


**Pollyanna**

**Change and Innovation:  
Tales of an Incurable Pollyanna**

Presenter:  
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**THE SETTLERS**

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**We have an Incredible  
Desire  
for Control and Order  
in Healthcare**

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**Thoughts on change and innovation**

- It's an opportunity
- It's an annoyance
- It will go away
- It's life!

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**Why others don't change...**

1. Fear of failure (negative fantasies)
2. Even when they say they will
3. Engagement processes lacking
4. Goals not important to everyone
5. No WIFM—Rewards not sufficient

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## Why don't I change or innovate?



- Fear of failure
- No time
- Need for control
- Lack of trust
- Don't understand it

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## How on earth can I be a change agent or an innovator?



- Not creative
- Too risky
- Not enough resources/ \$\$

## My Pollyanna Characteristics

- Hurdler
- No boundaries
- I see rainbows everywhere
- Every cloud has a silver linings
- The lemonade thing....

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## Pollyanna Malloch

I have so many ideas how to do things better but I feel blocked by the system complexities and overwhelming drive for standardization.

I fear my great ideas might just die on the vine...



## Embracing Change Requires

- Interest
- Courage to explore
- Comfort with failure
- Team support

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## How creative / innovative are you? In the last 6 months, have you....

- Bought a new outfit?
- New shoes
- New phone/ iPhone
- New computer
- New car?
  
- Has it changed your social conditions?

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## Innovation Behaviors

- Vulnerable
- Proactive
- Courageous
- Openness to new ideas
- Comfort in challenging assumptions and in being challenged
- Conflict is seen primarily as diversity
- Change and Innovation competence

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## The Reality about Innovation

- Creativity is essential (Human interaction)
- Uncertainty is normative
- Risk-taking supports advancement
- Evidence is necessary for building new science
- Change is!

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## 1. Identify the obstacles

Think about a recent change that you resisted

- Was your resistance about:
  - The idea
  - The time it would require
  - The people involved
  - The cost
  - The value to you

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## 2. Shift your perspective on obstacles

- Obstacles can be looked at differently
- Control is not really possible – too much life just happens!
- Be vulnerable! You don't have to know everything!

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“THE OBSTACLE IN THE PATH BECOMES THE PATH.  
NEVER FORGET, WITHIN EVERY OBSTACLE IS AN  
OPPORTUNITY TO IMPROVE OUR CONDITION.”

-Zen Parable

## Obstacles

- A policy
- A person
- A practice
- A project plan
- Lack of recognition, rewards

<https://www.youtube.com/watch?v=2IXh2n0aPyw>

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## Pathways....without a GPS



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Improvisation is the majority of our life



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## What if...

- in every obstacle you faced there was a benefit you could win from it?
- you had the ability to flip you obstacles and turn them into opportunities?

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## 3. Use Change & Innovation Tools

- Directed Creativity
- Deep Dive
- Scenario Planning
- Disruptive Innovation
- Innovation Space
- Activity Map
- Prototyping
- Brainstorming, Stepping stones

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## Value of Tools

- Engage others in meaningful ways
- Explore new ideas without judgment
- Learn ideas from all participants
- Increase communication and commitment to change or innovation under consideration
- Increase collaboration

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## 4. Uncover Competing Commitments

- When they say they will and don't
  - Discover the fear or worry about changing
  - Engage the individual in planning and creating the change
  - Explore: what is the consequence / benefits from not participating?

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## Competing commitments

A competing commitment is an underlying reason why an individual or team is often unknowingly resistant to change.

A psychological dynamic that helps us to understand change resistant individuals.

Kegan & Kaney, HBR The real reason people don't change (2002)

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## Competing commitment example

1. Stated commitment
2. Behaviors that don't support stated commitment
3. Competing commitment
4. **Big assumptions**

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## Competing commitment example

1. Stated commitment: I am committed to hearing ideas from others
2. Behaviors that don't support stated commitment: I don't ask questions or ask to be kept in the loop on the issues; I shoot the messenger
3. Competing commitment: I am committed to not learning about things I cannot do anything about
4. **Big assumptions:** I should be able to address all problems; I will be seen as incompetent if I can't solve all problems that come to me.

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## Competing commitment example

1. Stated commitment: I am committed to shared-decision making and will coach others to make decisions.
2. Behaviors that don't support stated commitment: I don't delegate enough; I don't pass on the necessary information to the people I distribute decision-making to
3. Competing commitment: I am committed to having things go my way, to being in control, and to ensuring that the work is done to my high standards
4. **Big assumptions:** I assume that other people will waste my time and thiers I id on't step in; I assume others aren't as smart as I am.

