researchers***

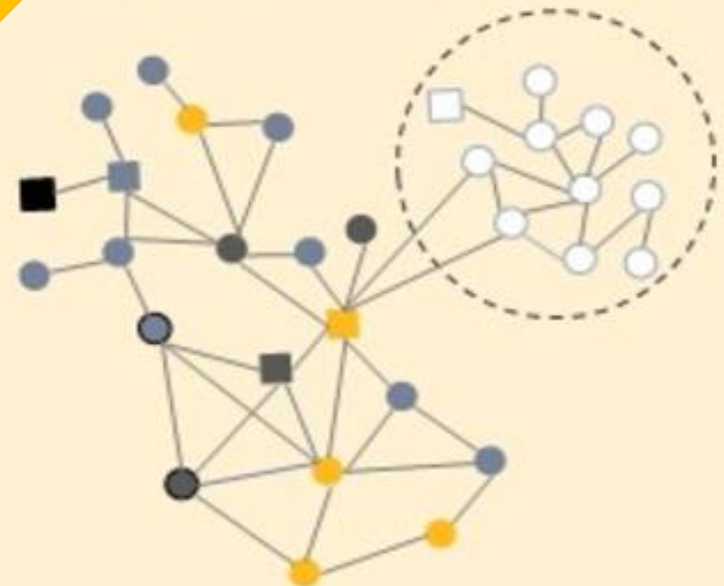
from [Braithwaite and colleagues](#) 2017

