



UNLEASHING CREATIVE ACTION AT THE FRONT LINE

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What I hope you will come away with:

- An understanding of how behaviors/paradigms/culture can get in our way with change
- We need to unleash and inspire the energy at the front line to embed change into our culture
- 3 techniques for action



Almost everyone buys into the idea of continuous improvement but by definition it is impossible to improve unless we change.

The Servant – James C. Hunter

Men and women want to do a good job. If they are provided with the proper environment, they will do so.

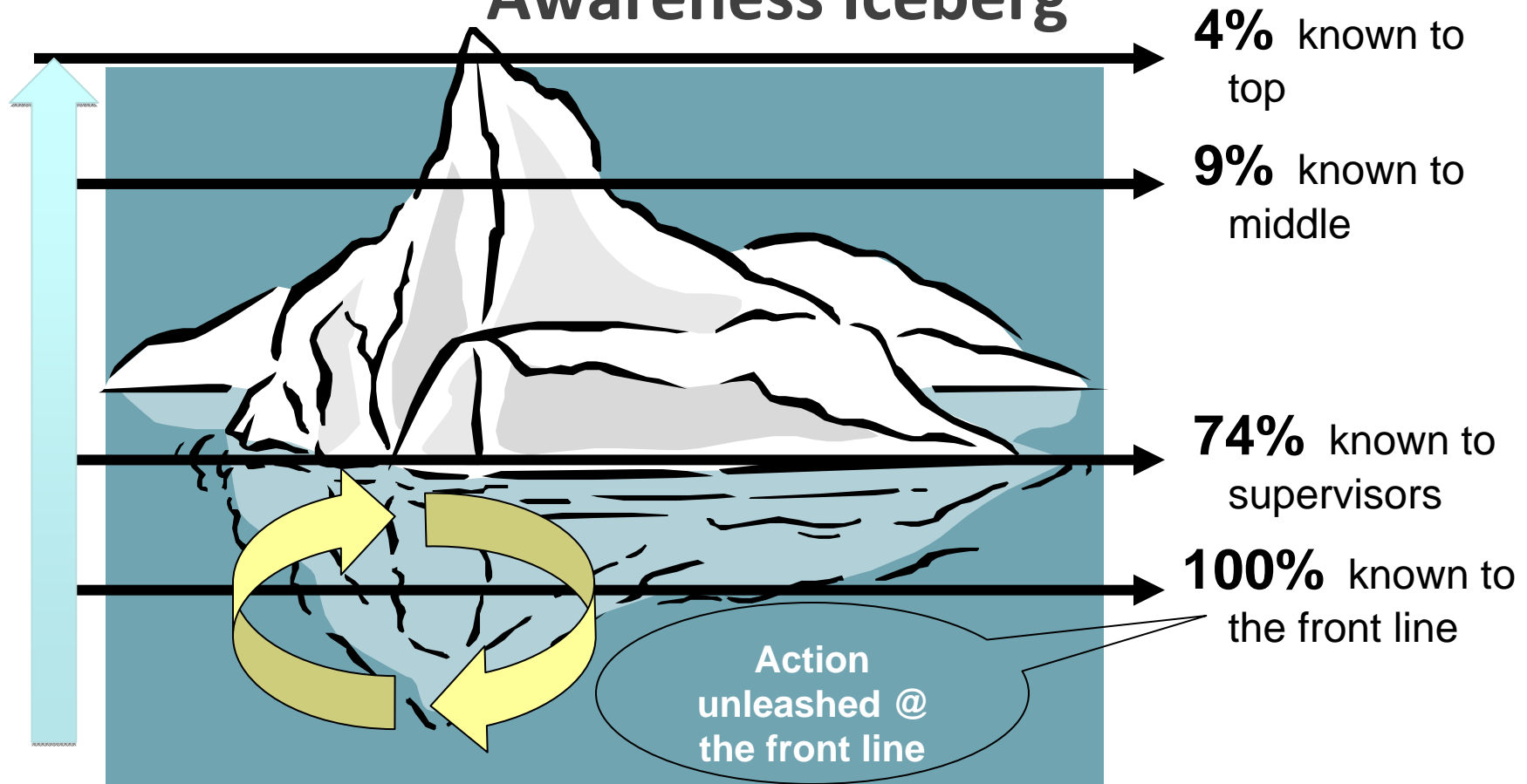
Bill Hewlett, Founder, Hewlett-Packard



Front line attention Problems & Opportunities

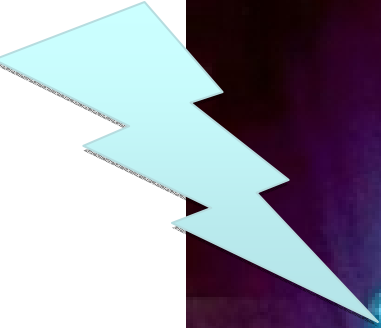
is focused here!

