Motivating the Middle

June 13, 2019
12:00 – 1:00 PM (ET)
WebEx

WebEx Quick Reference

- Welcome to today's session!
- Please use chat to "**All Participants**" for questions
- For technology issues only, please chat to "Host"
- Follow the instructions in the pop-up box to connect your audio (either by phone, or through your computer)

Raise your hand

Select Chat recipient

Enter Text and hit send

Objectives

- Learn strategies and tips for "motivating the middle", particularly as they apply to your Chapter improvement and organizing work
- Discuss how these tactics can be used to distribute leadership and build momentum for Recover Hope Campaign projects
- Build community across the Chapter Network

Today's Agenda

- Welcome and Introductions
- IHI Open School Overview
- Motivating the Middle & Organizing Tactics
- Discussion
- Connecting Learnings to the Recover Hope Campaign
- Debrief and Next Steps

Help us get to know you!

- In the chat box, select "All Participants" as the recipients and share:
  - Your Name
  - Chapter Name (University/Organization)
  - What motivated you to join or start your Open School Chapter?
  - What would you like to learn from today's call?
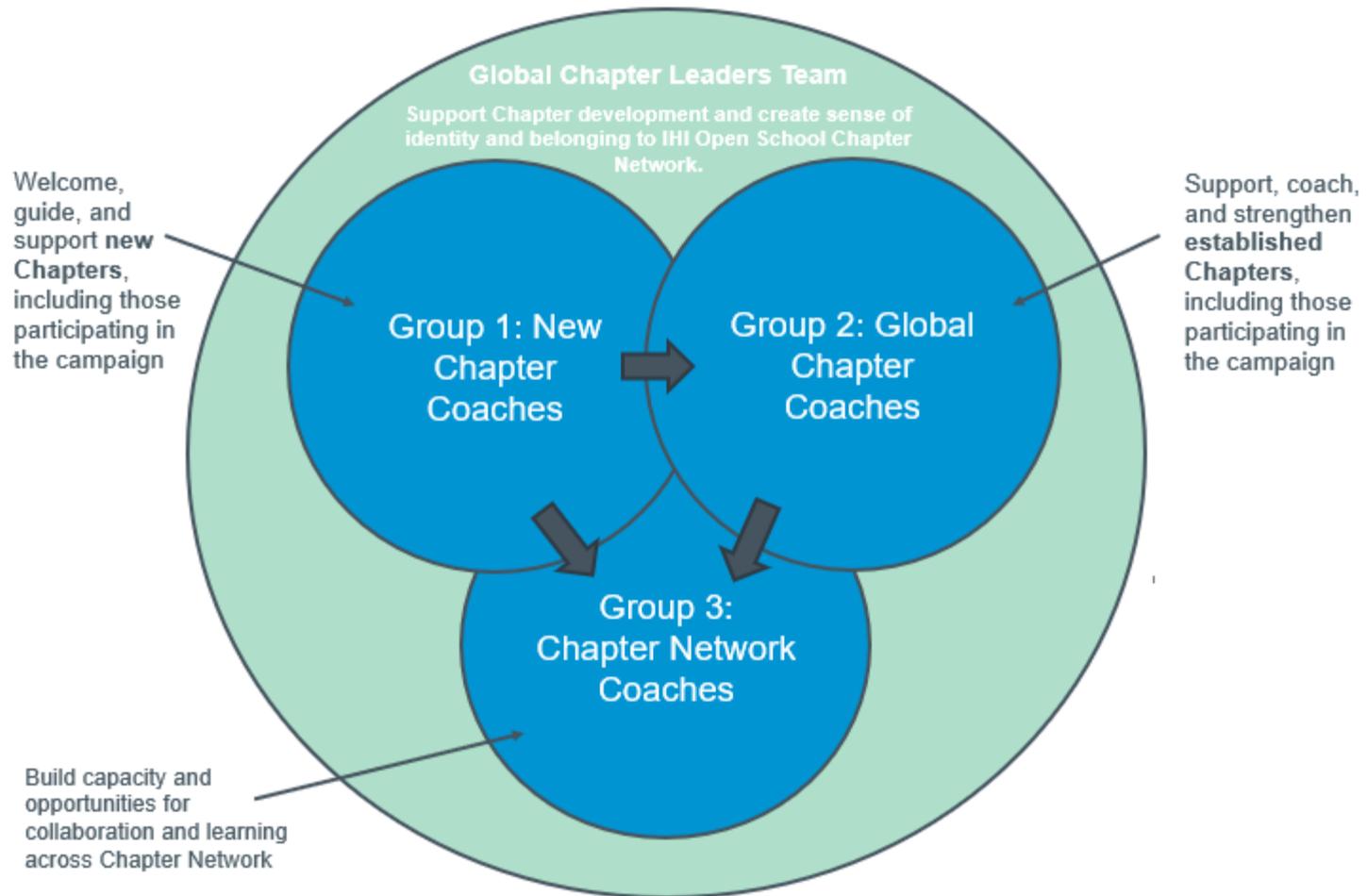
IHI Open School Team

