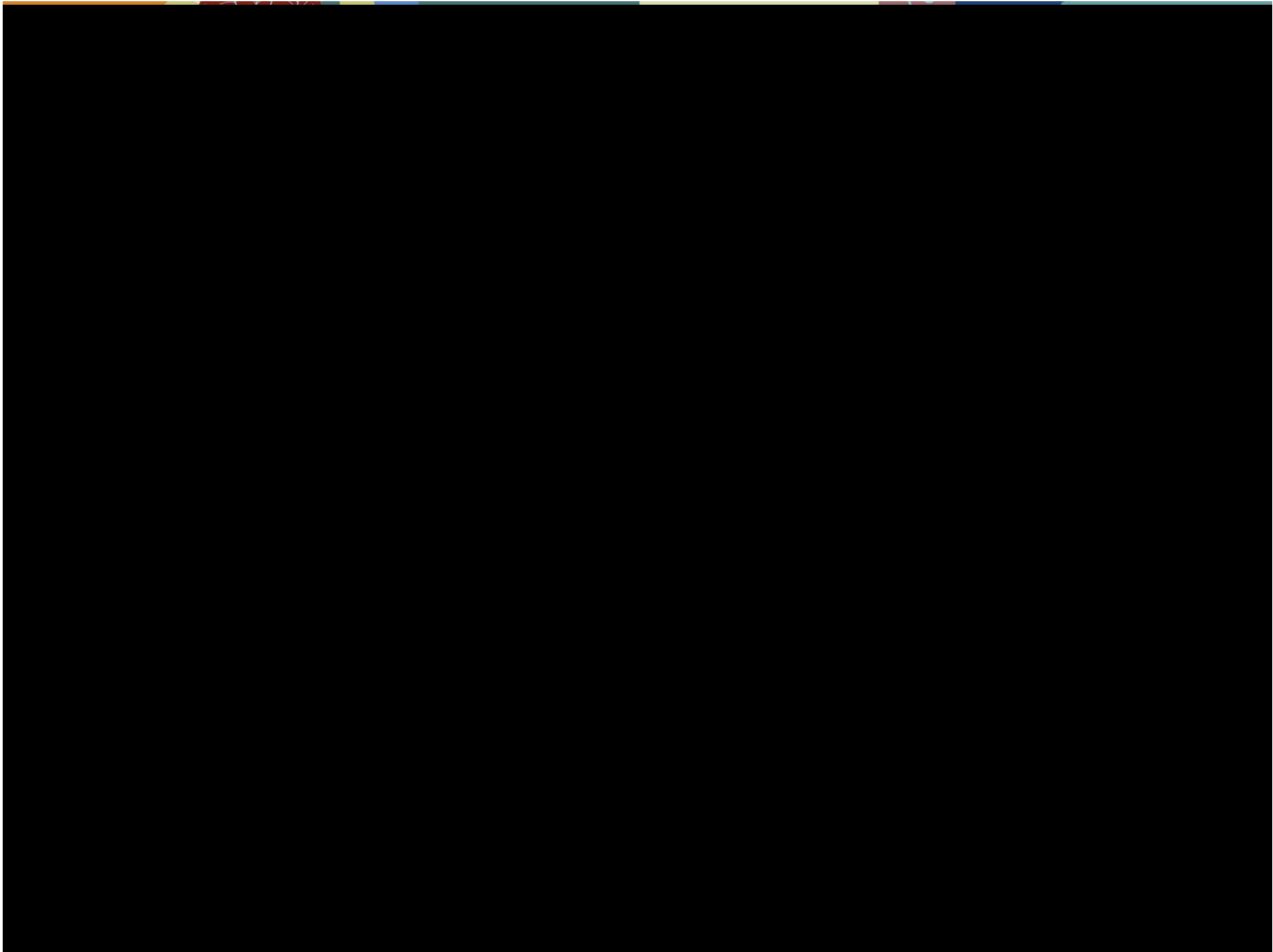




LEADING FOR CHANGE:

UNDERSTANDING ORGANIZATIONAL EFFECTIVENESS AND CHANGE MODELS

October 29, 2010

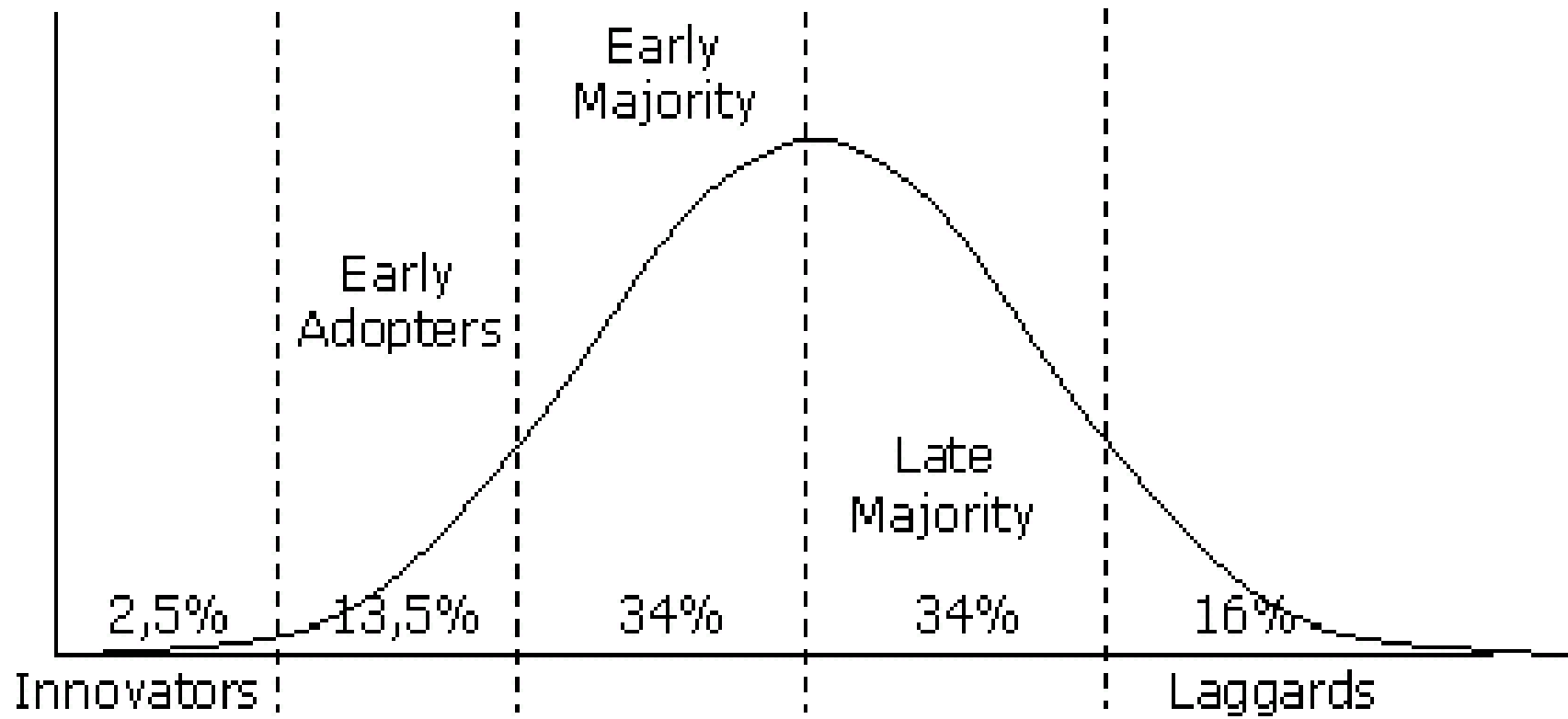




Theories of Change Management

- Kotter (8 steps)
- Rogers (Innovation / Diffusion Theory)
- Social Movements
- 7S McKinsey
- Lewin

Rogers Adoption / Innovation Curve





Roger's: 5 Elements Affecting Adoption

Characteristics of an innovation that may influence its adoption

Decision-making process that occurs when individuals consider adopting a new idea or practice

Characteristics of the individuals that make them more likely to adopt an innovation

