

Re-thinking Change: It's All About the People



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We continue to fail at implementing change!

70% of efforts continue to fail

(Mauer, 2011)

So why the continued struggle, with all the new research and change techniques?

- Understanding = acceptance assumption
- Manager resistance
- Employee resistance
- Leader/sponsorship visibility

(Blout & Carroll, 2017)

Managers can be the biggest obstacles to change or key contributors to success . . .

(Prosci © Research)

We used the ADKAR: a change model for several significant organizational changes

- **A = Acceptance**
- **D = Desire**
- **K = Knowledge**
- **A = Ability**
- **R = Reinforcement**

We start with telling people why and jump right into training for new world and instead should be starting first with creating and measuring awareness of the reason for change

Awareness

This is not just telling people why the change is happening, it is focused on helping them understand why the change is necessary, what will happen if the change is not implemented, what other actions were considered, and how it will impact their role. Sponsor (leader) is very visible here and in each of the stages of this model. Messaging comes from sponsor and messages are reinforced by manager (who becomes the resistance coach).

Desire

The focus is to continue to individuals understand the change and getting them to want to engage and be part of the change because they understand both the risk and benefits to the organization, to the customer (patient), and for themselves. Messaging comes from sponsor and are reinforced by the employee's manager to help achieve desire (manager becomes the resistance coach).

Knowledge

This involves providing training on how the employees need to change in order to move forward. Many organizations will also provide training for the customer (patient) and other stakeholders. The training can come from a central structure, but the manager stays closely connected to the employees and provide resistance coaching as necessary.

Once we teach people how to change, we generally assume they will implement what we taught and most do not go back and assess the ability to change nor reinforce the approach after training

Ability

Assess the ability of employees to implement the change. Apply resistance coaching as necessary. Outcome and milestone measures specifically designed for the planning and managing stages help determine gaps in execution.

Reinforcement

Continue to seek feedback (surveys are effective) and apply resistance coaching as necessary. Ongoing feedback and assessment is critical to success. Continue to repeat the messaging from the awareness stage and coaches continue to address any resistance.

Action Plan

- **Preparing for Change**
- **Managing Change**
- **Reinforcing Change**



Thank you!

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