

# Creating energy for change

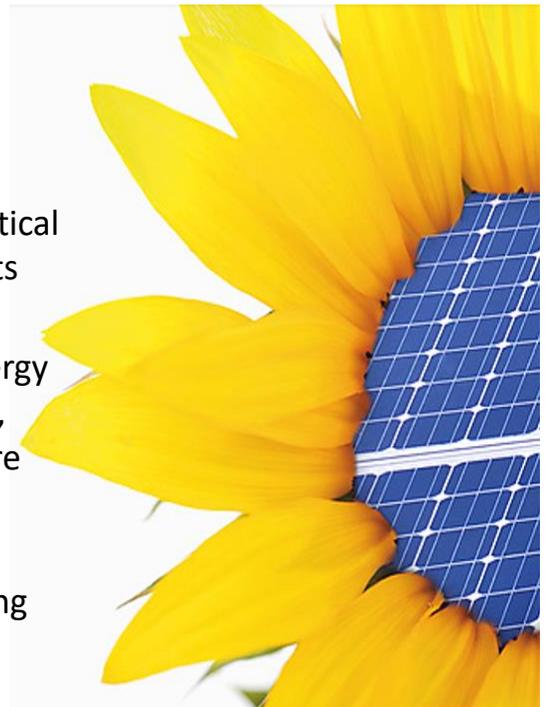
Dr Helen Bevan



## Our learning aims

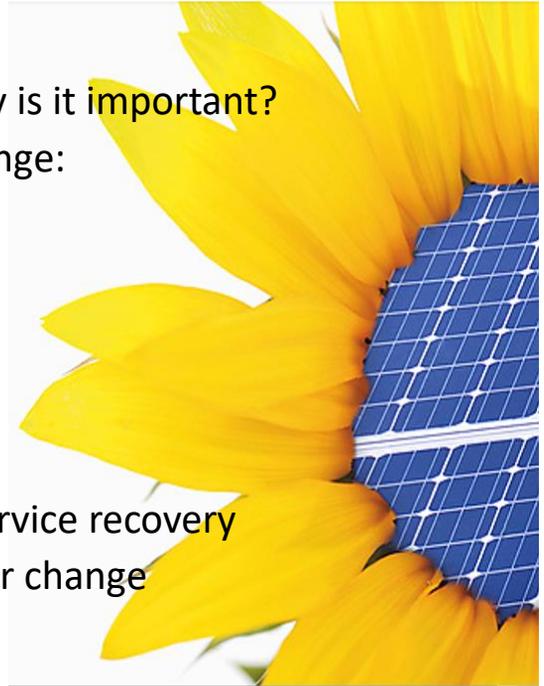
Participants will:

1. Understand why igniting energy is a critical capability for leaders and change agents who are serious about improvement
2. Discuss how to liberate the natural energy and vitality of people who use services, and people who work in health and care for the cause of high quality care.
3. Take home a powerful framework for understanding, analysing and unleashing energy for change.



## Our agenda

- What is energy for change and why is it important?
- The components of energy for change:
  - Social energy
  - Spiritual energy
  - Psychological energy
  - Physical energy
  - Intellectual energy
- How are you doing?
- The role of energy for change in service recovery
- How to build and sustain energy for change
- Next steps



## Igniting energy for change

**Pick an image that represents a time when you felt excited and energised at work**



### Face to face group

Write a summary of what made you feel energised on the back of your image on the left-hand side

Use your image to introduce yourself and tell your story to the others on your table.

Keep your image for later

Tidy the image cards when you have finished the task as a table.

### Virtual group

You will be allocated to a random breakout group

Write a summary of what made you feel energised on the back of your image on the back of the image you have printed out.

Use your image to introduce yourself and tell your story to the others in your group

**Time available: 12 minutes**

## Energy for change

‘The capacity and drive of a team, organisation or system to act and make the differences necessary to achieve its goals

### Building and aligning energy for change

A review of published and grey literature, initial concept testing and development

<http://ihpme.webservices.utoronto.ca/Assets/IHPME+Digital+Assets/IHPME/hpme/events/bevan/bevan-bldg-align-lit-review.pdf>



## Energy matrix

High	<b>Corrosive Energy</b>	<b>Productive Energy</b>
Low	<b>Resigned Inertia</b>	<b>Comfortable Energy</b>
	Negative	Positive

**Quality**

Source: Bruch & Vogel, 2011

## There is a relationship between high energy and high performance

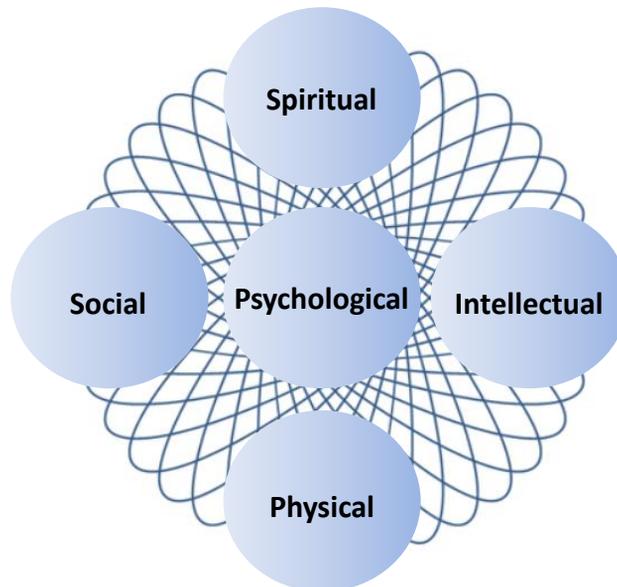
Teams with HIGH productive energy scored higher on:

- overall performance - 14% higher
- productivity – 17%
- efficiency – 14%
- user satisfaction – 6%
- user loyalty – 12%

