



Diversity

Innovation

Transformation

**A critical trio for the future of
health and care**

Helen Bevan





Diversity Innovation Transformation

- Unlocking smarter innovation begins with diversity and inclusion
- Diverse teams bring a wide range of experiences and perspectives to help solve the problem
- Cultivating a diverse culture and organisation is becoming increasingly important, given the accelerated pace of change
- McKinsey report *Delivering Through Diversity*: ethnically and racially diverse organisations are 33% more likely to outperform their sector norms



THE SCIENCES MIND HEALTH TECH SUSTAINABILITY EDUCATION VIDEO PODCASTS BLOGS STORE

POLICY & ETHICS

How Diversity Makes Us Smarter

Being around people who are different from us makes us more creative, more diligent and harder-working




Source of image:
installation by the
artist Adam Katz
www.thisiscolossal.com

Via @NeilPerkin

“New truths begin as heresies”

(Huxley, defending Darwin’s theory of natural selection)



**CHANGE DOES NOT
ROLL IN ON THE
WHEELS OF
INEVITABILITY,
BUT COMES
THROUGH
CONTINUOUS
STRUGGLE.**

- MARTIN LUTHER KING, JR.



[@helenbevan](#)

chANge

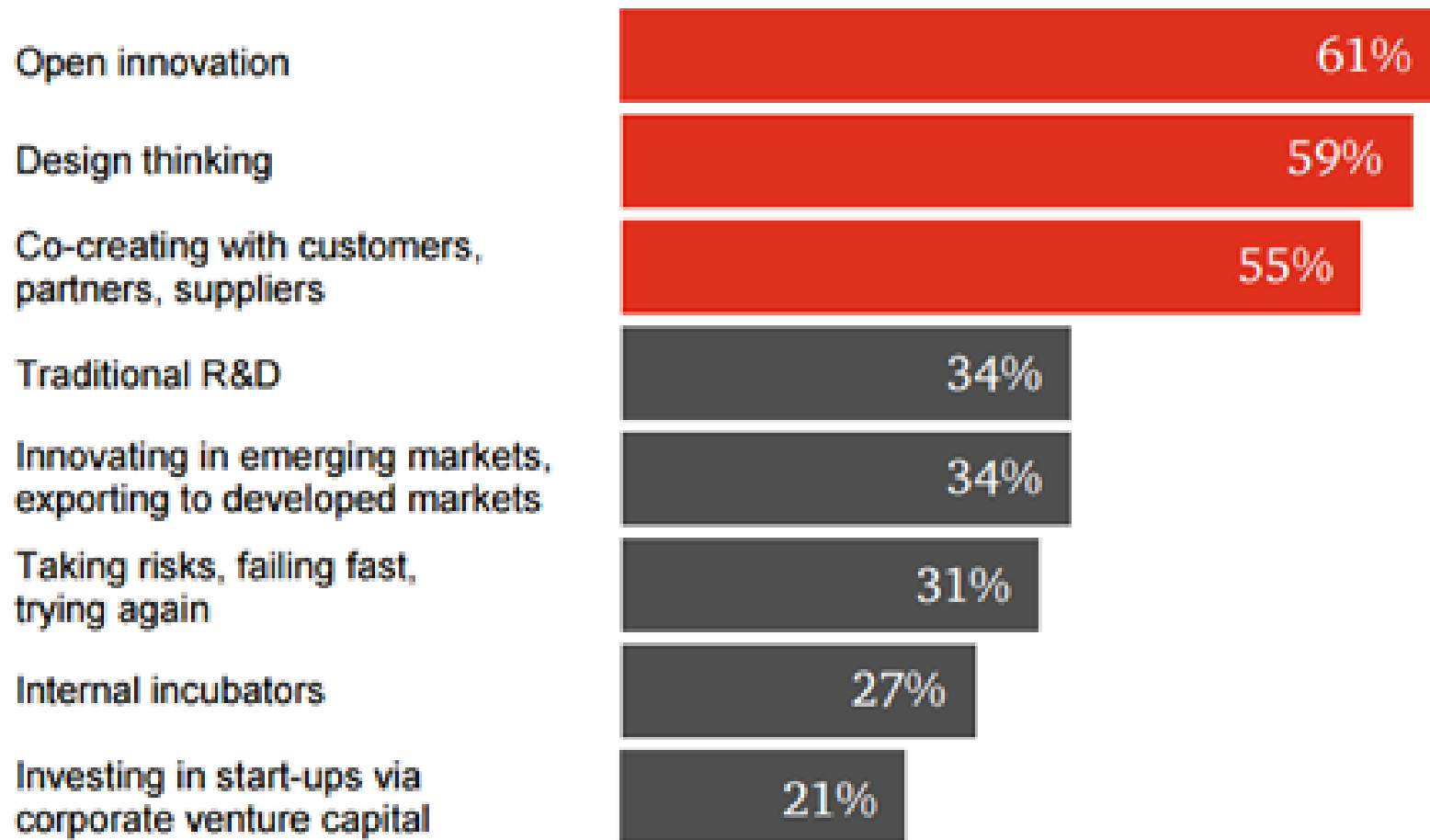
always

*Starts on the fringe
(at the edge)*

Starts with the activists

Gary Hamel

Collaborative innovation methods (“at the edge”) are outpacing traditional R&D



Source: PWC Innovation benchmarking survey 2017



Leading from the edge brings us into contact with a far wider range of relationships, and in turn, this increases our potential for diversity in terms of thought, experience and background. Diversity leads to more disruptive thinking, faster change and better outcomes

