Motivating Change: Learning for Transformation

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Approach to Culture – Edgar Schein
Changing Culture

• We should be aware that cultural change is a transformational process; behaviour must be unlearned first before new behaviour can be learned in its place (Schein 2010)
Transformational Learning

Participatory, democratic process concerned with developing practical knowing in the pursuit of worthwhile purposes, grounded in a participatory worldview ... It seeks to bring together action and reflection, theory and practice, in participation with others, in the pursuit of practical solutions to issues of pressing concern to people, and more generally the flourishing of individual persons and their communities (Reason & Bradbury 2008)
8 Principles for Creating Person-centred Cultures

“See the conditions that have come together to create a context in which people behave in a certain way, and then change those conditions”

(After McCormack & Titchen 2015)
1. Bounding and framing

Background and Foreground of practice
2. Co-existence

- Cultures of Kindness
- Harnessing energies
3. Embracing the known and yet to be known

- Reduce emphasis on compliance
- Balance ‘improvement’ with space for innovation
- Harness the inner creative energy of all staff
4. Living with conflicting energies

Person-centred leadership
5. Being still

- Spaces for reflection and learning
- Reducing ‘busyness’ and focusing on the ‘business’ of practice
6. Embodying contrasts

Learning to pay attention to the seemingly insignificant
7. Harmony

No beginning, no end to developing effective workplace cultures
8. Loving Kindness

“we all have something of each others lives in the palms of our hands”

(Martinsen 2006)