

IHI Psychology of Change Framework to Advance and Sustain Improvement



Issue of Reach

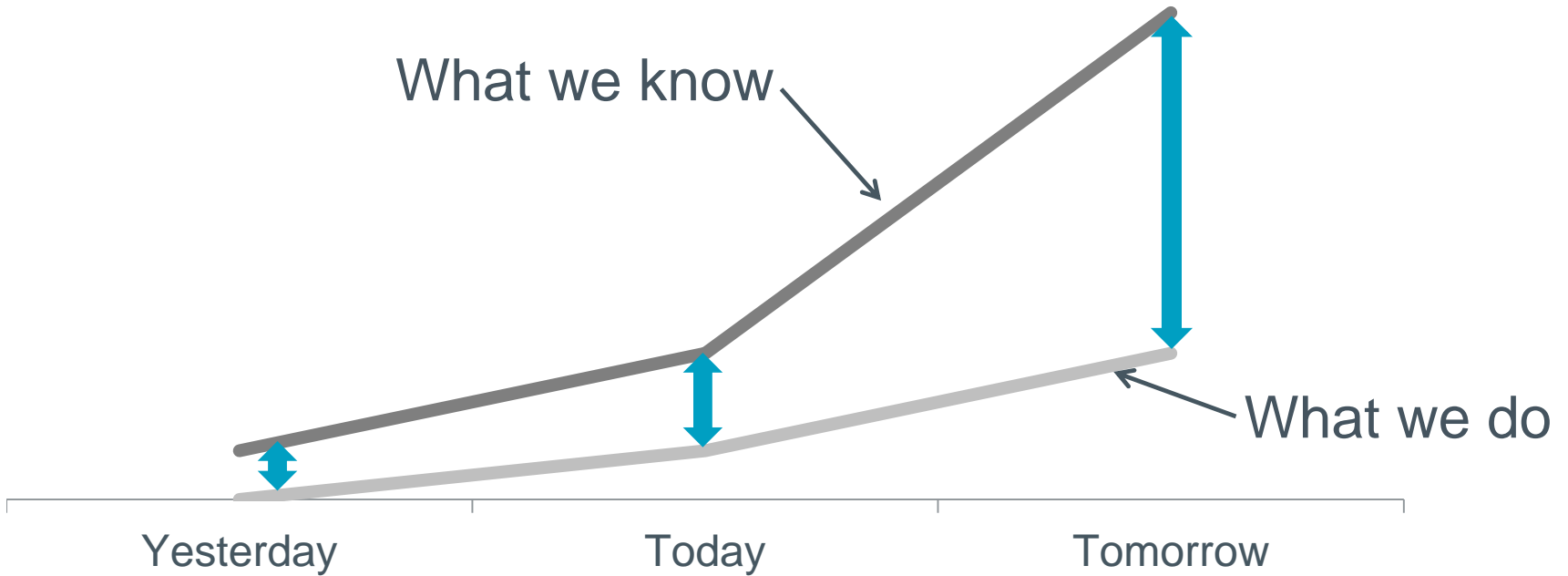
We have many, many evidence-based, research-derived bio and socio-medical models that, if reliably applied and scaled to meet demand, would save or improve many lives.

Yet, most reach only a portion of those who could benefit:

- Difficult to disseminate and scale (McCannon 2007)
- Difficult to translate from experimental setting to “real world” (Ioannidis 2005)
- Difficult to reproduce in settings with heterogeneous resources (Parry 2013)



The “Know-Do” Gap



What Holds Us Back?