Aylet Baron

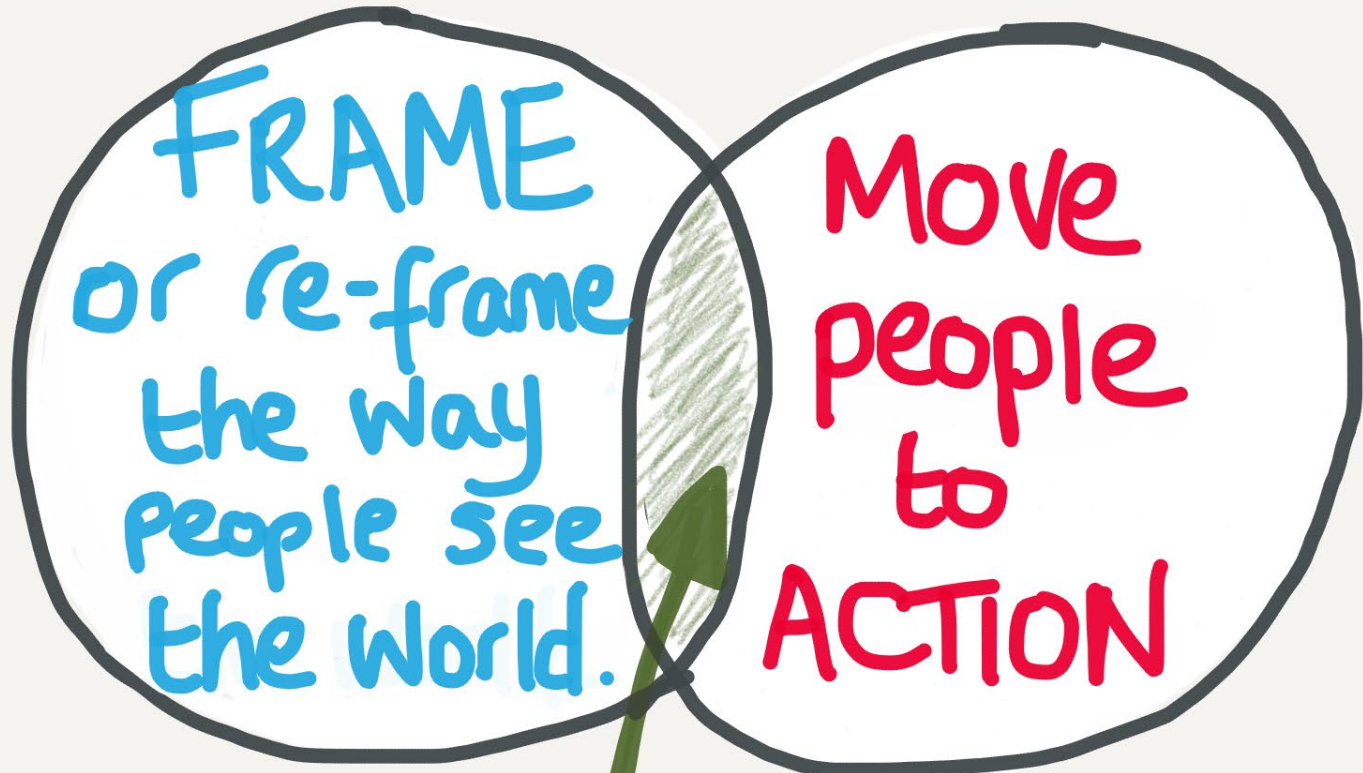
What do successful social movements do?

- Define the change they want to see
- Identify the pillars of power
- Create a spectrum of allies
- Seek to attract not overpower
- Build a plan to survive victory



Source: Satell G (2017)

[*How to create transformational change, according to the world's most successful social movements*](#)



