



Change Management

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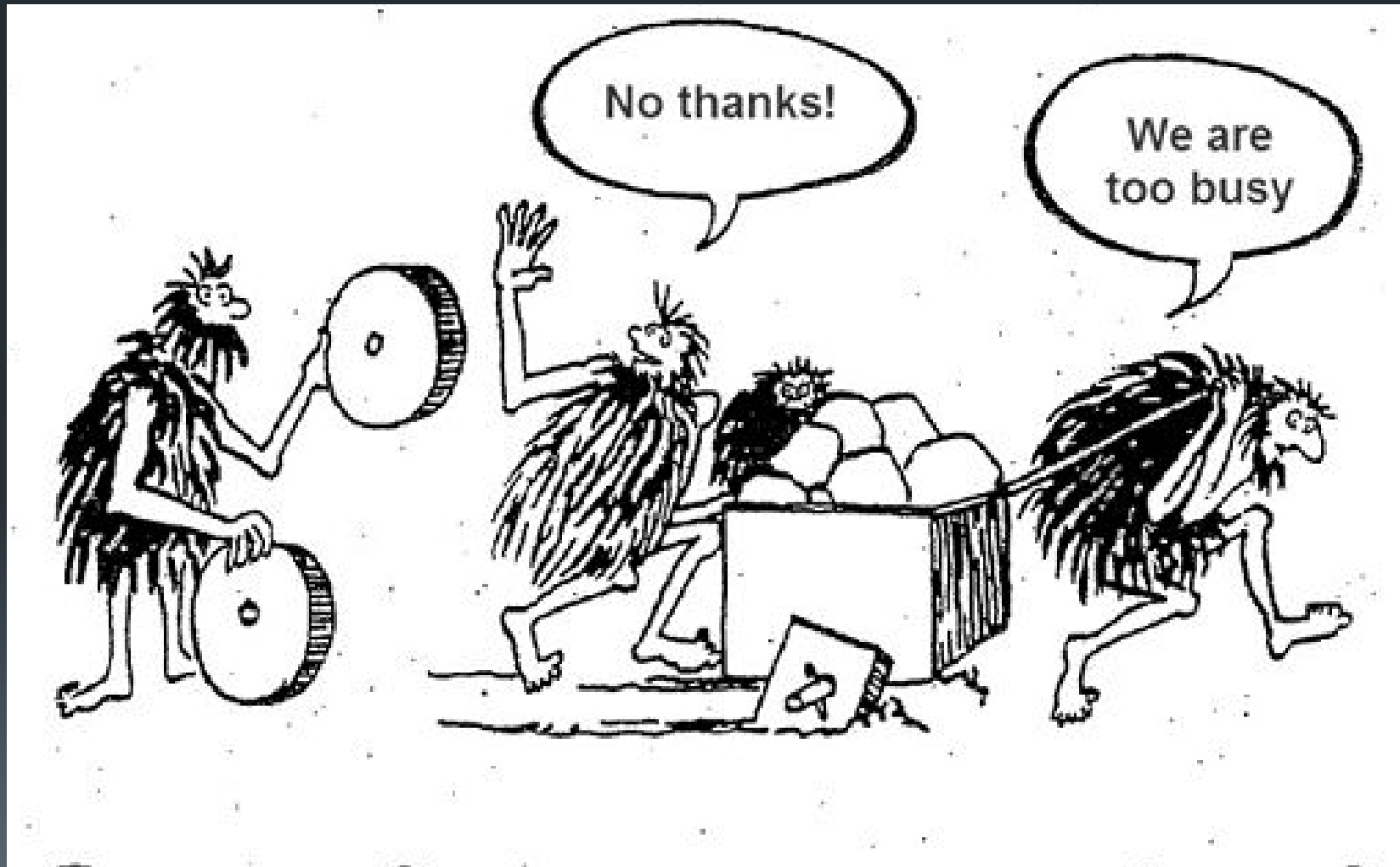
- Learning Objectives
 - Understand the reasons that change is difficult
 - Describe the stages of a change management process
 - Practice using techniques to solve current challenges in your Division

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- Disclosures
 - I have no conflicts related to this presentation.

