Roles in the Change Process

*Staff Session Two in the **Managing Change** Series*

Empowering CHCs to Succeed

Presenter:
Patricia Moten Marshall, SynerChange Chicago

Date / Time:
Wednesday, October 6, 2010
11:30 AM – 1:00 PM Mountain Time

Target Audience:
Community Health Center staff and Board of Directors members

SUPPLEMENTARY INFORMATION PACKET

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Sponsors:
Community Health Association of Mountain/Plains States (CHAMPS)
Association for Utah Community Health (AUCH)
Colorado Community Health Network (CCHN)
Community HealthCare Association of the Dakotas (CHAD)
Montana Primary Care Association (MPCA)
Wyoming Primary Care Association (WYPCA)

LEARNING OBJECTIVES

Through participation in this webcast, participants will:

- Distinguish the roles individuals perform during the change process
- Understand the relationships of the various roles during the change process
- Learn what is required to effectively perform one's role(s) so that change objectives are achieved

This event supports strong program management at Region VIII Community, Migrant, and Homeless Health Centers (CHCs) by ***addressing the following HRSA Health Center Program Requirements:*** *Services – Required and Additional Services, Staffing Requirement; Management and Finance – Key Management Staff.*

CONTINUING MEDICAL EDUCATION (CME) CREDIT

This activity has been reviewed and is acceptable for up to 1.50 Elective credits by the American Academy of Family Physicians. The AAFP invites comments on any activity that has been approved for AAFP CME credit. Please forward your comments on the quality of this activity to cmecomment@aafp.org.

BIOGRAPHY OF PATRICIA MOTEN MARSHALL

Patricia Moten Marshall is the president of SynerChange Chicago. Since 1996 she has served as consultant to senior executives, top management, and boards of directors throughout the US. Pat's consulting practice builds on her leadership experiences to cultivate cultures that embrace change, are enhanced by diversity, and engage the creative capacity of individuals and teams. Over 50% of her clients today are organizations focused on the delivery of health care. Her engagements range from assisting these organizations with strategic planning, governance, leadership and management development, teambuilding, performance management, business planning and operational assessments. She is a creative thinker, an accomplished presenter, an engaging speaker, and a skillful facilitator. Pat has an undergraduate degree from Kansas University, and a master's in hospital administration from St. Louis University. She serves as faculty for the Lake Forest Graduate School of Management Corporate Education Program, where she received the Most Distinguished Business Management Faculty Award of 2007. To learn more about Pat and SynerChange Chicago, please visit www.synerchangechicago.com/home.html.

TODAY'S SPONSORS

CHAMPS, the Regional Primary Care Association for Region VIII, along with the state Primary Care Associations in the Region, AUCH, CCHN, CHAD, MPCA, and WYPCA, are dedicated to support and strengthening the 58 federally-funded Community, Migrant, and Homeless Health Centers (CHCs) across the region. For more information about this webcast series, to learn more about CHAMPS, and to link to the websites for each State Primary Care Association, please visit www.champsonline.org/Events/Distance_Learning.asp#change.

CHAMPS ARCHIVES

This event will be archived online and on CD-ROM. CHAMPS will email all identified participants when these resources are ready for distribution.

PLEASE JOIN US FOR SESSION THREE IN THIS SERIES!
www.champsonline.org/Events/Distance_Learning.asp#change

This live activity has been reviewed and is acceptable for up to 1.50 Elective credits by the American Academy of Family Physicians. Application for 1.50 Elective credits for the archived version will be filed immediately following the live event. Patricia Moten Marshall has indicated that she has no relationships to disclose relating to the subject matter of this presentation.

Roles in the Change Process

Staff Session Two in the Managing Change Series
"Empowering CHCs to Succeed"

Presented by Patricia Moten Marshall, SynerChange Chicago
Wednesday, October 6, 2010 - 11:30 AM Mountain Time

This presentation is supported by Grant Number 5 H68CS00150-20-00 from the Department of Health and Human Services Health Resources and Services Administration (HRSA) Bureau of Primary Health Care (BPHC). Views of the presenter do not necessarily represent the official views of CHAMPS, HRSA/BPHC, or the other sponsors of this presentation.