The SWEET Spot

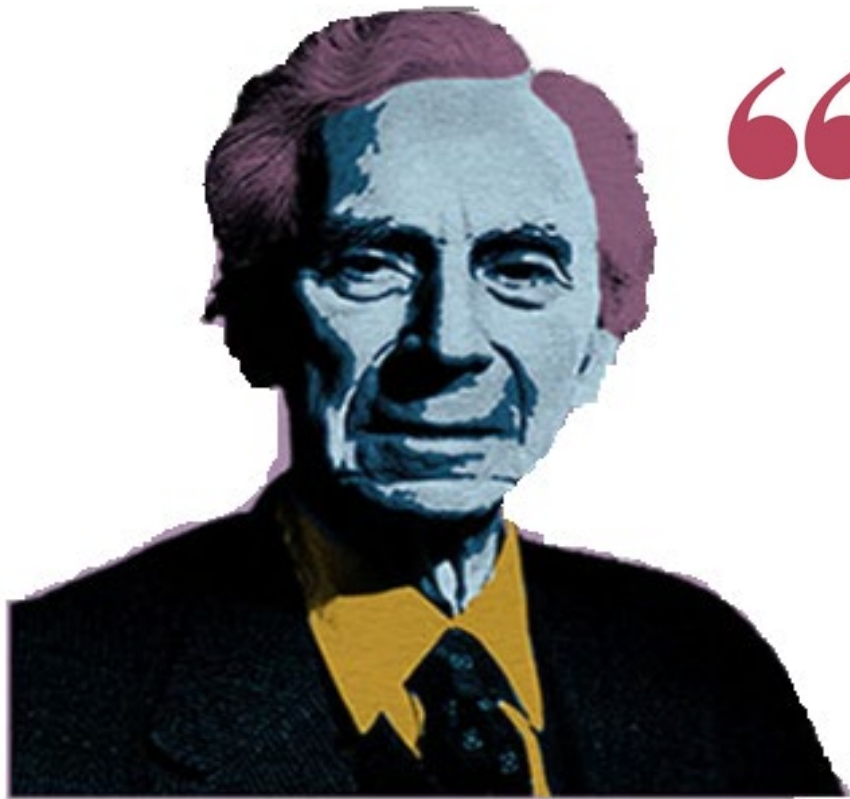


"We must act with all due alacrity [speed/swiftness], yet also with the thoughtfulness and seriousness of purpose appropriate to meaningful action"

Dr Martin Luther King Jr.

Identify the pillars of power





“ Power is the
ability to produce
intended effects
Bertrand Russell



Currency

Current

Held by a few

Made by many

Pushed down

Pulled in

Commanded

Shared

Closed

Open

Transaction

Relationship



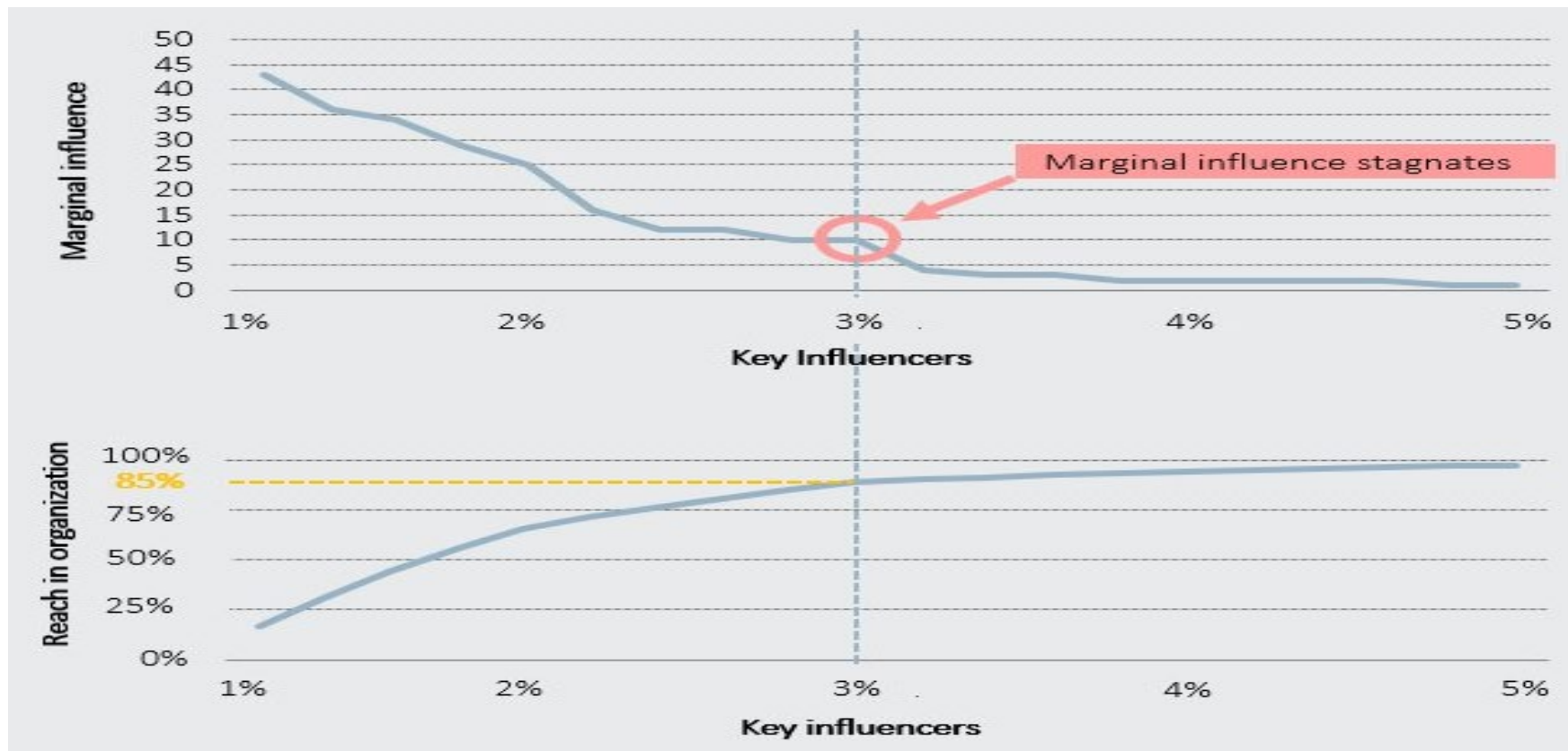
Jeremy Heimens, Henry Timms [New Power: How it's changing the 21st Century and why you](#)

