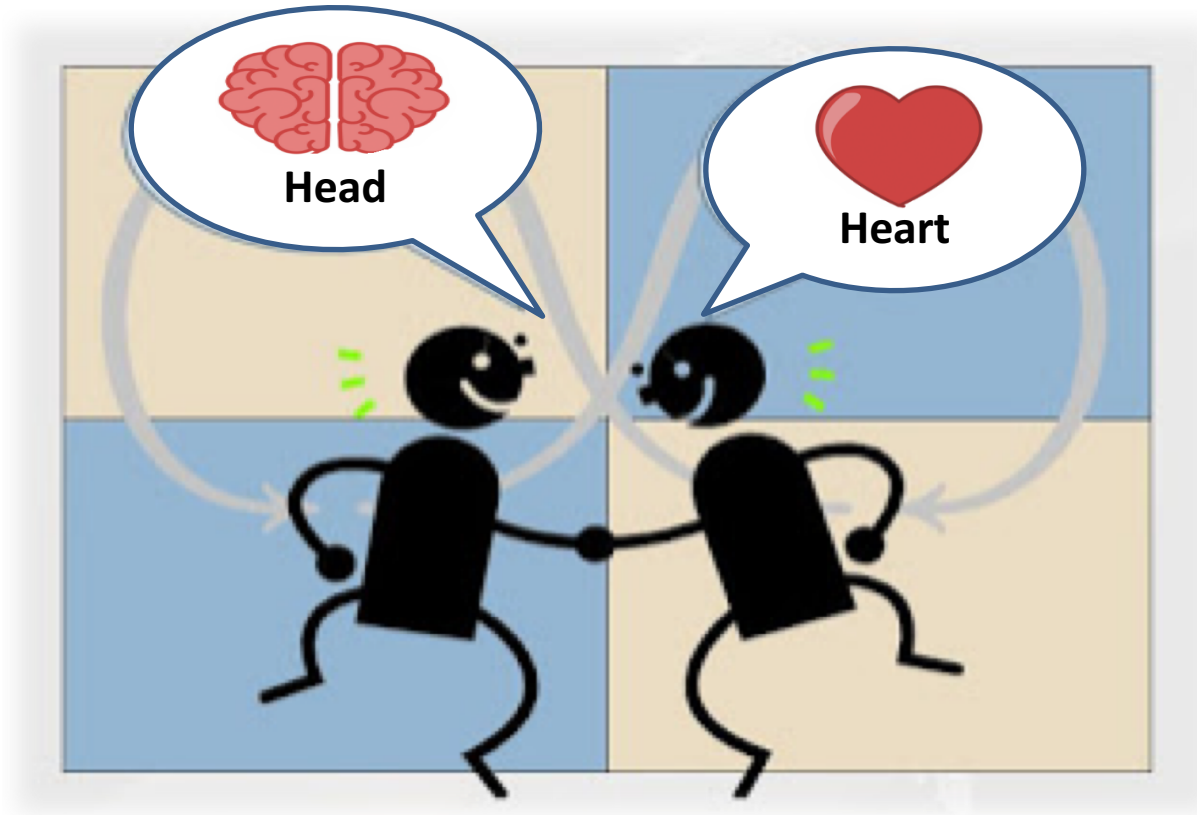


# Head and heart in healthcare improvement



**Helen Bevan**

@HelenBevan #hamadquality

**Horizons**

# Heart and head in healthcare improvement

In healthcare improvement, head and heart are a “both/and”, not an “either/or”.



## The Head

following a methodology,  
setting goals, collecting data,  
creating knowledge.



## The Heart

connecting to a shared  
purpose, building energy for  
change and collaborating with  
others.

In this lively session, we will undertake an interactive exercise to balance some of the tensions between head and heart to get better improvement outcomes.