Awareness Iceberg





- Way more richness
- Way more depth
- Way more focused where the patient is





If we flip the iceberg we have a new option for “The Top”

- Same people
- Same incentives
- Same organizational structure
- We can change our patterns of Relating/Behaving
- We can inspire leadership at all levels
- Gives “the top” more time to lead



Culture eats strategy for lunch



"The organization seems to be digesting the new strategy."



Behavior/Paradigm/Culture

“God didn’t create human rubbish, only people with behavior problems”.

“Behaviors are habit forming”.

The Servant – James C. Hunter



Mel's crow story!





Paradigms

“Paradigms are simply psychological patterns (behaviors), or maps we use to navigate our way through life. Our paradigms can be helpful and even life saving when used appropriately. They can, however, become dangerous if we assume our paradigms are never-changing and all-encompassing truths and allow them to filter out the new information and the changing times that are coming at us throughout life. Clinging to outdated paradigms can cause us to become stuck while the world passes us by.”

The Servant by James C. Hunter



Behavior versus Emotion

“ I cannot always control how I feel about other people, but I certainly am in control of how I behave toward other people. Feelings can come and go depending on what you ate for dinner last night.”

“ Feelings come and to – it is commitment (behavior) that carries us through. At every wedding there is an opportunity for a marriage, but that we never know what we’ve got until the feelings are gone.”

the Servant – James C. Hunter



Behaviors

Patience
Kindness
Humility
Respectfulness
Appreciation
Encouragement
Selflessness
Compassion
Integrity

Feelings

Happiness
Grief
Disappointment
Curiosity
Contempt
Sadness
Anger
Remorse
Worry



Our behavior influences our thoughts and our feelings.

We are more likely to act ourselves into a feeling than feel ourselves into action.

Jerome Brunner – Harvard Psychologist

Feelings will follow behavior. Positive feelings will eventually flow from positive behaviors. Sociologists call this praxis.

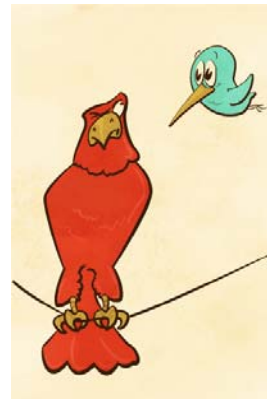


Positive Deviance is one approach that focuses on behavior change and relationships

- No matter how seemingly intractable a problem, in every community there are individuals who seem to be achieving better results and with no more resources.

OR

- No matter how screwed up things seem to be, the mass chaos, confusion, power politics, and other dysfunctions going on all around, you can still find places where things are just hummin' along





So you go out there to take a look at these special places and you find...

A leader taking responsibility for their little area of influence and making a difference!

They couldn't control the bigger picture, but they could control how they *behaved* every day toward the people who had been entrusted to their care.

This is where innovation and evolution happens!



So you take those pockets of great leadership (or positivity)

- And you start to build relationships and connections
- You start to have great conversations
- You work with the group to ensure of spread of the “uncommon innovative” practices
- You use certain techniques to challenge behaviors/paradigm/culture and act your way into new thinking!



PD realizes the power in relationships

Not Fixing the Parts, the System, or the People

Performance as an emergent property...

arising from **local interactions**

and **patterns of relating**

on the front line.





Liberating Structures

- Liberating Structures are simple methods that make it easy for groups of people in complex environments to liberate their energy, tap into their collective intelligence, be creative, adaptable, build on each other's ideas, and get results.
- Some of the Liberating Structures have been inspired by Positive Deviance, and others come from working with a variety of other issues. Liberating Structures provide just the right balance between too much structure that can drive out creativity and too little structure that can cause chaos.