[need to know](#) (2018)

From module one

Find the 3%!

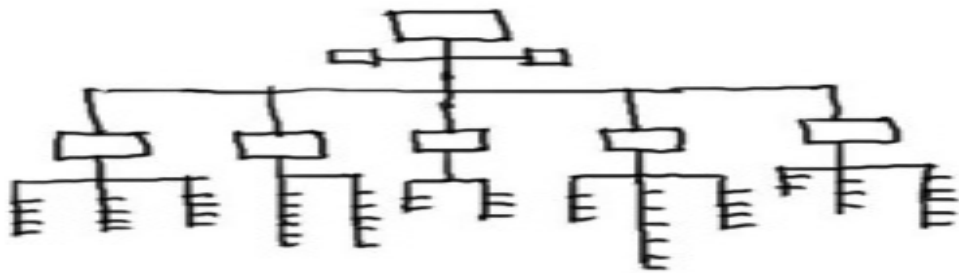
Just 3% of people in the organisation or system typically influence 85% of the other people



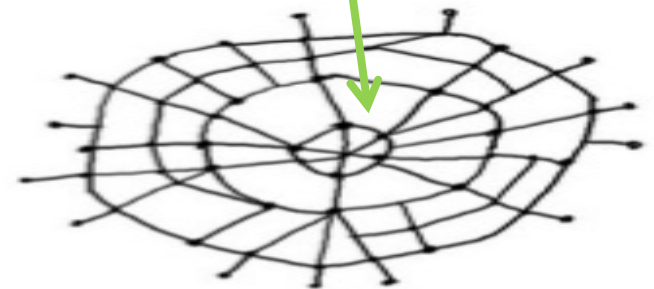
As senior leaders, we have less influence than we think

If we want to get the same level of influence through **top down change** as **the 3%** get, we need **four times** more people