Greg Alfaro
Project Manager,
IHI Open School

Hannah Flath
Program Coordinator,
IHI Open School

Global Chapter Leaders

Global Chapter Leaders Team

Support Chapter development and create sense of identity and belonging to IHI Open School Chapter Network.

Welcome, guide, and support **new** **Chapters**, including those participating in the campaign

Support, coach, and strengthen **established** **Chapters**, including those participating in the campaign

Group 1: New Chapter Coaches

Group 2: Global Chapter Coaches

Group 3: Chapter Network Coaches

Build capacity and opportunities for collaboration and learning across Chapter Network

Global Chapter Leaders on today's call:

Kevin Shah
Global Chapter Coach
Medical Student, Baylor
College of Medicine

Kristen Swain, RN, BSN
Chapter Network Coach
Performance Improvement
Project Manager

Call Faculty

Kate Hilton, JD, MTS
Senior Faculty, ReThink Health

OS Faculty Advisor, Lead Faculty for Leadership and Organizing for Change

Our Mission

"Advance quality improvement, patient safety, and leadership competencies of health and health care professionals worldwide."

Online Courses

- **30+** online courses in Improvement Capability, Patient Safety, Person- and Family-Centered Care, Triple Aim for Populations, Leadership – all free to students, residents, and faculty
- **Almost 800,000** students and residents registered on IHI.org and taking courses
- **More than 4 million** course completions
- **More than 1,500** institutions use the courses as a core part of their training programs or curriculum
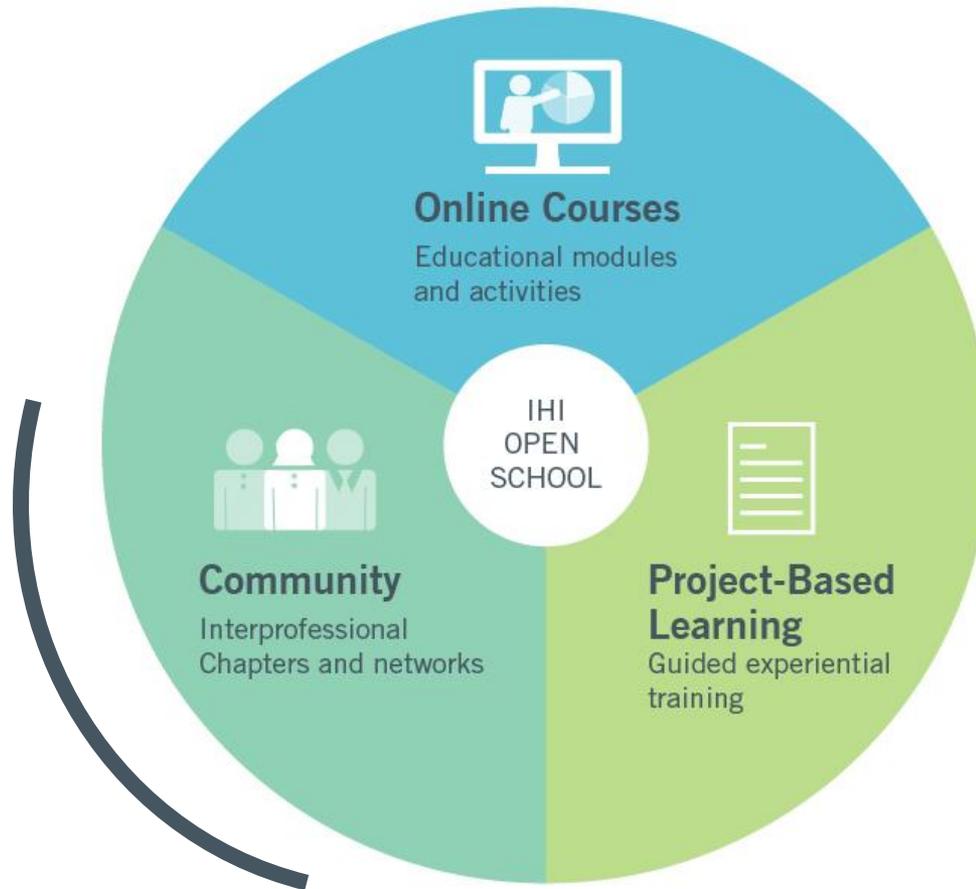
Project-Based Learning

