

# A CULTURE OF COMPASSION DURING PERIODS OF UNCERTAINTY AND COMPLEXITY

Prof Mike Thomas 2019

# VUCA

- Volatile
  - Uncertain
  - Complex
  - Ambiguous
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# DISRUPTIVE TRENDS

- Quickly changing environment
  - Digitisation and Democratisation of information
  - Disruptive Technology
  - New Talent
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# SUCCESSFUL CHANGE MANAGEMENT?

S&P 500 – Only 10% of those in top 500 in 1983 there in 2013. (McKinsey, 2017)

82% of organisations experience change in strategy/redesign over three years

Only 23% successful. (Aronowitz, DeSmet & McGinty, 2015; McKinsey, 2017)

# THE 'MACHINE' APPROACH

- Only 12% of UK pop. who are ill access UK healthcare system
- 93% of those never access a hospital
- Only 15% of over 70'S access health and social care
- 85% active and self-caring, (pop.5.4 million over 70 yrs.)
- 1992 98,000 young people accessed universities
- 2017/18 1.7 million UG, total students 2.3 mill, total pop 18 to 25 yrs. 4.8 mill. (Parliament Research Briefing/UUK)
- 54.2 million UK pop. access internet

## Machine Culture

- ▶ Manager dominated
- ▶ Exec/Committee meetings
- ▶ Little data
- ▶ Anecdotal/Speculation
- ▶ Hierarchical
- ▶ Downward comms. processes


## New Culture

- ▶ Front line staff
- ▶ Workplace meetings
- ▶ Data driven, (EB Intelligence)
- ▶ Evidence/Analysis
- ▶ Local decision trust
- ▶ Face to face communication

# PERFORMANCE IMPROVEMENT FINDINGS

(FILLINGHAM, 2019)

# COMPASSIONATE CULTURE

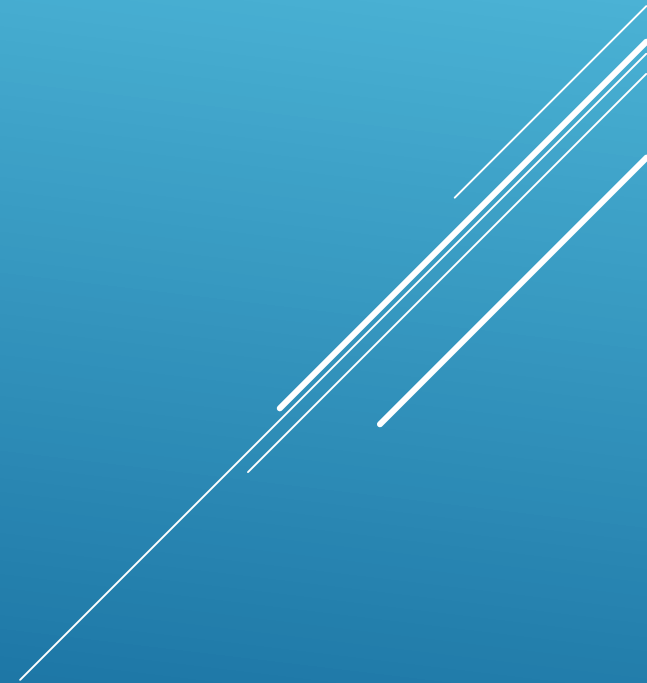
- Vision that has staff commitment NOT compliance
  - Ambitious targets but NOT regulatory targets
  - Recognised model/method of organisational improvement
  - Stable organisation! (7-10 years, A. Staines; 3 to 5 years, Haskins, Thomas & Johri, 2018)
  - Resilient
  - Agile
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ORGANISATIONS CAN BE GOOD IF  
WELL MANAGED

BUT...

THEY CAN ONLY BE OUTSTANDING IF  
WELL LED

(HUGHES, A./GGI, 2019)





IN TODAY'S SOCIETY KINDNESS IS THE  
NEW REBELLION (PINK, 2019)

