CREATING NOVEL SOLUTIONS IN COMPLEX SYSTEMS: LEADING AS A DEVIATION AMPLIFIER

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"INNOVATIVE INDIVIDUALS CAN BE AN ANNOYING SOURCE OF DISRUPTION IN THE WORKPLACE—ALWAYS ASKING "WHY".

SOME INDIVIDUALS HAVE THE AUDACITY TO MAKE CHANGES BELIEVED TO IMPROVE OUTCOMES WITH OR WITHOUT SUPPORT.

THIS LACK OF REGARD FOR THE STATUS QUO MAY BE ESSENTIAL FOR ORGANIZATIONAL SURVIVAL."

Unterschuetz, hughes, nienhauser, weberg, jackson, 2008

RULE #1
YOU DON'T NEED TO BE AN INNOVATOR TO LEAD INNOVATION

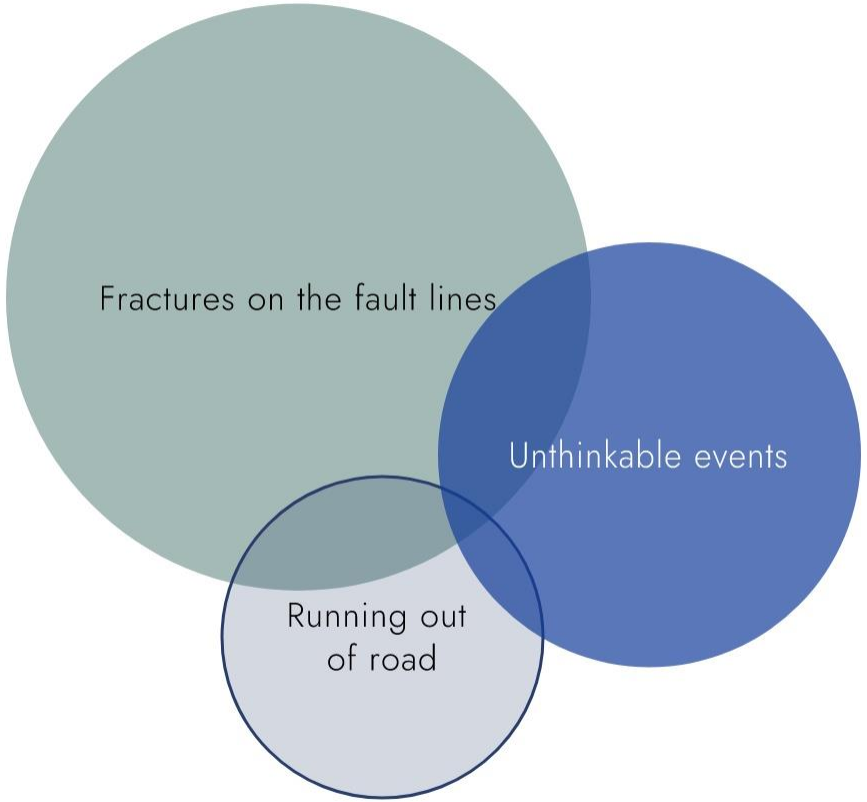
Rule #2
CONSTRAINTS BREED INNOVATION

Rule #3