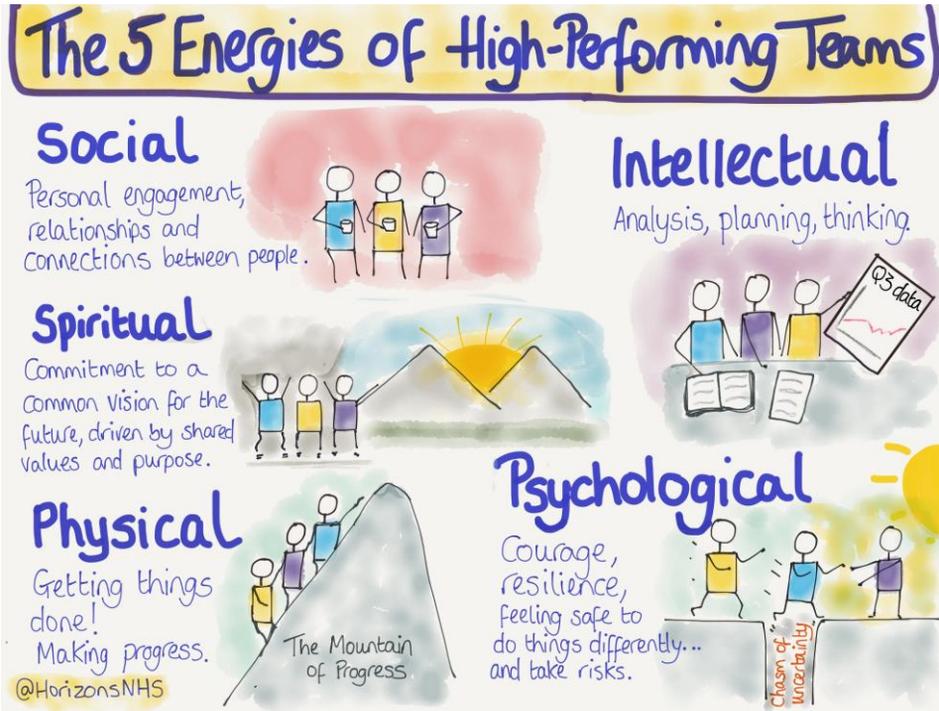
Research by Bruch and Vogel



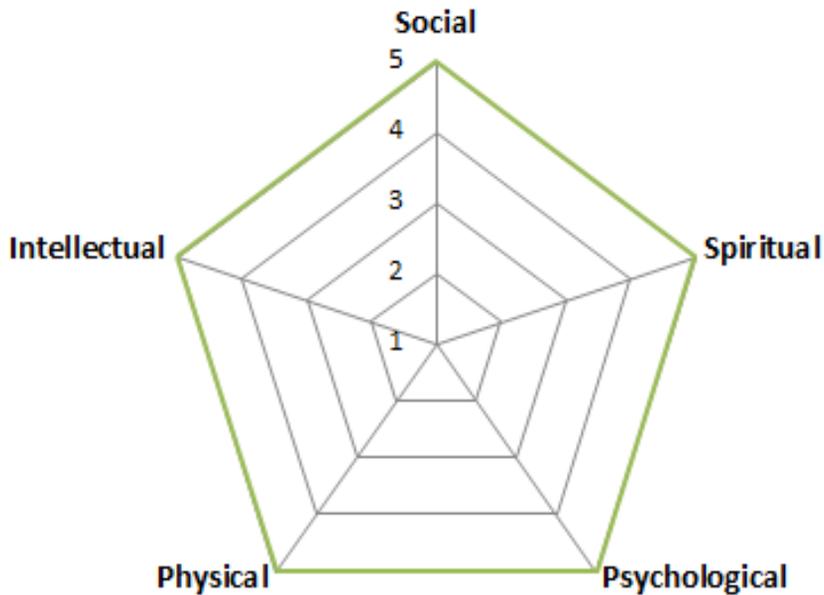
## Teams perform best when five energies are high



Source: [Building and aligning energy for change](#)



Where's the energy for change in your team?



## Social energy

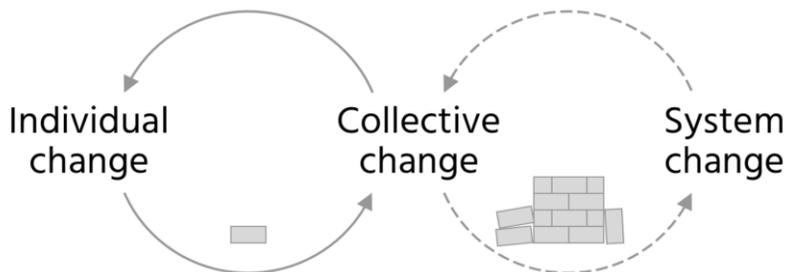
*Energy of connection,  
relationships, collective capacity*

It's where people feel a sense of  
"us and us"  
rather than  
"us and them"



“*Change is inherently relational: it depends on our ability to work with others to enable it to happen. In a system.*

Helen Bevan and Goran Henriks



## How we go about change and improvement impacts on energy

### TO

When change is done to us, without us

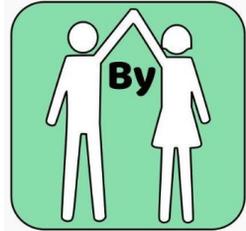


### FOR

When change is done for us, without us

### WITH

When change is done for us, with us



### BY

When change is done by us, for us

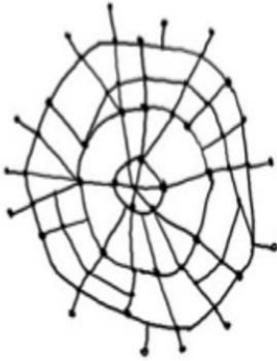
Source: Cormac Russell [Four modes of change: to, for, with, by](#)

The more we 'do to' or 'do for' people that they can do for themselves, the more we diminish their capacity and '**social capital**': the relationships within and between groups that form trust, relatedness, and collective capacity

[Steven Shorrock](#)

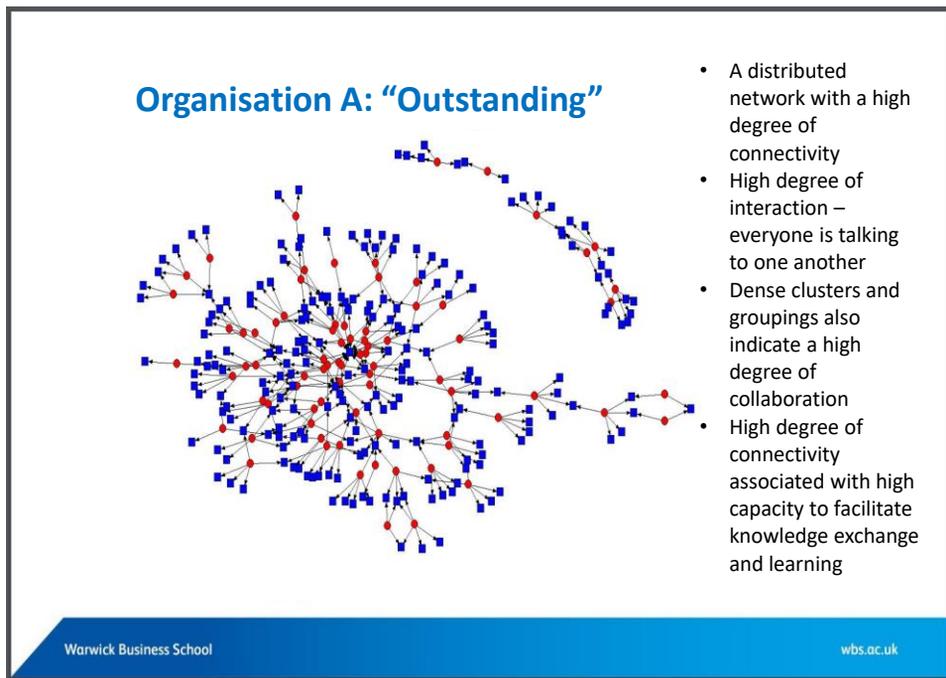
## Human relationships matter!

