

Leading Change

Patricia Kritek MD, EdM

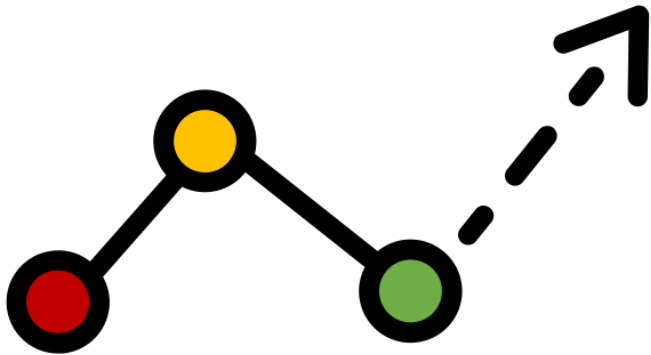
Professor of Medicine, Division of Pulmonary, Critical Care and Sleep Medicine
Vice Dean – Faculty Affairs

Lauge Sokol-Hessner MD, CPPS

Associate Professor of Medicine
QI Mentor, UW Medicine Center for Scholarship in Patient Care Quality and Safety
Associate Director, UW Medicine Collaborative for Accountability and Improvement

Tuesday, December 3rd, 2024

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 it's hard to change

Change involves...

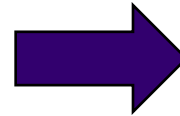
- Acquiring knowledge
- Adjusting attitudes
- Learning new skills
- Shifting behavior
- Conflict
- Loss



Emotion

Why People May Not Be “On Board”

People resist change



People resist loss

What losses are at stake?

What is essential to keep?

Lead with
curiosity

Manage the Politics



Find partners

Discover the
factions

Explore
alliances

Identify the
influencers

Authority vs. Influence

Authority

- Official title & responsibility
- Power to set and enforce expectations
- Power to make decisions

