

*Action Plan for Change:
Transforming Systems to Support
a New Way of Working*

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Topics

- Change vs. Culture & Individuals
- Change is a process
- Roles in organizational change
- Strategies to support change
- 8 Step Model for Transformational Change

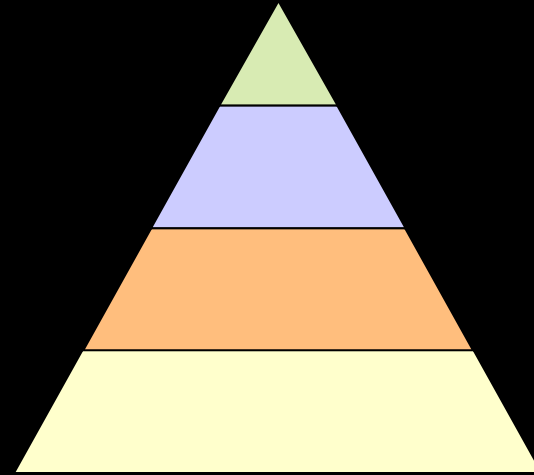
Change vs. Culture

- Change brings both danger and opportunity
- Need to assimilate at several levels
- “Culture eats strategy for lunch”

Policy, Systems and Environment!

Three Levels of Culture

- National
- Professional
- Organizational



*Helmreich, R. L. & Merritt, A.C. (1998).
Culture at work in aviation and medicine:
National, organizational and professional
influences. Aldershot, England: Ashgate.*

National Culture

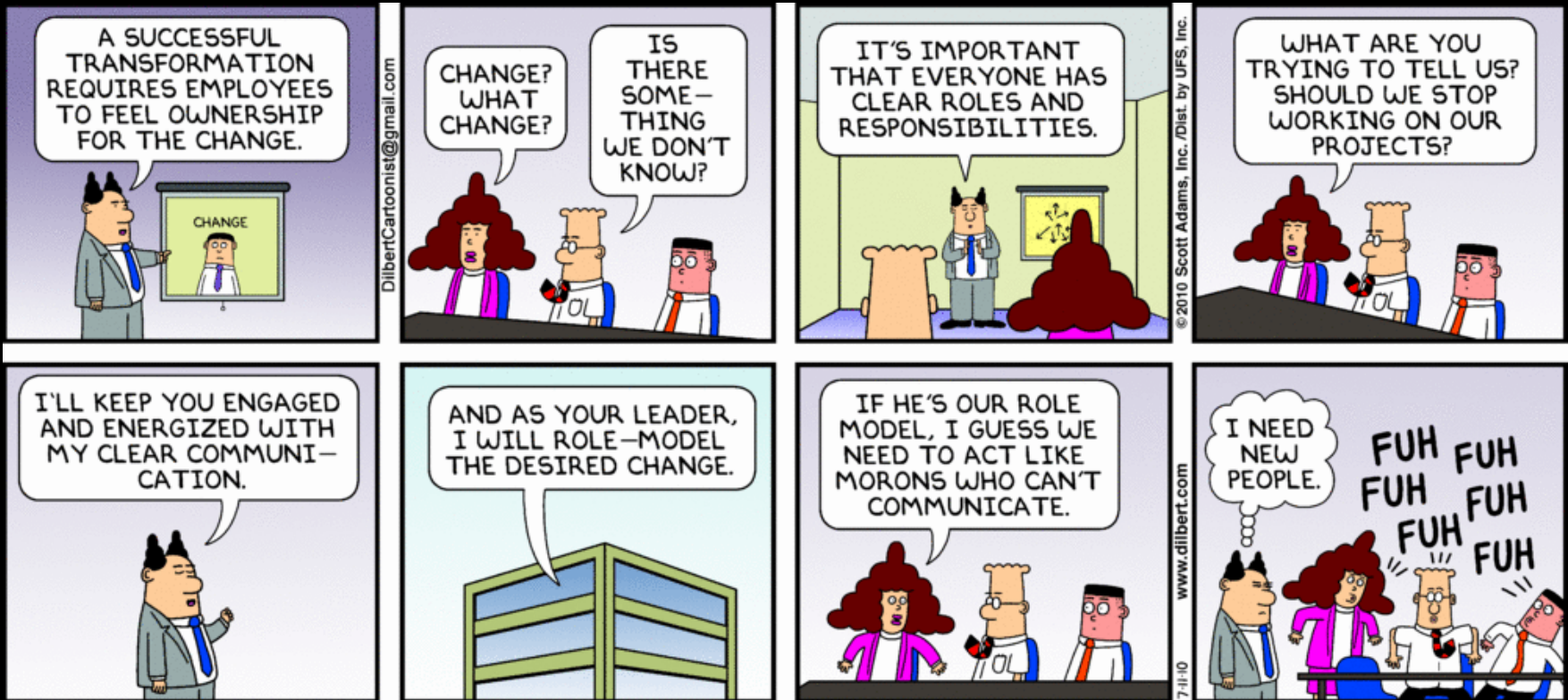
- Sets broad context based on issues and changes in the external environment of health care
- Reflects infrastructure and design of the health care system
 - Public vs. private
 - Federal vs. state
 - Role of stakeholders

Professional Culture

- Shared commitment and self concept of members of a specific profession
- Reflects specialized training and expertise
- Sustained through common values, norms, and symbols of specific professions

Organizational Culture

- Reflects shared values, pattern of belief and expectations that guide behavior
 - The assumptions of “how we get things done around here”
- Each agency has own organizational culture, and there are cultures at the department level as well



Organizations are made of people!

Change is Personal

Faced with the choice between changing one's mind and proving that there is no need to do so, almost everybody gets busy on the proof.