- Evaluation of NHS organisations that undertook comparable improvement initiatives with vastly different outcomes
- The difference? **The level of social connections between those working to lead improvement**

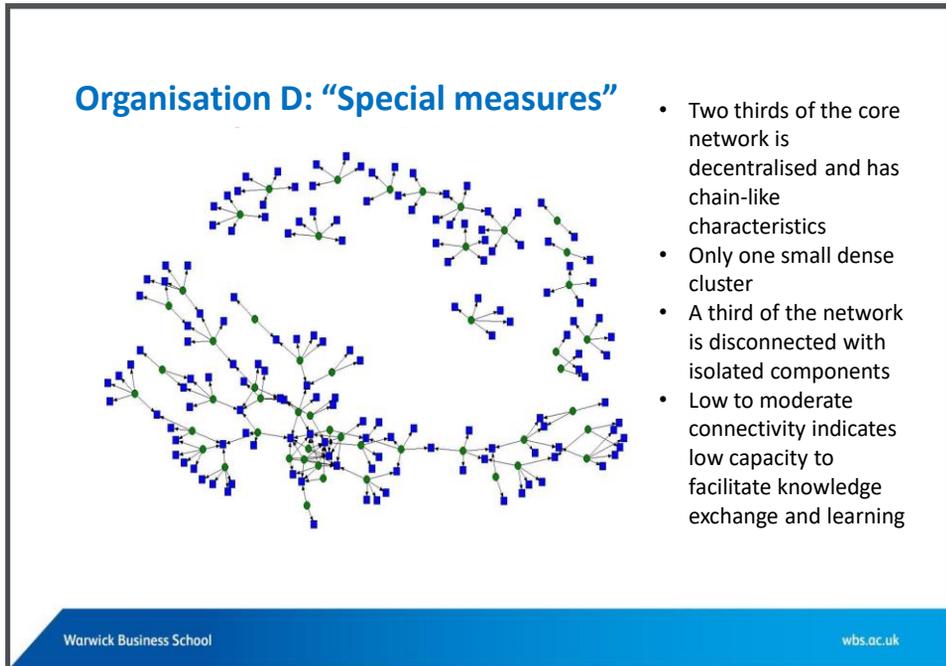


Source: Nicola Burgess, Warwick Business School, evaluation of the partnership between the NHS and Virginia Mason Institute

Burgess N (2022) [Six key lessons from the NHS and Virginia Mason Institute partnership](#)



Source: Nicola Burgess, WBS



Source: Nicola Burgess, WBS

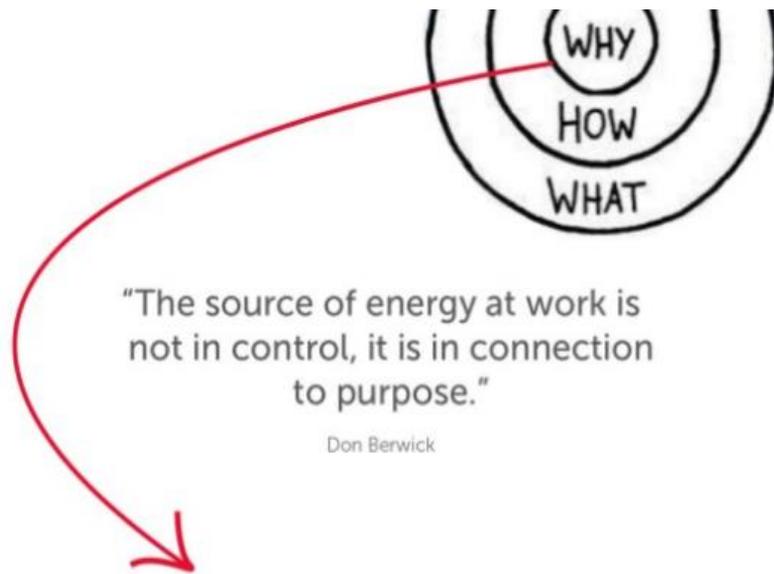
## Spiritual energy

*Energy of commitment to a common vision for the future, driven by personal and shared values, and a higher purpose*

Gives people the confidence to move towards a different future that is more compelling than the status quo

Moral injury  
destroys spiritual  
energy





## Psychological energy

*Energy of courage, resilience and feeling safe to do things differently without ridicule or criticism*

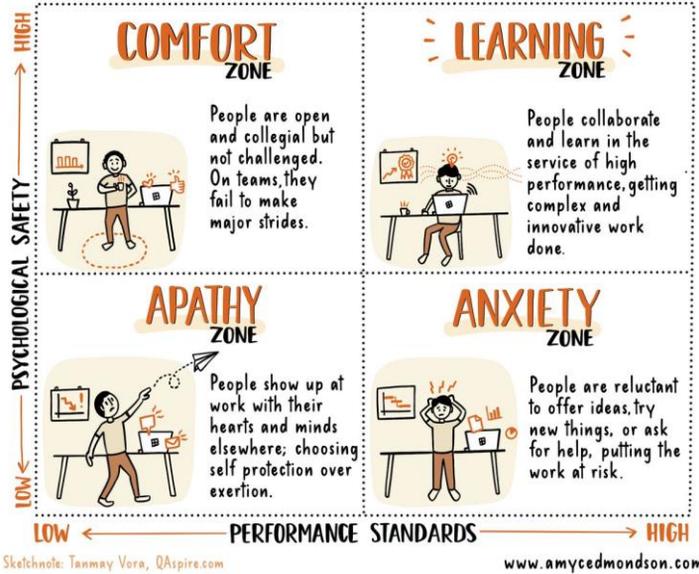
Involves feeling supported to make a change and trust in leadership and direction





HOW  
**psychological safety**  
RELATES TO PERFORMANCE STANDARDS

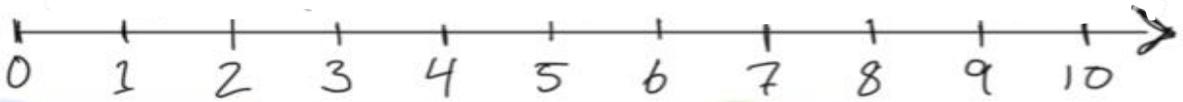
AMY EDMONDSON



“Anyone can help create a culture of psychological safety by framing the work & context, ask explicit questions, listen, respond appropriately. Small actions: humility, empathy, curiosity all help.”

