The Road to Change

Starts with a Discussion

Jennifer Hooks, MBA
Medical University of South Carolina
Six Sigma Master Black Belt
98% of all change initiatives evaluated as unsuccessful had good technical solutions or approaches
Poll Question

What do you think is the major cause of change initiatives failing?

a. Strategy Not Clearly Communicated
b. Lack of Support by Key Leaders
c. Decision-Makers Do Not Understand the Relevance
d. Lack of Resources
e. Technology Needed is Not Available
People issues cause change initiatives to fail
Two sides of change

Executive summary
SIPOC
Process map
Fishbone
Implementation plan
Control plan
Data

Engagement
Understanding
Knowledge
Commitment
Communication
Support
Fear
Attitude
How do you feel about change?

**Change Agent**
- Conscious decision
- Seems gradual
- Solves a problem
- Seems logical
- Provides new opportunities

**Change Target**
- Out of their control
- Seems sudden
- Creates problems
- Seems arbitrary
- Disrupts routine

Sees change as **intentional**
Sees change as **imposed**
Bell Curve of Change

- Innovators: 2.5%
- Early Adopters: 13.5%
- Early Majority: 34%
- Late Majority: 34%
- Laggards: 16%
The Road Signs to Change

- Need for Change
- Shared Vision
- Buy-in and Commitment
- Reinforcement
- Evaluate Progress
- Communication
- Celebrations
OPPORTUNITYISNOWHERE
Build Mutual Need for Change

1. Establish importance
2. Identify barriers
3. Build momentum
## Threats and Opportunities

<table>
<thead>
<tr>
<th></th>
<th>THREATS if we do nothing</th>
<th>OPPORTUNITIES with success</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHORT TERM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LONG TERM</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Threats and Opportunities

<table>
<thead>
<tr>
<th></th>
<th>Threats if we do nothing</th>
<th>Opportunities with success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short Term</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More injuries</td>
<td></td>
<td>Fewer injuries</td>
</tr>
<tr>
<td>Angry people</td>
<td></td>
<td>More face-to-face communication</td>
</tr>
<tr>
<td>Higher burden on police</td>
<td></td>
<td>Better posture</td>
</tr>
<tr>
<td><strong>Long Term</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in ED visits</td>
<td></td>
<td>Decrease in ED visits</td>
</tr>
<tr>
<td>Higher loss of life</td>
<td></td>
<td>Parents less anxious over student safety</td>
</tr>
<tr>
<td>Disrupted traffic patterns</td>
<td></td>
<td>Police able to do other things</td>
</tr>
</tbody>
</table>

---

[Image: MUSC Health logo, Changing What’s Possible | MUSChealth.org]
Create a Shared Vision
Change is emotional

Communicate from inside out
Stages of Change

At last something’s going to change
What impact will this have? How will it affect me?
This is bigger than I thought!
Did I really do that?
Who am I?

DENIAL
Change? What Change?
I’m off!! This isn’t for me!
I can see myself in the future

DISILLUSIONMENT

MOVING FORWARD

This can work and be good

COMPLACENCY

ANXIETY HAPPINESS ANGER FEAR

THREAT GUILT DEPRESSION HOSTILITY

At others At self

Complacency
15 Words
How do I feel about the change?
How do I feel about the change?

- Angry
- Uncertain
- Threatened
- Happy
- Relieved
- About time
- Doesn't bother me
- Left out the loop
- Anxious
- I don't have a phone
Visualize the Future State

1. Appeal to heads and… hearts

2. Paint a picture
What Will the Future Look Like?

<table>
<thead>
<tr>
<th>More of</th>
<th>Less of</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### What Will the Future Look Like?