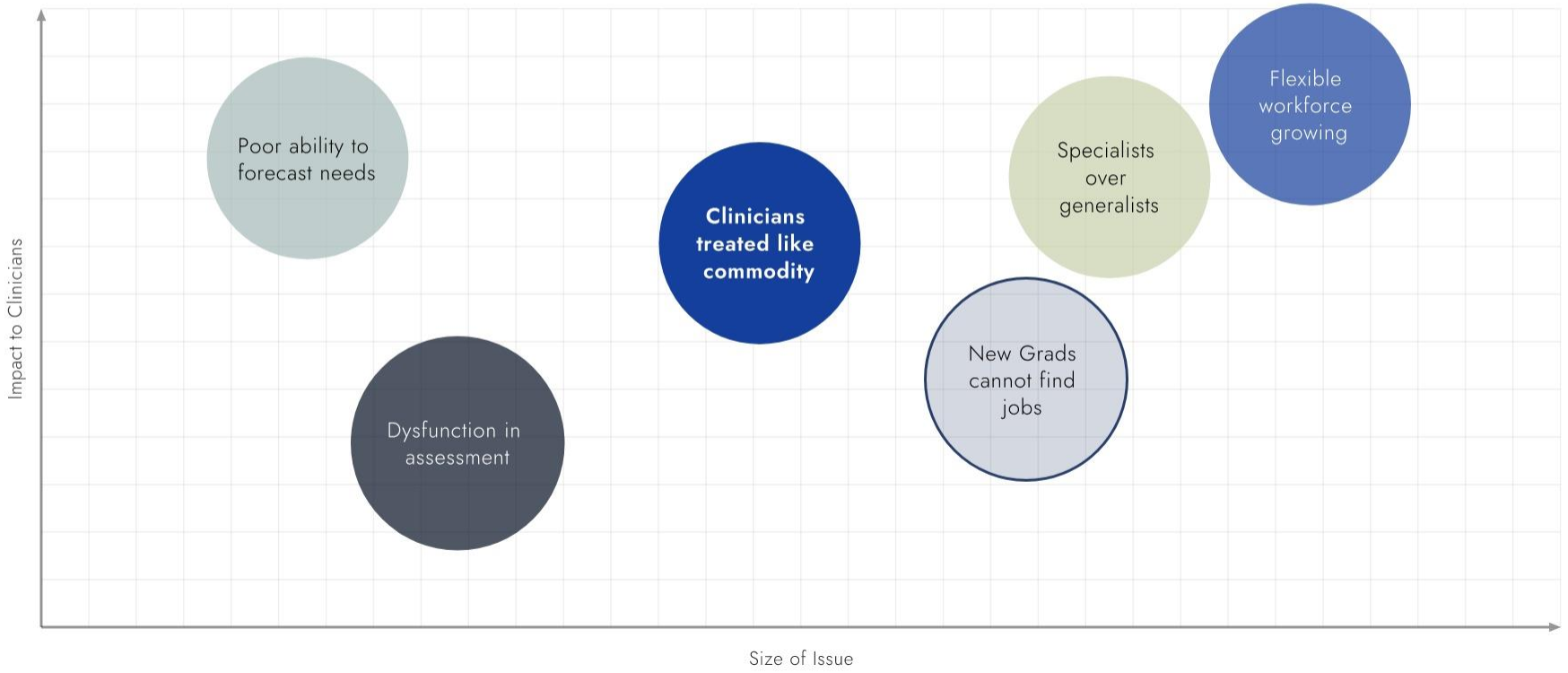
LEADERS ARE DEVIATION AMPLIFIERS

CATALYSTS OF CHANGE IN INDUSTRIES

The market and the product are not in perfect alignment



FRACTURES ON THE FAULT LINE- THE NURSING SHORTAGE



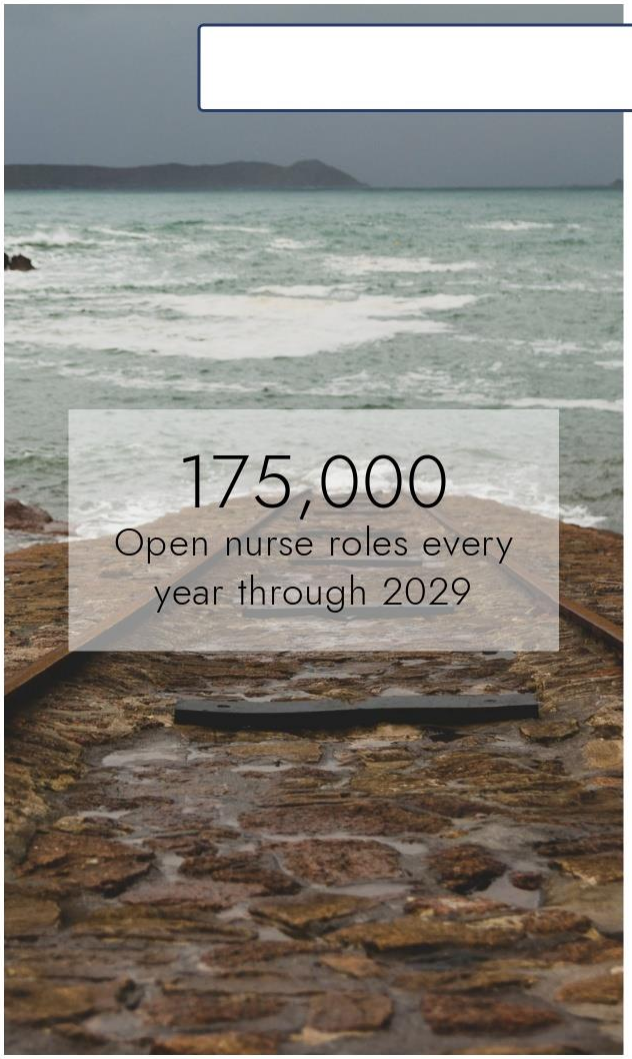
UNTHINKABLE EVENTS

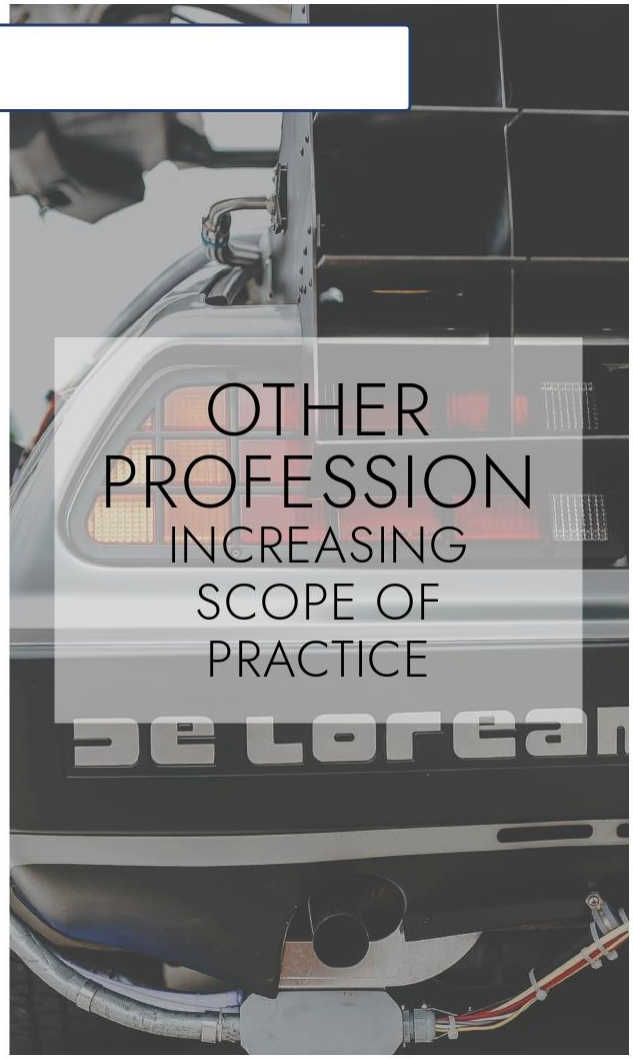
Challenge our assumptions

Force adaptation despite past restrictions

Shift priorities for laggards

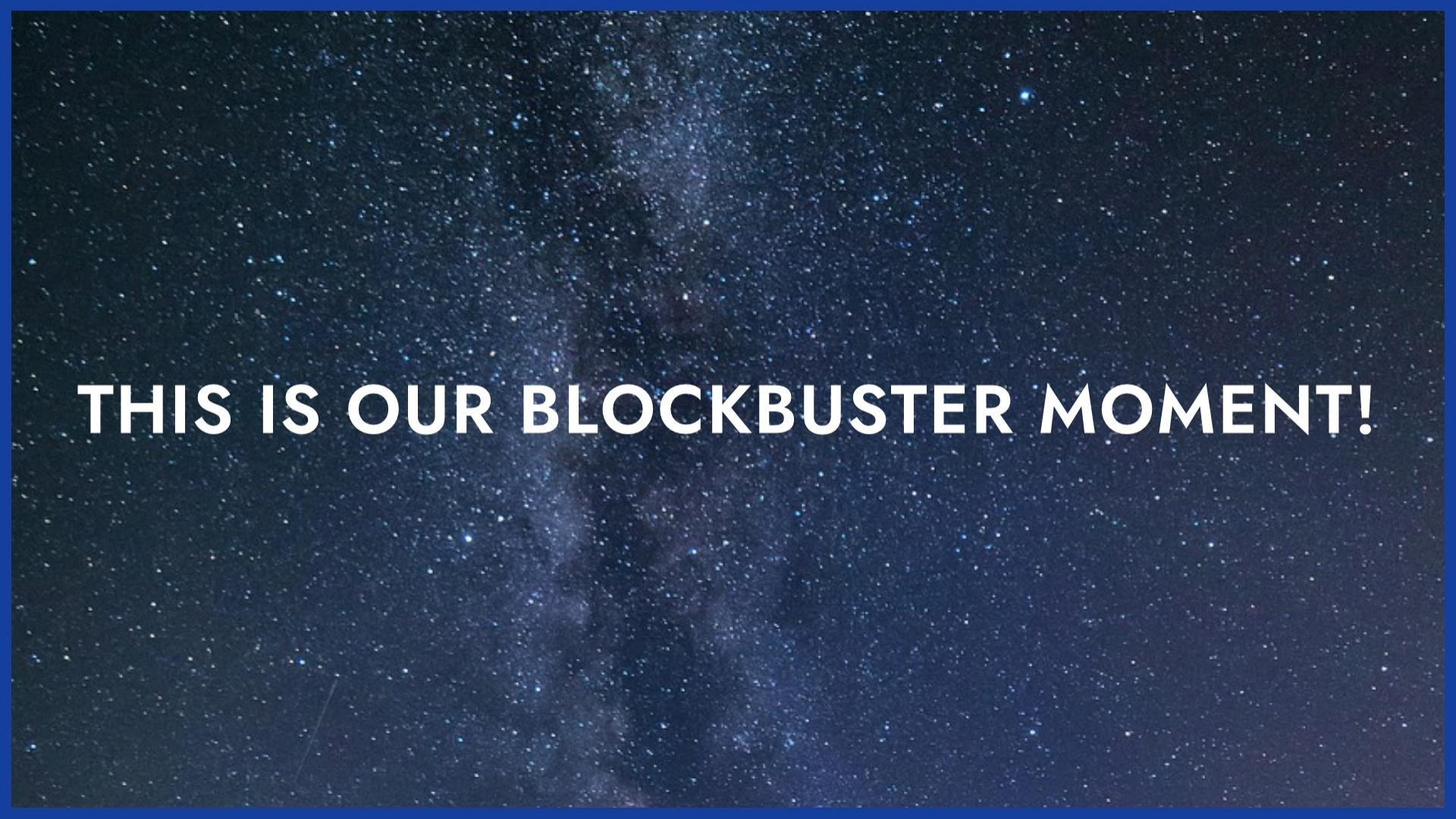
RUNNING OUT OF ROAD





OUR HEALTH SYSTEMS ARE STRADDLING TWO ERAS

	Old Approach	New Approach
Care	Episodic visits	Continuous relationship
Management	Clinician	Clinical team
Decision-making	Training and experience	Evidence
Control	Care system	Patient
Variability	Clinician autonomy	Patient needs, preferences
Information flow	Restricted	Encouraged
Process visibility	Secrecy	Transparency
Safety	Responsibility of clinician	Responsibility of system
Needs	System reacts	System anticipates
Financial goal	Reduce cost	Reduce waste


THIS IS OUR BLOCKBUSTER MOMENT!

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Running out of Road

THE FATAL FLAW:

BLOCKBUSTER DOUBLED DOWN ON THE PAST

Challenge the norms=Late Fees

Shift how the system works=At Home

Change the foundations=BluRay vs VHS

WHAT IS INNOVATION?

