Change Management

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What is change management?

Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.
What drives change?

External factors:
- Political
- Economical
- Sociological
- Technological

Internal factors
- Individual initiative
What makes change successful?

8 elements of successful change:

- Establishing the case for change:
  • understand, explain and communicate why status quo is no longer acceptable

- Creating a shared vision:
  • Communicate a vision for the future and how it will be better for staff and patients

- Establishing Shared Values:
  • Determines and guides appropriate behaviour throughout the change process

- Appropriate resources and information:
  • Ensure appropriate resources and information available to all staff
  • Includes time, money, people and skills
What makes change successful?

Management and Leadership:

- Lead by example
- Flexible approach to management
- Assist team in adjusting to change
- Commitment, passion and perseverance
- Provide direction
- Encourage innovation
- Understanding of internal and external stimuli for change / tuning into environment
- Challenge prevailing organisational assumptions/practices
- Communicate a compelling aspiration – 100% commitment
- Build coalitions – need support of all stakeholders
- Transfer ownership to team
- Recognise achievements and reward success
What makes change successful?

Capability:
- Ensure organisation/team are equipped to cope with and implement change
- May include workload, managerial ability to implement change

Motivation:
- Ensure time taken to engage team
- Communicate benefits of change to staff, patients and organisation

Communication:
- Communicate case for change with confidence and conviction
- Identify and deal with concerns early in process
- Ensure communication strategy in place
- Communicate throughout change process
How do individuals react to change – The change curve

Originally developed by Elisabeth Kubler-Ross (1960s) to explain grieving process.

Adapted and utilised as a method of helping people understand their reaction to change.

Describes 3 transitional stages with 9 states of emotion (states vary with different authors).
Stage 1

Shock, Numbness and Denial

Shock/Numbness
- Usually short lived
- Temporary slow down and loss of productivity

Denial
- Focus tends to remain in past
- Staff convince themselves change will not happen or if it does, it will not affect them personally
- May deny having received communication
- May make excuses to avoid involvement in planning and implementation
- Performance often returns to levels seen before the dip in the shock phase

Reasons for these emotions
- Lack of information
- Fear of unknown, looking stupid or doing something wrong
- Feeling threatened
- Fear of failure
How do we manage this stage?

Communication!
• Establish and communicate the case for change
• Engage the team in the change process
• Ensure effective communication strategy in place at outset
• Clearly state what the change is, the effects it may have and the impact/benefits for individuals and the organisation
• Be honest and realistic
• Deliver consistent message
• Consider and reflect concerns of staff
• Identify and deal with concerns early in the process

Consider 5/95 effect
• 5% of leaders are at different points in the change curve compared with the other 95% of the workforce
5/95 Effect: What the Managers Say

Well ahead on the change curve – have had time to consider and move through stages of change

May be frustrating for leaders as:
- May feel staff unwilling to take on change
- May feel people are dragging their heels

5% Leaders

Future
Challenge
Growth
Efficiency
Slick Systems
Reward
Change
Future
5/95 Effect: What the staff say

- Staff will be at beginning of change curve
- In a state of confusion and unrest
- Unsure of what change will bring and the impact on them
- May feel that leaders are unsympathetic to effects of change
Stage 2

Fear, Anger and Depression
- Most dangerous stage
- Loss of productivity and lower morale
- May fixate on small issues/problems

Fear/Anger
- Scapegoat is commonly found – provides focus for fears and anxieties
- Common feelings include: suspicion, scepticism and frustration

Depression
- Lowest point in curve
- Realisation that change is genuine hits!
- Performance is at its lowest
- Common feelings include: apathy, isolation remoteness

Reasons for these emotions
- Lack of information
- No clear vision of future
- Concerns regarding individual place in new process/environment
- Self doubt and anxiety
- Feelings of isolation
How do we manage this stage?

Create vision of future
- Involve team in development of vision so that all staff can share and own it
- Articulate why the status quo is no longer acceptable
- Communicate the benefits for the organisation, team, individual and customers

Communication
- Provide timely and relevant information on process of change
- Make staff feel comfortable about their place in the new order of things
- Communicate uncertainties as well as certainties – be honest and open
- Reassure staff that others are experiencing the same feelings – they are not alone!

