How to Create Accountability

*Applying the
New Science of Leading
Change to the problems
you face*

*An Introduction &
Practice Session*

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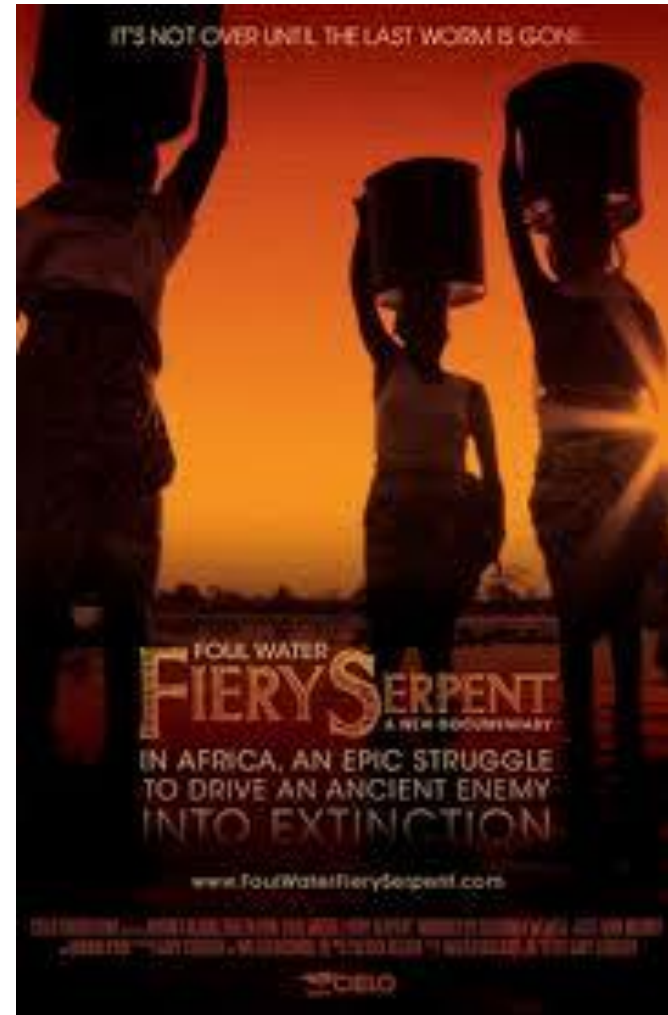Ruben Fernandez, JD

Learning Objectives:

- Describe at least 3 components that need to be addressed when leading change in accountability practices—at team, organization or community levels

- Create a 6-point plan for change and accountability, for a problem you face

- Assess your strengths and developmental areas for accountable environments at work or in your community

- Create a plan to address and support change on a real time issue around accountability for typical problems people face in organizations like yours

A perfect case study

Eradicating a horrible parasite illustrates each component

Guinea Worm

of this change and accountability model

IT'S NOT OVER UNTIL THE LAST WORM IS GONE

FOUL WATER
FIERY SERPENT
A NEW DOCUMENTARY

IN AFRICA, AN EPIC STRUGGLE TO DRIVE AN ANCIENT ENEMY
INTO EXTINCTION

www.FoulWaterFierySerpent.com

Worm larva live in ponds and water sources

Humans ingest the larva with water, which burrows into abdominal tissue and grows inside the body to 3 feet long.

Worms secrete an acid-like substance, which helps them carve an exit path from the body, causing painful blisters.

Worms can exit from ANY part of the body.

In an attempt to ease the horrific pain, villagers soak the infected limb in a cool pond—which stimulates the worm to lay hundreds of thousands of eggs—and perpetuate the cycle.

The course of infestation takes months…exiting worms must be slowly wound on a stick, preventing work or school.

How to Solve the Guinea Worm Problem

The Carter Center took on this problem

There is no vaccine, there are no drugs, there is no "cure"

They studied why some villages had the parasite and others did not

They found that women from uninfected villages ran the water through their skirts

They found the filtered water could prevent transmission

They developed portable filters and taught everyone how to use them

Sounds good, right?

It didn't work.