TYPES OF INNOVATION

Product
Care Delivery

Process
Care Experience

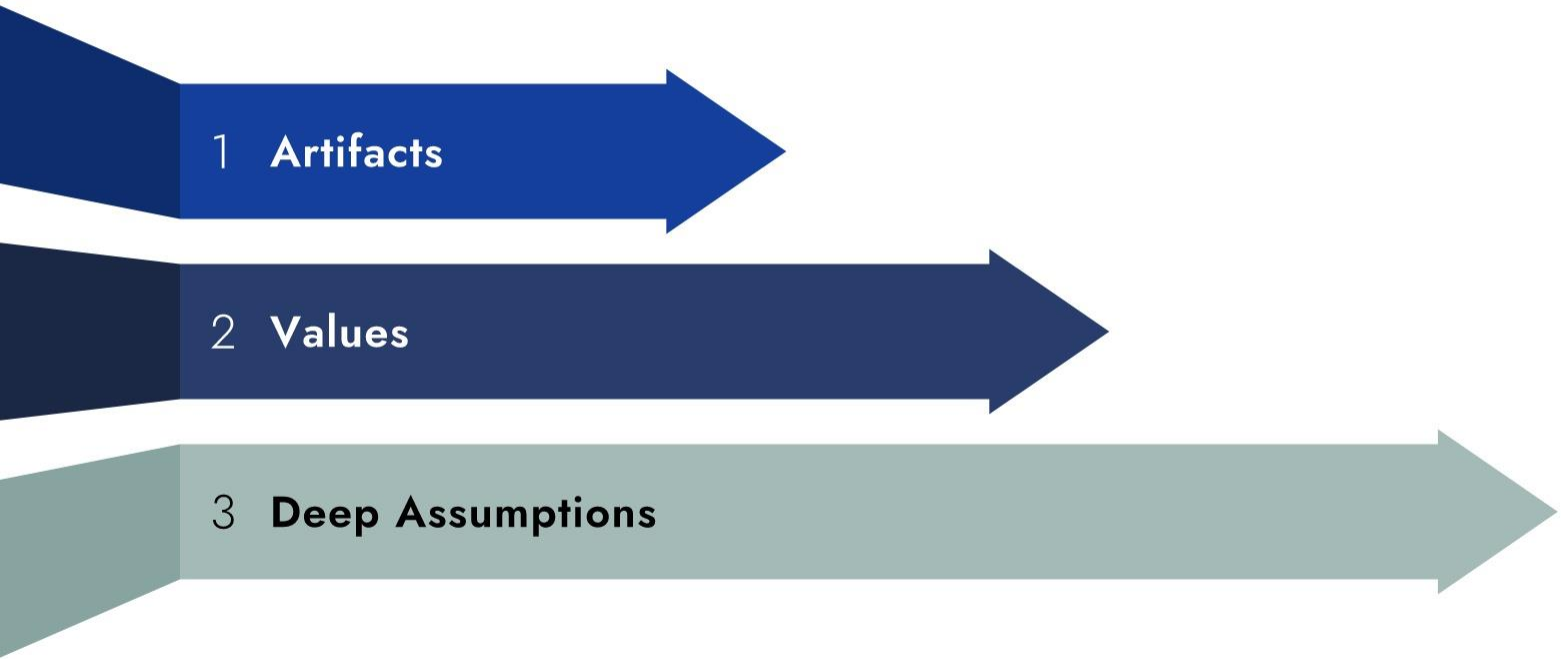
Position
Perception of Brand

Paradigm
Care Models

THIS IS NOT INNOVATION

THIS IS NOT PERFORMANCE
IMPROVEMENT

YOUR CREATING A CULTURE CHANGE



INDIVIDUAL INFLUENCE FOR INNOVATION

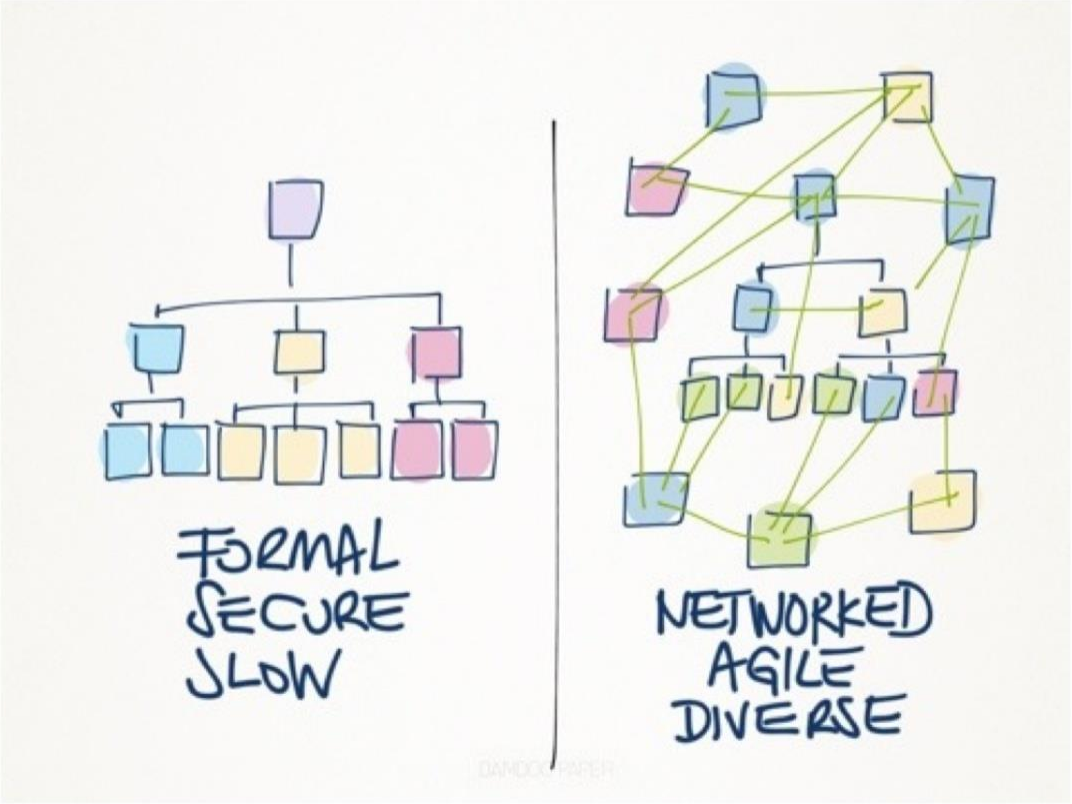
GROUND RULES FOR GAME CHANGERS

TOWARDS THE GREATER GOOD.

GROUND RULES FOR GAME CHANGERS

In every community there are certain individuals or groups whose uncommon behavior and strategies enable them to find better solutions to problems than their peers

