



Improving & Driving Excellence Across Sectors

Improvement: The Human Side

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“Did you ever feel like you’re part of something greater than yourself?”

Today's Objectives

- Understand the difference between technical and adaptive challenges
- Apply a theory of human performance
- Identify and understand resistance to change
- Address resistance using a positive and productive approach

Why I'm here

Secret Weapon in Improvement



Why bother?

Trying to make things better
BUT

It's really hard!!

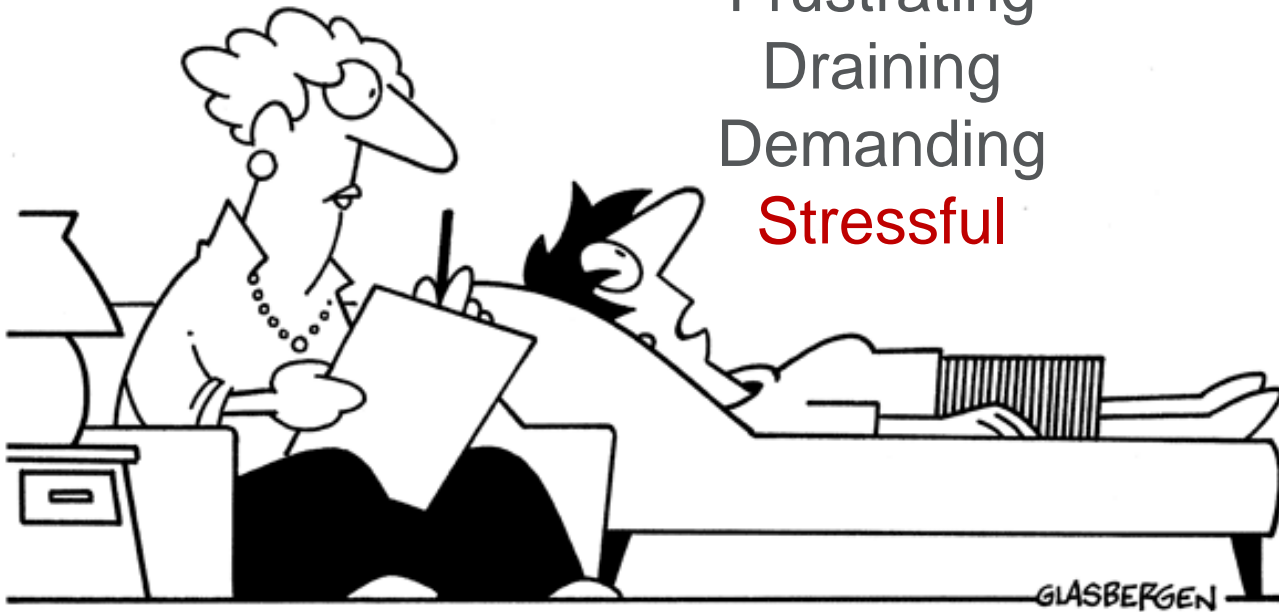
Frustrating

Draining

Demanding

Stressful

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“I have a hard time finding a balance between work and
work”