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The Series

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The Three Sessions

- Change as a Process – August 25th
- Roles in the Change Process – October 6th
- Resistance to Change – December 1st

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Series PreWork

Selection of a Change Initiative for the Series:

- Change happening at your organization that is having a significant impact on you and the area in which you work
- Change has already been approved for implementation
- Change in the planning stage or in the early stage of implementation
- Does not matter if you consider the change positive or negative

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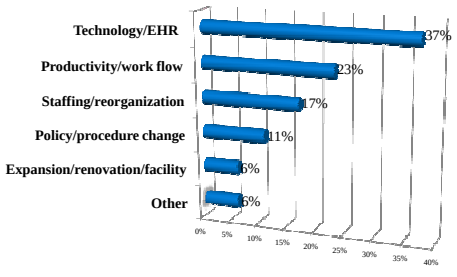
Change Initiative Selected



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Session #1

- **Change as a Process – August 25th**
- Roles in the Change Process – October 6th
- Resistance to Change – December 1st

Session #1 Objectives:

As a result of Session #1:

- Appreciate why change is such a challenge for organizations and individuals
- Understand the stages of the change process
- Learn the importance of articulating and clarifying the desired state of change

Session #1 Topics

- Definition of "Success"
- Why Change Poses Such a Challenge
- The 3 Stages in the Change Process
  - Characteristics of the Transition State
  - Moving out of the Present State
  - Articulating the Desired State
- Tactics for Moving Through the 3 Stages

Today's Session

- Change as a Process – August 25th
- **Roles in the Change Process – October 6th**
- Resistance to Change – December 1st

Today's Objectives:

As a result of session two participants will:

- Distinguish the roles individuals perform during the change process
- Understand the relationships of the various roles during the change process
- Learn what is required to effectively perform one's role(s) so that change objectives are achieved

Today's Topics

- A Brief Refresher
- The Four Roles in the Change Process
- Relationship of Roles
- Role Effectiveness

Today's Participants?

a. Senior Leadership/Administration
   - CEO, COO, CMO, CNO, Vice President
b. Manager
c. Provider
d. Non-management staff – Clinical
e. Non-management staff – Non-clinical
f. Board member

Question #1

- How many of you participated in Session #1?

Brief Refresher
Change as a Process

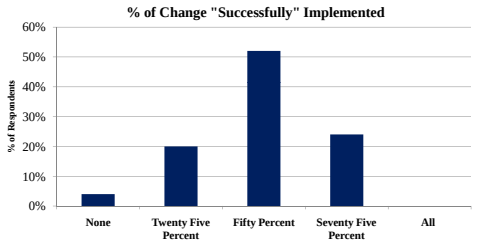
Definition

Our definition of successful change implementation is:

The stated human and technical objectives of the change are achieved on time, and within budget.

•Based on the work of ODR, Inc.

"Successful" Change



Change – What We Know!

- Increasing at an Exponential Rate
- Has both Dangers and Opportunities
- Assimilate Change at Micro, Organizational, and Macro Levels
- Increasingly people are hitting their "Future Shock" threshold

•Based on the work of ODR, Inc.

Future Shock!

That point in time when people can no longer assimilate change without displaying dysfunctional behavior.

•Based on the work of Alvin Toffler

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Managing Change Series: Roles in the Change Process– 10/06/10

Goal

- Raise the Future Shock Threshold
  - Education
  - Increase Resilience During Change
- Use fewer assimilation points during change
  - Implement change more effectively

•Based on the work of ODR, Inc.

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Change as a Process

Learning

Present State → Transition State → Desired State

Pain

Remedy

"Danger"

"Opportunity"

•Based on the work of ODR, Inc.

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Change as a Process

Present State → Transition State → Desired State

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Managing Change Series: Roles in the Change Process– 10/06/10

Change as a Process

Present State → Transition State → Desired State

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Characteristics of an Effective Vision

- Imaginable
- Desirable
- Compelling
- Feasible
- Focused
- Flexible
- Communicable

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Managing Change Series: Roles in the Change Process– 10/06/10

Question #2

- Of Those Who Participated in Session #1, how many of you were motivated to "***Action***" as a result of the session?
  - For Example:
    - Encouraged someone in your organization to attend this Session or access the archived Session #1
    - Refined the "desired state" for your change initiative so it could be clearly articulated

Question #3

- If you **were** motivated to "***Action***" as a result of Session #1:

Please type a brief summary of your action in the Ask a Question box below and push Submit.