Source : Jeppe Hansgaard

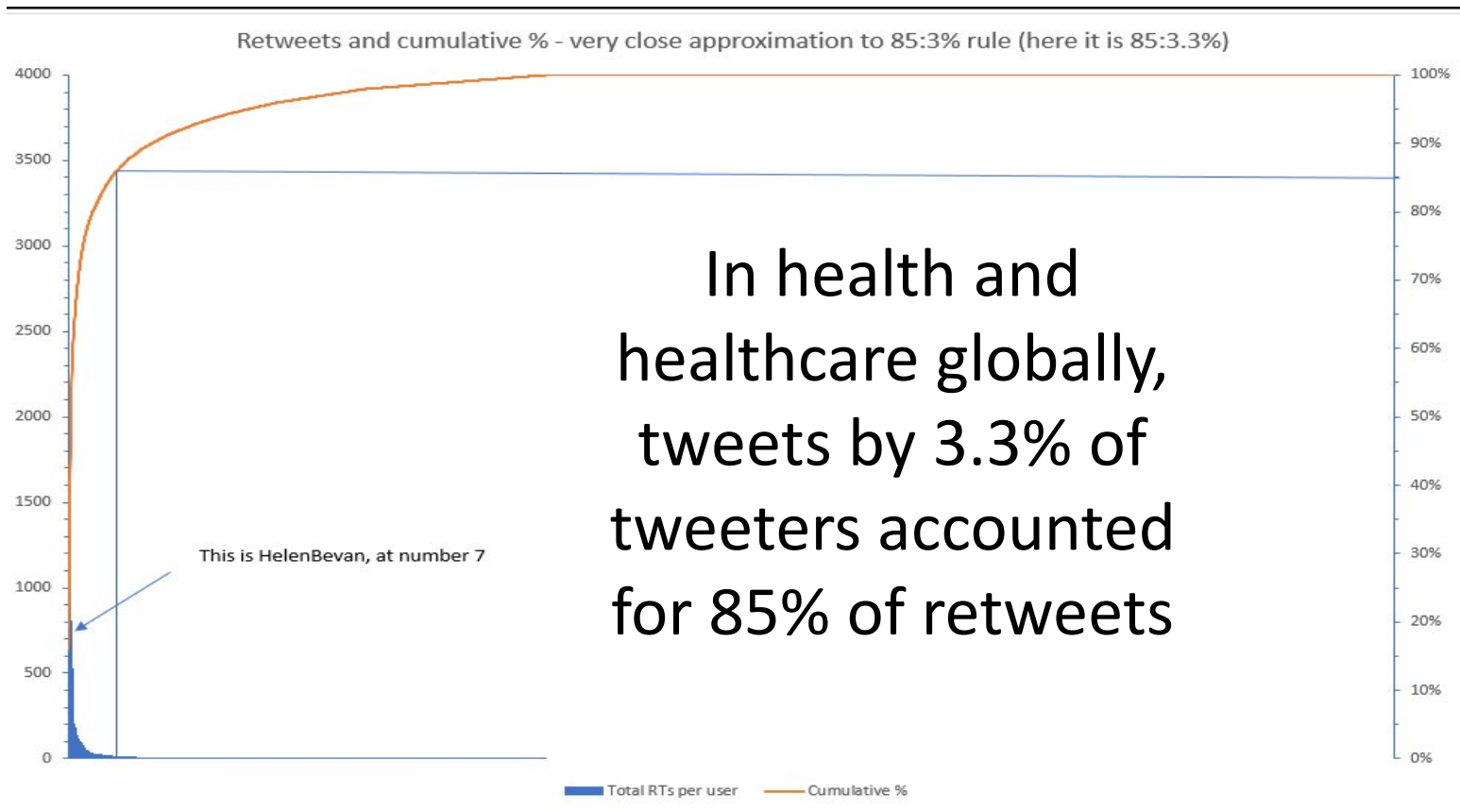


Designed for
DIVISIONS



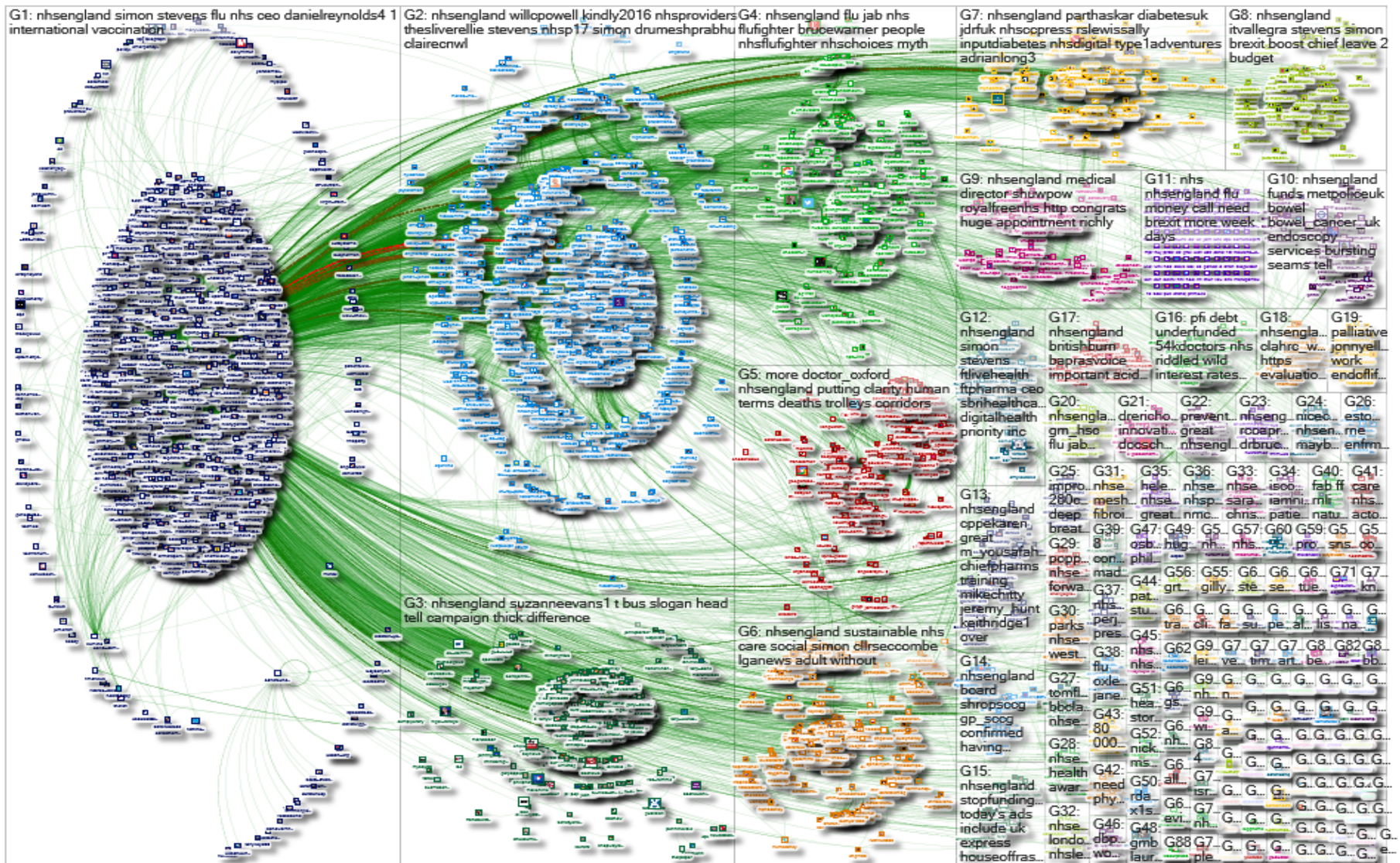
Designed for
CONNECTIONS

The 3% rule also appears true for social media



Source: research by Graham MacKenzie using NodeXL

The powerful medical “superconnectors”

