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### Objectives

- To explore the tools and techniques that help you to understand change
- To encourage you to recognize your own thoughts and feelings about change, and to take action to help yourselves
- To help you think about why people react the way they do to change, and how you can help others find their own way forward through change

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### Before we start there are a few truths about change

- Change is a natural and unstoppable process and it can be painful
- Change requires individuals and organizations to think, act, and behave differently
- People often resist change because it makes them uncomfortable, threatened, or insecure
- To lead yourself and others through change, you need to focus on tasks AND behaviors

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### My Journey through Change

- I LOVE CHANGE (not really)!!
- Personal Change
- Professional Journey



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### Quiz Time

#### “Are You Ready for Change?”

5 minute Quiz

Choose A, B, or C

1. When you think of continuing in the same way as now for the next three years do you:
  - a) feel safe and comforted
  - b) feel OK, but uninspired
  - c) feel trapped, as though you need to get out
2. If you were planning a trip today and you had the money to do so would you:
  - a) go to the same place you've always gone, it's familiar
  - b) maybe go to somewhere you've been before, but do something new
  - c) choose somewhere you have never been before
3. When you look at your situation do you find you:
  - a) just can't imagine things being any different
  - b) want things to be different but you aren't sure how
  - c) are full of ideas of how you'd like things to be, even if you aren't sure how to get there

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**Quiz Time**

### "Are You Ready for Change?"

5 minute Quiz

Choose A, B, or C

**4. When you think about a pattern or habit that doesn't make you feel good do you:**

- prefer to stick to what you know, it's safer
- wish things could change, but you are worried about taking the risk
- feel desperate to behave in a way that's better for you

**5. If you imagine really having exactly what you want, does it:**

- feel daunting or overwhelming
- feel good, but you wonder what you'd do next
- feel exciting or free

For every A you answered, score yourself 1 point  
 For every B you answered, score yourself 2 points  
 For every C you answered, score yourself 3 points

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### Score 6 or less

The chances are that, although there might be things in your life that aren't the way you want them, for some reason you feel the need to hang on to them. It's not unusual for us to feel safe with the familiarity of a situation, even if we think it's making us feel unfulfilled or bad. After all, we wouldn't have bad habits otherwise. The question is, do you really want to feel this way? If not, ask yourself, what's the purpose of keeping yourself where you are? You might find that the reasons you are sticking in the same place are actually out of date, if so begin imagining change and you might find it isn't as daunting as you thought. You could seek help you get out of a rut, if you decide that's what you really want to do.

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### Score 6-10

You probably really want something that you are unhappy with to be different, but you can't even begin to think how it could actually happen. Also you might feel you are stuck in situations that aren't of your making. The first thing to do is take responsibility, it may not be your fault you are in this situation but the only person who is actually going to get up and change things is you. So accept the responsibility for change. Ask yourself if there are any particular blocks getting in the way of change and start working toward looking at them from a new perspective. You could shift those blocks and move on to a brighter place.

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### Score 11 or more

It looks like you are ready for things to change. It seems that you have probably already decided that the old ways of doing things just aren't working and you are ready for the next phase of your career or life. Begin to build a strategy, open your eyes to opportunity and gain an understanding of how you ended up in a place you didn't want to be and what will be different from now on. If you really want to capitalize on where you are at, you might find that your network will help you bring your ideas to fruition and take you forward to your next adventure. Good luck!

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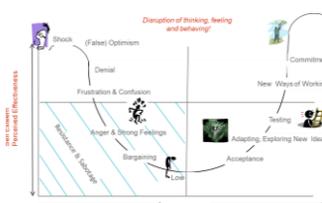
### Change is a journey that involves letting go of the past before moving on



Letting Go of the Past	Search for Redefinition	Commitment to the Future
<ul style="list-style-type: none"> <li>Denial</li> <li>Anger</li> <li>Sorrow</li> </ul>	<ul style="list-style-type: none"> <li>Uncertainty</li> <li>Anxiety</li> <li>Confusion</li> </ul>	<ul style="list-style-type: none"> <li>Enthusiasm</li> <li>Commitment</li> <li>Purpose</li> </ul>