- The rate at which improvements spread relies at least in part on people.
- People's resistance to change comes from fear.
 - Fear of failure, of losing control, of moving from habit to uncertainty



Psychology of Change

The science and art of human behavior as it relates to transformation

- Focuses on the people directly and indirectly affected by improvement
- Recognizes the inherent value in each person, regardless of identity or position
- Aims to activate people's agency in the face of fear



Psychology of Change

AGENCY

The ability of an individual or group
to choose to act with purpose

Power

The ***ability*** to
act with purpose

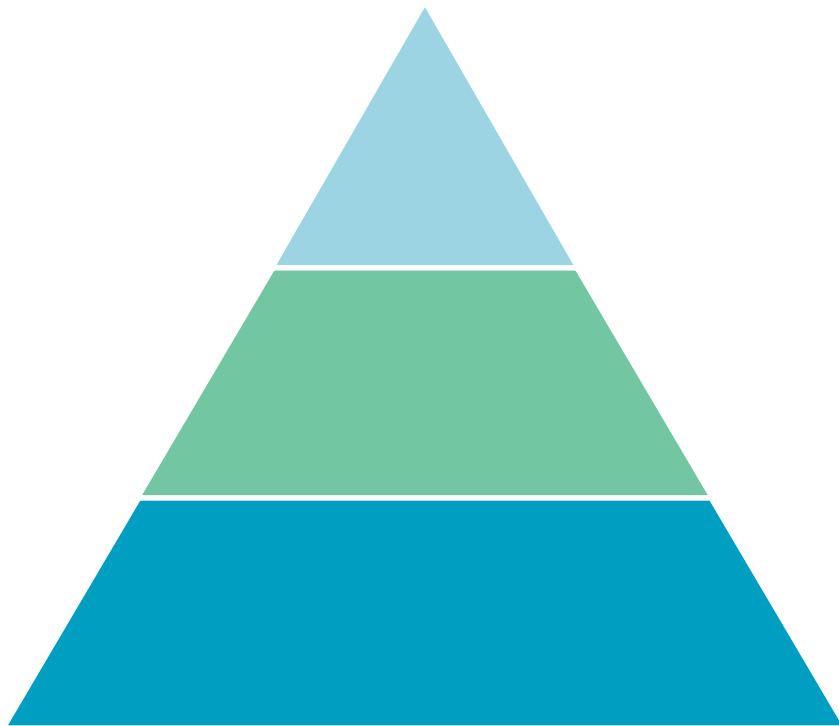


Courage

The emotional resources
to ***choose*** to act



Three Levels of Agency



Self:

An individual's agency to make his or her own choices

Interpersonal:

The collective agency of people acting together

System:

The structures, processes, and conditions that support the exercise of agency within and across institutions and organizations

IHI Psychology of Change Framework

Unleash Intrinsic Motivation

Tapping into sources of intrinsic motivation galvanizes people's individual and collective commitment to act.

Adapt in Action

Acting can be a motivational experience for people to learn and iterate to be effective.

Distribute Power

People can contribute their unique assets to bring about change when power is shared.



Co-Design People-Driven Change

Those most affected by change have the greatest interest in designing it in ways that are meaningful and workable to them.

Co-Produce in Authentic Relationship

Change is co-produced when people inquire, listen, see, and commit to one another.



Unleash Intrinsic Motivation

Tapping into sources of intrinsic motivation galvanizes people's individual and collective commitment to act.