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Exercise 1 – Cross Your Arms

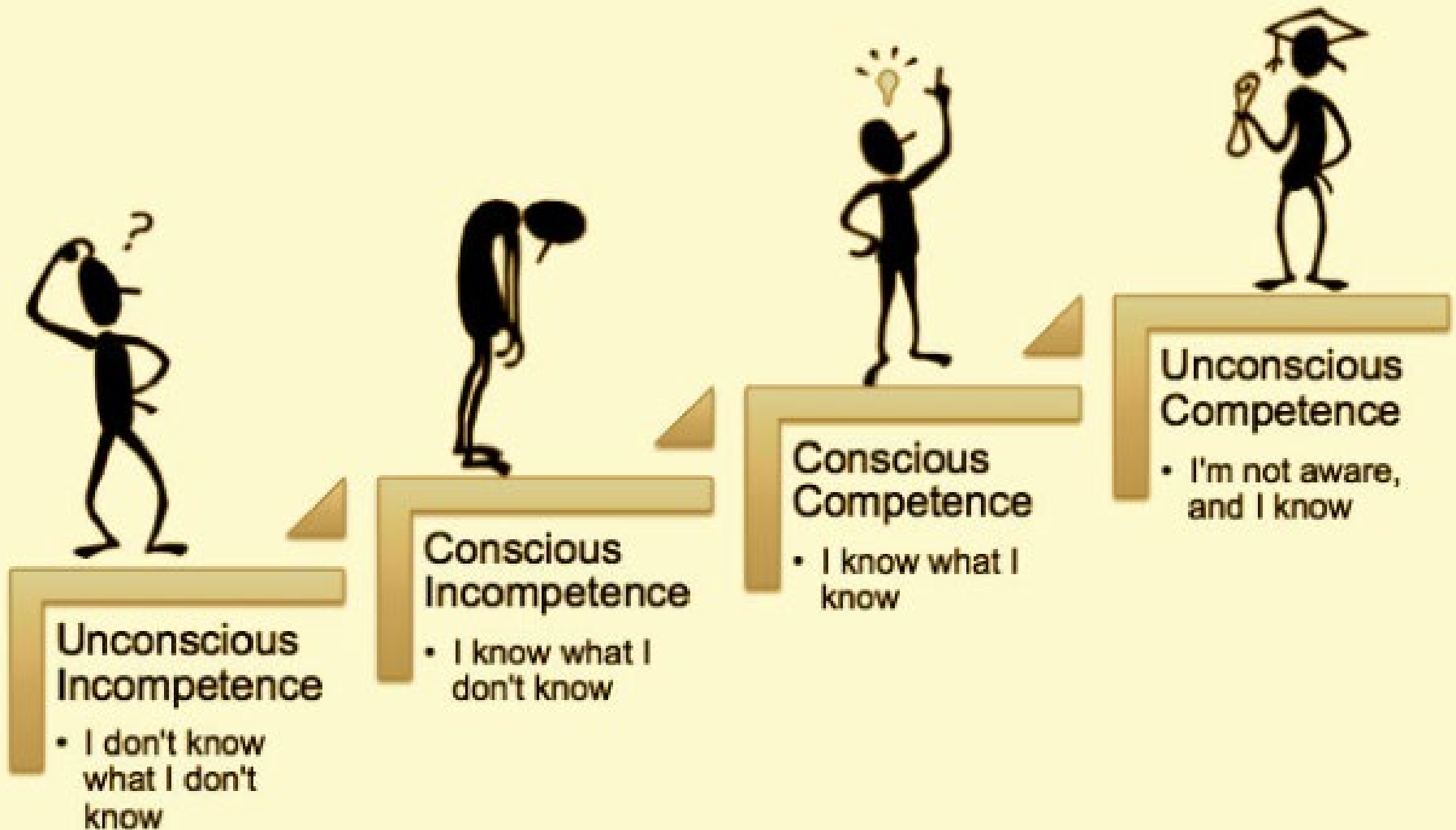


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Exercise 1 – Cross Your Arms

- How did it feel when you were asked to cross your arms the other way?
- Did it come naturally or did you have to stop and think?
- Were you comfortable doing this differently than your normal process?
- What are some things that make people resist change?

