

Leading Change

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Statement Honoring the Land on which the University of Washington Stands

UW Medicine acknowledges the land we occupy today as the traditional home of the Tulalip, Muckleshoot, Duwamish and Suquamish tribal nations. Without them we would not have access to this healing, working, teaching and learning environment. We humbly take the opportunity to thank the original caretakers of this land who are still here.

Leadership Development Series

- Creating High Performing Teams – March 22nd
- Strategies for Effective Communication – May 25th
- Working Through Conflict – October 20th
- **Leading Change – today!**

Our Plan for Today



- Who's in the room?
- An approach to leading change
- Working a case
- Debrief & next steps in your work
- Take aways

Who is in the room?

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Where do you work?

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What do you do?

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Let's talk about change

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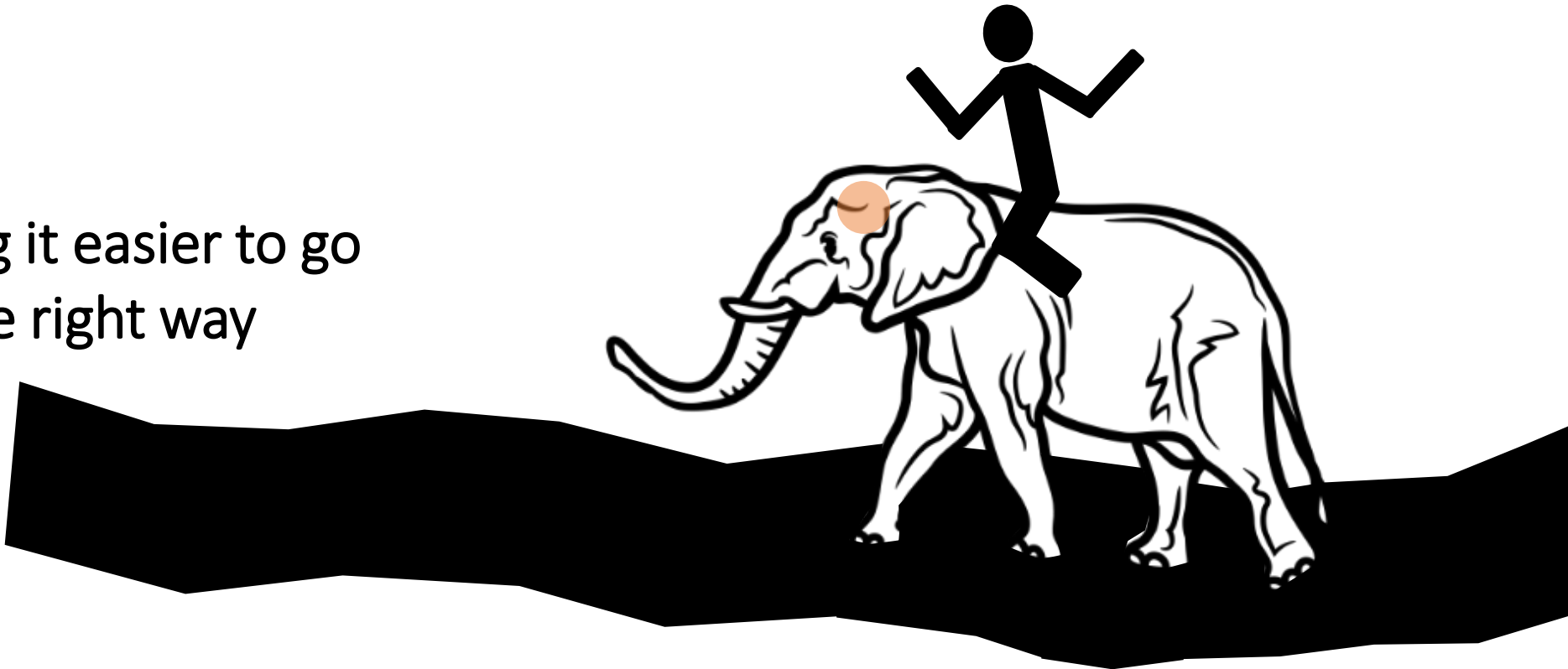
Imagine leading a change initiative. What would you find most challenging?