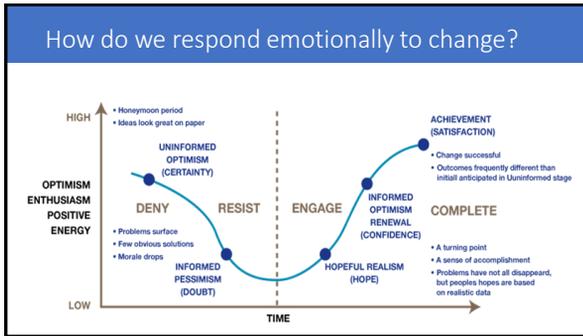
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### We need to recognize where we are on the change journey

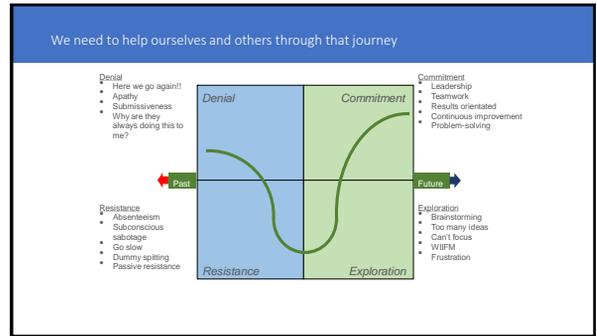


The change curve helps us understand the journey we go through when we experience change

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### To move from denial to resistance, communication is key

**DENY TO RESIST: COMMUNICATE**

To facilitate this boundary crossing, change leaders need to be prepared to answer the following questions:

- What will change?
- Why is this change important to make?
- How are the desired results consistent with corporate goals and values?
- What are the anticipated benefits of this change for the business and our customers?
- What information do I need to communicate to my internal and external customers?
- What impact will it have on our people's ability to perform their jobs?
- How will it help people get work done, *safer, better, faster/simpler, better, cheaper?*
- What are the consequences if we don't make this change?

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### To move from resist to explore, we need to be 'tuned in' to the needs of others and we need to support them

**RESIST TO EXPLORE: BUILD SUPPORT**

To facilitate this boundary crossing, change leaders need to be prepared to answer the following questions:

- Whose support is essential?
- Is there buy-in for the changes to happen?
- Have the people been identified who are likely to resist the change?
- What are the barriers to gaining the support of these individuals?
- Do people feel that they have been heard when voicing their fears, uncertainties, and doubts?
- How can I involve people in the problem-solving process?

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In helping people to cross the border from resist to explore, we need to recognize that resistance to change is **normal**

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- Resistance can occur because people may be fearing:
- Loss of credibility or reputation
  - Lack of career or financial advancement
  - Possible damage to relationships with manager
  - Loss of employment
  - Interpersonal rejection
  - Change in job role
  - Embarrassment / loss of self-esteem (high commitment to old ways)
  - Job transfer or demotion

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Even when people understand why they need to change and the direction we are going in, the journey can still be a tough one as they let go of old norms and embrace the new order – resistance is inevitable

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There are many forms of resistance which you will come across

<p><b>Overt (Active)</b></p> <ul style="list-style-type: none"> <li>• Avoidance of responsibility</li> <li>• Flooding with detail</li> <li>• Impracticality</li> <li>• Changing the subject</li> <li>• 'I'm not surprised'</li> <li>• 'I wish I had the time to help'</li> <li>• Nit-picking</li> <li>• Pressing for solutions</li> <li>• Attacking / challenging inappropriately</li> </ul>	<p><b>Covert (Passive)</b></p> <ul style="list-style-type: none"> <li>• One-word answers</li> <li>• Complacency</li> <li>• Confusion</li> <li>• Silence</li> <li>• Violent Agreement</li> </ul>
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It is our role as healthcare leaders to support and help each other and patients who demonstrate resistance and channel negative energy into positive actions

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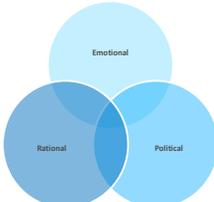
However, we should never forget that what people actually say is not necessarily what they feel inside



If you don't get to the root cause of resistance, you will struggle to address it

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People generally react to change from one of three perspectives

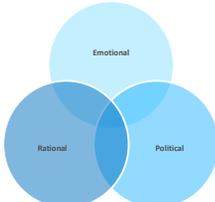


People manage and respond to change from one of three places:

- **Emotional:** What's in it for me?
- **Rational:** I need to see a plan
- **Political:** What will others think of me?

