

Change Management

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Change can be hard

✦ Even when it's simple



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Change can be hard

- ✦ Even when it's to something better



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So WHY is change hard?

- ✦ "People are resistant."



- ✦ But are they all? All the time?
- ✦ It's more complicated than that.

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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.

Missing pieces

1. No need.
2. No point.
3. No input.
4. No clarity.
5. No energy.
6. No fun.
7. No good-byes.



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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...

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20 Simple, Yet Powerful Tools



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1. Elevator speech



- ✦ Develop as a team
- ✦ Keep it simple



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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*

8

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

1. Elevator speech



Tip 2:

Tell a story.

9

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

1. Elevator speech



Tip 3:

Engage them.

10

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

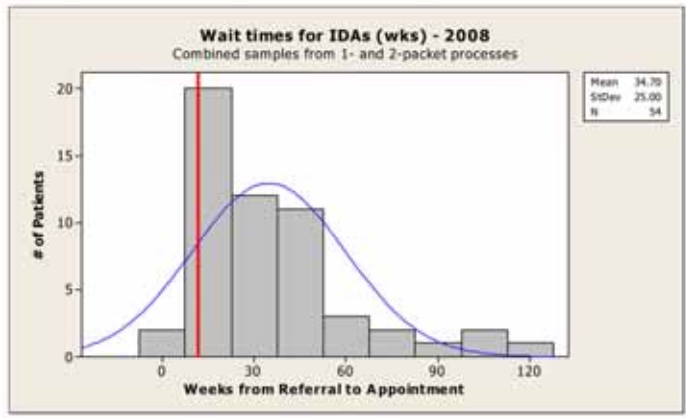
2. Percent within goal



- ✦ Set averages aside



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15%
 within
 target

Analyze Phase

12

3. Blend in



- ✦ Establish a temporary office
- ✦ Dress down
- ✦ Pack your lunch

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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



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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



1

File hand-offs & locations



Improve & Control Phase

17

5. "The scroll"



- ✦ Carry it around
- ✦ Wait for someone to ask



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6. Models



- ✦ Help them visualize
- ✦ Build enthusiasm

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6. Models



Scale
models

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6. Models



Mock rooms



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7. Small appliances



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- ✦ Post updates
- ✦ Provide exposure

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12. It builds relationships.

8. Committee demo



- ✦ Stage a hands-on test

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8. Committee demo



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9. Closure



- ✦ Recognition
- ✦ Gratitude
- ✦ Moving on

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Wake for Ma Bell

10. Photographs



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Here's an example. When I say the college student's bedroom was a mess, what do you picture? It could be this... or it 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”



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11. Analogies



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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...

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13. Shared understanding

12. Secret Shoppers



- ✦ Creates customer focus
- ✦ Introduces comparisons
- ✦ Identifies possible benchmarks

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13. Animated slides



- ✦ Chop the copy
- ✦ Use graphics
- ✦ Build the story

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Reduced family's paperwork by 80%



NACHRI - March 2010

Julie Amling & Amanda Lucas

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Impact of Schedule Changes

Aug. schedule: Finalized May 10.



36 changes

141 visits
+ 8
procedures

8 staff: 38
hrs/mo



- Limit changes
- Arrange for coverage

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?"

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14. Respect.

15. Expert Opinion



- ✦ Respect professional framework

Guest speaker
Conference call

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16. Amateur Videos



- ✦ Capture the process
- ✦ Film a referring physician
- ✦ Set up "bad outcome" scenario



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Example: Training Matters video

17. "Trading Places"



- ✦ Literally trade spaces
- ✦ Hypothetically on paper



*"If I were _____,
I'd be worried about..."*

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18. Gallery Hop



- ✦ Different ideas, steps, perspectives
- ✦ Quick
- ✦ Engaging



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19. Core behavior



**Before
campaign:
18%**



**After
campaign:
41% → 35%**

Study summarized in *Switch*, by Heath & Heath

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Wanted to 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?

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19. Core behavior



- ✦ Find critical step
- ✦ Be simple – “do this”
- ✦ Be consistent

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15. Think like a preschool teacher.

20. Change Manager



- ✦ Assign one
- ✦ Include them
- ✦ Put them on every agenda

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