



From Change Fatigue to Continuous Improvement

Thursday, March 14
8-9:30 a.m.



inFORUM
healthcare**NEXT**

HealthcareNEXT is for Inforum members and guests who want to stay ahead of health care's next curve, trend, opportunity or insight. The group is focused on sharing knowledge, increasing understanding of key health care issues, and offering unique professional development and relationship-building opportunities.



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From Change Fatigue to Continuous Improvement

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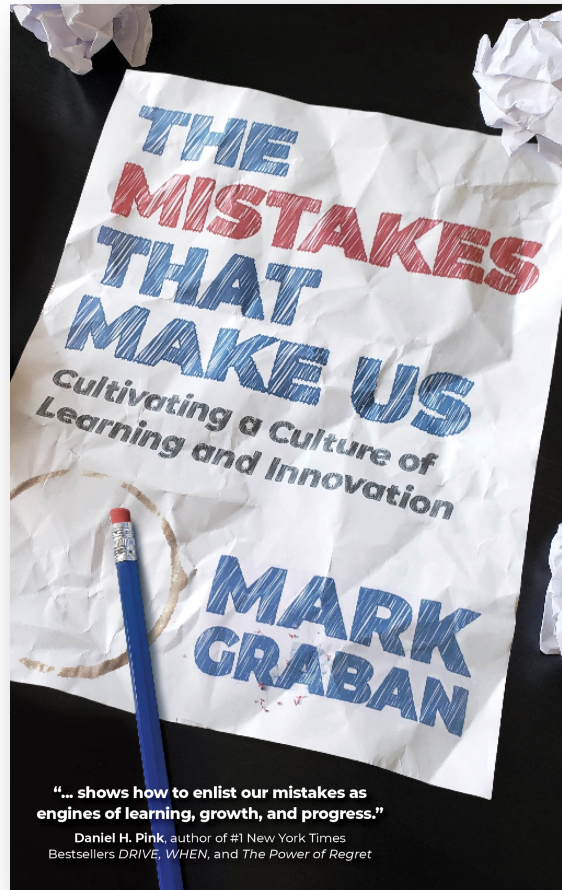


Mark Graban

Keynote Speaker



FROM CHANGE FATIGUE TO CONTINUOUS IMPROVEMENT



Slides & More: MarkGraban.com/Inforum2024

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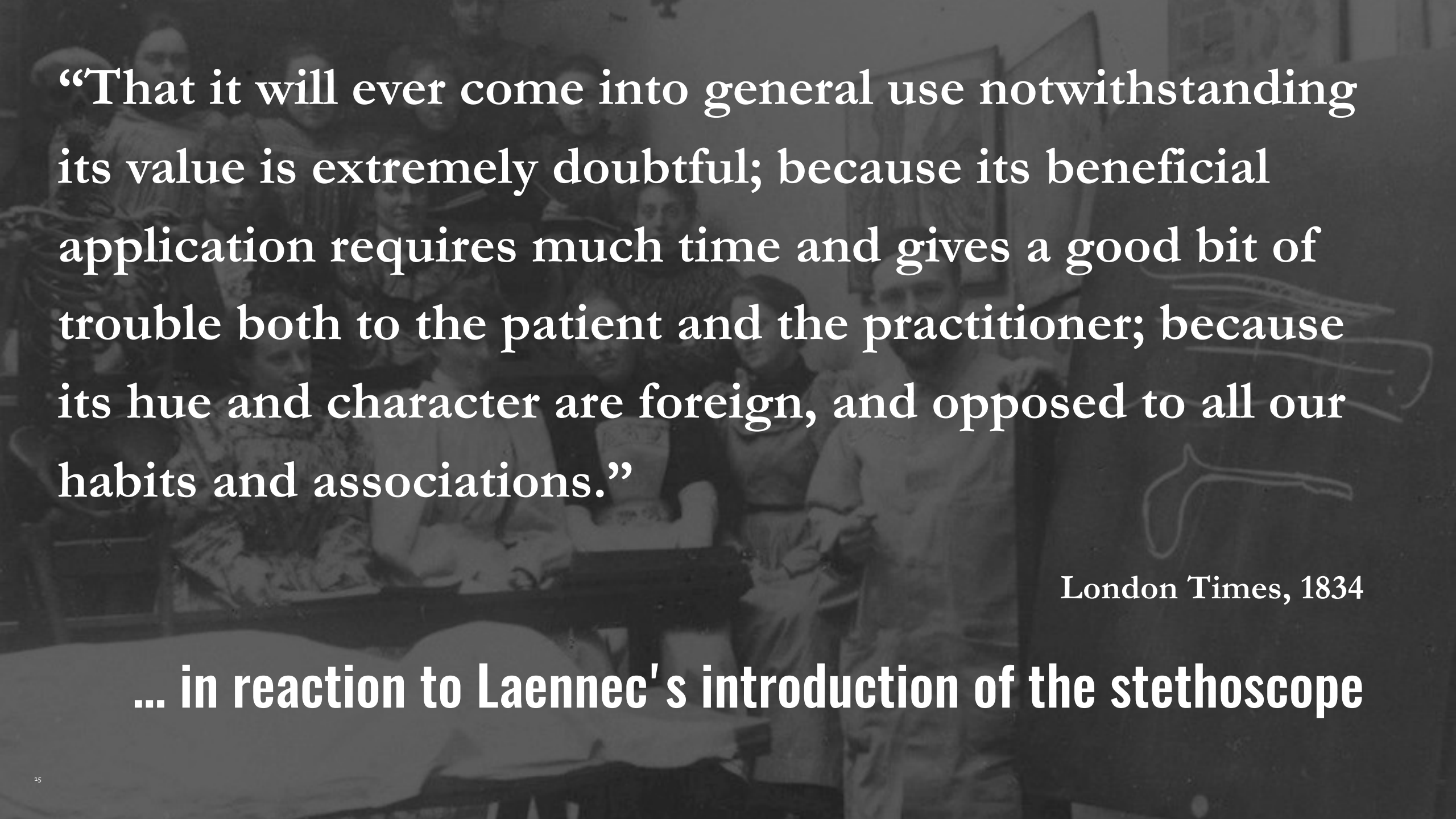
Having the
right solution
doesn't mean
others will
go along

WHY?

No perceived
problem

Resigned that it
can't be better

The new approach
needs further
refinement



“That it will ever come into general use notwithstanding its value is extremely doubtful; because its beneficial application requires much time and gives a good bit of trouble both to the patient and the practitioner; because its hue and character are foreign, and opposed to all our habits and associations.”

London Times, 1834

... in reaction to Laennec's introduction of the stethoscope

The new
approach doesn't
benefit them

SLOW IDEAS

Some innovations spread fast. How do you speed the ones that don't?