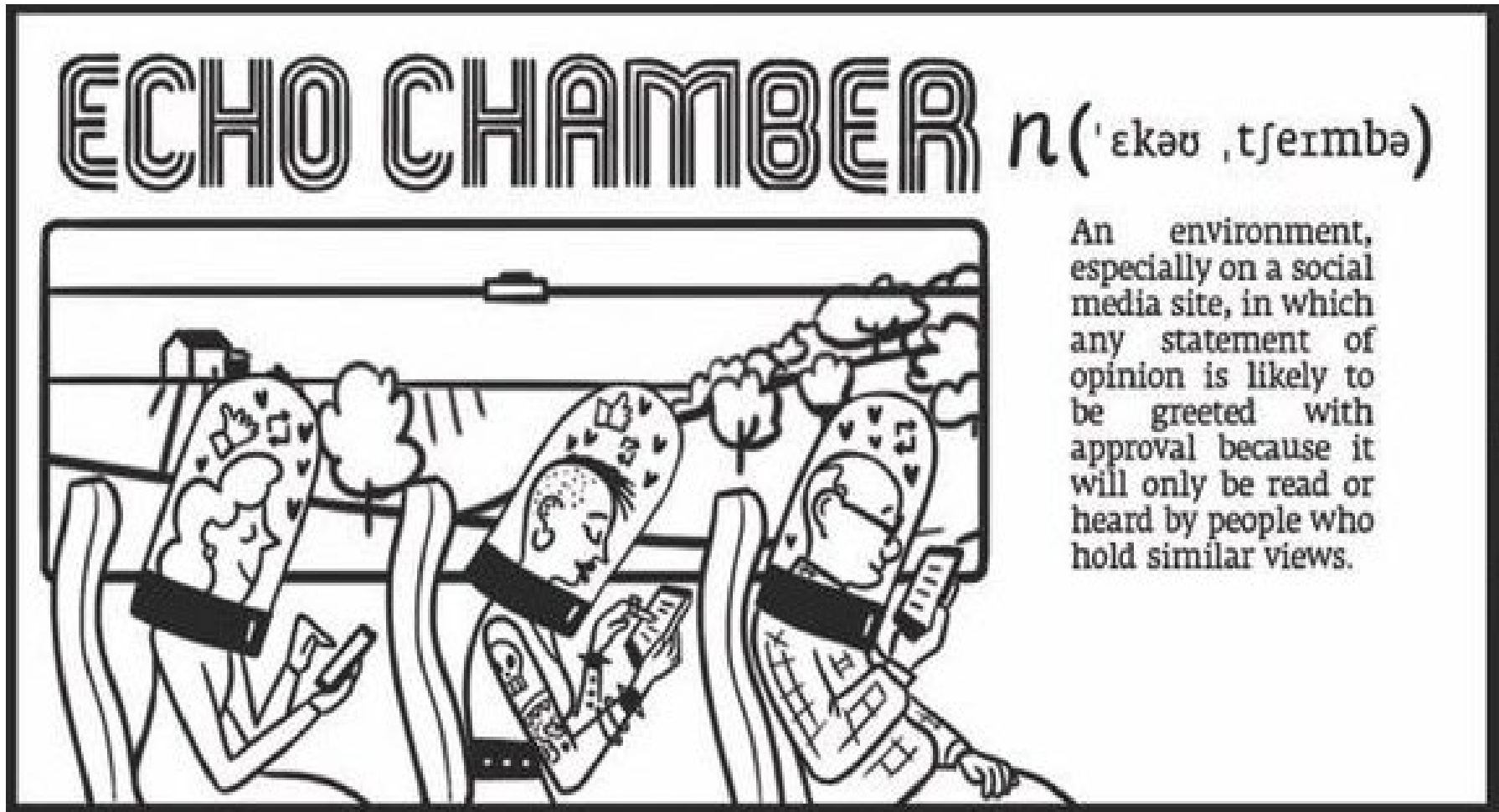


Source: NodeXL analysis:



@helenbevan

Most social media operates within an Echo Chamber



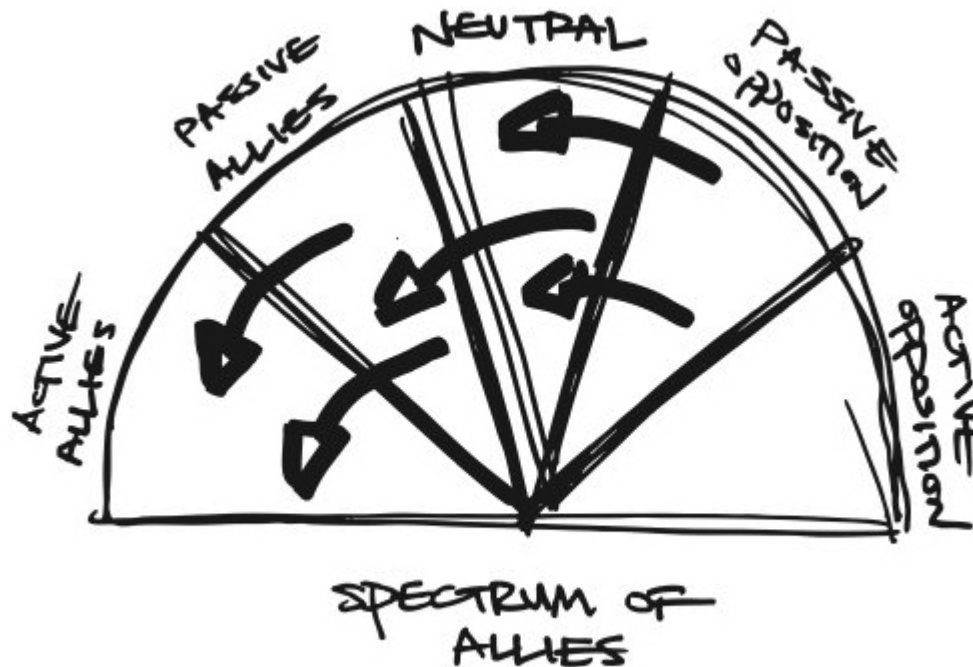
Source of image: Scriberia

WHY DON'T WE HAVE ANY
FRESH IDEAS AROUND HERE?



marketoonist

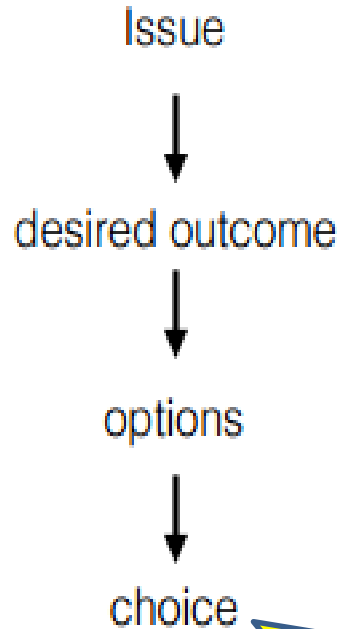
Create a spectrum of allies



Source of image: Greg Satell

Mark Jaben on the science of change

What NOT to do

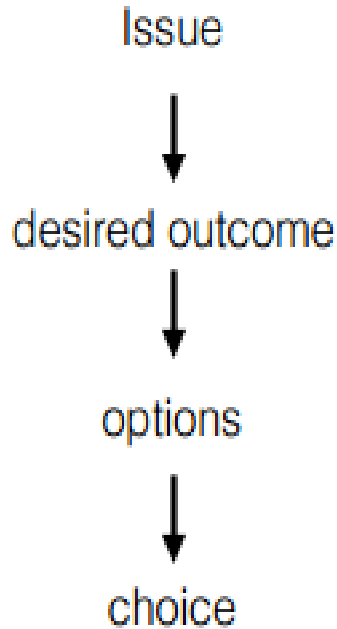


**Engage
people here**

But what we do do

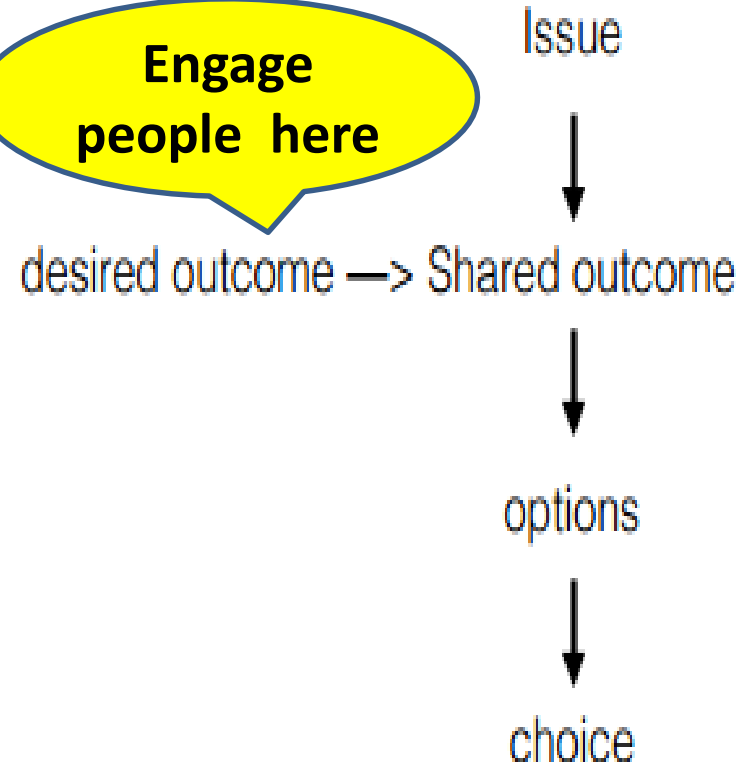
Mark Jaben on the science of change

What NOT to do (but what we usually do)



