

LEADING THE PATIENT CENTERED MEDICAL HOME (PCMH) JOURNEY OF CHANGE

Cohort 3: Webinar #2 Notes

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- Today's webinar, "Leading the Patient-Centered Medical Home Journey of Change," is one of the first topics we talk about during the PCMH technical assistance program for the year, as PCMH really requires a lot of change. Hopefully, today's webinar will help you with some tips for how to manage that change better. I will review through the objectives for today's webinar.

Learning Objectives

- Reiterating what I said, it is going to help us look at assessing your organization's readiness for the change needed for PCMH recognition, understand the tools and approaches to making effective change, learning the steps to a roadmap for change. We will be going through that roadmap on today's webinar, and then recognize the importance of change management in going through and sustaining any type of transformational change, such as the patient-centered medical home.
- Today's webinar is going to be very interactive. We are going to have a mix of some polls as well as have you actually toggle back to a change template that Bernie had referenced earlier. Throughout the webinar at different points we will have you toggle to that change template, or that change plan, and actually fill it out question by question as we are going through the change roadmap to help get you started on actually creating your own change plan. We realize you are not going to complete the whole thing today on a one-hour webinar, but it is hopefully enough to get you started and get a flavor for how to create a change plan that can help you through this change journey.

Slide 2

- As you see on this first slide, it is just sort of setting us up to the types of changes our organizations are all feeling or going through, I am sure, at some point. We have got a lot of things going on in today's healthcare environment, and all of these things on here; transformation, integrated systems, accountability, person centered care, value-based care and value-based payments, and team-based care. All of that requires some sort of change. As they say, the only constant in healthcare is change.

Why Change?

- Why change? Why do we need to go through this? Well, part of this is building towards that value of care. Our healthcare environment historically and currently has really been focused on volume. In order to really push us forward to a more successful healthcare future we need to be focusing less on volume and moving us towards value and value-based care. This helps us move towards that quadruple aim of healthcare, which is increasing population health outcomes, giving a good patient care experience at the lowest cost possible and efficient systems, and having staff and provider joy in work. All of this helps us moved towards a more value-based care system and value-based payments to support that. Patient-centered medical home is a perfect model for us to build that value-based care system.

What is Change?

- When we think about "What is change?" I think about Winston Churchill's quote: "To improve is to change; to be perfect is to change often." I think that is really a great quote that shows the spirit of continuous quality improvement, that we are never really there at perfection, that we always need to be constantly changing and improving and looking for the next iteration, the next better process or better approach to things, and that is really how we continue to strive towards perfection.

Change Support

- The change support that we will be talking about throughout the change journey webinar today is really about the process of preparing for the change, planning for the change, executing the change, and sustaining the change. Oftentimes when we think about change management or change support we think about that when the actual change is happening. When we are implementing something. How do we implement this change? How do we get people to make this change and to implement this? The change support starts way early up in the process in preparing for the change, preparing the environment, seeing the readiness or helping to prepare the readiness of your organization, of your team, of your culture and environment. It is from preparing to planning, executing, and then creating a sustainable change.
- This change support includes looking at the entire organizational system, but with a specific focus on people. Change is something we do with people, not to people.

Question For You – POLL #1

- Let us just do a quick first poll here. First question here: "Do you or your organization have at least one major change going on or are you getting ready for a major change?" If you could please respond either yes or no on this quick poll?
- I am even shocked that there are 12 percent who answered "No" to that. 88 percent said your organization is getting ready for a major change or in the midst of creating a major change. I would have assumed almost everyone is doing something, but maybe some of you are kind of coasting along and do not have anything on the docket there yet.