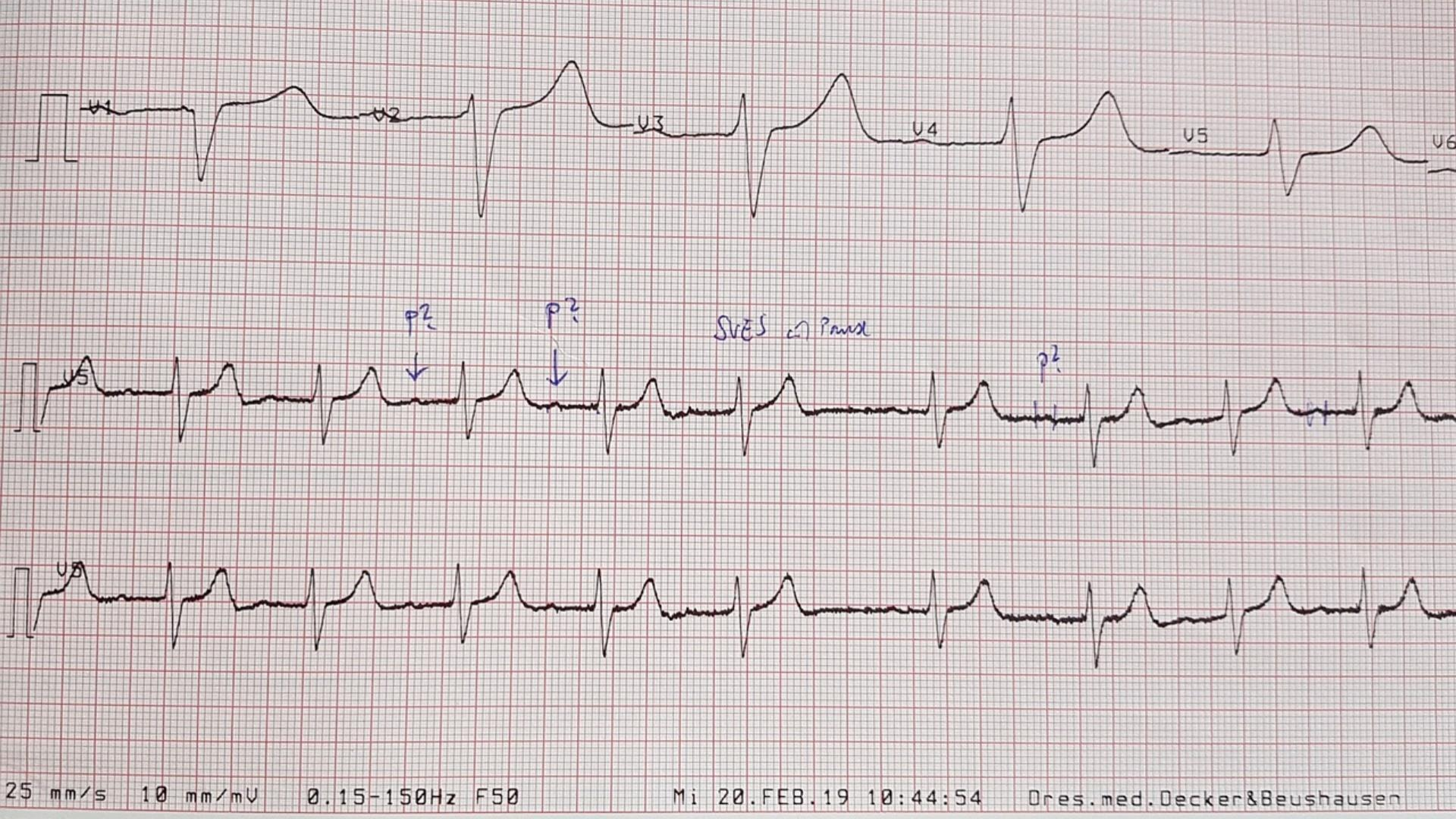
YOU MUST WALK IN BOTH WORLDS



POSITIVE DEVIANCE

Groups that thrive in broken systems!

NURSES DON'T ALWAYS
LIKE DEVIATIONS.



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FLOATING

GOING AGAINST THE NORMS

POWERED WITH THE RIGHT PEOPLE

Positive Deviance

"Thrives in systems that are failing"

Systems Thinking

-Navigates organizations with ease-

Network Engineering

"Master of information sharing"

Operations Mindset

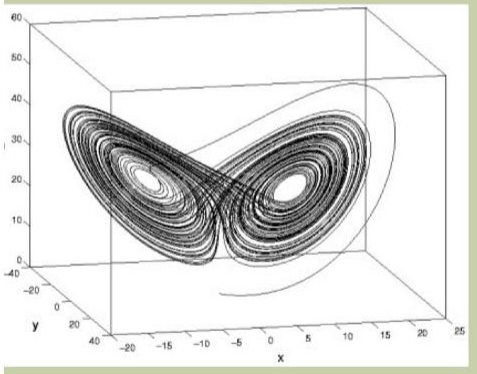
-Uses operations to catalyze the next step in innovation-

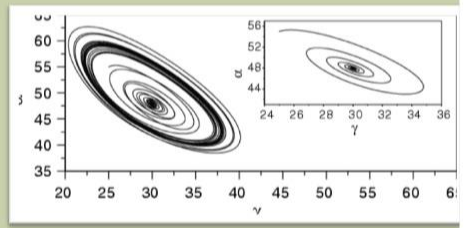
RICK AND DICK HOYT

Rick and Dick Hoyt are an American father-son duo who have competed in numerous marathons and triathlons together. Rick, the father, was born in 1950 and is a retired teacher. He has been pushing his son, Dick, who was born with cerebral palsy, in a wheelchair since 1977. Together, they have completed over 1,000 races, including 31 Boston Marathons. They are an inspiration to many and have been featured in several documentaries.

TEAM INFLUENCE ON INNOVATION

HIGH PERFORMING TEAMS





- Change through conversation

INNOVATION IS DIRECTLY IMPACTED BY LEADERS

FAILURE MUST BE TOLERATED

INNOVATION IS MISUNDERSTOOD IN HEALTH SYSTEMS

NURSE MANAGERS ARE BARRIERS TO CHANGE

TEAM INTERACTION PREDICT INNOVATION ABILITY

INNOVATION IS NOT EVIDENCE BASED

THE INNOVATION ESSENTIALS: TEAMWORK + LEADERSHIP

Build Connections

Embrace the human side

Never "too busy"