Engage Staff
- Encourage questions and create forums for discussions
- Create champions
- Transfer ownership
- Reward innovation and effort and celebrate success
Stage 3

Understanding, Acceptance and Moving On/Integration

Understanding/Acceptance

- Individuals accept that change is inevitable
- May experience thoughts of:
  - Exciting new opportunities
  - Relief that change has been survived
  - Impatience for change to be complete
- Energy and productivity may remain low but slowly begin to show signs of recovery
- Lots of questions and curious about possibilities/opportunities

Moving on / Integration

- Focus if firmly on the future
- Sense of purpose, hope and trust
- Productivity and performance peak
How do we manage this stage?

Communication remains key!
- Regular progress reports
  - Meetings
  - Newsletters
  - Information boards
  - Email
- Workshops/team building

Maintain levels of support
- Staff may return to an earlier stage if support and interest are withdrawn
- Lead by example
- Identify new leaders and delegate responsibilities
- Celebrate and reward efforts and successes
- Encourage new ideas/innovation
How quickly do people progress through the stages?

- Varies with each individual

- Those who have experienced little change previously will take longer to progress

- Progress through stages 1 & 2 tends to be slower than through stage 3.
Other Models of Change Management

Unfreeze – Change – Refreeze (Kurt Lewin, 1947)

3 stage process

- **Unfreeze**
  Dismantle the existing mindset

- **Change**
  Typically a period of confusion and transition
  Existing process is changed

- **Refreeze**
  New mindset is crystallised
Other Models of Change Management

Exit – Transit – Entry (Hughes, 1991)

3 Stage Process

Exit
Departing from the existing state

Transit
‘Crossing unknown territory’
Adjusting to change

Entry
Attaining a new equilibrium
Other Models of Change Management

Judson, 1991
Developed 5 stage process

1. Stage 1
   Analysing and planning the change

2. Stage 2
   Communicating the change

3. Stage 3
   Gaining acceptance of new behaviours

4. Stage 4
   Changing from the status quo to the desired state

5. Stage 5
   Consolidating and institutionalising the new states
Other Models of Change Management

Diffusion of Innovation (Everett Rogers, 1962)

- Developed to help understand the way in which individuals respond to change
- Recognises that although the time over which innovations are accepted into general use can vary greatly in speed, the majority will display an S shape rate of adoption
- Demonstrates slow uptake initially followed by rapid integration which then gradually tails off
- The graph shows a cumulative percentage of adopters over time – slow at the start, more rapid as adoption increases, then levelling off until only a small percentage of laggards have not adopted.
Diffusion of innovation (Everett Rogers)

The speed at which the S curve develops and the innovation is adopted will depend on the following:

- Relative Advantage
  - The degree to which the new is better than the old
- Compatibility
  - The degree to which the new is perceived as being consistent with the old
- Complexity
  - The degree to which the new is perceived as being complicated or difficult to use
- Trial ability
  - The degree to which the new can be experimented with
- Operability
  - The degree to which the results of an innovation are visible to others
Other Models of Change Management

The ADKAR Model of Change

- Emerged as the result of research involving 900 organisations in 59 countries over 14 years

- Considers 2 dimensions: business and people dimensions

- Managing the 2 dimensions in tandem allows the change to be managed at a rate which both the business and people can maintain comfortably

- By working gradually through the phases and considering the impact on both dimensions, the business drivers can generate enthusiasm amongst employees, which can then be channelled back into the implementation of the change initiative
The ADKAR Model

Business Dimension

Consider changes in initiatives from the project management perspective.

Managers are often more comfortable with the business dimension.