Liberating Structures and PD vs everything else

Similarities

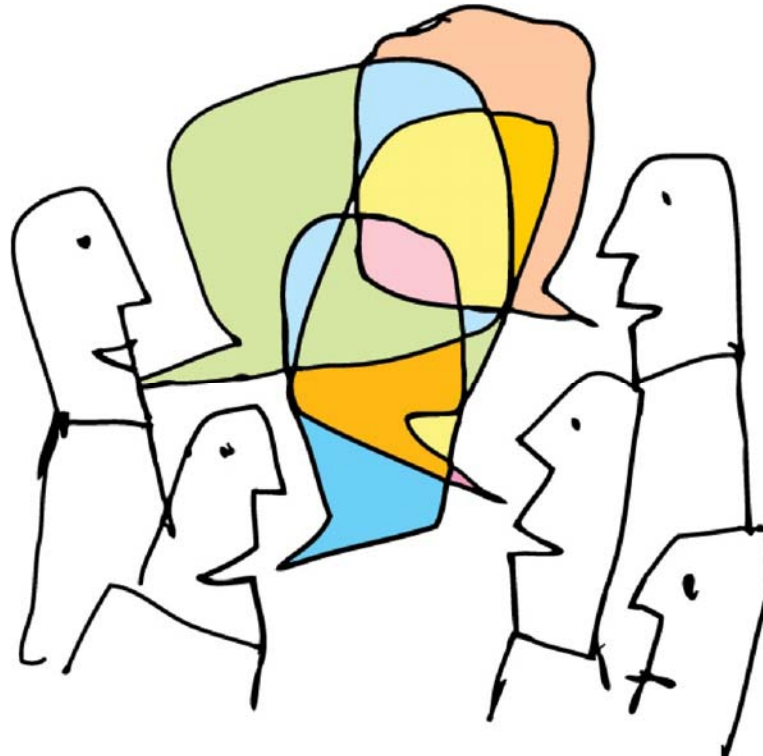
- Leadership support is vital
- Clear goal is required
- Metrics and data necessary
- Front-line engagement is required
- Multidisciplinary team involvement is important
- Teamwork and communication are essential elements
- Small tests of change

Differences

- Fits messy everyday problems with behavior components
- Leaders must believe solutions already exist among those whose behaviors need to change
- Facilitators stimulate “unleashing” of solutions
- Extensive participation and measurement by front-line staff
- As solutions surface, efforts expand beyond initial expectations
- By invitation, not assignment
- Many improvement discoveries are acted on immediately because there is local-social proof



**Unleashing is all about
Engaging your PEOPLE
developing SKILLS, changing BEHAVIOR, INSPIRING &
MOBILIZING them**





5 Why Presentation



The Lean Thinking Series



5 Whys Purpose:

- Importance of listening
- Dispelling our assumptions we hold which can only happen when we ask questions and actively listen
- Leads through self discovery
- Peels away the protective layers that impede our ability to make changes
- Helps to get to our own core purpose.



Principles:

Respect
Clarifying Expectations
Praise Active Listening **Recognition**
Giving Appreciation
Holding People Accountable
Setting the Standard **Kindness**



What is NOT a Purpose?

- To brainstorm
- To get buy-in
- To get alignment
- To share information
- To get people together
- To get support.....



5 Whys – Keys to Success

- Create a safe and welcoming space
- Keep going! Dig deep with compassion
- Why is it important to YOU?
- Share the variety of responses and reflect on differences among group members
- Avoid judgments
- Make it a routine practice in your group



5 Whys: to get at Purpose – What is the Purpose of what you do?

- What is a huge challenge that you face today?
- What do you do when working with others on your challenge?
- Why is it important to you?
- **First Answer, “.....”**
- Okay, it sounds like Is pretty important to you? Why is it that important?
- Keep asking “Why, Why, Why ... until you make a discovery about the fundamental purpose.