Change Plan – Step 1

- I said, this is going to be kind of interactive back and forth. What I want to do is in a moment is have Bernie toggle to the change template and you all can download that, can print it or just look at it online and make notes and then use that template later to complete the steps of a change plan for whatever changes in work you are doing. In the first box on the change plan there is this section of writing down the change your organization is undertaking. I am hoping that those that responded "No," that 12 percent, can think about a change that they are going to be thinking about in the future or a change that is going on in your personal life, not just in your work life, so you can kind of get a feel for the template and practice this. I would also challenge that if everyone here is working on patient-centered medical home in some way, even if you are already recognized and you are enhancing things, that you are probably going through some sort of change that you could write down on your change template and think about as we go through this change journey.
- The first component on the change plan is around raising awareness. What that means is how do we talk with people and make people aware of the change that is needing to be made in your organization? We are going to talk about that a little further on in the change journey, of how we do that, but to begin with we want to think about, first of all, can we actually articulate what the change is that your organization is undertaking?

Question For You – Change Plan Step 2

- We have identified and written down what our change is that we are undertaking, that we are going to be thinking about through this webinar. Now, think about how important this change is to your leadership. We are going to use what we call a confidence ruler. Select one of the answers, one through five, that is best fitting where you are at in this particular change and how important it is to your leadership. "Not important; leadership does not really know about this change" all the way to "Very important; leadership has this change at the top of their list, it is part of the strategic plan and they are asking for routine progress updates."
- We have got a lot of folks with the change process they are going through feel that they have fours and fives from the importance in their leadership. The change is important, it is on the strategic plan, et cetera, et cetera. Some, it is on the list but somewhat important.

Question For You – Change Plan Step 3

- Now let us move to the next question on our poll, where we are really going to talk about, again, using the confidence ruler again, how confident are you in your organization achieving this change? The rationale here and why these first questions are on the change plan is, first of all, can you articulate the change you are doing and make people aware of what that change is? How committed and supportive are your leadership in making that change? Then, how confident are you in your organization achieving it? Meaning do you have what it takes to make that change? Is that operationally? Is that infrastructure-wise? Is that people? Is that financial? How confident are you in your organization achieving this change?
- Complete that again on a 1 to 5 on the confidence ruler. "Not very confident – 1" to "Very confident; this change will happen and it will stick."
- We are getting some good results as far as confidence. These are pretty typical, what I would have expected, that we have "Somewhat confident," Confidence in parts of this and not maybe in others, all the way up to "Very confident." The point of doing these questions up front, again, is to start with that readiness. How ready are we? How ready is our culture and our environment? How confident are we? These kinds of things can be translated out to the rest of our team, to the rest of our organization, and even having other people in your organization actually answer these questions as well, which will help you kind of set the stage for, again, that readiness to make that change.

A Formula for Change

- We started off thinking about if we want to have a change worth making and we want to be able to get people's buy-in within our organization, we really have to have the awareness of the change and what the change is and why we are doing it. That is kind of depicted here in this change formula, which really helps kind of guide you in thinking about the potential success of this change.
- Let me walk through this change formula a little bit. The C in this change formula is the change itself, that a successful change is going to change when you have a, a level of dissatisfaction with the status quo. People have to have that – what we sometimes call the burning platform for the change. Right? If everything is going smoothly and people think the process is just the greatest thing since sliced bread, it is going to be hard to say, "No, we need to change it." It is thinking about what is not working in this process. What have people not felt have been working well? Or are the outcomes of this process what you want? Are there patient data that are showing that this is not working as well? Is there satisfaction information that is showing us that this process does not work that well? Are there financial statements that say this is not working that well? These are items that you can think about as helping to support the level of dissatisfaction with the status quo, the reason for the change, the burning platform for the change. You need that. You need a, dissatisfaction with the current process.