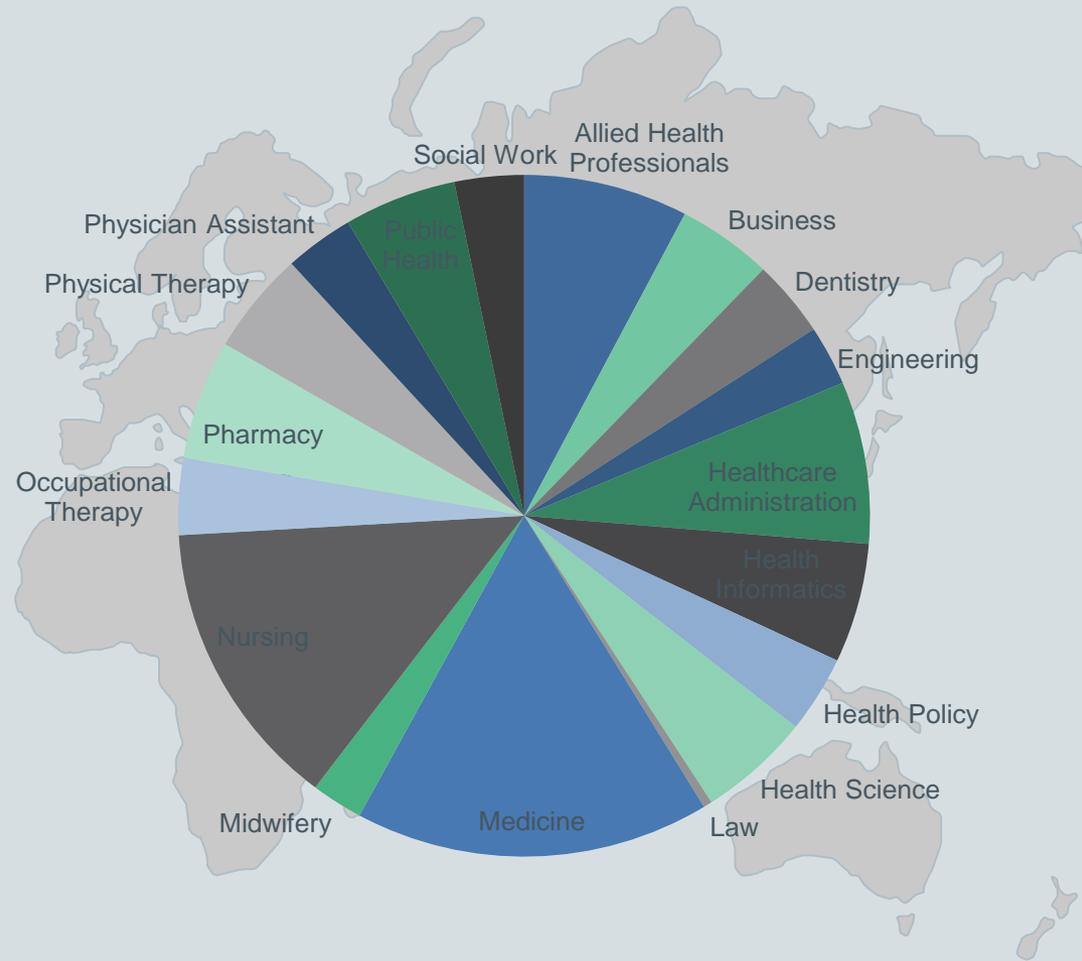**Leadership & Organizing for Change**
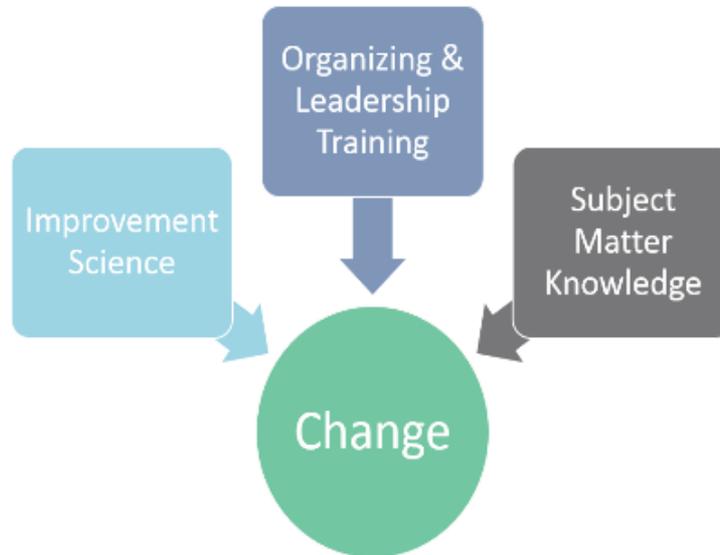
Our Strategy