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# Dualities/ polarities/complex dilemmas

“An idea involving two opposing thoughts or propositions which, however, contradictory, are equally necessary to convey a more imposing, illuminating, life-related or provocative insight into truths than either factor can muster in its own right

[Kim Cameron](#)

“Between two poles of a duality lies a ‘zone of constructive tension’ i.e. a zone where a balance between extremes is possible

[Paul Evans](#)



@H

# Problems vs. polarities (complex dilemmas)

## Problems

- *Have one best or right answer that provides a solution*
- The solution solves the problem and it goes away,
- A definite end point where you can say that the problem is solved
- The solution to the problem usually contains no alternatives

## Polarities

- *Are unsolvable problems that need to be managed*
- Often two positions that are in opposition
- Usually expressed as *from one polarity to another*
- *A tension, not a choice with a best or right answer*



**Currency**

**Current**

**Held by a few**

**Made by many**

**Pushed down**

**Pulled in**

**Commanded**

**Shared**

**Closed**

**Open**

**Transaction**

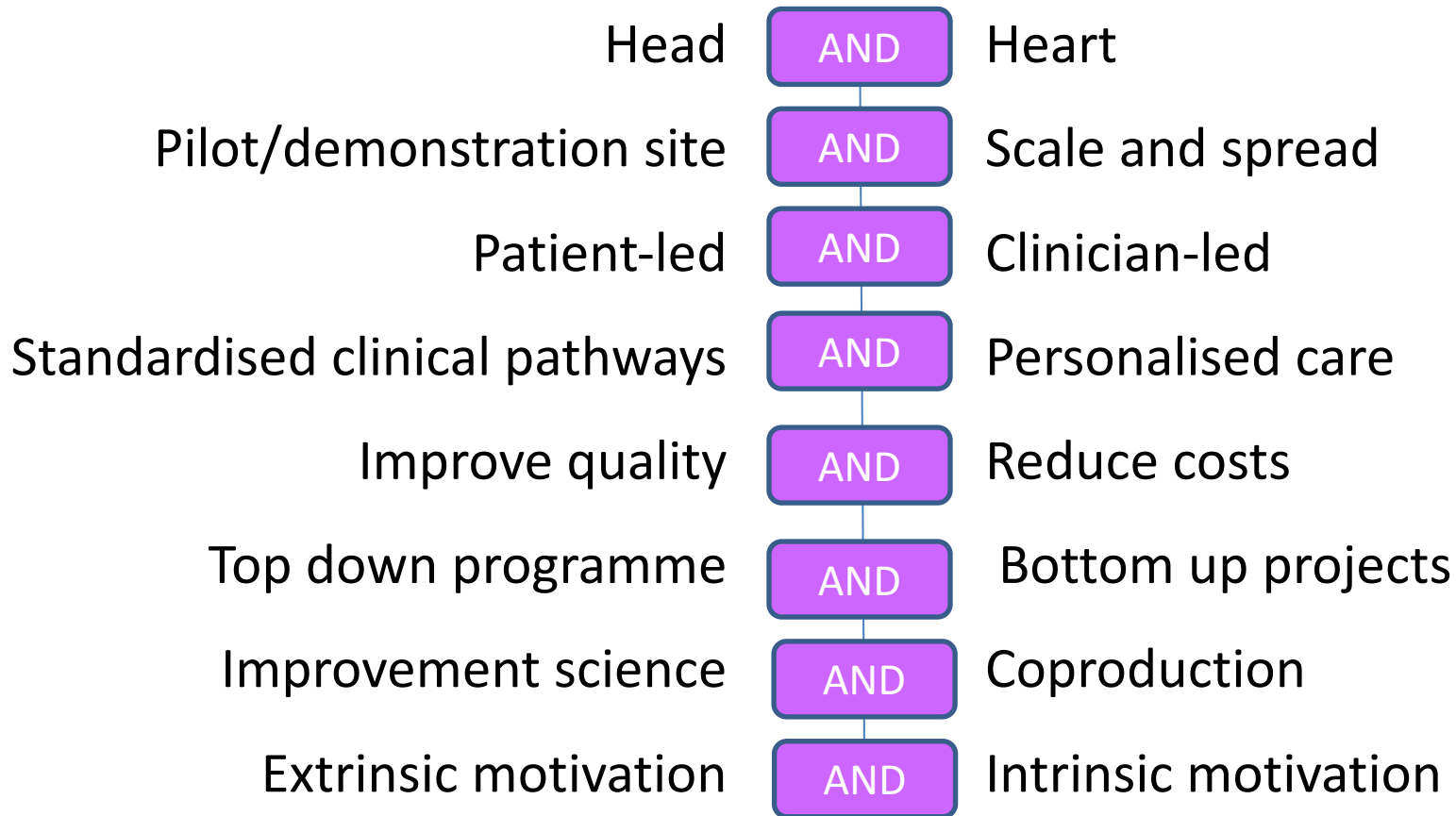
**Relationship**



Jeremy Heimens, Henry Timms

[This is New Power](#)

# Examples of complex dilemmas/polarities in healthcare improvement



# What are you doing with head and heart in your current improvement work?

What we are doing with



