

Principles and Methods Used in Positive Deviance

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Principles of Positive Deviance

- Make the invisible visible
- Look for and uncover solutions before your very eyes
- Invite everyone and be sure to include the unusual suspects
- You may need to go slow to go fast
- Nothing about me without me
- Participation is voluntary – everyone can opt in or opt out
- People on the frontline are the experts – the gurus
- Catch the butterflies - sometimes even small ideas or changes can make a big difference
- It's better to act your way into a new way of thinking than to think your way into a new way of acting

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Make the invisible visible



Look for and uncover solutions
before your very eyes

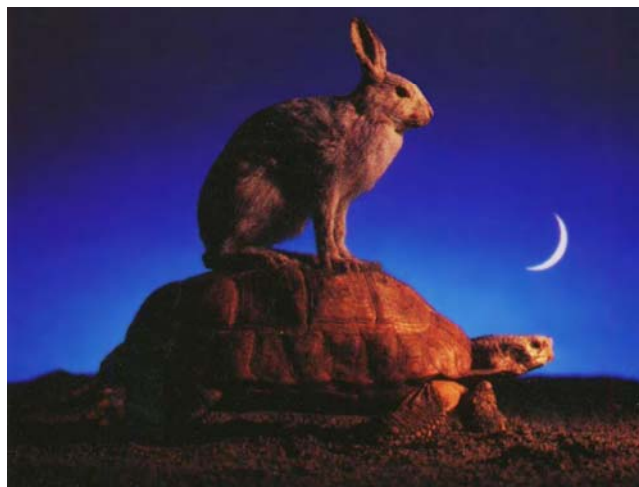


Invite everyone and be sure to
include the unusual suspects



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You may need to go slow to go fast



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Introduction to Positive Deviance /
Principles and Methods Used in Positive Deviance

Nothing about me without me

The problem is the physicians

The problem is nursing

The problem is housekeeping

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Participation is voluntary – everyone can opt in or opt out

OPT IN

OPT OUT

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People on the frontline are the experts
– the gurus



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Better to **Act** Your Way into a New Way
of Thinking than...



to *Think* your way into a new way of Acting

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Discovery & Action Dialogue

- Small solution focused conversations that can happen anywhere
- Discussion usually lasts 15-20 minutes
- They can be lead by anyone
- They include both discussion and action

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Questions

1. How do you know or recognize when _____ **the problem selected is present?**
2. How do YOU contribute effectively to _____ **solving the problem?**
3. What prevents you from doing this or taking these actions all the time?
4. Is there anyone you know who is able to frequently _____ **solve the problem, overcoming barriers?**
5. Do you have any ideas?
6. What needs to be done to make it happen? Any volunteers?
7. Who else needs to be involved?

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Tips for Discovery & Action Facilitators

Warning: This can be much harder than it first appears!

Do not:

- Answer questions that have not been asked directly to you
- Miss opportunities to “catch butterflies” – record actions to be taken by participants (NOT YOU) as they pop up
- Come away with a to-do list for yourself
- *Decide about me without me...* invite “them” into the next dialogue
- Avoid responding positively or negatively to contributions, let the group sift through their own assessments (e.g., ask, “How do others think or feel about this suggestion?”)

Do:

- Start with the purpose, *We are here to stop (or start) _____!*
- “Give” questions back to the group, wait at least 20 seconds for a response (looking at your shoes can help!) *
- Encourage quiet people to talk
- Flip cynical assertions by asking, “If I understand you correctly, no one has ever done this successfully or well!” or, “What would you do if there is an opportunity for change?”
- Work through all the questions without worrying about the order (the dialogue WILL be non-linear) or neat conclusions for each topic
- Maintain humility, you “sit at the feet” of people with solutions

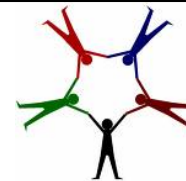
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DAD Questions and Their Purpose

How do you know when _____ the problem is present?	<ul style="list-style-type: none"> ~ Affirm the participant's existing knowledge of the problem ~ Provide opportunities to get questions on the table
How do YOU contribute effectively to _____ solving the problem?	<ul style="list-style-type: none"> ~ Focus on personal practices, NOT on what other people don't do ~ Amplify/confirm the participant's knowledge of effective practices
What prevents you from doing this or taking these actions all the time?	<ul style="list-style-type: none"> ~ Identify real barriers and constraints to the effective behavior ~ <i>What prevents you?</i> identifies barriers rather than <i>Why don't you?</i> which sounds judgmental
Is there anyone you know who is able to frequently _____ solve the problem, overcoming barriers?	<ul style="list-style-type: none"> ~ Establish that getting around barriers is possible ~ Identify the existing-but-uncommon successful strategies
Do you have any ideas?	<ul style="list-style-type: none"> ~ Identify the supports that make the desired behavior more likely ~ Provide an opportunity for participants to generate and share new ideas for enabling the desired behavior
What needs to be done to make it happen? Any volunteers?	<ul style="list-style-type: none"> ~ Identify action steps, target dates & feedback loops for metrics ~ Invite volunteers for each action step (capture ideas that don't yet have an identified action plan or volunteer in a "parking lot"). Catch the butterflies!
Who else needs to be involved?	<ul style="list-style-type: none"> ~ Widen the circle of people involved in discovering solutions, drawing in unusual suspects

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More Facilitation Tips



- Hold the dialogue in the participants' local context
- Make impromptu invitations as you enter the area
- Create an informal "climate," starting with introductions and an anecdote if appropriate
- Maintain eye contact and sit with the group (not higher or away from the group)
- Be sure you talk less than participants, encouraging everyone to share stories and "sift" for action opportunities
- Don't let one person dominate
- Demonstrate genuine curiosity in everyone's contributions without answering the questions that arise
- Just DO it!

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Wise Crowds



- Share your challenge – 2 mins
- Group will clarify – 2 mins
- Wise crowd conversation – 5 mins
- Acknowledge the Group – 1 min

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Wise Crowds: What Challenge Are you Facing?

Take a minute to think about a **challenge or situation** you are currently facing where you could **use some advice** and take a few minutes to write down the highlights.

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TRIZ

“the power of creative destruction”

- Define an unwanted result e.g. hospital acquired infections
- Design a system that would reliably create the unwanted result every time
- Compare the adverse system to the current system
- Eliminate similarities to your current system
- Describe what you can create to replace what you have eliminated?

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Thank You

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How to Start a Movement and Other Videos

- Start a Movement -
<http://www.youtube.com/watch?v=s2FzpAFegXE>
- Discovery and Action Dialogue
<http://www.youtube.com/watch?v=zonSdYOq4pU>
- TRIZ <http://www.youtube.com/watch?v=-QzfihJDtrw>

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Introduction to Positive Deviance /
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- **WHAT?**
 - What is emerging here? What facts stand out?
- **SO WHAT?**
 - What do the facts imply? Do you see a pattern? Does it make a difference? What is important?
- **NOW WHAT?**
 - What action may help us shift the pattern and move forward? Who else should be included? What are you going to do next

