

The role of social movements and large-scale change

#AskAboutAsthma



Leigh Kendall FRSA

Communications Lead, NHS Horizons

@leighakendall

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@horizonsnhs

The Horizons team:

Change agents and change agency



- A small, diverse team of people within the NHS that supports change agents and builds change agency
- We tune into the latest change thinking and practice in healthcare and other industries around the world
- The team has emerged through years of supporting change in the NHS and the wider health and care system

What do successful social movements do?

- Define the change they want to see
- Identify the pillars of power
- Create a spectrum of allies
- Seek to attract not overpower
- Build a plan to survive victory

Source: Satell G (2017)
How to create transformational change, according to the world's most successful social movements



“When we talk of social change, we talk of movements, a word that suggest vast groups of people walking together, leaving behind one way and travelling towards another”

Rebecca Solnit



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gapingvoid
Culture Design Group

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Currency

Current

Held by a few

Made by many

Pushed down

Pulled in

Commanded

Shared

Closed

Open

Transaction

Relationship

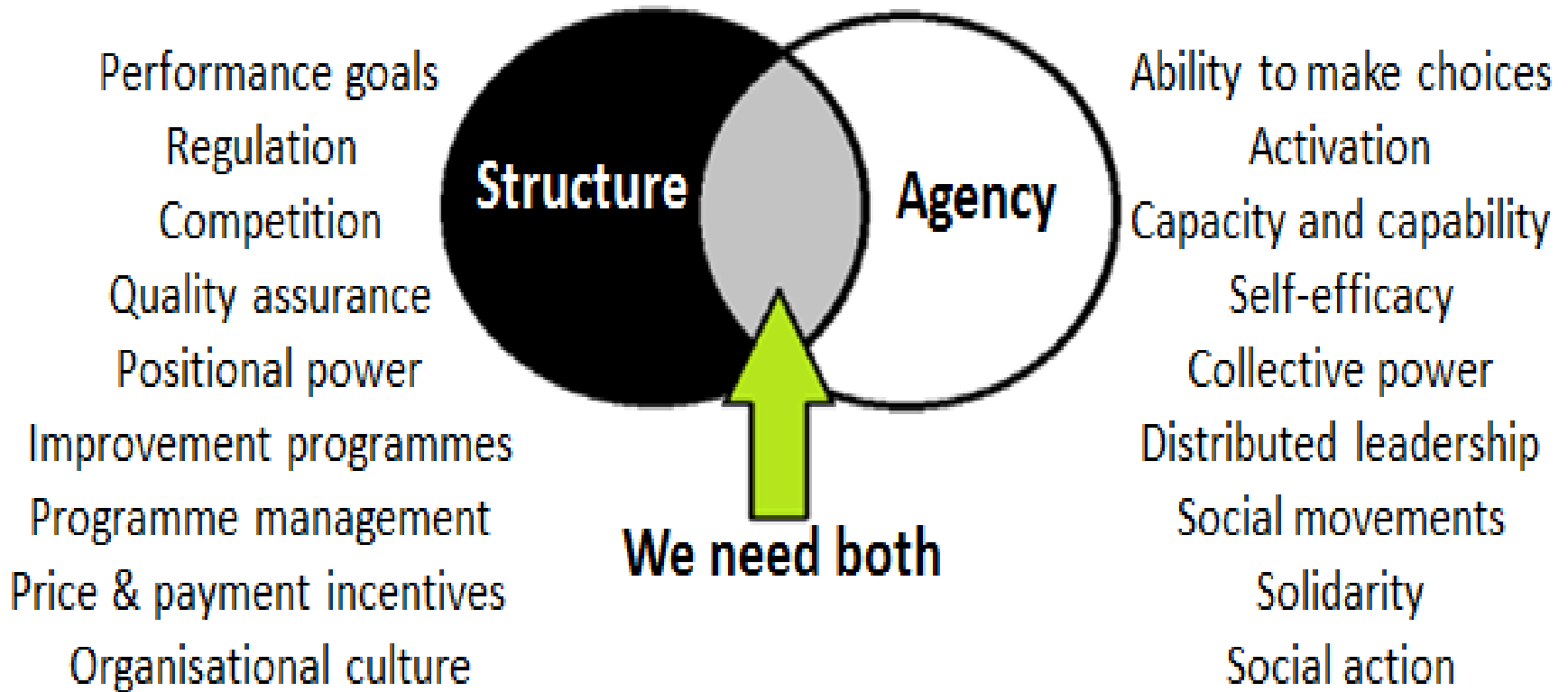


Jeremy Heimens, Henry Timms

[This is New Power](#)

