SHOW NOTES

Discussing Two Change Management Frameworks

Randy Clinch, DO, MS

Why focus on this topic?

- **If there were ever a time that change was needed, now is that time!** The latest racial atrocities affecting our fellow Black/African-American travelers in this journey we call "life" highlight the need for change that is, and always has been, necessary. This pandemic highlights the need for change in the way we interact with others in our personal and professional lives. This need for change comes at a time when we may find our focus and attention is fragmented.
- Recognizing that we all may be facing a need for considering how we might go about implementing change in our personal and professional lives, I wanted to share two frameworks for considering and leading change, particularly when change is hard.

> "For something to change, somebody somewhere has to start *acting* differently. Maybe it's you, maybe it's your team"
>
> Dan and Chip Heath

Kotter's 8-Step Leading Change Model

From, "Leading Change", by John P. Kotter

1. **Establish a Sense of Urgency** – you have to communicate to stakeholders why change is needed now
   - Think about what you want to see as a result of change. What does the improved situation look like following the change?
   - If there isn't already a sense of urgency that a change needs to happen, how can you describe what you see that needs to change in a way that conveys that it is urgently needed?
2. **Create the Guiding Coalition** - assemble a team of influential allies who are committed to the change.
   - Change may begin with the vision of one person but, in order to get a change effort moving and implemented, you'll need a team working with you.
   - If you can connect with people with influence at your institution or in your community and get them to feel the sense of urgency so that they can utilize their influence to help you with your change effort, you're more likely to be successful.
3. **Develop a Change Vision and Strategy** - paint the picture of what thing will look like after the change has been successfully implemented.
   - Dan and Chip Health call this the "Destination Postcard" (more below).
   - You need a destination and an idea about what "success" will look like in order for people to be willing to take this journey with you and to know when you've reached your goals.

4. **Communicate the Change Vision** - deliver a clear message that captures the hearts and minds of those implementing the change (e.g., employees, managers) so as to gain institutional buy-in.
   - Communication is potentially the most important component of your change effort.
   - If you can't communicate your urgent, clear message about the need for change, your approach to the change effort, and the destination following your change, you will not get others to follow.
   - When you begin to consider communicating your change, seek-out broad input about how your message sounds and is interpreted.
   - Outside input on your message is critical. See if your message can be understood by someone who is not in the thick of writing the communication.
   - Enlist communication professionals if you have the ability to do so.
   - Over-communicate your message. To paraphrase Michael Hyatt (The Vision-Driven Leader), when you're sick of communicating your message, your half-way there.
5. **Empowering Employees for Broad-Based Action** - the leader and the guiding coalition are a part of the implementation of the change effort, continue to communicate the change vision and remove obstacles that do not support the change vision.
   - This step highlights that you can't plan change, get others on board, and then sit-back and hope change happens.
     - You and those who are committed to the change and have influence need to be actively working with you on the change effort.
   - As mentioned, communicating about the change vision must continue and should include listening to those attempting to implement your strategy so you can learn where the roadblocks are and how you might assist to remove them.
   - Set-up your change effort so that those involved know the strategy and are able to make alterations aligned with the change effort vision to reach the destination.
   - This means communicating what the military calls, the "leader's intent". Those on the front lines of change must understand the leader's intent for the change strategy and vision well enough to act appropriately and in-line with accepted principles to make adjustments in their efforts to pursue the change.
   - If roadblocks are identified that those implementing the change effort cannot overcome, these need to be raised-up to the leader so that they can be addressed and removed, if possible.
     - Sometimes the roadblock points the way to the path that will allow the change effort to succeed.
       - For more about this approach to roadblocks, consider reading, The Obstacle is the Way, by Ryan Holiday
6. **Generate Short-Term Wins** - generate good-will around the change effort by designing the ability to achieve short-term wins and highlight those wins across the institution. Short-term wins build momentum for further success in the change effort.
   - Your change effort may be a long journey and setting-up your approach to build motivation by having those involved in the effort see some early successes will build your team's confidence and energy.
7. **Consolidate Gains and Producing More Change** - this step aims to avoid back-sliding to old methods of operating. The leader and Guiding Coalition work to remove outdated processes and procedures that hinder the change effort.