- *John Kenneth Galbraith, American Economist*

Managing Change =
Understanding and Supporting
Individuals

Individual Capacity for Change

- Increasingly people are hitting “Future Shock” threshold
- “Future Shock”
 - Speed of change induces disorientation
 - People can no longer assimilate change without displaying dysfunctional behavior

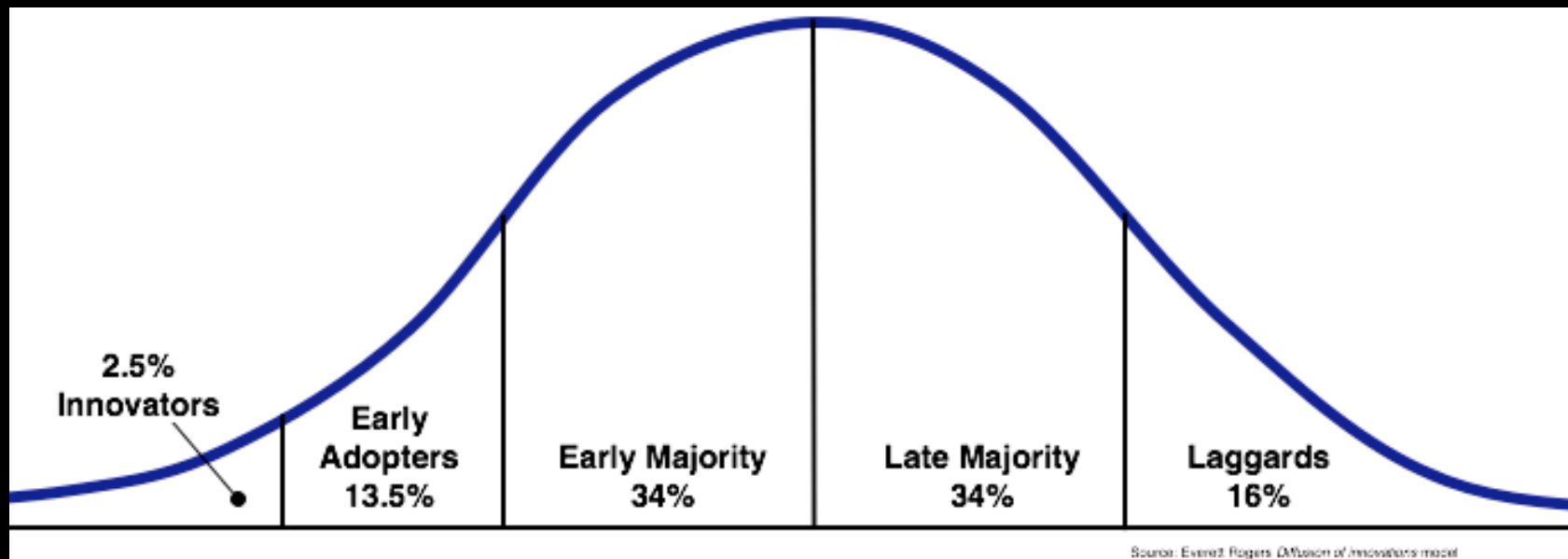


Based on work of Alvin Toffler

Individuals as Adopters of Change

- 5 Categories
 - Innovators
 - Early adopters
 - Early majority
 - Late majority
 - Laggards
- Where do you fit?

Individuals as Adopters of Change (cont.)



Rogers, Everett M. (1962). *Diffusion of Innovations*,

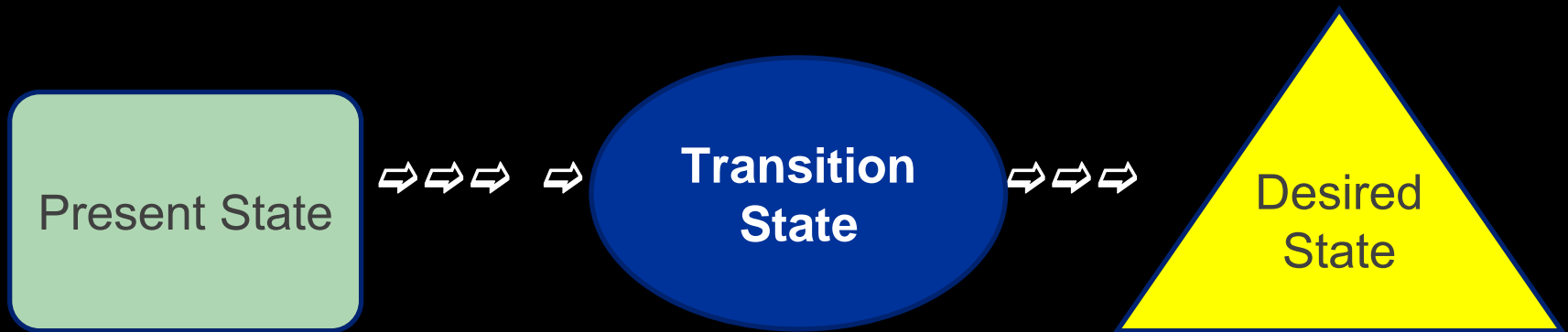
Transitions

“There can be any number of changes, but unless there are transitions, nothing will be different when the dust settles.”

- From *Managing Transitions* by William Bridges

Change as a Process

Learning



PAIN

Remedy

DANGER

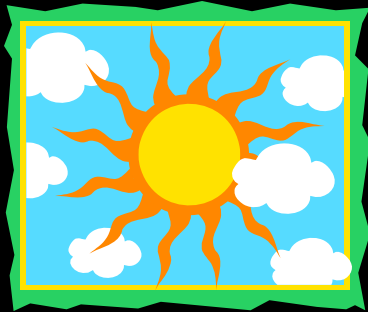
OPPORTUNITY



Equilibrium Model of Organizational Change

- Kurt Lewin adapted a change model from engineering (1950s)
- Organizations maintain equilibrium
- To change, organizations and individuals within must go through a cycle:
 - Unfreeze-Change-Refreeze

Equilibrium Change Model



Unfreeze
(Ending)



Change
(Neutral Zone)



Refreeze
(Beginning)

From *Managing Transitions: Making the Most of Change*, by William Bridges

Phases of Change

1. Unfreeze (*Ending*)

- All change begins with an ending
- Transition is recognition of loss, letting go and grieving
- Ask: Why are we doing this? What is expected of me?

2. Change (*Neutral Zone*)

- Disorienting possibilities
- Excitement with apprehension
- Trust building

3. Re-freeze (*Beginning*)

- Need safety net so no slipping back
- Maintain motivation
- Communicate and celebrate!

It's not so much that we're afraid of change or so in love with the old ways, but it's that place in between that we fear... It's like being between trapezes. It's Linus when his blanket is in the dryer. There's nothing to hold on to.

