

Spreading changes Techniques for large scale implementation

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Objectives

- Describe why “spread” doesn't happen
- Explain the importance of doing the maths and planning for numbers
- Develop strategies for more than 20-30% adoption of better practice
- Raise awareness of new technologies that combine sharing of information with collaboration and implementation

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Where are my thoughts today?

- There is a theoretical witches brew; all theories are mostly wrong with a little bit of right
- Models provide an illusion of certainty that we neither deserve nor require
- Hunt for simplicity and quick fixes denies individuals the possibility for true learning
- Sometimes the solutions come from unusual places, alternative perspectives and difficult positions

Instead I will offer a range of provocations, ideas...

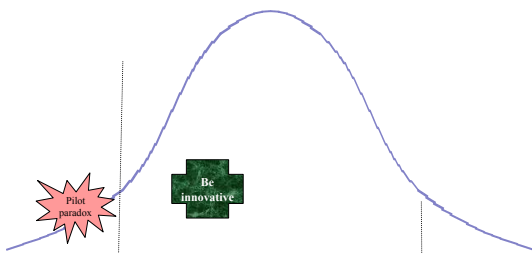
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Let's look in detail at some issues as to why spread doesn't happen

1. Problem of pilotitis
2. Outbreak of idea bias
3. Low hanging fruit syndrome
4. Problem of crossing the chasm

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Pilotitis – The “solution”, the people, the context



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Suggested Treatments for Pilotitis

- Be prepared to re-engineer the solution
- Involve others in the design process as early on as possible
 - Focus groups
 - Steering group
 - Design review groups
 - Implementation teams
- Solving the problem is in the **prevention** (start with a different group, design differently, modular etc)

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2: Idea Bias is very scary



- Push a single solution regardless of diagnosis, data or context
- Only one idea is considered for P/political, ego, authoritarian or influence reasons
- Get funding or sponsorship for a specific idea
- Assumption that good theory = good practice
- Assumption that good practice + good practice + good practice (in theory) = best practice

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Suggested treatments for idea bias

- Test out ideas for real, in their proper contexts
- If you meet resistance, it may be for a reason
 - What customisation is necessary?
- Think, and practice, adaptability of the idea
- Use a critical friends review group for feedback
- Test some alternative ideas

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3: Low hanging fruit – picking the population of least impact...

Presenting Symptoms

- Successful changes completed yet on have not much impact achieved
- Achievement on individual charts but sense of overall disappointment
- Initially get results but later slack off
- Concerns about sustainability

Treatment

- Do the analysis – do the maths
- Think Pareto effect
- **Spread is about impacting the population – work out which population will be most impacted...**

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Where you choose to focus your effort will impact on your overall performance

spread is about numbers, lots of them!

| | Ward 1 Actual | Ward 1 % | Ward 2 Actual | Ward 2 % |
|-------|------------------|-------------|------------------|-------------|
| | 6 | 7.5 | 6 | 16.7 |
| | 3 | 3.8 | 3 | 8.3 |
| | 18 | 22.5 | 9 | 25 |
| | 30 | 37.5 | 6 | 16.7 |
| | 23 | 28.8 | 12 | 33.3 |
| Total | 80 | | 36 | |

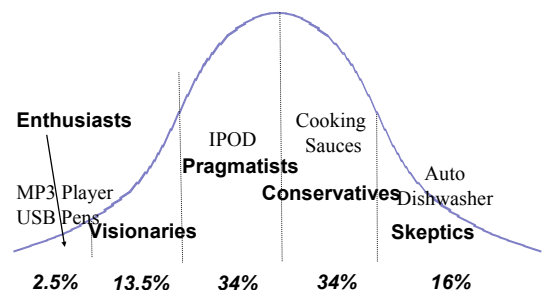
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Every individual has multiple views depending on the topic!



from Rogers, 1995

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Enthusiasts like to be *First* & to *Fiddle*

- Also known as “Innovators”
- Are highly focused and committed to their cause
- Lose interest and move on to the next, new cause
- We need their endorsement, their interest, and above all, their enthusiasm

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From Moore 2002

Visionaries are the true revolutionaries

- Also called “Early Adopters”
- Who use their influence to break with the past
- Forward thinkers focused on the future
- Unafraid of radical approaches
- Enjoy the limelight
- Will demand changes to what the Enthusiasts have created; want ‘perfection’ in ideal / future form
- Has choosy followers

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From Moore 2002

Pragmatists believe in Evolution

- They protect the “majority” in their organisation though adopt earlier than others
- Want proven track record and go for market leaders; need evidence and proof of benefits
- Provide useful role of protecting organisational systems from disruption (change!)
- Honour reliability and need reassurance
- Need to see the whole solution at work, in place, as a whole, in operation and functioning well

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From Moore 2002

Conservatives bring up the majority rear

- Being more pessimistic about benefits and more averse to risk, they are later adopters
- Want simple changes that work
 - Note the difference from Pragmatists that need the whole solution... Conservatives need success loaded challenges in very small pieces

The strategies for working with the different groups changes over time; to the extent of REVERSING

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Skeptics are best left alone

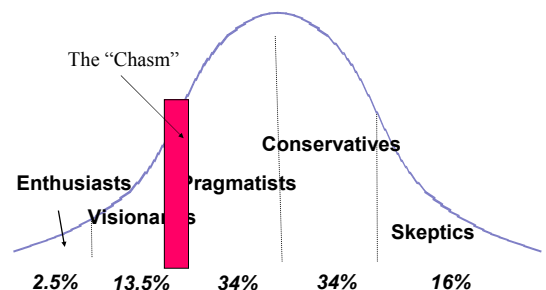
- Work around those who prefer not to join in
 - Other priorities at the moment
- Respect this!
UNLESS a matter of safety

The trick is not to confuse the questioning of a Revolutionary Visionary with a Skeptic!