### THE CLASSIC ORGANIZATIONAL CHART



$\frac{2005}{1/10}$  →  $\frac{2015}{9/10}$

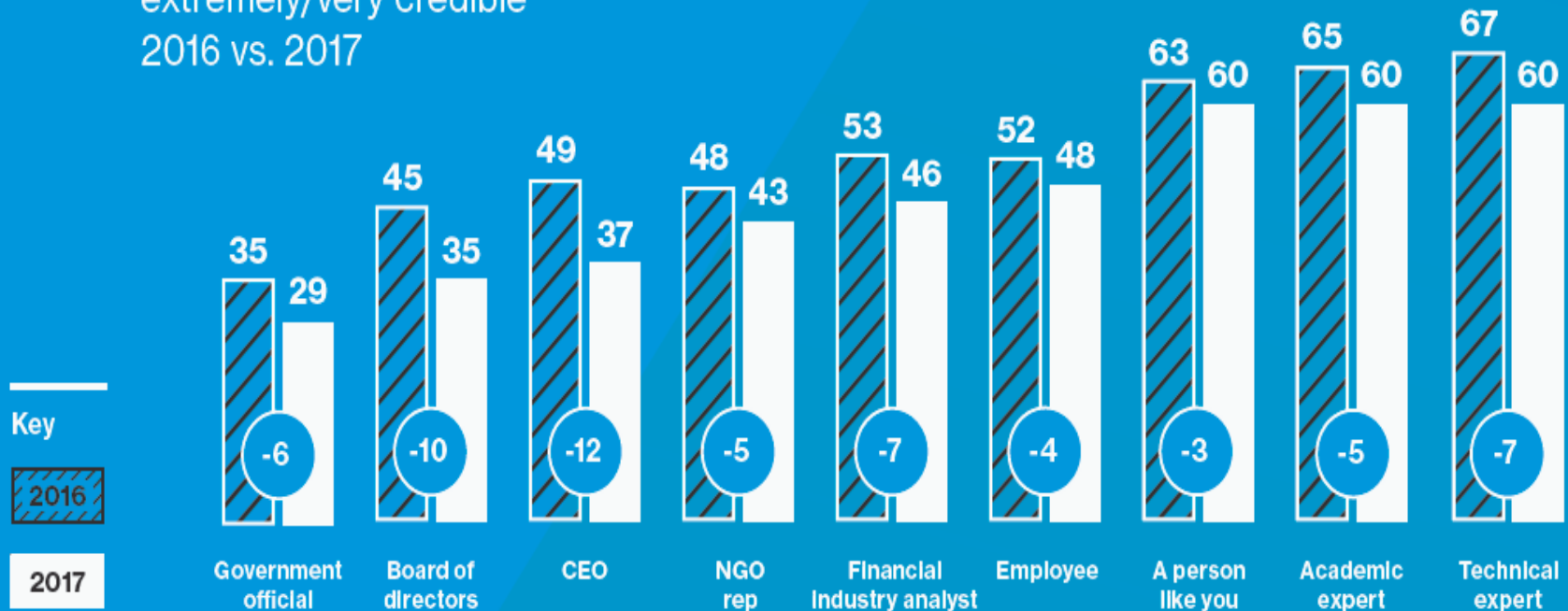
### THE REAL ORGANIZATION



# The implosion of trust

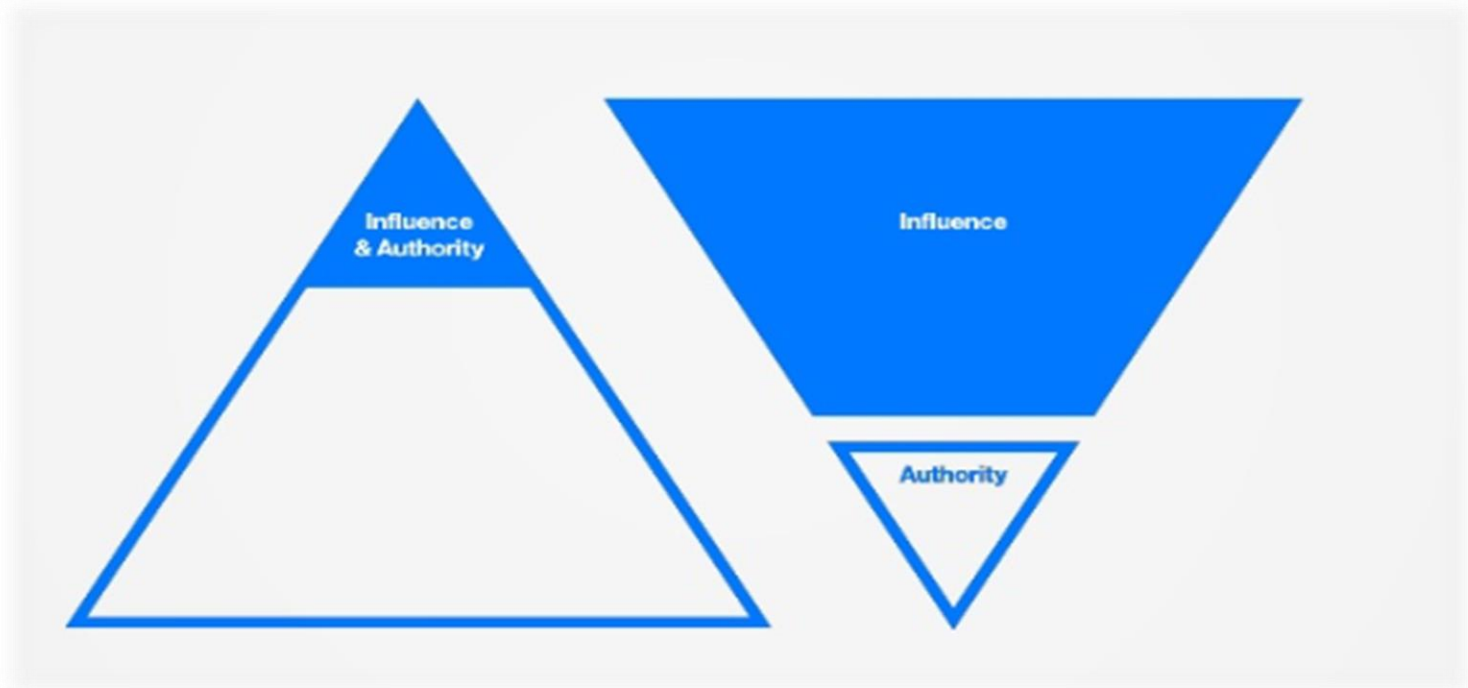
## Peers are now as credible as experts

Percent who rate each spokesperson as extremely/very credible 2016 vs. 2017



Source: <http://www.edelman.com/news/2017-edelman-trust-barometer-reveals-global-implosion/>

# The inversion of influence



Based on the Edelman Trust Index: the average of a country's trust in the institutions of government, business, media and NGOs

# A world of distrust: Edelman Trust Barometer

## Trust Index A World of Distrust

Average trust in institutions,  
general population, 2017 vs. 2018

Global Trust Index remains at distrust level

20 of 28 Markets are distrusters, up 1 from 2017

Source: 2018 Edelman Trust Barometer.  
The Trust Index is an average of a market's trust in the institutions  
of government, business, media and NGOs. General population  
(20 market global total).





