Challenges of Change Management in the Public Sector – Lessons Learned from the UK

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Complexity

1. Over the **past two years**, complexity in our organisation and environment has...

2. Over the **next two years**, complexity in our organisation and environment will...
Change

1. Over the past two years, the amount of change in our organisation and environment has...

2. Over the next two years, the amount of change in our organisation and environment will...
It’s a VUCA World

- **Volatility**: Fast change without a clear predictable trend or pattern.
- **Uncertainty**: Frequently disruptive changes; past is not a predictor of the future.
- **Complexity**: Multiple, interdependent causes.
- **Ambiguity**: Little clarity about what is ‘real’ or ‘true’.
The NHS: A Quarter Century of Change

1982: Abolition of Area Health Authorities
1982-85: Introduction of general management
1985: Creation of NHS Board at the Dept of Health
1989-93: Establishment of NHS Trusts
1989-95: Creation of GP Fundholding & Commissioning
1989-95: Setting up NHS Management Executive (later NHS Executive)
1990: Replacement of FPCs (Family Practitioner Clinic) by FHSAs
1991-97: Reconfiguration of Health Authorities
1991: Restructuring of NHS Organisation Boards
1994: Abolition of FHSAs & incorporation into Health Authorities
1995: Reconfiguration of Acute Services & Trusts
1996: Abolition of RHAs. Incorporation into NHS Executive
1997: Abolition of GP Fundholding, replacement with PCGs (Primary Care Group)
2000: Abolition of NHS Executive, incorporation into Dept. of Health
2001: Abolition of NHS Executive Regional Offices, move to Regional DHSCs (Directorate of Health & Social Care) at Dept. of Health
2001: Replacement of larger health authorities with SHAs (Strategic Health Authorities)
2001: Replacement of PCGs with PCTs (Primary Care Trusts)
2002: Creation of Foundation NHS Trusts
2002: Creation of Health and Social Care Trusts
2005: Merger of 300 PCTs into 100 larger PCTs
2005: Merger of 28 SHAs into 10 larger SHAs
2006: Reorganisation of Dept. Of Health to split NHS and DH responsibilities
Tame, Critical and Wicked

wicked problems

- **tame problem**
  - clear problem definition
  - single organization
  - regular leadership: implement existing solution

- **crisis problem**
  - clear and finite problem definition, but urgent need for solution
  - need for new solutions, more permission for action and innovation
  - directive leadership: demand for action and for someone taking control

- **wicked problem**
  - unclear problem definition, not finite
  - requires innovation and learning, as well as multiple agencies
  - adaptive leadership: to create multi-stakeholders environments and experiment

Ten Commandments

1. An accepted need to change
2. A viable vision/alternative state
3. Change agents in place
4. Sponsorship from above
5. Realistic scale & pace change
6. An integrated transition programme
7. A symbolic end to the status quo
8. A plan for likely resistance
9. Constant advocacy
10. A locally owned benefits plan
VUCA Leadership

- **Keen observers** of themselves, others & situations
- They **compare things**, search for parallels, look at history
- Have **resilience** and optimism regarding change
- **Resourceful** under tough conditions, inspiring others to perform beyond normal
- They make sense through **“rules of thumb”**
- **Open** to the ideas and opinions of others
- **Willing to learn from feedback**, and willing to admit to weaknesses
- **Think “more”** in comparison to others: more ways to handle situations, more things to learn, more ways to achieve it, etc
Adaptive Leadership

- **Comand**: Provide an answer (critical)
- **Management**: Organise a process (tame)
- **Leadership**: Ask questions (wicked)

- **Uncertainty**: Wicked (more complex and uncertain higher need for inquiry / questions / listening. Can't be solved in isolation. Sits outside the Hierarchy. Needs collective consent)
- **Tame**: Hard power (role is to ask appropriate questions and engage in collaboration)
- **Critical**: Soft power (role is to ask appropriate questions and engage in collaboration)

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Adaptive Leadership

- Asking the right questions
- Engaging in high degrees of collaboration
- Not knowing the answer
- Decentralisation
- Clumsy solutions (worse/better)
- Learning
- Noticing
- Trial and error
Emotional Leadership

- Empathy
- Decision Making
- Interpersonal Awareness
- Commitment
- Self-Esteem
- Motivation
Emotional Intelligence

- Personal efficacy
- Personality
- Emotional control
- Conflict management
- Use of emotion through symbolic management techniques.
- Charismatic
- Authority
- Transformational
- Influence
My Change Story
Our Change Story
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