NAVIGATING CHANGE
LEARNING TO ADJUST YOUR COURSE IN UNCHARTED WATERS
OBJECTIVES

Module 1
• Identify the 4 methods of quality
• Recognize and address the feeling and thinking components of change
• Understand the importance of being purposeful in implementing change

Module 2
Café Discussion
• Practice a brainstorming technique
• Get new ideas and share feedback with your peers
• Discuss changes you have already made using Kotter’s 8 critical steps of change framework
The 4 Methods of Quality

Quality by Design

Quality by Process Improvement

Quality by Compliance

Quality by Inspection

Active

Reactive
To effectively lead change, leadership must help people satisfactorily answer three questions that people will ask themselves when it's introduced:

- **What** is the change?
- **Why** is the change being made?
- **How** will the change affect me?
ROLE OF THINKING AND FEELING

Figure 1 – The Change Curve

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**Stage 1**

**State Quo**

**Reaction**: Shock or Denial
This is when the reality of the change hits

- People need time to adjust
- Critical stage for communication
- People need information to understand what is happening
Stage 2

State

Disruption

Reaction: Anger or Fear
People React - Possible Danger Zone

• Manage this stage or it may lead to chaos
• Provide support, consider the personal impact & listen to objections
• Address issues with clear communication
Stage 3 State

Exploration

Reaction: Acceptance

- On your way to success
- Provide direction
- Training is important
- People will not perform at 100% right away
Rebuilding

Stage 4 State

Reaction: Commitment

- People embrace the change
- Offer encouragement
- Celebrate the success and achievements
Our Iceberg is Melting
Changing and Succeeding Under Any Conditions

John Kotter
Holger Rathgeber
Set the Stage

1. Create a sense of urgency
2. Pull together a guiding team

Decide what to do

3. Develop the Change Vision and Strategy
   Clarify how the future will be different than the past, and how you can make that future a reality

Make it Happen

4. Communicate for understanding and buy in
5. Empower others to act
   Remove as many barriers as possible so that those who want to make the vision a reality can do so
Produce Short Term Wins

6. Create some visible unambiguous successes as soon as possible
7. Don’t let up
   
   Press harder and harder faster and faster after the first success

Make it Stick

8. Create a New Culture

   Hold on to the new-ways of behaving and make sure they succeed, until they become strong enough to replace old traditions.

For more information: https://www.kotterinternational.com/8-steps-process-for-leading-change/

And Read the book!
Role of Thinking and Feeling

Thinking differently can help change behavior and lead to better results
Collect data and analyze it
Present information logically to help people think through it step by step
Changed thinking leads to changed behavior

Feeling differently can change behavior even more and lead to even better results
Create surprising and compelling visual experiences (graph data, tell success stories)
The experiences change how people feel about the situation
BASE YOUR CHANGE PROJECT ON 5 QUESTIONS

1. What is it like to be our customer?
2. What are we trying to accomplish?
3. How will we know if the change is an improvement?
4. What changes can we test that may result in an improvement?
5. How can we sustain the improvement?
CAFÉ SESSIONS
LEADING TEAMS THROUGH CHALLENGE

• Practice Framing Change Initiatives Using Kotter’s 8 Step Model

• Share strategies for dealing with common roadblocks

• Learn a method of brainstorming that includes all the people involved
Participants “number off” (number of teams equal to the number of problem statements used)

Review problem statement examples around the room and assign a number to each

7-minute brainstorming session at each station

Move around the room clockwise
DISCUSS THE FOLLOWING AS IT PERTAINS TO PARTICIPATING IN THE DRUG MEDI-CAL ORGANIZED DELIVERY SYSTEM WAIVER (DMC-ODS)

Set the Stage

- Create a sense of urgency
- Pull together a guiding team

Decide what to do

- Develop the Change Vision and Strategy
- Clarify how the future will be different than the past, and how you can make that future a reality

How did you set the stage for Change in your agency?

How would you do this differently in the future?

How did you create a sense of urgency? Did you illustrate with Stories? Data?

What is your Vision? How will your agency be different next year?

What are the biggest changes?
DISCUSS THE FOLLOWING AS IT RELATES TO CHANGES IN YOUR INTAKE PROCESS & VERIFYING ELIGIBILITY AND ENROLLMENT?

Share some of the changes you made?
How did you make it happen?

What did you do to get buy in and engagement among the staff?

Did you celebrate any successes along the way?

• Make it Happen
• Communicate for understanding and buy in
• Empower others to act
• Remove as many barriers as possible so that those who want to make the vision a reality can do so
• Produce Short Term Wins
• Create some visible unambiguous successes as soon as possible
DISCUSS THE FOLLOWING AS IT RELATES TO CHANGES IN YOUR CLINICAL PROCESSES?

Share some of the changes you made?
How did you make it happen?

How are you ensuring all clinical staff understand ASAM?

How are you going to monitor short term wins?

• Make it Happen
• Communicate for understanding and buy in
• Empower others to act
• Remove as many barriers as possible so that those who want to make the vision a reality can do so
• Produce Short Term Wins
• Create some visible unambiguous successes as soon as possible
Make it Stick

8. Create a New Culture

- Hold on to the new-ways of behaving and make sure they succeed, until they become strong enough to replace old traditions.
What is one new thing you will try as a result of participating in this workshop?

What other resources would you like us to develop to help you stay on course?
“Change is hard at first, messy in the middle and gorgeous at the end.”
Robin Sharma

“The secret of change is to focus all your energy not on fighting the old, but on building the new.”
Socrates
Questions? Assistance?

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