# A world of distrust: Edelman Trust Barometer

## Trust Index

### Informed Public Declines to Neutral

Average trust in institutions,  
informed public, 2017 vs. 2018

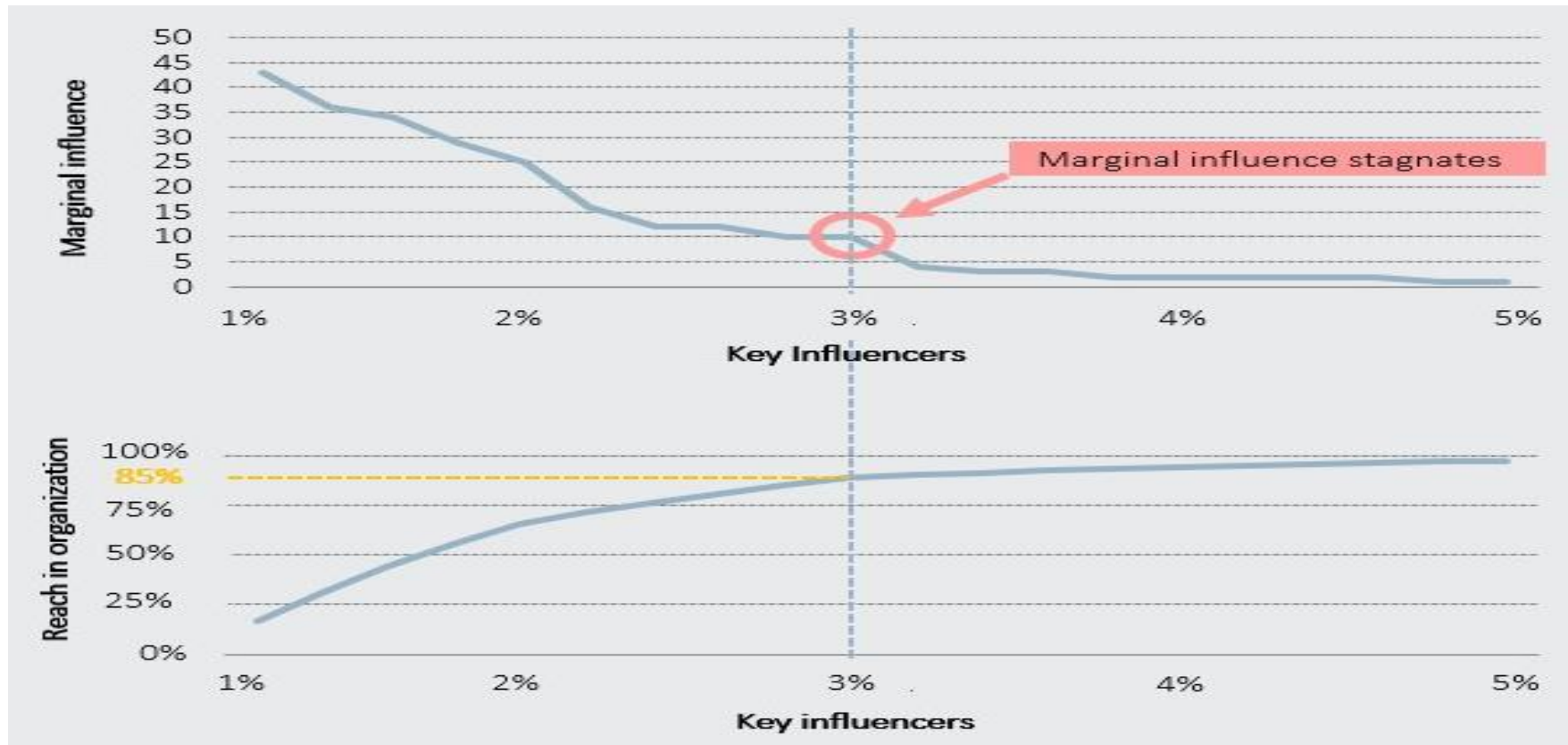
A 1-point decline in the Global Trust Index

Source: 2018 Edelman Trust Barometer.  
The Trust Index is an average of a market's trust in the institutions of government, business, media and NGOs, informed public, 20-market global total.



# The 3% rule

Just 3% of people in the organisation or system typically influence 85% of the other people

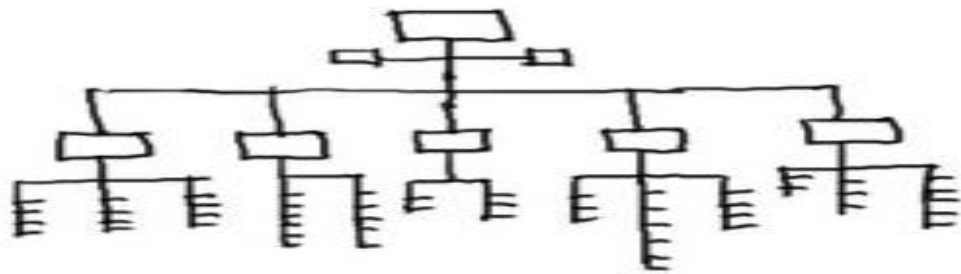


Source: Organisational Network Analysis by Innovision

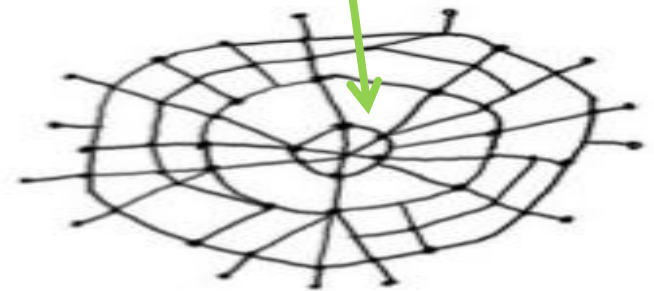
# As formal/senior leaders, we have less influence than we think

If we want to get the same level of influence through **top down change** as **the 3%** get, we need **four times** more people

Source : Jeppe Hansgaard



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# Healthcare organisations need rebels!

