

National Ambulance
LGBT Network



Supporting Lesbian, Gay,
Bisexual, Trans staff, patients
and communities

A partnership of UK Ambulance
Services

Power Imbalance and Change Basics

A discussion on how
understanding power imbalance
can lead to cultural change

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Power Imbalance...



Gender: Rewind 100 Years



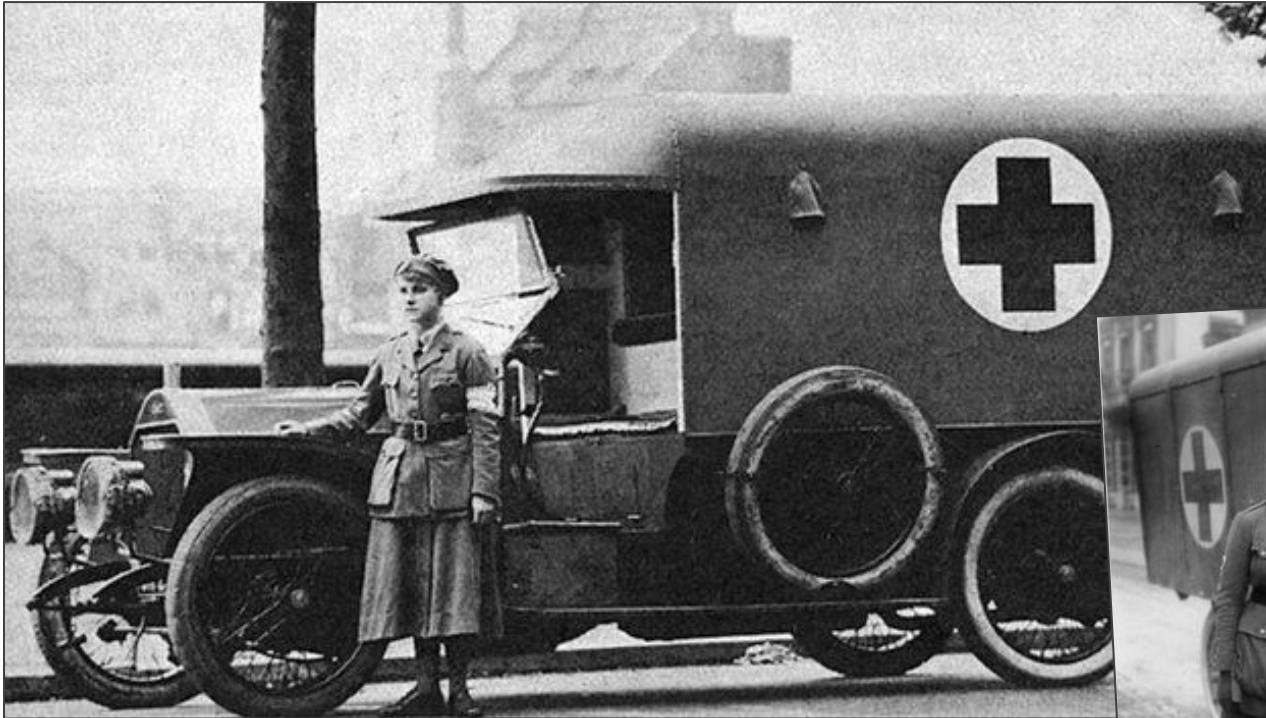
Rewind to 1918

The end of World War One

Representation of the People Act



Gender: Rewind 100 Years



Women driving ambulances in World War One. It was 1928 before all woman over the age of 21 got the right to vote after the Equal Franchise Act was passed.