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## Key Points

1. **Competing commitments** cause valued employees to behave in ways that seem inexplicable and irremediable, and this is enormously frustrating to managers
2. Continuing to address the resistance with more education on change processes or improving communication skills does not work when there is a competing commitment

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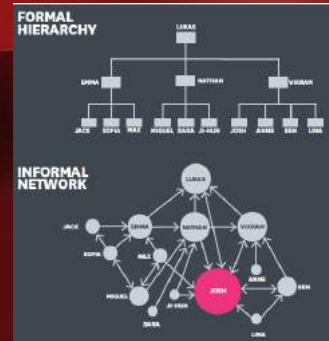
## 5. Engage others and JUMP IN!

- Look at you social networks
- Multiple layers of communication
- Be inclusive but not over-board; focus on key stakeholders
- Seek buy-in to participate
- Consider non-traditional rewards and/ or recognition
- Work to understand values, culture and level of understanding

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How things really happen...

Use informal influence



In the formal hierarchy of one unit in a large company, Lukas holds the most senior position, while Josh is at the bottom of the pyramid. But, as the informal network diagram shows, many people seek Josh out for advice, making him more central to the network than Lukas and thus highly influential.

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## Engage Fence Sitters

- Being close to fence-sitters who are ambivalent about a change or innovation can be beneficial; fence sitters see both potential benefits and potential drawbacks
- Fence sitters embrace the past and shape the future
- Resisters take a purely negative view
- Influential supporters are endorsers

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- Support vulnerability
- Be courageous
- Be open to other information / ideas
- No need to respond to everything!

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## Innovation's Pragmatic Value

- Understanding innovation (and change) provides guidance in considering new ideas, processes and products for future application and integration
- Provides guidance for gaining the competitive edge, and necessarily survival in the marketplace.
- Innovation is a foundational aspect of our work—no longer an option

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## Malloch Assumptions

- Healthcare is complex
- Teamwork is essential for success
- Only value will be recognized
- Process work must decrease
- Everyone ~~will~~ must change
- Patients/ clients/ focus must drive healthcare services
- Coordination of efforts is essential: We need to make cakes not salads!

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Change and innovation don't happen without help!



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Think like  
**Pollyanna**  
and  
change  
the world!

*Many of life's failures are people who did not realize how close they were to success when they gave up.*  
- Thomas A. Edison

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## Directed Creativity

- The deliberate production of creative ideas and the follow-through required to turn those ideas into concrete innovation (Paul Plsek)
- A process to generate new ideas and solutions based on the three principles of:
  - uncommon attention,
  - escape from past patterns, and
  - mental movement in thinking (Paul Plsek)

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## Deep Dive

- A process to learn more about a challenge in greater depth
- Four strategies
  - Learn: literature review
  - Look: Photo survey, activity mapping, behavioral archeology, process mapping
  - Ask: interviews, focus groups, surveys, “unfocus” groups
  - Try: prototypes

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## Scenario Planning

- A disciplined approach that considers multiple conditions in various orders.
- A strategic planning method used to make flexible long-term plans.
- Scenario Planning allows the inclusion of factors that are difficult to formalize, such as novel insights about the future, deep shifts in values, unprecedented regulations or inventions.

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## Disruptive Innovation

- A disruptive innovation is an innovation that helps create a new market and value network, and eventually goes on to disrupt an existing market and value network (over a few years or decades), displacing an earlier technology.

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## Innovation Space

- A place or laboratory where inquiring minds collaborate to create a more livable and sustainable world
- Transdisciplinary
- Focused on developing products that create market value while serving real societal needs; products that are progressive, possible and profitable
- Focus on biomimicry

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## Activity Maps

- Help us capture what is happening in the workplace.
- Great for identifying areas ripe for streamlining or eliminating — if the activity/process doesn't add value, it probably doesn't belong.

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## Prototyping

- Model built to test a concept or process or to act as a thing to be replicated or learned from.
- Designed to test and trial a new design to enhance precision by system analysts and users. Prototyping serves to provide specifications for a real, working system rather than a theoretical one.<sup>[1]</sup>

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## Brainstorming

- A process to generate ideas as a collective exercise
- A good exercise generates 100 ideas
- Different from Directed Creativity in that brainstorming focuses on suspending judgment and criticism, freewheel thinking, quantity of ideas, and building on the ideas of others. There is no new direction for thinking.

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