Change Management to Support Practice Transformation

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Professional Satisfaction and Practice Sustainability

American Medical Association

Our purpose today is to strengthen competence and confidence in leading and sponsoring change.

Outcomes:

- Applying common language and concepts that are the foundation of change leadership philosophy.

- Create opportunity for leaders to recognize the personal impact of change on themselves and their people

- Equip leaders with tools and resources to further support their development as competent change leaders.

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What is Change Leadership?

- Change leadership is both a *process* and a *competency.*

  - The process refers to a **distinct methodology and set of tools** to move people through change.

  - Competency is the **leader's ability to lead and inspire** others through change.

The number one obstacle to success for major change projects is…resistance and the ineffective management of the people-side of change.
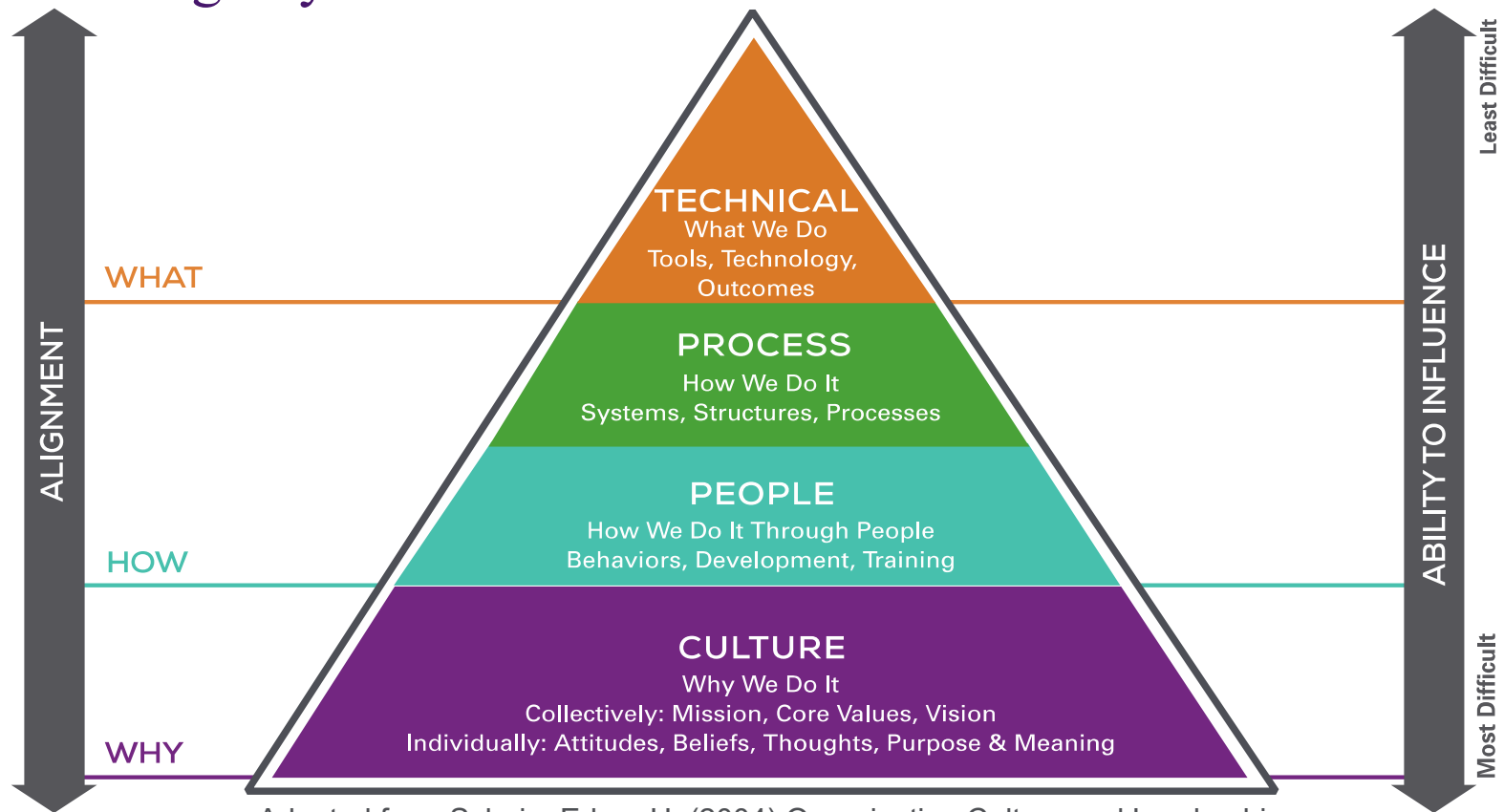
Prosci. (2016). *Best Practices in Change Management*

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The gap between the magnitude of change and the ability of organizations to manage it continues to widen.

ONLY **20%** of respondents are considered **successful** in managing change.

ONLY **40%** of respondents believe they have the **right skills** in place to successfully manage change projects in the future.

IBM Global Making Change Work Study, 2014.