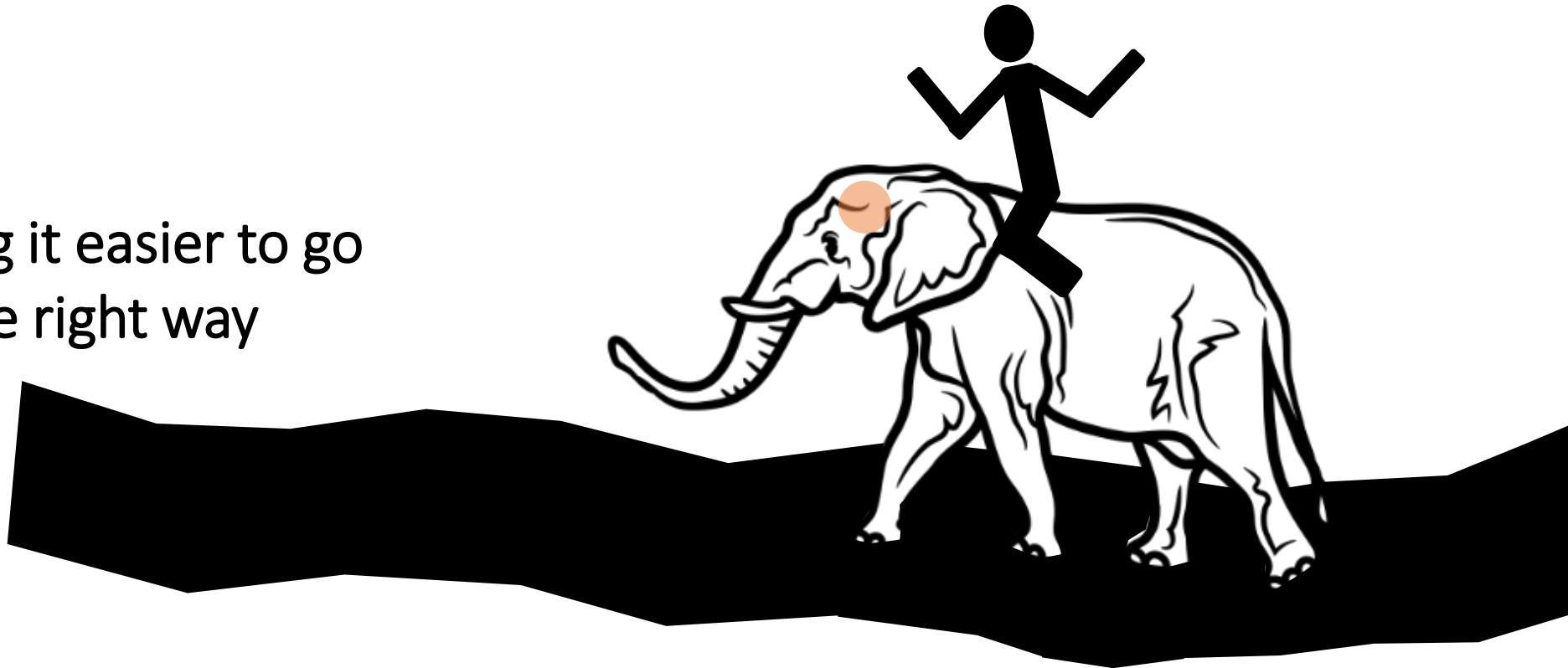
Influence

- Capacity to have an effect on others
- Not based on reporting hierarchy
- Built from respect, collaboration, credibility

Why is change so difficult?

Instincts, emotions > Frontal lobe, rational

Making it easier to go
the right way



What It Takes to Lead Change

Toolkit of skills & qualities



Systems, approaches, processes

- Ways of *using* your skills & qualities to most effectively lead change
- Conceptual road maps

What it Takes to Lead Change

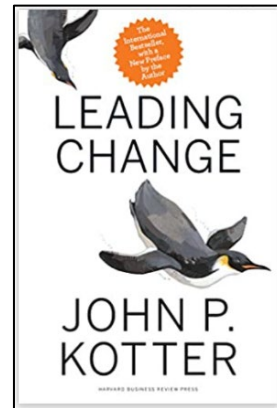
Outer work

- Gathering information
 - Stories, data
- Observing reactions to information & ideas
- Public speaking
- Running meetings
- Guiding a team and stakeholders

Inner work

- Recognizing *what* you & others feel
- Examining *why* you & others feel the way you do
- Interpreting data and making meaning
- Preparing yourself and organizing your thoughts before you speak or lead others
- Questioning your biases & tendencies

