

Leading and Managing Change for Quality Improvement



Check-in..



Consider a change
you experienced
that went
well...what were the
key ingredients?



interdependent components that work together to try to accomplish the aim of the system

An appreciation of a system



Common cause variations and special cause variations

Understanding of variation



Theory of knowledge



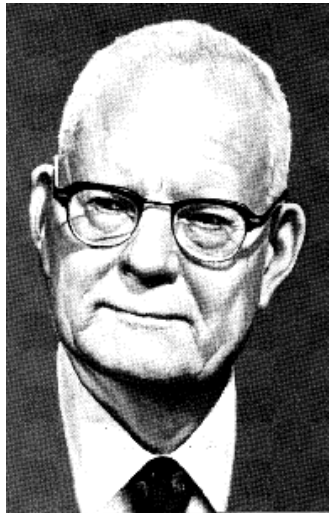
Human behaviours

what motivates people to do a good job

What theories drive the system?
Can we predict?

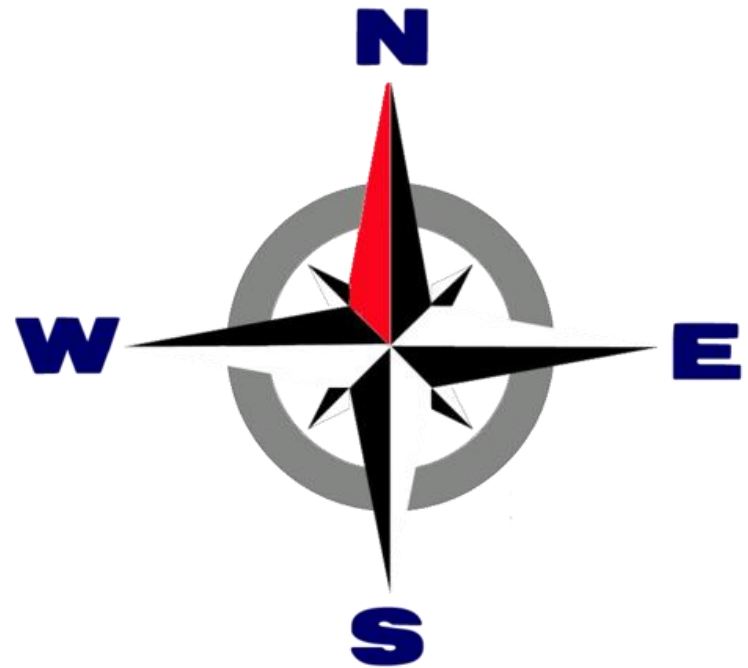
Human Behavior

- Interaction between people
- Intrinsic versus extrinsic motivation
- Beliefs, values & assumptions
- What is the Will to change?



Leadership Compass

- A tool for developing self – awareness and harnessing team diversity
- Helps understand work-style preferences
- Same source work as MBTI and Belbin (Jung)



Points to note

- not about finding anyone's 'label' -we can each work in all of these styles
- we tend to have a 'primary direction' – a style of work that feels very natural, almost effortless for us.
- there is no one approach to task that is more useful or successful than any of the others
- important to understand our own preferences, and those of our colleagues

Step 1

- Walk round the room and choose a 'primary' direction
- Natural to see yourself in all 4 so these questions might help:
 - **What's your first inclination when you get a new project?**
 - **What's your tendency when you're under pressure?**
 - **What feedback have you been given about yourself?**
 - **What seems most comfortable?**