Recommended Practices

1. Public Narrative
2. Motivational Task Design
3. Play and Celebrate

Unleash Intrinsic
Motivation

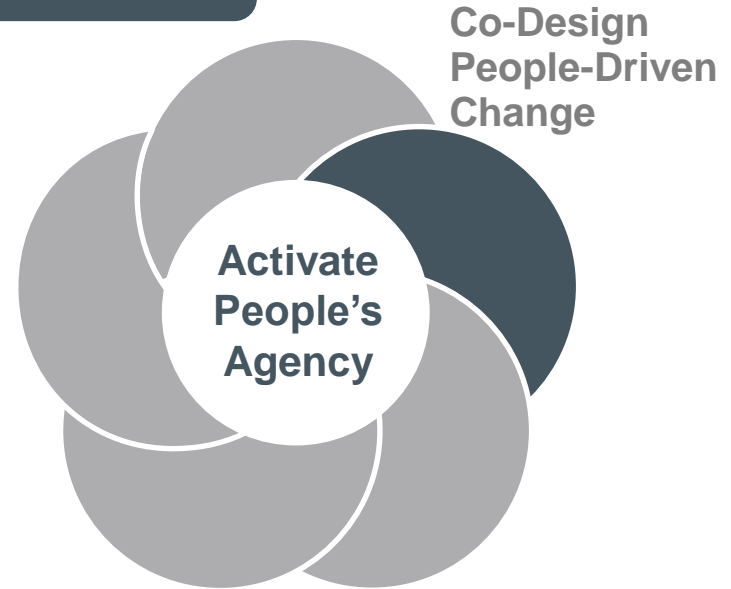


Co-Design People-Driven Change

Those most affected by change have the greatest interest in designing it in ways that are meaningful and workable to them.

Recommended Practices

1. Become Aware of Bias
2. Map Actors
3. Craft People-Driven Aim Statements



Co-Produce in Authentic Relationship

Change is co-produced when people inquire, listen, see, and commit to one another.

Recommended Practices

1. Practice One-to-One Meetings
2. Ask Open and Honest Questions
3. Practice Appreciative Inquiry
4. Listen Deeply



Co-Produce
in Authentic
Relationship



Distribute Power

People can contribute their unique assets to bring about change when power is shared.

Recommended Practices

1. Create a Shared Purpose
2. Develop Distributed Leadership
3. Establish Working Agreements
4. Cede Power



**Distribute
Power**

Adapt in Action

Acting can be a motivational experience for people to learn and iterate to be effective.

Recommended Practices

1. Coach and Be Coached
2. Adapt a Growth Mindset
3. Fail Forward
4. Embrace Emergence

Adapt
in Action



Improvement Measures

Primary Measures

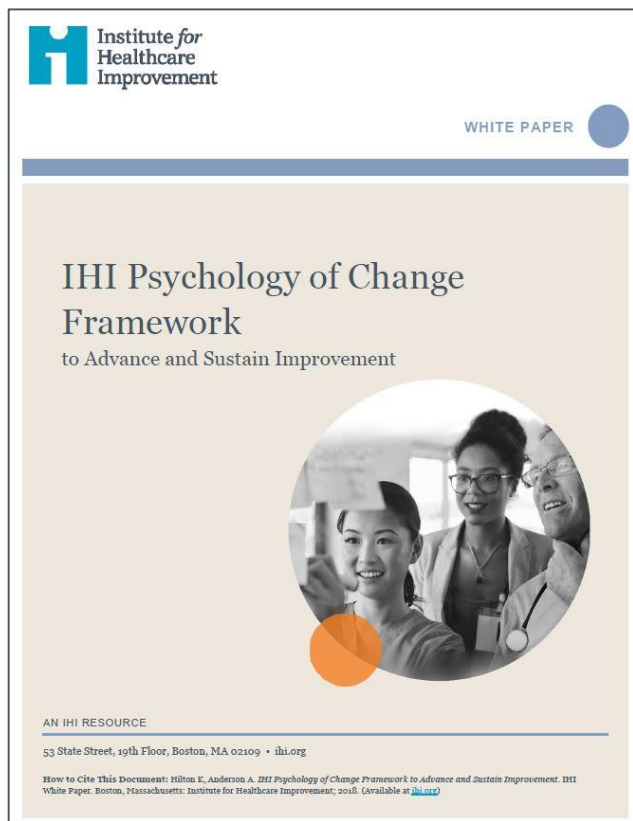
- Higher change adoption rates
- Increased sustainability of change

Secondary Measures

- Sustained integration of psychology of change methods over time
- Increased joy and satisfaction
- Higher discretionary effort
- Higher resiliency: lower burnout and “dropout”



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