

Battilana Clip 6 Transcript

JULIE BATTILANA: OK. So we've had different perspectives as to what he should be doing. And we've been highlighting certainly a number of the ethical issues and dilemmas that he's facing. And he's going to react and tell you what he's done and give you a full update. Just a few things that I want to make sure highlight and you keep in mind, because as I said, to me, this case discussion is critical because we're really foreshadowing a lot of what we're going to be discussing. And we don't have all the answers now, but I want us to get back to those issues and discuss them over again in the next few classes we're going to be having.

OK. So I told you at the beginning the two key questions are going to be, what are the distinct challenges of bringing about change? And what does it take to succeed in implementing these changes? And if you think about what we have discussed when it comes to changing the US transplant system, I would say that there are three distinct challenges that are associated with trying to implement this kind of change in a sector of society.

So the first thing is about coordinating shifting behaviors across a collection of diverse actors. We're no more within the boundary of a single organization. You're trying to coordinate action across organizations. And to make it more complicated-- Yonge-- I'm going back to your point, which we're just thinking business, the limits of business. But if it's cross-sector, now you have to think about how you're going to coordinate across sectors.

The other key challenge relates to constructing a foundation of credibility. And we just talked about that. That's a conversation we were having. He's incredible in this world of health care. It's true that he's starting from scratch. Certainly he was very well positioned and that's what I see in the research I've been doing, to come up with

innovative solutions in the sense that he was positioned at the intersection of multiple fields.

But it's a different story to move beyond that and say, well, now, does he have the credibility to agitate, to push for the innovation, and to orchestrate? Right? And then, finally, the last unit challenge is about convincing people to adopt new practices that diverge from the norms, from the power hierarchies? We've talked about diverge and change in the module on power and defense in organizations. When it comes to changing society, a lot of the changes we'll talk about are divergent changes, and the kind of change that Sridhar and many others as part of the collective movement were trying to push for, those are divergent changes.

So now, what does it take to succeed in trying to bring about this kind of change? Well, I would say that you have to start with assessing the environment and its readiness for change. And you also have to start thinking more about the distinct roles that you can play in such a movement for change to enhance your impact and the impact of the movement.

Now, when it comes to assessing the environment, what do we know? Well, we talked about that already when we talked about change in organizations. You have to run this assessment within an organization. Right? You have to understand the stakeholders, you have to see the extent to which the organization is ready for change. You have to do the same when you're trying to push for social change except that now the whole analysis is at the systems level. And so it's more complex.

But now, there are some key questions that you can ask yourself. And what are they? Again, based on research and the conditions that we know facilitate these kind of social change. The first question to ask yourself is, have there been any jolt crisis that have destabilized the system? If the answer is yes, the conditions are going to be more

conducive to change. If the answer is no, which was the case for the transplant system, then you're likely to face more resistance. It doesn't mean you cannot push for change, but you're going to face more resistance.

The other question is, how deeply rooted is the current system? Are there multiple perspectives around? Again, it was not the case for the transplant system. For how long has this system been in place? The more decades you add, the harder it's going to be to change the system. And then, finally, what we discussed yesterday. How do power relationships contribute to reproducing the status quo? And if you want to understand that, what do you need to do? Back to what Brandon said, you actually have to run the whole stakeholder analysis. And you have to understand the stakeholder's sources of power. And you have to think about, are they endorsers, fence-sitters, resisters?

And everything we discussed in the previous model about those endorsers, fence-sitters, resisters, and how to convert them applies now at the organizational level. All these things are related. We're really building on what we've done. And we're going to talk more about that as we go through the next case conversations we're going to have in the next few weeks.

So now, it's really complicated when it comes to social change and this diversity of factors to convince all those different stakeholders. And in spite of the complexity, if you think about history, we all have in mind these iconic figures, right? The change makers who were able to make change happen in society even at a time when everyone felt that the kind of change they were pushing for was not possible.

Now, what I'd like to think about is that although history remembers these individuals, the reality is that a single leader very rarely changes the course of a sector or society on her own or on his own. What do you think that they did? They actually used their sources of power to create and or participate in a collective movement for change. And

this is what we have to think about. We obviously have to be humble. We cannot control everything, we don't control the incentives when it comes to trying to change a system. But we can participate in a movement. And this is what we're going to be talking about in this module.

And so as I mentioned, here are the three roles-- the agitator, innovator, orchestrator roles-- that you can play in any movement for change. They're critical to the success of the movement. We're going to get back to them and revisit them and try to think about the key activities in which you need to engage to succeed in playing these different roles.

And the questions I'd like you to think about throughout this module are here. What does each of the roles require you to do? What roles are you best suited to play? And importantly, think about the context. What do you need to do in a given context in which you are to actually push for change? And then we'll think about your repertoire-- how to expand your repertoire. And I know that Sridhar is going to talk about that. He's going to now give you an update in terms of what happened.

Sridhar, thank you so much. We're so happy to have you.

[APPLAUSE]

AUDIENCE: Thank you.