- b, you need a clear and understood vision or desired state. You are saying this current process is not going well or not what we wanted to end up happening, but what do we want it to look like? What do we want that desired outcome to be? We need to have the dissatisfaction for the current process. We need to have the vision for the new process. Then, d is the practical steps towards that change, the plan, the practical plan that we can really execute and put into place.
- Those three items together is, that burning platform, dissatisfaction, reason to do it; the vision for where we want to go, the vision of the new; and a knowhow, a way to get there, the knowhow and practicality to get there. If you have those three pieces and those three pieces are greater than the cost to make the change, you will have a successful change and a sustainable change.
- That is just like a quick little down and dirty, but it is a very powerful formula that if you really, if you do nothing else but keep this formula and each time you are making a change think that through in this formula and see if this is going to be a successful change for you or what piece of the formula are you lacking that you may need to think about and create, or create over time – maybe right now is not the right time for this particular time, but over time these elements of the change formula might come into play.
- This just kind of reiterates that: the ingredients of the effective change. The first one we talked about: a change worth making. It has to be a change that people can rally around and say, "Yes, this is a change worth making. I see how this could make a difference." Leadership has to be committed to the change, as we were just talking about with the confidence ruler and commitment from leadership. We have to have the resources sufficient to make the change. Resources do not just mean money. It could mean people, time, technology. Resources sufficient to make the change. A plan to use those resources. A practical plan to execute this. We need skills and perseverance to carry out the plan. Change is not for the faint of heart. This takes a lot of work and a lot of perseverance. We need the ability to learn from doing because change is an ever-iterative process. We try something, it is not working, we learn what to do differently or what did not work, and we do something again. We have to have that as part of our effective change. Then, a broad participation and engagement in the full change process.
- Let us do a quick poll on the change ingredients. Harkening back to the change now that you wrote down on your change plan, which of these ingredients do you believe you have in place to take on your change project? Let us turn it into a poll. You can pick multiple answers for this one. Whichever ones fit that you feel you feel you have these ingredients right now for your change, then select all of those that apply.
- We have got some alignment here. Lots of "Leadership commitment to the change." We have "The organization learns from what went well and what did not." "Plan in place for the resources; resource sufficient." Then "All stakeholders feel it is a change worth making" is one of the lower ones, which is interesting because we really need it. It is an important piece of the change formula, is getting all your stakeholders to buy into why this is a change worth making.
- Let us move on and keep talking about how to use these pieces in our change journey as we move forward.
- People and innovation. First of all, we need to think about building our change agents. Who are all the people in our organizations that would be good participants on your change team? People differ in reaction and in receptivity to change and to different change projects. Who might be a good champion for one change may not be such a great champion for another change, and that is because maybe they do not feel that same buy-in to "This is a change worth making." We have to go back to thinking about all of our steps of effective change for each change project. They are always going to all be different, each one.
- People resist one but are interested in another, as I said. Different changes may elicit different patterns of responses from folks. Let us look at our diffusion of innovation bell curve.

Participants in Diffusion (Change)

- Some of you may be very familiar with this. Others, this may be a new concept. But this is really looking at how people kind of fall out into the bell-shaped curve of diffusion of change. Way to the left side we have a few, a very small percentage of innovators. Innovators are people who live for change. That is all they want to do, is think up new ideas and new ways of doing something. They are great people to initiate ideas. They are not great people to have leading the change because they are already moving on to the next change and they are not always good at managing the whole process of making that change happen. Using your innovators to gen up ideas, to even motivate others on ideas is a great way to use your innovators if you have any that you have identified in your organization.
- Then you have got your early adopters, your early majority and late majority, and then laggards on the other side. Your early adopters are your best bet at getting, identifying people in that early adopter stage and having those folks leading your change projects, leading the change, being critical on your change teams, and helping others that are either in that early majority or late majority spots here. You are going to find the majority of your people are in that either early or late majority. Identifying them and being able to partner them up as much as possible with early adopters will help them get through the change journey and get onto that left side of the curve.
- Your laggards are folks that for one reason or another are just are not interested in this change. The old kind of theory on this used to be "Oh, put the laggards on the change group and that will change them." That school of thought has really kind of gone away after we have tried that for years and it does not work. Really, it is good to identify who your laggards are on a particular project, but really the best thing to do is just sort of leave them alone. Let the motivation of the rest of the early adopters and early majority and the change team, let the motivation of them move this along, and the laggards will over time either come along or feel that this is not right for them at all and maybe this is not the right place for them if they really do not want to be part of a major transformational change.
- That is the diffusion of innovation, they call it, and thinking about who on your team falls into these different categories, and how do you help to identify them and use them in the right roles as your change agents in your change process.

