

Équipe
de soins primaires
FORMER POUR TRANSFORMER



Team
Primary Care
TRAINING FOR TRANSFORMATION

Supporting Change Using Generative Approaches

Webinar: December 8, 2023

Danny Nashman – The Potential Group

Team Primary Care – Vision and Mission



Our Vision: An integrated health system in which every individual receives equitable, high quality, comprehensive care from a well-trained, well-supported and optimally utilized primary care team.

Our Mission: Our mission is to transform primary care training and education, equipping Canada's workforce for effective team-based care.

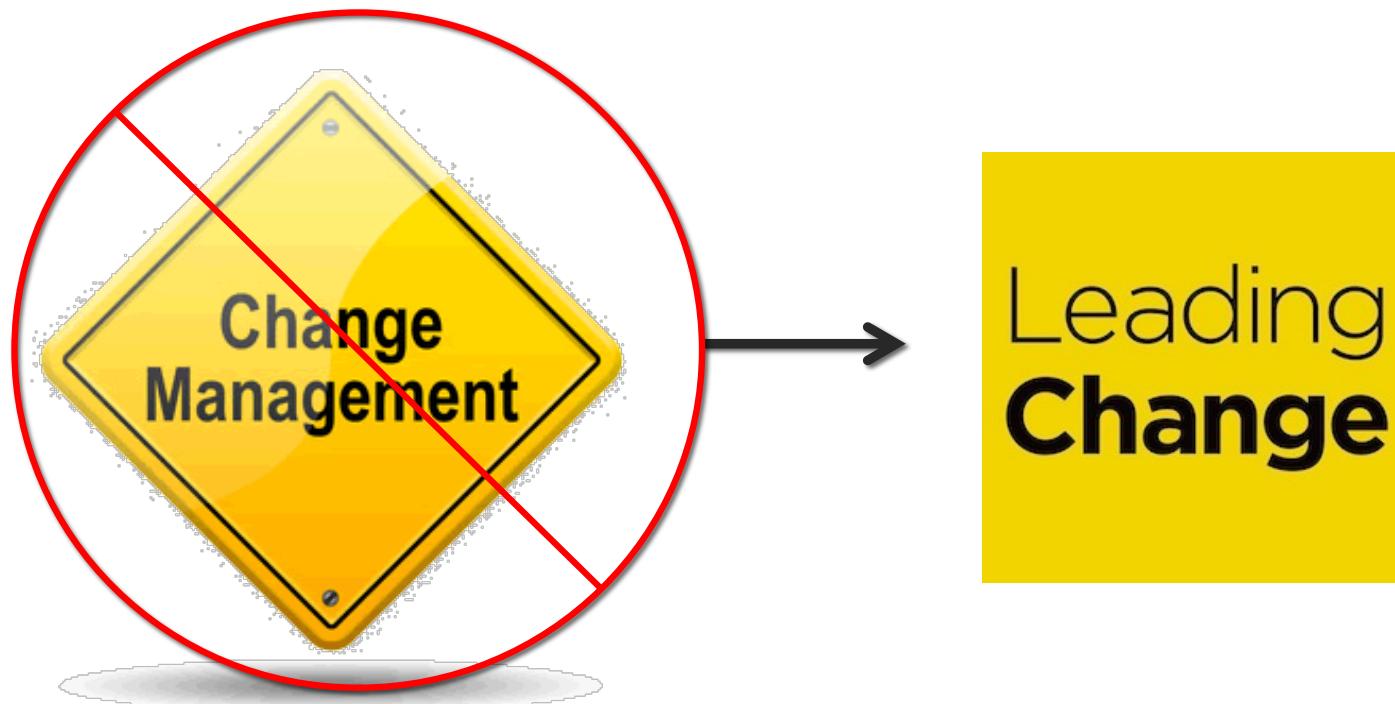
Learning Objectives



- Explore what is needed from all of us as leaders to move towards the Team Primary Care vision and mission
- Explore a model of “generative change leadership” and how you might be able to use it in your work
- Develop your capacity to have conversations that create momentum towards desired outcomes



Evolution of Change Theory





Leading change in complex, adaptive systems requires:

Facilitative leaders who:

- Engage and enable others to shape direction
- Empower others to move toward the shared vision in diverse ways
- Plant seeds for the change in everything they do
- And are open to continually adapting as new possibilities and knowledge emerge

What are you learning about what it takes to successfully lead change in your institutions and teams?