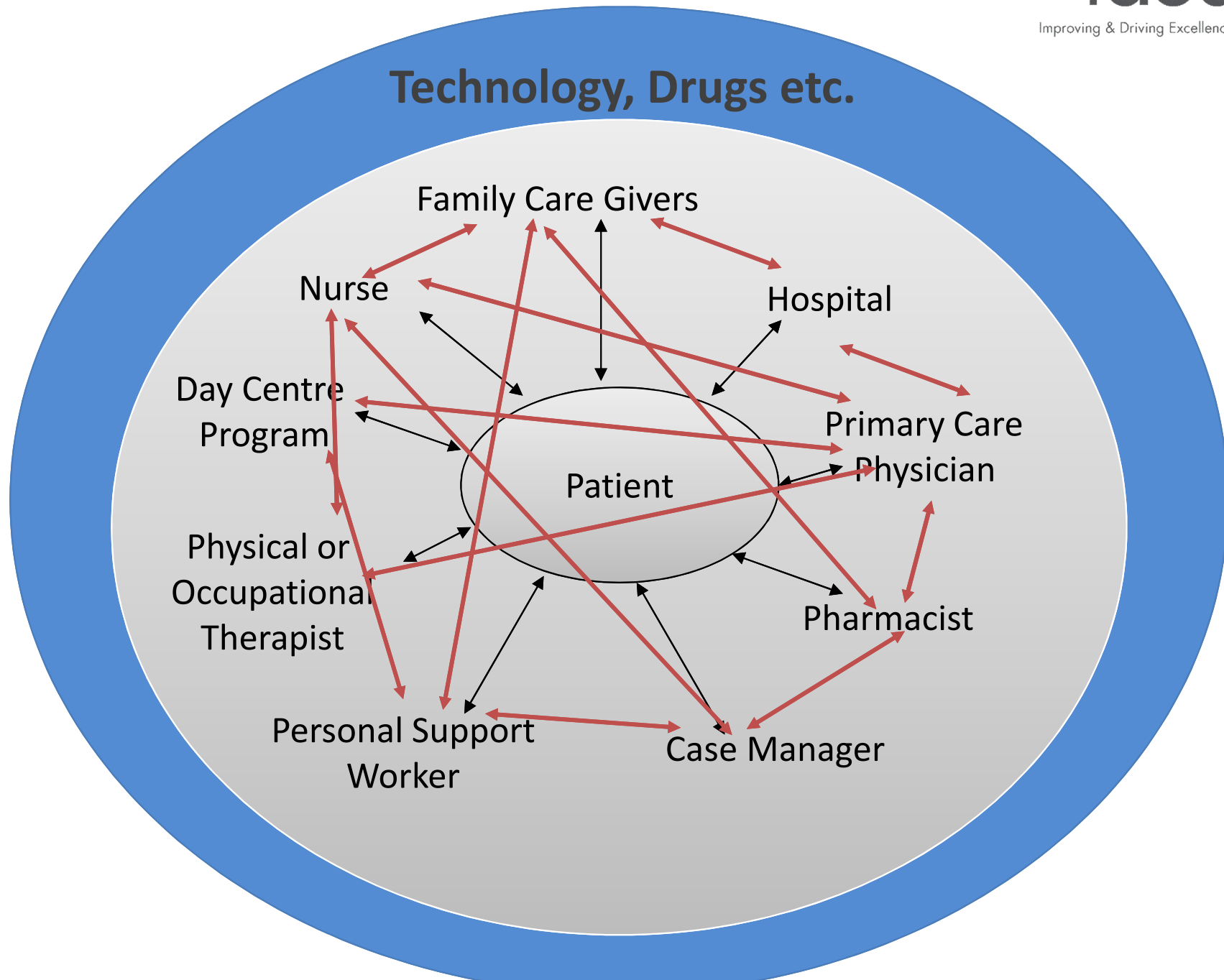
Why bother? Complexity

- Ever increasing system complexity
 - Technology, people, processes
 - Macro, meso, micro systems
 - Variety of levels of accountability

The secret of evolution is variation, which in organizational terms could be called distributed or collective intelligence.

The Theory Behind the Practice: A Brief Introduction to the Adaptive Leadership Framework, R. Heifetz, A. Grashow, M. Linsky. This chapter was originally published as chapter 2 of *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*, (2009) Cambridge Leadership Associates.

Complexity in Healthcare



Healthcare is evolving: adapt



- Propagate
- Adapt
- Experiment
- Diversify
- Re-organise / loss
- Time

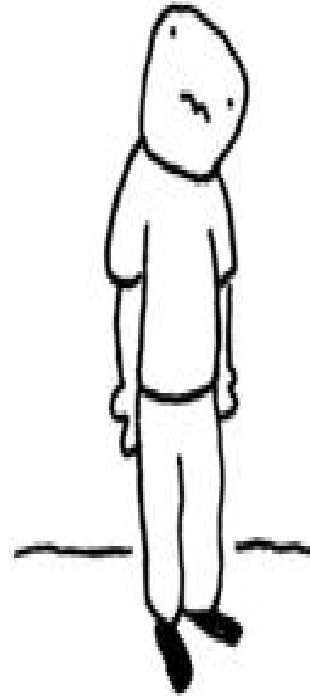


Work Avoidance

- Response to change
 - Fear of the unknown
 - Lack of control...