- The principal champion of a change initiative, cause or action
- Rebels don't wait for permission to lead, innovate, strategise
- They are responsible; they do what is right
- They name things that others don't see yet
- They point to new horizons
- Without rebels, the storyline never changes



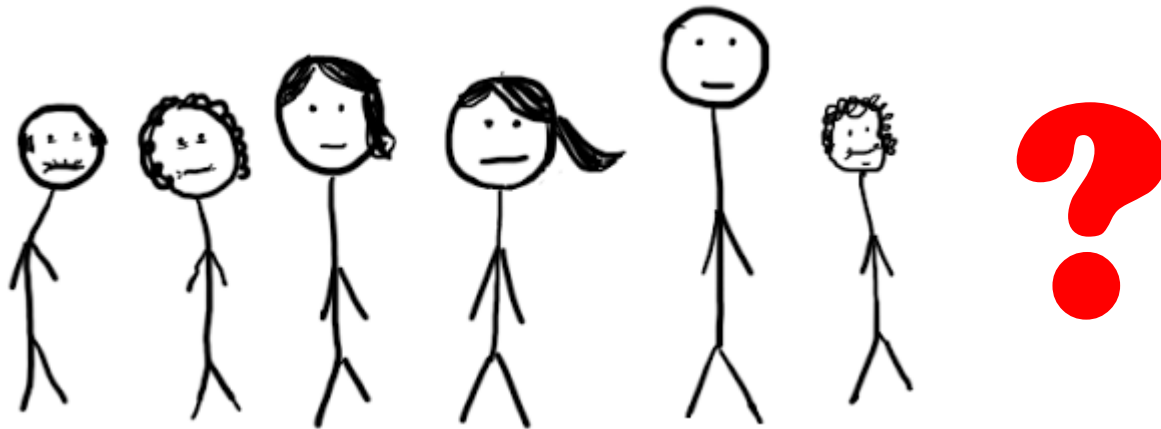
“*If you put fences around people,  
you get sheep. Give people the  
room they need.*