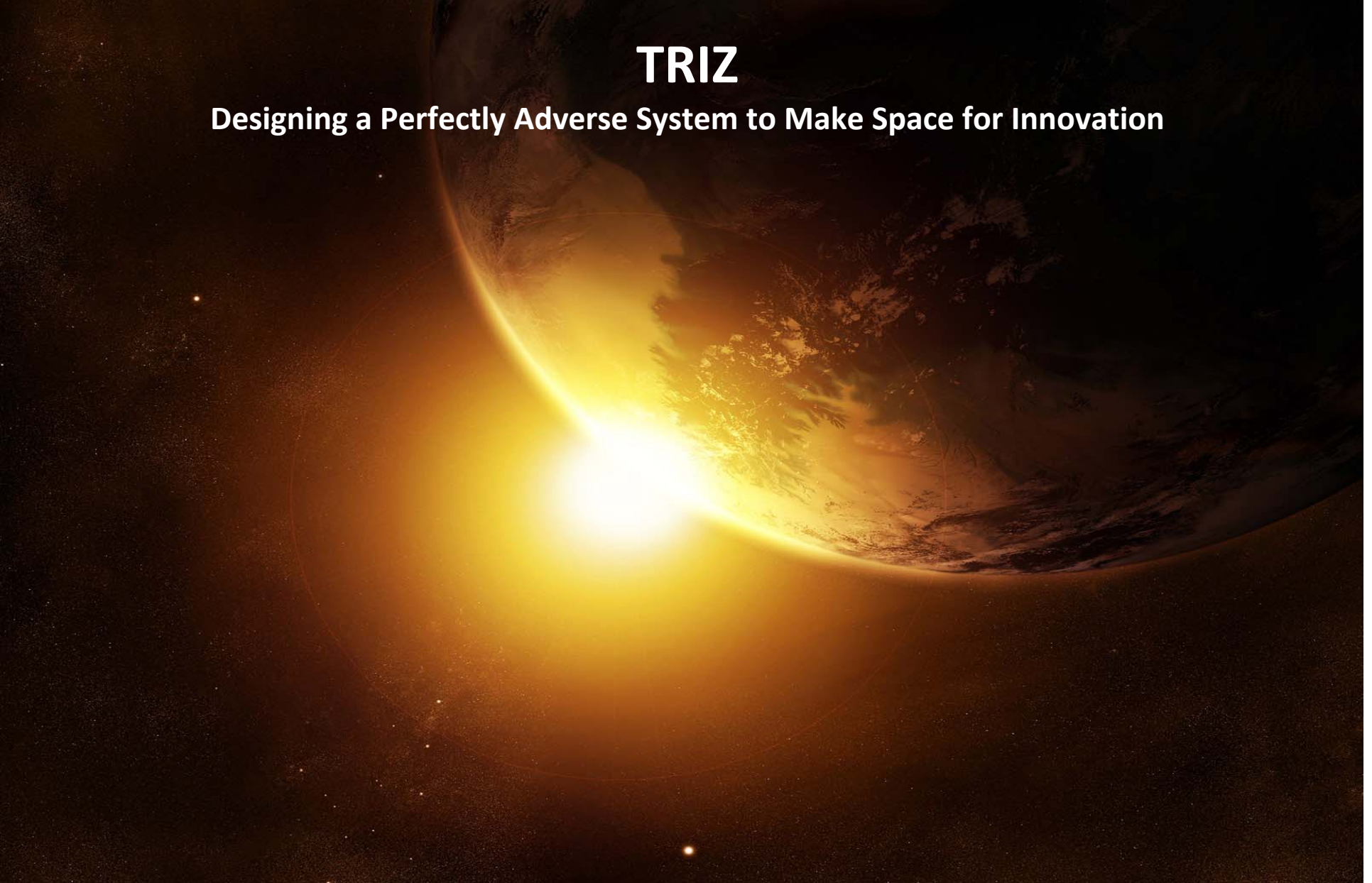
Nothing can be started in your organization without clear purpose.

Think about when, where, and how you can use the 5 Whys to make clear your purpose?



