

Leading Sustainable Change

Niñon Lewis | Wednesday, May 17, 2023

Session objectives

- Understand the difference between static and generative sustainability
- Understand and reflect on their role as an "abundant leader"
- Explore four domains that contribute to generative sustainability that need to be planned or accounted for (resources, environment, people, change process)



The Choluteca Bridge, Honduras



Munster, B. “Why A Honduran Bridge Is A Perfect Metaphor For Disruption”

<https://medium.com/road-less-ventured/why-an-honduran-bridge-is-a-perfect-metaphor-for-disruption-2a2d7c910535>





Choluteca Bridge, Honduras





Choluteca Bridge, Honduras

Static Sustainability

Maintaining systems,
programs, policies, and
practices as they are



Generative Sustainability: Creating Abundance

- Dynamic
- Sustains the change process
- Allows for adaptation based on changing conditions
- Allows programs, systems, policies and practices that are no longer relevant to be phased out and new programs to take their place
- Invites planning for scaling of programs, systems, policies and practices that are relevant



“**Abundance** does not happen automatically. It is created when we have the sense to choose community, to come together to celebrate and share our common store. Whether the scarce resource is money or love or power or words, the true law of life is that we generate more of whatever seems scarce by trusting its supply and passing it around. Authentic abundance does not lie in secured stockpiles of food or cash or influence or affection but in belonging to a community where we can give those goods to others who need them—and receive them from others when we are in need.”

—Parker Palmer, “Let Your Life Speak”



The 4 Habits of Abundant Leaders

1. Move from pathology to vision; create processes that engage others in growing and developing the vision
2. Choose and grow an abundance mindset in themselves and others
3. Release the trapped and untapped potential in people, organizations, and communities
4. Plan for lasting and generative change from the beginning



Reflecting on your EiOC Journey...

People

From “me” to “we”

From isolation to interconnectedness

From people and communities in poverty to people and places of trapped and untapped potential

Resources

From pathology to vision

From scarcity to abundance

The Change Process

From having answers to asking questions

From perfect planning to learning and failing forward

Environment

Embracing system transformation in practical ways



4 Domains of Planning For Generative Sustainability



A framework developed by 100 Million Healthier Lives/IHI with participating communities

Based on Stout S, Anderson J, Brooks K, Munene E, Knox P and Schall M. *Leading for Abundance: Approach to Generative Sustainability*. SCALE 1.0 Synthesis Reports. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017.



Resource Sustainability





Two Kinds of Resources to Plan For

Intrinsic Resources

- “Intangible” resources like joy, meaning, hope, energy
- Profoundly influence people’s motivation and are part of who they are and how they relate to a project or process

Extrinsic Resources

- “Tangible” financial and nonfinancial assets (e.g., money, supplies, education, opportunity, as well as shared and in-kind assets)
- Can be used to sustain a program, policy or process

Relationships bridge intrinsic and extrinsic resources and also relate to people resources





Intrinsic resources

Build motivation to create the change without paying them

- Joy
- Meaning and purpose
- Energy
- Motivation
- Hope

Are often more powerful and durable in the long run—more sustainable—because it becomes part of who they are



Great intrinsic resource users: Babies!

- Do not give you anything for decades
- Keep you awake for months
- Require lots of resources from you throughout their entire lives
- Adds responsibilities for you for most of their life
- You keep them because they add joy, purpose, a sense of continuity
- Most of the world's population chooses to invest in more than one of them!



Ways to Build Intrinsic Resources Sustainably in Creating Change



Make sure you have co-developed the “why” together with those you are creating change with and why it matters to them

Go back to this throughout your change process

Take time to celebrate the small wins along the way

Build relationships as part of creating change

“Story of me, story of us, story of now”

Field of community organizing builds these into core processes



Tapping Intrinsic Motivation: Passion for Life Program – Jonkoping, Sweden



- Gather in “cafes” and explore the “wheel of life”
- Identify areas of their lives they want to improve, think about what their patterns are, identify ideas, and create tests of change and plans to try it out
- Come together to share progress, reflect, and plan additional PDSAs



Building Intrinsic Motivation (cont'd)



- Can be leveraged and combined with structure to create larger and larger, sustainable networks of motivation – snowflake model
- Can be used to create sustainable change
- Example: has been used to win Presidential elections and to pass major laws