## The Head

following a methodology,  
setting goals, collecting data,  
creating knowledge.

What we are doing with



## The Heart

connecting to a shared  
purpose, building energy for  
change and collaborating with  
others.





# Extrinsic versus intrinsic motivation

## Rewards

Mandated  
quality  
standards



Incentive  
systems

Pressure  
to perform

Competition

Compliance

Awards

Recognition

## Autonomy

Purpose

Mastery

Passion

Love

Fun

Belonging

Drive

Self-knowledge

Learning





**Intrinsic  
motivators**

*build energy  
and creativity*



## **Intrinsic motivators**

- connecting to shared purpose
- engaging, mobilising and calling to action
- motivational leadership

*build energy  
and creativity*



## **Intrinsic motivators**

- connecting to shared purpose
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*build energy  
and creativity*

## **Drivers of extrinsic motivation**

*create focus &  
momentum for  
delivery*



## Intrinsic motivators

- connecting to shared purpose
- engaging, mobilising and calling to action
- motivational leadership

*build energy  
and creativity*

## Drivers of extrinsic motivation

- System drivers & incentives
  - Payment by results
  - Performance management
  - Measurement for accountability
- create focus & momentum for delivery*



## Drivers of extrinsic motivation

- System drivers & incentives
- Performance management
- Measurement for accountability

