



Refreshments and Networking



twitter

@Improve_Academy

#QIT_IA





QI and change management

**The biggest
communication problem
is we do not listen to
understand.**

We listen to reply.



“Anyone who thinks
you can overcome
emotional
resistance with logic
was probably never
married.”

A change equation

Change is likely to occur when:

$$D \times V \times F > R$$

Where:

D = Dissatisfaction with the present situation

V = A Vision of what is possible in future

F = Achievable First Steps towards the vision

R = Resistance to change

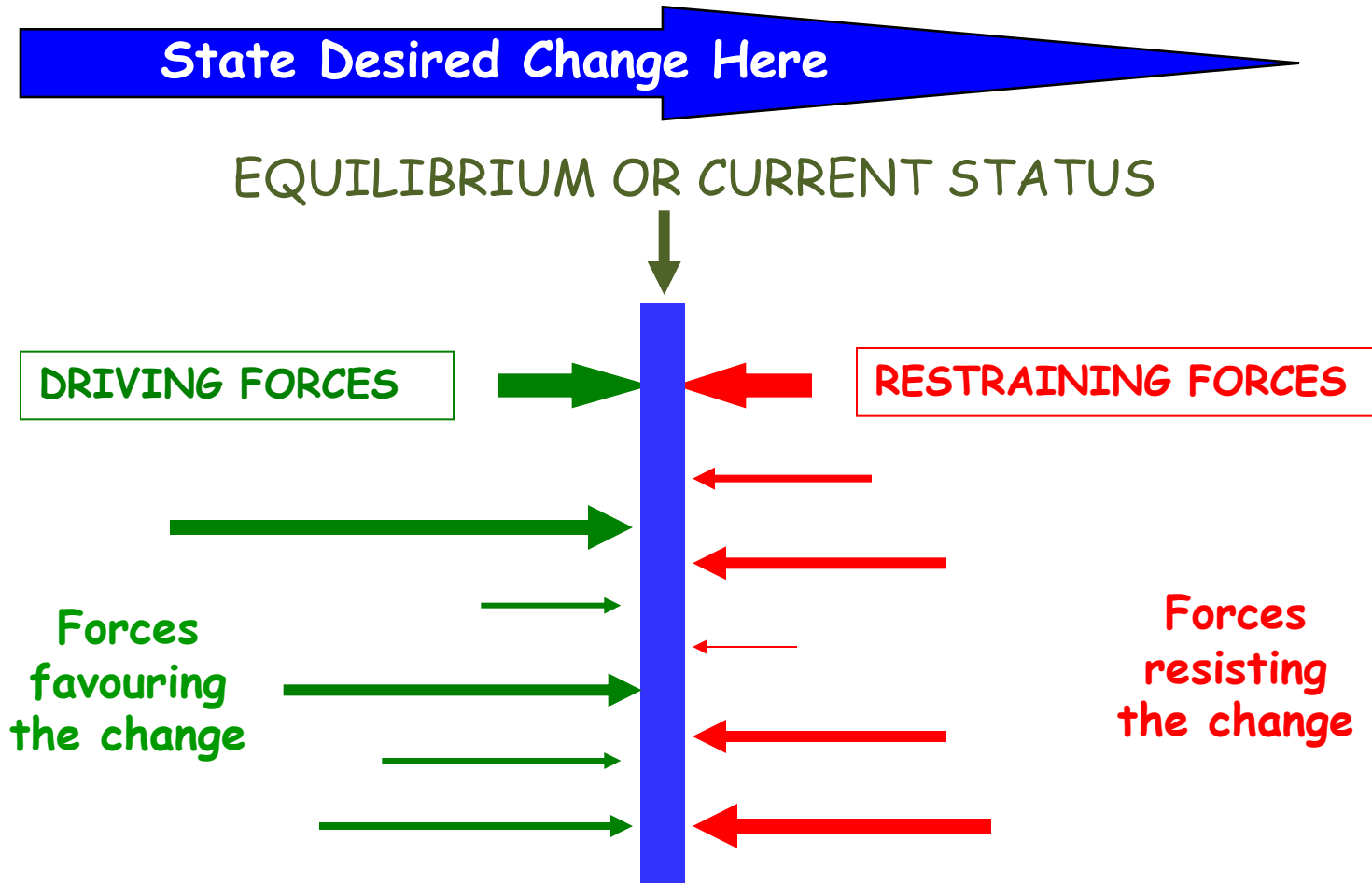
Beckhard and Harris (1987): Organisation Transitions: Managing Complex Change, Addison Wesley OD Series 151

The “What’s In It For Me?” Framework

- ⚡ Identify key people or groups
 - e.g. those for, those against, neutrals
- ⚡ For each, consider positives and negatives
 - “what’s in it for me?”
- ⚡ What could they do to support or prevent the change?
- ⚡ What might we do to
 - Reduce non-compliant activities
 - Encourage and support compliant ones?