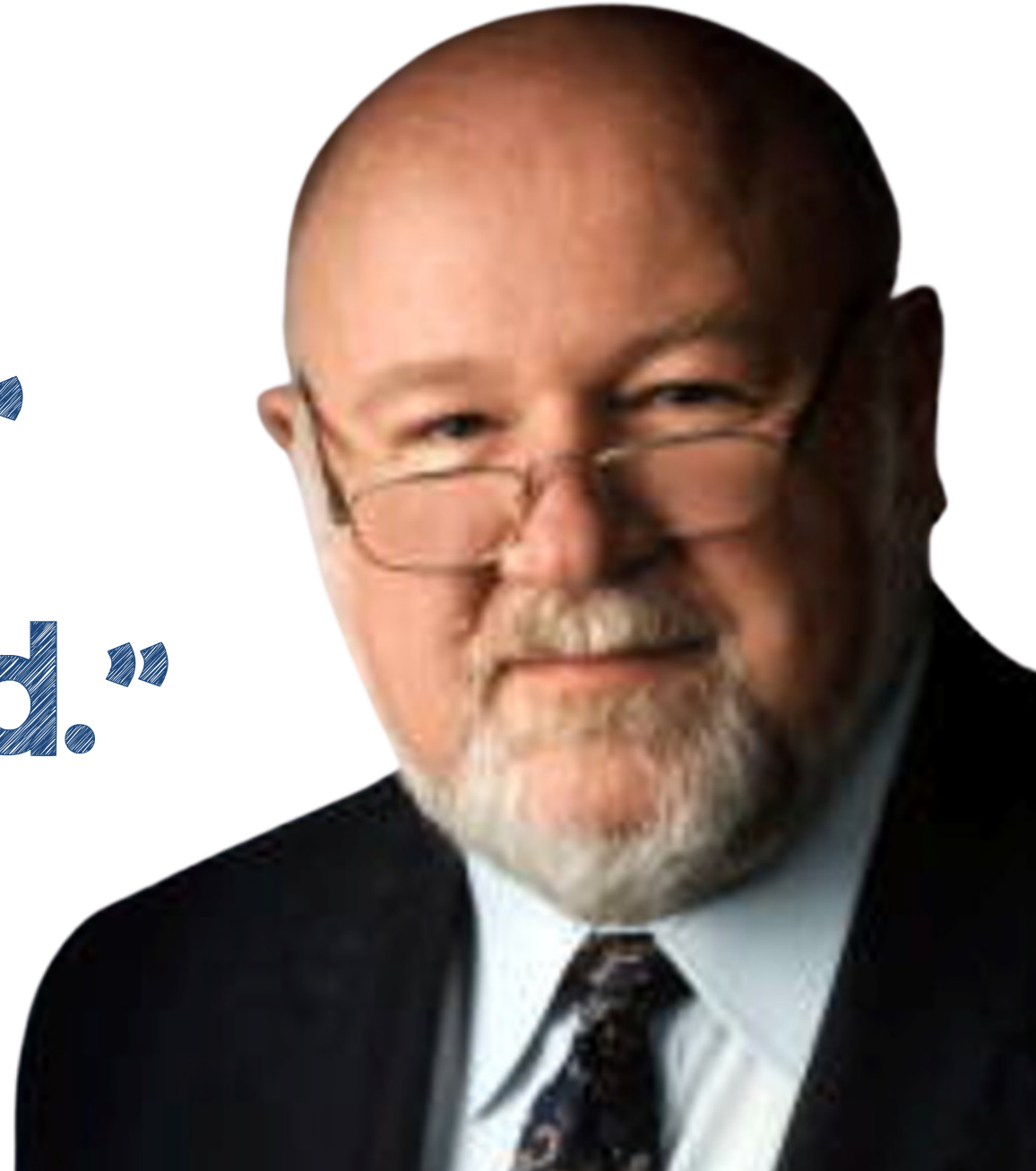
By Atul Gawande



They're just
being resistant
to change?

“People don’t
resist change,
they resist
being changed.”

— Peter Scholtes (1938-2009)



People are
resistant to
MY idea?

We can improve
the way
we improve



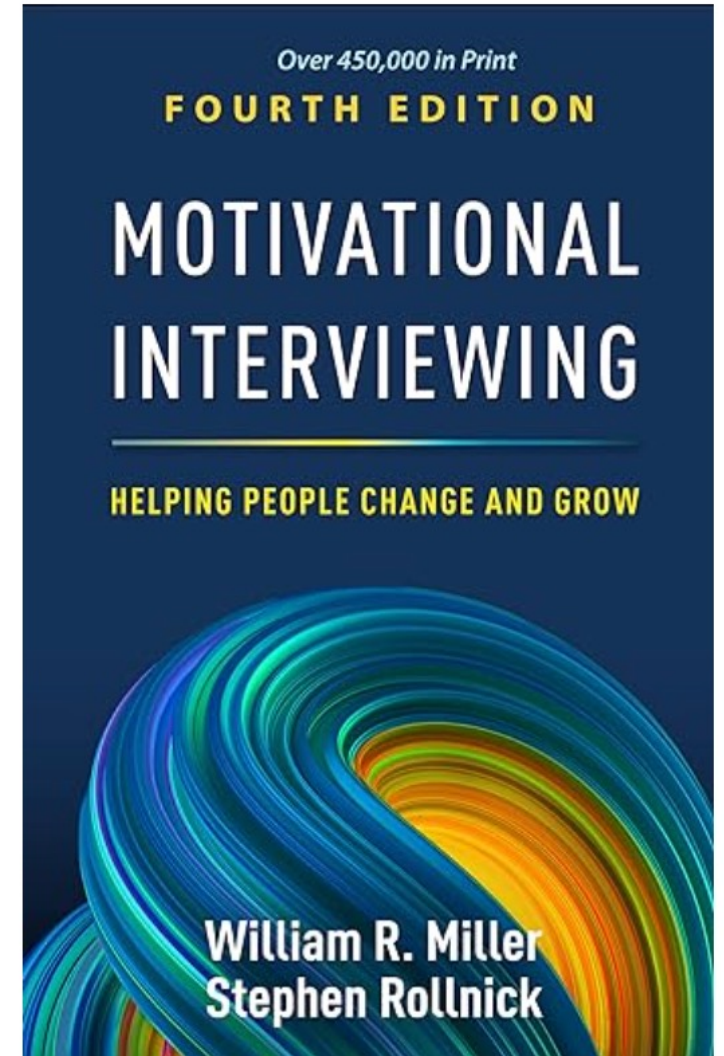
Motivational Interviewing

Do you want
to be right or
be effective?

What is Motivational Interviewing?

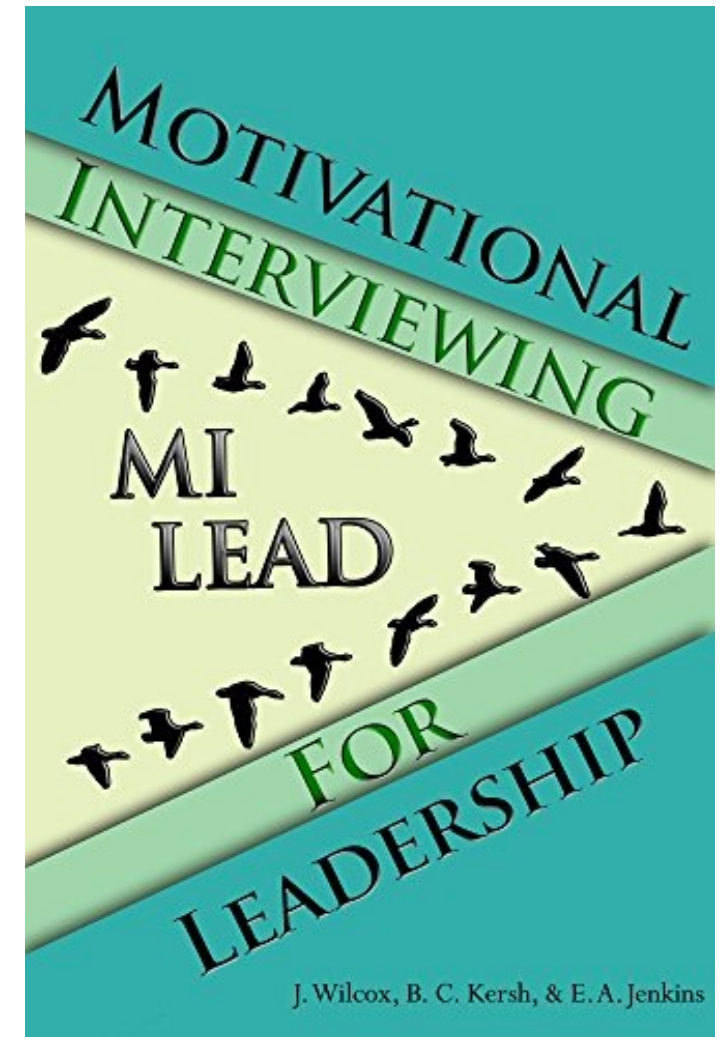
“MI is a person-centered **conversation** style for addressing the common problem of **ambivalence** about change.”

<https://www.markgraban.com/MI>



"Resistance" is Normal

- “... a term that seems to treat a normal part of the change process as **abnormal or pathological**...
- ...without recognizing how we, as leaders, may be **contributing** to the issue.”





“I’m stuck”



Key Questions

1. Why would you want to make this change?
2. How might you go about it, in order to succeed?
3. What are the three best reasons to do it?

Change Talk

“I need to lead team huddles every day...”