Extrinsic Resources



- Tangible things that are needed if a process is going to sustain or scale
- Can be less durable but are often necessary to go to scale
- Categories of extrinsic resources are often helpful to think through: supplies, education, money, opportunity, assets, relationships

Extrinsic

- Supplies
- Education
- Money
- Opportunity
- Assets
- Relationships



Key Principles For Extrinsic Resource Development



Leverage intrinsic resources as much as possible and use extrinsic resources only as needed

Plan ahead for how much you will need by when

Use intrinsic methods to gain commitment from extrinsic resource holders
– e.g., shared vision, relationships

Show people the value that is created by the change

Build in resource planning so that the change you are creating generates the resources that are needed for its goals (sustain, scale) even if it is not 1:1



Calculating total return on investment



Total return on investment includes benefits created and costs avoided

Formula:
$$\frac{\text{Total benefits created} + \text{total harms avoided} - \text{cost of investment}}{\text{Cost of investment}}$$

To calculate total return on investment

- What is the total benefit in terms of improvement in health, wellbeing and equity for different stakeholders (minus any cost in these areas)?
- What harms are avoided (eg, increased joy in work leads to better employee retention which can lead to better customer retention and lower costs of hiring and onboarding)?
- Are there inadvertent harms created whose impact should be subtracted out?
- What were the costs?



Let's Discuss

- What about this new definition of “resources” feels new to you?
- What leadership questions does it bring up for you?
- In what ways can you build intrinsic motivation in your improvement work in the Action & Learning Community?



Environmental Sustainability



Incorporating Environment Sustainability Into Your Planning



At two stages

- **Design stage** – assessing the environment to design your program to fit
- **Scaling and sustaining stage** – developing or changing the environment to support sustainability and scale



Five Domains of Environment Sustainability



Physical



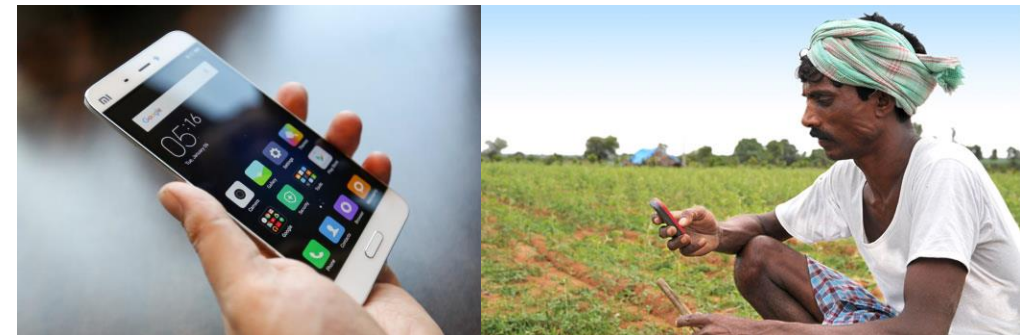
Political



Social/Cultural



Economic



Technological/Innovation



If environmental sustainability is high:



- Supports incremental change
- Supports program, outcome and process sustainability
- Resources more predictable
- Can have an ordered long-range strategy because you have a better likelihood of being able to predict what the world will be like



If environmental sustainability is low, it:



- Creates anxiety AND possibility
- Creates opportunity for transformational change
 - Easier to create will for change – the status quo is already at risk for being disrupted
 - New ideas, new leaders, new systems
- Limits sustainability of programs “as they are”



If environmental sustainability is low



- Emergent strategy works much better
- Agility, adaptability, failing forward is a strategic advantage
- Networks, small groups, do better than monoliths

Key Skills:

- Shift from pathology → vision
- Shift from scarcity to abundance
- Rapid learning, failing forward, adapting
- Constant scanning for opportunities and threats
- Managing anxiety, creating stability within constant change, developing confidence and competence

