Supporting People Through Change

TOOL: Understanding Change

Sponsors and leaders have a responsibility to understand the change process—the situation **CHANGES,** the person goes through a **TRANSITION**—and support their colleagues and employees in a caring and respectful manner as they move through the transition. By nature, change is disruptive, even if the change is self-imposed and considered to be positive.

No matter how positive, promising or proactive the change, no matter how competent, loyal and committed team members are, expect **a sense of loss and a sense of confusion.** Loss and confusion will cause some degree of mistrust and a "me" focus.

When people have little control over **WHAT** is changing, get them involved in **HOW** it will be done—this will help reduce their fear. The following tools will help you understand change more fully and what you can do to guide people through it.

POCKET COACHING

GOOD CHANGE LEADERSHIP INCLUDES:

1. Fostering a non-threatening environment that does not penalize mistakes, but instead encourages learning.

2. Understanding how people are experiencing the change by listening to concerns, rewarding them for surfacing issues and helping them find solutions to their problems.

3. Reinforce the change by making it **easy to do the new thing and hard do the old.**

People may experience:

[✓]	Apprehension	[✓]	Exhaustion
[✓]	Loss of control	[✓]	More work
[✓]	Loss of face	[✓]	Loss of work/life balance
[✓]	Concern for competence	[✓]	Changing needs
[✓]	Being overwhelmed	[✓]	Fear of failure

TOOL: Stages of Change

There are different "stages" in the change process and not everyone goes through them at the same time or in the same way. People need time to process what the changes mean to them. The change curve is a normal, predictable process. Everyone goes through it whether the change is personal or business-related; positive or negative; self-imposed or externally imposed.

Key Tip!

People have a right to be angry when they don't have choices, but they don't have the right to be aggressive to others. Be clear about this.

DENIAL

Indicators	Strategies
» Indifference	» Developing a vision and strategies for change
» Disbelief	
» Avoidance	» Focus on the long term
» Withdrawal	

RESISTANCE

Indicators	Strategies
» Frustration	» Probe for underlying feelings/concerns
» Negativity	» Acknowledge and legitimize feelings
» Glorifying past	» Clarify case for Change, vision and plan
» Skepticism	» Listen reflectively and actively
» Unwilling to participate	» Reinforce stated expectations
	» Provide opportunities to influence through participation

COMMITMENT

Indicators	Strategies
» Cooperation	» Provide guidance, support and recognition
» Excitement	» Provide frequent feedback on progress
» Initiative	» Provide opportunities for leadership
» High energy	» Reinforce new behaviors
» Confidence	» Careful not to overload or burnout

EXPLORATION

Indicators	Strategies
» Curious	» Acknowledge efforts and the struggle
» Want more information	» Celebrate successes and endings
» Ask questions	» Provide opportunities for visible advocacy
» Cautious but excited	» Provide varied opportunities for participation and contribution
» Somewhat optimistic	

Source: Victor Maiki, Culture Change and Service Leader, NCAL

TOOL: Techniques for Leading Change

Use the techniques below to help you and your co-leads effectively lead change and build an atmosphere where people are more open and comfortable taking the risk to do things differently.

Tailor Communication to Audience	Describe the benefits of the change in terms that matter to the audience. Always clarify the "WIIFM" (What's in it for me) for each group—labor leads may have differently worded messages than physician leads.
Be Honest	Be honest about what will be different—don't sugar coat it. Don't pretend it will be better or easier than you think it will be.
Under Promise and Over Deliver	People are always happy when you give them more than what they are expecting.
Be Clear Upfront	The more disruptive the change, the more anxiety and resistance, so state very clearly up front how you see the change working. Then, communicate often, even if it is to say you don't have anything new to report. Explain what you are doing to get more information and when you will report back.
Communicate Often and In Person	The more disruption the change will cause, the more you need in-person communication. People generally want to hear messages about how change will impact them from their direct supervisor or manager.
Start With the Positive and the Common	Emphasize what is good about the change and what will remain the same. Whenever possible, find specific examples that demonstrate how the change will remedy agreed-upon problems and make the team more effective.
Set Up Subgroups	Do this within the department to work on specific issues: Teams can ask a small subgroup of members from the team, and the rest of the unit, to work on developing recommendations, straw plans, editing suggestions, etc.
Listen to Both Ideas and Concerns	Ask people what the strengths of the new idea or process are first, and then ask what concerns they have. Write them down so they know you are listening. Follow up on concerns.
Keep It Simple	Your stories, data, presentations, conversations and reports all should be clear, concise and on point.