Change Plan – Step 4

- Thinking about that, let us quickly jump back to the Word document that is your change plan template and have you think about who are the change agents on your team that you would want to jot down on number four, "Identifying and engaging your change agents." Jot down people's names, thinking do you have somebody in that innovator category? Who would be your early adopters that would be good at championing and managing, kind of project managing this change? Who is in the early majority? These are the folks you want to identify into your change agents. I will give you a couple seconds here to jot things down.

Typical Sequence for Change

- Let us talk a little bit about some different aspects of change. We talk about technical change and adaptive change when we are talking about change management. Typically, we tend to be most comfortable with technical change. Technical change is the pieces of the implementation that we know what we have to do. You know, "We need to have training on the new electronic medical record we are implementing." That is a very technical change. But getting people to really transition and buy in and love that electronic medical record? That is an adaptive change. Right?

- We need to think through the differences between technical change focus and adaptive change focus. In this typical sequence for change we tend to focus all our attention efforts and resources early on in our performance improvement cycles, we focus all the change on the technical stuff. Then later, as we are trying to sustain the change we may say, "Oh, maybe we now need to deal with people's habits, beliefs, values, work life, work life processes, et cetera." That is too late in that sequence of the process to focus on that.

The Journey to Change: Five Key Questions

- What we really want to do is focus on that adaptive change a little earlier. This is where we are going to focus on our five key questions for the change journey, is to really help us think through how to focus on both the adaptive change and the technical change much earlier in the change process. If you remember back, one of the first slides when I talked to about change support, is about preparing for the change, planning the change, then executing, and then sustaining. The journey to change and the change roadmap, or change journey I talk about is these five questions. I am going to go through each of these five in a little more specificity.

The Journey to Change Q1

- Let us start with the first one, Q1, "What is the change?" This harkens back to that change formula and the successful ingredients of change. The first question: "What is the change?" Selecting the right change. Defining that change, knowing it is a change worth making, being able to describe the change and to describe the vision of where you want to get to, which is the aim, the goal. Define the change. Define where you are going and how you will get there. That is that first question.
- Successful change strategies. Is this a change that is going to be valued by customers and staff? Are the benefits of this change going to be greater than the costs? Do we have sufficient resources; passionate, committed leaders; et cetera? The same ingredients to that successful change strategy.
- In that first question, is really a lot of the questions that you started to complete on that change plan. That is "What is the change?" That first part: change. Awareness of the change. A change worth making. How you are making other people aware and committed to that change.

The Journey to Change Q2

- Okay, Q2. Next question in the change journey. "How do we organize to manage this change?" This is establishing those change roles. Part of that is identifying your change agents, as you guys just did with looking at innovators and early adopters and so forth, but then also taking those folks and putting them in to specific change roles and change management infrastructure. Who is going to be your champion for this change? Who is going to project lead? Who is going to lead the team? Who is going to be the change agents on the team that then take that change out to the different areas in which the change needs to affect, whether that is a certain department, a certain clinic site? Where is it that the change is going to be made and who is going to take that change out there? That is part of the change roles and change management infrastructure.
- We look at our sponsors, our leaders, our change agents, and then our change participants. Change participants in this definition is those that are going to be impacted by the change. Okay? Those that are maybe on the front line or in a particular area where this change is going to have the greatest effect and impact. Those are your change participants. They are – that is a key role in change too, is to identify who are those folks that are going to be the ones that are impacted most by that change.