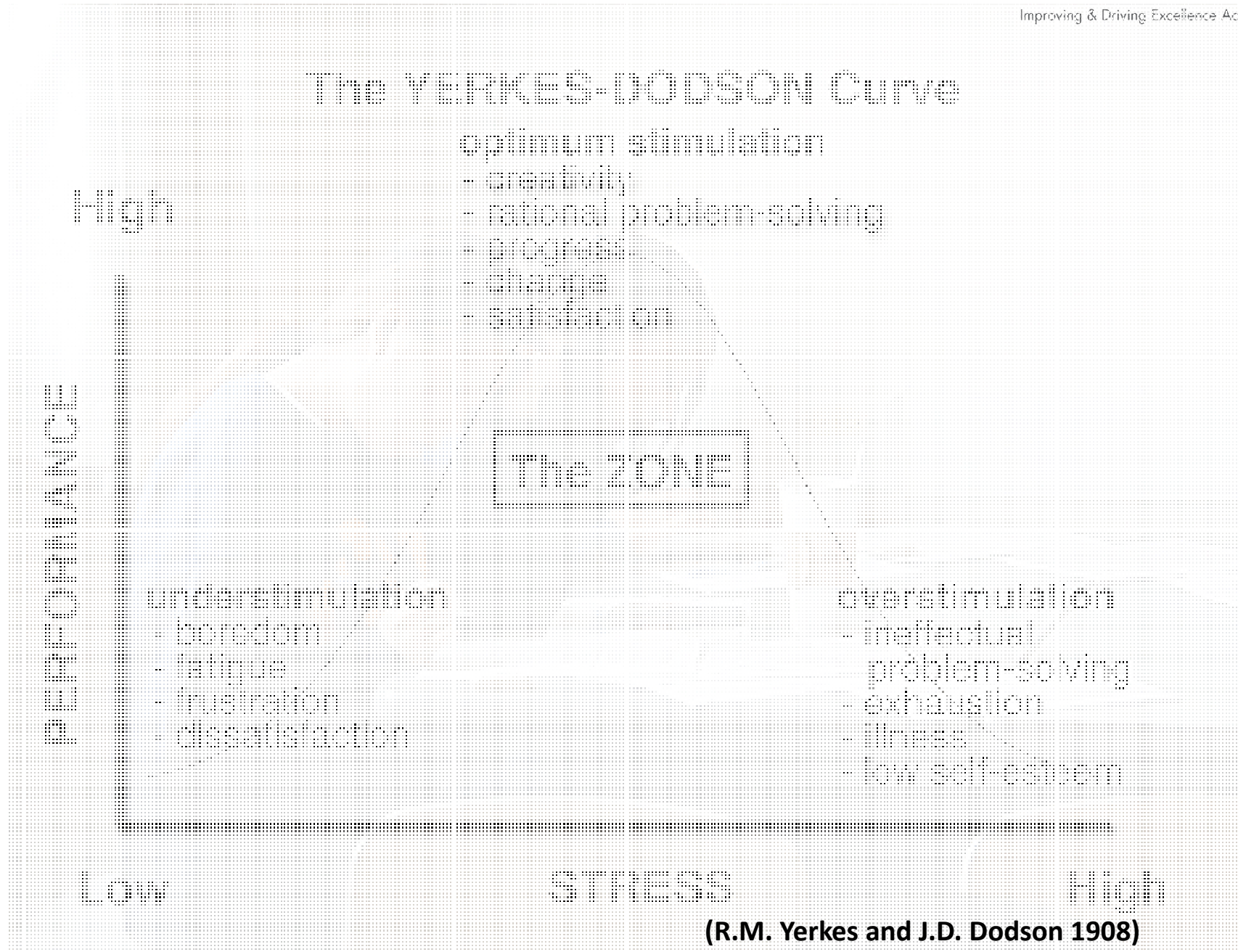
Resistance

- Understand sources of resistance

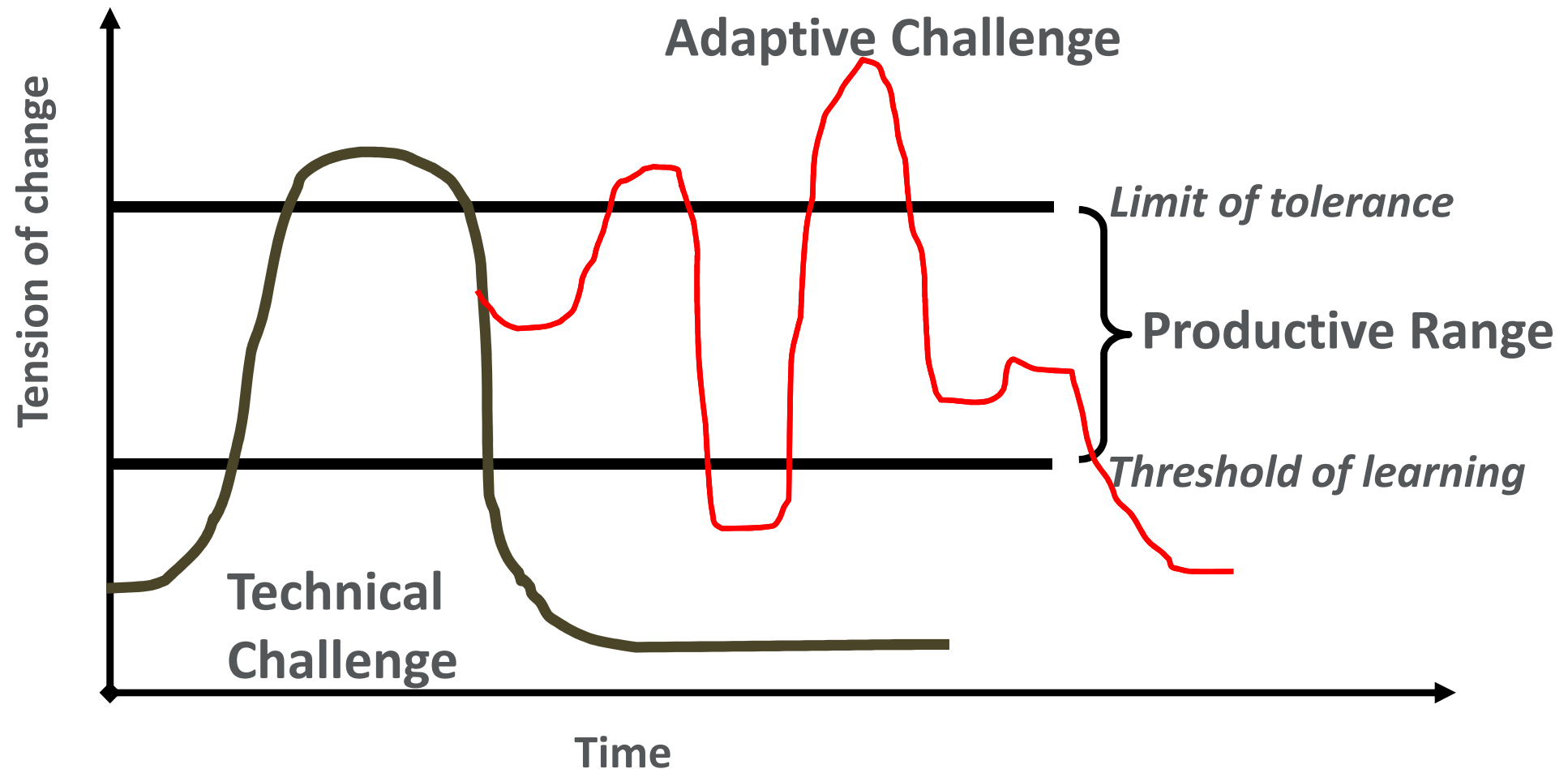


When asked "would you rather work for change, or just complain?" 81% of the respondents replied, "Do i have to pick? This is hard."

How to thrive?

