



**and staying in it:  
How to be a great change agent**  
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@HelenBevan

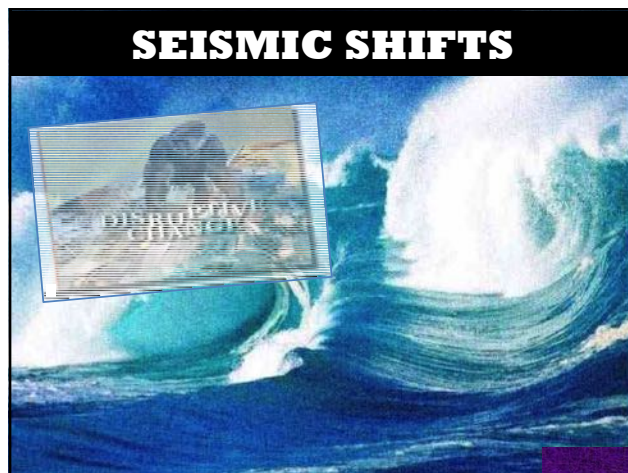


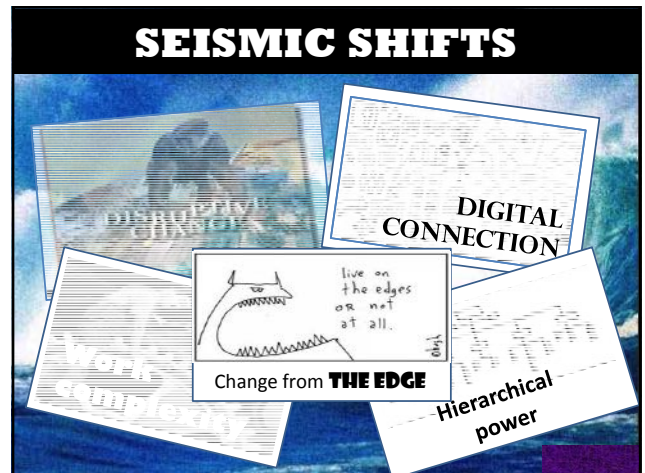
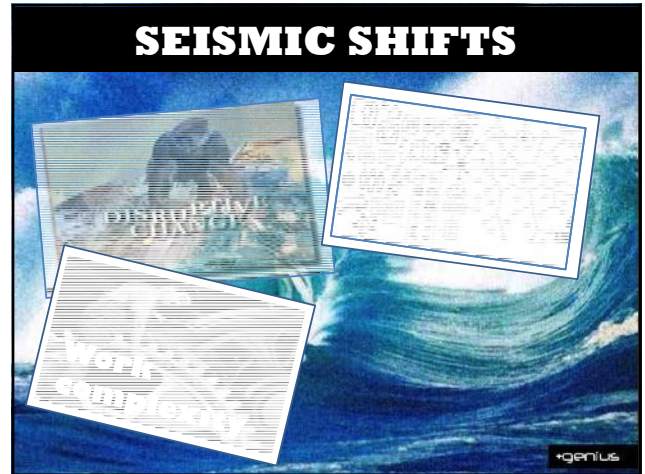
Source of image:  
installation by the  
artist Adam Katz  
[www.thisiscolossal.com](http://www.thisiscolossal.com)  
Via @NeilPerkin

*"New truths begin as heresies"*  
(Huxley, defending Darwin's theory of natural selection)



*Starts on the fringe  
(at the edge)  
Starts with the activists*  
Gary Hamel  
@HelenBevan #NHSCChangeDay







# disRUPTION is the new normal!

"By questioning existing ideas, by opening new fields for action, change agents actually help organisations survive and adapt to the 21<sup>st</sup> Century."

Céline Schillinger

Image by nelperkin.typepad.com

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The image features the word "disRUPTION" in a large, bold font, with the "R" and "U" being significantly larger and more prominent. Below the word is a graphic of a cluster of small black dots. To the right is a quote by Céline Schillinger. At the bottom left is a Twitter handle and hashtag.

## What happens to heretics/radicals/rebels/mavericks in organisations?

Source of image: findingmyself.net

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The image contains a grid of 24 question mark icons of various styles, sizes, and colors (black, grey, white). Below the grid is the source attribution and a Twitter handle.

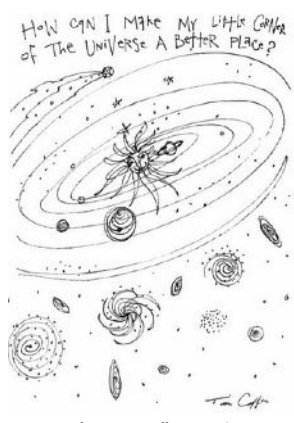




**There's a big difference between a rebel and a troublemaker**

Troublemaker	Rebel
complain	create
me-focused	mission-focused
anger	passion
pessimist	optimist
energy-sapping	energy-generating
alienate	attract
problems	possibilities
alone	together

Source : Lois Kelly [www.rebelsatwork.com](http://www.rebelsatwork.com)



How can I make my little corner of the universe a better place?