Step 2

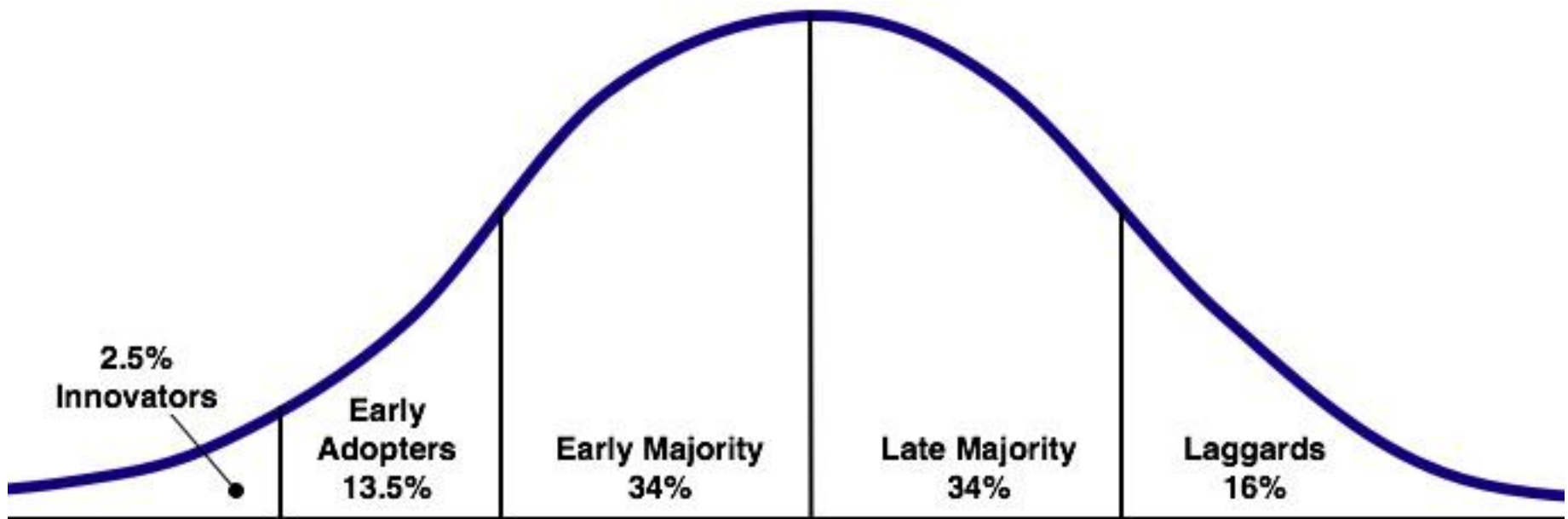
Discuss the following :

- **What is really useful about this direction?**
- **What does it bring when implementing a change?**
- **What is challenging about this direction?**

Leadership Compass

What can it be like working with each of the other three?