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The Change Pyramid

ALIGNMENT

WHAT

HOW

WHY

ABILITY TO INFLUENCE

Least Difficult

Most Difficult

TECHNICAL
What We Do
Tools, Technology,
Outcomes

PROCESS
How We Do It
Systems, Structures, Processes

PEOPLE
How We Do It Through People
Behaviors, Development, Training

CULTURE
Why We Do It
Collectively: Mission, Core Values, Vision
Individually: Attitudes, Beliefs, Thoughts, Purpose & Meaning

Adapted from Schein, Edgar H. (2004) Organization Culture and Leadership

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3 Types of Organizational Change

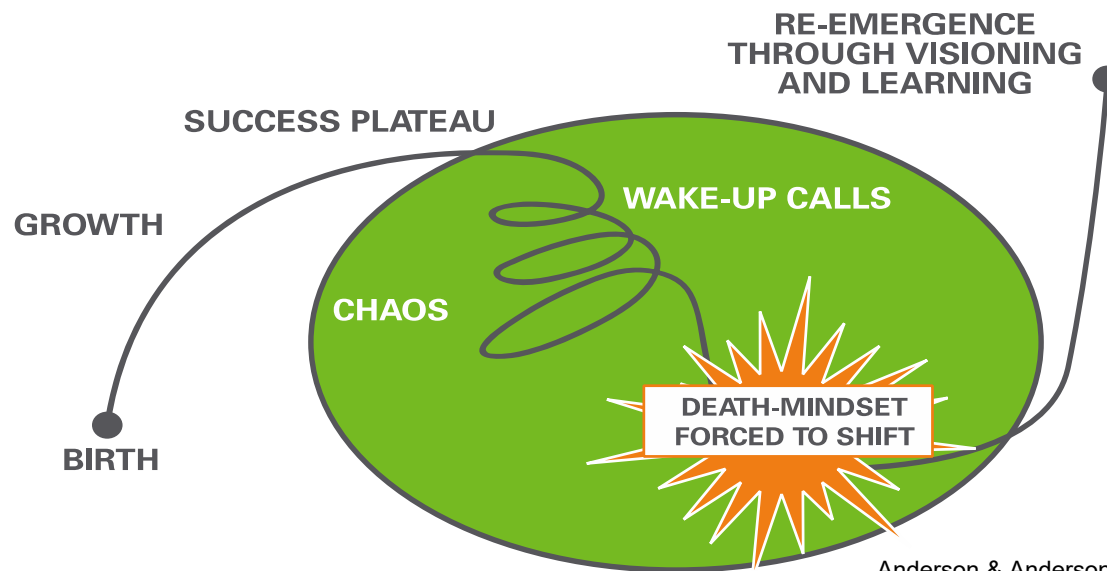**Developmental Change:** Improvements of what is already "in the box," what is already known or practiced.
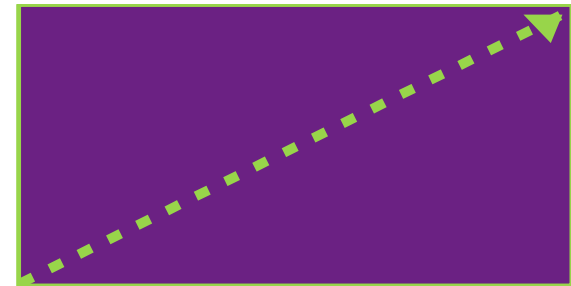
Transitional Change: Rather than simply improve what is, transitional change replaces "what is" with something entirely different.

OLD STATE   TRANSITION STATE   NEW STATE
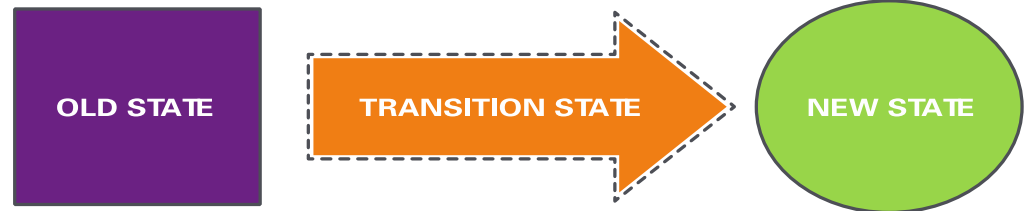
Anderson & Anderson, *Beyond Change Management*, 2001

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Transformational Change

A **radical shift** from one state of being to another, so significant that it requires a **shift in mindset, behavior and culture** to implement successfully and sustain over time.

RE-EMERGENCE THROUGH VISIONING AND LEARNING

SUCCESS PLATEAU

WAKE-UP CALLS

GROWTH

CHAOS

DEATH-MINDSET FORCED TO SHIFT

BIRTH

Anderson & Anderson. (2001). *Beyond Change Management*

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Transformational Change Litmus Test

- Does the change require your organization's strategy, structure, systems, operations, products, services or technology to change radically to meet the needs of customers and the marketplace?

- Do you need to begin the change process before your destination is fully known and defined?

- Is the scope of the change so significant that it requires the <u>mindset, behavior and culture to shift</u> fundamentally in order to implement the changes successfully and succeed in the new status?

For Reflection:

What type of change is the change you are being asked to lead and why?

Where would you say you are on the transformational change graphic with this change?

Anderson & Anderson (2001).

Beyond Change Management: Advanced Strategies for Today's Transformational Leaders

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Shifting Mindset to Achieve Results

*People must certainly **change what they do** in transformation, but more importantly, they must **change the way they think**. The strategy for the change must focus on how to accomplish this level of personal change across the organization, leaders included.*