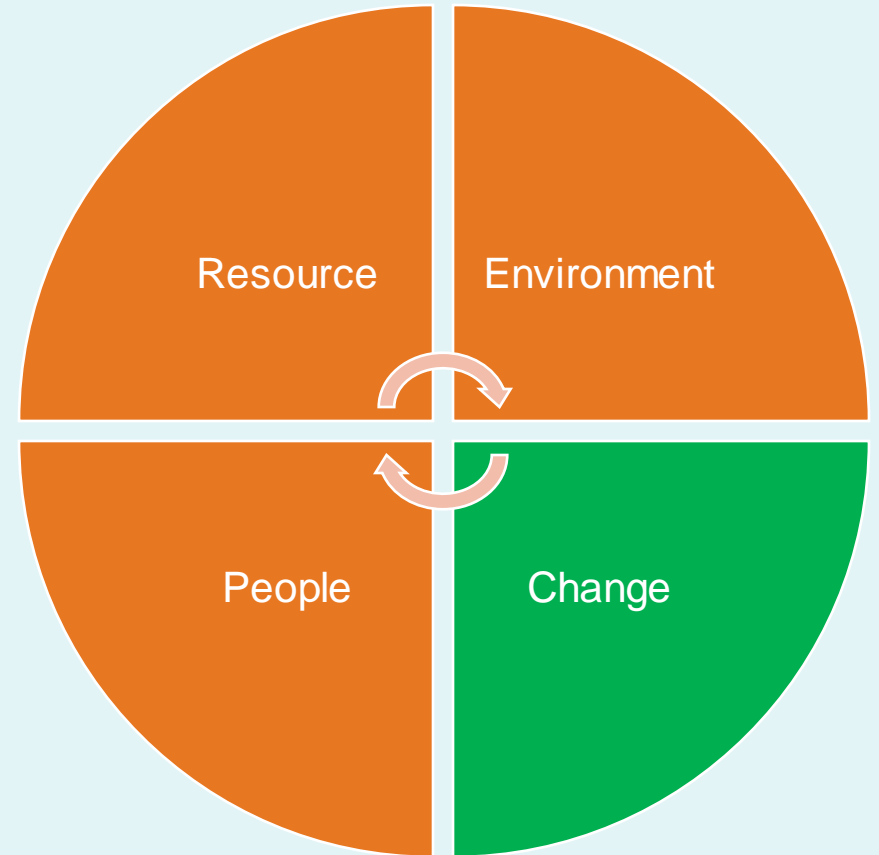


Let's Discuss

- In what ways are you considering physical, political, social, and technology/innovation in your work?
- What new questions does this framing of environmental sustainability bring up for you?



Change Sustainability



Change Sustainability

- Program
- Outcome
- Process



Program Sustainability



- Ability to continue a program as it is with incremental improvement/ adaptation
- Can be scaled (with adaptation)
- Tasks:
 - ☐ Determine key elements (pillars)
 - ☐ Assure sustainability of resources (intrinsic and extrinsic)
 - ☐ Shift the landscape to anchor key elements (policy, systems, environmental change)
 - ☐ Assure buy-in
 - ☐ Improve and adapt as you scale



