MAKING A CASE FOR INNOVATIONS IN LEARNING: OVERCOMING RESISTANCE IN NURSING EDUCATION

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The Leader as Revolutionary

Educator as a leader of transformation

Porter-O’Grady & Malloch, 2018, p. 505-507
Create an Argument for Revolution

- Vision statement for transformation
- Collect data to validate
- Make non-responding a non-choice
- Illustrate forces at play
- Make it compelling
Build the Conspiracy

- Find your tribe
- Don’t keep it a secret
- Use cross pollination
Be Strategic, Be Patient

- No enemies, only those not a part of it yet
- Bring stakeholders on board
- Know your politics
- Become a good translator
- WIIFM
• Celebrate success that moves transformation along
• Do the Cha-cha!!
• Transformation is like a relay race
Make Sure Small Successes Occur Early and Often!

- Small wins = momentum
- Movement is motivation
- Gives champions fuel to overcome objections
Make Transformation Main Stream
Conspiracy becomes the new reality

Conspirators work shifts to:
• Redefining work
• Retooling workplace
• Create process, policy and structures that support new ways of being
WHAT IS EVIDENCE BASED-INNOVATION?

Innovation Process

Evidence-Based Innovation

Evidence & Evidence-Based Practice

Generative

Dynamic

Changing

Emergent

Solid, factual foundation. Product of deep study. Moves disciplined research to experiential applications.
The relationship between evidence & innovation is dynamic and critical to understanding the multidimensional nature of both processes.
Nokia N-Gage

MUSEUM OF FAILURE
INNOVATION

Back in the year 2000 many people carried both mobile phones and handheld game consoles. Nokia combined these two devices into one unit and launched the N-Gage in 2003.

The N-gage was not a failure of ideas – it was a failure of implementation. The device had to be disassembled to change games. To use it as a phone, the user had to hold the phone sideways with the thin edge against the head, which led to its mocking nickname Taco phone. Along with design flaws, there was also a severe lack of good games to play.

However, it has been argued that the intensive development of the N-Gage spurred Finland’s thriving mobile gaming industry. Did the failed N-gage ultimately lead to today’s insanely popular games Angry Birds and Clash of Clans?

Dynamic change built on a foundation of knowledge and experience rather than change for change sake.
Photo Credit: Samuel West
As leaders and professionals we need to understand how to adjust our practice to meet changing environmental demands.
Know your organization: Identity, brand, mission, values and the relationship with those you serve
So, what does this have to do with Nursing Education?
EVERYTHING...
Organization as Conversation

Patterns of Meaning

We are the System: The System is us

Patterns of Relating

Power in Relationship
<table>
<thead>
<tr>
<th><strong>Structural Characteristics</strong></th>
<th><strong>Organization as Machine</strong></th>
<th><strong>Organization as Conversation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Change is...</td>
<td>Controllable, introduced to a system from outside, (cause &amp; effect)</td>
<td>Local, emergent, participatory &amp; pragmatic (getting things done together).</td>
</tr>
<tr>
<td>System is...</td>
<td>Simple</td>
<td>Complex and Relational</td>
</tr>
<tr>
<td>Leadership is...</td>
<td>Top-down, positional, exerted from “outside” the system. Strategy and plan driven.</td>
<td>Reflexive, enacted in participation with others in day to day interactions. Relationship driven.</td>
</tr>
</tbody>
</table>

Adapted from: Weberg & Davidson, 2019, p. 80
Patterns of Relating: How people interact with each other... forms an organization’s culture
Patterns of Meaning: Themes that exist in an organization and shape the day to day experiences of being in the organization
Disruptive Engagement
Ways of Talking
<table>
<thead>
<tr>
<th>Rhetorical Device</th>
<th>Traditional Hierarchical</th>
<th>Complex Relational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influence Path of a Conversation</td>
<td>Let’s stay on target here</td>
<td>What might this look like?</td>
</tr>
<tr>
<td>Destabilize</td>
<td>There is no appetite for this</td>
<td>Does this process add value?</td>
</tr>
<tr>
<td>Construct Urgency</td>
<td>There is a short turnaround</td>
<td>The faster we share this with other teams, the sooner all patients will benefit</td>
</tr>
<tr>
<td>Metaphor</td>
<td>Organization as machine</td>
<td>Organization as conversation</td>
</tr>
<tr>
<td>Irony</td>
<td>Doing more with less</td>
<td>Focusing on what works helps us find the energy to fix what is wrong</td>
</tr>
<tr>
<td>Influence Beliefs About What is True/Real</td>
<td>Evidence shows...</td>
<td>This worked for us...</td>
</tr>
</tbody>
</table>

Weberg & Davidson, 2019, p. 92
Ways of Listening
<table>
<thead>
<tr>
<th>Ways of Listening</th>
<th>Characteristics/Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>I already know that</td>
<td>Downloading. We listen to re-confirm habitual beliefs, judgements and values. We deny/discount what does not fit with what we already know.</td>
</tr>
<tr>
<td>Wow, look at that!</td>
<td>Object-focused listening. Paying attention to facts and novel data that disconfirms current ways or thinking/doing. Empirical and cognitive in nature (objective).</td>
</tr>
<tr>
<td>I know how you feel</td>
<td>Empathic listening. Real dialogue; we are less aware of our own agenda and focused more on connecting with the other person.</td>
</tr>
<tr>
<td>I can’t describe it, but I feel I am part of something larger</td>
<td>Emergent listening. Generative and focused on the emerging edge of the present moment. Listening from a state of flow or grace. Authentic, coming-into being.</td>
</tr>
</tbody>
</table>

*Weberg & Davidson, 2019, p. 93*
CO-CREATION & LOCAL MEANING MAKING
PRACTICE-BASED EVIDENCE

EVIDENCE-BASED PRACTICE
Questions?
REFERENCES