Professor Amy C. Edmondson

## Where is your team on this scale?



**We have a toxic unsafe environment where .....**

- We hold back from voicing concerns
- People are not always kind or civil to each other
- We fear what we say might be used against us in the future

**We don't have glaring psychological safety issues, but.....**

- We hold back our ideas or views to look competent, reliable and trustworthy
- Conversations between different professions or groups can feel like debates or negotiation
- People don't want to hear different views and it's hard to make change happen

**We are making progress towards our goals because we.....**

- We collaborate effectively across professions and teams
- We can speak up with ideas, questions and problems
- We can challenge things without fear of criticism or being made to look stupid
- People are open to change and learning when changes don't work

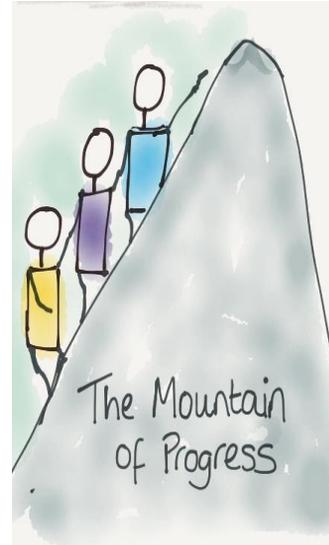
*Psychological safety: A belief that we will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes*

Amy Edmondson: [Psychological safety is not a hygiene factor](#)

## Physical energy

*Energy of action, getting things done and making progress*

The flexible, responsive drive to make things happen



## Intellectual energy

*Energy of analysis, planning and thinking*

Involves gaining insight as well as planning and supporting processes, evaluation, and arguing a case on the basis of logic/ evidence

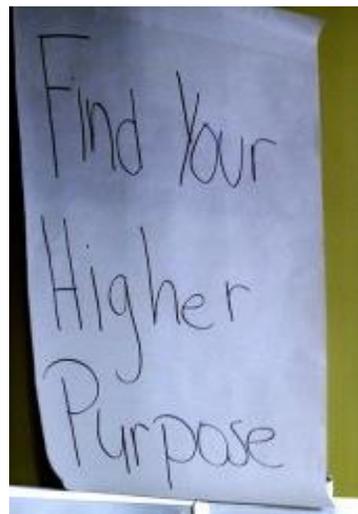


## High and low ends of each energy domain

	 LOW	 HIGH
<b><i>Social</i></b>	isolated	solidarity
<b><i>Spiritual</i></b>	uncommitted	higher purpose
<b><i>Psychological</i></b>	risky	safe
<b><i>Physical</i></b>	fatigue	vitality
<b><i>Intellectual</i></b>	Illogical	reason

## Some questions

- Which group likely to have higher spiritual energy scores:
  - clinicians
  - non clinicians
- Nearer to CEO in the structure:
  - higher or lower overall energy scores?



Source: Respondents to the energy for change questionnaire NHSIQ/Horizons team

# THE LANCET

Volume 388 · Number 10057 · Pages 2209-2322 · November 5-11, 2016

www.thelancet.com

“Physicians, disillusioned by the productivity orientation of administrators and absence of affirmation for the values and relationships that sustain their sense of purpose, need enlightened leaders who recognise that medicine is a human endeavour and not an assembly line.”

See Comment page 2216

## The challenge of an over-focus on intellectual energy

- Intellectual energy on its own isn't transformational
- It keeps leaders in their comfort zone (intellect to intellect)
- Common values drive behaviour change more than data

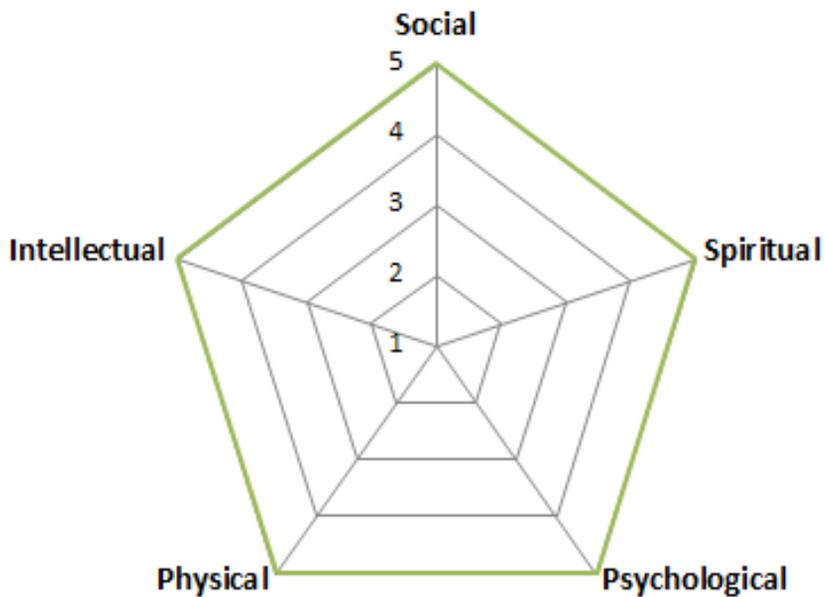


<http://www.newyorker.com/magazine/2017/02/27/why-facts-dont-change-our-minds>  
[You can't change fundamental behaviours without changing fundamental beliefs](#)

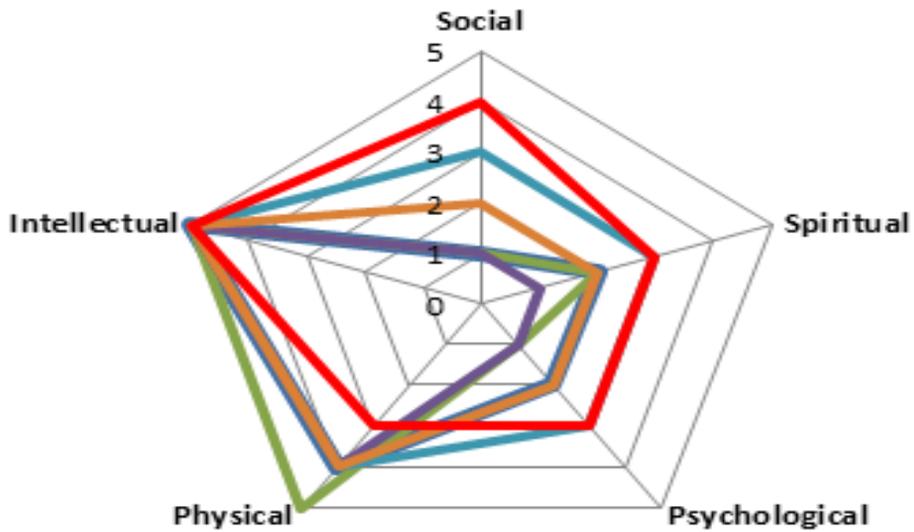


Many leaders focus only  
on physical and intellectual energy drivers  
i.e. planning to do and getting things done

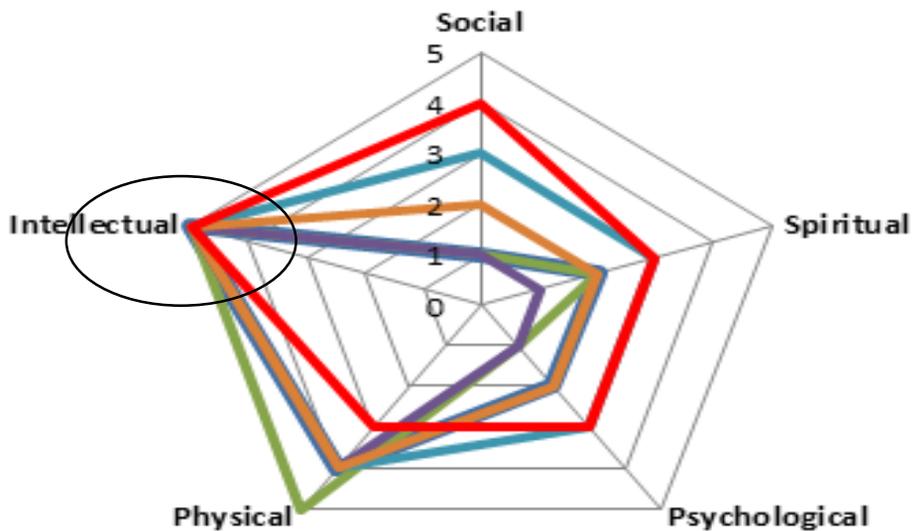
## Where's the energy for change in your team?