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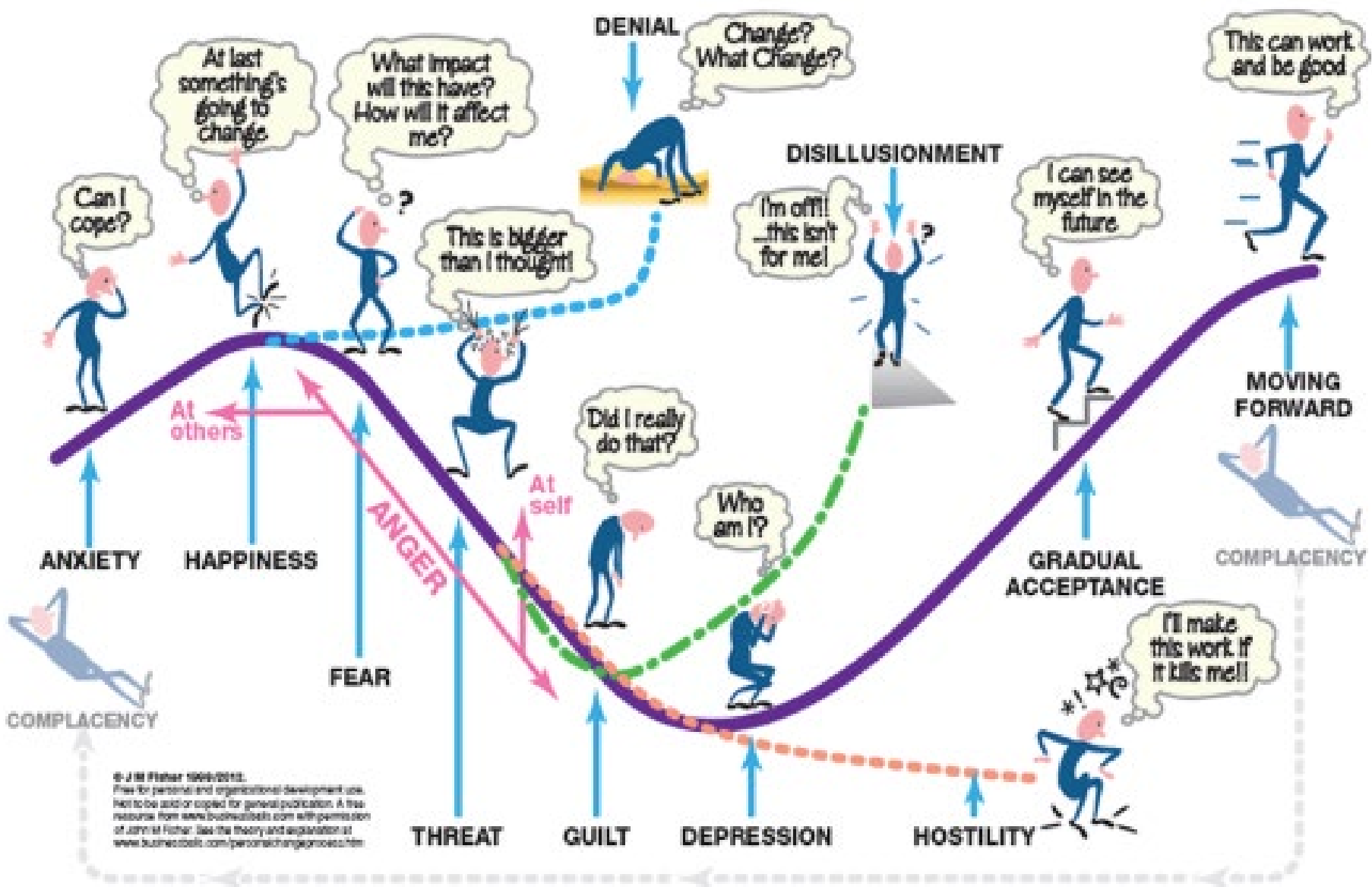
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Exercise 2 – Change Your Seat