Ambivulence

Sustain Talk

“But it’s really hard to make time”

“Sitting on the Fence”



Change is
a process

Is there more
Change Talk than
Sustain Talk?

Ambivalence or Procrastination?

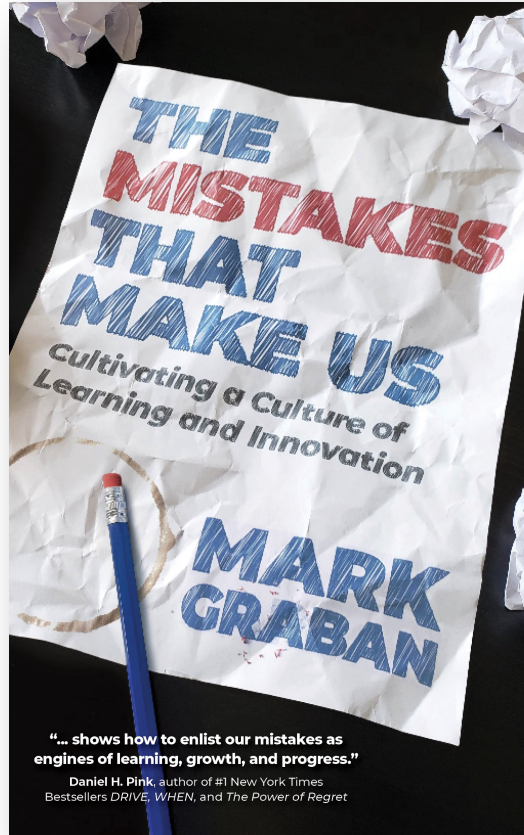
Change talk:

I **need** to write it

I'm **going** to write it

I **want** to finish it

I **will** finish it



Sustain talk:

I'm busy

What if people don't like it?

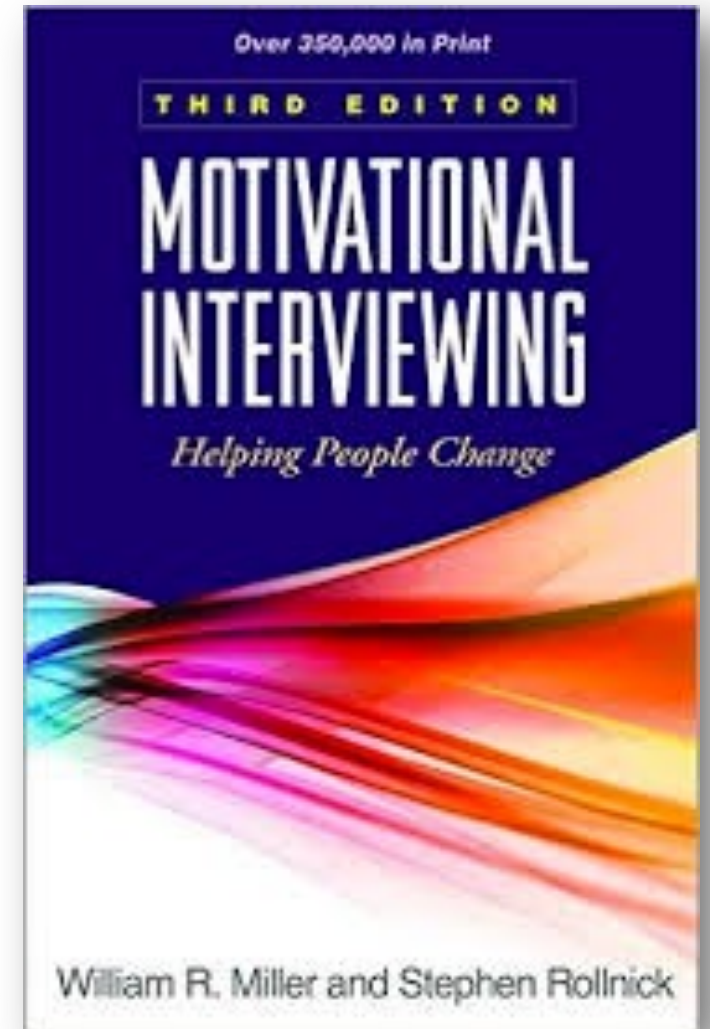
What if it doesn't make a difference?

How can we help
someone get past
ambivalence?

Give them
advice?

"The Righting Reflex"

“... the **desire** to fix what seems wrong with people and to set them promptly on a better course, relying in particular on **directing**.”



It's
human
nature

It's well-intended

but it doesn't work

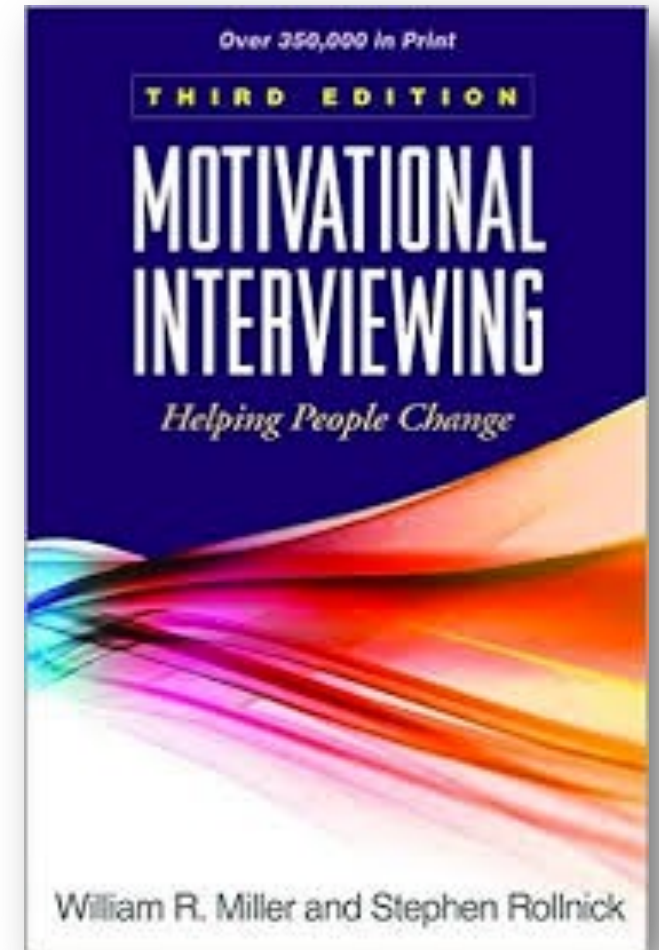


**“You need to
floss daily”**

What Does Work...

“**eliciting** and exploring the person’s own reasons for change...

...within an atmosphere of **acceptance and compassion.**”



A young woman with brown hair and glasses, wearing a white lab coat, stands in a dental office. She is smiling and has her arms crossed. In the background, there is a dental chair, a computer monitor, and a shelf with various items.

**“Can we talk about what you
know about flossing?”**

A young woman with brown hair and black-rimmed glasses, wearing a white lab coat, stands in a dental office. She is smiling and has her arms crossed. In the background, there is a dental chair, a computer monitor, and a shelf with various dental supplies.

**“Why is it important to you
to floss more?”**

When Someone is Stuck

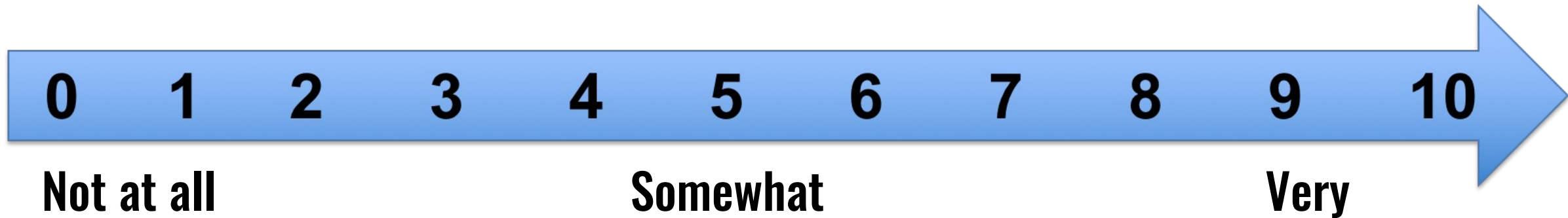
- On a scale of 0 to 10, how **important** is it right now for you to change?