## Energy analysis of six NHS transformation strategies



## Energy analysis of six NHS transformation strategies



Source: energy for change discourse analysis of six draft STP plans by the Horizons team September 2016

## Energy awareness-building task

Think about a project or programme of work...

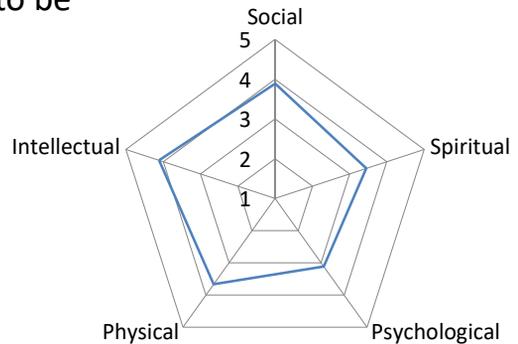
- Plot your energy
- Plot the energy of those around you
- Plot where you would like your energy to be

The face to face group will use the templates and pens on the tables

The virtual group will go back to their breakouts and use the materials they prepared in advance

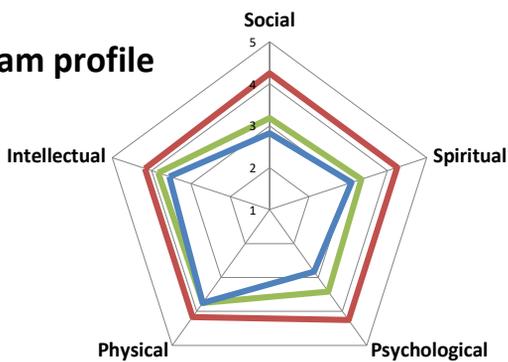
Time available: 15 minutes

-  My typical energy
-  The energy of those around me
-  The importance of this energy to me



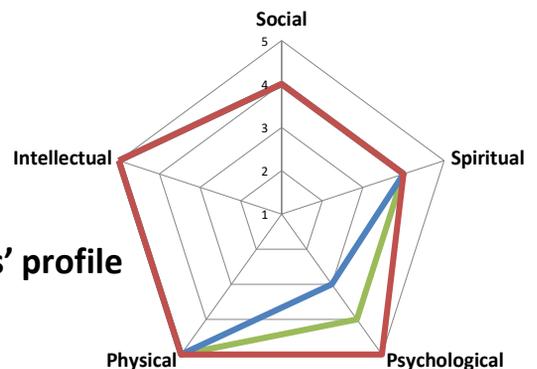
## Individual and team profile

### Team profile

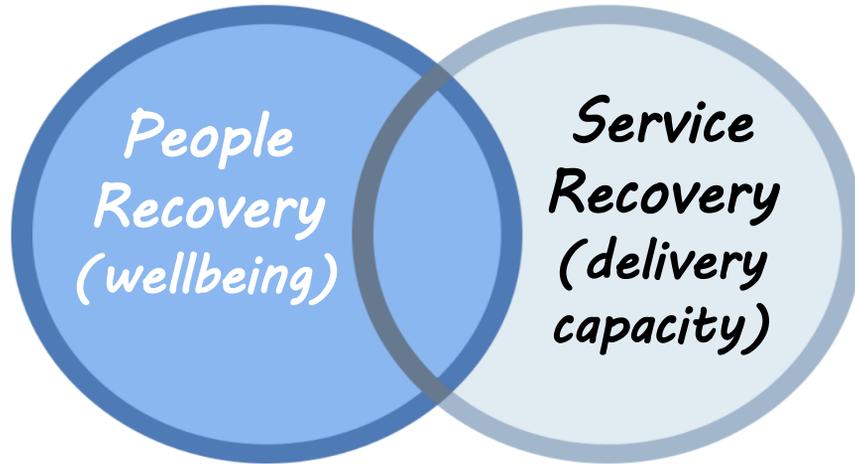


-  My Energy Average
-  The Energy of those I work with Average
-  The importance of this energy to me Average

### Team leaders' profile



## People recovery AND service recovery



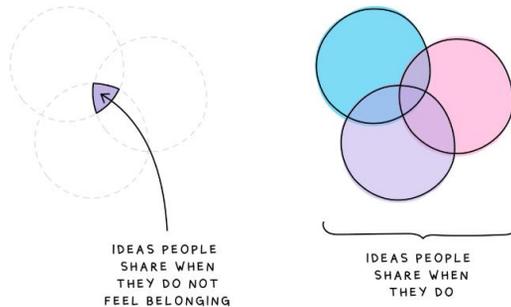
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#ChildHealthCan2022 @HelenBevan

### Ten things we have learnt about recovery

1. People recovery and service recovery aren't just connected. They're the same thing
2. Recovery is inherently relational: it needs social, spiritual and psychological energy
3. Undertake improvement for people and service recovery in ways that energise, motivate and give people autonomy and control
4. Take a service-user and person-centred view of the world
5. Address moral injury
6. If teams are the primary unit for recovery, we must support team leaders and line managers as the prime enablers of recovery
7. Invest in the time and (psychologically safe) space to connect, collaborate and innovate
8. Take the opportunity to work in new, aligned ways
9. Improvement as the default
10. Share, share, share





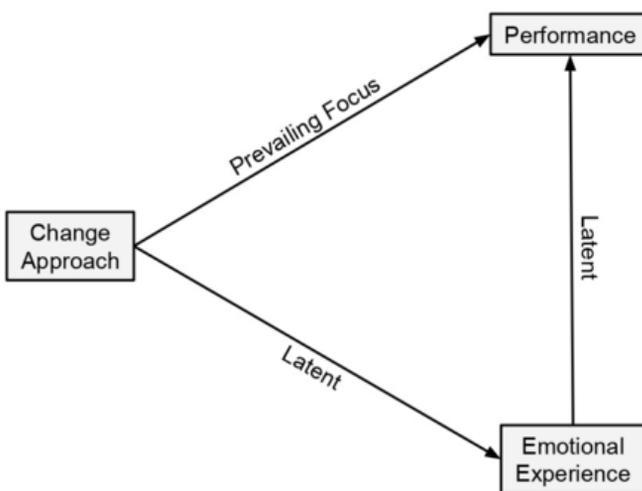
LIZ FOSSLIEN

Workers who feel connected to their colleagues are three times as likely to report that they maintained pre-pandemic levels of productivity