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Why is change so difficult?

Instincts, emotions > Frontal lobe, rational

Making it easier to go
the right way



Effectively leading change

Toolkit of skills & qualities



Change management framework

- Strategic approach; step-wise method
- Organize & guide yourself & your teams
 - Often best paired with an improvement methodology based in the scientific method (e.g., Model for Improvement/PDSA, Lean, etc.)
- Attend to hearts, not just minds
- Diagnose why change hasn't occurred

Kotter's 8-step change management framework



- John Kotter – Harvard Business School Professor
- Observed 100s of organizations trying to change
- Identified the generalizable principles associated with success

1. Create a sense of urgency
2. Build a guiding coalition
3. Craft a vision
4. Communicate the vision
5. Remove obstacles
6. Celebrate short-term wins
7. Build on the change
8. Make it part of the culture

1. Create a sense of urgency



Stories (n = 1)



Data (n = many)



Connections between your change initiative and what matters to the audience
aka "a reason for action"

Storytelling

Know your audience

Make connections...

feelings & ideas

emotion cognition

Be authentic – it's ok to share your passion for the work

Use a structure

- Describe the **risk**
 - Use a real-world case example, relevant to the audience; speak to what motivates them
 - Ask for help from those who have experienced it
- Explain the **problem(s)**
 - Relate the problems to their experiences
 - Build upon & expand their understanding
- Close with your **ask**
 - How they can help

Practice being focused & brief

2. Build a guiding coalition

Ask: Who do we need to help get the work done?

Key leaders

“Executive sponsor”
Project leader
Content expert(s)

Stakeholder group representatives

Patients/families
Students
Faculty
Other professionals, etc.

Considerations...

- *Are we being inclusive? Are all voices being represented? Does the group have diverse perspectives?*
- *Have we asked about the experiences of individuals who are part of underrepresented groups (who may be disproportionately asked to be “at the table”)?*
- *Will participants be available and engaged?*
- *Even if they disagree, will they be constructive?*
- *Do we have the influence we need?*

3. Craft a vision

vision noun

vi·sion | \ 'vi-zhən

Definition of *vision*

: the act or power of imagination

(1) : mode of seeing or conceiving

(2) : unusual discernment or foresight

// a person of *vision*

A story about how things could be
better than they are now

Ask...

What have we tried before?

What have others done (both within and outside our organization)?

What do our stakeholders, colleagues & mentors suggest?

How can we use a design and/or improvement methodology to generate and refine change ideas?

How can we best maximize the impact of our change ideas and mitigate the effort required to implement them?

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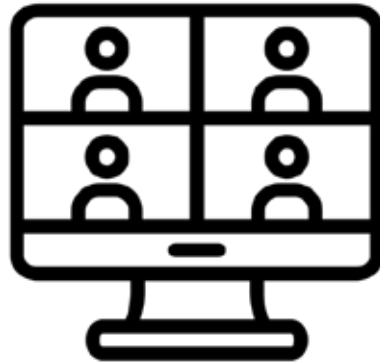
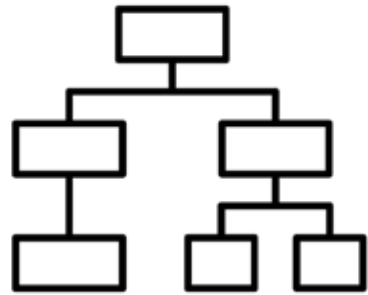


Imagine you've crafted a vision for your change initiative...

How/where might you communicate about it?

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4. Communicate the vision



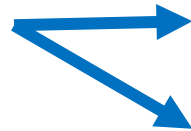
Use a structure

- Describe the risk
 - Use a real-world case example, relevant to the audience; speak to what motivates them
- Explain the **problem(s)**
 - Relate the problems to their experiences
 - Build upon & expand their understanding
- Share the **vision**
 - Succinctly show them a better path forward
- Create space for **questions**
- Close with your **ask**
 - How they can help

Questions?