- Part of question 2 in the journey of change, is change roles, but also then change readiness. How do we help to prepare the organizations, prepare your environment, your people, your organization overall for this change. First of all, for this readiness for changes we need to know what is your current condition in your organization? Are you ready to make this change? Have you made changes that have been successful in the past? What is the difference between existing and the vision? When we talk about what is the change being made and why we are making it and then what is the vision of the new, how big of a gap is that? Where do we have to align new behaviors and new processes to get us from here to there? How ready are we to do that? How much extra adaptive work will we need to get us through this change?
- For the readiness for change key factors we look at is there a compelling mission or vision for the change? Is there a customer focus? Do you have a flexible and responsive culture? Really thinking through these and not just kind of go, "Yep, yeah, we are pretty flexible; yeah, we are pretty responsive" but really think through in the past when things have come to you to make a change that you have had to do rather quickly, how responsive has your organization been to do that? Have people embraced that? Has that been very difficult? Have you lost staff in the past when you have gone through some change processes? Those are kind of clues that can help you assess how flexible and responsive your culture is.
- Prior change experience. I think that is one of the biggest ones that I emphasize on this list: prior change experience. If you have had major changes that you have had success with in the past, that can really help you to think about readiness for the next one. If you have had major changes in the past that have not gone well, that is not necessarily a negative. What you do is you want to reflect on that and learn from that. What did not go well with that major change you did three years ago that really did not go well? What did you learn from it? What did not work well that you want to make sure that you do not repeat again? That is all part of your readiness.
- Aligned incentives is another important one. If you have misaligned incentives, the change is never going to happen. Making sure that your incentives are aligned in order to support this new change. Then, capacity to undertake the change. This is also one to underscore. If you have got some major things changing, if you have got major key roles that in your organization are turning over, or you are in the middle of implementing an electronic medical record, that may not be the time to also implement a care management program with a new decision support tool. Okay? Thinking really seriously about your capacity to undertake the change at the time that it is there on your table waiting to make that change, do you have that capacity at this time?

The Journey to Change Q3

- Question 3 of the change journey. To recap, we have talked about what the change is and why it is worth making. We have started identifying people's roles change roles in leading the change. We have looked at readiness for your organization to take on the change. Now we are moving to the next step of the journey, of "Who and what is affected by the change, and how?"
- With this change that we have laid out, what is the impact of that change on the actual work processes, on the people, on the formal and informal organization structures? Not only what is being affected but how much.
- When we think about change versus transitions, this gives us a little bit of a clue as to how we take on change and what that means. Change, by definition, if you read any books on change management, is really external. It happens to us. This change is happening. We are implementing an electronic medical record. Okay? A transition is internal. It is intrinsic. It is what we are experiencing, and we now have embraced that internally as well as externally, and it is now becoming our everyday. It is becoming our habit. It is becoming the way we work. That is a transition. We want to get from starting with a change worth making to actually a transition for each individual person on your team and in your organization, that is part of that change. Let us go to the next slide.

- When we think about this, of impacting of people on work and process, let us do another quick poll here about – using this scale – the degree of the impact of the change. The change that you guys have been writing down and writing about – and I realize we will want to drill that down even more specifically into different steps of change, but let us just for the sake of an example here think about that change overall that you wrote down and think about what you think the degree of impact that change will be on the work processes and people. Let us put this up into poll mode and have you select one of the best answers: "Not much impact" all the way to "The impact will potentially change systems and roles. "I will give you a few seconds to fill that out.

Question For You – Change Impact

- It looks like most of our change is going to have quite a bit of impact across the organization, or at least a subset, an impact on a subset of people. For a few of you the impact will potentially be quite transformational in changing systems and roles.

Change Plan – Step 5

- Let us drill this down a little bit more. This is not a poll but this is going to be toggling back to your change plan. Think about what the changes will be that you just put onto your poll that will be impactful. List a few of those changes. What will they be impacting on? A work processes, or a technology, a people, or a resource? If we want to toggle back to the Word document, the change template, and you see question 5 there, the impact of the change, "Who, what, and how much will be affected?" Jot a few things down on your document around either what those impacts would be on a process, on people or a subset of people, on technologies, or on resources. It could be all of those things that it will affect. Jot down a couple specifics. I am doing this quickly to give you a little bit of a flavor, but you can use this change plan and spend much more time drilling this out. Not, just you individually, but as a team. Your change team could drill down into this and that will really help you, again, plan for your change, be ready to make the changes.