Source: "What You're Getting Wrong About Burnout"  
 By Liz Fosslien, MIT Sloan Management Review, August 2021  
[sloanreview.mit.edu/article/what-youre-getting-wrong-about-burnout/](https://sloanreview.mit.edu/article/what-youre-getting-wrong-about-burnout/)

[https://sloanreview.mit.edu/article/what-youre-getting-wrong-about-burnout/?social\\_token=4df7d91cfd5e8fca190db7c686480995&utm\\_source=twitter&utm\\_medium=social&utm\\_campaign=sm-direct](https://sloanreview.mit.edu/article/what-youre-getting-wrong-about-burnout/?social_token=4df7d91cfd5e8fca190db7c686480995&utm_source=twitter&utm_medium=social&utm_campaign=sm-direct)

## Most improvement approaches in health and care underplay the role of emotional experience in creating energy for change



Emotional energy capacity is a continuum from enthusiasm, confidence, and initiative at the high end, down to passivity and depression at the low end. A diminished emotional experience manifests as recurring psychological distress, disengagement from one's social network or colleagues, and emotional exhaustion.

Mandel KE, Cady SH (2022) [Quality improvement as a primary approach to change in healthcare: a precarious, self-limiting choice?](#)

**The hierarchy of capabilities:** the further up the pyramid people go, the more we maximise the contribution everyone can make



Source of model: Gary Hamel, Michele Zanini (2020)

*Humanocracy: creating organisations as amazing as the people inside them*

**The hierarchy of capabilities:** the further up the pyramid people go, the more we maximise the contribution everyone can make

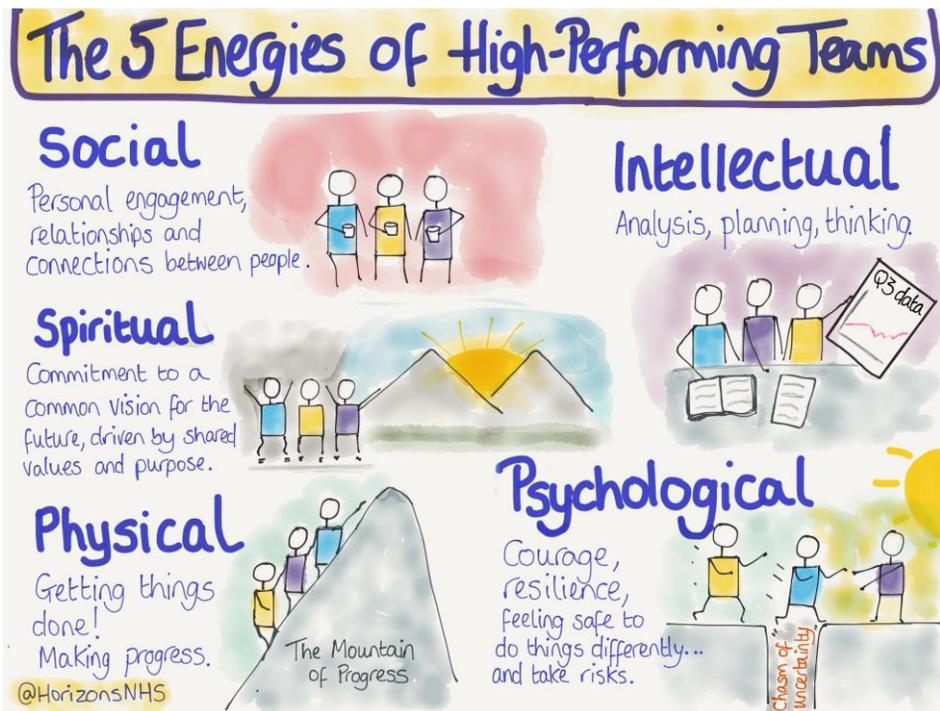
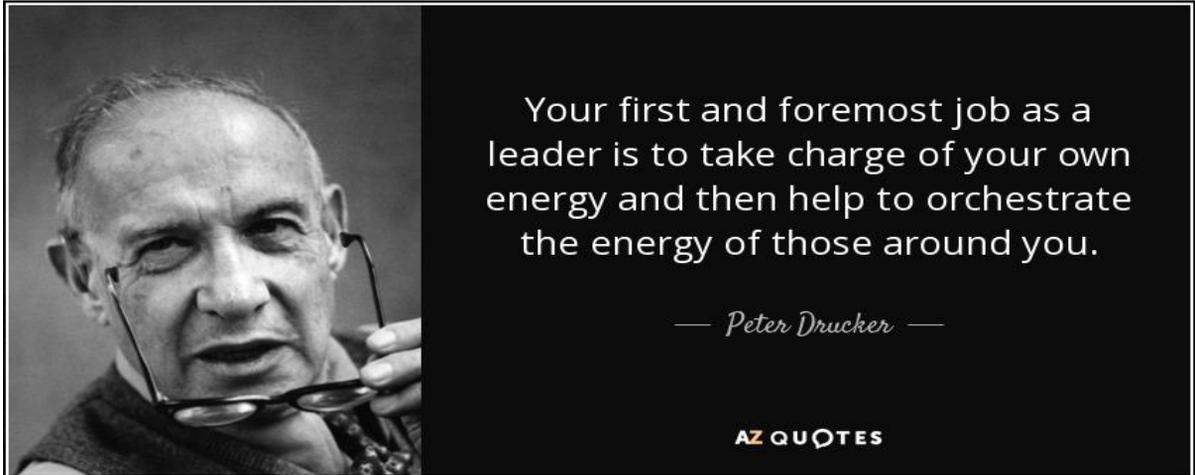
Which energies at which level?



Source of model: Gary Hamel, Michele Zanini (2020)

*Humanocracy: creating organisations as amazing as the people inside them*

## Focus on your own energy first



## How do we build social energy?

### Social

Personal engagement,  
relationships and  
connections between people.