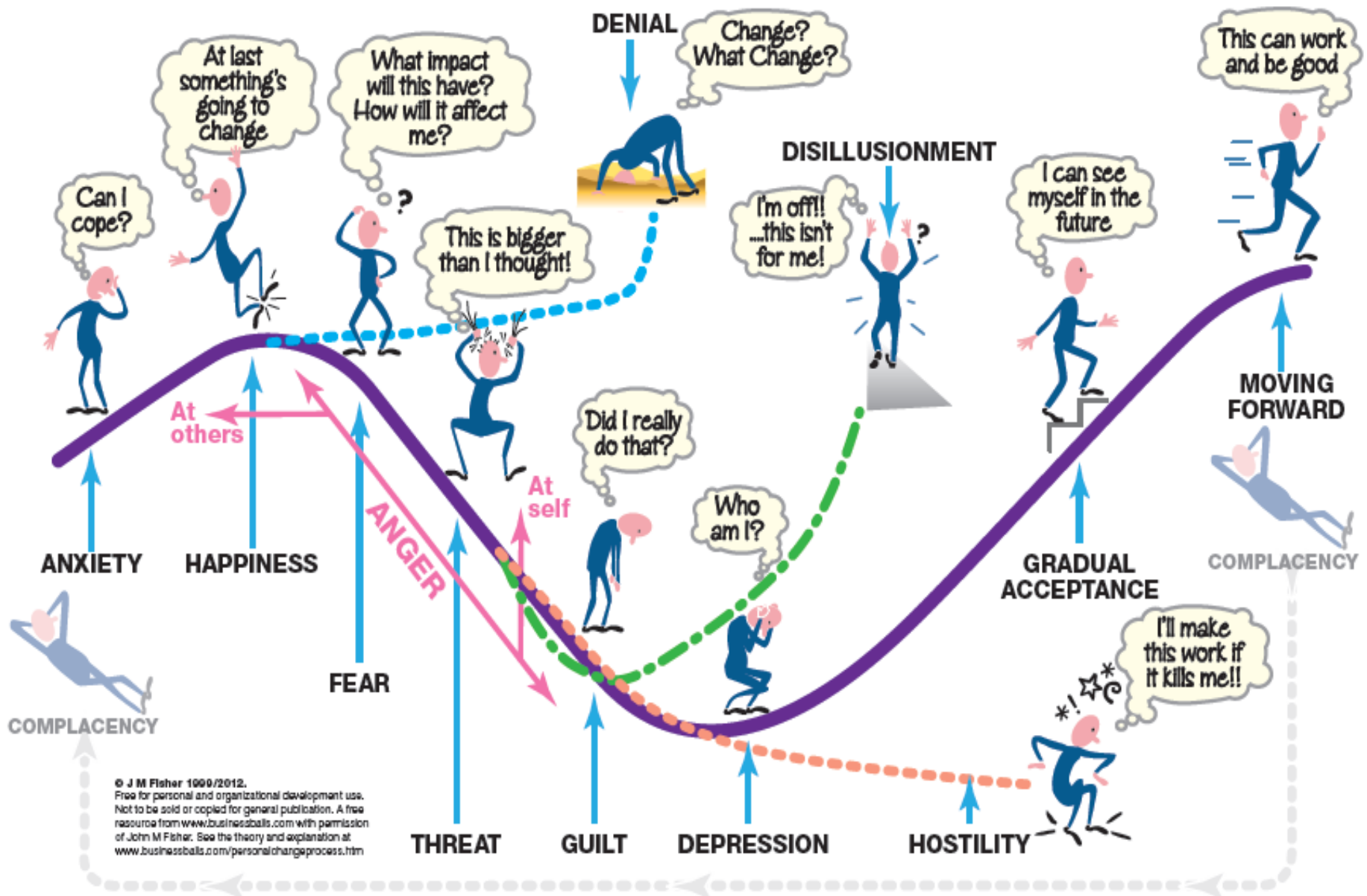
Move to the OPPOSITE direction and discuss what it is like working with people who have this as their primary direction



Source: Everett Rogers, Diffusion of innovations model

The Process of Transition - John Fisher, 2012

(Fisher's Personal Transition Curve)



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Steps in Leading Change

The following diagram illustrates the steps in leading change. The final row demonstrates how change can be achieved if all the stages are carried out. The toolkit is designed to help you navigate through each of these steps effectively.

Engagement

- Clarity of the message for all
- Business case
- Compelling need
- Vision of the future
- Impact of change

Commitment

- Monitor and review the change
- Support the change agents
- Keep the motivation and momentum going
- Recognise and reward

Incubation

- Sponsor availability
- Repeat the messages
- Allow time
- Open up all networks

Transition

- Explore the vision of the future in more detail
- Clarify the first steps and milestones
- 'Light the way'
- Prepare the change agents

Resistance

- Nurture the resistance, allow it to come out and explore it
- Positively acknowledge people for stating their doubts
- Don't soften the change unless new (real) information comes out
- Try to get underneath any fogging to find out real reasons for resistance
- Remember frames of reference

Tips for Leading Through the Change

The diagram below is intended as a quick guide providing a summary of what you should do at each stage to help support people through the change process.