Engage
people here

What TO do

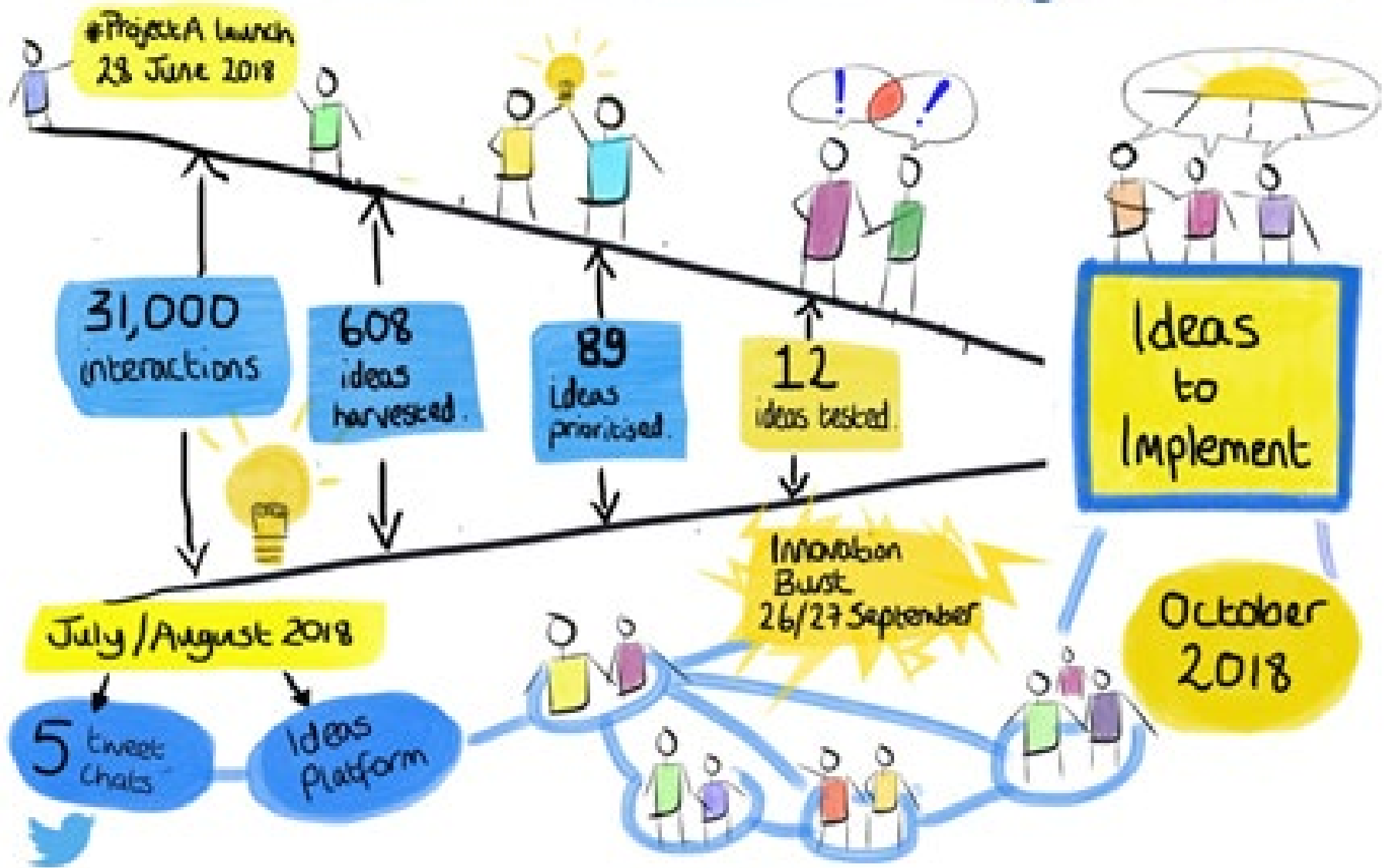


We don't need buyers (who "buy-in" to change)

We need investors



The **PROJECT A** Decision-Making Process.



How would we know if we are successful from a social movement perspective?

- Did we **accomplish the goal** we were trying to accomplish?
- Did our **community grow stronger**? (create capacity; new power – power we didn't have before)
- Did **individuals** involved in the whole effort **learn, grow and develop** their capacity to organise with others?