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The design dilemma at the heart of change & implementation



The predominant approach in recent years has been **STRUCTURE** but globally there is a big shift towards **AGENCY**

The people making change happen is changing

List A

- The Delivery Board
- The programme sponsors
- The programme management office
- The work stream leads
- The Clinical Leads
- The Directors of participating functions
- The Change Facilitators

List B

- The mavericks and rebels
- The deviants (positive). Who do things differently and succeed
- The nonconformists who see things through glasses no one else has
- The hyper-connected who spread behaviours, role model at a scale, set mountains on fire and multiply anything they get their hands on
- The hyper-trusted. Multiple reasons, doesn't matter which



Source: adapted by Helen Bevan from [Leandro Herrera](#)

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The people making change happen is changing

List A

- The Delivery Board
- The programme sponsor
- The programme management
- The work
- The Client
- The Director
- The Change

List B

- The mavericks and rebels
- The positive). Who do and succeed
- Who see no one else
- Who spread at a scale, and multiply
- their hands on
- Multiple
- doesn't matter which

People who live and perform in formal organisation land and people with the power to make or break change are two different lists (and we need BOTH)

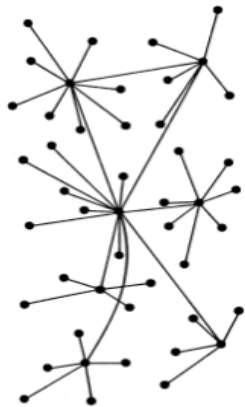
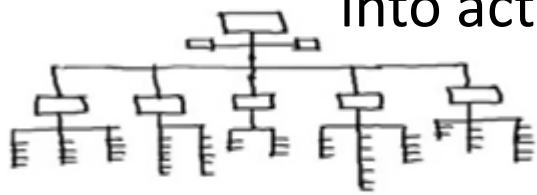
Source: adapted by Helen Bevan from [Leandro Herrera](#)

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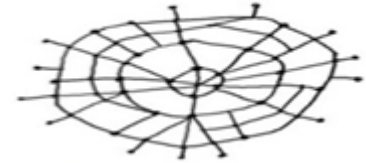


What's the evidence?

The failure of large scale transformational change projects is rarely due to the content or structure of the plans that are put into action



To make transformational change happen we need to connect networks of people who 'want' to contribute



It's much more about the role of informal networks in the organisations and systems affected by change



Source: David Dinwoodie (2015)

http://iedp.com/articles/vertical-leadership/?utm_source=Sign-Up.to&utm_medium=email&utm_campaign=13787-257163-Campaign+-+01%2F09%2F2016