- Why do you say _____ instead of zero?

When Someone is Stuck

- On a scale of 0 to 10, how **confident** are you that you can make this change?



- Why do you say _____ instead of zero?

Let's Reframe Resistance to Speaking Up



Toyota Production System



“We define **TPS** as an organizational culture of highly engaged people solving problems or innovating to drive performance.”

Jamie Bonini
Toyota / TSSC

Mistake Proofing: The Mindset

“Rather than that [being careful] approach, we should recognize that people are, after all, **only human** and as such, they will, on rare occasions, inadvertently forget things.”



Shigeo Shingo
Toyota
1909–1990

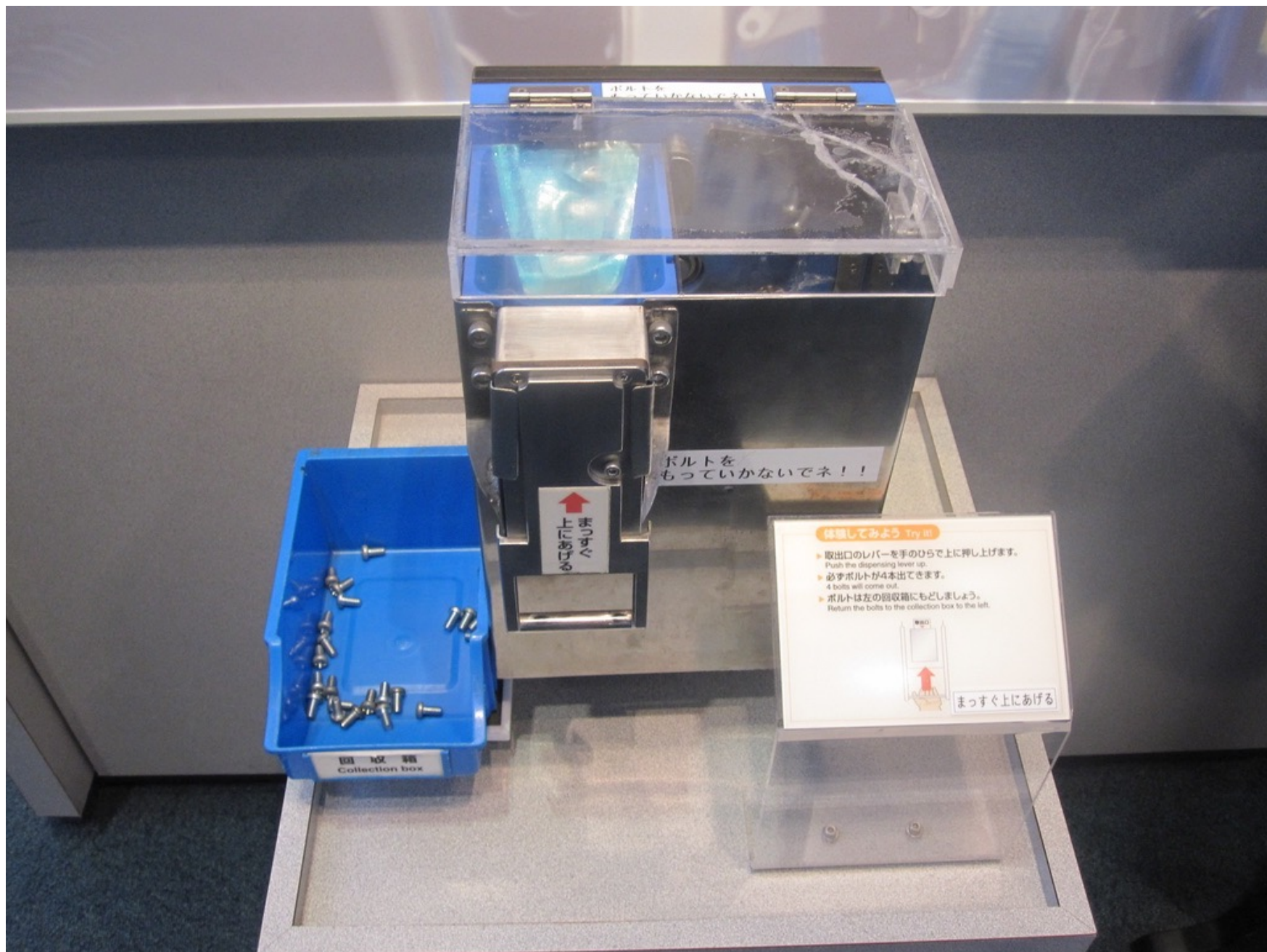
Mistake Proofing: The Mindset

It is more effective to incorporate a **checklist** — i.e., a **poka-yoke** — into the operation so that if a worker forgets something, the device will signal that fact, thereby preventing defects from occurring.

This, I think, is the quickest road leading to **zero defects.**”



Shigeo Shingo
Toyota











⚠ WARNING
STATIC ELECTRIC SPARK
EXPLOSION HAZARD



NEVER fill portable containers that are in or on a vehicle








ALWAYS place containers on ground

Keep nozzle in contact with container while filling.

A static electric spark can occur when filling portable containers sitting on truck bed liners, or on any vehicle's carpeting or floor matting.


This spark will explosively ignite a gasoline vapor fire and cause **SERIOUS INJURY** or **DEATH**

WARNING

-  Turn off engine.
-  No smoking or open flames in the fuel dispensing area.
-  No one under 16 may use pump.
Do not leave pump unattended when in use.
-  Turn off cell phones and other electronic devices.
-  Discharge your static electricity before fueling.

Before using pump, touch any metal on the car away from the vehicle's fuel filler with bare hand. This will discharge static electricity on your body. Failure to fully discharge may ignite gasoline vapors.

Do not re-enter your vehicle while gasoline is pumping. This can recharge your body with static electricity. If you must re-enter your vehicle, discharge static electricity again before touching the pump nozzle.

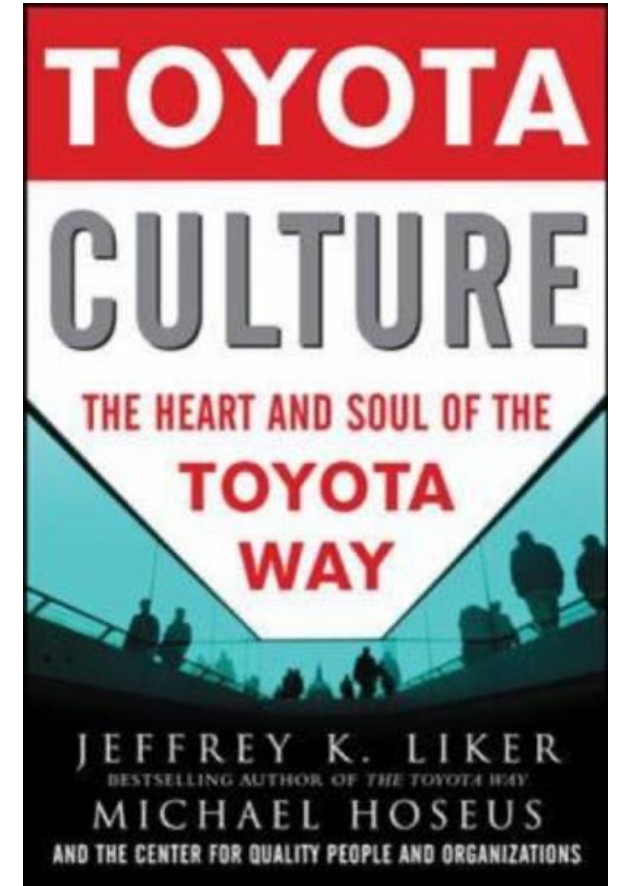
If a fire starts, do not remove nozzle. Back away immediately and tell attendant. If no attendant is on site, use the Emergency Shut-Off Button to stop pump.
-  Do not put fuel in unapproved containers.