Micro-interactions are reinforcing of goals

Cultivate Relationships

Foster trust through transparency

Takes ownership of outcomes

Live on the Edge of Chaos

Crisis is the exception not the norm

Look for patterns

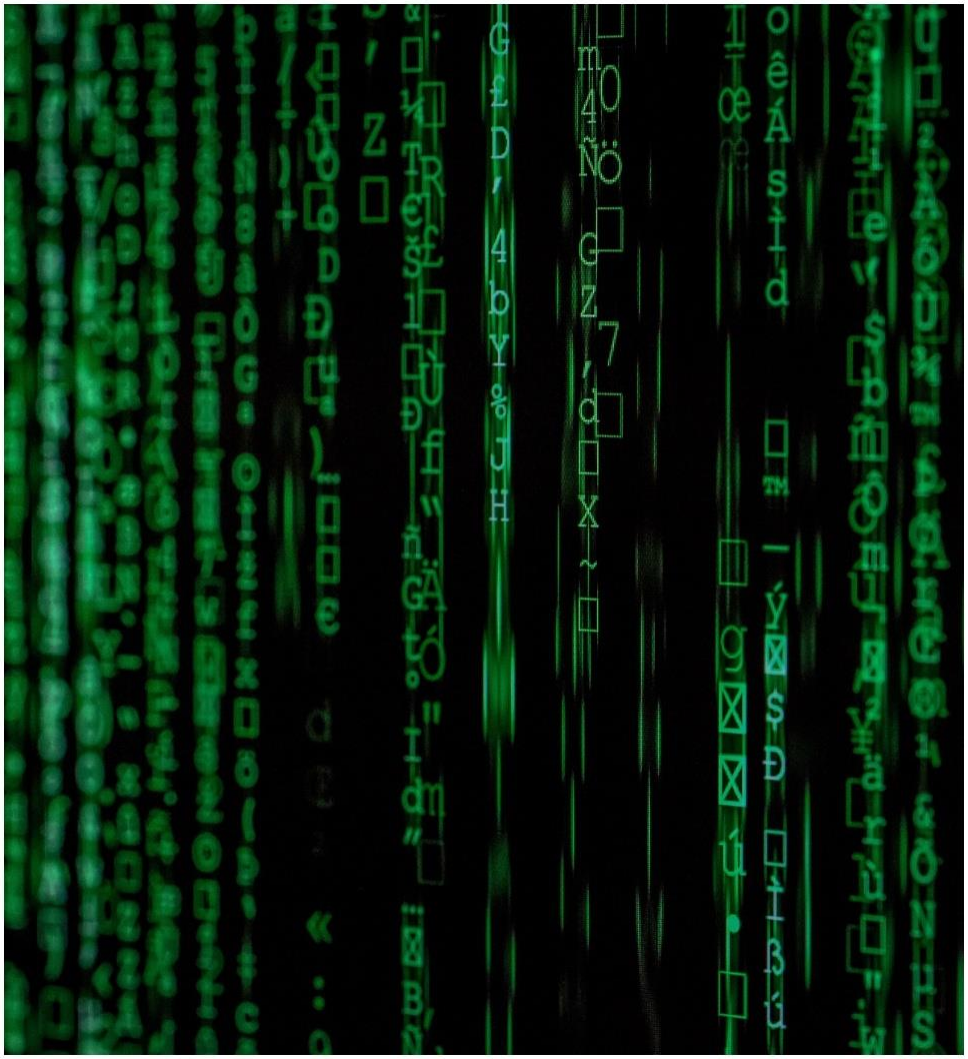
Embrace the messy

Dismantle Stagnation

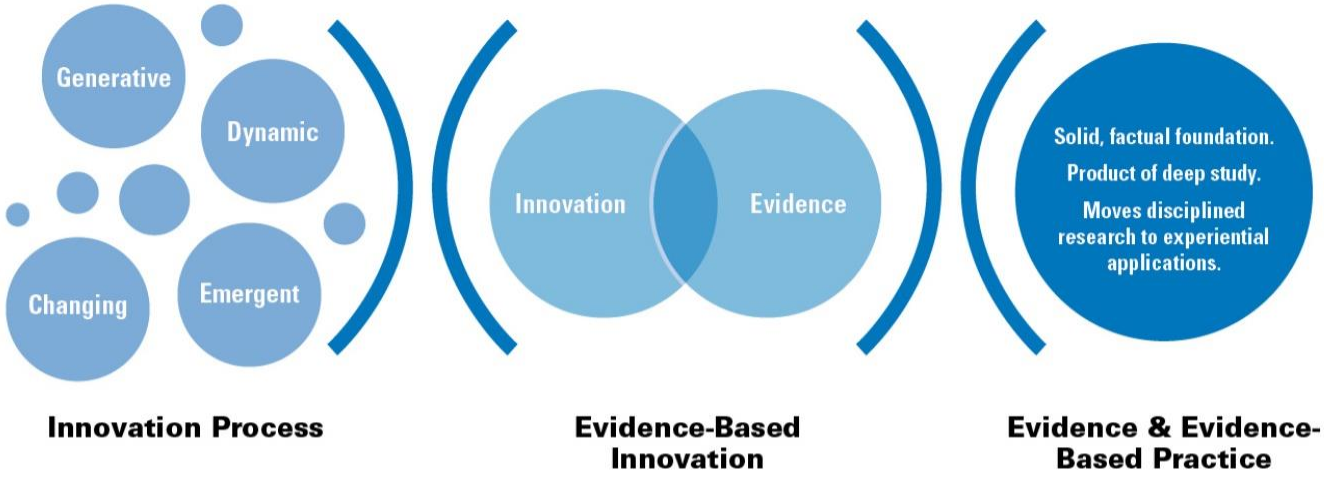
Information is shared

Clear strategic plans and goals

Clear priorities and expectations



CHANGING THE SYSTEM TO SUPPORT INNOVATION



HIGH PERFORMING TEAMS USE EVIDENCE BASED INNOVATION

CURRENT CHANGE FRAMEWORK FOR HEALTHCARE

THRIVING SYSTEMS + WHAT WON'T WORK

- **Autonomy**
  Removal of decision making
  Increase in needed approvals
- **Reproduce**
  No succession plan
  Mentoring non existent
- **Repair**
  No recovery from stress and conflict
- **Survival Instinct**
  Individual self-preservation vs team support
- **Adaptation**
  Change behaviors are discouraged and limited
- **Evolution**
  Decreased connections with other teams removes the ability for teams to learn