- o Once you've experienced some change, begin looking at where your changes have impacted your old ways of doing things.
- o Get rid of processes and procedures that exist to perpetuate the status quo; the old way of doing things.
- o Raise-up these outdated processes and procedures to those who can affect those changes if you don't control setting policy and procedures.

8. **Anchor the Change in the Culture** - ensure the change effort becomes firmly established in the organization. This is the step that addresses changes in your policies, practices, procedures, processes, structure and/or systems.

- o If you have reached your destination and have successfully implemented your change, highlight your team's achievements, include your new methods in your ways of doing things, include your new methods when bringing on new people into your personal or professional world, and formalize your ways of doing things so that they become the new normal.
- o Be vigilant about backsliding to the prior, more familiar way of doing things and continue to highlight the importance of why you went through this effort so that it becomes part of your story.

The Rider, The Elephant, & The Path

From: "Switch: How to Change Things When Change Is Hard", by Dan & Chip Health

Identify the "Switch" that needs to happen. You do not need to wait until a massive, multi-faceted problem is "solved" in order to begin a change effort. Sometimes large problems can often begin to switch through small solutions.

1. **Direct the Rider (clarity)** – "Ambiguity is exhausting to the Rider"

- o **Find the bright spots** - Investigate what's working and clone it ("What's working and how can we do more of it?")
    - ▪ If you're not sure how to find bright spots, look for where something related to what you want to happen is already happening and see if you can find out why it's happening when you'd expect that it wouldn't be happening.
    - ▪ You can use approaches such as Appreciative Inquiry to talk with people about what things look like when things are at their best to understand what is working at those times to try and understand what might work to achieve your change effort.
- o **Script the critical moves** - don't think big picture, think in terms of specific behaviors
    - ▪ Remember, the Rider needs direction. Sometimes just directing the critical moves can begin the change effort.
- o **Point to the destination (a destination postcard)** - change is easier when you know where you're going, and you have a picture of it
2. **Motivate the Elephant (desire)**
- o **Find the feeling** - knowing something isn't enough to cause change, make people feel something

- This may be done through story that connects why you want to see a change happen with your change strategy.
- People have to begin to feel that they are the type of individual who would desire the outcome of this change.
  - o **Shrink the change** - break down the change until it no longer frightens the Elephant
    - The Elephant in you and me doesn't like to change.
    - Traveling down the most familiar path - the status quo - is always the easiest way to travel.
    - Change can be frightening, so make the initial behaviors easier to implement and see early, small wins. This will make the change not see too daunting to even begin and will build confidence in the Elephant to continue moving down the path of change.
    - Get the Elephant moving, even if the movement is slow at first.
  - o **Grow your people** - cultivate a sense of identity and instill the Growth Mindset
    - If you can't shrink the path, see if you can grow your people.
    - Help people see what their identity is like as they pursue the change and provide them with resources and/or training so that they see they are able to change to the identity of those who make such a change.
      - If I'm less likely to make a change to go to the gym every day, I can begin by considering adopting the identity of someone who is fit and then asking myself, "what are some things people who are fit do and can I begin by doing some of those things.
        - I begin to build an identity habit even through small steps, repeated over time
        - James Cler's Atomic Habits - a great resource to help you consider how to begin making habits that stick.
        - Carol Dweck, "Mindset", which highlights how a Growth Mindset (vs. a Fixed Mindset) can be taught and adopted.
          - **The Growth Mindset is a buffer against defeatism and it reframes the change process.**
            - People must perceive falling down as learning rather than failing

3. Shape the Path (ease) - what looks like resistance is often a lack of clarity (remember - the most familiar path is always the status quo). What looks like a people problem is often a situation problem.
   - o **Tweak the environment** - when the situation changes, the behavior changes. So, change the situation. Try to make it just a little easier to pursue the change you want to see happen.
     - The Fundamental Attribution Error - Attributing something to the way they are rather than the situation they are in
     - Tweaking the environment (our situation) is the Rider "outsmarting" the Elephant
   - o **Build a habit** - when behavior is habitual it doesn't tax the Rider with excess analysis and decision-making fatigue.
   - o **Rally the herd** - behavior is contagious, help it spread. Seeing others pursuing your change effort and being successful breeds success.
     - The Elephant constantly looks to the Herd for cues how to behave.
     - Behavior is contagious at the individual, group and societal levels.

Switch in 16 minutes