<div align="right">

Anderson and Anderson, Awake at the Wheel, OD Practitioner, 2001

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The Relationship Flywheel

Loyalty · **Relationships** · **Engagement** · **Experience**

Trusted Health Partner for Life
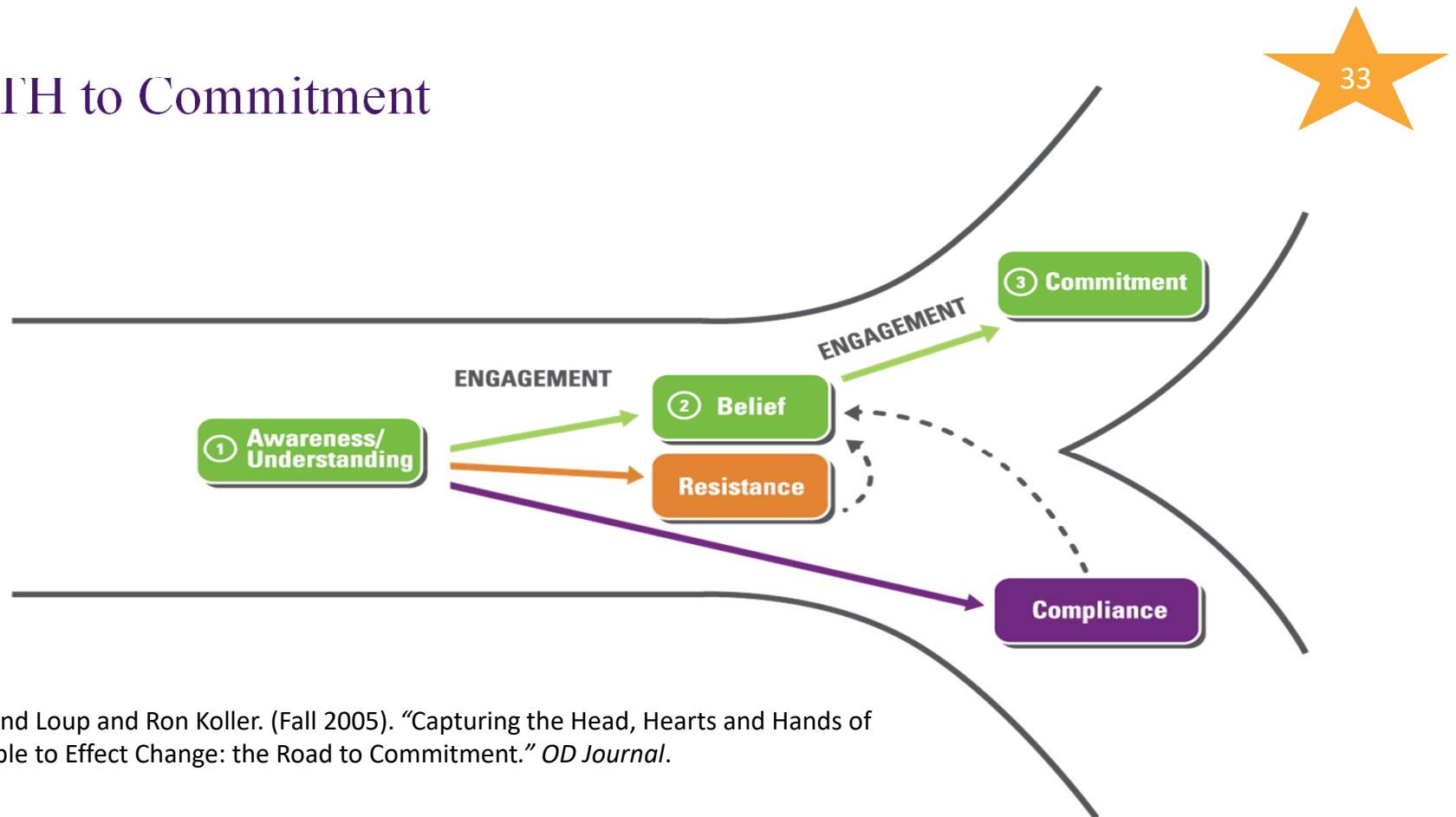
START HERE

For Reflection: What relationships need to be formed or perhaps repaired for this change to be successful?

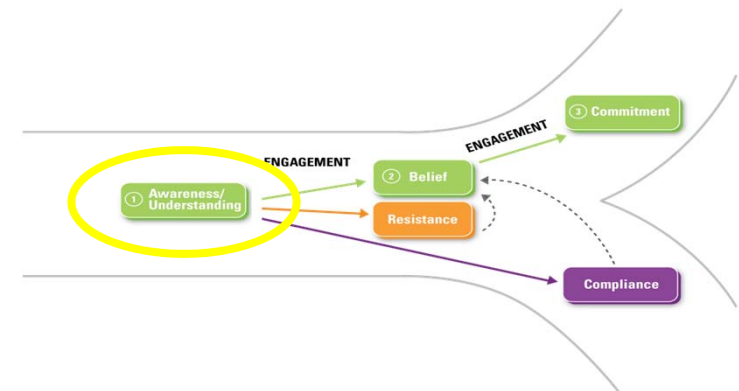# Path to Commitment

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PATH to Commitment

Roland Loup and Ron Koller. (Fall 2005). *"Capturing the Head, Hearts and Hands of People to Effect Change: the Road to Commitment." OD Journal*.

Awareness and Understanding (HEAD)

- **What it looks/sounds/feels like:**
  - Positive attitudes – asking for involvement or information
  - Rumors due to lack of information
  - Teams or individuals acting in ways out of norm
  - Stakeholders state their level of awareness of the change

- **Engagement Strategies:**
  - Have strong, clear, concise case for change
  - Expect, encourage questions/early resistance
  - Remember the 3 Questions Everyone Asks in Change:
    - What's in it for me?
    - Is it good for my team/organization?
    - Do we have what it takes to make this happen?
  - Communicate early and often

Awareness and Understanding is about providing INFORMATION.