**create & focus  
momentum for  
delivery**

- shared
- engaging, mobilising, calling to action
  - motivation



# The Change Model



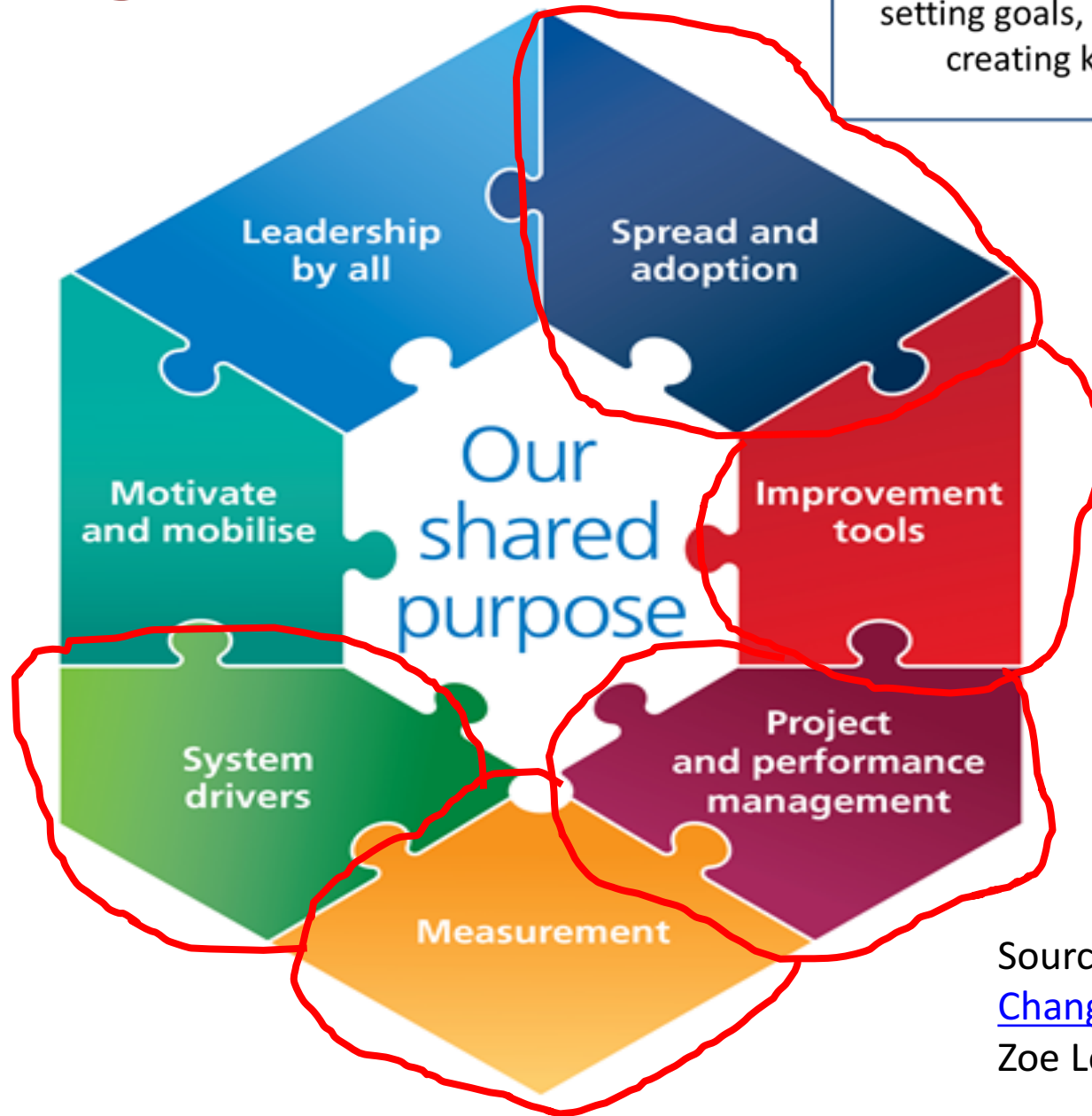
Source: [The Change Model](#)  
Zoe Lord