William L McKnight





# What happens to rebels/heretics/radicals/mavericks in organisations?

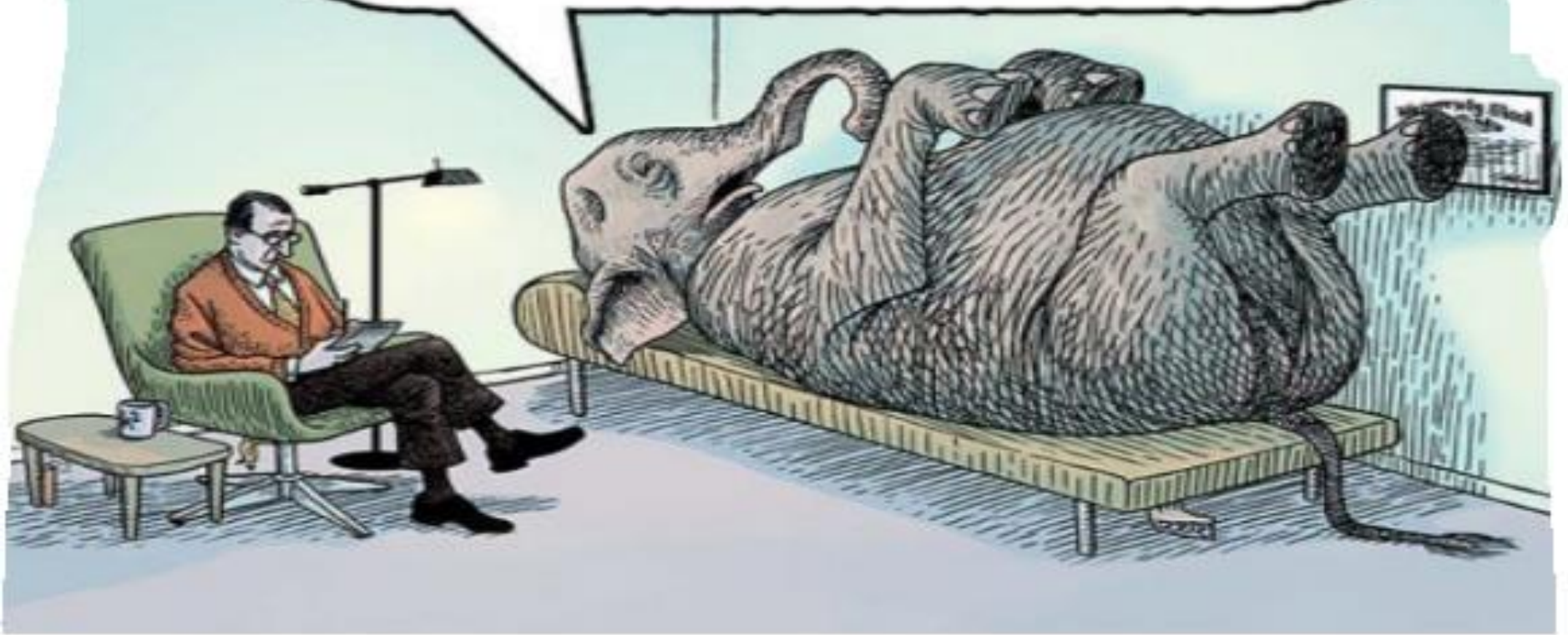


Source of image: [thinglink.com](http://thinglink.com)





Sometimes, even if I stand in the middle of the room, no one acknowledges me.



# We need to be boatrockers!

- Rock the boat but manage to stay in it
- Walk the fine line between difference and fit, inside and outside
- Conform AND rebel
- Capable of working with others to create success  
NOT perceived by others as a destructive troublemaker

Rock the boat!  
Rock the boat!  
Rock the boat!  
Rock the-...