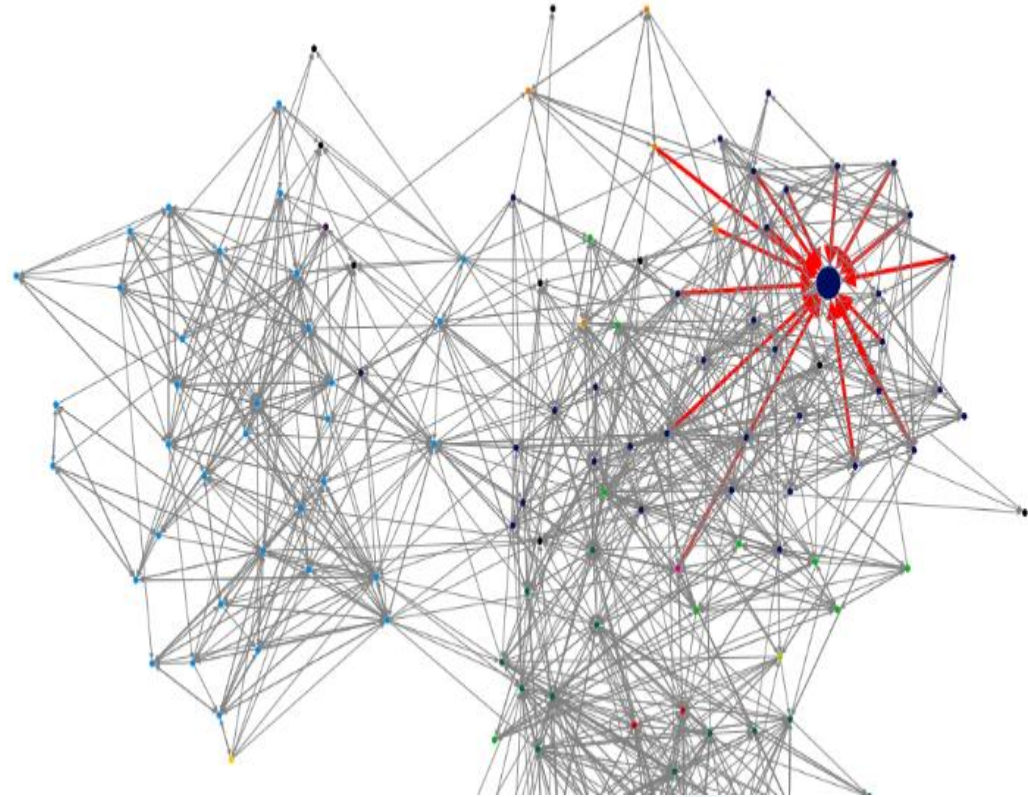


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To stay in touch, connect with the 3%

Just 3% of people in the organisation or system typically drive conversations with 90% of the other people



Source: research by Innovisor



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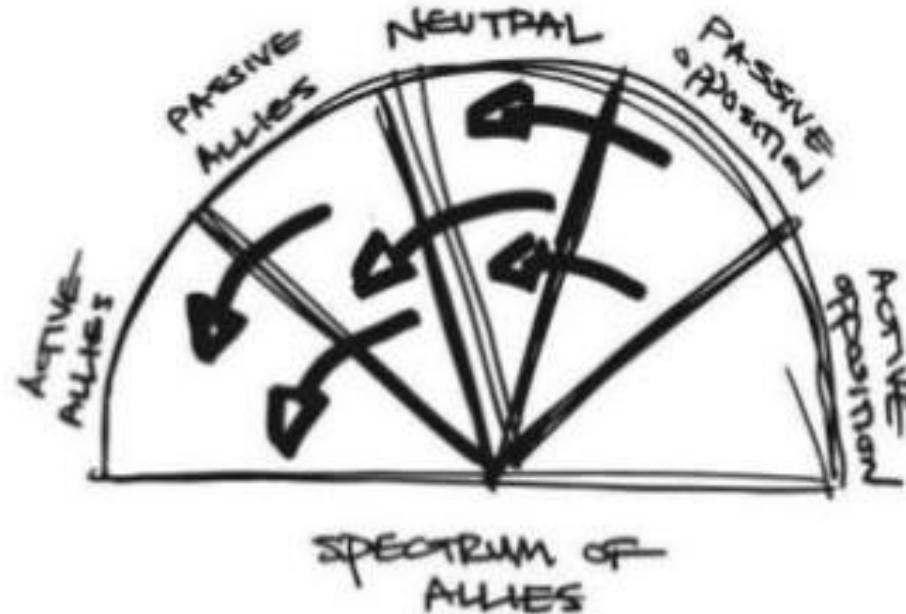
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“ People who are highly connected have **twice as much power** to influence change as those with hierarchical power.”

Leandro Herrero
leandroherrero.com



Create a spectrum of allies



#Ask About Asthma materials

Healthy London Partnership

#AskAboutAsthma 11th - 24th September

NHS



Help support children and young people with asthma by making a #MyAsthmaPledge
Small steps improve lives - every child and young person with asthma should

- have an asthma management plan
- know how to use their inhalers correctly
- has an annual asthma review

www.healthylondon.org/ask-about-asthma

Healthy London Partnership

#AskAboutAsthma

NHS

Less than half of children and young people with asthma have an asthma management plan



ASK your GP or asthma nurse for an asthma management plan

Many children and young people do not use their inhalers correctly or use a spacer device



ASK your pharmacist, GP or asthma nurse how to use inhalers correctly

An annual asthma review is a good way of checking on your asthma and getting you the right treatment



ASK your GP or asthma nurse/consultant for an annual asthma review

<https://www.healthylondon.org/children-and-young-people/ask-about-asthma>

Healthy London Partnership

#Ask About Asthma

NHS



We are committed to improving the care of children and young people with asthma. When you see a clinician here today:

- ASK for an asthma management plan
- ASK about how to use your inhaler correctly
- ASK for an annual asthma review
- ASK about self help or use the asthma toolkit



www.healthylondon.org/children-and-young-people/london-asthma-toolkit



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Social media evaluation

TWEETREACH SNAPSHOT FOR

#AskAboutAsthma

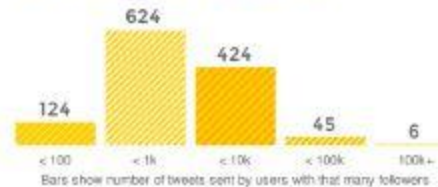
ESTIMATED REACH

3,650,845

ACCOUNTS REACHED

EXPOSURE

7,404,555

 IMPRESSIONS

ACTIVITY

1,223

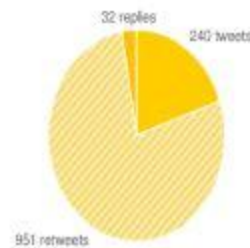
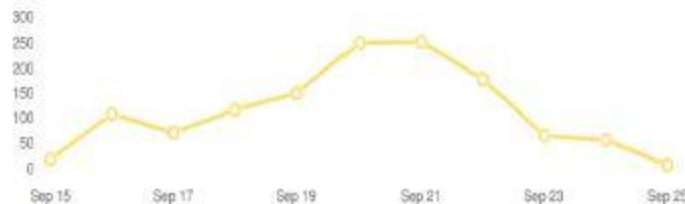
TWEETS

388

CONTRIBUTORS

11

DAYS



#AskAboutAsthma 2597 tweets

#Myasthmapledge 1202 tweets

65 organisations signed up so far

Schools

3 schools involved including 35 school teachers trained at event in Bow

Designing Our Tomorrow project

GP events

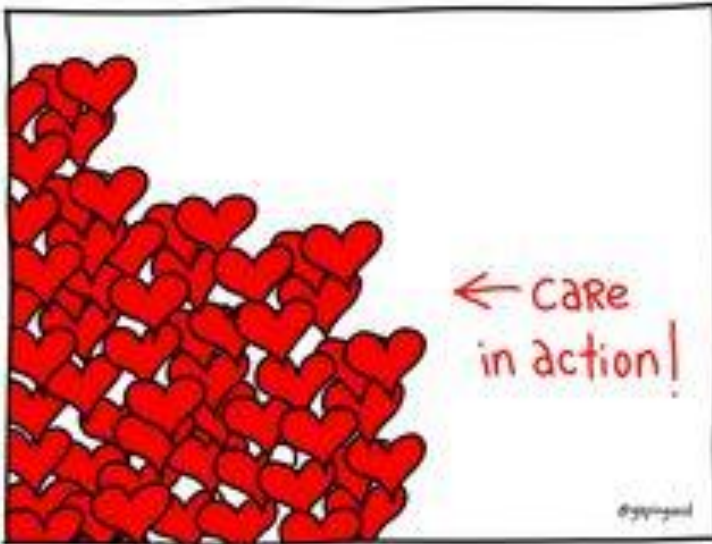
221 attendees over 3 events

Pledge photos

c. 130 +



How do you make it sustainable?



OR



Change Programme



Change Platform

With systematic 'change management' leaders too often prescribe outcome and method of change in a top-down way.

Change is experienced by people at the front line as 'have to' (imposed) rather than 'want to' (embraced).

Everyone (including service users and families) can help tackle the most challenging issues - value diversity of thought - connect people, ideas and learning
Role of formal leaders is to create the conditions and get out of the way

BREAK DOWN THE WALLS!

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Because we WANT to, not because we HAVE to



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“ There is no power for change greater than a community discovering what it cares about.”

Margaret Wheatley



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What kind of content has the best reach and spread?

- Stories with high emotion – whether happiness or anger
- The WOW or aaah factor
- Social currency

“ People don't think in terms of information. **They think in terms of narratives.** But while people focus on the story itself, the information comes along for the ride. ”