- Marilyn Ferguson, American futurist



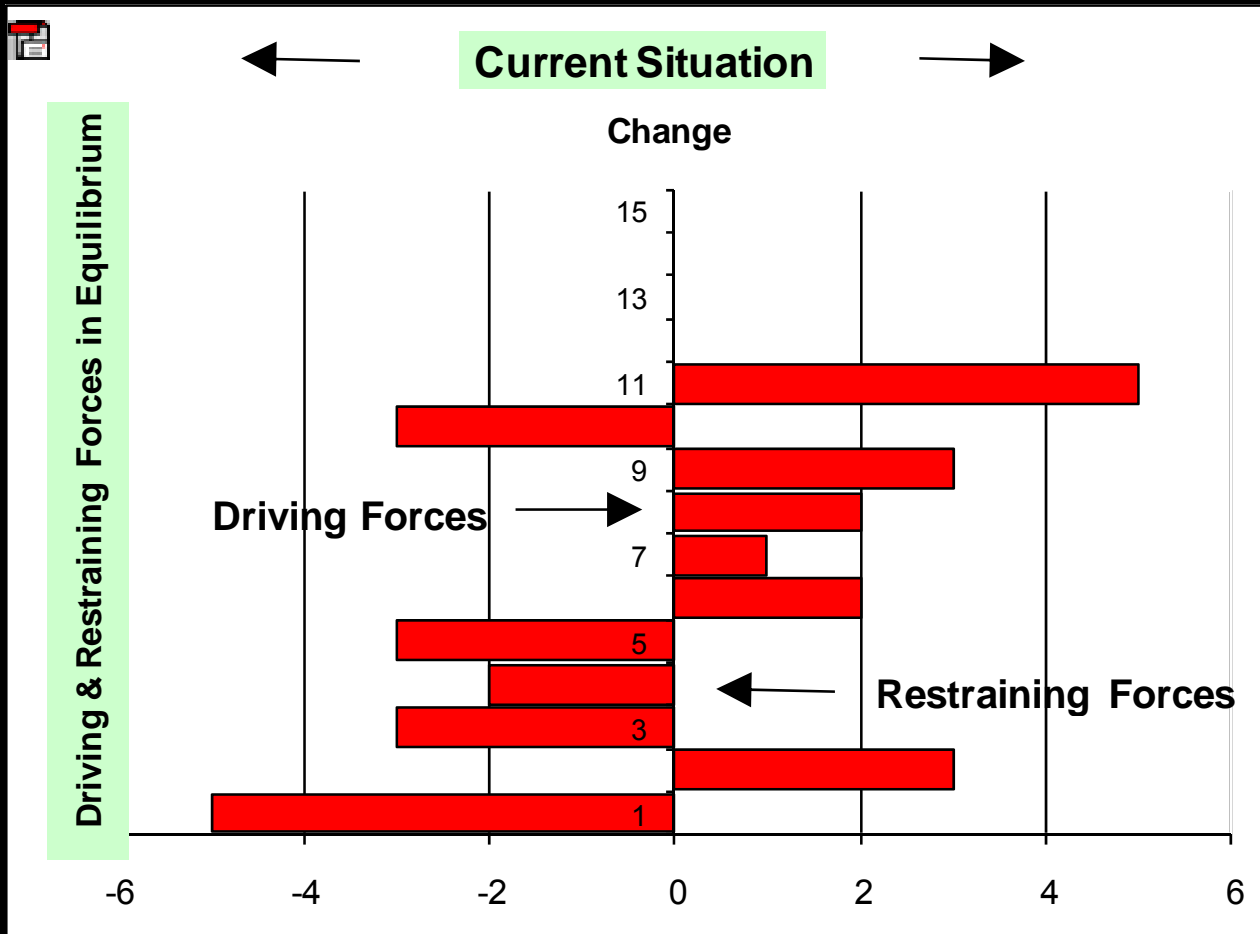
Resistance

- What is resistance?
 - Opposition to a change in status quo
- Why resistance?
 - Expectations and/or routines are disrupted. Individuals ability to control their life is minimized (actual or perceived).

Resistance

- Is resistance a symptom that something is wrong?
- What role does perception play when people resist?
- Would you prefer resistance to be expressed overtly or covertly.

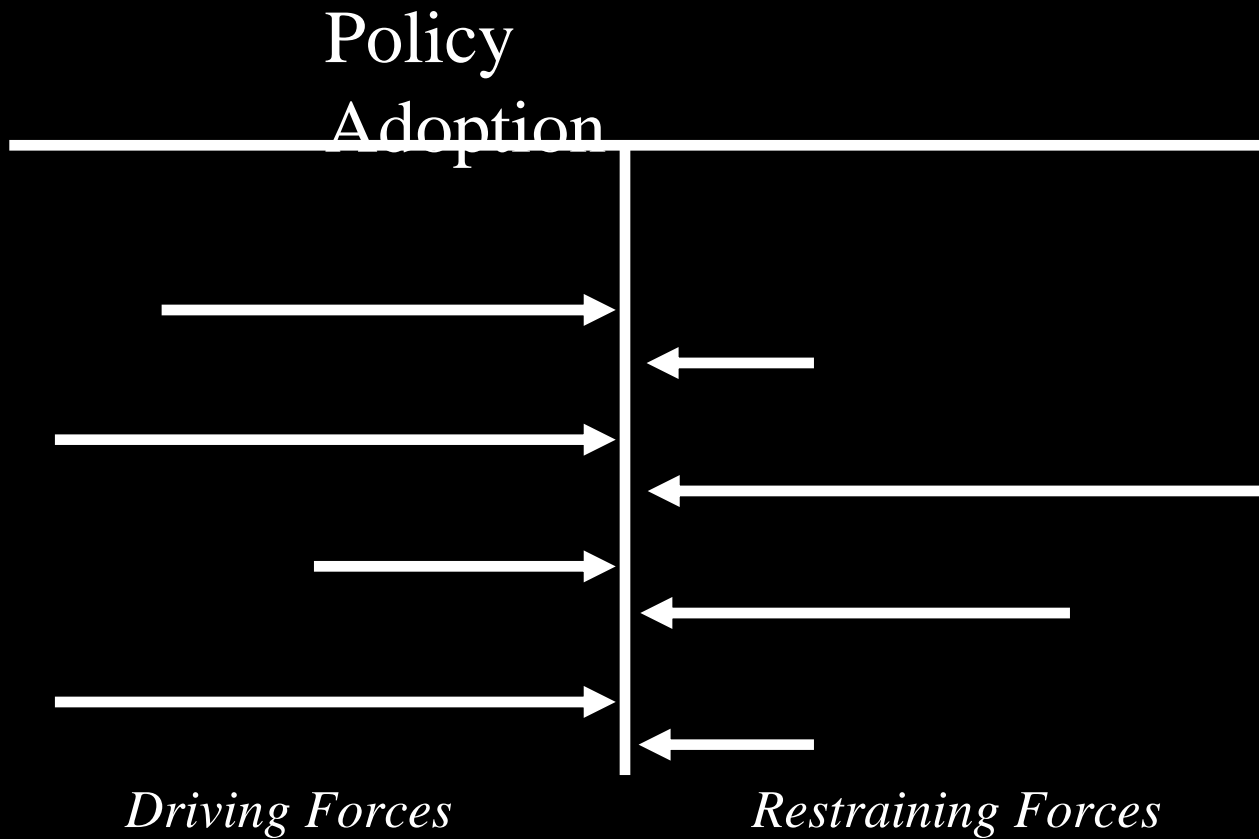
Force Field Analysis



Steps in Force-Field Analysis

- Identify driving forces that support the specific change
 - Weigh and prioritize
- Identify restraining forces that resist the specific change
 - Weigh and prioritize
- Develop strategies and gain consensus to move to new point of equilibrium

Force Field Analysis: Example



Roles in Change Process

- Sponsor
- Change Agent
- Target
- Advocate

Adapted from work by SynerChange Chicago and ODR, Inc.



