Change Management
Change can be hard

Even when it’s simple
Change can be hard

Even when it’s to something better
It’s commonly said that change is hard because people are resistant.  
Or we might even say they’re difficult, stubborn or grouchy.

But we think it’s more complicated than that.
1. They don’t see the need to change. They don’t really understand their current processes and the faults/imperfections of those current processes.

2. They don’t see the point of the new activity. The new way isn’t meaningful to them. Example: kids digging ditches and filling them back in.

3. They weren’t involved in designing new process.

4. They don’t know what to expect. People aren’t saying the same things, etc…

5. Hard to learn new skills, develop new routines, especially when exhausted.

6. The process isn’t fun. Example: encouraging people to take the stairs with keyboard.

7. They miss something about the old way; they need to grieve the loss.

So these, are some of the things that are going on…
1. Elevator speech

- Develop as a team
- Keep it simple

Nanette
1. Elevator speech

Tip 1:

“If you can’t explain it to your grandmother, forget it.”

- Luc Gallopin, co-author of “Managing Organizational Change during SAP Implementation”

Read examples from cards… have volunteers?… read a patent definition?
1. Elevator speech

Tip 2:

Tell a story.

Read examples from cards... have volunteers?... read a patent definition?
1. Elevator speech

Tip 3:

Engage them.

Read examples from cards... have volunteers?... read a patent definition?
2. Percent within goal

.Set averages aside
Wait times for IDAs (wks) - 2008
Combined samples from 1- and 2-packet processes

Mean 34.70
Min 0
Max 125

15% within target

Analyze Phase
Examples:
Photography class… carry camera all the time and eventually people forget you have it.
Driving Girl Scouts… eventually I’m “invisible”
Temporary office with HR – people let their guards down
11. Ditch the clipboard!
4. Count things

- Tally things early
- Count everything
Total “in process” = 842

They’re waiting for us:
- 35 w/paperwork in
- 9 to be called
- 219 others

We’re waiting for them:
- 373 for CSI/AP
- 71 for full packets
Current Process

• 68 tasks
• 13 decisions points
• 2 tasks repeated 3+ times
• Charts handled 3-5 times
File hand-offs & locations
5. “The scroll”

- Carry it around
- Wait for someone to ask
6. Models

- Help them visualize
- Build enthusiasm
6. Models

Scale models
6. Models

Mock rooms

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7. Small appliances
7. Small appliances
12. It builds relationships.
8. Committee demo

Stage a hands-on test
8. Committee demo
8. Committee demo

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9. Closure

- Recognition
- Gratitude
- Moving on

Wake for Ma Bell
Here’s an example. When I say the college student’s bedroom was a mess, what do you picture? It could be this… or is could be THIS… You don’t know what I mean unless I SHOW you.
10. Photographs

- Generate shock value
- Use for before and after
- Show “gold standard”
11. Analogies

Gum-ball machine

Starbucks
11. Analogies

- Visual
- Describes expectations

*It reminds me of the time we...*

*Or on a scale of 1 to 10...*

*If it were a color it would be...*

13. Shared understanding
12. Secret Shoppers

- Creates customer focus
- Introduces comparisons
- Identifies possible benchmarks
13. Animated slides

- Chop the copy
- Use graphics
- Build the story
Reduced family’s paperwork by 80%
Allergy didn’t print anything ahead of time… When patient showed, reg printed face sheet and put in blank folder. Lauren labelled afterward.

14. “You were right!”

- Ask what they think
- Look into it!
- Tell them what they were right about
- “You know what else we found?”
15. Expert Opinion

Respect professional framework

Guest speaker
Conference call
16. Amateur Videos

- Capture the process
- Film a referring physician
- Set up “bad outcome” scenario

Example: Training Matters video
17. “Trading Places”

- Literally trade spaces
- Hypothetically on paper

“If I were ____,
I’d be worried about...”
18. Gallery Hop

- Different ideas, steps, perspectives
- Quick
- Engaging
Wanted the improve health… chose milk… will drink it, if it’s in the house… so message was **BUY** low-fat milk!

Formalize the change, by first being crystal clear about how the new process should work. Here’s an example of how being VERY precise in your communication can make a huge difference…

Volunteer reads C. (Two researchers were trying to figure out how to get people to eat healthier. Out of all the options they decided to focus on milk.)

Why milk? It’s the largest source of unsaturated fat in the typical American diet. If most people who normally drink whole milk, switched from whole milk to skim or 1%, their diet would immediately meet the USDA recommended level of unsaturated fat.

So, how do you get Americans to drink low-fat milk?
15. Think like a preschool teacher.
20. Change Manager

❖ Assign one
❖ Include them
❖ Put them on every agenda
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