Don't rock the boat baby  
Don't tip the boat over  
Don't rock the boat baby





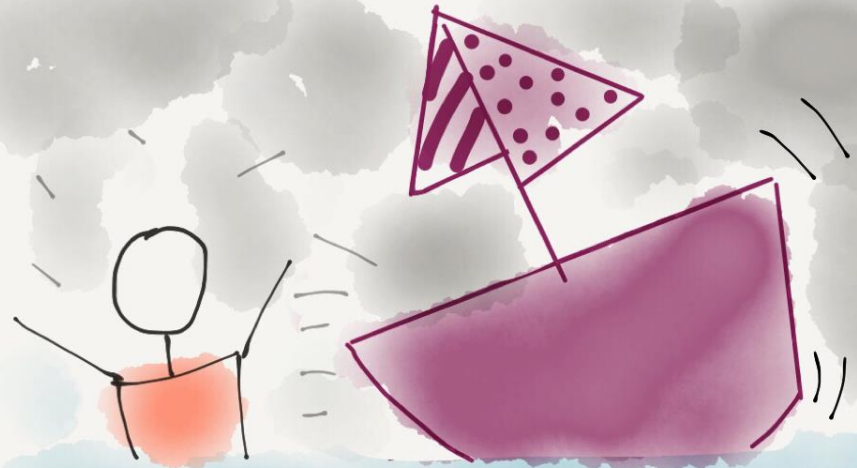
# ⇒ Rocking <sup>the</sup> Boat ⇐

## Boat Rockers...



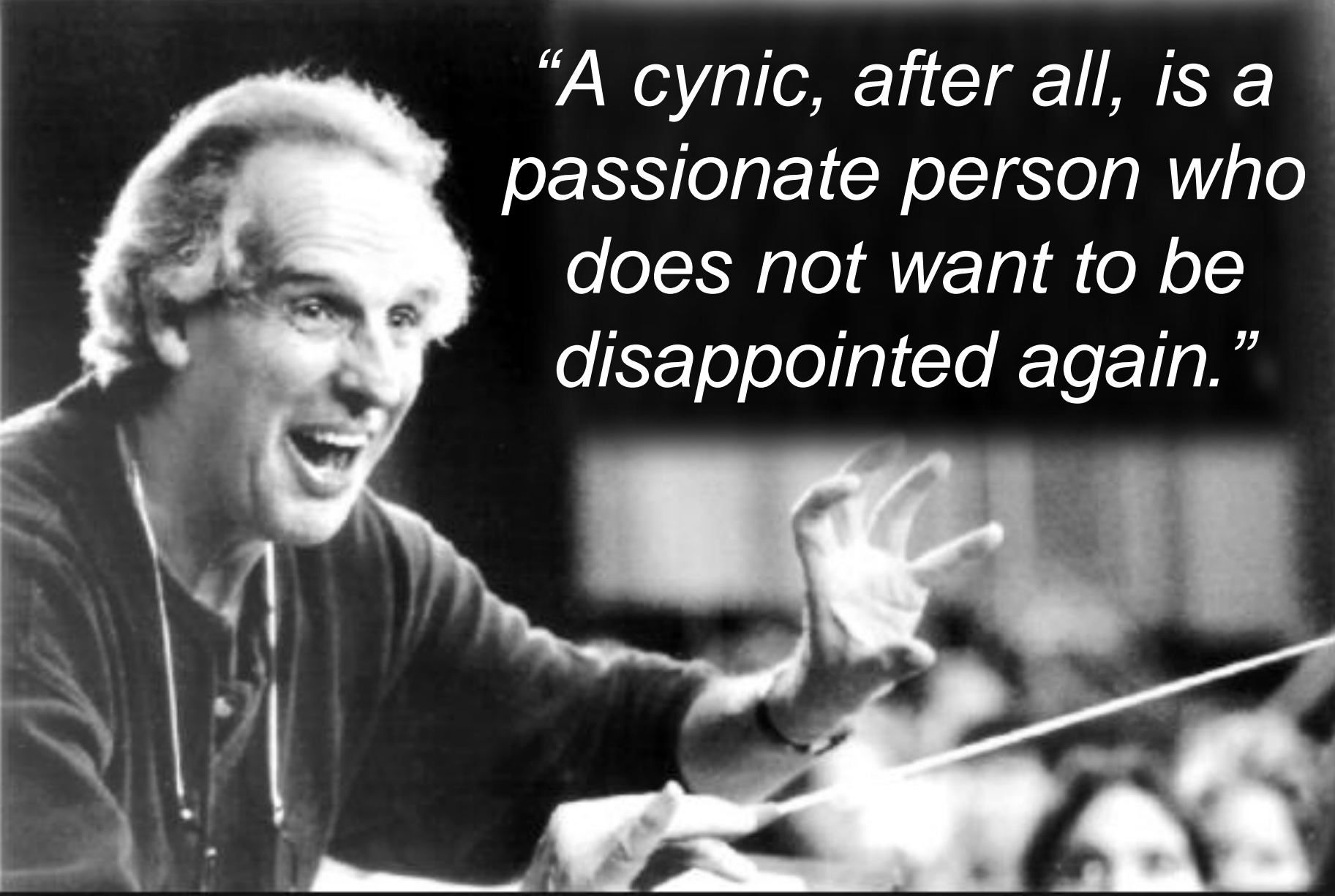
- Mission-focussed
- Passionate
- Keep perspective
- Optimistic
- Energy-generating
- Attracting others
- See possibilities
- Together.

## Falling Out...



- Complaining
- Me-focussed
- Angry
- Pessimistic
- Energy-sapping
- Alienate others
- See problems
- Alone.



A black and white photograph of Benjamin Zander, a conductor, captured in a moment of intense passion. He is shown from the chest up, wearing a dark jacket over a collared shirt. His mouth is wide open in a shout or exclamation, and his eyes are wide and focused. His right hand is raised, with fingers spread, holding a baton. The background is blurred, showing the silhouettes of an audience in a concert hall. The lighting is dramatic, highlighting his face and hand against a dark background.

*“A cynic, after all, is a passionate person who does not want to be disappointed again.”*

Source of graphic: Benjamin Zander's TED talk



“*The world feels terrible if I choose to distrust it*”

Marcella Bremer

Source of image: Tord the Meme  
by Marley Bryn

# Reflection

- What are your insights around “boatrocking” and “falling out”?
- What moves people from being “boatrockers” to “falling out”?
- How do we protect against this?



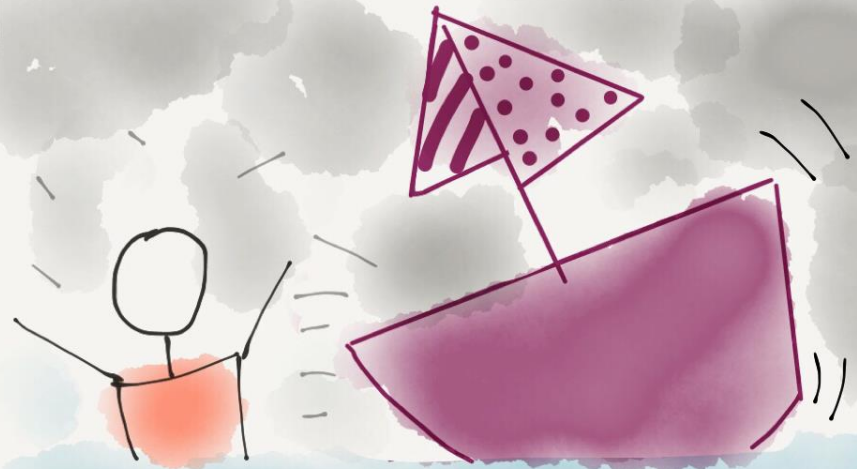
# ⇒ Rocking <sup>the</sup> Boat ⇐

## Boat Rockers...



- Mission-focussed
- Passionate
- Keep perspective
- Optimistic
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- Together.