CARING FOR THE INNOVATOR

Openness and autonomy

Recognize the innovation

Value the innovation rather than the disruption

Supportive and respectful

Balance innovation and equilibrium

Encourage boldness in formal settings

Sensitivity

Anticipating outcomes

Develop innovation plans, frequent systems assessment, and flex

Patience and honesty

Recognize barriers to innovation

Transparently share success and issues

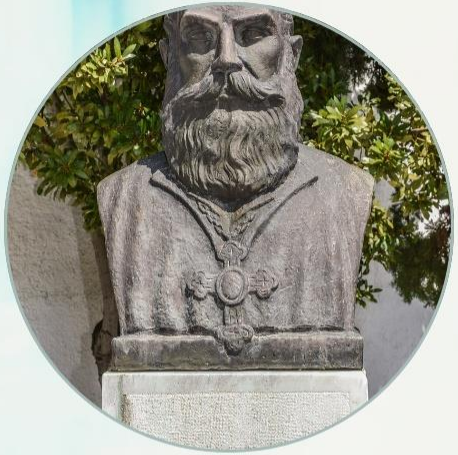
Do not let things fester

Patience: Value Misteps

Provide healing for the innovator

Celebrate what did not work

Rally to retry



INNOVATION CREATES UNCERTAINTY

And human nature does not like that

THE BURDEN OF THE INDIVIDUAL INNOVATOR

No One knows what you are doing

Your actions shape the perception of the emerging role

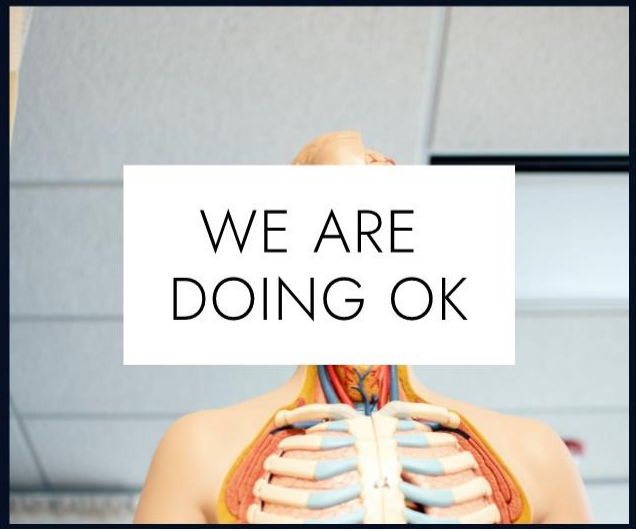
You Must Share What you Learn

Leading the pack but pulling them along with you

Resistance is normal, enjoy it

Resistance means your changing the norms

REASONS ORGANIZATIONS REJECT CHANGE



TOP CAUSES FOR INNOVATION UNCERTAINTY

Start ups and innovative organizations build process around these to remove uncertainty

Celebrating unimportant projects

- Takes focus and recognition from priorities and hard problem solving

No limits on the number of projects

- The more you have, the less energy and focus will occur

Reluctance to kill and idea

- Waste of time and resources. The goal is to fail early and fail gloriously

Weak Selection Criteria

- Vetting projects impact and mission alignment is key

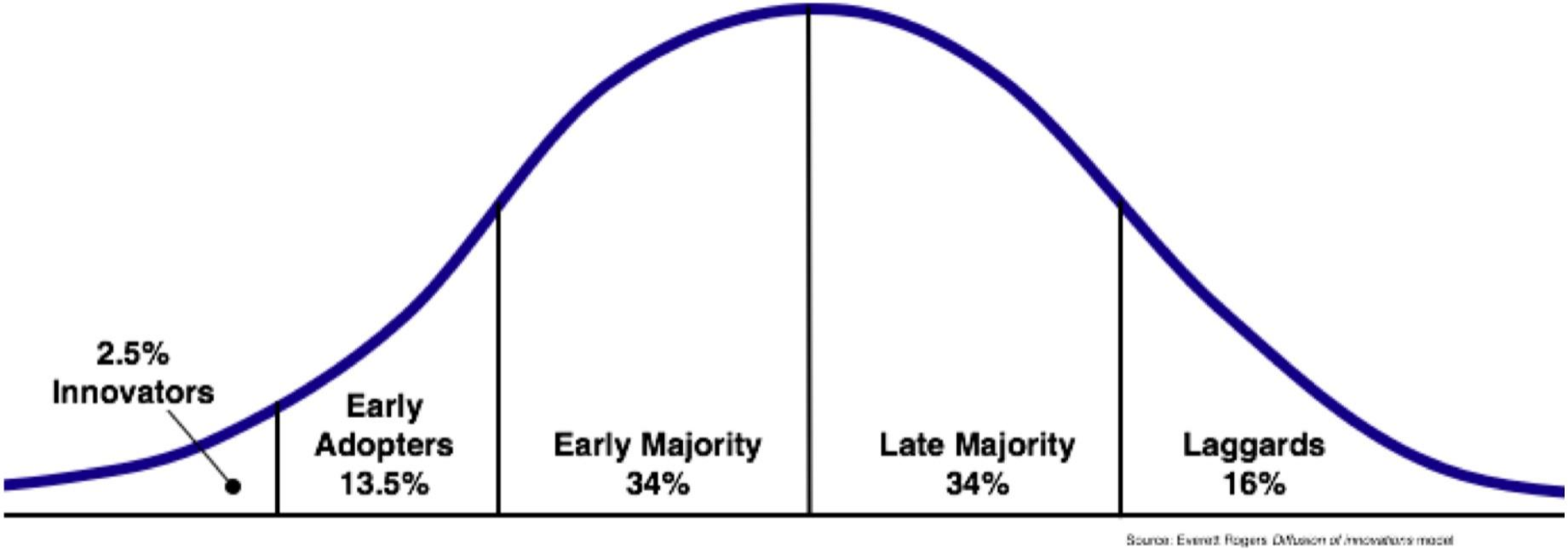
Weak Decision Criteria

- Qualitative and Quantitative metrics with defined timelines to decide go or no-go

Treating innovation as a “side gig”

- Teams feel left out, expendable, and defeated.
- Pilotitis

DON'T WORRY ABOUT THE LAGGARDS



Source: Everett Rogers *Diffusion of Innovations* model

INNOVATION KILLERS-TOXIC LEADERS AND TEAMS

- 12% of victims quit
- 63% lost time avoiding toxic person
- 48% decreased their work effort
- 78% reported decreased organizational commitment

INNOVATION KILLERS- TOXIC LEADER BEHAVIORS

- An informal/impulsive style that is disruptive and dysfunctional.
- Avoiding Conflict
- Personal Agendas
- Poor management of people networks, especially superiors and peers.
- Creation of disruptive "in group/out group" rivalries.
- Alternation between idealizing and devaluing others particularly direct reports.
- Failure to manage details and effectively act as an administrator

“THE DOGMAS OF THE QUIET PAST ARE INADEQUATE TO THE STORMY PRESENT.