We build social energy in a group (socially) so first define who is part of the group:

- Who is part of the extended team and needs to be included?
- Include people with lived experience

Make time for the informal “water cooler” moments

In the team, create “power with”, not “power over”

Listen like an ally

Build a climate for social energy: openness, fairness, inclusion and welcoming uniqueness

Work on key tasks together

Build routines that create social energy eg, checking in and out of every meeting

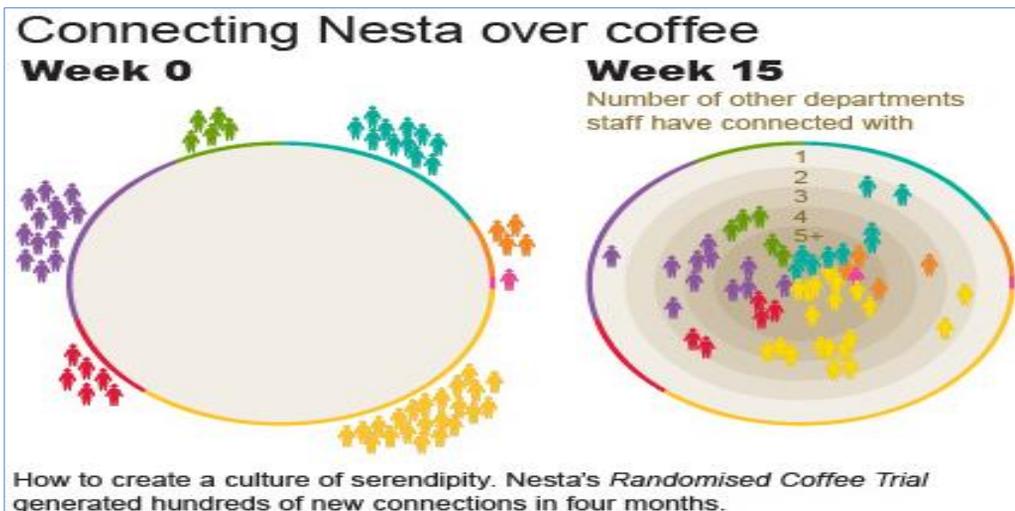
Focus on what unites us rather than what divides us

Encourage space for creativity and play

Demonstrate what we appreciate about each other

Get to know everyone – knowing someone, understanding how they think, how they feel about topics, understanding the unique things about individuals

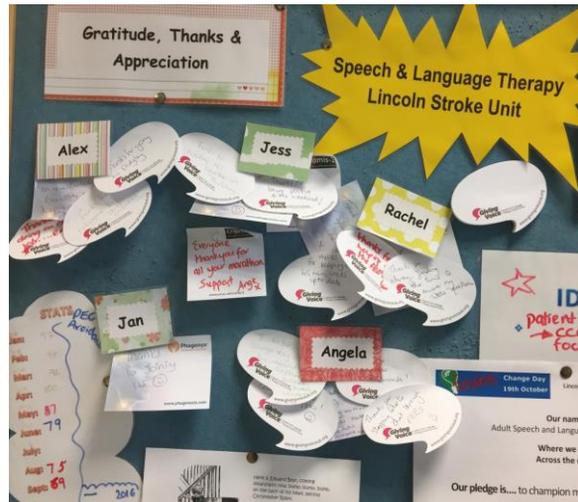
## We can build social energy across a whole organisation or system



Randomised coffee trials: <https://conversational-leadership.net/randomised-coffee-trials/>

## Remember!

We have to work especially hard to build social energy in a virtual or hybrid world - where the lack of direct contact makes feelings, emotions and reactions harder to gauge



Practice gratitude, thanks and appreciation @shimada\_angela

## How do we build spiritual energy?



Take action to build shared purpose:

SHARED:

- Start with each individual talking about their own stories (“what matters to me”)
- Talk about the parts of the stories that unite the group
- Discuss differences in perspective and how differences will be addressed

PURPOSE

- Consider how the sense of “us” (shared values and ambitions) can be translated into a statement of shared purpose that we can all unite around

Use “our shared purpose” as a road map towards our collective destination

When presenting data, build a compelling story around it that takes it back to higher purpose

Avoid “de facto” purpose

Make space to discuss moral injury and other aspects that makes people feel that they are being asked to do things that go against their basic principles

Mobilise people for change by connecting with emotions, through values

Keep shared purpose alive:

- Connect shared purpose with the work you are doing
- Tell stories that connect with spiritual energy
- Talk about it
- Build it into organisational routines, eg, induction processes, performance reviews, 1:1 conversations

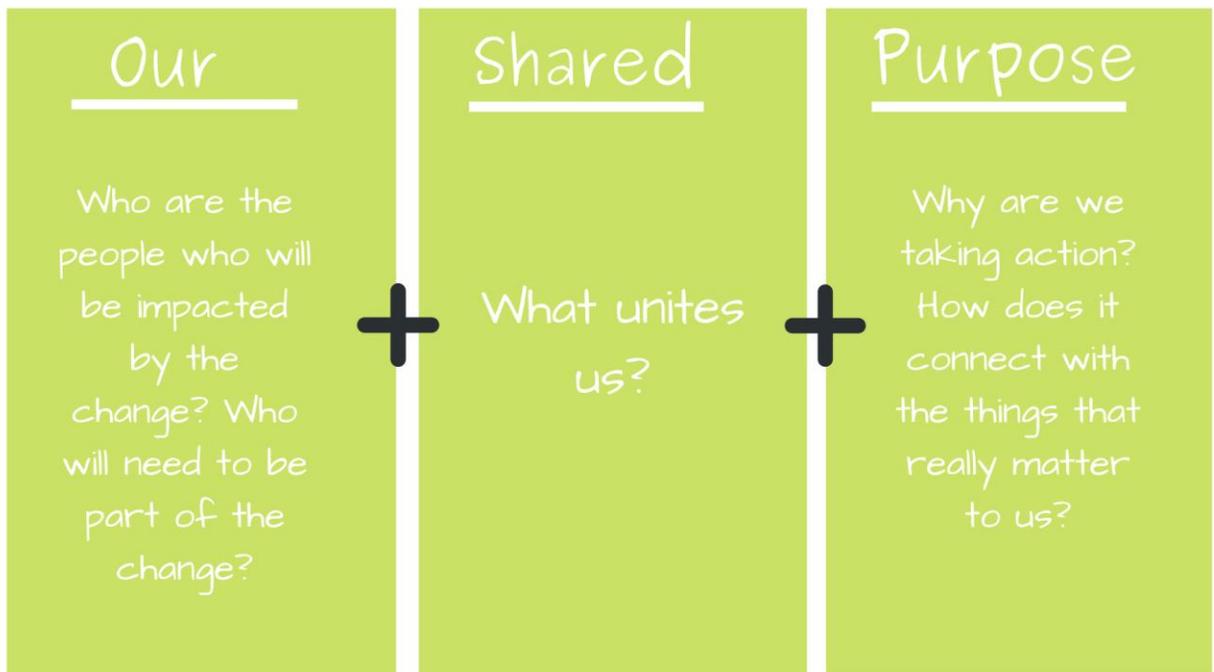
## Where do we start?