TRIZ

Designing a Perfectly Adverse System to Make Space for Innovation





TRIZ - Purposes

- Make it possible to speak the unspeakable, expose the taboos, get skeletons out of the closet
- Make space for innovation or change
- Lay the ground for **creative destruction** by doing the hard work in a fun way
- Consider substituting TRIZ for visioning sessions
- Build trust



TRIZ – Keys to success:

- Enter into TRIZ with a spirit of SERIOUS fun
- Begin with a VERY unwanted result, quickly confirm your suggestion with the group
- Take time with similarities to what you are doing now and how this harms you
- Include the people that will be involved in stopping the activities that come out
- Make real decisions about what will be stopped



TRIZ – First Step

- First alone, then in your small group, compile a list of to-do's in answer to:
- **How can we reliably create a very unwanted result 100% of the time????**
- 10 minutes
- **GO WILD!!!!**



TRIZ – Second Step

- First alone, then in your group, go down your list and ask:
 “Is there anything we are doing that resembles
 in any shape or form what is on our list?”
- Make a second list of those activities & talk about their impact
- Be unforgiving
- 10 minutes



TRIZ – Third Step

- First alone, then in your group, compile the list of what needs to be stopped or changed
- Take one item at a time & ask:
 - “How am I and how are we going to stop it?
What is your first move?”
- Be as concrete as you can
- Identify who else is needed to stop the activity
- 10 minutes