Outcome Sustainability

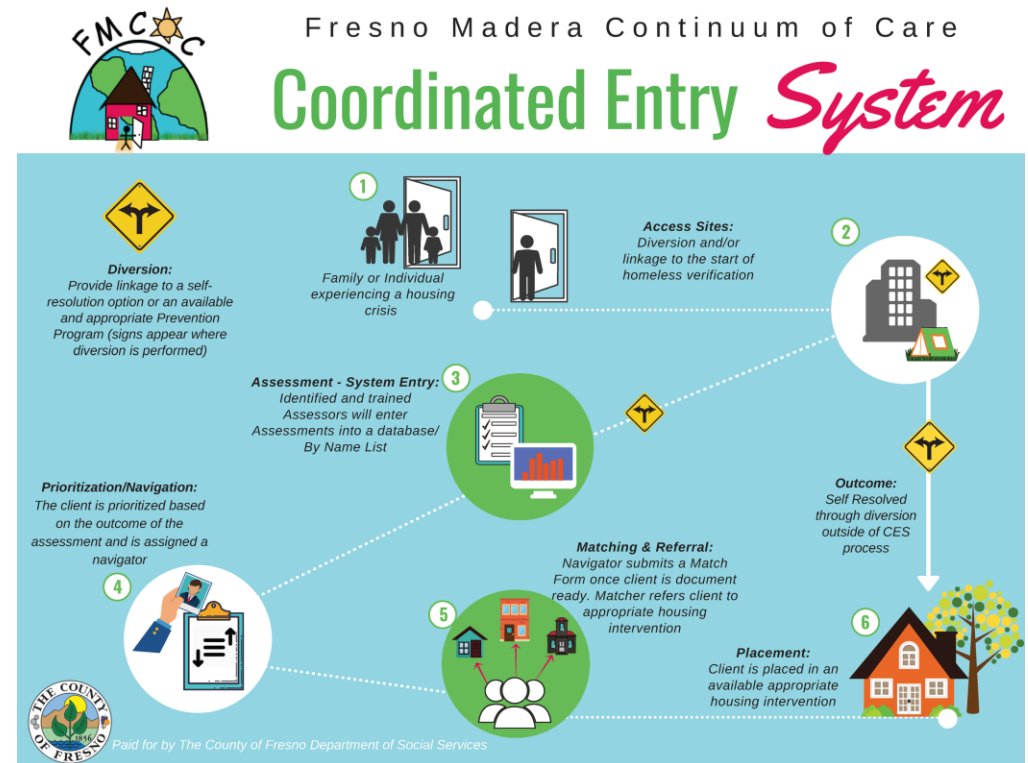


- Assures that an outcome continues
- Requires resources and systems in place for improvement, measurement, and scaling
- Requires processes in place to understand what the key drivers of outcomes
- Has processes for adaptation to new environments during replication and spread
- Policy, systems, environmental change supports to the change during scale-up



Process Sustainability

- Sustaining the process of change itself.
- Acknowledges that the goals of change in a transformation process will change at different stages of the journey



Key Features of Process Sustainability



- Continually build and GROW readiness/capability
 - General capacity
 - Innovation capacity
 - Motivation
- Develop ability to listen deeply, scan the environment, hold tension
- Develop organizational capacity, culture and practice to self-assess and change direction
- Develop ability to sustain the energy of the change process itself

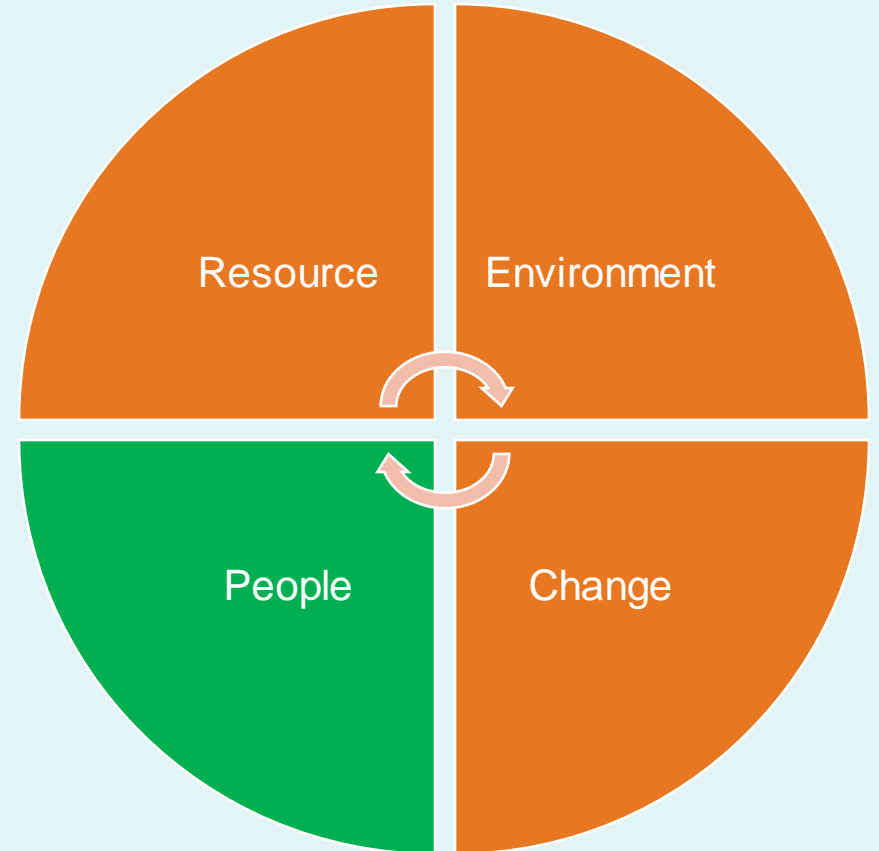


Let's Discuss

- Out of Program, Outcome, and Process sustainability, which one do you feel most comfort with? Why?
- Which aspects are newer to you? Why?
- What leadership questions does this bring up for you?