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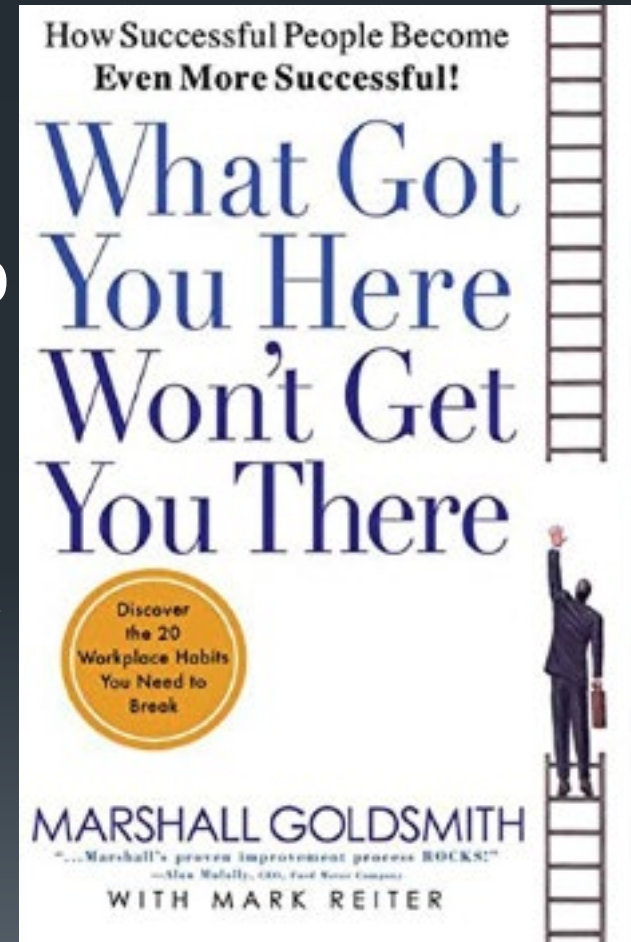
- What emotions did you experience?
- Did you view changing seats as an opportunity to meet someone new or an uncomfortable and undesirable change?
- What are some things that make people resist change?



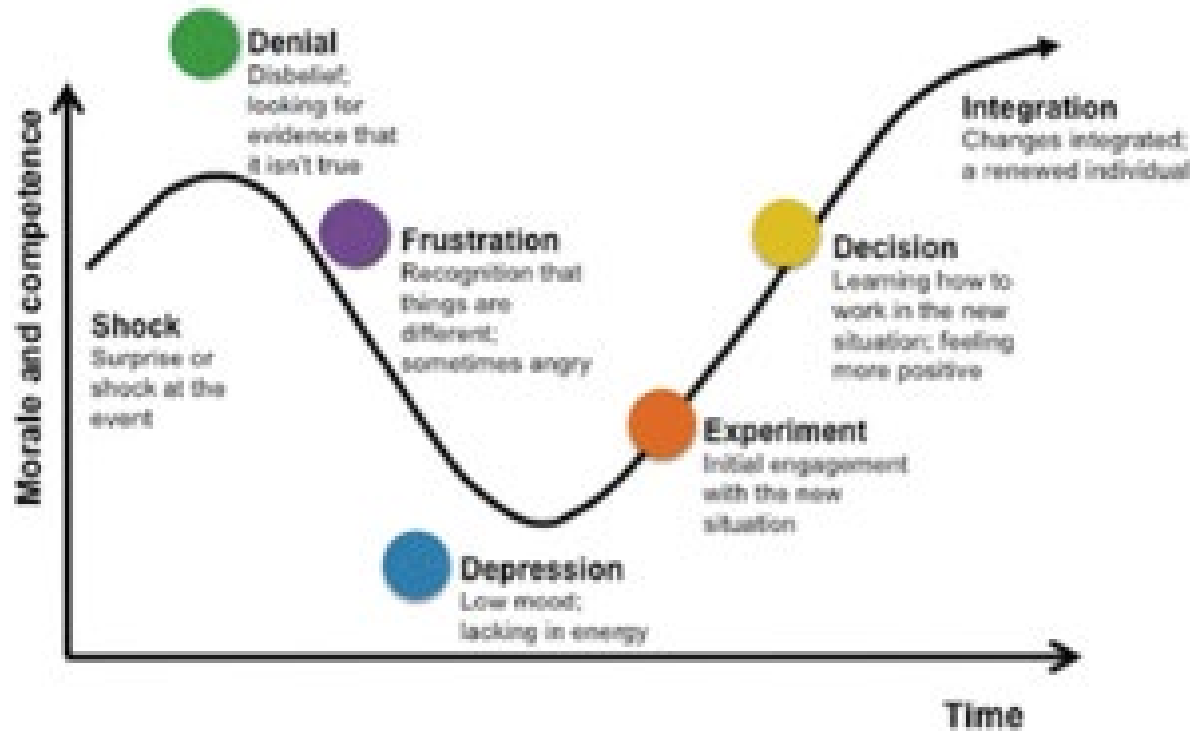
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 resource from www.businessballs.com with permission
 of John W. Fisher. See the theory and explanation at
www.businessballs.com/personalchangeprocess.htm