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

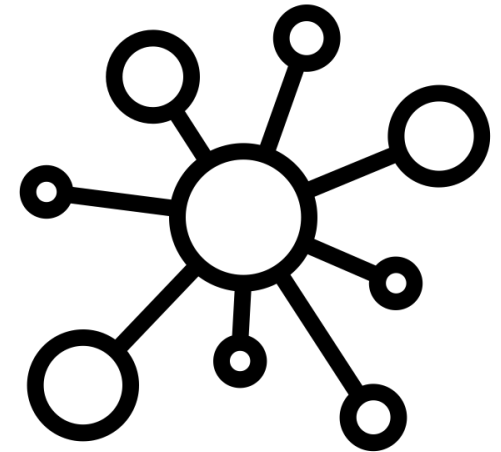
1. Create a sense of urgency



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

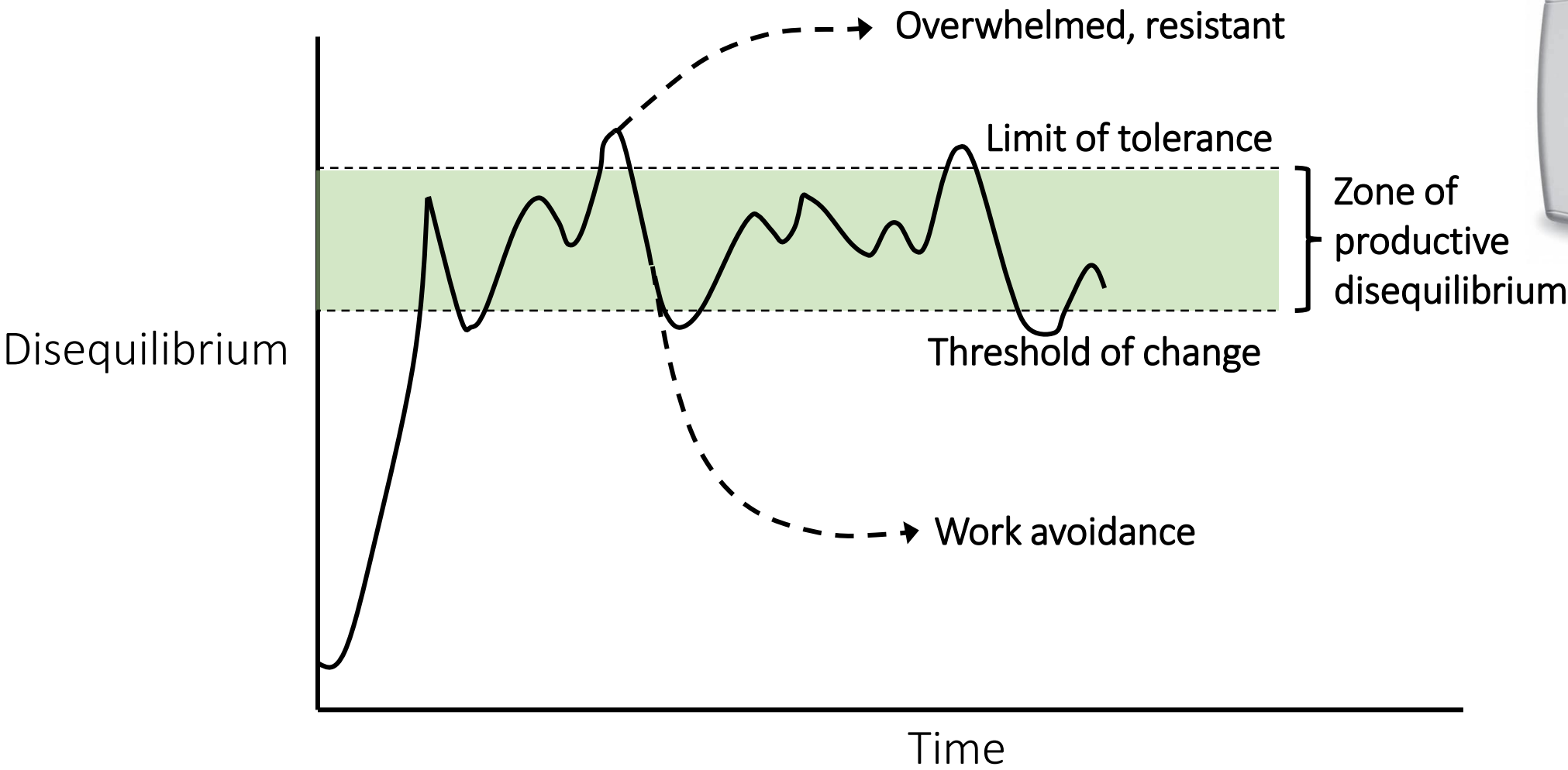
Be authentic – it's ok to share your passion for the work

Use a structure

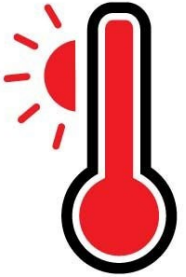
- Describe the **problem**
 - Use a real-world case example, relevant to the audience; speak to what motivates them
 - Ask for help from those who have experienced it
- Explain the **problem**
 - Relate the explanation to their experiences
 - Build upon & expand their understanding
- Close with your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

Practice being focused & brief

Productive Zone of Disequilibrium

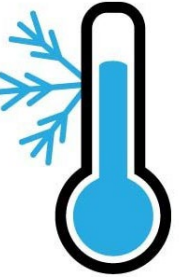


Control the Temperature



Raise the temperature

- Draw attention to the tough questions
- Give people more responsibility than may be comfortable
- Bring conflicts to the surface
- Protect the dissenting voices



Lower the temperature

- Address the technical aspects of the problem first
- Break the problem into parts with specific time frames
- Temporarily reclaim responsibility for the tough issues
- Slow down the process of challenging norms and expectations

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? How can we engage the voices of dissent and orchestrate constructive conflict?*
- *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, engaged, and 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)?

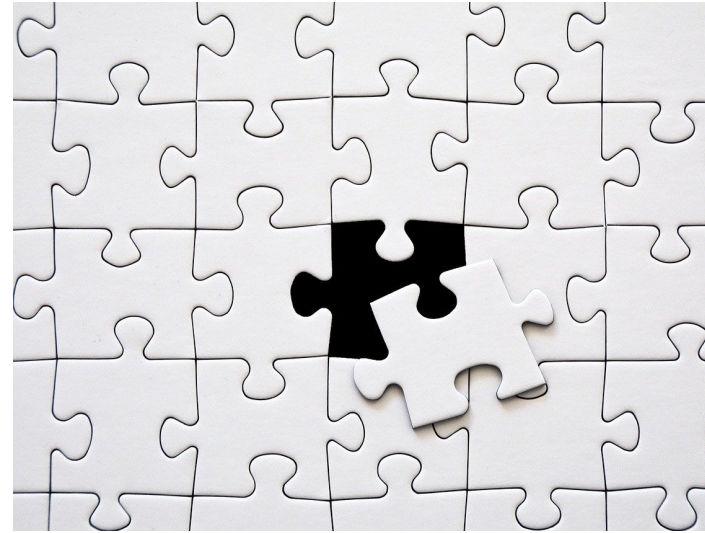
What do our stakeholders, colleagues & mentors suggest?