People Sustainability



People Sustainability



Leadership

Workforce

Relationships

Energy



Growing Leadership



- Leadership as a verb, not a position
- Grow leadership across the network of your organization or community
 - Map influencers at every level – Ask “Who can help influence the adoption of this change? Who can grow others? Who can help improve this?”
- Leadership development can be informal or formal, but needs to be structured, regular and meaningful



Growing Leadership



- Are you growing leadership at multiple levels, including of people with lived experience? What are your plans to sustain this leadership?
- Do you have processes to flatten hierarchy so that ideas and insights can come from multiple sources?
- How deep is the bench?
- How are the leaders growing their capacity to lead change?
- Succession planning



Workforce



- What skills need to be acquired by whom for your change to be effective and sustained?
- What system do you have in place for building capacity in these skills?
- How will you help your community workforce to own the vision and the mission?
- How can you foster the development of a network of interconnected self-governing teams?



Relationships



- How are you growing trust and relationship?
- How are you building in principles for collaborative action?
- How are you building in processes for constructive conflict and resolution?
- How are you mapping out and strategically pursuing the development of the relationships that are needed to accomplish the work?
- How are you assessing the relationships and growing them?



Energy



- How are you sustaining the energy of the change process?
- How are you enhancing motivation, joy and meaning?
- How are you making the path easier?
- How are you finding opportunities for reflection and celebration?
- How are you building on strength?

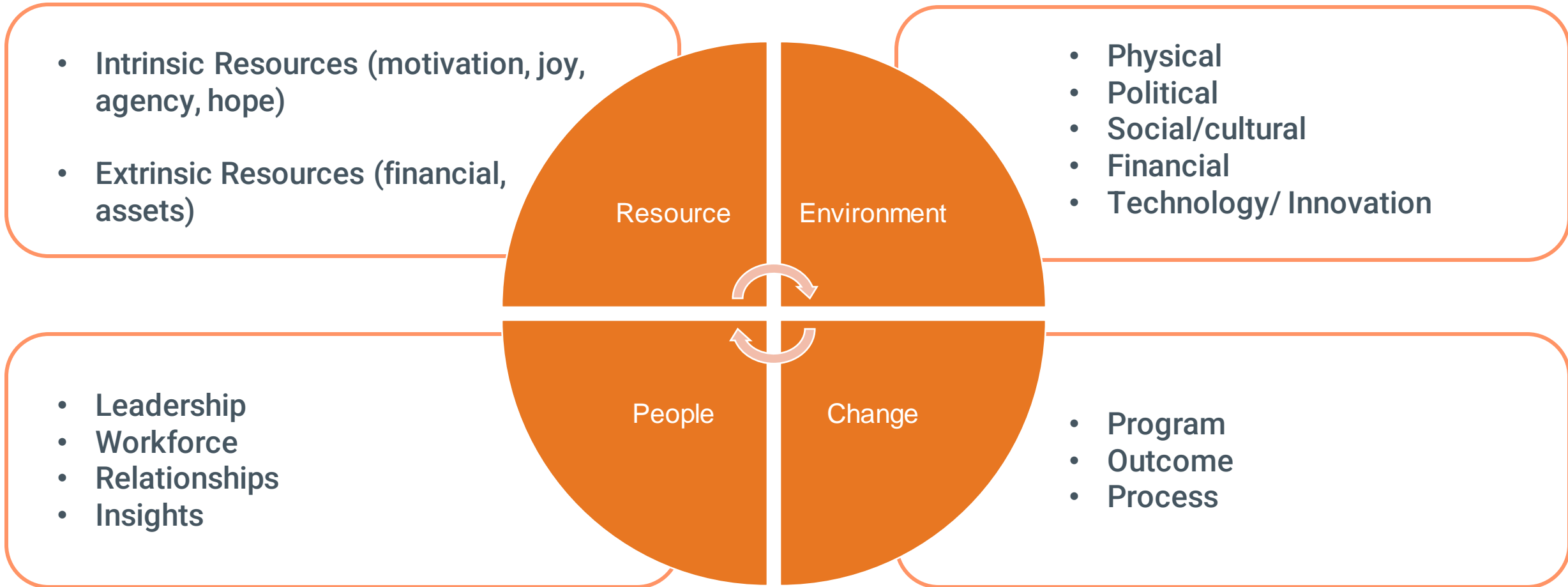


Let's Discuss

- How are you growing leadership in your team and in yourself in this work?
- How are you mapping out and strategically pursuing the development of the relationships that are needed to accomplish the work?
- What leadership questions does this bring up for you?



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Thank you!