# The Change Model



## The Head

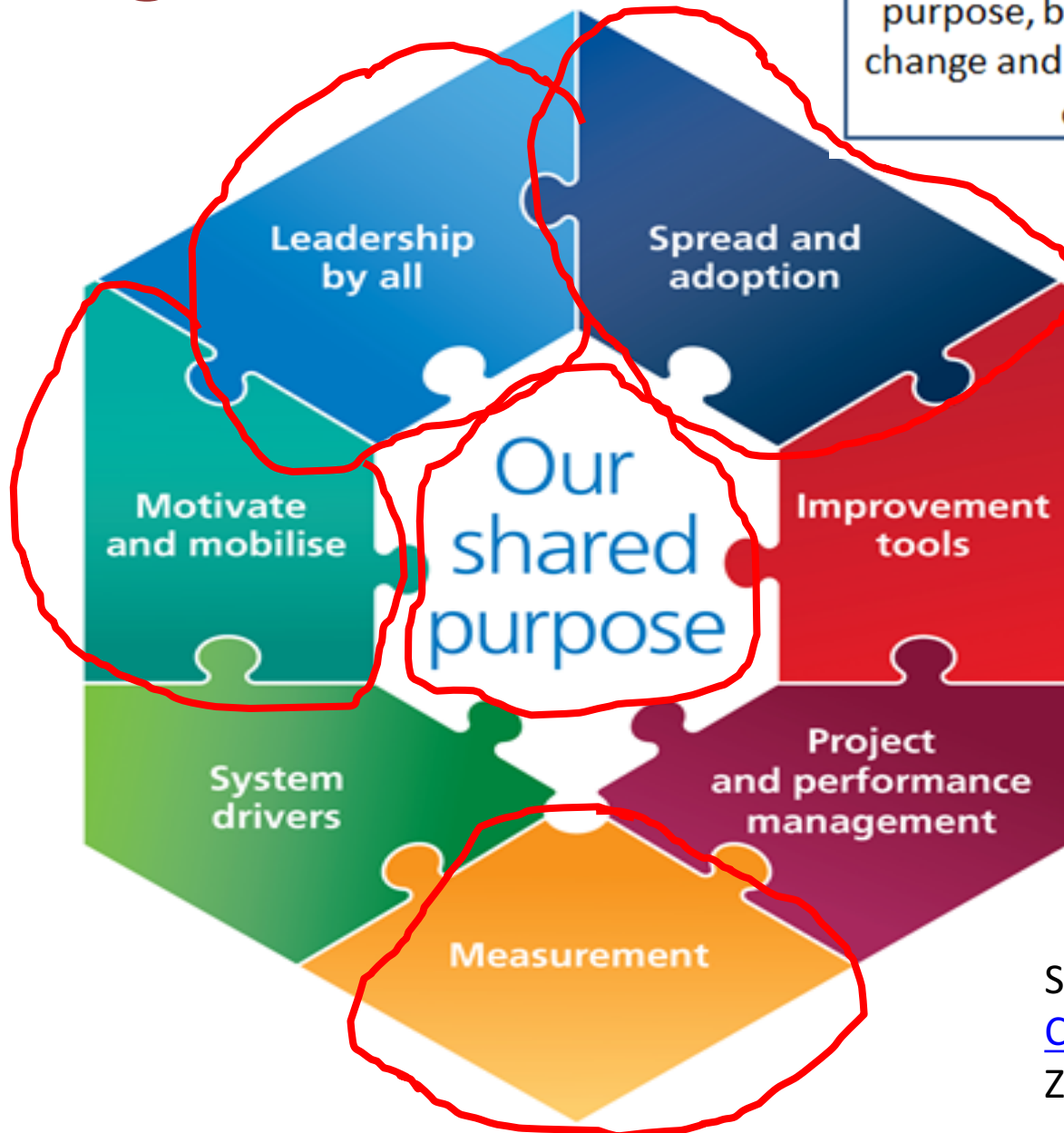
following a methodology,  
setting goals, collecting data,  
creating knowledge.




Source: [The Change Model](#)  
Zoe Lord



# The Change Model



 **The Heart**  
connecting to a shared purpose, building energy for change and collaborating with others.

Source: [The Change Model](#)  
Zoe Lord

Greater purpose statement

Positive results of focus on this pole

Positive results of focus on this pole

Head



and

Heart



Negative results of over-focus on this pole to the neglect of the right pole

Negative results of over-focus on this pole to the neglect of the left pole

Deeper fear from loss of balance

## Action Steps

Actions to gain or maintain the positive results from focussing on this pole. Who? What? By when? Measures?

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Actions to gain or maintain the positive results from focussing on this pole. Who? What? By when? Measures?

## Early warnings

Measurable indicators that you can count that will let you know that you are getting into the downside of this pole.

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Measurable indicators that you can count that will let you know that you are getting into the downside of this pole.



Greater purpose statement - why leverage this polarity?