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?



versus



versus



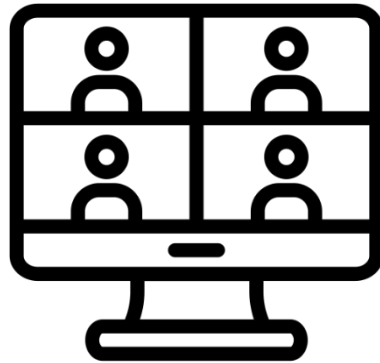
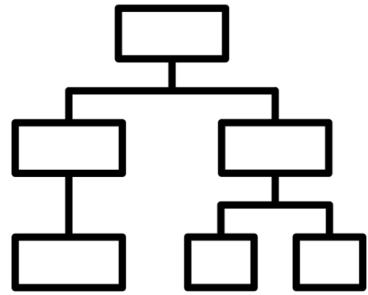
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**Imagine you've crafted a vision for your change initiative...
How/where might you communicate about it?**

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4. Communicate the vision

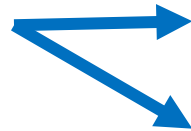


- Prepare, practice, and test what you'll communicate
- Communication should be bi-directional
 - Tell a story, share your vision
 - Anticipate & ask for feedback
- Co-create; evolve the vision so it becomes “ours”

Questions?

Kotter's 8-step change management framework

Usual timing of implementation

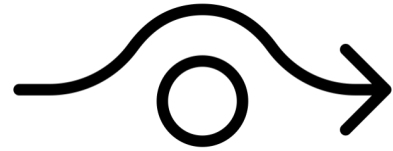


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- 5. Remove obstacles**
- 6. Celebrate short-term wins**
- 7. Build on the change**
- 8. Make it part of the culture**

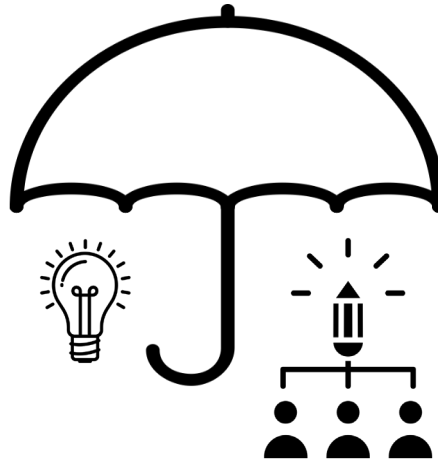
5. Remove obstacles



Fix systems or structures that prevent change



Navigate around barriers to change



Protect creativity and encourage reasonable change-oriented risks



Promote psychological safety and a culture of continuous improvement

6. Celebrate short-term wins

To look for, call out, and celebrate improvements and the people involved in making them happen...



- 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

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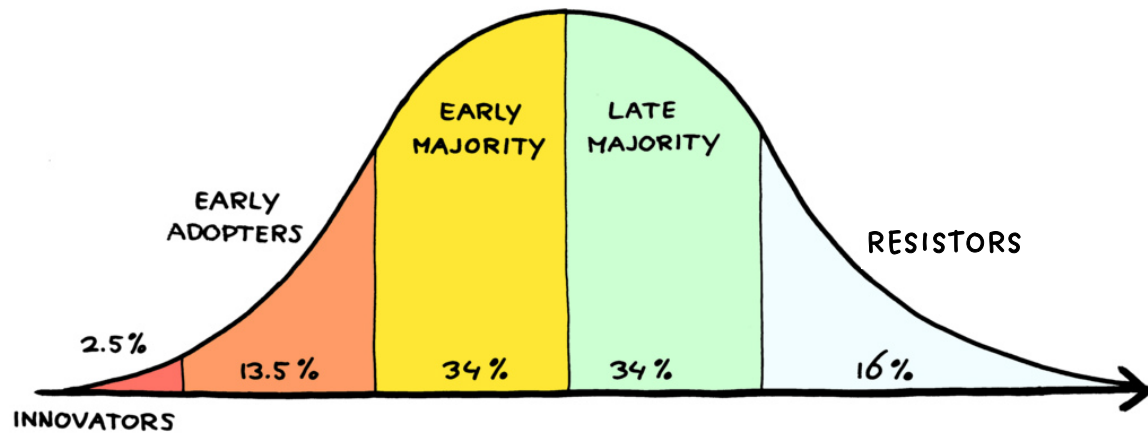


How might you call out and celebrate improvements, as well as the people involved in making them happen?

