

CHANGE MANAGEMENT: DRIVING CHANGE

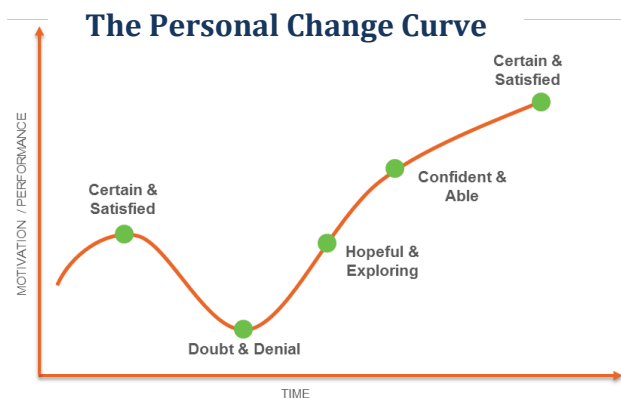
Why is change management important?

Health care is in the midst of tremendous transformation. In fact, transformation is a key part of the work of health care today. Our patients and community are counting on us to improve the way health care is delivered and experienced.

To achieve transformation, we need leaders with high competence in change management. Change management requires leaders to inspire others to embrace change by role modeling a healthy attitude toward change, while helping them understand the need for and benefits of change. It is also about engaging key stakeholders in the communication and planning processes to ensure buy-in.

Change creates personal reactions

At its most basic level, change is a movement out of a current state (how things are today), through a transition state and into a future state (how things will be done). This makes change highly personal and emotional and it will impact each individual in different ways. The Personal Change Curve shows the stages we go through as we experience change.



As change owners and leaders, we need to consider how people may be feeling at that moment... and keep in mind that their feelings may change (and cycle) as they move through the change curve.

For example, they may feel hopeful when they understand the implication of the change and then feel “doubt” or unsure when they start to “do” the new way and don’t yet have confidence in their abilities.

Organizational change is made up of individual change processes and because of this we must equip individuals to make that transition, otherwise the change is not as effective as we want or need it to be. We must plan how we will help people move past “doubt” and onto hope, knowing that their emotions may cycle and change through the transition.

How can we drive change forward?

As leaders and change owners, it is our responsibility to help people “see” how we will help them through this transition. When we share our plans and key activities and are transparent in our communication, it supports others in feeling hopeful about the change and begin to engage in making a successful transition.

It is this communication work that is so key for us as change owners and leaders because it helps end users understand how they will be supported in making the change and ultimately successful.

- Think about how your team has historically responded to change. Where is your team, emotionally, on this curve? (You may want to use the change curve graphic to have the discussion and get a pulse of where your team is.)
- The more you feel your team is less adaptive to change or struggling, connect with available resources.
- Use the best practice change leadership behaviors below.

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As an Individual (as you move through the change curve)	As as Leader (as you support your team through their change curve)
<p>Nurture Trust and Confidence:</p> <ul style="list-style-type: none"> • Listen, inform and support your colleagues. • Share your concerns and what you are doing to manage your change response. 	<p>Nurture Trust and confidence:</p> <ul style="list-style-type: none"> • Be visible! Make face-to-face time a priority. • It is OK to say “we don’t know yet, and we are working on it.” • Empathize and be authentic. People know when you are “faking it.”
<p>Act with Courage:</p> <ul style="list-style-type: none"> • Identify where you are on the Change Curve. • Understand how you react to change and your areas of resistance. • Ask the questions you have. 	<p>Act with Courage:</p> <ul style="list-style-type: none"> • Listen and don’t try to solve. • Thank them for bringing concerns and risks to you. • People trust what you do over what you say. Be present, and do what you will say you will do.
<p>Find Joy:</p> <ul style="list-style-type: none"> • Make a list of the opportunities in the situation. • Take care of yourself! Change can be stressful (even positive change) so use well-being resources. 	<p>Find Joy:</p> <ul style="list-style-type: none"> • Let people know how and why you value their contributions. • Recognize small wins as they adjust to the change. • Help people visualize the good that the change will bring: brainstorm, reframe, and help paint the picture.
<p>Create a customer-first experience:</p> <ul style="list-style-type: none"> • Create a personal change plan where you track actions you take to get ready for the change. • Identify the thoughts versus the emotions that the change is creating. What can you control? How can you manage your emotional response more purposefully? 	<p>Create a customer-first experience:</p> <p>When we are going through organizational change, often our employees are the first “customers” of the change:</p> <ul style="list-style-type: none"> • Team member’s change experience will impact patients and customers’ change experience. Make it positive! • Give them space to process the change and help them understand the "why." • People usually complain, before they create – give them a pre-defined, safe space to do that and help them move to action.

“The most powerful leadership tool you have is your own personal example.” – John Wooden

Personal Plan – commit to 2-3 steps you can take today to help yourself and your team through change.