Includes a number of phases:

- A business need/opportunity is identified.
- The project is scoped, and objectives and costs are established.
- A business solution is devised, which may include:
  - Developing new processes.
  - Purchasing new systems or introducing technology.
  - Organisational restructuring.
  - Developing new innovations or products.
- Timescales and plans are developed.
- The solution is implemented.
The ADKAR Model

The People Dimension

- Considers how employees experience the process of change
- Emotions and personal opinions more likely to be involved

ADKAR looks at the 5 key phases that every individual will experience

- Awareness: of the need to change
- Desire: to participate and support the change
- Knowledge: of how to change and what the change looks like
- Ability: to implement the change on a day to day basis
- Reinforcement: to keep the change in place
The ADKAR Model

**Business need and awareness**

- Communicate the change and why it is necessary
- Define business need and raise awareness amongst employees
- Share information behind initiative – helps to develop understanding amongst those affected
The ADKAR Model

Concept, Design & Desire

- Share concepts and involve staff early in the process
  - This will help understanding and awareness
- Allow staff to contribute and share ideas when designing new initiatives and concepts
- Help staff to develop vision of the future
The ADKAR Model

Implementation and Knowledge

- Ensure staff are equipped with skills and knowledge to make changes happen
- Ideally, gradual or phased implementation of training/change to allow employees time to develop skills and gain confidence
The ADKAR Model

Implementation and Ability

- Must ensure staff have the ability to implement change initiative and have had time to develop their skills sufficiently
- Process will take longer if staff do not have time to embed their skills
The ADKAR Model

Post implementation & Reinforcement

- Recognise achievement and celebrate successes
- Develop sense of pride in achievement
- Consistently encourage new ideas and innovation
- Promote culture of continuous improvement
Change Fatigue

Never ending change initiatives can cause de motivation and disengagement

Constant cycle of learning and adjustment associated with, and necessary for change becomes frustrating and change initiatives lag or fail all together
What are the causes of Change Fatigue?

- Too many changes in quick succession
- Not enough time to progress through 3 stages of the change curve
- Lack of understanding around change initiatives
- Lack of communication
- Lack or perceived lack of support
- Lack of staff engagement and buy in
What are the signs of Change Fatigue?

- A ‘wait and see attitude’ amongst employees
- Complaints that new initiatives are suggested all the time but nothing ever comes of them
- Staff are reluctant to become involved in ideas sessions or once there are disinterested
- A lot of negative questions are being asked
- Increased staff turnover due to:
  - Dissatisfaction with recurrent attempts (and failures) to rectify day to day issues
  - Low morale
  - Staff question their worth to the organisation
  - Staff feel significant efforts they have made in the name of change have been cast aside as the change is abandoned or succeeded by another
  - A feeling that change is being driven by executive ego rather than business need
  - Staff feel long term interests are sacrificed in the name of short term gain
How do we overcome Change Fatigue?

- Avoid quick succession of change initiatives and allow time for staff to progress through stages of change

- Communication
  - Develop effective communication strategy
  - Provide staff with as much information as possible (relevant) early and throughout the process
    - Be open and honest
  - Ensure staff understand drivers of change and potential benefits
  - Communicate timescales
  - Encourage staff to voice concerns in a timely fashion and deal with concerns openly and honestly

- Maintain approachability

- Be proactive about change and lead by example

- Get employees involved
  - Encourage feedback
  - Use staff to cascade skills and knowledge where ever possible
  - Establish champions

- Consider reward system or incentive schemes
Another View of Change…..

‘change is not always experienced as loss. Some people love it. It’s exciting. It’s new. It’s a break with the crappy old way of doing things. It’s liberating. Why have we given change which, let’s face it, people do all the time, such a bad press that it is considered synonymous with grief?’

Anon.......
Exercise

- Describe the reaction of your team to the changes associated with the PCH/PW work
- Do you recognise the various stages of change within your team – give examples
- How do you feel change has impacted on you and your staff
- Is there anything you would do differently when implementing future changes?
Conclusion

- Change is essential in driving organisations forward
- Should become part of the organisations culture
- Should be supported and encouraged by management
- Be aware of impact of change on individuals/teams and organisations
- Deal with concerns early on
- Lead by example and demonstrate commitment to change
- Communicate, communicate, communicate!
- Be aware of stages of change and manage accordingly
- Avoid change fatigue and be aware of mechanisms of coping with this
- Change can be a positive and exciting experience for most individuals
Any Questions??