Our Strategy

IHI Open School Community

- **795,000+** students and residents registered
- Over **945** Chapters started in **over 95** countries
- Over 50% of our Chapters are interprofessional

"Motivating the Middle"

Kevin Shah
Global Chapter Coach and
Medical Student at Baylor College of Medicine

THE THIRDS

- Top Third
  - Often comprised of student leaders
  - Have strong thoughts about the direction and mission of the group
  - Success or failure within the organization reflects personally on them

- Bottom Third
  - Least likely to be involved within the organization
  - Often have negative attitudes (they complain, but don't come up with any solutions)

- The Forgotten (Middle) Third

THE FORGOTTEN (MIDDLE) THIRD

- Positive attitude and want to contribute

- Fly "under the radar"
  - Happy to contribute to the success of an organization, but more likely in a supporting type of role
  - Involvement without a high level of responsibility

- Often have multiple priorities that compete for their time, attention, and energy

Initial Thoughts & Reflection

- What are you already doing to motivate the middle?

- What leadership success have you had through motivating the middle?

LESSONS FROM MOTIVATING THE MIDDLE

- Biggest mistake organization leaders (top-third members) make: assuming that all members will respond to the same things that motivate them

- Organization leaders often spend the majority of their time trying to motivate the bottom third of an organization
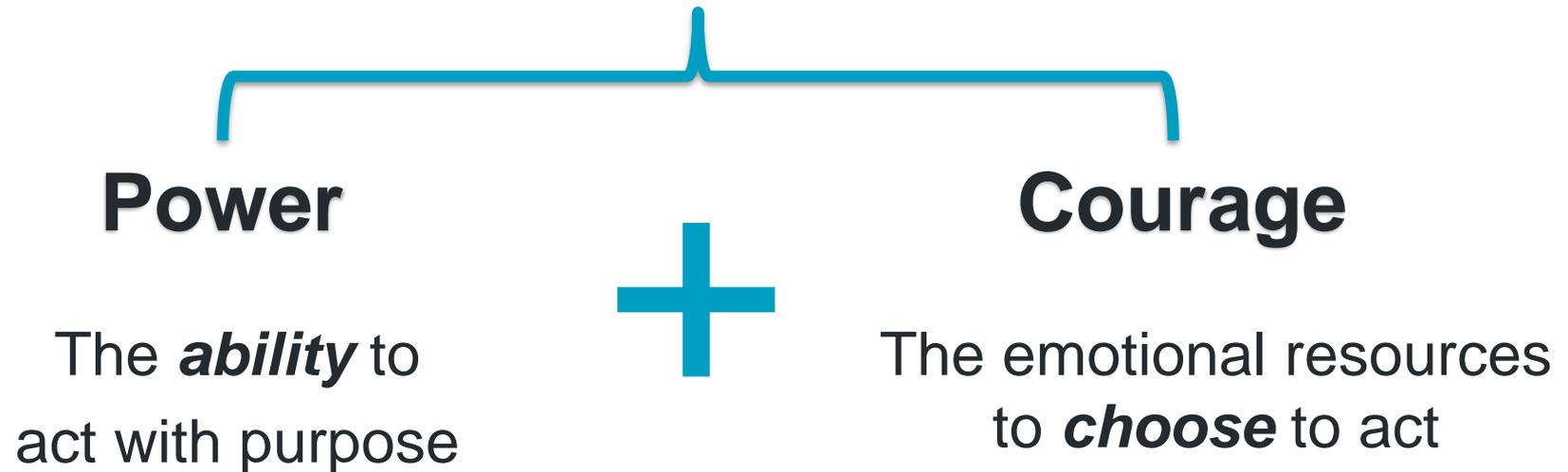
STRATEGIES FOR MOTIVATING THE MIDDLE

- Value their opinion, suggestions, and concerns by involving them in decision making within the organization

- Start and end meetings or events on time

- Ask for their help for specific time-limited tasks

- **Ascertain their values and let them lead initiatives that they enjoy most**
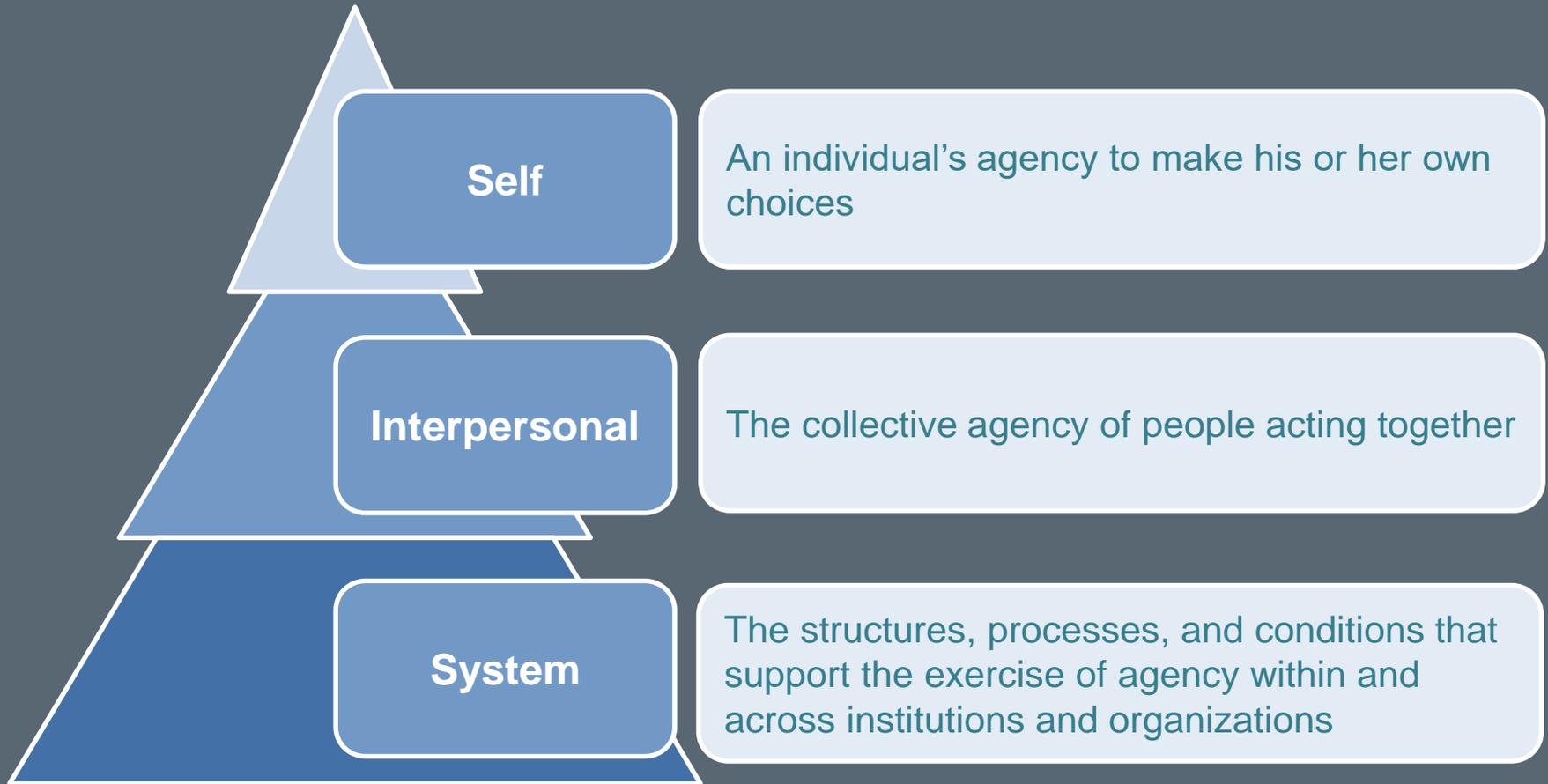
Psychology of Change