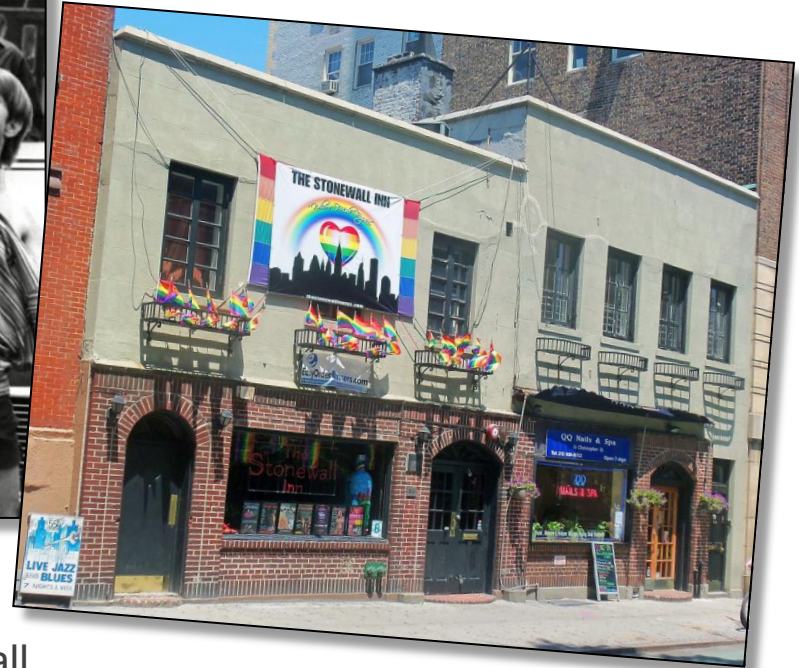
Race: Apartheid



Apartheid was a political and social system in South Africa while it was under white minority rule. This was in use in the 20th century, from 1948 to 1994. Racial segregation had been used for centuries but the new policy started in 1948 was stricter and more systematic.



Sexual Orientation: Stonewall Riots



The name comes from the Stonewall riots (also referred to as the Stonewall uprising or the Stonewall rebellion) which were a series of spontaneous, violent demonstrations by members of the LGBT community against a police raid that took place in the early morning hours of 28 June 1969, at the Stonewall Inn in New York.



Back to Ambulance Services...



- Each Trust is very large
- Many staff work remotely
- Easy of micro-cultures to establish themselves
- This is hard to manage and work with
- Can you think of any examples?



Understanding Power Imbalance



Diagnosis

Strategy

Action



Power Diagnosis Template



Who is claiming power?	Who is affected?
What is their motivation?	What is the impact on others?



Change...



Challenging Power Imbalance



Diagnosis

Strategy

Action

Instigating Change



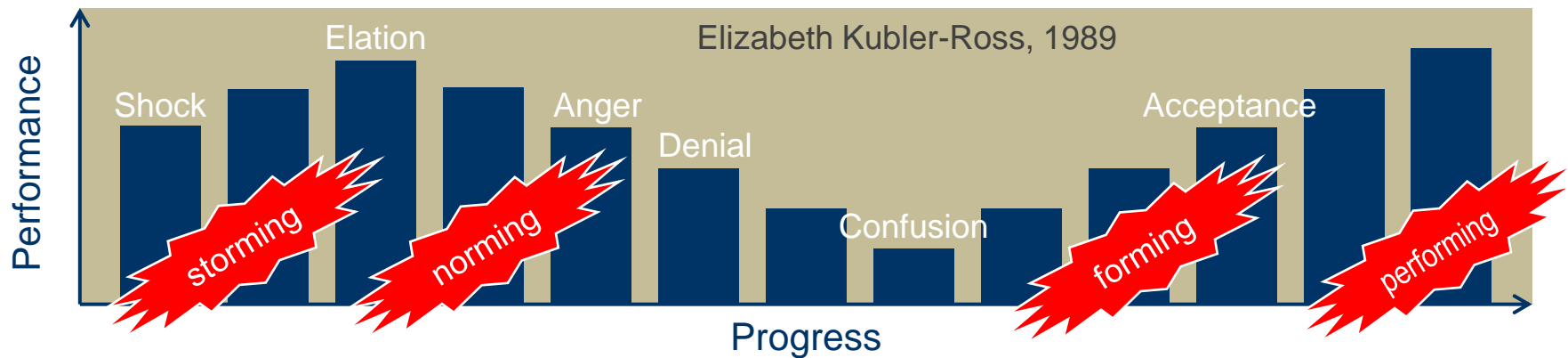
Change Models



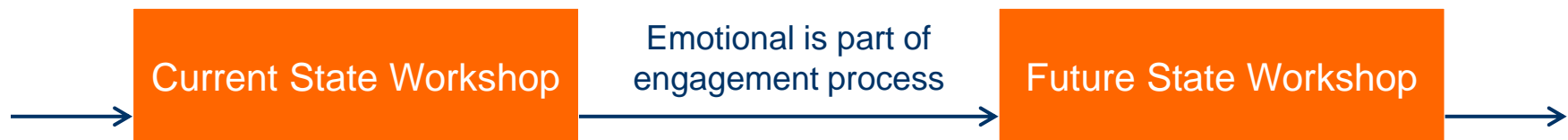
Diane Dormant (1986); The ABCD's of Managing Change:



Emotional cycle of change:



Consultancy approach:



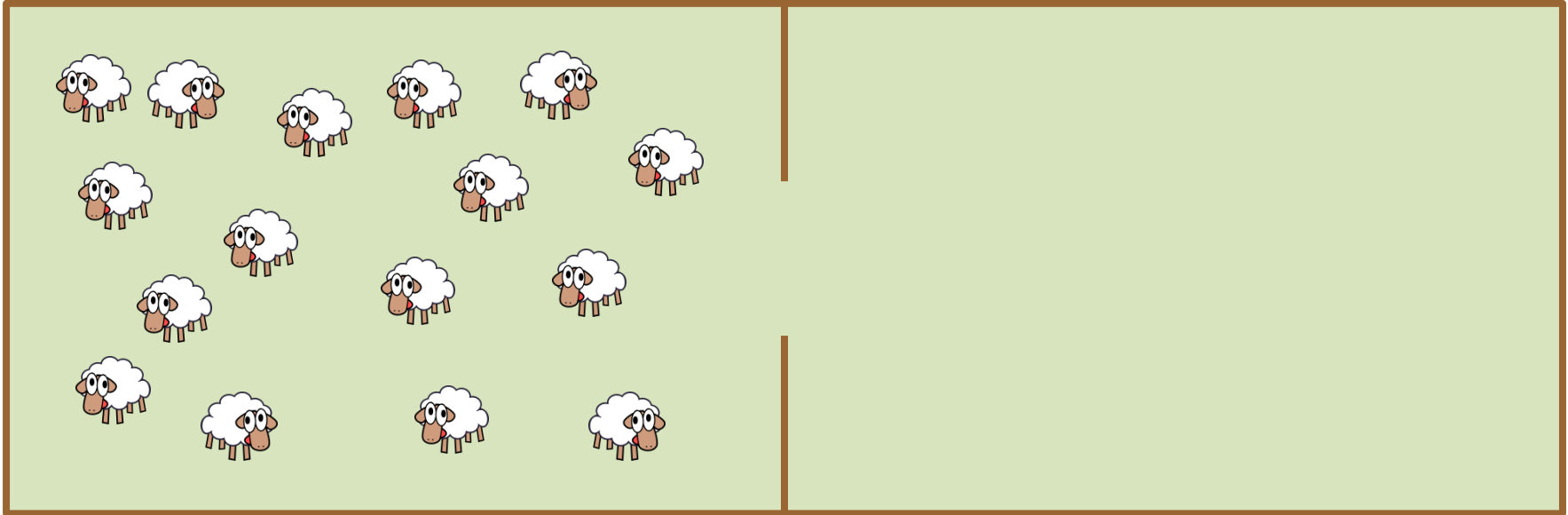
Moving Sheep



What change is needed?