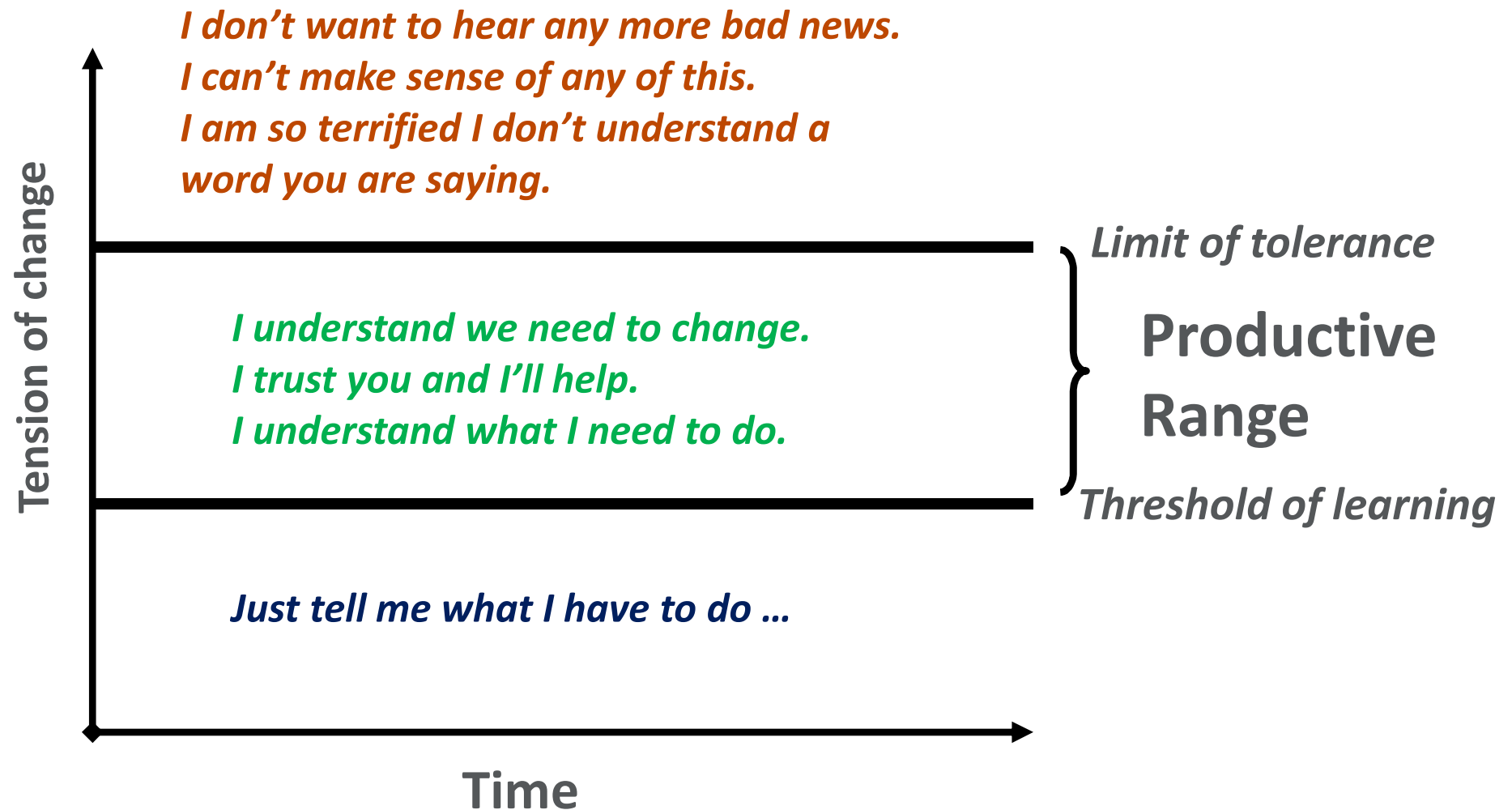


Performance in Progress



Based on R. Heifetz and M. Linsky. *Leadership on the Line*, Harvard Business School Press, Boston, MA, 2002, pg. 108.