Four key practices for generative change leadership and implementation

- 1. Look where you want to go, not at the barriers**
("generativity")
- 2. Foreground purpose** – "this thing we are doing is part of an overall commitment to..."
- 3. Start where the energy is and follow it:** Identify and fan the sparks that you see rather than pushing too hard on the boulders.
- 4. Questions are more important than answers**

1. Look where you want to go



Generativity:

identifying and focusing on the idea or concept that will move you toward a desired future (rather than spending a great deal of time analyzing or dwelling on root causes or barriers)

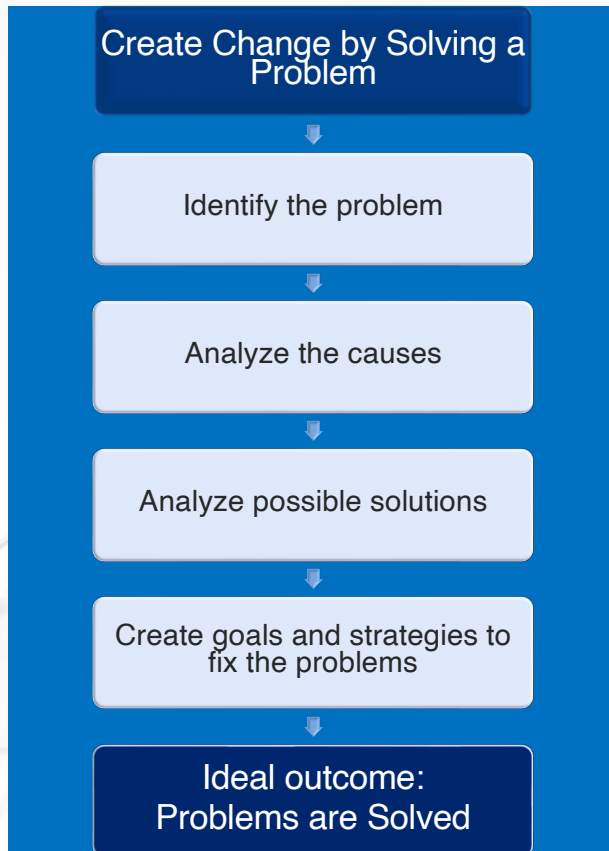


Generativity: Foundations: Appreciative Inquiry (the other AI)



- Strength-based approach to change that engages individuals within an organizational system in its renewal, growth and focused performance.
- Based on the assumption that ***organizations and people change in the way they inquire***: an organization that inquires into problems or difficult situations will keep finding more of the same -- but an organization that tries to appreciate and elevate what is best in itself will discover and co-create more and more strengths, which will allow you to innovate toward what you aspire to.

Two Approaches to Leading Change



Typical kinds of questions asked when leading change



What are the strengths and weaknesses?

What is the problem here?

What are the barriers to implementing this?

What might get in our way?

What do we need to let go of?

“Generative” questions

Focus on what you want to generate, the outcome you want, what you are trying to move forward

Instead of...

- “why is this not working?”
- “what are the strengths and weaknesses?”
- “what are the barriers?”

Ask ...

- “what would we like to see happening here? what would it take to make that happen?”
- “what do we want to build on/have more?”
- “what will it take to get there?”

Where could you see value in infusing generativity in your work?





2. Foreground Purpose

- Be able to talk about where you are going and why this work is important in your own language – keep it simple
- Show how small things relate to the overall purpose (e.g., “this new module will help learners to...”)



Framing Matters

How do you currently describe
the purpose of your project?

How do others describe it?



Ways people frame their work



Developing new
curriculum

Teaching
interprofessional
competencies

Promote team-
based care

Creating new
case studies

Integrating new
health
professionals

But why? What is the purpose?