For Help – Call Attendant

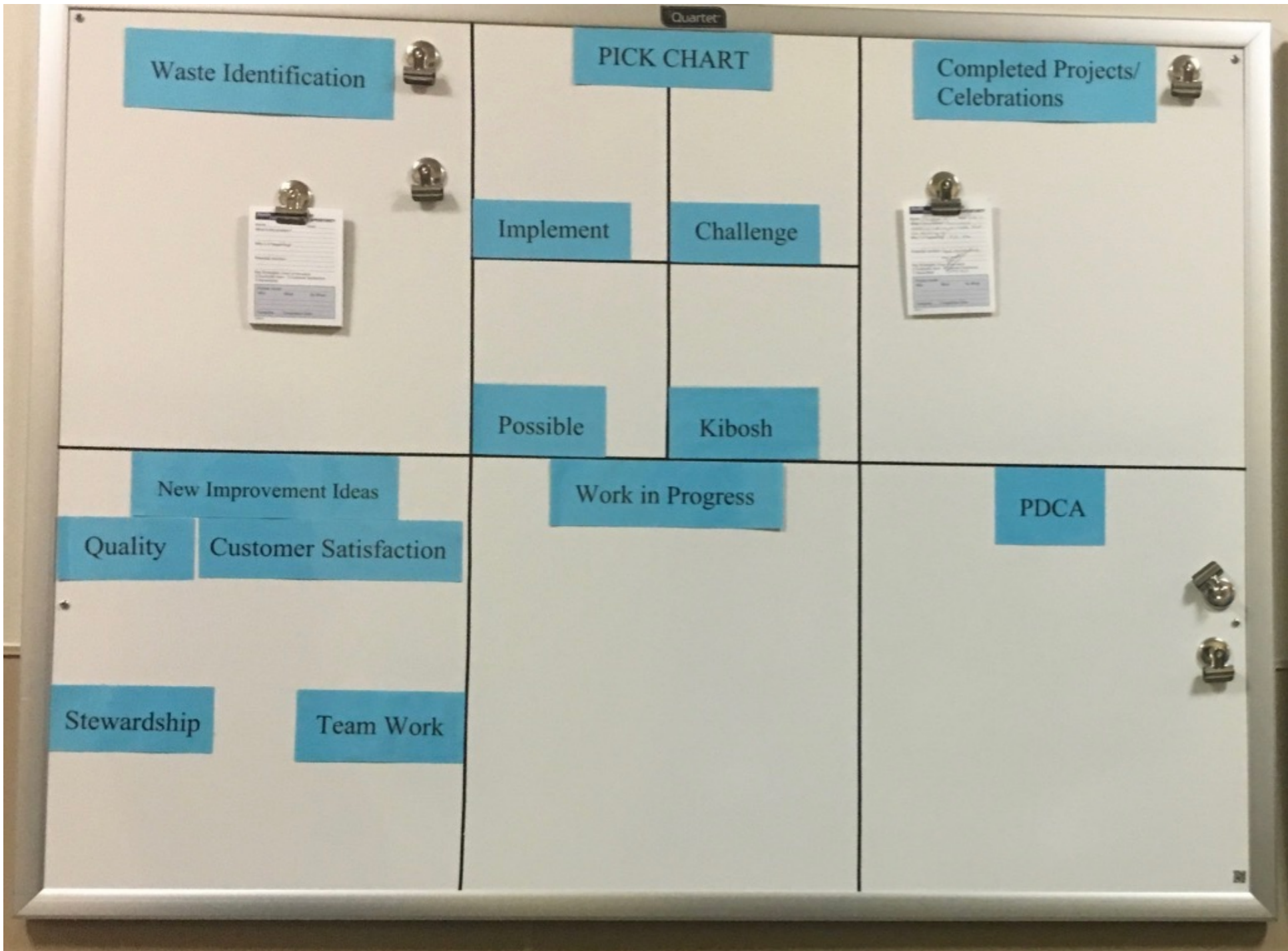


For a World-Class “Lean” Culture

“[Toyota believes] people must ... feel **psychologically** and physically safe ... they must believe that any concerns they have will be taken very seriously”







WHY
NOT?

Fear factor

What is Psychological Safety?

- “Psychological safety is a **belief** that one will not be punished or humiliated
- for speaking up with
 - ideas
 - questions
 - concerns or
 - mistakes.”

Amy Edmondson
Harvard Business School
The Fearless Organization



Google's Project Aristotle

- What makes teams there most successful?

PSYCHOLOGICAL
SAFETY

Fear factor

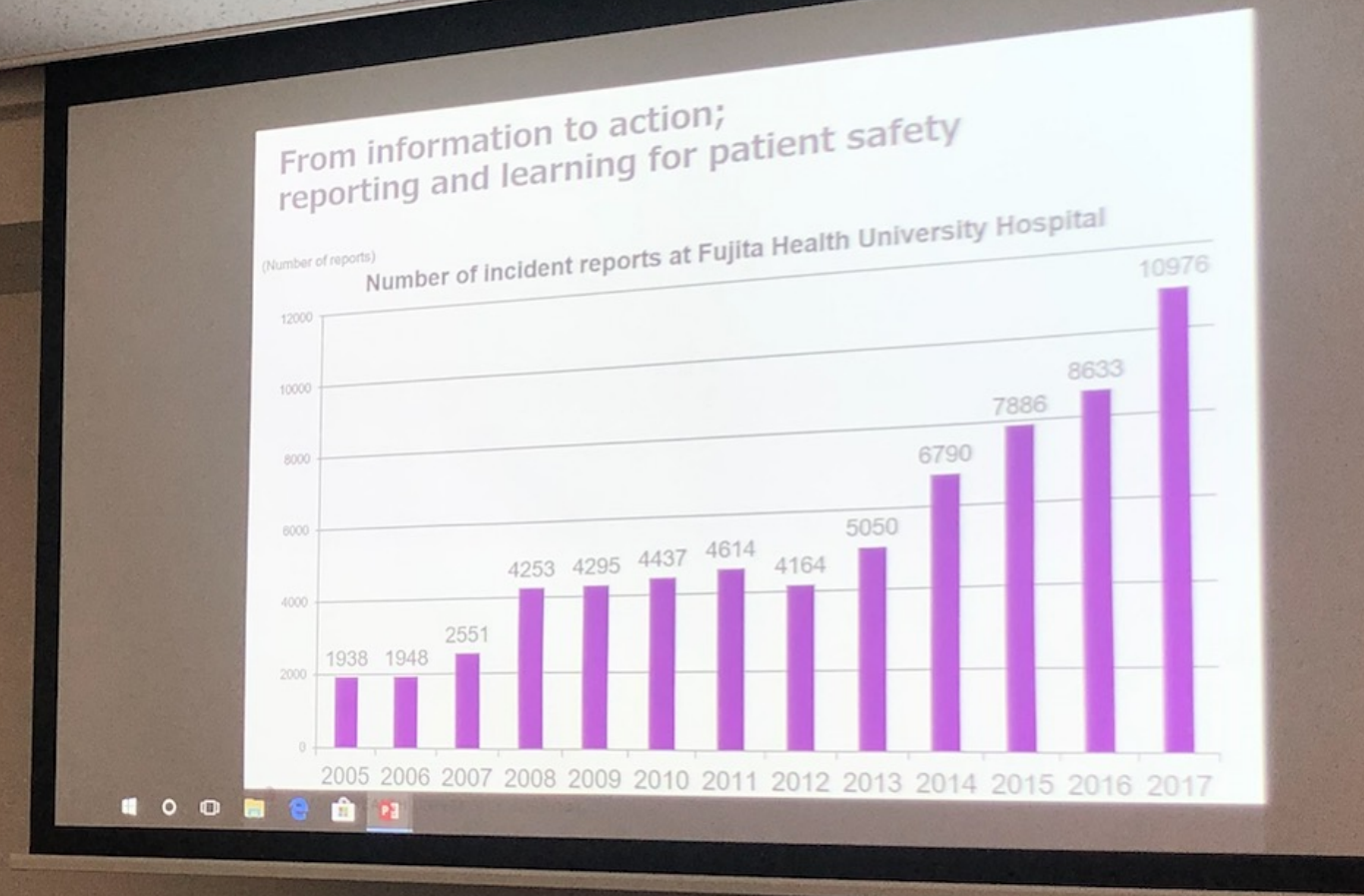
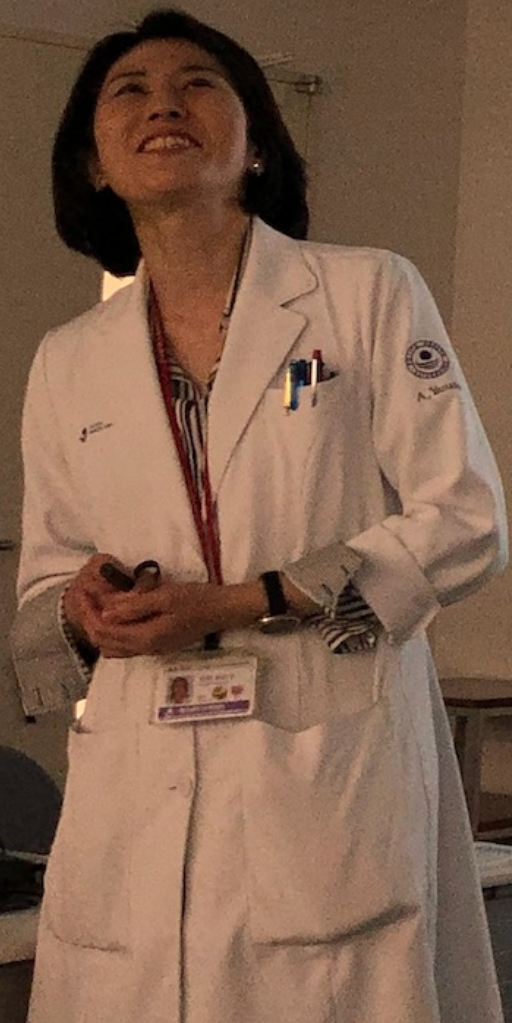
Futility factor