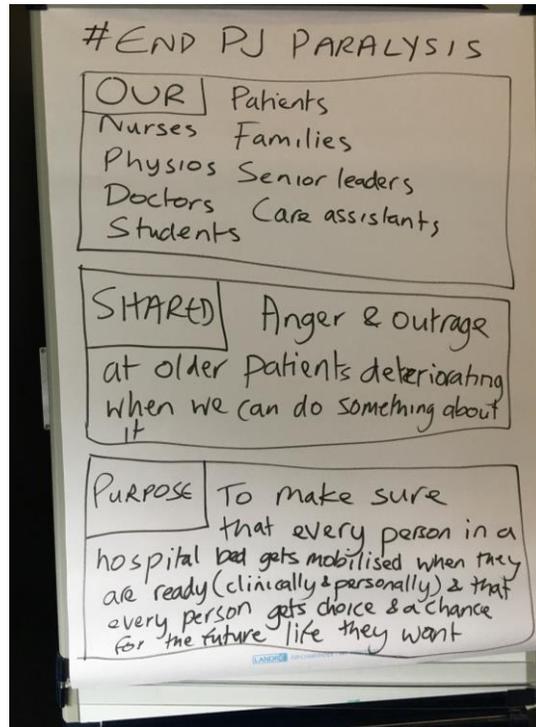
- In improvement methodology, our first question is “What is our aim”?
- In social movement practice and community organising, our first question is “who are our people?”

**Who are our people?**

**What unites us (our shared purpose)?**

**What is our aim?**

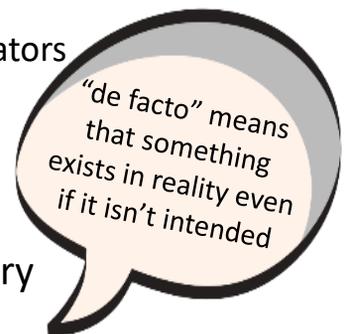




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## Avoiding “de facto” purpose

- Shared purpose can easily be displaced by a “de facto” purpose:
  - hitting targets, standards or key performance indicators
  - reducing costs
  - reducing discharge delays
  - complying with regulators
- If purpose isn’t explicit and *shared*, then it is very easy for something else to become a de facto purpose in the minds of the workforce
- De facto purpose is toxic, leads to burn out and blocks engagement



Source: [Delivering Public Services That Work: The Vanguard Method in the Public Sector](#)

# How do we build psychological energy?



Actively build a safe environment by:

- Asking people how they are and getting to know everyone by understanding how they think, how they feel about topics
- Regular group and 1:1 conversations to deeply understand colleagues and team members
- Dealing with things when they come up

Talk openly about past failures and good things that came from them

Reframe "failure" as learning

Make quick debriefs part of finishing up projects

Destigmatise feedback by:

- Practicing giving regular constructive feedback and asking for feedback
- Making the giving of feedback a team norm
- Working out loud. Share your work when it's in progress, even if it's messy, and ask others to do the same

Promote speaking up. Publicly praise others for being candid or going against the grain. Endorse discussion techniques that hear from everyone

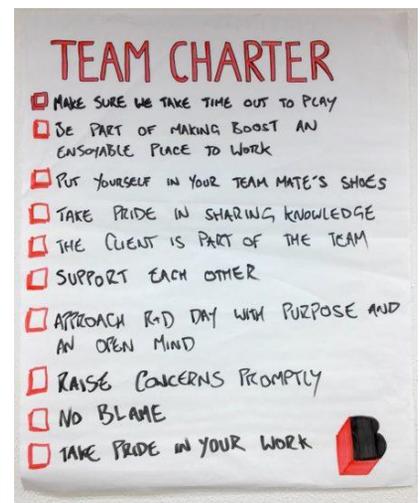
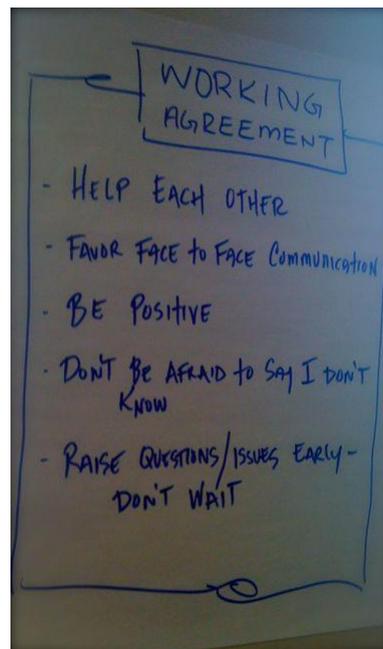
Create norms (a "team charter") that build psychological safety and agree to hold each other to account

- Determine what the actions will be if people break team norms

Always give credit to the right person when their ideas are taken up

The very best way to make speaking up worth it is to act on suggestions

## Create team norms



## How do we build and sustain physical energy?



Rather than setting goals that seem overwhelming and unachievable, create short, achievable milestones that allow a sense of progress and enable individuals to manage their energy levels

Do meaningful things, share and celebrate progress

Collect data and information to show the positive difference that is being made

Encourage people to take leave throughout the year

Monitor physical energy to avoid burnout

Design the work to have ebbs and flows: everyone cannot be working "at the top of their licence" continuously

Know the warning signs of burnout and act immediately

Check-in and assure your team they can discuss levels of physical energy with you

Set (and model) healthy work boundaries

Create fun, relaxed team-building opportunities

Help establish a healthy work-life balance

Make sure everyone gets a lunch break and other breaks

## How do we build and sustain intellectual energy without it dominating all the other energies?



### Build intellectual energy by:

- Regularly reading research reports and other sources of new information
- Developing business plans and programme plans
- Developing and connecting to research, evidence and strategies
- Using data and evidence to plan thoroughly
- Building analytical capability
- Writing papers and reports

### Avoid intellectual energy dominating by:

- Consciously building the higher purpose "why" into every business plan and project document
- Avoiding de facto purpose (see spiritual energy)
- Involving people who will be impacted by change as early as possible in the planning process
- Training project and programme managers in the psychology of change as well as the technical aspects of programmes
- Expecting and allowing for emergence in change initiatives and don't expect the plan to work
- Building in time for learning and reflection about what works
- Taking a spirit of experimentation and testing new ways of working
- As senior leaders, actively role modelling all five energies

## Igniting energy for change

**What actions will you take to build energy for change?**

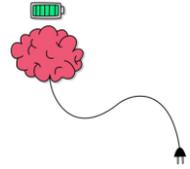
- Write your answers on the back of your image
- Discuss it with others on your table/ in your group
- Take your image back to your base and display it as a visual reminder



## Reflections



## References



- Baker WE Edmondson A Murphy W (2019) [Emotional energy, relational energy, and organizational energy: toward a multilevel model](#)
- Bruch H Vogel B (2011) [Strategies for creating and sustaining organizational energy](#)
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- Cross R (2020) [A noble purpose alone won't transform your company](#)
- Edmondson A (2021) [Psychological safety is not a hygiene factor](#)
- Hunt R (2018) [Coaching NHS leaders to build energy for change](#)
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- Mandel KE, Cady SH (2022) [Quality improvement as a primary approach to change in healthcare: a precarious, self-limiting choice?](#)
- NHS Horizons team (2021) [A practical guide to the art of psychological safety in the real world of health and care](#)
- Russell C (2019) Cormac Russell [Four modes of change: to, for, with, by](#)
- The NHS Institute for innovation and Improvement (commissioner) (2011) [Building and aligning energy for change](#)