Positive results of focus on this pole

Positive results of focus on this pole

Head



and

Heart



Negative results of over-focus on this pole to the neglect of the right pole

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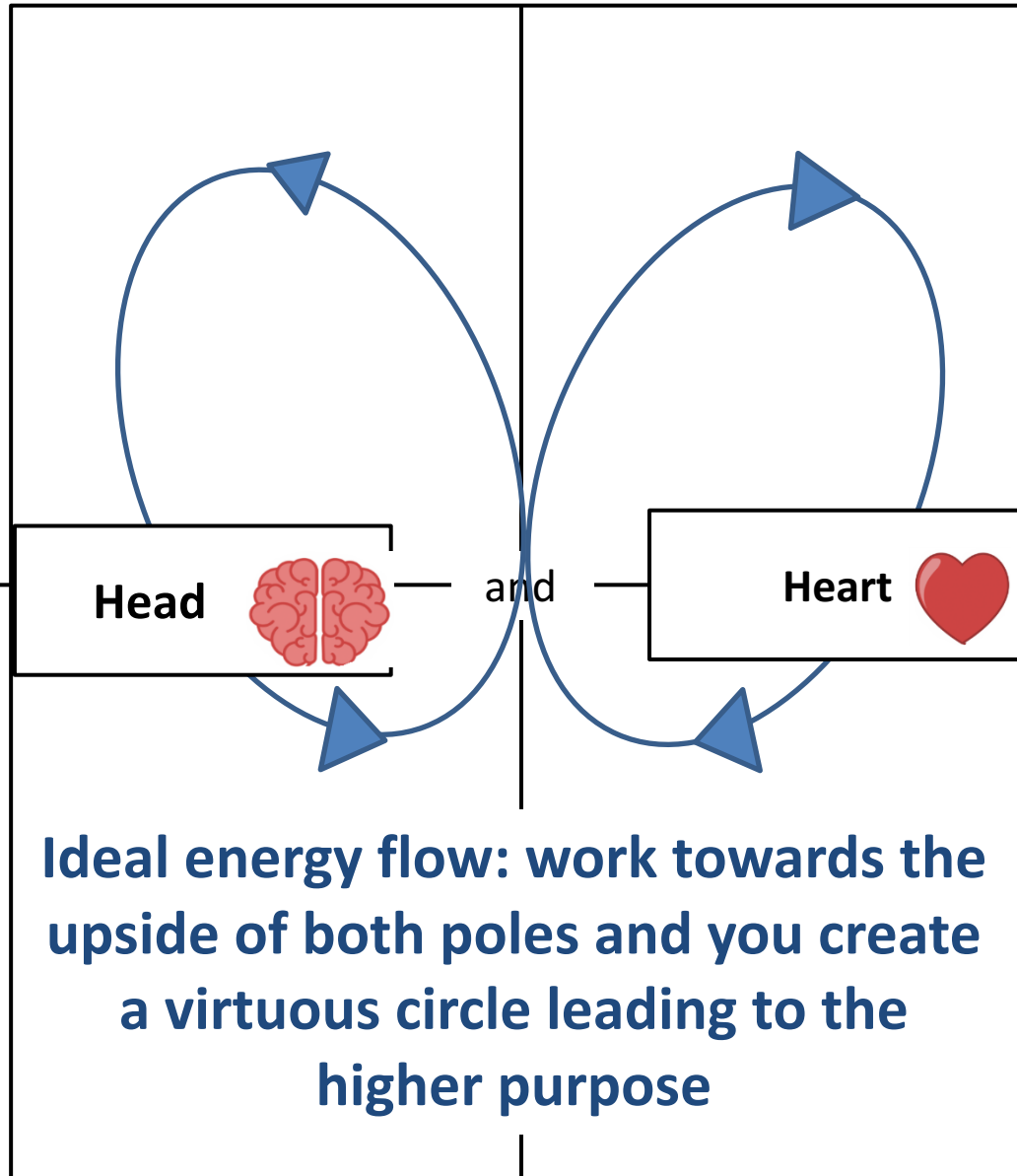