Anger

- Allow and acknowledge the anger
- Give people time and space

Acceptance

- Acknowledge the sacrifices that have been made
- Support people in their new direction

Denial

- Restate the messages
- Business case
- Impact of change

Bargaining

- Don't soften the change unless new and real information comes to light
- Restate the change

Exploration

- Help people explore their options
- Present possible future and positive scenarios
- Provide support for changes

Depression

- Allow people to 'grieve'
- Listen and provide support
- Gather feedback and review support

The 4 Ps

- **Purpose**

- Do people really know why?

- **Picture**

- Is the vision clear about what the future will look like?





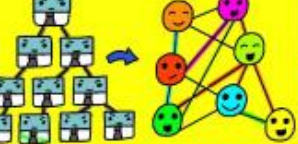



















- **Plan**

- What is your phased plan, does your team know your thoughts/ideas?

- **Part to play**

- Does everyone know how they fit in - how their contribution will shape the future

QUALITIES OF A CHANGE AGENT

 <p>Be patient when faced with barriers, but stay persistent with the cause</p>	 <p>Make people FEEL something. Connect with their heart, mind and soul</p>	 <p>Don't wait for permission to lead, innovate or be creative - just do it</p>	 <p>A rebels heart is full of passion, optimism, hope and dreams</p>	 <p>Work in networks not hierarchies - to create new possibilities - together</p>	 <p>Mission-focused not "me" focused. Reflect deeply on the journey to success</p>
 <p>ASK "WHY" often to create a deeper understanding of the purpose.</p>	 <p>Connecting with others is more important than self victory. Creating a social movement of change</p>	 <p>Think differently. Think outside the box. Think without limits.</p>	 <p>Roll with resistance. It's going to happen. Learn to accept it and respect it.</p>	 <p>Be authentic. Share what you are really thinking. Being honest builds trust.</p>	 <p>Be proactive not reactive. Become a master of your emotions and actions</p>
 <p>Work in Co-operation not competition with others. There's power in numbers.</p>	 <p>Listen to learn, not to respond or to justify or convince. Learn to listen without judgement.</p>	 <p>Bring the best out in others. It spurs on change, hope and motivation</p>	 <p>Be more charismatic. Never intimidate others. Be self confident, be anyone's equal. Be relaxed.</p>	 <p>When faced with pressures, stop. Think. Learn from it. Then change something.</p>	 <p>Venture out your comfort zone. Dare to try something new, learn more and grow</p>
 <p>Be flexible. Embrace the unknown, be resilient when faced with uncertainty</p>	 <p>Allow creative destruction. Don't be afraid of letting go of old ways</p>	 <p>Embrace diversity, differences and other view points. Bring them together + learn from them</p>	 <p>Don't be afraid to say "No" you need time to reflect, be curious and learn. Make time.</p>	 <p>Learn to show others it's ok to show your weaknesses. It's ok to show you need help.</p>	 <p>Laugh often, find joy and share kindness. More people will embrace change</p>



Work in co-operation not competition with others. There's power in numbers.



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HR Online

About

HR Policy

Support for Managers

Change Management

Overview | **How to progress an organisational change** | Leading people and teams through change

The NHS is constantly changing whether it is in response to technological and changing demographics and the shifting balance of care, services or general changes to the service delivery. This will mean



Other Modules in this path include...



PROUD HISTORIES | **NEW CHAPTERS**

Royal Hospital for Sick Children | Department of Child and Adolescent Mental Health Services

Leading people and teams through change

Our Values Into Action | NHS Lothian



Spotlight on

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4 mins

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A round-up of the latest leadership and management news.

5 mins

Go up and never stop

The Art of Getting a Sponsor

5 mins

Made to Last

4 mins

How To Be a Communications Ninja

4 mins

and breathe

How To De-Stress At Work

Myron's Maxims

Creating the capacity for change

- People own what they help create
- Real change happens in real work
- Those who do the work, do the change
- Connect the system to more of itself
- Start anywhere, follow everywhere
- The process you use to get to the future is the future you get.