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- Why do we not like change?“
- Most people are reluctant to alter their habits. What worked in the past is good enough; in the absence of a dire threat, employees will keep doing what they’ve always done”.



The Kübler-Ross change curve



Create Alignment

Maximize Communication

Spark Motivation

Develop Capability

Share Knowledge

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The Plan



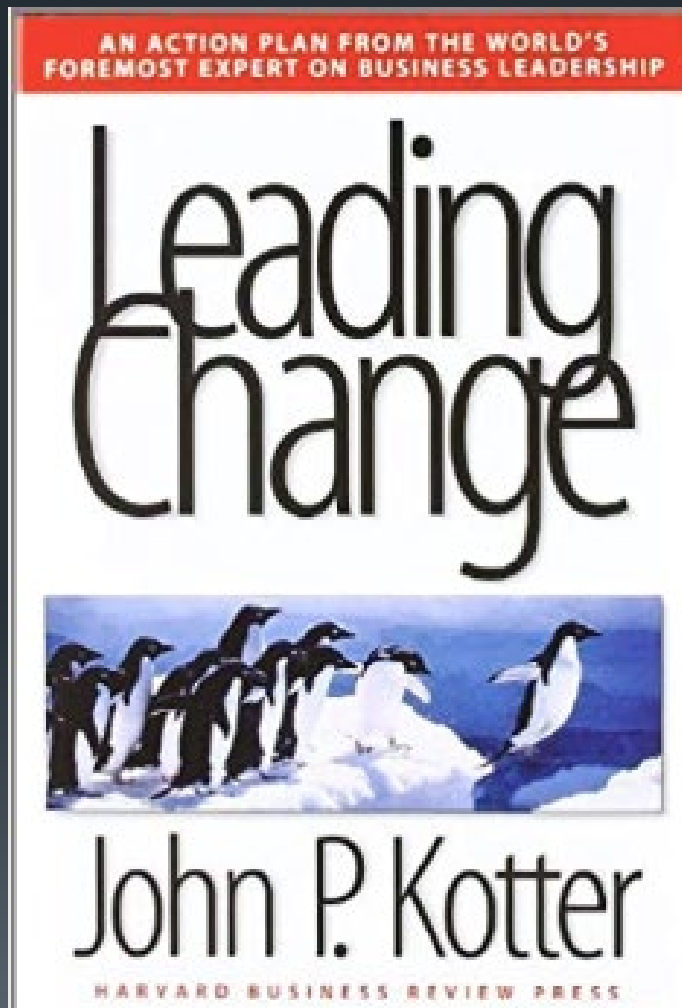
SUCCESS!!!!

