

The Productive Leader

Releasing time to lead

Sustaining Improvement



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Critical success factors for sustainable change

Process				Staff			Behaviours			
Benefits	Adaptability	Evidence	Monitoring	Involvement and training	Supportive behaviours	Leadership engagement	Strategic fit	Infrastructure	=	Lasting change
✗	✓	✓	✓	✓	✓	✓	✓	✓	=	No Motivation
✓	✗	✓	✓	✓	✓	✓	✓	✓	=	Not flexible to change in organisation
✓	✓	✗	✓	✓	✓	✓	✓	✓	=	No results
✓	✓	✓	✗	✓	✓	✓	✓	✓	=	No continuous improvement
✓	✓	✓	✓	✗	✓	✓	✓	✓	=	No Knowledge
✓	✓	✓	✓	✓	✗	✓	✓	✓	=	No Willingness
✓	✓	✓	✓	✓	✓	✗	✓	✓	=	No role models
✓	✓	✓	✓	✓	✓	✓	✗	✓	=	No directions
✓	✓	✓	✓	✓	✓	✓	✓	✗	=	Not easily supported
✓	✓	✓	✓	✓	✓	✓	✓	✓	=	Sustainable change

Website: For more information please visit www.institute.nhs.uk/productiveleader
Contact The Productive Leader team: productiveleader@institute.nhs.uk



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Tangible ideas for sustainability

<p>Communication</p>	<ul style="list-style-type: none"> Establish communication strategy and plan, supported by regular, relevant communications that introduce the drivers and benefits for desired changes for The Productive Leader, and clearly define new ways of working. Utilise a variety of communication channels to consistently reinforce new ways of working before, during and after changes are made. Communicate quick wins/tangible results early on.
<p>Leadership and management behaviour</p>	<ul style="list-style-type: none"> Sustain leadership involvement and sponsorship for The Productive Leader. Develop performance goals and measurements for leaders/managers that reinforce the desired behaviours. Publicly recognise and reward leaders/managers who demonstrate a change in behaviour, by linking promotion and pay rewards to the desired behaviours and penalise managers who do not change behaviours. Confront individual resistance to The Productive Leader programme.
<p>Induction</p>	<ul style="list-style-type: none"> The induction programme should be aligned to reinforce messages regarding desired ways of working to support The Productive Leader.
<p>Performance management</p>	<ul style="list-style-type: none"> Ensure performance management objectives and competencies are aligned to strategy and desired ways of working for The Productive Leader.
<p>Reward and recognition</p>	<ul style="list-style-type: none"> Develop new rewards and recognition strategies that reinforce the desired ways of operating. Publicise employee contributions to The Productive Leader programme.
<p>Training</p>	<ul style="list-style-type: none"> Develop experiential training that reinforces the new ways of operating, new processes, procedures and behaviours for The Productive Leader programme. Deliver training 'just-in-time' so people can apply it immediately.
<p>Change agents</p>	<ul style="list-style-type: none"> Establish a change agent network to act as champions for The Productive Leader, gaining buy-in and support for the programme, communicating success stories and helping to overcome resistance to change.

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Additional ideas to help you increase sustainability

Based on NHS Institute for Innovation and Improvement Sustainability Guide

Process	Benefits	<ul style="list-style-type: none"> Help people recognise a benefit in their own role, eg tasks becoming easier, their role feeling more rewarding, process more efficient, simplified work flow.
	Adaptability	<ul style="list-style-type: none"> Prepare for managing the impact of organisational changes (eg people, location, structure) when the relevance of the programme may be questioned. Ensure senior leadership sponsor clarifies organisation position and reinforces the continued need to sustain the change, for the benefit of the organisation and staff. Support and encourage people to recognise when processes/ways of working could be improved even further and ensure they have the skills and knowledge to explore the potential for doing so.
	Evidence	<ul style="list-style-type: none"> Gather evidence of the continued effect of the improvement initiative and communicate the evidence. Focus on one or two key measures rather than a plethora. 'The fewer the better'. Develop stories that bring to life how the new processes/ways of working improves things for leaders/managers/staff/customers.
	Monitoring	<ul style="list-style-type: none"> Continually measure and communicate progress to sustain or 'hold the gains'. It helps people look towards ongoing improvement of their ways of working beyond the point when the change was first implemented. Keep measurement simple and useful and build measurement into daily work.

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Staff	Involvement and training	<ul style="list-style-type: none"> • Get staff involved (including most encouraged and discouraged) and give them the opportunity to influence the change to increase efficiency and job satisfaction. • Provide regular communication. Be aware of any initial increase in their workload to get the change undertaken and manage expectations. • Provide feedback mechanisms and forums for managers/staff to identify things that are going well and also any issues and concerns. Ensure you act on any concerns/issues. Are managers/staff adequately trained to sustain the improved ways of working?
	Behaviours	<ul style="list-style-type: none"> • Deal with sceptical people who do not believe the change will be sustained by exploring their key concerns – why do staff have change fatigue? Is the pace of change too fast? Are too many changes pursued at once? Are other demands on their time preventing staff from helping on this? • Consider how to address concerns, eg align changed ways of working/processes with goals/values from a number of different perspectives. • Support staff with a 'can do' attitude, supporting innovation and new ideas.
	Leadership engagement	<ul style="list-style-type: none"> • Ensure leaders take responsibility for efforts to sustain the change process. • Retain leadership engagement. If they do not appear to be engaged or have lost interest, understand why. Do they see the work as finished or their help/support not needed any more? Are they not receiving regular updates about the continued success of the programme? Do they not think it fits with their own objectives or are they too busy? • Help keep them engaged and bought in by ensuring they are receiving regular communication updates in a way that is useful to them and enables them to be involved. • Think about how the programme can help them with their objectives, issues or frustrations. • Acknowledge their contribution so they maintain a sense they are helping/making a difference and ensure they know how important it is for them to be involved. • Think about if you need to broaden the range of senior leadership involvement.

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Organisation	Strategic fit	<ul style="list-style-type: none"> • Ensure there is a clear, stated vision and supporting goals for the improvement programme which identifies how the change 'fits' into the organisation goals and vision, which will enable movement from current state towards the vision state. • Ensure improvement is embedded within the organisation's business planning and longer term strategic planning process.
	Infrastructure	<ul style="list-style-type: none"> • Examine the systems and infrastructure surrounding change to ensure it can be/will be modified to support any new processes/ways of working, including staff, facilities, equipment, job descriptions, policies, procedures and communication systems.

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