Effective Sponsors

- Lack of acceptance of status quo
- Clarity of vision
- Knowledge of resources required, and commitment to provide them
- Recognize the scope/size of impact on the organization and empathize with the human impact

Role of effective sponsors

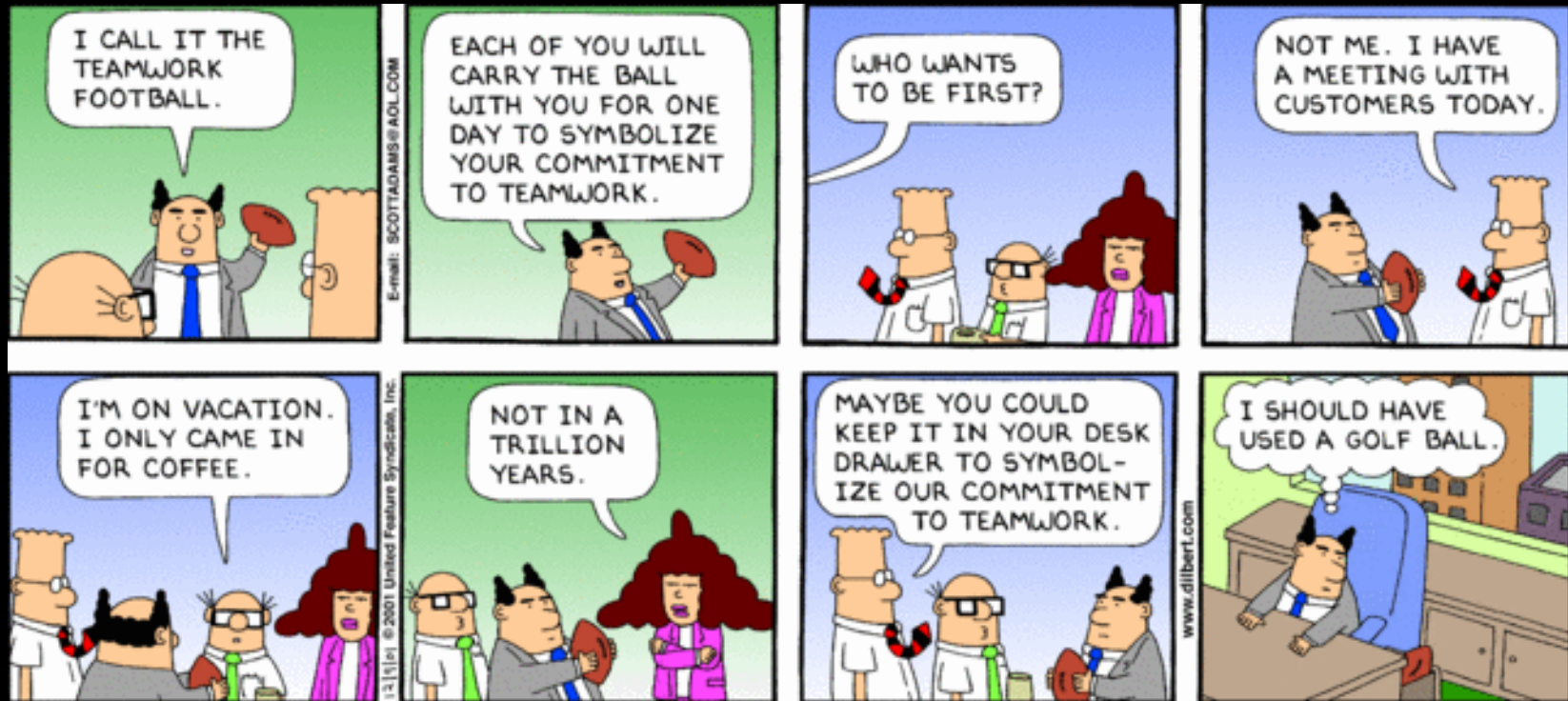
- Public role which shows support for change
- Private role that is consistent with public communication
- Willingness to use rewords, logistical hassles, and negative consequences for stragglers
- Willingness to experience personal sacrifice to accomplish change
- Ability to sustain support through out the duration of the change.



Change Agent

- **Communication skills** to effectively impart:
 - Need for Change
 - Goals
 - Tasks and responsibilities
- **Interpersonal Skills**
 - Listening
 - Identifying and addressing concerns
 - Gain commitment and problem solve
 - **Support effective teamwork**
- **Political awareness, perspective**

Teamwork



Barriers to Team Performance

- Inconsistency in team membership
- Lack of time
- Lack of information sharing
- Hierarchy
- Defensiveness
- Conventional thinking
- Varying communication styles
- Conflict
- Lack of coordination and follow-up
- Distractions
- Fatigue
- Workload
- Misinterpretation of cues
- Lack of role clarity

High-Performing Teams

Teams that perform well:

- Hold shared mental models
- Have clear roles and responsibilities
- Have clear, valued, and shared vision
- Optimize resources
- Have strong team leadership
- Engage in a regular discipline of feedback
- Develop a strong sense of collective trust and confidence
- Create mechanisms to cooperate and coordinate
- Manage and optimize performance outcomes

Effective Team Leaders

- Organize the team
- Articulate clear goals
- Make decisions through collective input of members
- Empower members to speak up and challenge, when appropriate
- Actively promote and facilitate good teamwork
- Skillful at conflict resolution

Effective Team Members

- Provide quality information and feedback
- Engage in higher level decision-making
- Manage conflict skillfully
- Understand their roles and responsibilities
- Reduce stress on the team as a whole through better performance
- Are better able to predict the needs of other team members