What's Required to Speak Up?

PSYCHOLOGICAL SAFETY

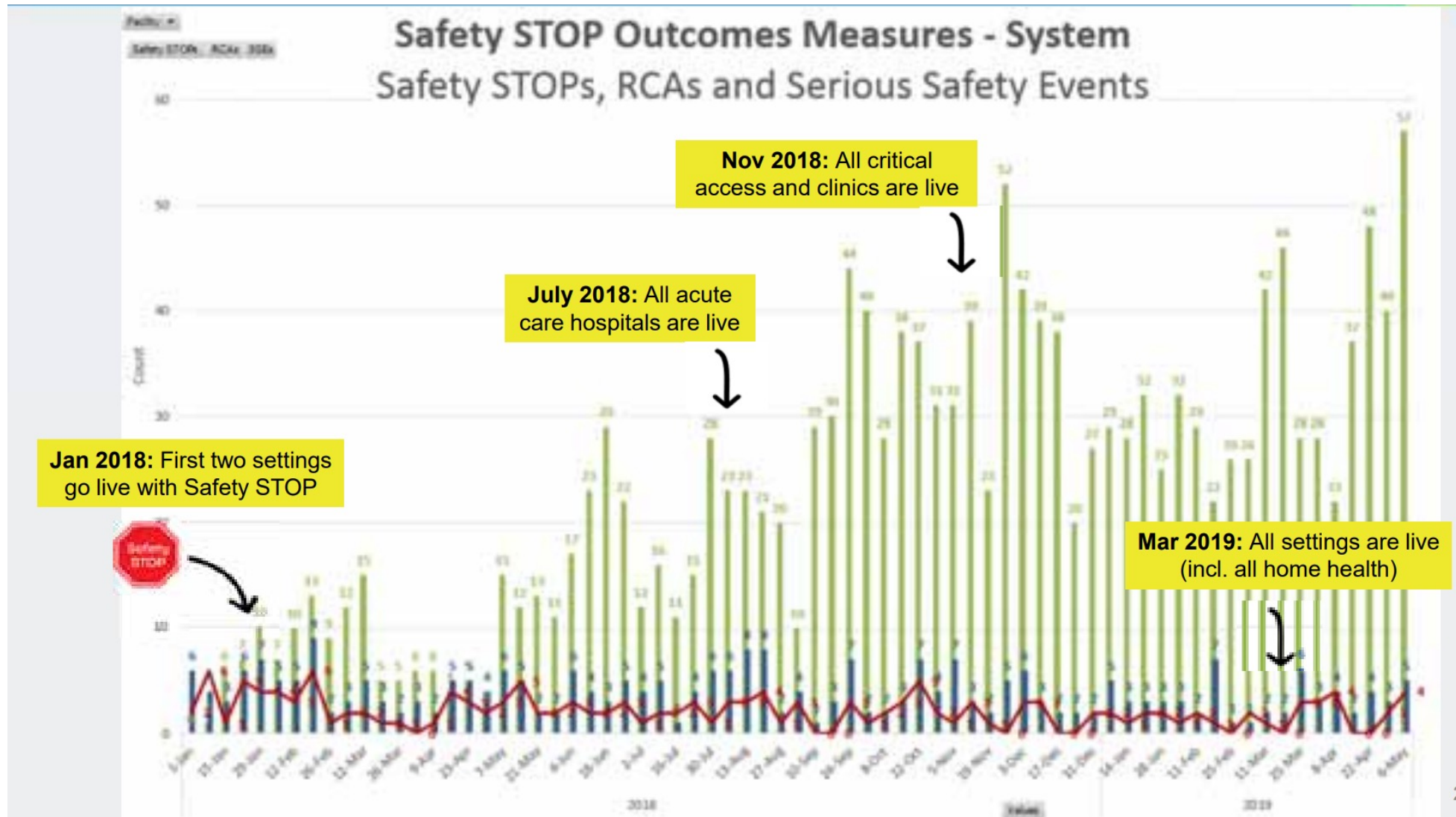


PROBLEM SOLVING

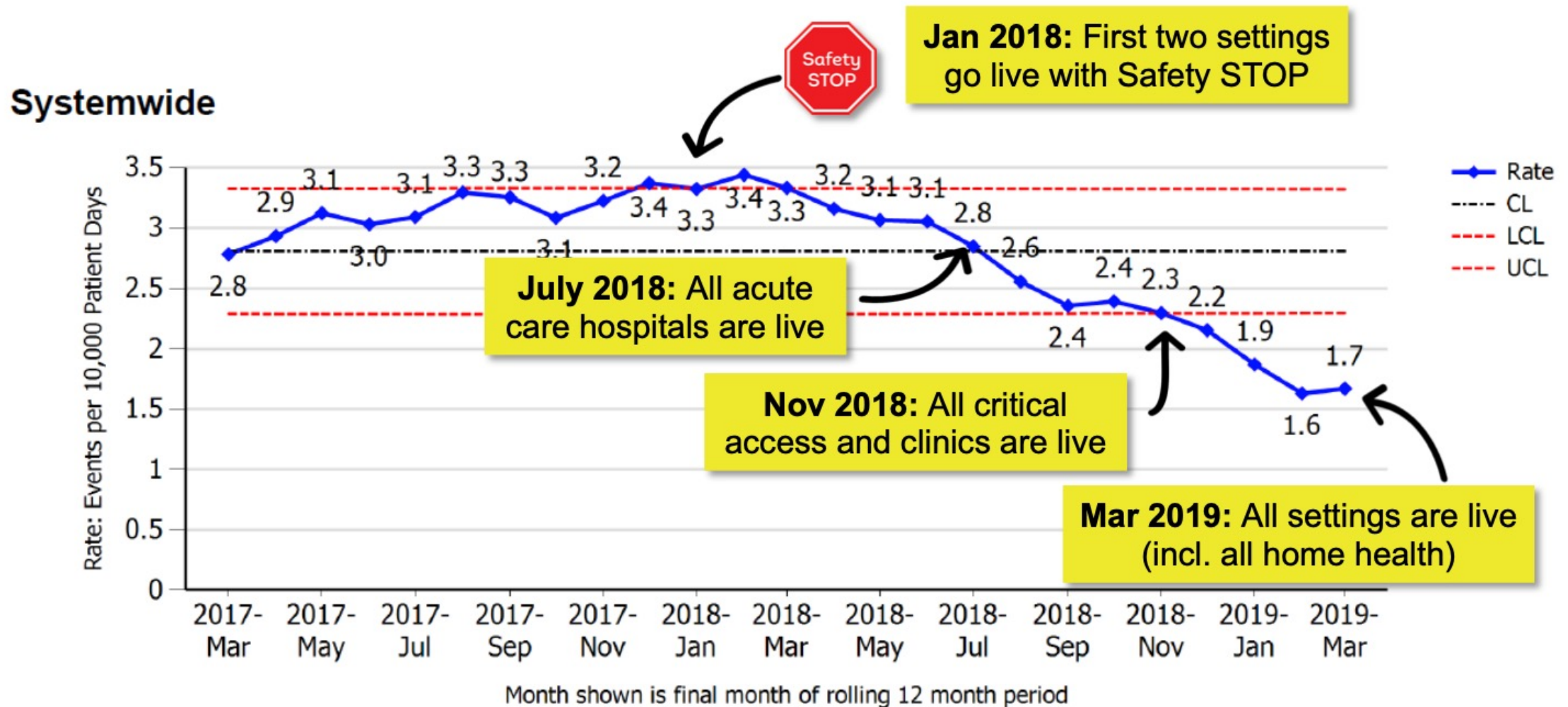


“Number of Incident Reports”

Safety Reports (U.S. Hospital)



Serious Safety Events (Same Hospital)



Toyota: “Highly Engaged People”

HOW DO WE
ENGAGE PEOPLE?

**“YOU SHOULD
SPEAK UP”**



**“IT’S YOUR
PROFESSIONAL
OBLIGATION TO
SPEAK UP”**



Speaking up isn't a matter
of *character* or *courage*...

Speaking up isn't a matter
of *character* or *courage*...

it's a function of

CULTURE

What is Psychological Safety?

“A culture of
rewarded
vulnerability”

Timothy R. Clark
LeaderFactor

The 4 Stages of Psychological Safety



What is Vulnerability?

**EXPOSURE TO
THE RISK OF
HARM OR LOSS**

FROM
FEARLESS
TO
FEAR LESS

What is Candor?

**BEING FRANK,
OPEN, AND SINCERE
IN SPEECH**

What is Psychological Safety?

“A culture of
rewarded candor”

Examples of Candor That Might Be Punished?

- Speaking up to answer that question is one!
- Is this less vulnerable?

For Anonymous Interactive Polling:

Menti.com code 2689 1047

Or Scan:



Do I Feel Psychologically Safe?



Does a Team Have Psychological Safety?

EACH.

PERSON.

DECIDES.

Choose Your Top 3 Risky / Scary Acts at Work



Cultivating Psychological Safety?

~~THIS IS A
SAFE SPACE~~

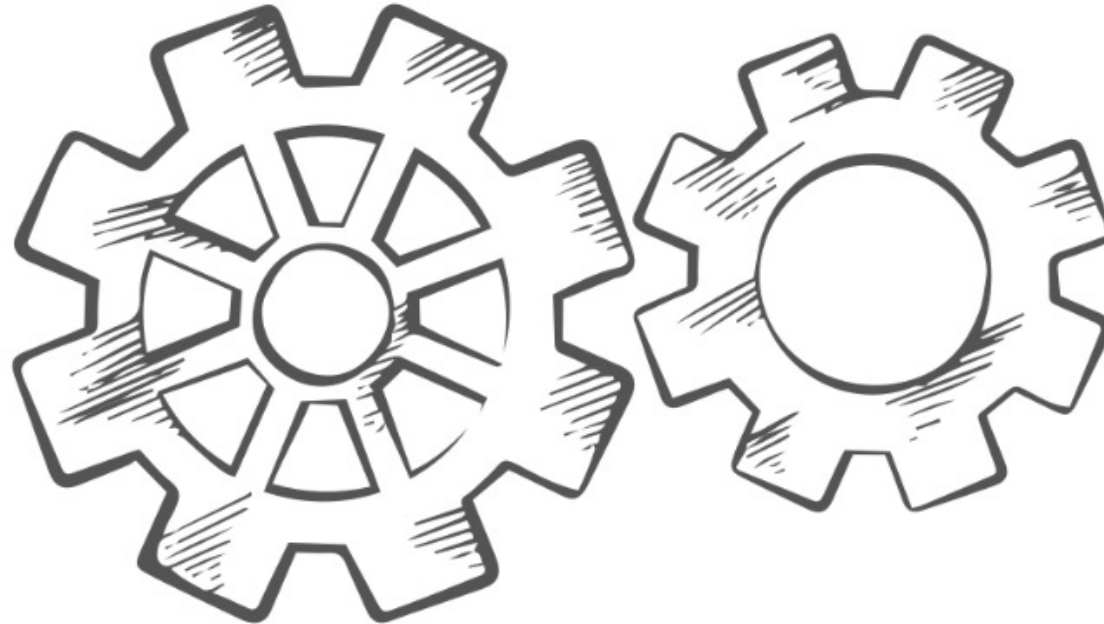
You Can Improve Psychological Safety

Encouraging

Candor

Modeling

Candor



Rewarding

Candor

“I want to hear the bad news. I want to hear it fast.”

Larry Culp, CEO of General Electric

“The moment of truth:
Do you shoot the