**More of**
- More people talking to each other
- More time for ED doctors to see other patients
- More safety for pedestrians and drivers
- More situational awareness

**Less of**
- Less distractions
- Less injuries
- Less anxious parents
- Less lawsuits related to texting while walking accidents

---

[Image: MUSC Health Logo]
Get Buy-In and Commitment

1. Understand levels of commitment
2. Identify potential resistance
3. Develop a strategy to overcome
I’m all for it but…

It won’t work in this department.

This is just a fad.

It’s against tradition.

We’ve already tried that and it didn’t work.

That will never work because...

Everything is fine. We don’t need to change anything.

What’s in it for me?

No one asked me.

I’m uncomfortable with change.

We’ve already tried that and it didn’t work.
## Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder Name</th>
<th>Innovators</th>
<th>Early Adopters</th>
<th>Early Majority</th>
<th>Late Majority</th>
<th>Laggards</th>
<th>Issues or Concerns</th>
<th>Action Items / Strategy to Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder Name</th>
<th>Innovators</th>
<th>Early Adopters</th>
<th>Early Majority</th>
<th>Late Majority</th>
<th>Laggards</th>
<th>Issues or Concerns</th>
<th>Action Items / Strategy to Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>Taking away personal freedoms</td>
<td>Show data of number of injuries explain only asking to stop and then text. Not stop texting</td>
</tr>
<tr>
<td>ED doctors</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parents</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cell phone companies</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Taking away revenue/imposing restrictions</td>
<td>Show data of number of injuries explain only asking to stop and then text. Not stop texting</td>
</tr>
<tr>
<td>Police</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Stakeholders’ Willingness to Change

Commitment to change

Understanding and Commitment

Involvement

0% 20% 40% 60% 80% 100%

Source: Endeavor Management 2012
Reinforce Change

• Burn bridge leading to old way
• Enable new behavior
• Make it part of the culture
• Provide consistent, visible, tangible reinforcement
Evaluate Progress

• Establish milestones and accountability

• Make progress visible

• Maintain momentum
## Communication Plan

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>KEY MESSAGE/GOAL</th>
<th>METHOD</th>
<th>WHEN</th>
<th>WHO</th>
</tr>
</thead>
<tbody>
<tr>
<td>With whom (title or group) do you need to communicate?</td>
<td>What do you need to communicate and what is your purpose, i.e., inform, persuade, make a decision, etc.?</td>
<td>How will you communicate, i.e., email, flyer, staff meeting, rounding, etc.?</td>
<td>When will the communication go out?</td>
<td>Who is responsible for getting the communication out?</td>
</tr>
</tbody>
</table>
# Communication Plan

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>KEY MESSAGE/GOAL</th>
<th>METHOD</th>
<th>WHEN</th>
<th>WHO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students</td>
<td>Inform them the decision has been made to ban texting and walking</td>
<td>Town Hall meeting</td>
<td>6/10/2017</td>
<td>Campus President</td>
</tr>
<tr>
<td>Cell phone companies</td>
<td>Need your support to help stop texting and walking; decision has already been made</td>
<td>In-person meeting with executives</td>
<td>6/1/2017</td>
<td>Campus President &amp; parents</td>
</tr>
<tr>
<td>Parents</td>
<td>Need your support to help stop texting and walking; decision has already been made</td>
<td>Email &amp; hard copy letters</td>
<td>6/1/2017</td>
<td>Campus President</td>
</tr>
</tbody>
</table>
Celebrate wins – small and big
Tools to start the discussion

✓ Threats & Opportunities

✓ 15 Words

✓ Visualize the Future State

✓ Stakeholder Analysis

✓ Communication Plan
On the road to SUCCESSFUL change...

**If you are driving...**
- Involve team in decision making when possible
- Communicate threat of not changing
- Minimize uncertainty and fear
- Be transparent
- Communicate, communicate, and communicate some more
- Celebrate success

**If you are a passenger...**
- Choose how you want to respond
- Assess threats and opportunities
- Ask questions/gather information
- Can you be a change agent?
- Look for ways to be part of the solution
- Challenge your perception of the situation