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Understanding what Stakeholders Care About

THREE QUESTIONS EVERYONE ASKS IN TRANSFORMATIONAL CHANGE

1.
What's in it for me? (WIIFM)

2.
Is it good for my organization, team, patients, etc.?

3.
Does the organization have what it needs to be successful?

38

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Belief (HEART)

- **What it looks/sounds/feels like:**

  - Stakeholders asking more informed questions

  - Making connections to how change is connected to higher purpose – patient care, Mission

  - Stating to peers how they think the change is valuable

- **Engagement Strategies:**

  - Engage, communicate often so as not to lose momentum

  - Listen to others' beliefs without judgment or taking it personally

  - Share your beliefs about the change and give others the chance to do to the same together
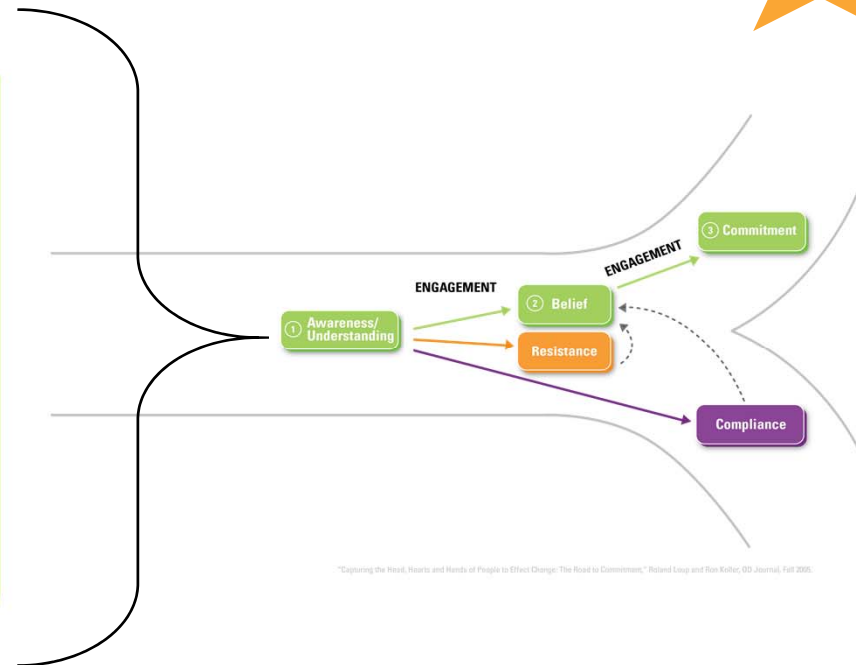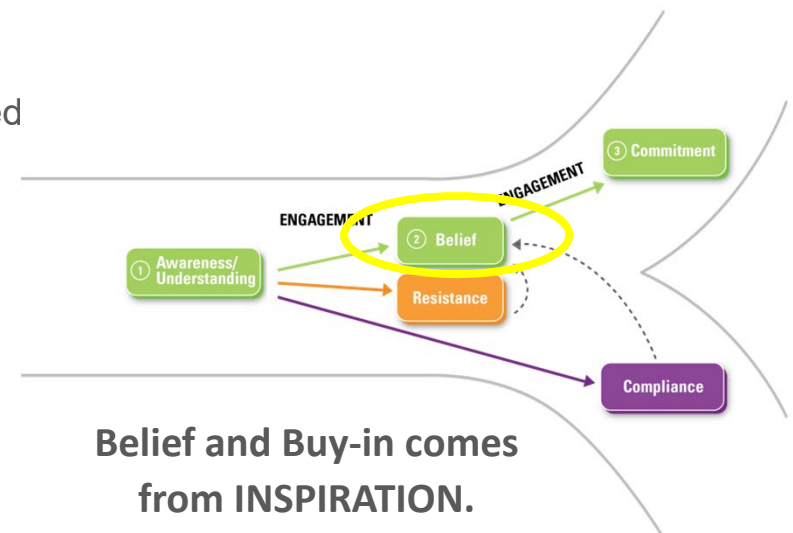

Belief and Buy-in comes from INSPIRATION.

"Capturing the Head, Hearts and Hands of People to Effect Change: The Road to Commitment," Roland Loup and Ron Koller, OD Journal, Fall 2005.

Commitment (HANDS)

- **What it looks/sounds/feels like:**
  - ACTION!
  - Involvement in the doing the work of change

- **Engagement Strategies:**
  - Engage and communicate often – include appeals to the head, heart AND hands
  - Co-create a clear path - the next steps
  - Provide appropriate learning (training), recognition & appreciation to those making change happen
  - Remove barriers
  - Celebrate success stories

The language of Commitment is ACTION!

"Capturing the Head, Hearts and Hands of People to Effect Change: The Road to Commitment," Roland Loup and Ron Koller, OD Journal, Fall 2005.

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Resistance

- ## What it looks/sounds/feels like:

  - Verbal objection

  - Disengaged body language

  - Acting out, doubting the case for change

- ## Engagement Strategies:

  - Patience - honor the resistance

  - Listen

  - Validate

  - Remember the 3 Questions

  - Ask "what do you need to move forward?"
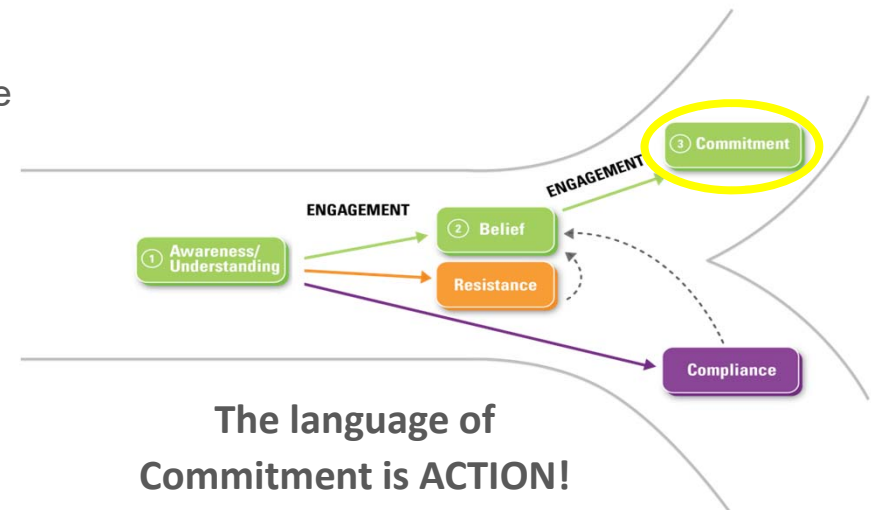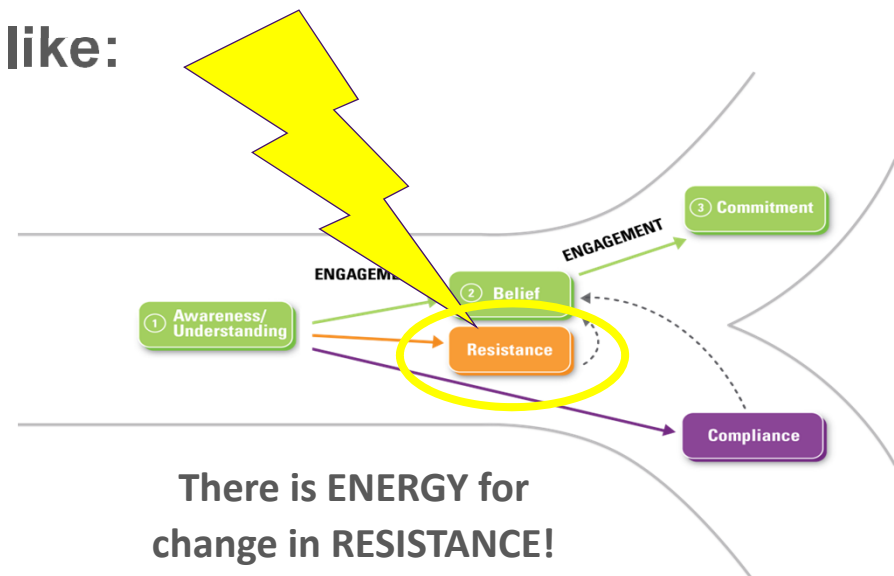

There is ENERGY for change in RESISTANCE!

"Capturing the Head, Hearts and Hands of People to Effect Change: The Road to Commitment," Roland Loup and Ron Koller, OD Journal, Fall 2005.

Change Leaders Expect and Honor Resistance

- Resistance is a natural, normal and healthy part of change

- Resistance is evidence that people are thinking critically

- Resistance is a sign that people care

- Resistance can result from fear or loss

- Resistance can be a gift

- Resistance is how many people work their way down the PATH to Belief and Commitment

- There is **ENERGY** for change in resistance!!

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Compliance

- **What it looks/sounds/feels like:**
  - Silence
  - Under the radar
  - Doing the bare minimum

- **Engagement Strategies:**
  - Careful about spending too much energy here unless it is a critical mass
  - Spend your energy with those who are on the PATH and those who are expressing Resistance
  - You will probably always have someone in Compliance
  - Be prepared to let go
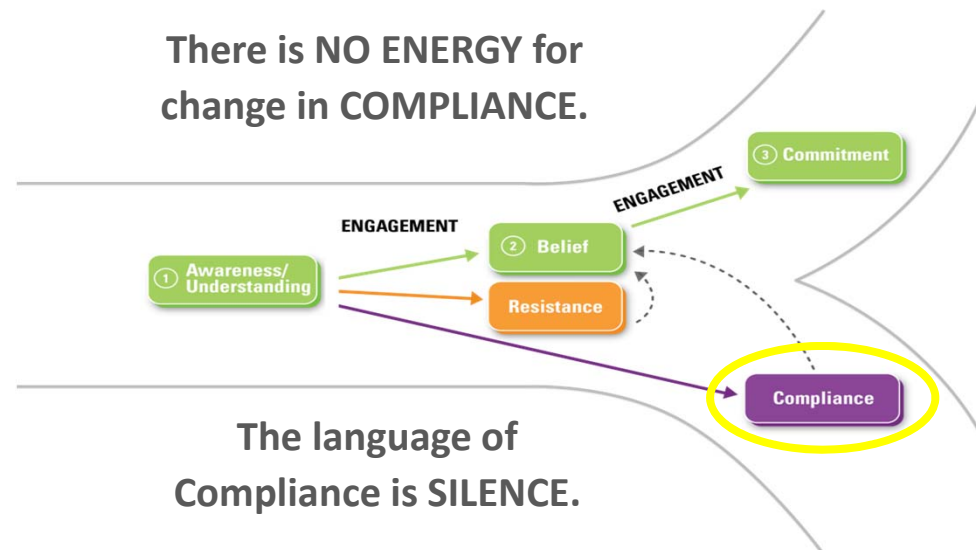
There is NO ENERGY for change in COMPLIANCE.

The language of Compliance is SILENCE.

"Capturing the Head, Hearts and Hands of People to Effect Change: The Road to Commitment," Roland Loup and Ron Koller, OD Journal, Fall 2005.

The PATH to Commitment

ENGAGEMENT

① Awareness/Understanding

② Belief

Resistance

ENGAGEMENT

③ Commitment

Compliance

The Change Leader's role is to understand **WHO** the key stakeholders are; **WHERE** they are on the Path and **WHY**; and **HOW** to move them toward commitment to doing the work of the change.

"Capturing the Head, Hearts and Hands of People to Effect Change: The Road to Commitment," Roland Loup and Ron Koller, OD Journal, Fall 2005.

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EMBRACE CHANGE ....

"It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change"

Charles Darwin

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A Formula for Successful Change

$D \times V \times F > R$

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"We don't fear change, we fear loss."