The Journey to Change Q4

- Question 4: "How do we get from here to there?" Question 4 is really about moving the whole plan forward. You have identified the change. You have identified the right people, the readiness for the organization. You have looked through the impact of the change and you have written down those specific things of who is going to be impacted and how much and in what way they are going to be impacted. Now you need to say, "Okay, let us start implementing. Let us start moving from here to there. How do we do that when we know all of this change is going to be impactful, and very impactful in certain ways that we have captured in question 3 on the journey?"
- How we do that is by using what we call change levers. First thing to always remember is all change is personal. It may be an organization change, but all change comes down to personal change for each individual person. How we think about putting those changes into place and actually getting them as smoothly as possible into place is using change levers, or levers of change. There are four of them listed here: communication, education and training, reinforcement, and personal support.
- To actually create a plan using each of these levers; creating your communication plan, saying "Okay, how are we going to continue to communicate about this change? Are we – is the team meeting weekly? Are we putting out a monthly update letter to all staff? Are we talking about it at the staff meetings? How do we update our leadership? How do we update the board? How do we communicate this to the change participants who are going to be first and foremost affected by the change?"
- All these different aspects on the communication becomes your communication plan and using that lever to help manage the change. I stress communication because remember, if we do not communicate to people, people will make up their own story about why we are changing or what is happening or how it is going to end up. People will make up their own stories if we do not help them - communicate, communicate, communicate.

- We have got the communication plan, thinking about is this communication for awareness, knowledge, or action, and then making sure that we think about a feedback loop. When we communicate out to people, do we know that what we communicated is the way they received it? Thinking about a communication plan, providing information for the right reasons; awareness, knowledge, or action. Doing some feedback loops to make sure that your communication has gone out the way you intended it to.
- Training is another one of the change levers. People need to have the knowledge and skills on a particular new process or a new workflow or a new tool or a new technology. If people do not feel like they have been trained or they know how to use something, that is the number one reason to resist a change, is because you are unfamiliar and you do not feel comfortable with that particular tool, process, technology, whatever it may be. Providing change participants with knowledge and skills through training is going to be very important. You are doing the training, and then get feedback from the participants. How did that training go? Did it make you feel more comfortable in this new approach or this new model or this new technology? If not, what more training do we need to do? Being very planful on your training plan.
- Reinforcement is the third of the change levers. Reinforcement is about making the right things easier to do and the wrong way harder to do. "Forcing functions" is sometimes what we call them in technology. In your electronic medical record maybe you have particular fields that you have to put something in order to move forward. That is an example of a forcing function that reinforces the human nature to do the right thing, the human being to do the right thing, and not have human memory to be relied on for certain things.
- The previous change lever on training can also be a reinforcement technique. Also, things like reinforcing that something is doing well. People have implemented this new process and it is working well. Feed them back data that shows that this is working well. "Look, we were only getting a small percentage of people in for their hemoglobin A1cs. Look at how we have changed that with this new process." That reinforces people to keep doing the right thing because they are getting the positive results for it.
- The same holds true if this process is not giving you the results, to feed that back as well, not as punitive but as reinforcement to say, "Hmm, this is not working the way it was intended. Let us see what we need to change. Do we need to do more training? Do we need to help people through a particular challenge in the process and something that they are not doing the way it was intended? Let us talk about how to do that differently." The reinforcement piece can help with both what is working well and what is not working as well to keep us moving that path. Reinforcement is an ongoing change lever.
- The last change lever is personal support, how to help people through the stages of transition. I put here "Sorry, there is no simple formula or plan to follow for this one," but you cannot underestimate the need for personal support as one of the change levers. When you have folks who are really continuing to resist a particular process, it may just be a one-to-one conversation you are going to need to have with them and find out what is going on. Why are they resistant to this change? There may be some old baggage from a past project or something in their past that is making them think this way and react this way, but you will not know that until you actually start talking with them one-on-one and listening to their resistance. Let us go to the next slide.

Change Plan – Step 6

- On the change plan, step 6 on there is around your change levers. They are all four of them listed. What I wrote here was to just jot down a few ideas about a communication plan and a training plan about the change that you had originally written down at the beginning of this webinar.