Meaningful purpose

- What matters most about this work for the people it is designed to serve
- The benefit your work is intended to generate (and for whom)
- The difference this work will make
- Anchored in the vision and mission

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Meaningful purpose



Examples:

- *“Designing new curriculum” is a project; the purpose is “to ensure learners have the confidence to practice comprehensive primary care as part of interprofessional teams that enable every Canadian to receive equitable, high quality, comprehensive care from a well-trained, well-supported and optimally utilized primary care team.”*
- *“Training on interprofessional collaboration” is a project; the purpose is to “ensure our learners can work effectively and efficiently as part of teams that can better meet diverse needs and address key gaps in care”*

Reflection



Where could you see opportunities to foreground purpose in the work you are doing?

3. Start where the energy is and fan the flames

- What is already happening in alignment with our goals?
- How can we have more of that?
- How can we learn from that?



Follow the Energy Suivez l'énergie

Go where the energy is:

Follow where people have energy and find out what is important to them and where they want to start.

Suivez l'énergie :

Suivez l'énergie des gens et découvrez ce qui est important pour eux, et où ils veulent commencer.





Follow the Energy: What about Resistance?

What assumptions do you make when you come across what feels like resistance to change?

Why do people resist?

Follow the Energy: What is your job when you hear what sounds like resistance?



- Check in to your own reaction – breathe!
- Listen even more closely
- Probe to understand what is important to them
- Seek to understand – what would it take for this work for them
- Resist defending or explaining anything



You are about to find out some important things!

Follow the Energy:



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- **Passion**
- **Energy**
- **Commitment**
- **Safeguarding**
- **Promoting**
- **Advocating**
- **Caring Deeply**

Time to find out what is there!



4. Questions are more important than answers

When leading complex change....
ask "generative questions" that point people
towards what you are trying to generate

*Lors de la conduite de changements
complexes....poser des "questions génératives" qui
orientent les gens vers ce que vous essayez de
générer*



Generative questions “fan” generative stories, and generative stories drive change



You are always “fanning” something as a leader... it might as well be generative



Crafting Your Own Generative Questions



You must be clear about what you want to generate!

Key question:

What is the purpose or story you want to seed, nurture or amplify in this group?
(what do you want the people to think and feel when they leave the room that is most in service of your purpose?)





Pacing – Tailoring Your Questions to the Energy of Your Group



“What glimmers of movement have you noticed?”



“Where are we making the most progress?”



“What are you feeling most proud of?”

“What initial steps are showing the most promise?”



“Where are we starting to see some change in our system?”



“What have we achieved that feels most compelling?”

Generativity:

Other generative questions



- How might this new idea make our work even better?
- What would it take to make this work?
- Imagine we implemented this in a way that worked - what would be different? What would be possible that's not possible now?
- What could we connect this to?
- What do you need to make this work best?
- Where are we closest to what you'd like to see?
- What small change could we make that would make the most difference?

Generative questions during daily interactions



Opening of a Meeting

- What is one thing you are looking forward to as you think about this meeting?
- What would have you walking away feeling more confident?

Exploring an Idea

- What do you value most about this idea?
- How could this idea help us do [thing we already care about]
- What do we need to consider to work toward success?

Exploring Concerns

- What are you hoping to learn today that would make you feel more confident about this?
- What would help make this seem easier?
- What do you need to support you right now?

Ending a Meeting

- What did you value most about our time together?
- What was most useful about our time together?

One habit to break...

What do you think?

Any questions?





Applying key practices for generative change leadership

- 1. Look where you want to go, not at the barriers** (“generativity”)
 1. How could you see yourself using these practices as you lead change in your roles?
 2. What questions do you have about using these practices?
- 2. Foreground purpose** – “this thing we are doing is part of an overall commitment to...”
- 3. Start where the energy is:** Identify and fan the sparks that you see rather than pushing too hard on the boulders.
- 4. Questions are more important than answers**

Closing



What was most useful about this learning for you?