Consequences for the individuals or society in adopting

Communication channels used during the adoption process



Why Change Efforts Fail

Designed with the same beliefs, mindsets and results as they have been before

- Top down, structural solutions rather than change within a complex adaptive system
- Lack a systems approach to change

“Voltage drop” occurs between transformational aspirations and the reality of implementation:

- Organizations lack the capability for, and are not ready for, the required depth and breadth of change
- Operational and financial realities get in the way of re-inventing the system



Fail to mobilize and engage clinical and managerial leaders

- Lack emotional engagement and alignment of incentives with core values

Scale and pace

- Change required takes longer than the planning horizons for leaders (and the politicians)
- Pilots work well, but spread to other sites isn't sustained (unable to generalize)



Change is the only constant

Heraclitus, Greek philosopher



Exercise

Write down on a piece of paper:

- How will this change benefit me?
- How will this change benefit my organization?
- What will I/we learn from the change?
- What are the new opportunities opened up by the change?



Kotter: 8 Steps to Transforming Your Organization

1. Create a Sense of Urgency
2. Form a Powerful Guiding Coalition
3. Create a Vision
4. Communicate the Vision
5. Empower Others to Act on the Vision
6. Plan for and Create Short-Term Wins
7. Consolidate Improvement and Produce Further Change
8. Institutionalize New Approaches

LEADERSHIP is different from MANAGEMENT



BC Patient Safety
& Quality Council

Kotter, JP. Leading Change. 1996.



Step 1: Create a Sense of Urgency

Change requires “aggressive cooperation” of many people, motivation to “get things moving”

Risks:

- Underestimating the difficulty in driving people from their comfort zones
- Lack of patience

What can you do?

- Identify potential threats and/or opportunities through scenarios showing what could happen in the future (FRAMING)
- Examine opportunities that should or could be exploited
- Start honest discussions and give dynamic and convincing reasons to get people talking and thinking



Framing – Hearts and Minds

Through effective framing people make connections and mobilise around a cause

- It is the key to turning an opportunity into action

Define goals in ways that connect with people’s intrinsic motivation and values

“People change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings.”

Kotter, 2002



Step 2: Form a Powerful Guiding Coalition Team

Assemble a group with enough power and energy to lead the change (Your TEAM!)

- Champions
- Formal/Informal leaders
- Influencers – title, status, experience, political importance
- Different levels and areas from within the organization

Function as a TEAM



Step 3: Create a Clear Vision

Clear vision helps everyone to understand *why* something is being done

Express it in simple terms

What you can do:

- Determine the values central to the organization
- Develop a short summary (elevator ride)
- Create a strategy to execute the vision
- Ensure change coalition can describe the vision in 5 minutes or less!

Power of STORY – what is your anecdote



Step 4: Communicate the Vision

What you can do:

- Communicate frequently and powerfully – use every possible means
- Embed the vision in everything you do – use it to make decisions and to solve problems
- Openly and honestly address peoples’ concerns
- “walk the talk”



Step 5: Empower Others to Act on the Vision

Get rid of obstacles to change

- e.g., incentives, organizational structures, scopes of practice

Change systems or structures that undermine the vision
(improvement initiatives)

Encourage risk-taking and non-traditional activities
(change ideas)



Step 6: Plan for and Create Short-Term Wins

Nothing motivates more than success!

Plan for visible improvements (use and share your data!)

Celebrate successes



Step 7: Build on the Change

Many change projects fail because “victory” is declared too quickly ... real change runs deep

Each success is an opportunity to build upon

Continuous improvement philosophy

Reinvigorate the process with new projects, champions



Step 8: Anchor the Changes in Organizational Culture

Highlight the connections between the changes and success

Change sticks when it becomes the “*new ways of doing things around here*”

New behaviors are rooted in social norms and values

Leaders need to continue to support and behave in the “*new way*”

What you can do:

- Talk about progress every chance you get
- Include new norms/ behavior in staff orientation
- Recognize the leaders on your team



So We've Talked About the Soft Stuff ...

“Companies must pay as much attention to the hard side of change management as they to the soft aspects. By rigorously focusing on four critical elements, they can stake the odds in favor of success.”

Sirkin, Keenan, Jackson,

2005



Questions?