messenger, or do you
listen even if you are
unhappy?”

Larry Culp, CEO of General Electric

What Went Wrong

- I made mistakes
- There were times when I allowed myself to get discouraged instead of moving forward
- I didn't communicate well enough



“You can’t have a culture of continuous improvement without learning from mistakes.”

Greg Jacobson
CEO and co-founder, KaiNexus



[Stephanie Hill, MPH, MBB](#) (She/Her) • 1st

1d ...

Sr. Lean Strategist at KaiNexus -/- Owner of Light Bulb Mom...

Celebrate

•



4

|

Reply



[Stephanie Hill, MPH, MBB](#) (She/Her) • 1st

1d ...

Sr. Lean Strategist at KaiNexus -/- Owner of Light Bulb Mom...

I THOUGHT I had a pretty significant "failure" yesterday at work. And I told everyone who might want to know. Instead of pointing fingers at me, my leader, a VP, and an executive all rallied around me to help "right the ship." At no time did they imply I had done wrong. All they said was, "WE learned." In fact, all complimented me about how I handled the situation. It encouraged me to continue trusting them with my mistakes.

Celebrate



4

Reply

A Powerful Combination

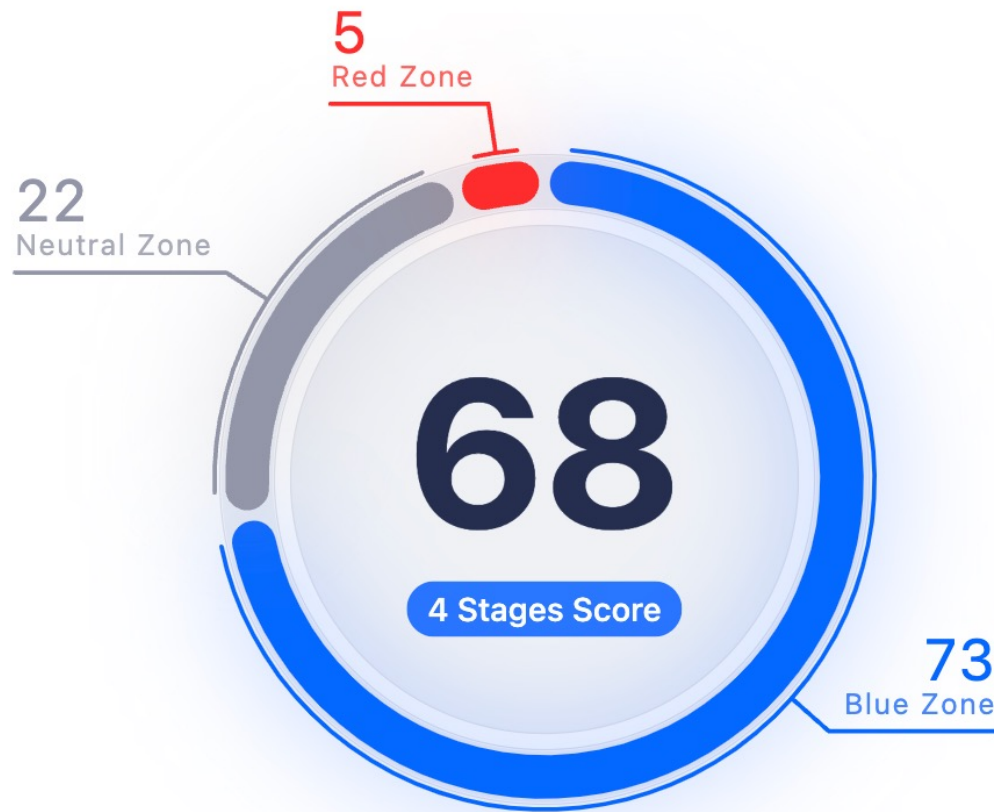
PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

You Can Measure Psychological Safety

Possible scoring range is -100 to +100



80th percentile

Teams Progress Through 4 Stages

- 1. **Inclusion** Safety: Can I be my authentic self?
- 2. **Learner** Safety: Can I learn and grow?
- 3. **Contributor** Safety: Can I contribute and create value?
- 4. **Challenger** Safety: Can I be candid about change?