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Adoption strategy changes – REVERSES – as we move from stage to stage. Continual shift required.



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Different types of spread

- Scatter / uitstrooien
 - Intended to be adopted by many individual people (guideline)
 - Best for simple messages
- Switch / omzetten
 - Bringing in new practice from outside (booking system idea from the airlines)
 - Ideal for testing
- Share / delen
 - Using the same technique through an organisation (clinic booking across different parts of the organisation)
- Stretch / oprekken
 - Using the same principles but modifying them within the organisation and across other organisations (cancer pathway)

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More differences...

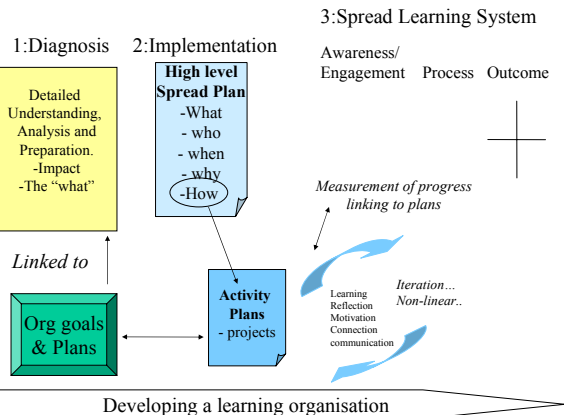
| | Scatter | Switch | Share | Stretch |
|--------------------------|----------------------|--|--------------------------|---------------------------|
| Time to decide to launch | Need to know | Dependent on external factors | Little changes, clinical | Difficult decision making |
| Time to implement | Usually slow | High resistance; difficult transitions | Stiff | Different |
| Reinvention | Not much | Difficult; needs pilot | More than expected | Significant |
| Special considerations | Successful targeting | Terminology barriers | Make good practice | Consider complexity |

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Choosing a spread/. implementation strategy matters

| | Incremental | Large-scale |
|--------------|-------------------------------|----------------|
| Anticipatory | Tuning | Re-orientation |
| Reactive | Problem-solving Adaptation | Re-creation |

Ref: Nadler DA, Tushman ML. *Managing Strategic Organizational Change*. Delta Consulting Group, 1986



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Some key principles in this framework

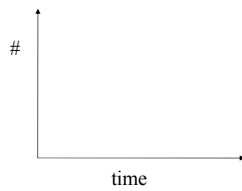
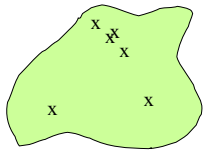
1. Do the diagnosis, which means do the maths!
2. Integrate spread activities into regular organisation plans and activities
3. Create a high level spread plan, which is different from a flexible activity/implementation plan
4. Develop a spread learning system to monitor progress and learn how your organisation adopts changes

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Measurement for Spread

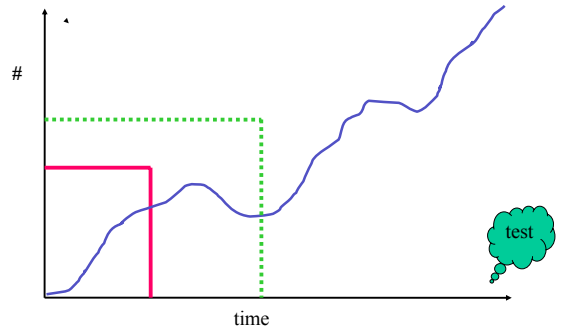
At the basic level, Spread measures 3 dimensions

1. People
2. Time
3. Place / geography



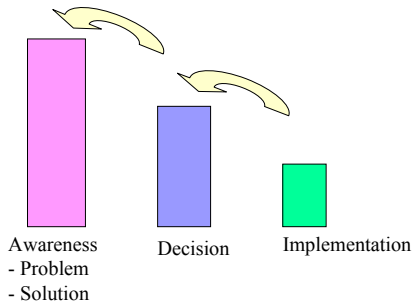
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What is your spread intent?



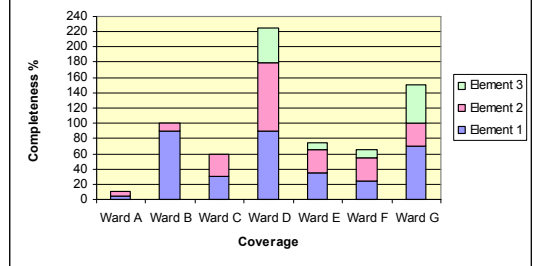
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Building Awareness is Key



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Extent of Spread of XYZ within Mainroad Hospital



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Your Spread Plan Measurement Strategies

- Goal
- Description of the project, indicating the existing good practice and demonstrator sites
- Number of potential adopters (indiv / orgs)
- Key impact measure
- Awareness Measures
- Process measures

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