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People generally react to change from one of three perspectives



Achieving sustainable change will involve:

1. adjusting your behavior
2. working on the three dimensions together

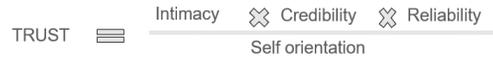
**All three may need a different behavior to get a desired outcome**

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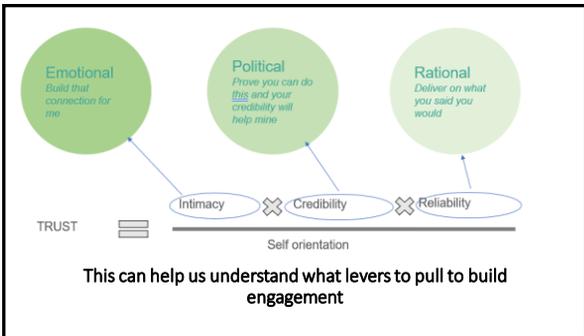
We need to recognize how people are reacting to change and respond accordingly. Communications need to seek to deliver for different audiences by using a blend of rational, emotional and political messages

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We need to build trust to help us gain support and lead others through change



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By adapting our messages and behaviors, we can build engagement by focusing on the things that are important to different people and communicating with them in a way that best lands the key messages

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As effective change leaders, we will often have to adapt our behavior in order to achieve the desired outcome

- Behavior is one of the few human elements which can be changed or influenced
- Ask yourself: did I achieve what I intended to? If not, why not? Think about your behavior. Think about the other person: did you really consider what makes them tick, how they are different from you?
- Often there is nothing wrong with your intention, nor with the other person's response: the 1 thing you have control over is your own behavior

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When moving up the curve from explore to commitment, we need to start planning for success

EXPLORE TO PROMOTE: PLAN FOR SUCCESS

To facilitate this boundaries crossing, change leaders need be prepared to answer the following questions:

- How can I involve my team in the planning process?
- Have barriers to implementing the change been identified and actions identified to overcome them?
- Is the timeframe for the change and the benefits to be gained realistic?
- Have the critical activities to implement the change been identified?
- Have individuals been assigned accountability for results?
- Have individuals' goals been revised to reflect the change?

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And then we need to plan for sustainability

**PROMOTE AND CONTINUAL FLEXIBILITY: MEASURE SUCCESS**



To continue to build flexibility, change leaders need to be prepared to answer the following questions:

- How will we monitor the progress of the change?
- Are the desired outcomes clearly linked to program goals?
- What measures will be used to determine if the change has been successful?
- How will we recognize and reward behaviors that support the change?
- How will we hold people accountable for their results?

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### Do's for change leaders in the face of resistance



- Constantly identify benefits
- Invite questions and answer them
- Explain why
- Educate and train
- Set standards
- Avoid surprises
- Reinforce staff sense of security
- Be flexible
- Keep communications two-way
- Admit difficulty
- Seek input
- Inform and involve informal leaders
- Give and ask for feedback

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### Don'ts for change leaders in the face of resistance



- Agree that this is a waste of time
- Pretend you have all the answers
- Hide reality
- Tell people what to do
- Let people think that you are not bought into it
- Worry people with dire forecasts
- Put it off until tomorrow
- Make people think that they are unique in finding this tough
- Ignore helpful suggestions
- Resent those who are better at change
- Take it personally
- Expect approval and encouragement

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Changes In Healthcare 2020

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Changes In Healthcare 2020

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We need to help ourselves and others through the journey

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