Jonah Berger

Why Stories Matter

WHAT
we do

WHY
we do it

Head
Analysis
Strategy



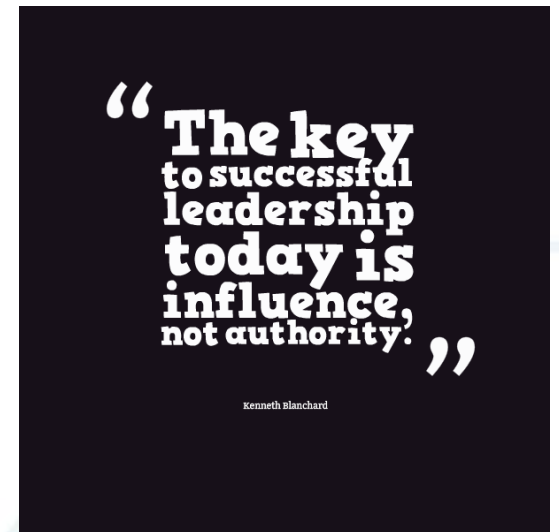
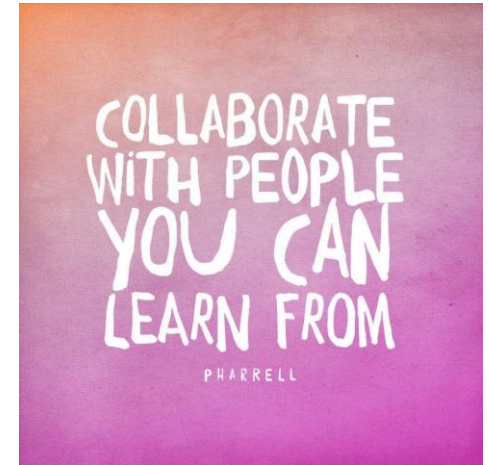
Heart
Narrative
Motivation



Influence and Impact

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- **Engagement:** starting conversations
- **Communities:** like-minded people collaborating
- **Quality,** not quantity
- **Generosity and support**
- **Inclusivity:** all voices are welcome
- **Authenticity,** not 'playing the game'

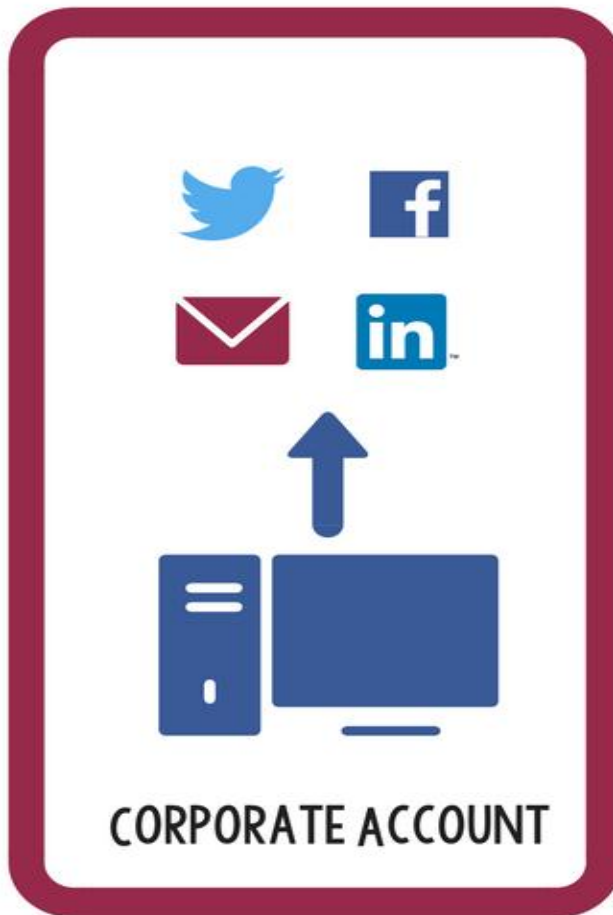


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Employees have 10x more connections than corporate social media accounts.



How would we know if our digital transformation efforts were successful from a social movement perspective?

- Did we **accomplish the goal** we were trying to accomplish?
- Did our **community grow stronger**? (create capacity; new power – power we didn't have before)
- Did **individuals** involved in the whole effort **learn, grow and develop** their capacity to organise with others?



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Want to break the rules,
make a change...
but don't know
where to start?



Join the

**School for
Change
Agents**

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2018 School Dates:

- Thursday 15th February
- Thursday 22nd February
 - Thursday 1st March
 - Thursday 8th March
- Thursday 15th March

Live sessions 15:00 to 16:00 GMT
via live webinar.

Can't attend the live sessions?
Each webinar is recorded and
made available on our website.

- Five modules
- Absolutely free
- Handbook and study guides
 - Guided Social Learning
- Meet fellow change agents
from all over the world



More info

<http://theedge.nhs.uk/school>

✉ england.si-horizons@nhs.net



@Sch4Change #S4CA