Dr. Peter Pronovost

The **number one obstacle** to success for major change projects is…resistance and the ineffective management of the people side of change.

Prosci Best Practices Benchmarking Study, 2014
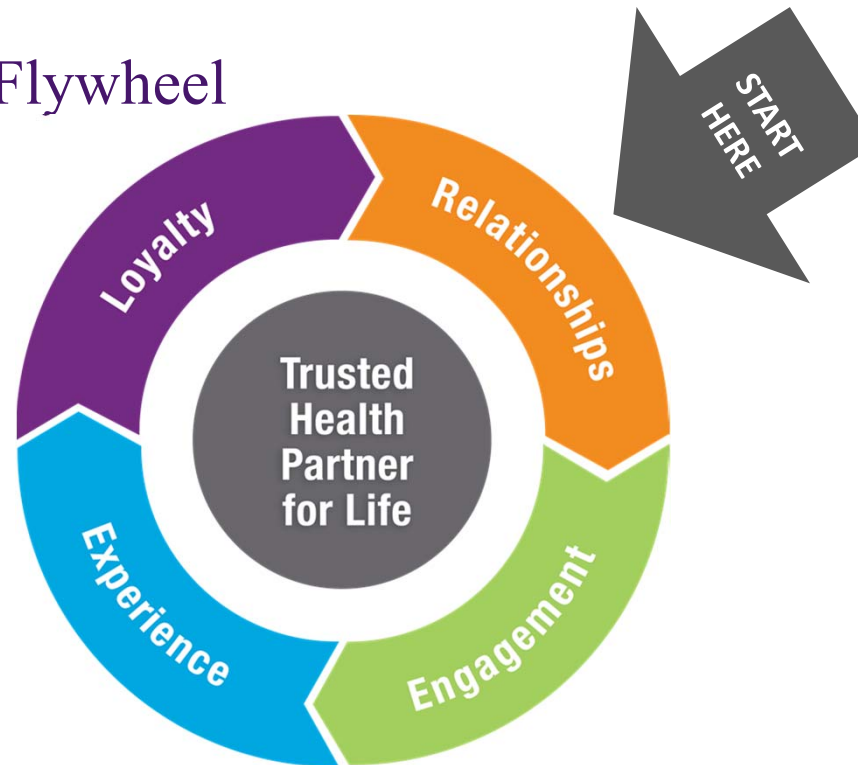
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The Relationship Flywheel

For Reflection: What relationships need to be formed or perhaps repaired for this change to be successful?

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- Resistance is how many people work their way down the PATH to Belief and Commitment

- There is **ENERGY** for change in resistance!!

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DVFR – Building A Case for Change

D × **V** × **F** > **R**

Dissatisfaction/Data · Vision · First Steps · Resistance

- DVFR – an exercise in how to address resistance when teams and individuals are going through change

- Provides a framework for communication and conversations to promote a transformative change.

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Let's Do DVFR Together!

$$D \times V \times F > R$$

| Dissatisfaction/Data | Vision | First Steps | Resistance |

Dissatisfaction /Data	Vision	First Steps	Resistance

Objectives:

- **Change Strategy**:
  - Implementing Team Documentation

- **Stakeholders:**
  - Physicians and APPs

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D Dissatisfaction/Data x **V** Vision x **F** First Steps > **R** Resistance

Group Work Agenda and Tasks

10:15-10:40: Each Group to work with facilitators on the following:

- **Change Management Presentation**

10:40-10:50

- **Review DVF>R Slides**

10:50-11:10

- **Small Group Activity**
- Group D:
    1. Identify 1-2 "reporters" to report out to large group
    2. Identify 5-7 data/dissatisfaction factors at your table
- Group V:
    1. Identify 1-2 "reporters" to report out to large group
    2. Identify 5-7 inspirational/from the heart factors at your table
- Group F:
    1. Identify 1-2 "reporters" to report out to large group
    2. Identify 5-7 steps that need to be accomplished in the next 90 days
- Group R:
    1. Identify 3-5 "reporters" to report out to large group
    2. Identify 5-7 resistor reasons why team documentation is not going to work in the practice

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Group Work Report Out

11:10-11:20: Group R (Resisters) Report out

1. Group R reporters "act out" the resistance for the large group

2. Group's D, V, F: Opportunity to add any other resistance factors

11:20-11:25: Group Work Refinement

1. Group's D, V, F refine work based on what was heard from the resisters

2. Group R refine work based on what was heard from groups D, V, and F

3. Facilitators- combine all table work into a 5-7 factor master list on flip chart for each group to report out on

4. Actively listen to identify "top three" factors for an "elevator speech"

11:25-11:45: All group report out

1. Groups D, V, F report out master list of factors

2. R Group report on what the D, V, F groups did well, did it help over come the resistance factors

11:50-12:05: Wrap up with Elevator Speeches

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Appendix

DO-ing and BE-ing a Change Leader

"DOING"
External input driving change
Head/Rational

- Developing Strategy
- Creating Task Plans
- Implementing Technology
- Improving Processes
- Meeting Milestones

What to "do"

AND

"BEING"
Internal input driving change
Heart/Spiritual

- Listening for Understanding
- Being Fully Present
- Transforming Personally
- Holding Space for Conversation
- Being the Calm in the Storm

How to "be"