The Reality



SUCCESS!!!!

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Leading Change

“Transformation is a process, not an event. It advances through stages that build on each other”.

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Eight Steps To Successful Change - John Kotter



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	LEADER	MANAGER
Essence	Change	Stability
Focus	Leading People	Managing Work
Have	Followers	Subordinates
Seeks	Vision	Objectives
Detail	Sets Direction	Plans Detail
Energy	Passion	Control
Style	Transformational	Transactional
Risk	Takes Risks	Minimizes Risks
Rules	Breaks Rules	Makes Rules
Conflict	Uses Conflict	Avoids Conflict
Direction	New Roads	Existing Roads

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- **Establish a sense urgency**
 - Management's mandate is to minimize risk and to keep the current system operating.
 - Change, by definition, requires creating a new system, which in turn always demands leadership”



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- **Establish a sense urgency**

- Urgency is achieved when **75%** of a company's management is honestly convinced that business as usual is totally unacceptable.

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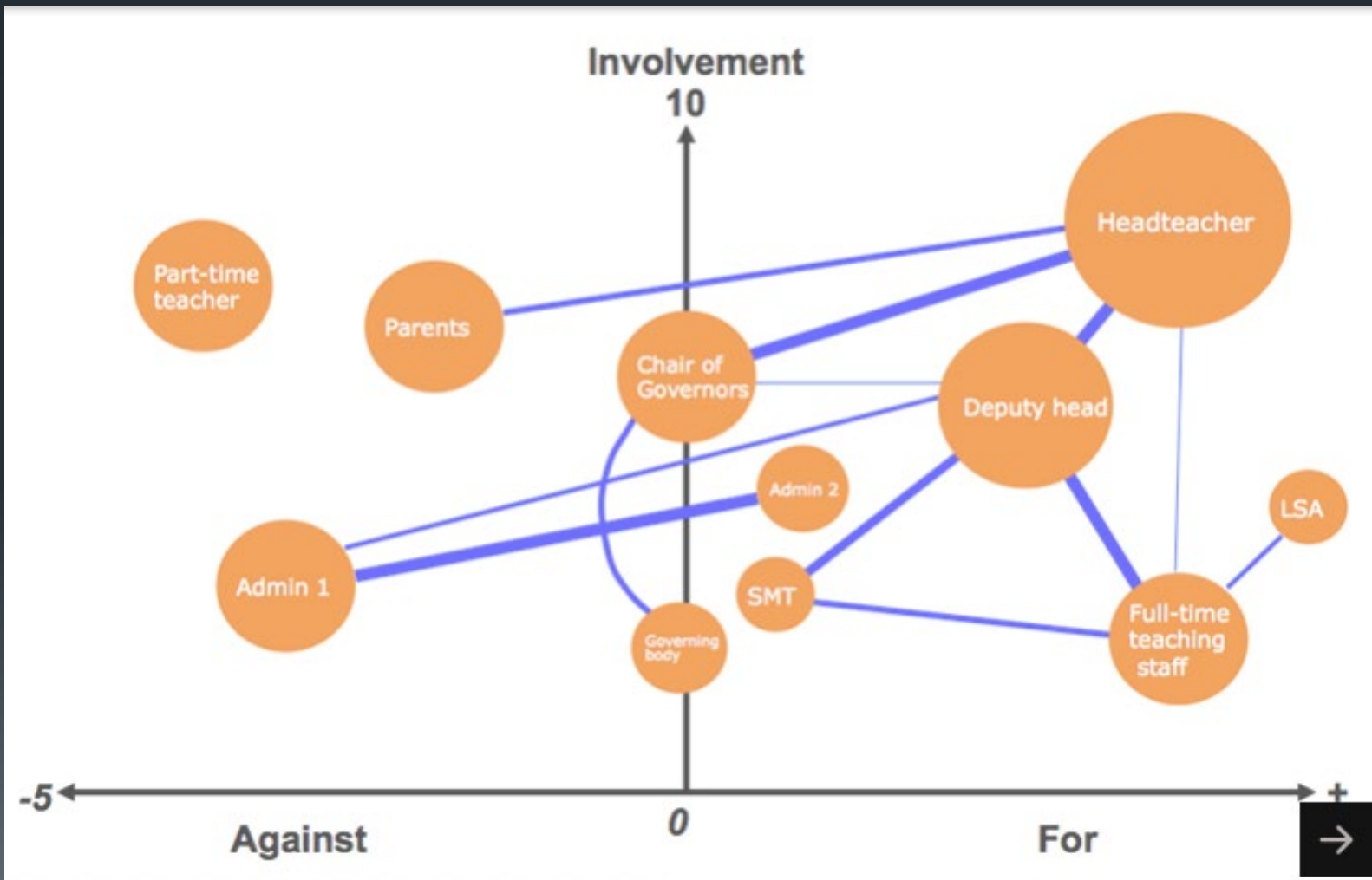