**"There's only one corner of the universe you can be certain of improving, and that's your own self."**

**Aldous Huxley**

Source of image: [timcoffeyart.wordpress.com](http://timcoffeyart.wordpress.com)

**Four things we know about successful boat rockers**

**CHANGE**  
BEGINS WITH **me**

1. able to **join forces** with **others** to create **action**
2. able to achieve **small wins** which create a sense of hope, possibility and confidence
3. More likely to view **obstacles** as **challenges** to overcome
4. strong sense of **"self-efficacy"**
  - belief that I am personally able to create the change

Source: adapted from Debra E Meyerson

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**Self-efficacy**

"If you think you can or think you can't, you are right."

Henry Ford

"The ability to act is tied to a belief that it is possible to do so"

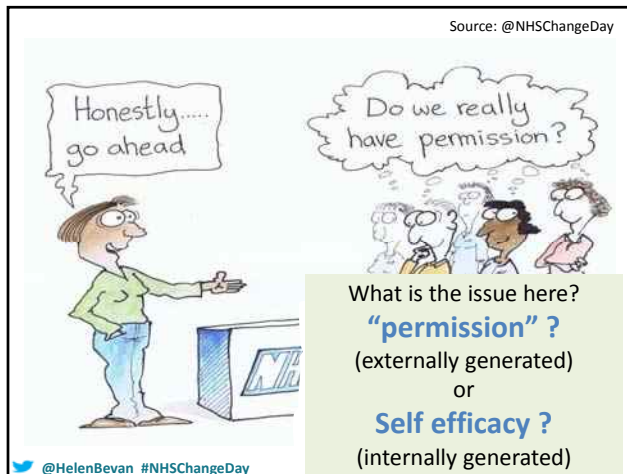
Albert Bandura

There is a positive, significant relationship between the **self-efficacy beliefs** of a change agent and her/his **ability to facilitate change** and get good outcomes



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Source of image: [www.h3daily.com](http://www.h3daily.com)



### Building self-efficacy: some tactics

1. Create change one small step at a time
2. Reframe your thinking:
  - failed attempts are learning opportunities
  - uncertainty becomes curiosity
3. Make change routine rather than an exceptional activity
4. Get social support
5. Learn from the best



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### 50 Reasons Not To Change

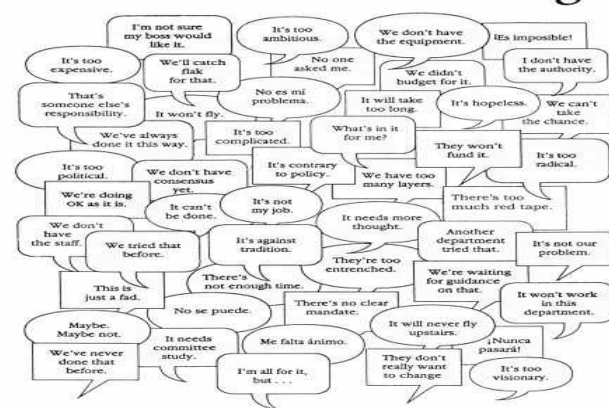




Image copyright: <http://13c4.wordpress.com/2007/02/24/50-reasons-not-to-change/>

Key #1...  
Instead of avoiding  
Rejection... Increase it.




Source: <http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively>  
@HelenBevan #SCHR #CANSurgery

Key #2...  
Don't Take it Personally.  
It's not about you.



Source: <http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively>  
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Key #3...  
Respond Positively.  
Don't react badly.



Source: <http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively>  
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Key #4...  
See 'NO' as an  
opportunity. Value it.



Source: <http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively>  
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Key #5...

Make it a personal  
PERFORMANCE target.



Source: <http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively>

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Key #6...

Understand that NO  
does not mean NEVER.



Source: <http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively>

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Research from the Sales industry:  
How many **NOs** should we be seeking to get?

- 2% of sales are made on the first contact
- 3% of sales are made on the second contact
- 5% of sales are made on the third contact
- 10% of sales are made on the fourth contact
- 80% of sales are made on the **fifth to twelfth contact**



@HelenBevan #SCHR #CANSurgery Source: <http://www.slideshare.net/bryandaly/go-for-no>

“Papers that are more likely to contend against the status quo are more likely to find an opponent in the review system—and thus be rejected—but those papers are also more likely to have an impact on people across the system, earning them more citations when finally published”

V. Calcagno et al., “Flows of research manuscripts among scientific journals reveal hidden submission patterns,” *Science*, doi:10.1126/science.1227833, 2012.

Research  
Papers





## Four ways to connect!

1. Follow on Twitter

@HelenBevan @School4Radicals  
@NHSIQ @TheEdgeNHS  
@NHSChangeDay

2. Subscribe to  [TheEdge.nhsiq.nhs.uk](http://TheEdge.nhsiq.nhs.uk)

3. Get materials from *The School for Health and Care Radicals*: [www.theedge.nhsiq.nhs.uk/school](http://www.theedge.nhsiq.nhs.uk/school)

4. Take action for NHS Change Day  
<http://changeday.nhs.uk/>



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