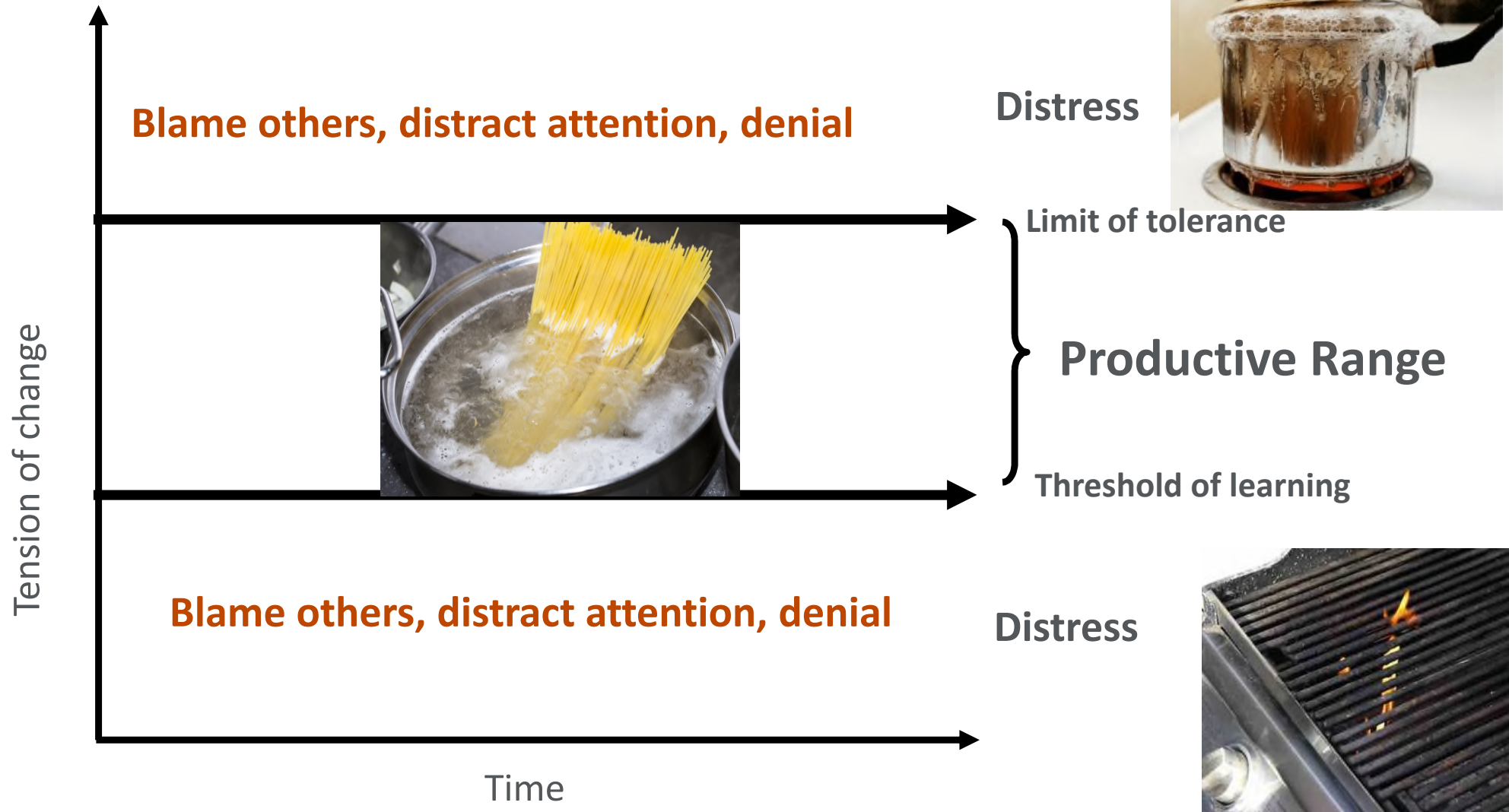
Flourish or Perish



Based on and adapted from R. Heifetz. and M. Linsky. *Leadership on the Line*, Harvard Business School Press, Boston, MA, 2002, pg. 108.

Productive Range of Tension

What people won't tell you, their behavior reveals



Based on R. Heifetz and M. Linsky. *Leadership on the Line*, Harvard Business School Press, Boston, MA, 2002, pg. 108.

“To thine own self be true”*

- Hot or not?
 - What resistance strategies have you noticed in others?
 - What are your resistance strategies?
 - What triggers your resistance?

*From Hamlet; Polonius Act 1, Scene 3

Work Avoidance/Resistance

- Displacing responsibility
 - Attack authority
 - Kill the messenger
 - Scapegoat
- Denial
 - Keep smiling
 - Keep smiling
 - Keep smiling
- Distracting attention
 - Pretend to be busy
 - Define problem to fit your competence
 - Make the problem too big
 - Restructure/reorganize
 - Meetings with only information exchange when engagement is needed
 - Pick a fight

Balcony to Dance Floor



Today's Take Away

- Technical vs Adaptive Challenges
- Resistance
- Productive range of tension
- Balcony and Dancefloor

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