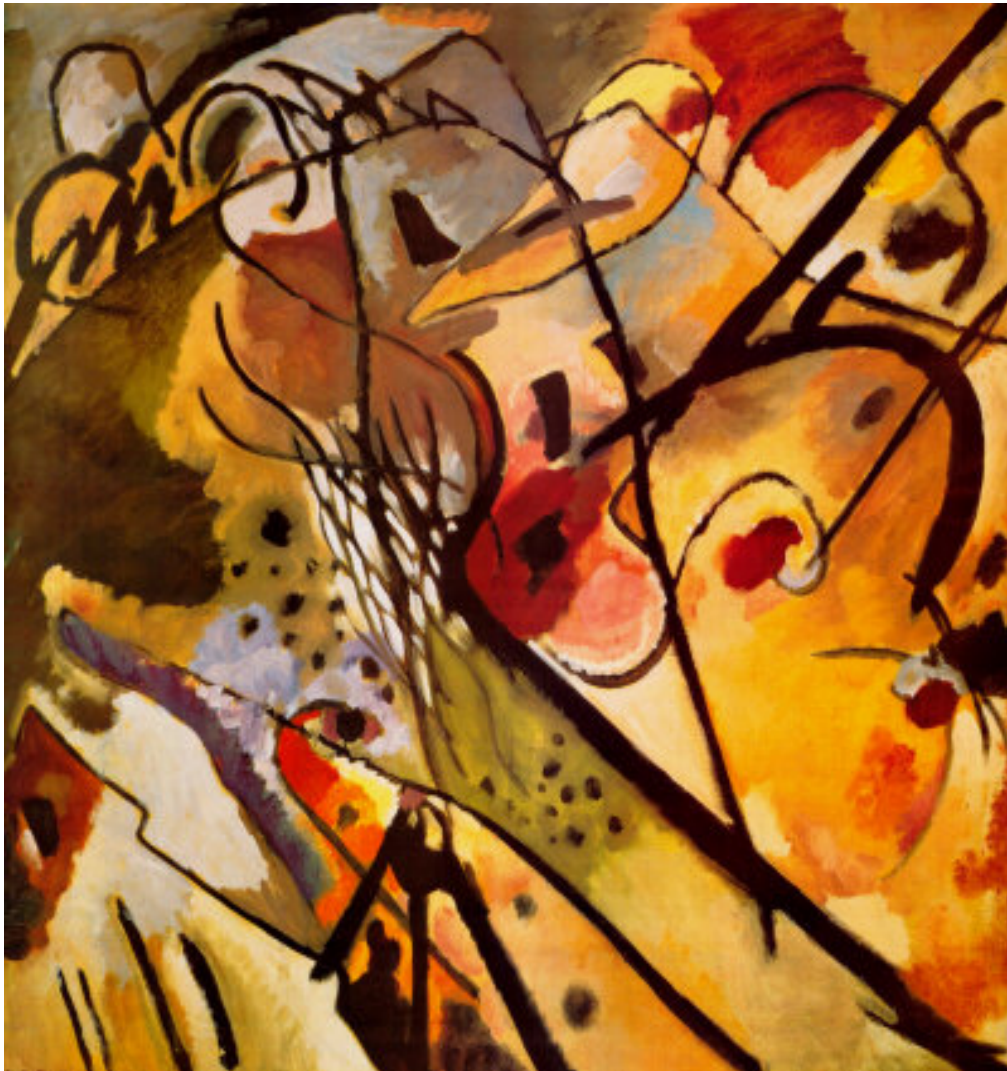


**You will undoubtedly be contributing to
your own problems**

**When, where and how can you use TRIZ to
STOP?**



IMPROV





Improv – Setting the Stage

- Pick situations/scenes together that are challenging – in which exploring positively deviant “how to” solutions may be helpful
- Specify the minimum details of the local context in a simple storyboard that tells you:
 - Location and props needed (bed, phone, cart, sign, gown, gloves, stethoscope)
 - Key roles (nurse, patient, family member)
 - Very little specific detail (wandering patient, diabetic patient etc)
 - Title with a simple question to be explored



Improv - Purposes

- Engage everybody in serious fun
- Prototype new behaviors that solve chronic problems
- Create “rehearsals” for real life
- Make positively deviant behaviors visible to all
- Work creatively across silos, levels, and disciplines



Improv: Keys to Success

- Rapid cycles reveal “chunks” of successful behaviors
- The “chunks” can be combined or layered to create a new approach
- Not trying to make it perfect the first time and *failing forward* really helps
- Short scenes with conversation after each scene draws out insights & action
- Use the structure: stage setting and the three roles



**There are answers out there in the field
– you just need to find them.**

When, where and how can you use Improv???



Rules for the Creative Director

- Recruit players with interest in and enthusiasm for resolving the challenges at hand (acting experience NOT required)
- Start and stop the action using your intuition\
- Offer side-coaching as needed at any time (keep it fun and light)
- Create opportunities for post-performance feedback to the players
- Specify the minimum to get the action started (see Setting the Stage)



Rules for the Players

- Trust and accept all offers (“Yes, and...”)
- Make action-filled choices, giving and taking
- Engage in one conversation at a time
- Listen, watch, concentrate (Look, don’t think!)
- Work to the top of your intelligence

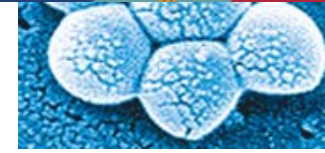
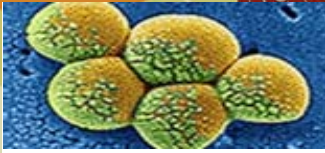


Rules for the Facilitator

- Clarify the purpose of this activity (e.g. to provide a powerful learning experience, helping everyone notice, amplify, and develop behaviors that fulfill your aim)
- Create a response form so ALL participants can suggest specifically HOW each scene can be more full of learning and better fit their local context or unit
- Convene fast feedback exchanges immediately after each scene (2 minutes in pairs or threesomes... then full group conversations work well)
- Try to document everything with video, photos, words (helps with prototyping)
- Thank everyone for “acting their way into new thinking”.

Min Specs for Three Scenes

Scene 1	Scene 2	Scene 3
C Diff.+ “Fridge Raider”	Patient Notification	Truth to Power
Question to Answer	Question to Answer	Question to Answer
<i>How can patients protect other patients?</i>	<i>How is the Patient and others around them Notified?</i>	<i>How Do I Have Effective, Difficult Conversations?</i>
Location	Location	Location
4 East patient kitchen	Semi private Patient Room	Patient Room
Scene Initiation	Scene Initiation	Scene Initiation
Patient leaves isolation room heading for kitchen	<i>Nurse enters room with a sign and news...</i>	<i>Doctor Enters isolation room to get consent for endoscopy. Housekeeper in room.</i>
Cast/Roles	Cast/Roles	Cast/Roles
Patient Nurse Physio Housekeeper	2 Patients Nurse Visitor	Patient Housekeeper Doctor
Key Quote	Key Quote	Key Quote
<i>There's Mr. Munchie in the fridge again</i>	<i>I'm here to tell you...</i>	<i>I'm not sure if you noticed?</i>



Audience/Participant Feedback Form

Scenes	What Was Helpful?	What Else... What would improve this scene for use in your unit?
C. Diff. + “Fridge Raider” How can patients protect other patients?		
Patient Notification How is the Bad News Delivered to those who need to hear it?		
Truth to Power How Do I Have Effective, Difficult Conversations?		



THANKS TO YOU!! AND

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