Situation Monitoring

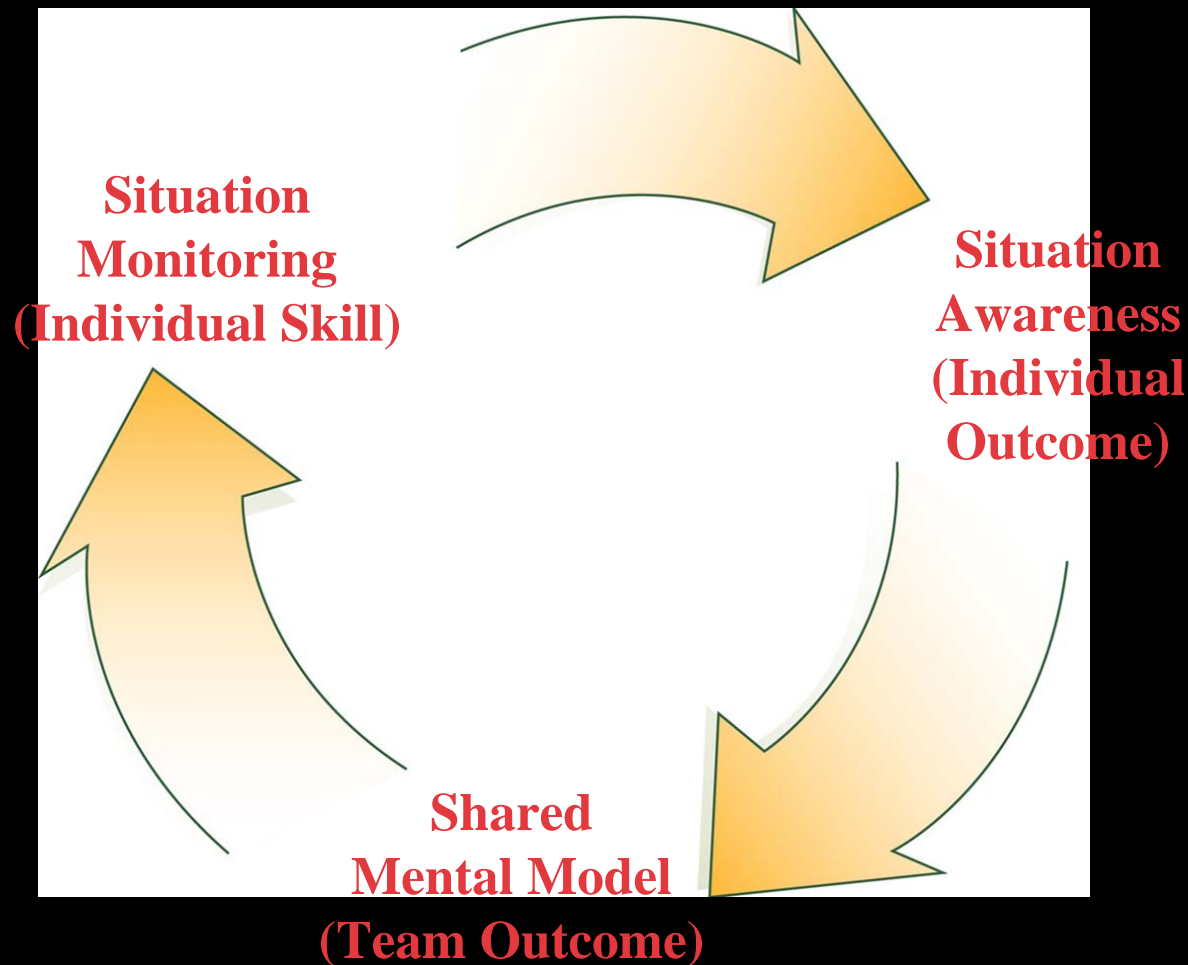


“Attention to detail is one of the most important details ...”

—Author Unknown



A Continuous Process



Situation Monitoring

Process of *actively scanning* behaviors and actions to assess elements of the situation or environment

- Fosters mutual respect and team accountability
- Provides safety net for team and patient
- Includes cross monitoring

Cross Monitoring is...

Process of monitoring the actions of other team members for the purpose of sharing the workload and reducing or avoiding errors

- Mechanism to help maintain accurate situation awareness
- Way of “watching each other’s back”
- Ability of team members to monitor each other’s task execution and give feedback during task execution

Situation Awareness is...

The state of knowing the current conditions affecting the team's work

- Knowing the status of a particular event
- Knowing the status of the team's workload
- Understanding the operational issues affecting the team
- Maintaining mindfulness

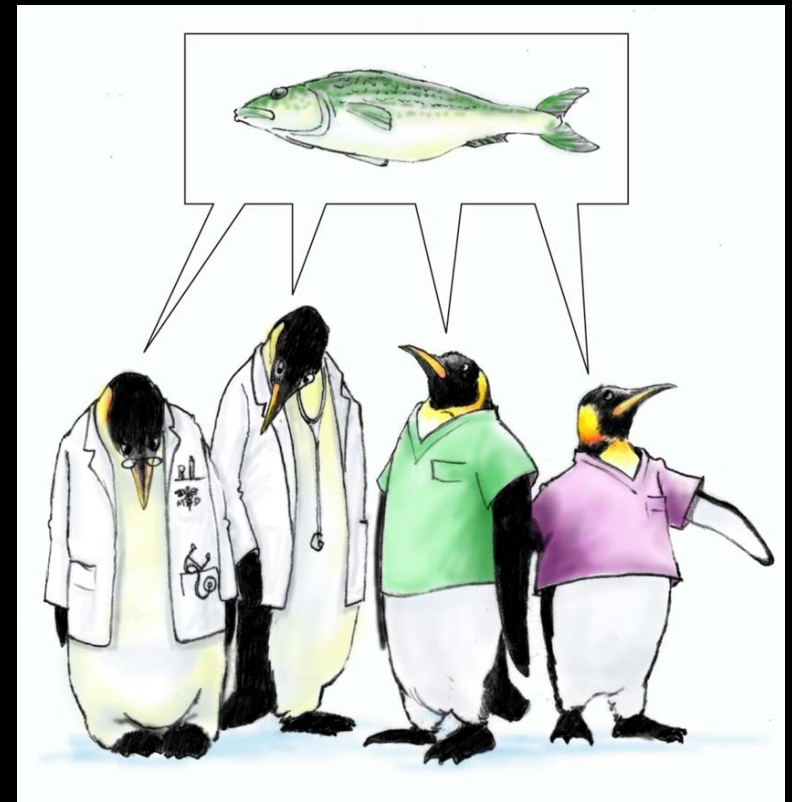


Conditions that Undermine Situation Awareness

- **Failure to:**
 - Share information with the team
 - Request information from others
 - Direct information to specific team members
 - Include stakeholders in communication
 - Utilize resources fully (e.g., communication channels, automation)
 - Document

A Shared Mental Model is...

The perception of, understanding of, or knowledge about a situation or process that is shared among team members through communication.