Field 1

Field 2



We want all sheep in Field 2

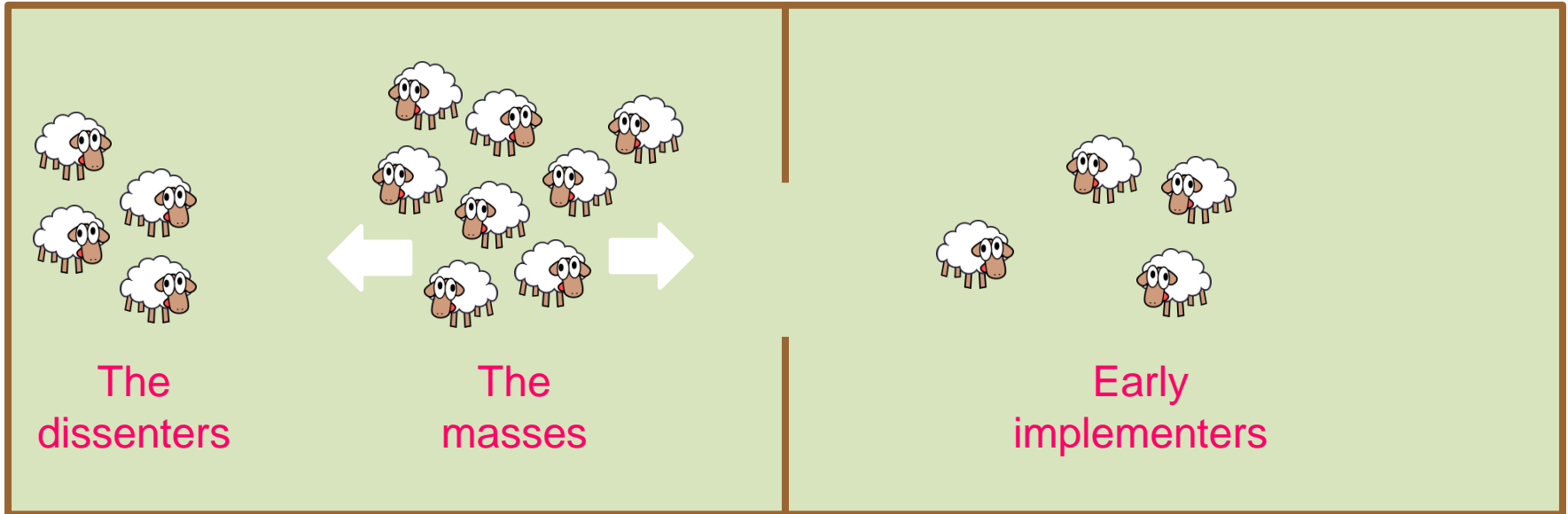


Three Distinct Groups



Field 1

Field 2



Early Implementers



- Remember to thank them
- Uphold them as role models
- Use them as case studies... may help other's fears
- You don't need to follow them



Dissenters vs The Masses



- If the dissenters won't budge, are you wasting your time?
- Where can you have most influence?
- Once you have moved the masses, the dissenters are the minority



Is This Real?



What you are thinking...	Alistair's response...
All this talk of sheep... does it apply to humans?	A surprising amount of human behaviour is very predictable.
If it is predictable, why don't we predict it?	We tend to focus on reacting to individuals rather than apply 'crowd theory'. In other words we are not often strategic.
That's a horrible management word isn't it?	Very often it is, but it simply means thinking through what we want to achieve and how we can achieve it.
So, how does this connect with LGBT issues?	We still need to achieve some attitudinal shift from populations in general. Problem is we are currently celebrating the early implementers and dealing with dissenters. We have forgotten the masses.



Forward Thinking



Equality and Diversity Myth Busting

When you say the phrase 'equality and diversity' some interesting responses are generated. Many show a lack of understanding for what this term means and what the basic principles are. The comments listed here are all actual comments made to people on the Diversity Action Team. We feel it is important to dispel some of the myths around this subject so here's our response to some of the popular comments.

'It's about treating everyone the same...'

It's a nice idea but sadly not a good one. When people say this, what do they actually mean? They will like everyone the same? They will speak to everyone in the same way? They will present the same attitude towards everyone they meet? A basic principle of diversity is that all people are different. If we embrace this idea then we can recognise that the essence of equality and diversity is making sure that everyone has the same level of opportunity where ever possible. To achieve this, we might have to make some adjustments. For a disabled person, for example, it is easy to see that some adjustments may be required so the person can achieve the same level of access. In order that a person from another culture may be able to engage with a service, it may be necessary to have information in different languages. We could give more examples, but the principle is the same. Treating everyone the same is not the essence of equality and diversity. Making sure that everyone is included is.

'You're going to tell us what we can and can't say...'

This comment sounds almost like some kind of threat. Say the wrong thing and something awful will happen! The reality is no-one can tell you what you can and can't say, but there are ways of expressing ourselves that will prevent offence being taken by others. Very often, this is a matter of embracing the notion of 'inclusive' language. Everyone has 'put their foot in it' at some time or other, and operational ambulance staff are no strangers to the challenges faced here. Who hasn't referred to someone's wife when it is in fact their daughter, or someone's son when it is really their partner! The principle is the same for other issues too. There are references to other sections of the community which are not acceptable yet we may use them not realising this is the case. Keeping informed, and attending awareness raising sessions, will help to keep you up-to-date. Remember, ambulance staff regularly come into contact with a broad spectrum of people and what we say is heard by our colleagues, our patients and other health professionals. Our attitude to these matters reflects on the whole service which is why it is important for us to get it right.