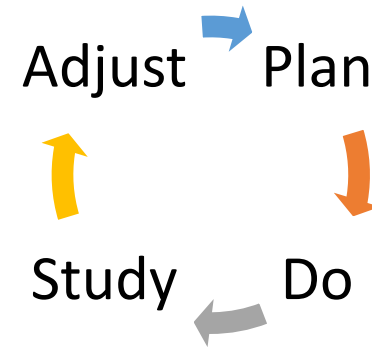
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7. Build on the change

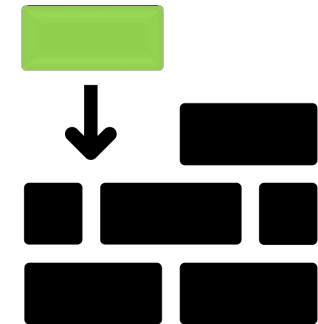
With success “in your pocket”, address persistent obstacles, ask for more resources, engage those who haven’t changed



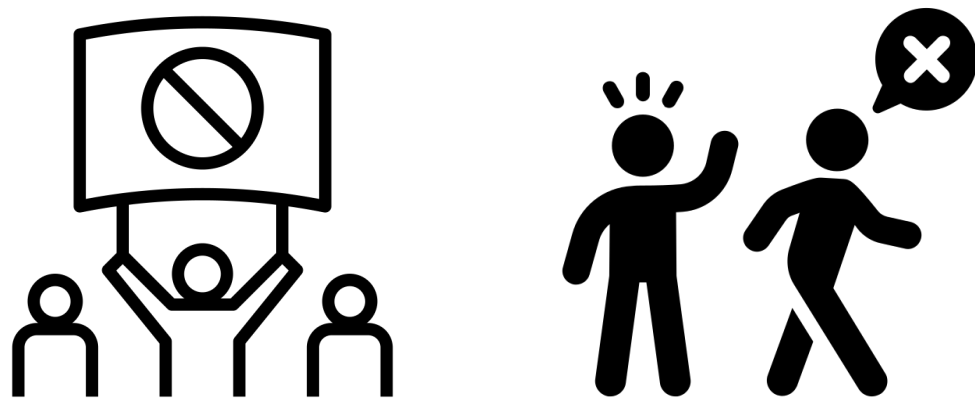
Iteratively improve



Build on the foundation of successful change, towards a larger vision



Managing resistance



Challenges:

- When have you have listened enough?
- When to push forward despite resistance?
- When did you make a mistake?
- When do you need to stop & regroup?

Adaptive leaders ask...

Have we listened closely to what they are saying? What might they be feeling?

Were we aware of these people's concerns?

In what ways did our process include, exclude, or account for their perspective?

In which "zone of disequilibrium" are we?

If we do/do not adjust in response to these people's perspectives what might the long-term consequences be?

What do others think? (especially leaders)

Go to the Balcony



8. Make it part of the culture

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?”

Invest in the...

People
Processes
Systems

...to drive more change & sustainability



Succession planning
Relentless process improvement
Optimizing systems for high-reliability

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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**?

Debrief

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

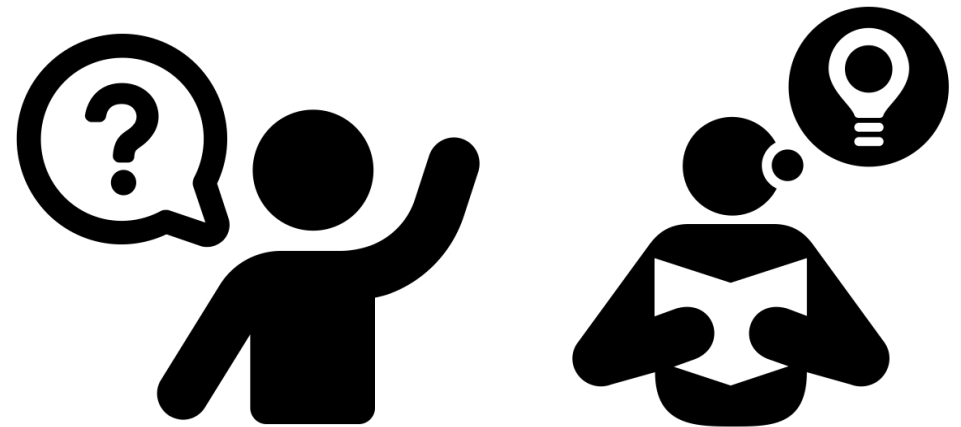
What if change doesn't happen?



- 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?

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What's one thing you are going to take away from today's session?

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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.

Please complete the evaluation



Thank you!

pkritek@uw.edu

lauge@uw.edu