Kotter's 8-step change management framework

Usual timing of implementation



1. Create a sense of urgency
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- 5. Remove obstacles**
- 6. Celebrate short-term wins**
- 7. Build on the change**
- 8. Make it part of the culture**

5. Remove obstacles



Fix systems or structures that prevent change



Navigate around barriers to change



Protect creativity and encourage reasonable change-oriented risks



Ensure psychological safety and promote a culture of continuous improvement

6. Celebrate small wins



- Craft a measurement plan that will quickly reveal any improvements
- Actively manage implementation to promote success
 - Go to Gemba (where the work is done)
 - Ask questions, show respect
 - Troubleshoot & quickly make any necessary adjustments
 - Collect stories & testimonials
- Look for, call out, and celebrate improvements and the people involved in making them happen

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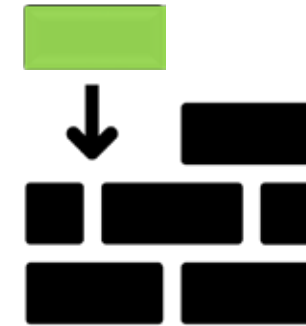
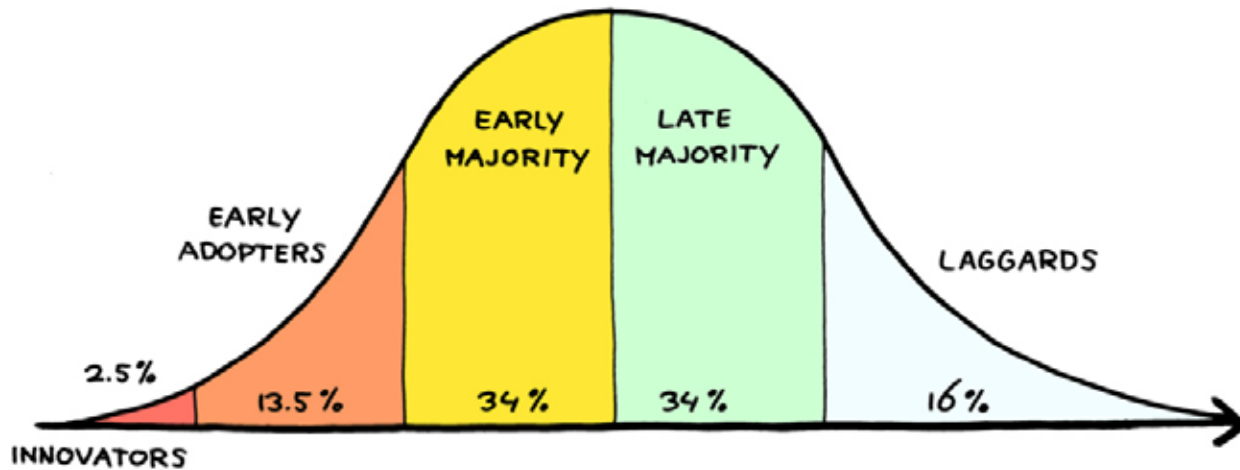


How might you call out and celebrate improvements, as well as the people involved in making them happen?

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7. Build on the change

With success “in your pocket”, circle back to persistent obstacles, ask for more resources, engage those who have not yet changed



Build upon the foundation of successful changes, towards a larger, more ambitious vision

8. Make it part of the culture

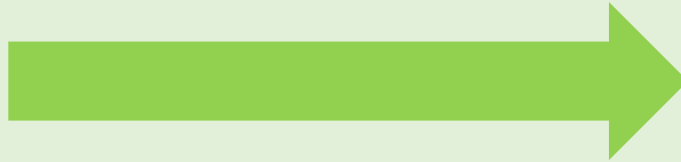
Invest in the...

People

Processes

Systems

...to drive more change & sustainability



Succession planning

Relentless process improvement

Optimizing systems for high-reliability

Culture is the shared ways of...

Thinking

Feeling

Behaving

...in healthcare organizations.