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Four Levels of Wake-Up Calls for Transformation
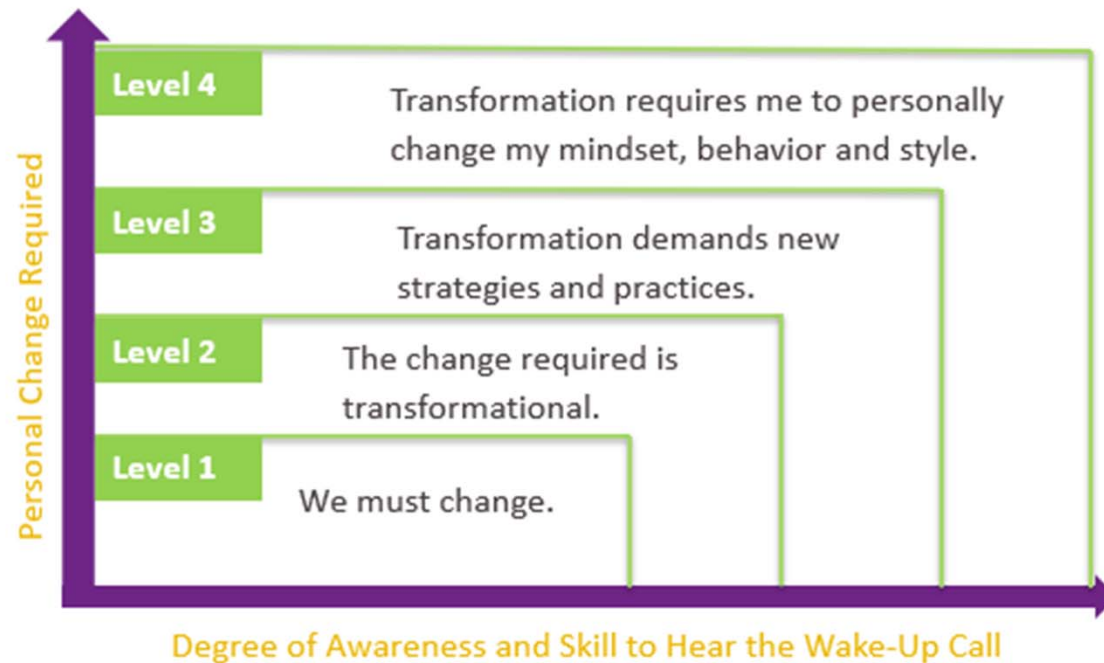
Level 4 — Transformation requires me to personally change my mindset, behavior and style.

Level 3 — Transformation demands new strategies and practices.

Level 2 — The change required is transformational.

Level 1 — We must change.

Personal Change Required (vertical axis)

Degree of Awareness and Skill to Hear the Wake-Up Call (horizontal axis)

Anderson & Anderson (2001). *Beyond Change Management*: Advanced Strategies for Today's Transformational Leaders,.

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Mindsets are Causative
They directly influence our internal experience and our external behaviors, performance and results.

Industrial "Reality as a Great Machine"	Emerging "Reality as a Living System"
• Separate Parts	• Wholeness / Relationship
• Power and Control	• Co-Create and Participate
• Certainty / Predictability	• Uncertainty / Probability
• Objective / Knowable	• Subjective / Mysterious
• Discrete Events	• Continuous Process
• Entropy	• Self-Organization
• Order into Chaos	• Order out of Chaos
• External Causation	• Internal Causation
• Scarcity	• Abundance
REACTIVE	**CONSCIOUS**

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"In a growth mindset, challenges are exciting rather than threatening. So rather than thinking, oh, I'm going to reveal my weaknesses, you say, wow, here's a chance to grow."

- Carol Dweck, PhD, Lewis and Virginia Eaton Professor of Psychology, Stanford University
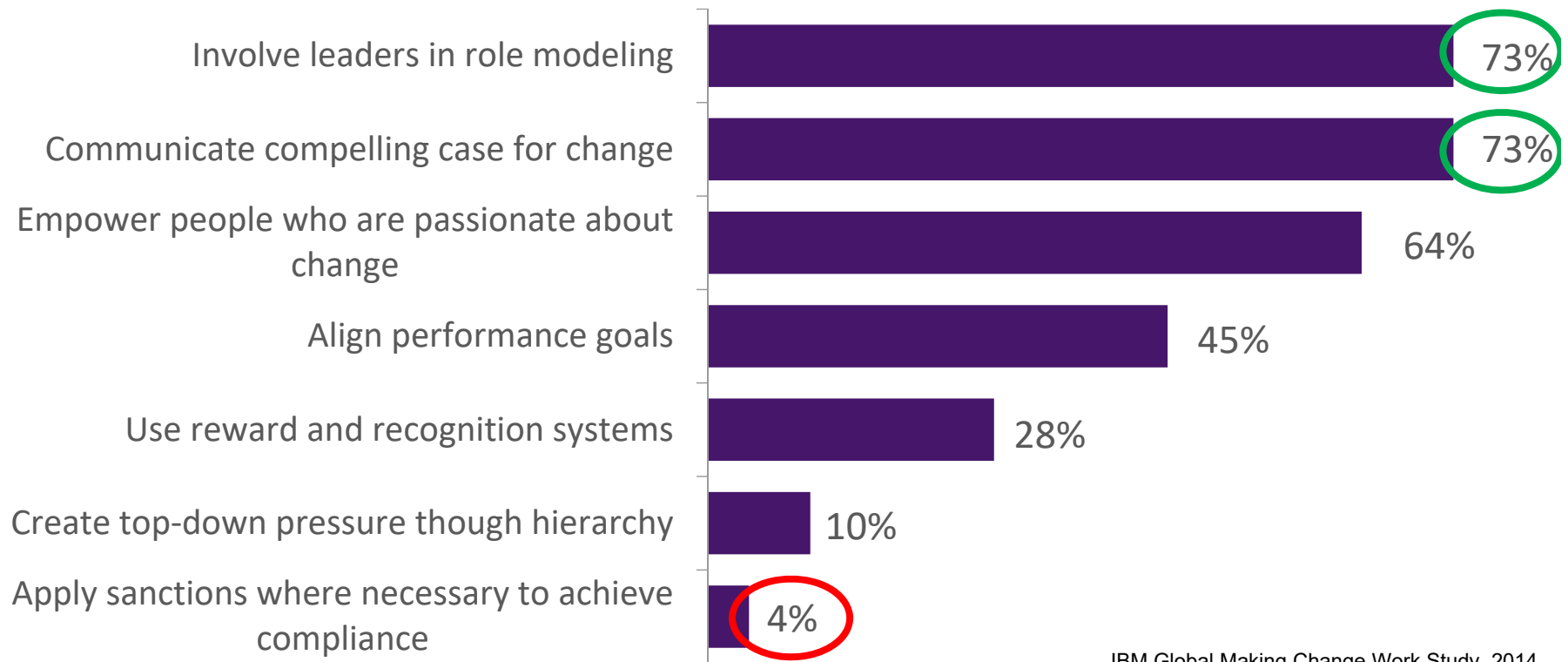
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Executive Sponsorship