- What you are really going to do with this change plan is you are going to spend a lot more time on the change lever process, and you will literally want to write out a much more thorough communication plan, a training plan. Think about reinforcement strategies and when you would bring that out. Change leaders need to think about personal support and how to personally support people through the change.
- This step on the change plan is very critical. It needs to be thoroughly done. It really comes around at the point when you are ready to implement a change. Then, when you are sustaining the change you are repeating those change levers. I will talk about that in a moment. But let us go to the next slide.

What is Resistance?

- I have a couple of slides in here on resistance that I will just go through quickly but can really be here for a resource for you. Talking about what is and what is not resistance. People do not like to hear about resistance. They do not want resistors. In fact, resistance is an inevitable part of every process. Every process is going to have some sort of resistance. The best thing for change agent to do and change managers to do is to embrace that resistance, find out why that resistance is there, because sometimes in embracing that and learning about that from the resistors you are actually going to find something that may be problem solving further down in the process. Let us not always approach or think that resistance is bad. It sometimes can be very useful for both the project going forward but also helping that individual person better equip themselves to help them get through this change. This is just a quick little table kind of giving some pros and cons or "is and is not" of resistance that we might not have thought about before.

Most Common Mistakes in Managing Resistance

- Common mistakes in managing resistance. These are important to remember as well. Thinking that the end user is viewing logic when a lot of times resistance is coming from emotional. Dealing with the person, not the issue. Ignoring the end users emotions and behaviors concerning the change, because if we ignore them they are going to continue to get bigger and bubble up to be more resistance that we are going to have to deal with. Assuming what is logical to you is logical to the end user – and again, this is not about you in this – to manage resistance is talking with the resister and talking with them finding out what is causing their resistance.
- Giving up and not repeating the process. With change management we have to just continue to repeat the process. People will be ready for change at different points in time, so giving that personal support at one point may not work as well as giving that personal support at another point in time in the change process. You cannot get defeated by that. Again, perseverance is a good characteristic of a good change leader and you have to keep going back and repeating the change levers, repeating the whole change model until we get that progress forward. Let us go to the next slide.
- Just some effective behaviors here. I will let you read through these and kind of use them. I will pick out the one that I wanted to say, which is finding out people's "What is in it for me?" (WIIFM). That is an important thing as a change agent or a change leader, is understanding everybody's WIIFMs. Oftentimes, harkening back to the resistance, is that is what happens, is resistors. We have not found the "what is in it for them" with this change yet. Sometimes just having that conversation helps to identify something that you had not thought about before or that they had not thought about before, and really thinking about what is that WIIFM for each stakeholder or each change participant where that change is going to affect. Because remember, all change is personal.

The Journey to Change Q5

- Question 5, which is really sustaining: "How do we align change strategies with behaviors?" In other words, once we have planned all this work, how do we work the plan? How do we implement it and how do we sustain this?

- The only way we can sustain change is when the change strategies and the new behaviors align. There are some alignment questions, but more than anything we just need to keep going through the plan and going through the change levers repeatedly. A good communication plan, a training plan, reinforcement, and then personal support as needed.

Summary

- In summary, the change roadmap and all the tools really can be summed up, again, in thinking about how do you identify the change and how do you articulate that as a change worth making, and all of the tools and ingredients we talked about with that. How do we identify the right people in the right roles for your change project and who those folks are, and how ready your organization is for this change. Then, looking at the individual impact of the change on your processes, your people, your structures, et cetera, and weighing that. Then, creating your implementation plan based on all that, based on the folks in there in the team, based on the readiness of the organization, and based on the impact of the change. Creating that change plan using your communication levers, your training levers, your reinforcement levers, and then personal support. Personal support, really building on some tools and techniques to help manage resistance.
- Hopefully, the change plan template that we reviewed through will also be a resource for you to actually use in your change plans and in your change work and kind of guide you through this change journey.

Audience:

- This is Shari from St. Mary's and I just was going to say we have done a lot of work with you guys, and so I think that this tool and the suggestions that you made will be very, very helpful, especially for those who are new to this or directing the change. I think those suggestions were great. Even for me who has been doing a lot, I think that this will be helpful to just kind of go through and pencil out the answers. This was great.