“How can we ensure our initiative influences the way people think, feel, and behave?”

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What are some strategies for making change initiatives a part of the culture?

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Cases for Discussion

Clinical

- Your department/unit is performing poorly on a publicly reported quality metric about a healthcare acquired infection, with health implications for patients and financial & reputational implications for the organization. Your chief clinical officer is quite concerned.
- Care being provided is suboptimal; the processes of care that drive performance are not standardized.
- Morale is low due to the pandemic and resources are limited.

Research

- Your department's mentoring program is poorly rated and many young faculty are having difficulty getting promoted. Your chair is concerned about engagement and morale, and about negative impacts on student and faculty recruitment.
- Most junior faculty don't know their mentors well or can't find a mentor. Mentors are struggling to mentor effectively.
- Almost all meetings are being conducted by Zoom.

Education

- Your department's seminar series is poorly attended and its feedback ratings have been low. Your chair is concerned about engagement and morale, and about negative impacts on student and faculty recruitment.
- At the beginning of the pandemic, the series was shifted to Zoom without any changes to its format. Most participants have their videos off and almost no one speaks up.
- In-person educational sessions are allowed with limited #s of people.

In all these cases, you've been asked to lead the improvement initiative!

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Let's take a break!

When we return, we'll jump into the cases

Discuss as a Group

Introduce yourselves to each other

Determine a scribe and a reporter

Note your thoughts on the Google doc

Questions to Discuss

What would be challenging about the change initiative?

What story would you tell to **create a sense of urgency**?

Who would be part of your **guiding coalition**?

What would your **vision** be?

Debrief

Themes

Challenges & Strategies

Storytelling & Urgency

Building a guiding coalition

Crafting a vision

Synergies

Change management framework

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Improvement methodology

- Problem(s) & their causes
- Goals/aims
- Change ideas, testing, refinement
→ finalized interventions
- Implementation
- Assessing impact (measurement)
- Scaling & spreading

What if change doesn't happen?



- Many improvement initiatives fail!
- Failure can be a normal part of improvement
 - *“I have not failed, I’ve just found 10,000 ways that won’t work”*
 - *“Failure is the opportunity to begin again, only this time more wisely”*

Learning from failure

- We can (and should) **learn from failure**
- **Learning requires data**
 - Reflect on your measures
 - Get close to the failure: go to Gemba, observe and ask:
 - *Why didn't we succeed? What didn't work well? What was your experience?*
 - *What could we have done differently?*
 - *Is there anything that worked well?*



Diagnose why change has not occurred

- Kotter's 8-step framework helps *prospectively* lead change
- To *retrospectively* diagnose failures, ask yourself whether you can identify any deviations from Kotter's framework, or from your improvement methodology
- Consider using this → schematic, or similar

Change = Vision + Consensus + Skills + Incentives + Resources + Action Plan

Confusion = _____ + Consensus + Skills + Incentives + Resources + Action Plan

Limited cooperation = Vision + _____ + Skills + Incentives + Resources + Action Plan

Anxiety = Vision + Consensus + _____ + Incentives + Resources + Action Plan

Gradual change = Vision + Consensus + Skills + _____ + Resources + Action Plan

Frustration = Vision + Consensus + Skills + Incentives + _____ + Action Plan

False starts or Treadmill = Vision + Consensus + Skills + Incentives + Resources + _____

Change involves both...

Science

- Guidelines
- Methods
- Frameworks

Art

- No two change initiatives are the same
- What worked somewhere else may not work where you are
- Change is unpredictable; we must be prepared to adjust along the way
- With practice and experience, it becomes easier to navigate the challenges of change – stick with it!

Questions?

Take Home Points

Leading change is complex, requires a “toolkit” of skills, and benefits from a strategic approach and systematic methods.

Kotter’s 8-steps can help guide you and your team as you embark on new initiatives.

When leading change, be sure to attend to emotion, cognition, and making it easier to do the right thing; the elephant, rider, and path.

Change is iterative and we learn along the way. At challenging moments it’s important to pause, observe and ask questions.

Thank you!

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