## Falling Out...



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# More reading

Lois Kelly and Carmen Medina [The rebel at work handbook](#)

Harvey Schachter [How to be a rebel, not a troublemaker at work](#)

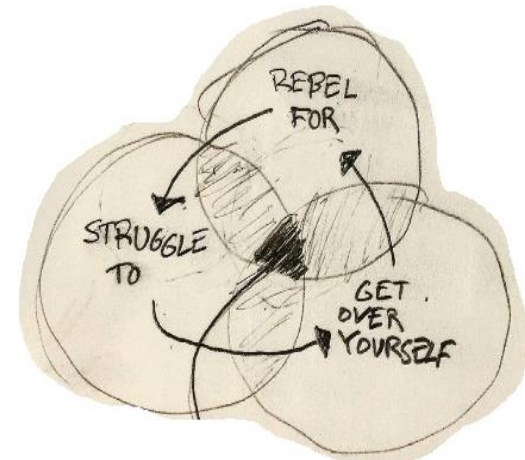
Debra Meyerson [Tempered radicals: how people use difference to inspire change at work](#)

Jane Watson [A spotter's guide to rebels and cynics](#)

Umair Haque [How to be more loving in a cynical world](#)

Clark Quinn [Skeptical optimist or hopeful cynic? A science mindset](#)

Marcella Bremer [Cynicism or optimism?](#)



Source of graphic : Umair Haque

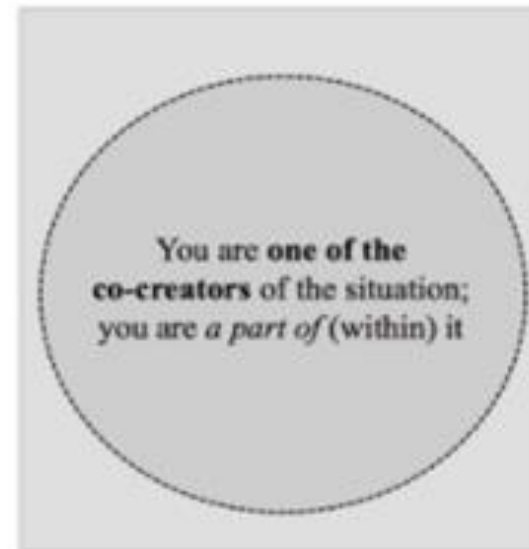
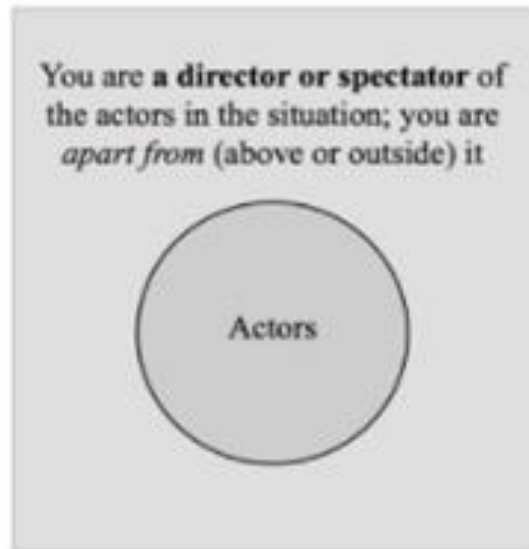


# Change starts with me



Source of image: [jasonkeath.com](http://jasonkeath.com)

# We are not outside of the change: we ARE the change



“*The success of our actions as change-makers does not depend on what we do or how we do it, but on the inner place from which we operate*”