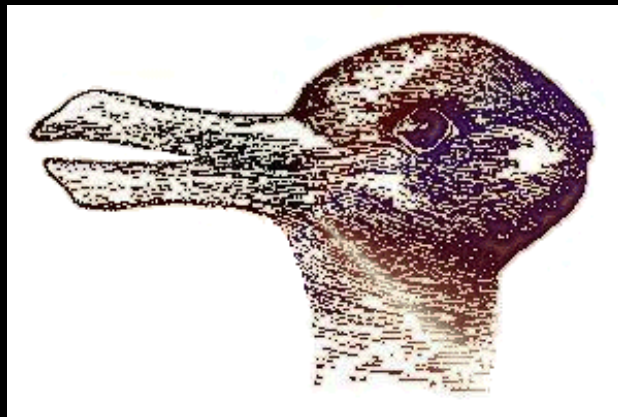
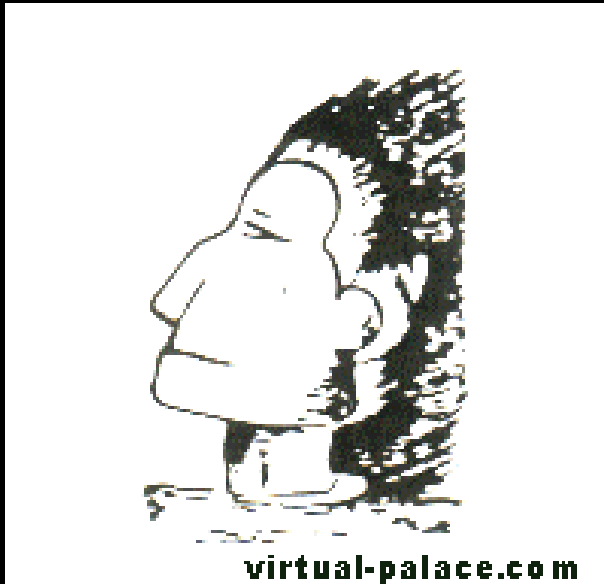
Shared Mental Model?



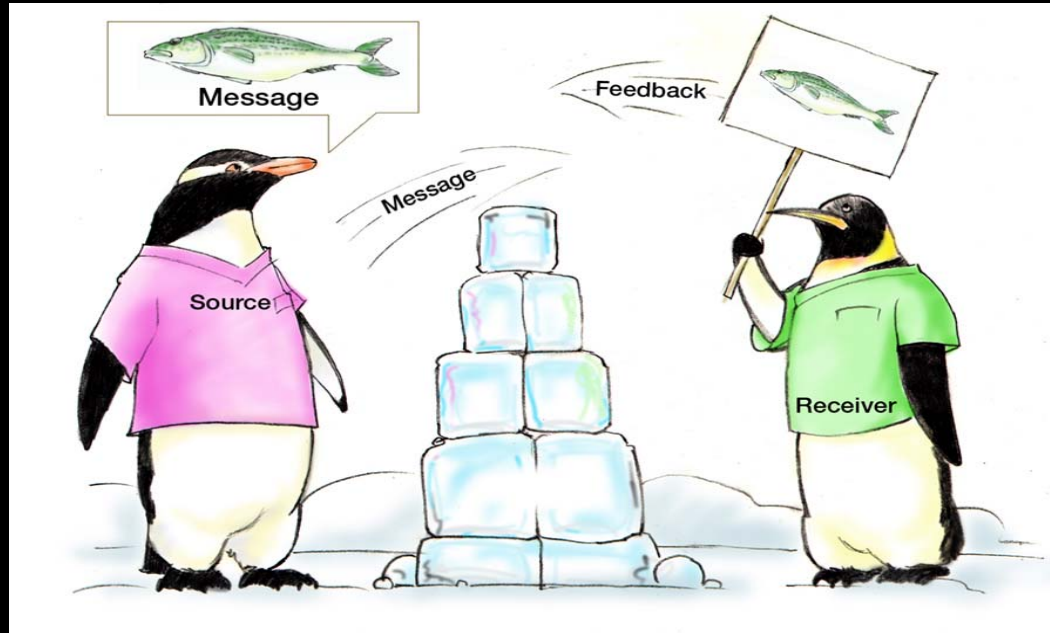
How Shared Mental Models Help Teams

- Help ensure that teams know what to expect, so if necessary, can regroup to get on the “same page”
- Foster communication to ensure work is synchronized
- Ensure that everyone on the team has a picture of what it should look like
- Enable team members to predict and anticipate better
- Create commonality of effort and purpose

What Do You See?



Communication



The process by which information is exchanged between individuals, departments, or organizations

Communication Challenges

- Distractions
- Physical proximity
- Personalities
- Workload
- Varying communication styles
- Language barrier
- Conflict
- Lack of information verification

Standards of Effective Communication

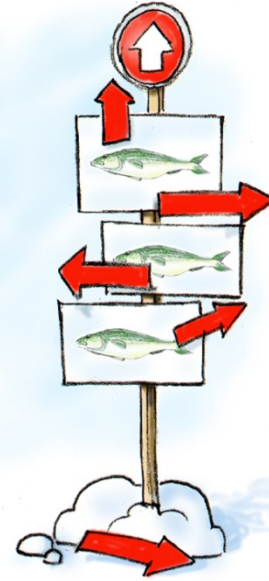
- Complete
 - Communicate all relevant information
- Clear
 - Convey information that is plainly understood
- Brief
 - Communicate the information in a concise manner
- Timely
 - Offer and request information in an appropriate timeframe
 - Verify authenticity
 - Validate or acknowledge information

Brief

NOTICE-PUBLIC WATER
Our Public Water is
Currently **CLOSED**
Because it is
Not **OPEN**.
The **MANAGEMENT**



Clear



Timely



Communication Strategies

- Situation–Background–
Assessment– Recommendation
(SBAR)
- Elevator Speech
- Right message, right audience
- Check-Back

SBAR provides...