Donald R. Hopkins is a Bahamian American physician, a MacArthur Fellow and is the Vice President and Director of Health Programs at The Carter Center

Identifying the Vital Behaviors

There are 3 vital behaviors that are integral to solving this problem:

1. People must drink filtered water
2. Infected persons must stay away from water sources
3. Those who are not following these rules must be confronted by their neighbors

In order to enact these vital behaviors,

6 sources of influence must be addressed

6 sources of influence

Personal:

Make the Undesirable Desirable

Surpass Your Limits

Social:

Harness Peer Pressure

Find Strength in Numbers

Structural:

Design Rewards and Demand Accountability

Change the Environment

Guinea Worm 6 sources of influence:

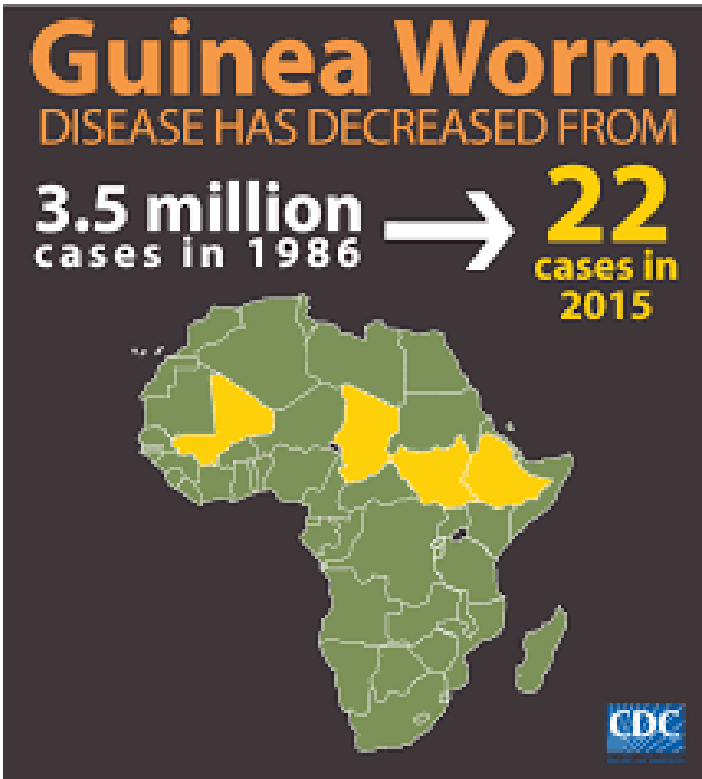|	MOTIVATION	ABILITY
Personal:	Must avoid the water during emergence of the worm—make the suffering a noble sacrifice	They must know how to effectively filter water
Social:	You need the thought & informal leaders on board	The village must help one another comply, get food, manage crops, etc.
Structural:	No work, no money, means starvation—food and economic security are paramount	They must have tools to filter water and care for their wounds

Guinea Worm DISEASE HAS DECREASED FROM **3.5 million** cases in 1986 ➝ **22** cases in 2015

CDC

GUINEA WORM **ERADICATION** THE END OF THE DISEASE IS **IN SIGHT**

This accountability based approach has been very successful in helping to wipe out Guinea Worm
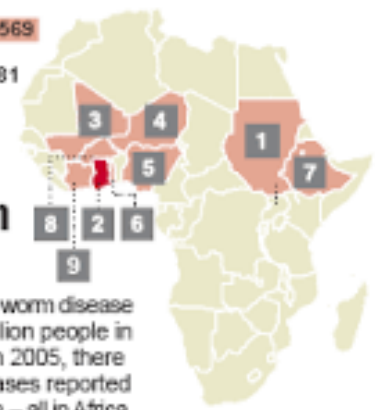
Reported cases of guinea worm disease in 2005

1. Sudan — 5,569
2. Ghana — 3,981
3. Mali — 659
4. Niger — 183
5. Nigeria — 120
6. Togo — 73
7. Ethiopia — 37
8. Burkina Faso — 30
9. Ivory Coast — 10

Wiping out worm disease

In 1989, guinea worm disease afflicted 3.5 million people in 23 countries. In 2005, there were 10,674 cases reported in nine countries – all in Africa.

SOURCE: The Carter Center

AP

Positive Deviance

"It's like a flashlight. It shows you what already exists."

—Healthcare Volunteer, Kedoyo, Indonesia

Find who is getting a different desired result

Confusing outcomes with behaviors is no small issue

	MOTIVATION	**ABILITY**
Personal:	What motivates an individual to engage in the new behavior?	What does the individual need to learn in order to engage in that behavior?
Social:	How can peers help and hold one another to task?	Strength in numbers: It's harder to deviate from the norm...
Structural:	How do your incentives align with behaviors?	What in the environment helps or hinders the new behaviors?

PERSONAL MOTIVATION

What motivates an individual to engage in the new behavior?

Make the undesirable...desirable—change a feeling associated with a vital behavior through new experiences and creating new motives. Engage in moral thinking...