■ Create a guiding coalition

- Determine key stakeholders and key influencers in your organization
- Getting key influencers motivated frees an organization from having to motivate everyone, yet everyone in the end is touched and changed

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■ Create a guiding coalition



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▪ Develop a clear shared vision



- **What is your elevator speech?**
- If you can't communicate the vision to someone in five minutes or less and get a reaction that signifies both understanding and interest, you are not yet done with the vision phase of the transformation process

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▪ Develop a clear shared vision

- Position and frame preliminary plan; gather feedback; announce final plan.
- Convince employees that radical change is imperative
- Demonstrate why the new direction is the right one

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■ Communicate the vision

- Strike the right balance between optimism and realism
- Calibrate the timing, tone, and positioning of every message.
- When you feel that you are talking up a change initiative at least **3X** more than you need to, your managers will feel that you are backing the transformation.

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- Communicate the vision
 - Persuasion promotes understanding
 - Understanding breeds acceptance
 - Acceptance leads to action.

CHANGE IS THE ONLY
CONSTANT...THE VARIABLE IS
HOW YOU DEAL WITH IT!

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- **Empower people to act on the vision**

- “In any organization, once the beliefs and energies of a critical mass of people are engaged, conversion to a new idea will spread like an epidemic, bringing about fundamental change very quickly.”

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▪ Empower people to act on the vision

- You as a leader need to resist the reflex reaction of providing people with the answers.
- Force yourself to transfer much of the work and problem solving to others.



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- **Create short term wins**

- “Change that truly transforms an organization...demands that people give up things they hold dear; daily habits, loyalties, ways of thinking. In return for these sacrifices, they may be offered nothing more than the possibility of a better future”

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■ Create short term wins

- Unless people believe that results are attainable, a turnaround is unlikely to succeed.
- Conflict is a necessary part of the change process, and, if handled properly, can serve as the engine of progress

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■ Consolidate and build on the gains

- Manage employee mood through constant communication
- Reinforce behavioral guidelines to avoid backsliding
- The probability that change initiatives will run into trouble rises exponentially when the time between reviews exceeds 8 weeks.

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CHANGE MANAGEMENT RESISTANCE



YOU ARE PART OF THE REBEL ALLIANCE

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▪ Institutionalize the change

- Institutionalize revitalization through formal policies, systems, and structures
- Monitor and adjust strategies in response to problems in the revitalization process

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"Kotters Eight Steps of Change"



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Exercise 3 – Making the Plan

- Participants are provided with a current change management problem
- The team is charged with outlining their strategy to create this change
- Outline should follow Kotter's 8 stages
- Potential pitfalls and “rebels” should be identified

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Exercise 3 – Making the Plan

- Implementing an ERAS pathway across your Department
- Changing your compensation model from productivity-based to value-based
- Changing your clinical structure from physician-centric teams to patient-centric teams
- Requiring use of a central, web-based research portal for all research regulatory activities

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A man in a light blue and white striped shirt and a blue tie is holding a white rectangular sign. The sign has the text "TIME FOR QUESTIONS" written in bold, dark blue, sans-serif capital letters. The background is a solid light blue color.

**TIME FOR
QUESTIONS**