- A framework to effectively communicate information
- Include the following:
 - **S**ituation—What is going on
 - **B**ackground—What is background or context
 - **A**ssessment—What do I think the problem is
 - **R**ecommendation—What would I recommend

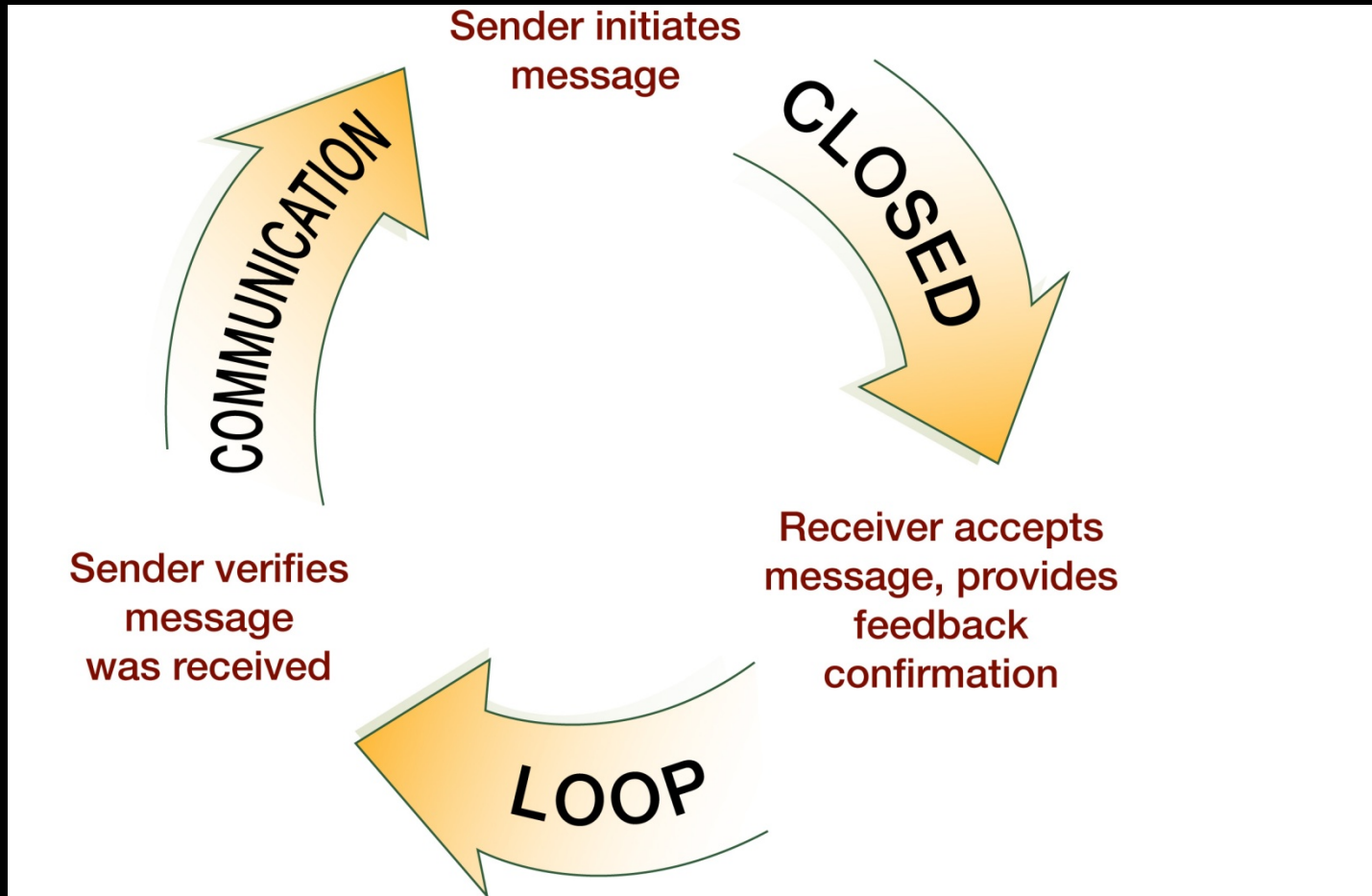
Elevator Speech - Example

We are focusing on *[INSERT]*. It is important that we improve *[INSERT]* because, *[INSERT]* will improve the health of our community. We need you to support our efforts by *[INSERT]*.

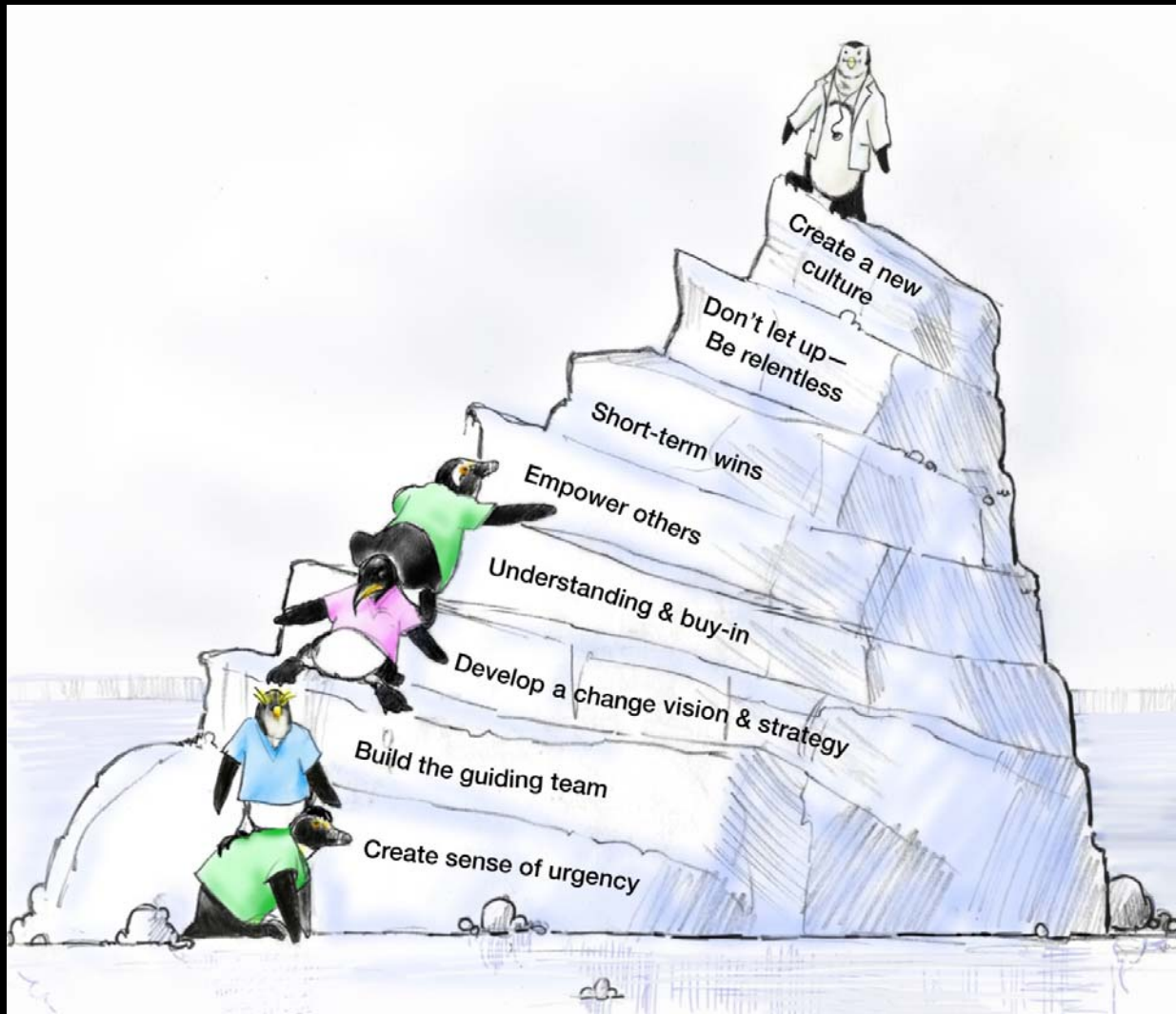
Right Message, Right Audience

- Tailored for your audience
- Externally focused - make it about them
- Avoid jargon
- Support with key information

Check-Back is...