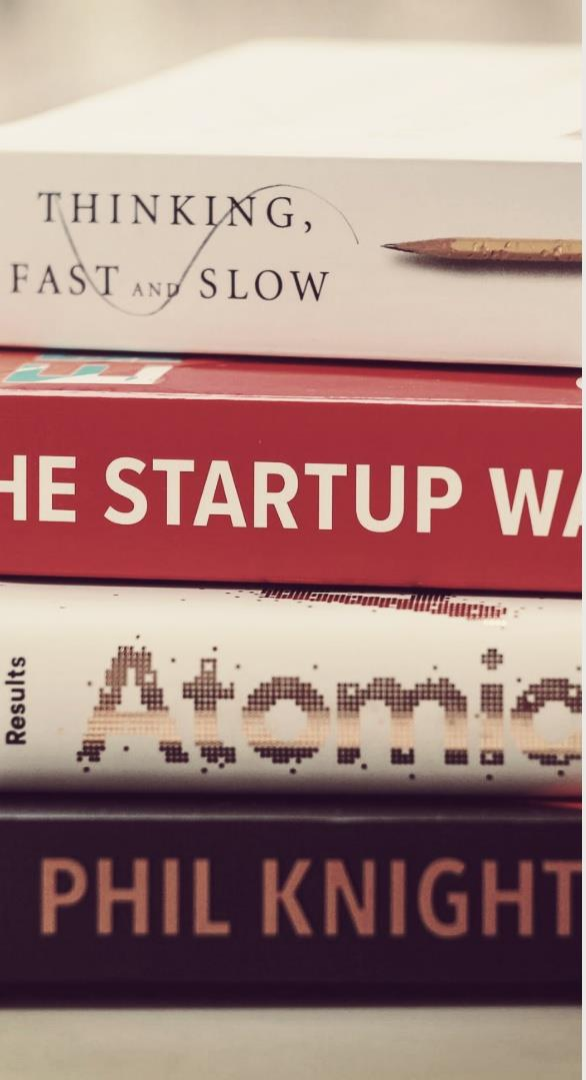
THE OCCASION IS PILED HIGH WITH DIFFICULTY, AND WE MUST RISE WITH THE OCCASION.

AS OUR CASE IS NEW, SO WE MUST THINK ANEW AND ACT ANEW. WE MUST DISENTHRALL OURSELVES, AND THEN WE SHALL SAVE OUR COUNTRY.“

--ABRAHAM LINCOLN

3 THINGS YOU CAN DO TOMORROW

- Making the hidden visible reduces rumors
- Workarounds can be a source of innovation
- Problem solving with those closest to the problem



PRINCIPLES TO STAY NIMBLE

1% of communication is email

Utilize chat, messanger, teams to get answers fast

15 minutes for daily huddle

Quickly reallocate resources

4 times a year: delete all meetings

Frequently assess the use of peoples time

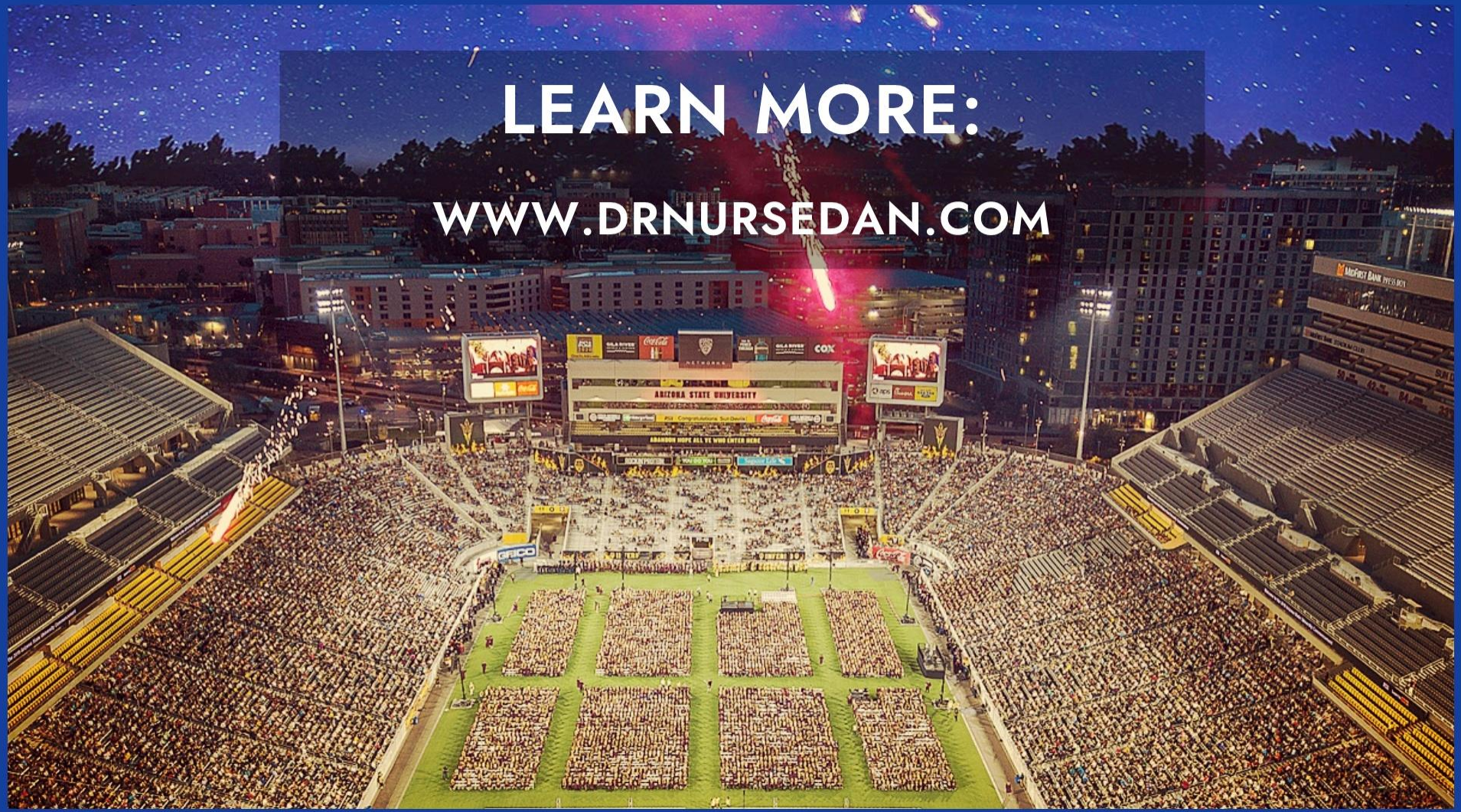
START WITH ONE!

LEARN ONE TECHNOLOGY

MODIFY TEAM

CREATE ONE NEW PARTNERSHIP

WORRY ABOUT ONE LESS LAGGARD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