Otto Scharmer

*Leading from the emerging future*



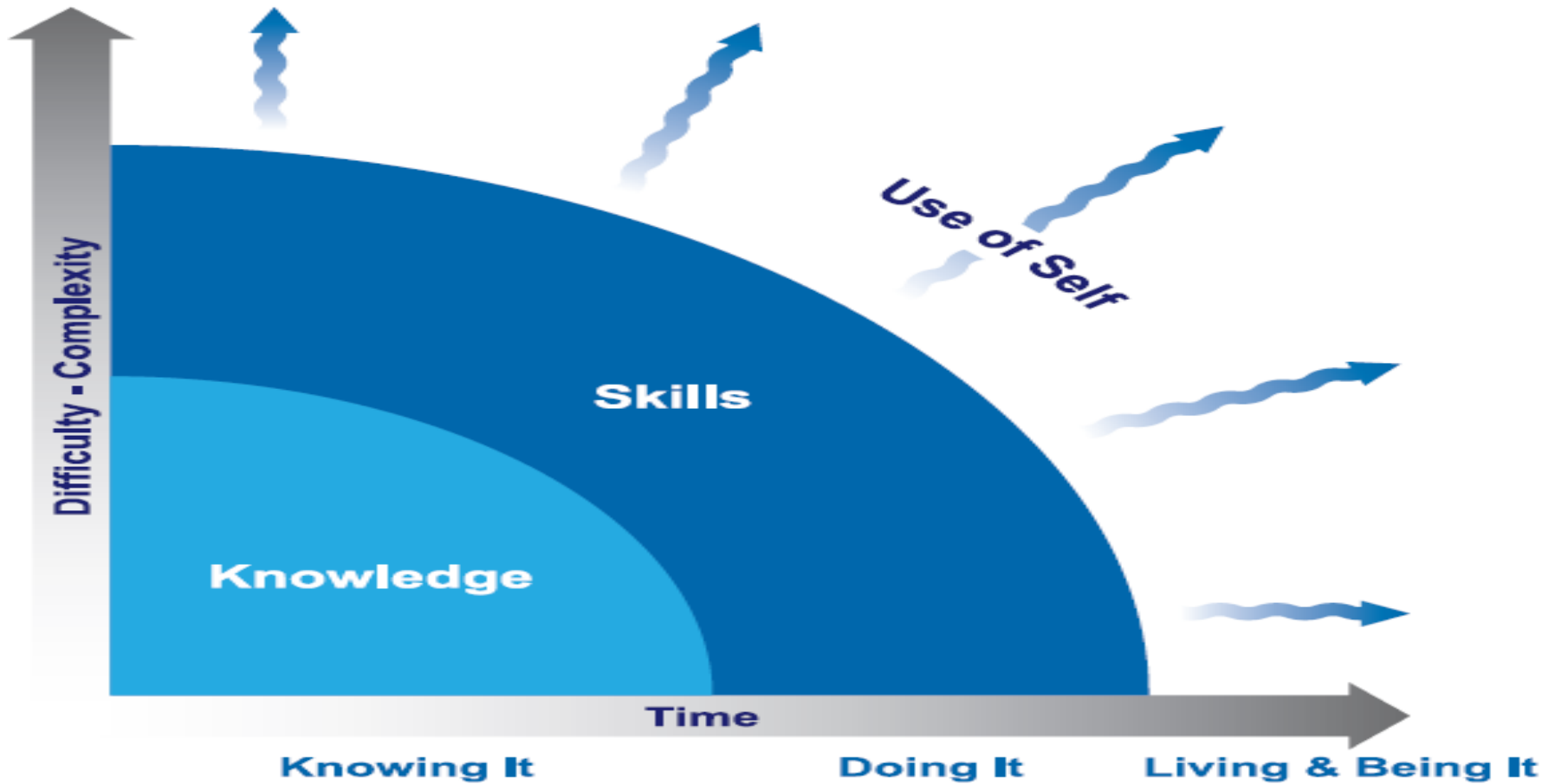
# Four things we know about successful boat rockers



1. able to **join forces** with **others** to create **action**
2. able to achieve **small wins** which create a sense of hope, possibility and confidence
3. strong sense of **agency**
  - belief that I am personally able/have the power to create the change
4. more likely to view **obstacles** as **challenges** to overcome

Source: adapted from Debra E Meyerson

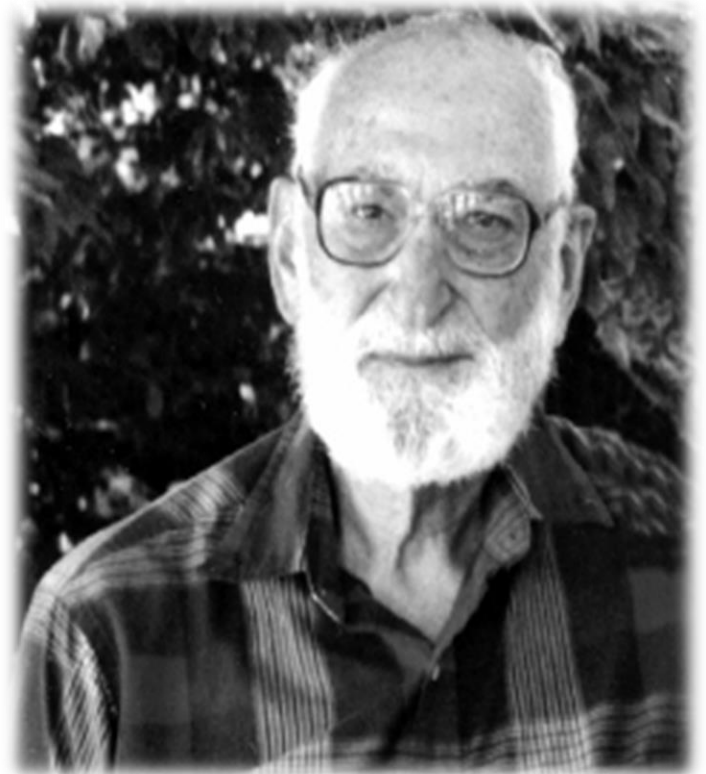
# Being a great change agent is about doing, seeing and being change





“ Ultimately, the secret of quality is **love**...

If you have love, you can then work backward to monitor and improve the system



**Avedis Donabedian**

# Tactic for change agents: Out-love everyone else



Source of image: Bradley Burgess