*See Improvement Leaders’ Guide to Managing the Human
Dimensions of Change*

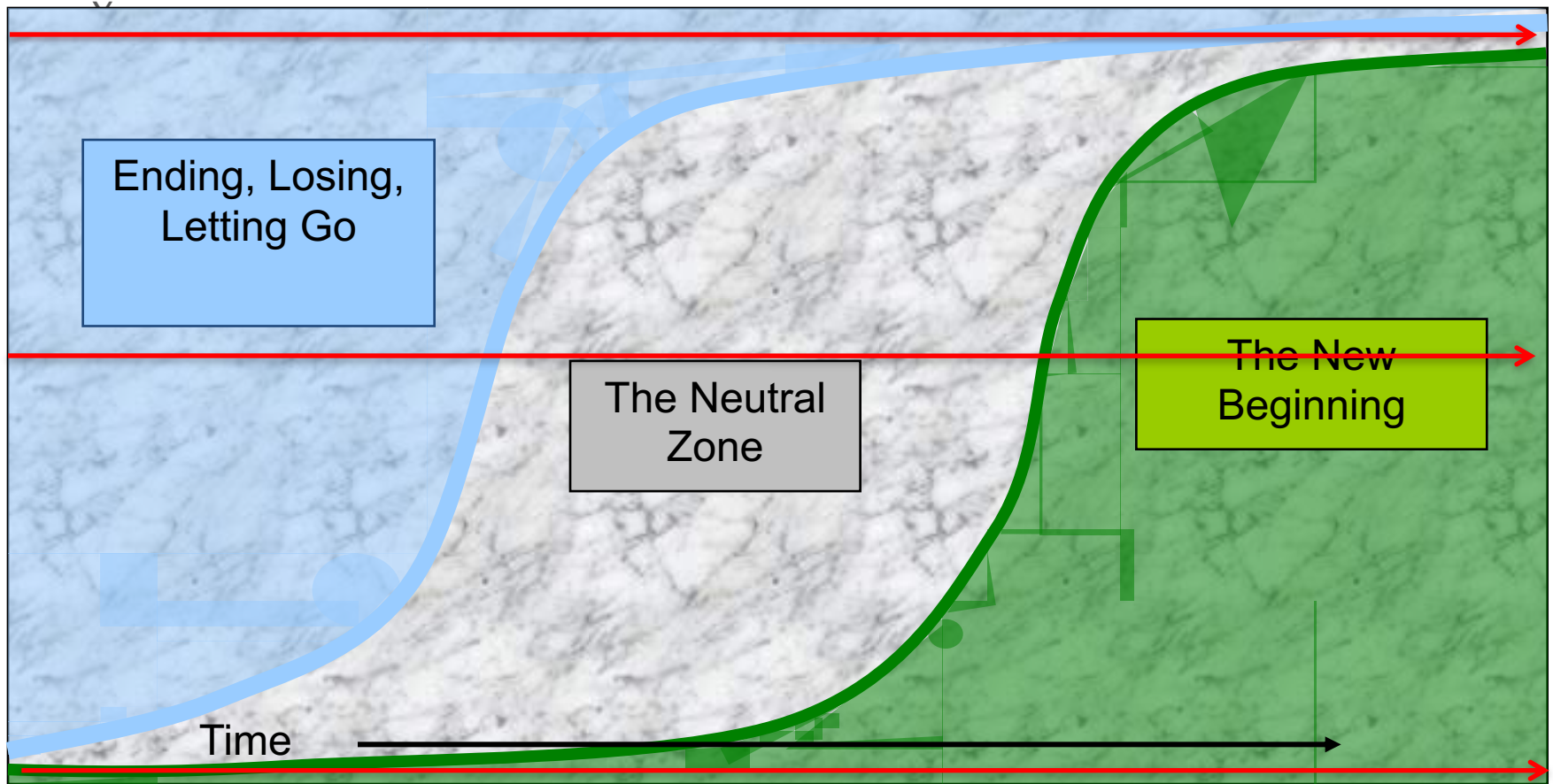
Force Field Analysis



Commitment Mapping

People	Oppose It	Let it Happen	Help it Happen	Make it Happen
PCT Board		✗😊		
Chief Exec		✗-----	----- 😊	
Clinical Gov Lead				✗😊
Nurse Lead				✗😊
Quality Facilitator				✗😊
Dr A	✗-----	-----		
Dr B	✗-----	-----		
Dr C		—	✗😊	
Dr D			✗😊	
Dr E		✗😊		
Dr F		✗-----	----- —	
Sr A		✗-----	----- —	
Dr G		✗😊		
Dr H			✗-----	----- —
Dr I	✗-----	----- —		
Dr J		✗😊		