Example:

Delancey street restaurant: taking people from the systems of incarceration and giving them training and jobs through creating new experiences and creating new motives

What "undesirable state" do you need to transform the problems you face for your change initiative to be effective?
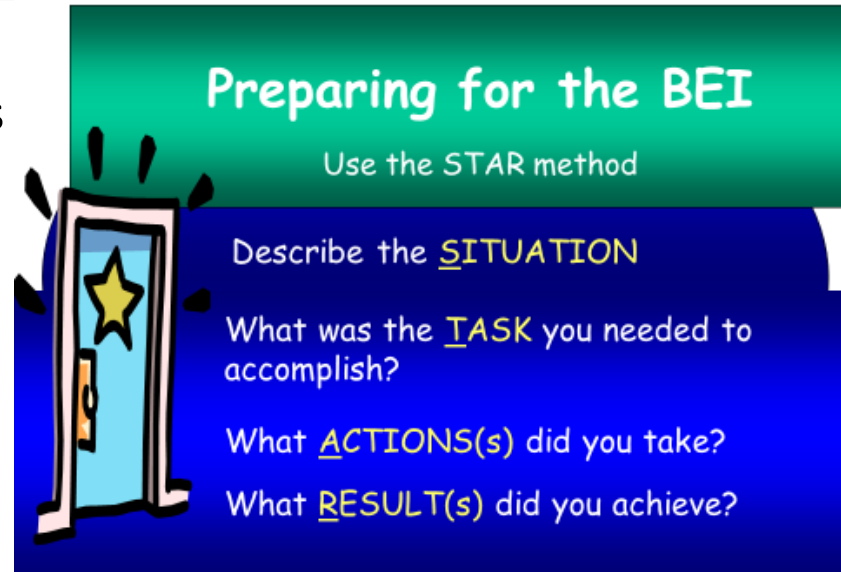
PERSONAL ABILITY

What does the individual need to learn in order to engage in that behavior? How can they surpass their limits?

We often underestimate the need to learn and actually practice a new behavior

Example:

- Preparing STAR statements about your skills (there's a module on that!)

- Learning skills in medical school or surgical residency

- 27-9-3; CCO, Rule of 3

Preparing for the BEI

Use the STAR method

Describe the SITUATION

What was the TASK you needed to accomplish?

What ACTIONS(s) did you take?

What RESULT(s) did you achieve?

Knowing and doing are different things. How can you help your target groups practice the change?

SOCIAL MOTIVATION

The merit of an idea does not predict its adoption rate—what matters is if a specific group of people embrace it: the messenger is more important than the message.

- The Power of The Right One: a respected insider who is an early adopter and role models the way is powerful

HIS HANDS HAVE BUILT QUITE A REPUTATION.

SO HAVE OURS.

1,000 hospitals worldwide have adopted our hand hygiene strategies.

Novant HEALTH

- Almost everyone in a community has to talk openly about the proposed change in behavior before it can be safely embraced by everyone.

What "insiders" do you need to be the role models for your change initiative to be effective?

SOCIAL ABILITY

Strength in numbers: It's harder to deviate from the norm...

Social capital shows us that groups can do better than the smartest individuals

- India: Co-signing loans
- South Africa: pot banging to disrupt spousal abuse
- World-wide: groups wearing masks!

How can you social networking for your change initiative to be effective?

STRUCTURAL MOTIVATION

How do your incentives align with behaviors?

Reward the vital behaviors alone rather than results

- Start with intrinsic satisfaction
- Second line up social support
- Rewards come third

- Public praise is tricky because it arouses jealousy in others, even if they have not done the work to merit the praise.

- Paying for ideas suggests that thinking isn't part of the job

How can you use symbolic rewards to support your change initiative's effectiveness?

STRUCTURAL ABILITY

What in the environment helps or hinders the new behaviors?

If you want to change behavior, change the environment

Example:

- The physical environment has a tremendous impact on behaviors
- Make the invisible…visible!
- Rely on data that is fresh, consistent and relevant—catch people's attention with counterintuitive, eye-popping stats

How can you fill the environment with cues to support your change initiative's effectiveness?

Now…
Prepare to
get to work!

Your Assignment

O Work in your teams/group rooms

O Focus on a common problem you face

O Create your 6-point accountability plan (collaborative worksheets)

O Present your insights when we come back together

https://docs.google.com/document/d/1ELEWsBk6N7Td8gF0DNuLiN_LQQfBkBWY/edit

Welcome Back!

o Q & A

o Thoughts on applying this model elsewhere?

o Insights?

"Discover a few vital behaviors, change those, and problems - no matter the size - topple like a house of cards" - Patterson

Vital Behaviors

- What are the 1-3 behaviors people are engaging in that lead to the desired result?

Use 6-Sources of Influence

ANALYZE

EXECUTE

Find Vital Behaviors

ANALYZE

EXECUTE

Clarify Measurable Results