Eight Steps to Change



John Kotter – Model for Transformational Change

Eight Steps to Change

1. Create a sense of urgency

- Identify crisis or major opportunities
- The role of thinking and feeling in changing behavior.

2. Pull together a guiding coalition

- Put together a group with enough power to lead the change
- Get the group to work together as a team

Eight Steps to Change

3. Develop a vision and strategy

- Create a vision to help direct the change effort
- Develop strategies for achieving vision

4. Communicate the “change vision”

- Use every vehicle possible to communicate the new vision and strategy
- Use appropriate humor and empathy
- Value the resisters

Eight Steps to Change

5. Empower action

- Get rid of obstacles
- Change systems or structures that undermine the change vision
- Encourage risk taking and nontraditional ideas and actions

6. Generate short-term wins

- Plan for visible successes/changes
- Visibly recognize and reward staff who made the wins possible

Eight Steps to Change

7. Consolidate gains and produce more change

- Use increased credibility to change systems and policies that don't fit together or fit transformational vision

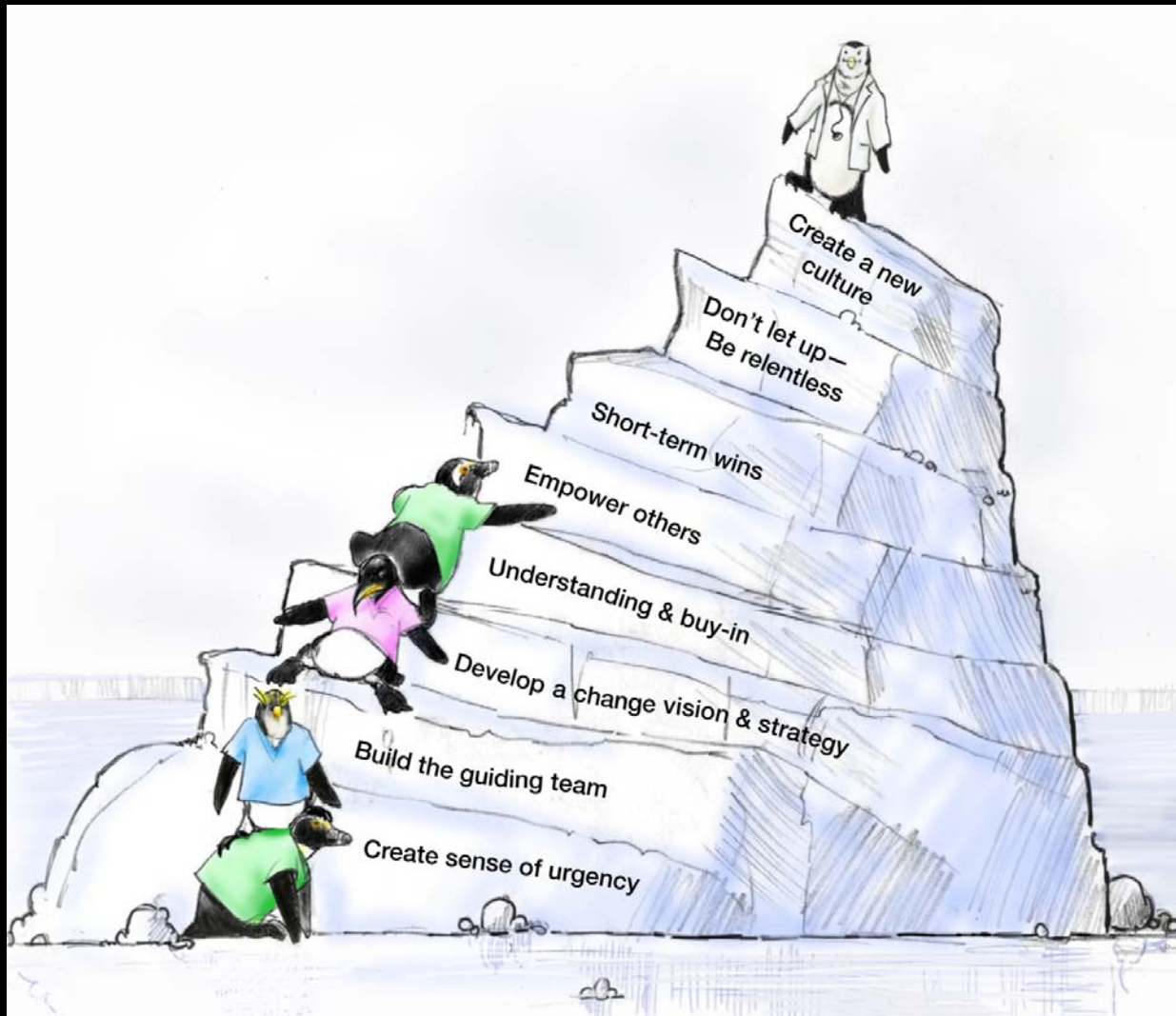
8. Anchor new approaches in the culture

- Articulate connections between new behaviors and success
- Develop means to ensure leadership development that motivates and inspires continued support

Culture Change Comes Last, Not First!

- Most alterations in norms and shared values come at the end of the transformation process
- New approaches sink in after success has been proven
- Feedback and reinforcement are crucial to buy-in
- Sometimes the only way to change culture is to change key people
- Individuals in leadership positions need to be on board
 - Otherwise, the old culture will reassert itself

Eight Steps of Change



John Kotter – Model for Transformational Change

Food for thought...

- It is not necessary to change. Survival is not mandatory. ~ W. Edwards Deming
- If you don't like something change it; if you can't change it, change the way you think about it. ~ Mary Engelbreit
- A good plan today is better than a perfect plan tomorrow. ~ General George S. Patton

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