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Howdy folks,

It's the EQUIP (Enabling Quality in Practice) team here again. Continuing to share some of the tips you came up with our last large QI training event. The topic today, still from the same marketplace exercise I referenced last week, is how to motivate people. Because, unsurprisingly, most of us are actually not burning with a strong desire to change and evolve, and would really quite like it if the world could be left in peace for just five minutes. As a principle, this is how our appetite for change is distributed:

As a general rule, people very far away from each other will not be able to influence those very far away. So, working left to right, the folks in the 2.5% arena should not try to pull the ones in the 34% arena – but work most closely to those that are like-minded; the 13.5% people. And then those work on the 34% people, who work on the people immediately to their right... You get the idea. And you probably have a fair idea of the different places you and your colleagues sit.

So. Where do you start when wanting to change culture or implement change? Hopefully the answer is super-obvious: you start from the movers and shakers. You start **HERE**. And the move backwards as described above. Based on all this, you all had oodles of tips around how to motivate people even more, and get them in the room. Here they are:

- Share food! This cannot be overemphasized. Give people a cake, and they will give you time. Feed them, and they will trust you. Feed them bad sandwiches, and they will feel they don't matter. But share crunchy shortbread, and sweetness will flow. It ain't complicated. Have a happiness budget. Call it what you like. A QI morale budget? But maybe £20 per week, where your "happiness officer" can buy someone a bouquet of flowers for a job well done, or get the team a celebratory cake, buy some glossy magazines for the lunch room, you name it. But thank people tangibly, and let them know what's it's for. This is easiest when you know who your Happiness Officer is, and when that's always the same (jolly!) person.
- Get celebrating. Get a cake and decorate it together. We've done this with a few of you. Drawing run charts on your cake. It's awesome. And nerdy. And wonderfully messy. ;-)
- Work on practical problems. Stuff that will bring people to the table. "Resource alignment" is probably not going to get anyone's juices bubbling. Reducing documents in GP inboxes is.
- Scrap hierarchies. Power-blast them. Demolish them. Acknowledge the brilliance in every team member, and make sure they feel empowered to contribute, make decisions you might disagree with, make mistakes, and make joyful change. No bosses. Just leaders. Empower, empower, empower. Release control and let others flourish.
- Allow people to take real responsibility. It does not need to be your way. Whatever you're working on, it is owned by the whole team. And true responsibility is a wonderful gift
- Chase people, remind people, provide cover!! Make it easier for everyone to attend. We are all, basically, a bit forgetful and happy to stay under the radar. Get your jazziest, most obsessive people to keep reminding others to show up. Emails, screen messages, anything works.
- Get team rewards: make it a competition! Whoever comes up with the most impactful test of change gets to pick a practice treat.

- Make it interesting. There is nothing as demoralizing as a flat leader. So pick your leaders well, choose great story tellers, and enable energy, curiosity and discovery. This should be fun.
- Your sales pitch counts. It counts loads. People look up to those who inspire them, and their belief in change will likely reflect their own leaders'. So if you want energy and buy-in, pitch with energy and confidence. This small but continuous investment pays back forever and a day.
- People follow a leader. So, again, start with the biggest and most loved movers and shakers. Has anyone met any of our Tower Hamlets super stars? These people work in your practice, and they're the whole reason we're even able to write emails like these. You might recognize them because they usually smile, and say that it can be done.
- Use burning platforms. What keeps people awake at night? Start there. Then invest all that insomnia to explore empowered solutions.
- Start small. We learned through the pilots that stuff that is too big takes too long to succeed, and people lose momentum. So start teensy, savour your first change, and work your way up.
- Use a public QI notice board. Where everyone can see it, something like this perhaps:
- Share open praise. Lavish people with praise. Publically. Because Tower Hamlets folks are making general practice history, and deserve to be openly celebrated. This creates great energy, and inspires anyone who hears this praise. Dale Carnegie was H.U.G.E. about this.
- My favourite: work with strengths, not weaknesses. There is actually little scope to make a late person punctual, or getting clinicians to exercise tidy handwriting. So just get people to do what they're really, really good at. Praise them, build on this, use your skill mix to its max, and everything will start to get done by the right people. The problem is generally not lack of skill, but a system which does not support different strengths. So work with the flow, and not against it, to different strengths. Not everyone is alike, not everyone is brilliant at the same things – but we are all brilliant at something. (For example, I am clearly not brilliant at conciseness!!).

And that about wraps it up! This is my absolutely favourite part of QI, seeing the joy and buzz it inspires in people. So I really hope all these ideas are welcome and useful.

PS Your comms over the following weeks will be coming by another member of our team, as I will be ticking an item off my bucket list and travelling the USA. So you'll get to sample a different writing style.

PPS Your feedback following my last email was nothing short of amazing. Super helpful, and really useful in terms of understanding that this is a good way to communicate. If you have feedback/feelings, I'd love to hear them, so please keep sharing!!