Executive Sponsorship is #1 greatest contributor
to successful transformation.

Prosci, 2012. Best Practices in Change Management, Benchmarking Report

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Most Effective Means of Changing Attitudes and Behaviors

Means	Percentage
Involve leaders in role modeling	73%
Communicate compelling case for change	73%
Empower people who are passionate about change	64%
Align performance goals	45%
Use reward and recognition systems	28%
Create top-down pressure though hierarchy	10%
Apply sanctions where necessary to achieve compliance	4%

IBM Global Making Change Work Study, 2014.

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ABCs of Effective Sponsorship
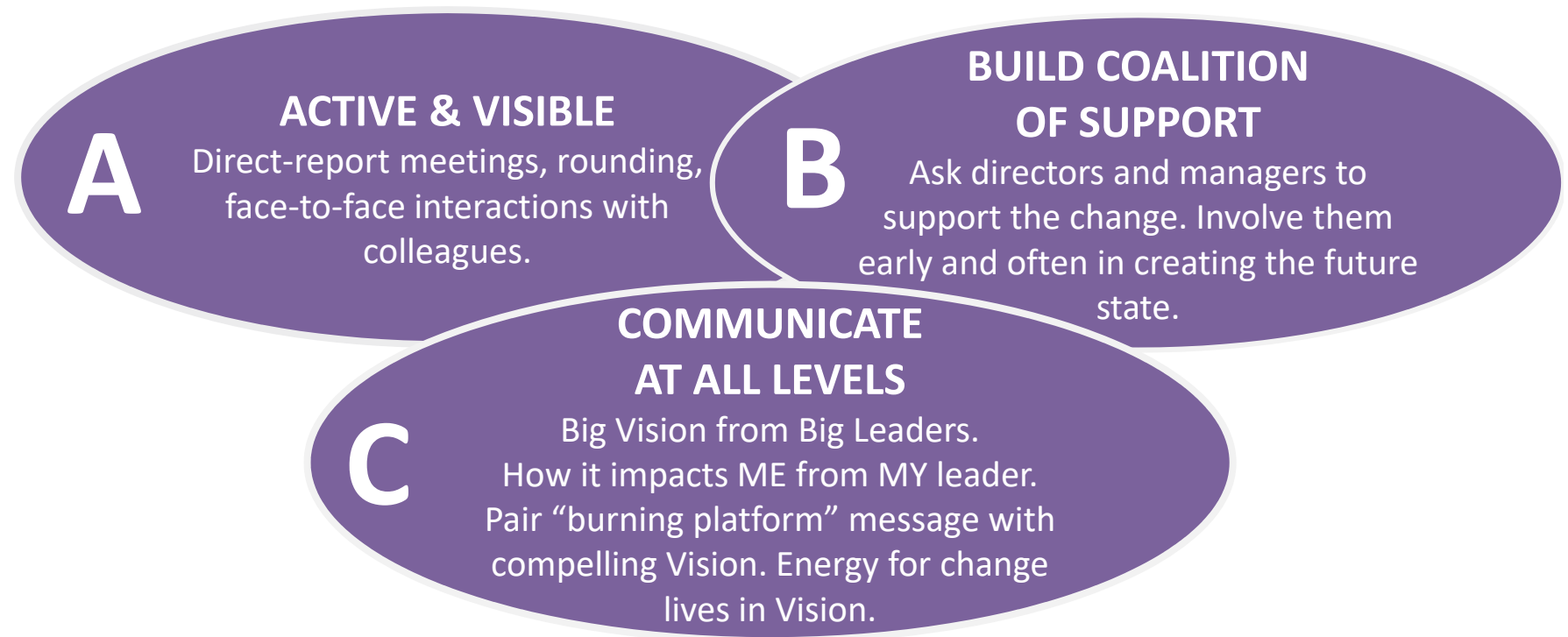
A
ACTIVE & VISIBLE
Direct-report meetings, rounding, face-to-face interactions with colleagues.

B
BUILD COALITION OF SUPPORT
Ask directors and managers to support the change. Involve them early and often in creating the future state.

C
COMMUNICATE AT ALL LEVELS
Big Vision from Big Leaders. How it impacts ME from MY leader. Pair "burning platform" message with compelling Vision. Energy for change lives in Vision.

Prosci, 2012. Best Practices in Change Management, Benchmarking Report

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Executive Sponsorship/Leadership Most Common Mistakes

- Failed to remain active and visible throughout the project.

- Underestimated or misunderstood the people side of change.

- Failed to communicate messages about the need for change.

- Delegated the sponsorship role and responsibilities.

- Failed to demonstrate support for the project in words or actions.

Prosci, 2016. Best Practices in Change Management, Benchmarking Report

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