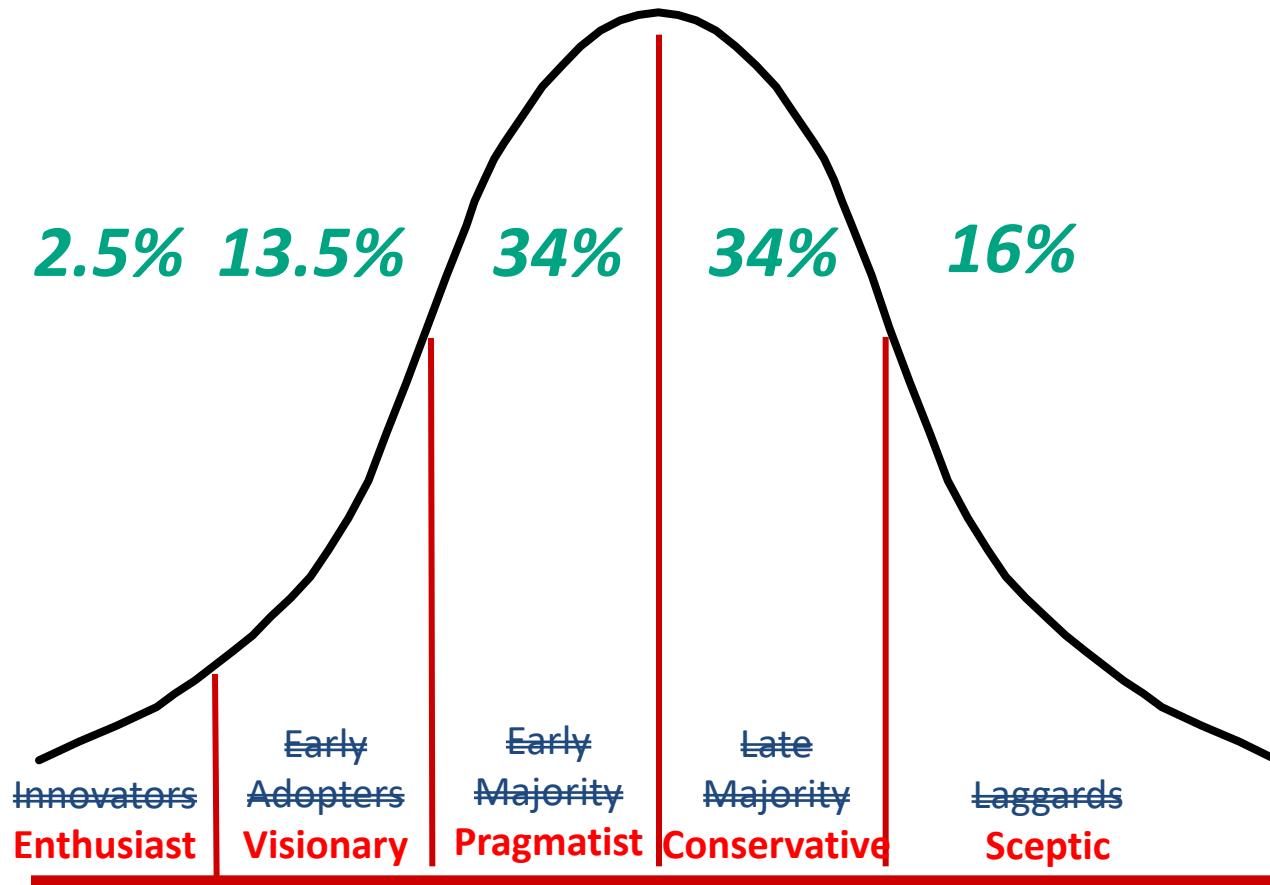
Bridges' Model of Transition



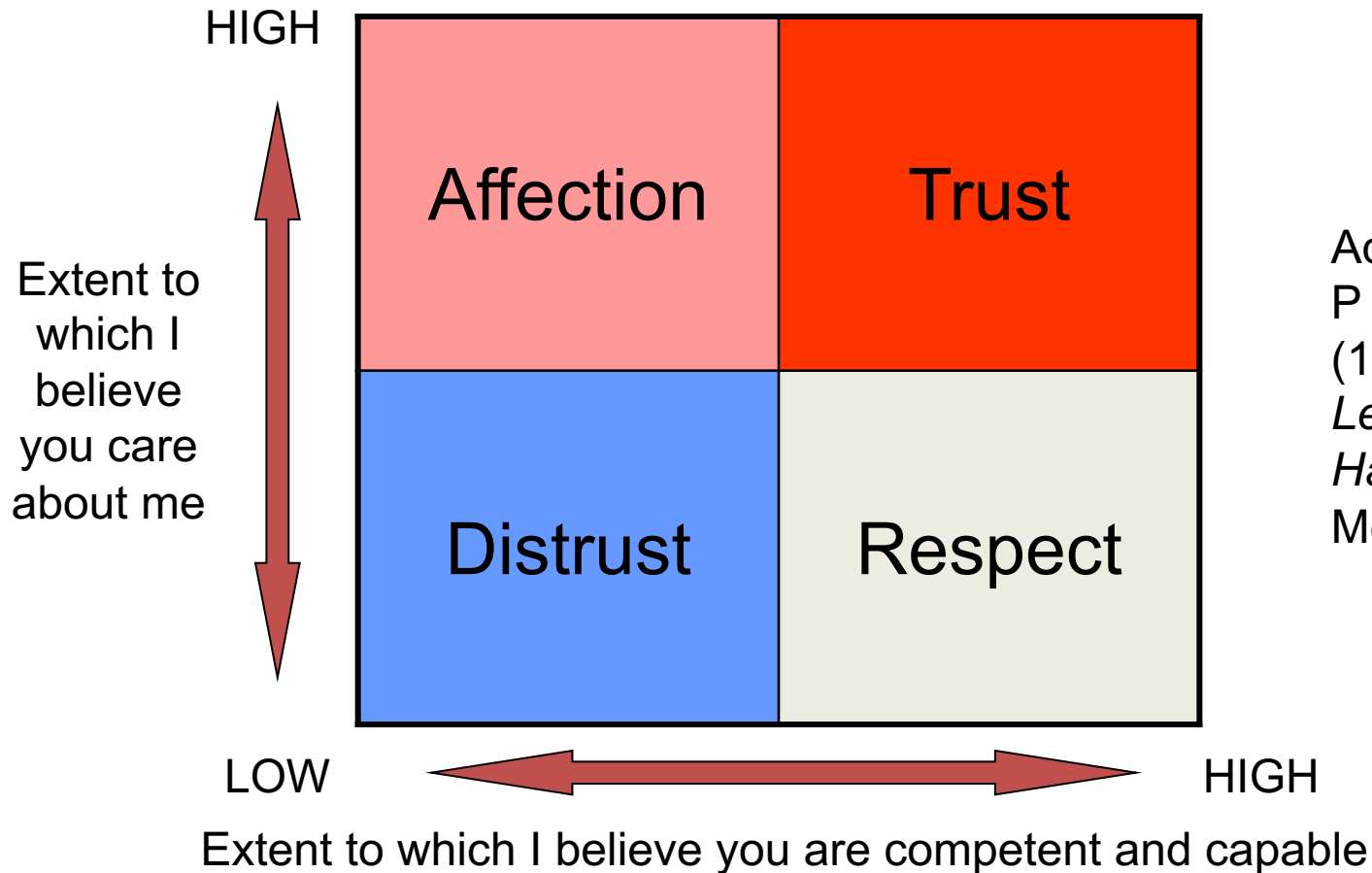
William Bridges - *"Managing Transitions: Making the Most of Challenges"* – 2003

Adopter categorisation

Sarah W Fraser (Moore, 1991)



Trust: Caring & Competency



Adapted from
P Scholtes
(1998) *The Leaders' Handbook*;
McGraw Hill

The Learning Cycle



Preferred style & the learning cycle



Honey & Mumford, 1992

Task: Discuss your learning style with a partner

VARK

Preferences NOT Strengths

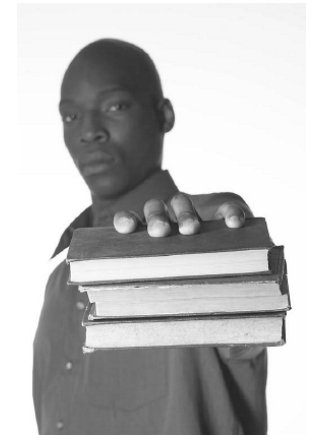
- Visual



- Aural



- Reading/Writing



- Kinaesthetic



IKEA

Words
used

Importance of VARK

- Teaching Style and Learning Style
- Relationships and Communication
(email v group discussion)

Some key messages

- We have **bad systems**, not bad people
- **Measurement** supports **action** (and the visualisation of improvement)
- QI is about making it **easy** to do the **right thing and** reducing unacceptable variation
- QI is everyone's business and anyone can have a great change idea
- Improvements can be **rapid** and **profound**
- Improvement work is **empowering** and **exciting!**

Further information

Basic entry-level QI and Human Factors training:

<http://qitraining.improvementacademy.org/>

Video ++ on behaviour change:

<http://www.improvementacademy.org/resources/abc-for-patient-safety-workshop-and-toolkit/>