'I don't need to do that, I already know everything...'

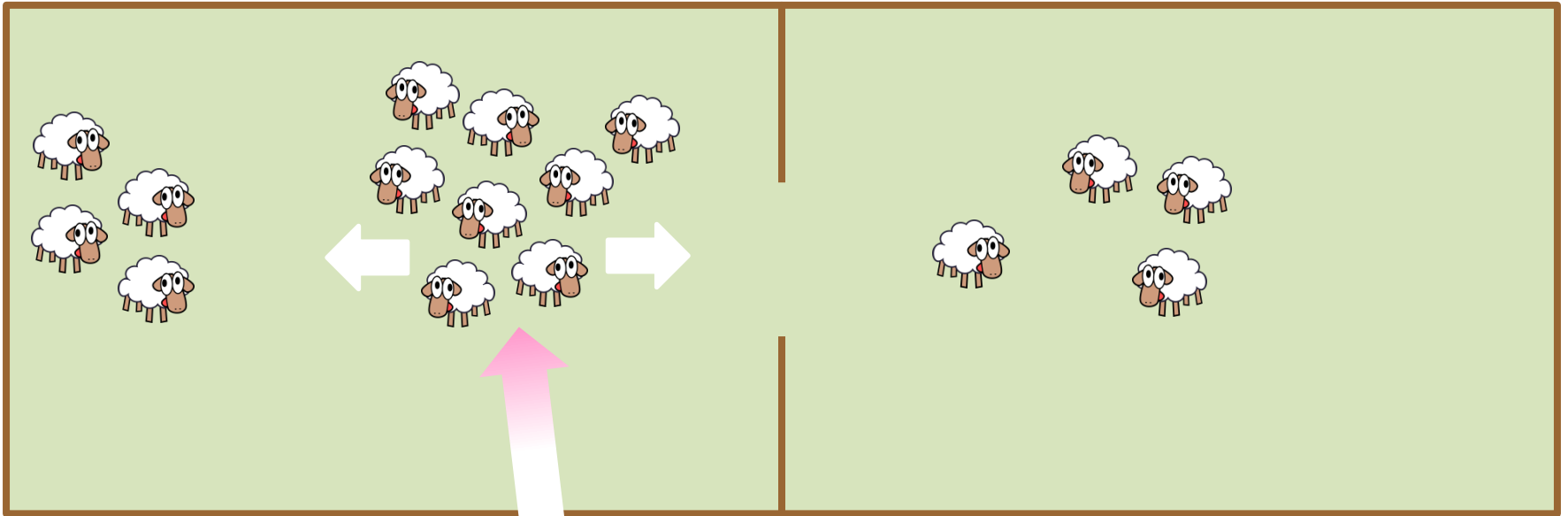
Most people who work in the area of equality and diversity acknowledge the subject is extremely large. As well as the general principles, each area of discrimination has its own specific issues. Take one area as an example, religion and belief. Each religion is very different with a host of different traditions, events and customs. Then there are the five areas of discrimination, each of which has legislative requirements on top of the cultural aspects. Things can also change very quickly. Legal changes and cultural shifts mean that equality and diversity is a subject that rarely stays the same for long. Usually,

- Think how people will react and feel, and what they will say?
- Can you be prepared for this?
- Can you respond to it up front?
- Word of caution... it is a fine line between challenging and being confrontational!



Field 1

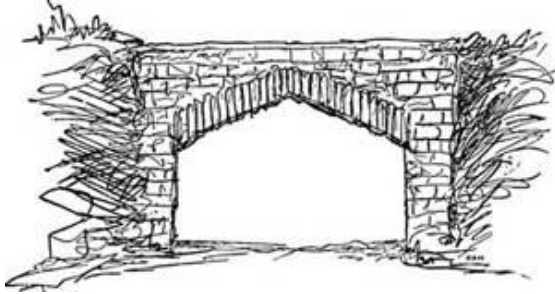
Field 2



When you are here, you might need some support around you



Completing Change



- If you want people to use the new bridge, you need to knock down the old one!
- Don't let people go back to old and familiar routines.



Key Learning Points



History tells us power balance is not healthy ✓

Our Ambulance Trusts are complex cultures ✓

Human behaviour is highly predictable ✓

Strategic change is better than reaction ✓

Staff networks are a task force ready to promote change ✓



www.ambulanceLGBT.org