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.

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.

Activate People's Agency

Distribute Power

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

Co-Produce in Authentic Relationship

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

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"

Discussion with Kevin and Kate

DISCUSSION

- How does 'motivating the middle' relate to your Chapter's model of leadership or how it can inform potential changes to your leadership structure?

- How can we utilize this framework within the Recover Hope Campaign or when coaching individual Chapters?

- What commitment will you make to motivating the middle?

Connecting Learnings to the Recover Hope Campaign

The **IHI Open School Recover Hope Campaign** promotes awareness, prevention, and treatment of substance use disorders.

Together, we will improve the lives of 50,000 people living with substance use disorders around the world by April 2020.

We will do this by engaging 150,000 members of our diverse, global network of change agents and 150 IHI Open School Chapters to take action together.

What we've accomplished so far…

- Over 90 individuals and teams across 10 countries participated in the **Change the Narrative Challenge** from April 15 to May 15

- These teems collected over 6,500 pledges to change the narrative on substance use disorders!
  - OS Chapters, professionals, people with lived experience, community organizations, and more participated in the Challenge

Motivating the middle to continue the work…

- Can you commit to motivating additional stakeholders to launch a project in one of the Campaign's four action areas?
  - Changing the Narrative: sign the pledge, if you haven't already! Help us get to 20,000 signatures by April 2020.
  - Launch a project in these action areas, and learn more at ihi.org/recoverhope
    - Saving Lives from Overdose
    - Improving Pain Management
    - Reforming University and Organization Curricula

- **Take the Fall 2019 Leadership & Organizing for Change course** to learn to more community organizing and leadership skills like motivating the middle

Next Steps and Announcements

Next Steps

- Apply to attend the 2019 Leadership Academy on July 31 – August 2! The Leadership Academy offers in-depth training and guidance on leading Recover Hope Campaign projects, and applications are **due tomorrow, July 14**
- Submit your Chapter Progress Report to maintain active status and to tell us more about your progress this year
- Join our next Campaign Momentum Call on Measuring your Chapter & Campaign work on July 18 from 12:00 to 1:00 PM ET

Global Chapter Leaders are just an email away

- **New Chapter Coaches:** newchaptercoach.ihi.os@gmail.com
- **Global Chapter Coaches**: globalchaptercoach.ihi.os@gmail.com
- **Chapter Network Coaches**: chapternetworkcoach.ihi.os@gmail.com

Feedback for us?

- What did you like about this call?
- What was missing?
- What would you like to see on a follow-up call?

Thank you!