... all without fear of being embarrassed, marginalized, or punished in some way.

You Can Measure the 4 Stages

Possible scoring range is -100 to +100



74

Stage 1
Inclusion Safety



76

Stage 2
Learner Safety



74

Stage 3
Contributor Safety



52

Stage 4
Challenger Safety

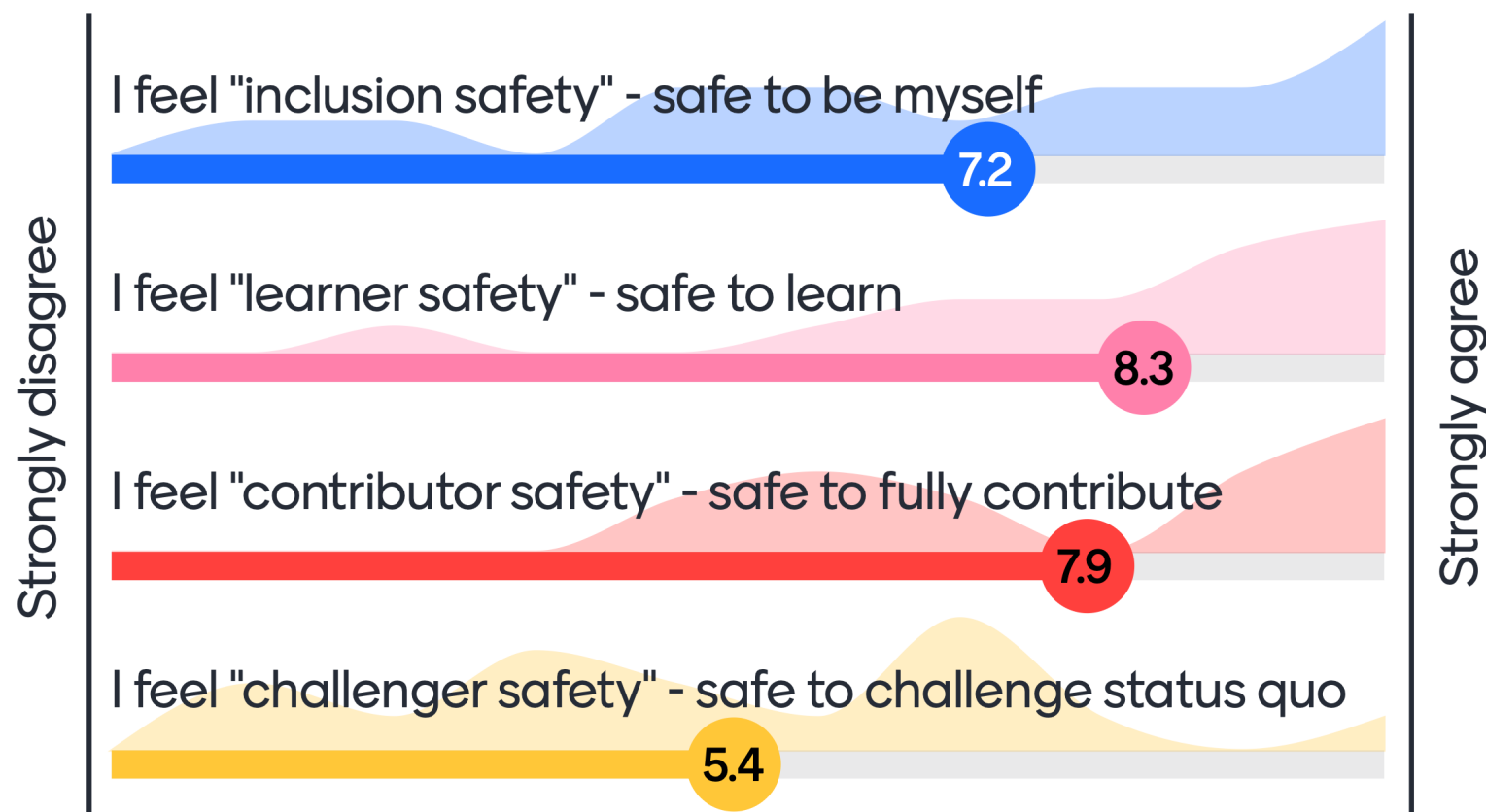
Percentile: **74th**

81st

76th

77th

How much do you agree, at work?



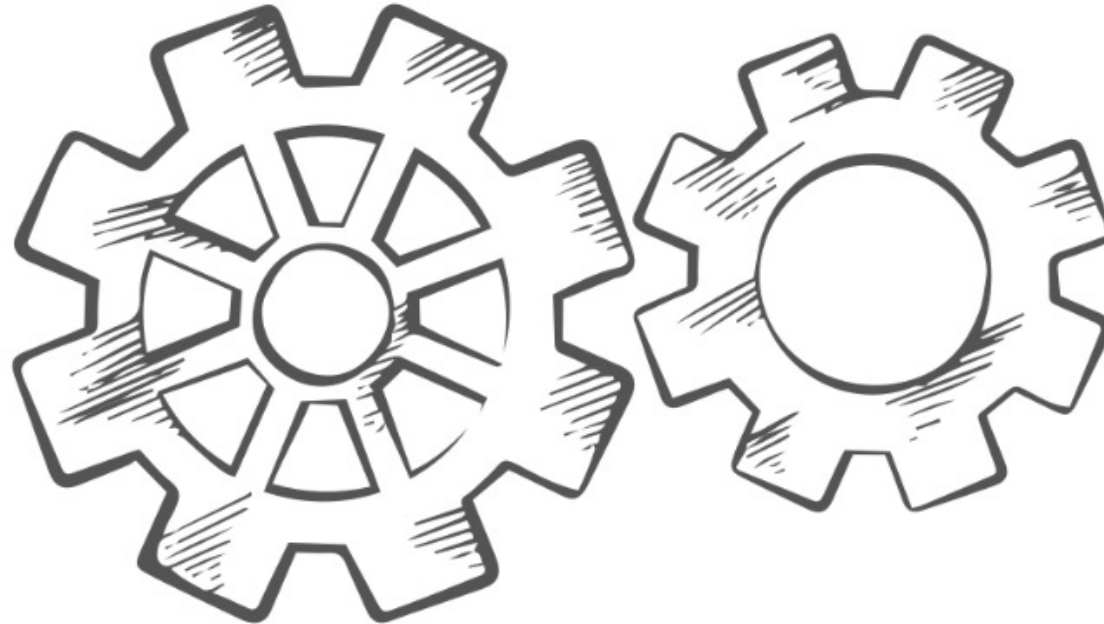
You Can Improve Psychological Safety

Encouraging

Candor

Modeling

Candor



Rewarding

Candor

What's Required for Improvement?

PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

This Results In

HIGHLY ENGAGED PEOPLE



IMPROVING & INNOVATING

Q&A Time

- **Slides & More:**

<http://www.markgraban.com/Inforum2024>

- **Email:** Mark@MarkGraban.com

- **Podcast:** MistakesPodcast.com

- **Book:** MistakesBook.com



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