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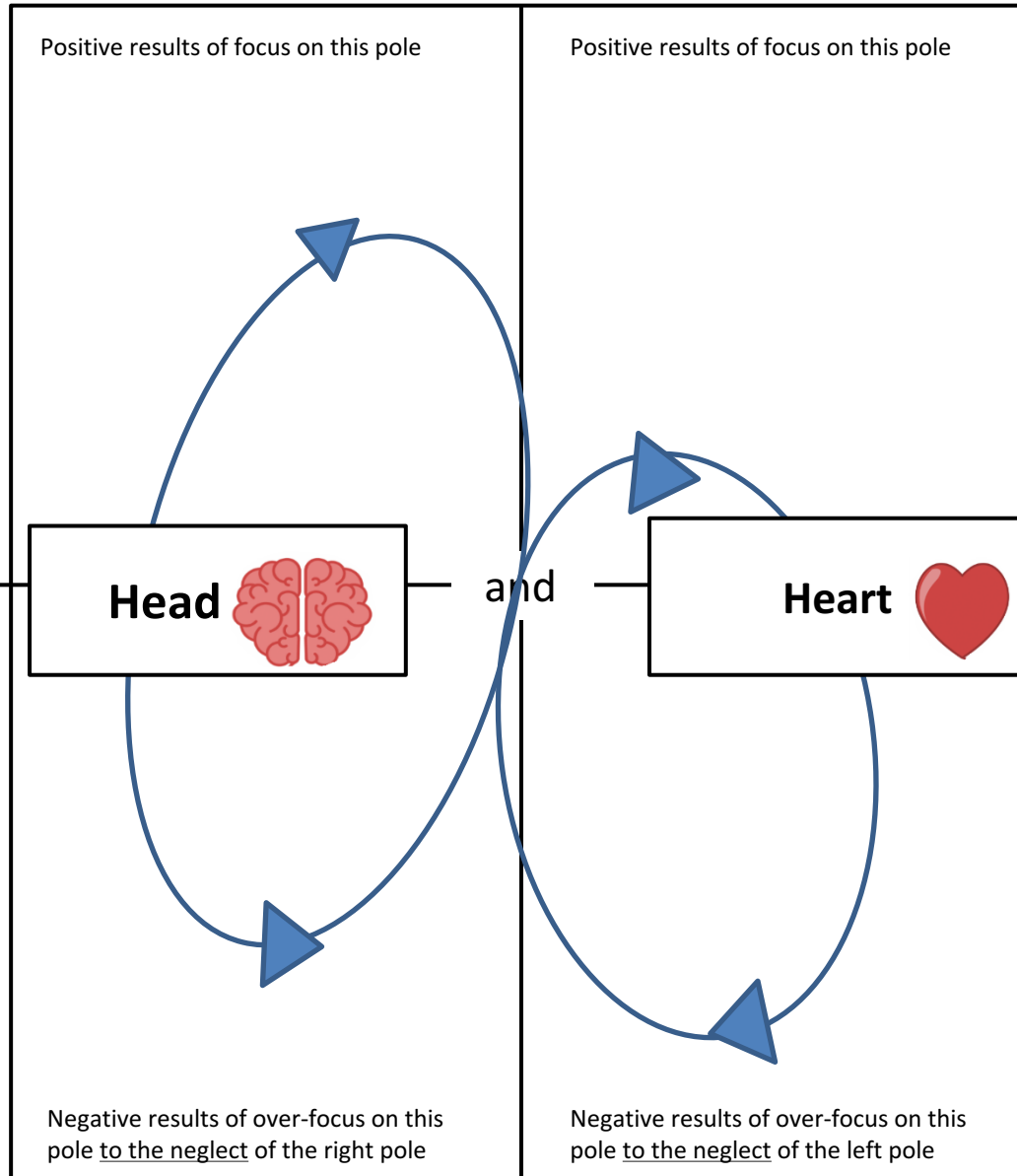
Measurable indicators that you can count that will let you know that you are getting into the downside of this pole.



# Show the current and idea energy flows



# Step four: show the current and idea energy flows



**Typical  
energy flow**