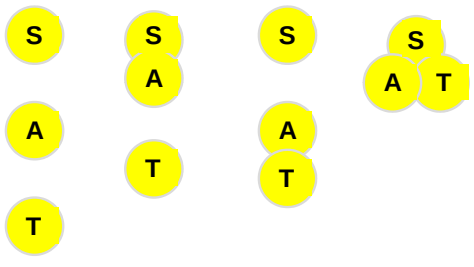
Roles in the Change Process

The Four Roles

Roles in the Change Process

- ***Sponsor*** - individual or group who has the organizational power to legitimize the change
- ***Change Agent*** - individual or group responsible for implementing the change
- ***Target*** - individual or group being impacted by the change
- ***Advocate*** - individual or group who wants the change to occur and does not have the organizational power to legitimize it.

Overlapping Roles



Question #4

- Which of the four roles is the most significant determinant of whether change is successfully implemented?
  - Sponsor
  - Change Agent
  - Target
  - Advocate

Sponsorship

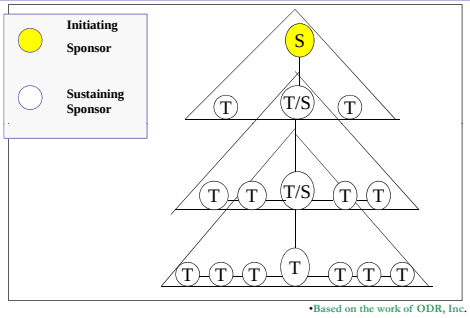
- Sponsorship is Critical to Successful Change
- Weak Sponsors Must be Educated, Replaced, or Prepare to Fail
- Sponsorship Cannot be Delegate to Agents
- Initiating and Sustaining Sponsors Must Never Attempt to Fulfill Each Other's Functions.
- Cascading Sponsorship Must be Established and Maintained.

•Based on the work of ODR, Inc.

Initiating vs. Sustaining

- Initiating and Sustaining Sponsors Must Never Attempt to Fulfill Each Other's Functions.
  - "Initiating" sponsors have the legitimizing power to start a change process for <u>all</u> individuals who must change.
  - "Sustaining" sponsors have the logistical, economical, and political proximity to those who must change.

Cascading Sponsorship



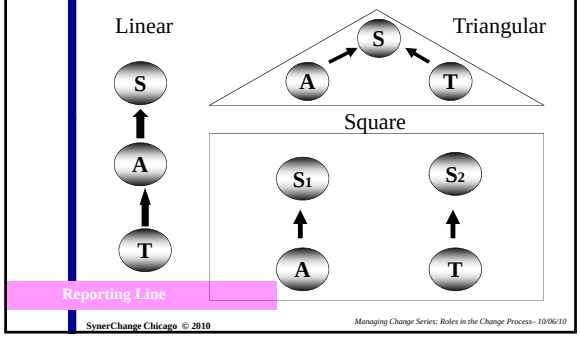
•Based on the work of ODR, Inc.

Question #5

- How many of you perform a sponsor (initiating or sustaining) role for the change you are focused on today?

Relationship of Roles

Key Roles - Basic Structures

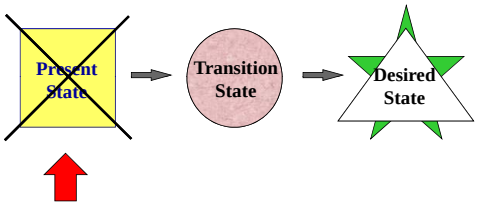


Role Effectiveness

Effective Sponsors Demonstrate

- organizational **role** to legitimize change
- **lack of acceptance** of the status quo
- clarity of **vision**
- knowledge of **resources** required to accomplish the change and the commitment to provide the resources needed
- understanding of the **organizational impact** of the change
- recognition of and empathy for the **human impact** of the change
- grasp of the **scope** of or size of the group impacted

Change as a Process



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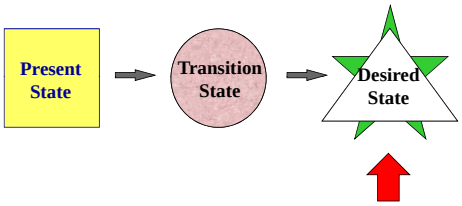

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- understanding of the **organizational impact** of the change
- recognition of and empathy for the **human impact** of the change
- grasp of the **scope** of or size of the group impacted

Effective Sponsors Demonstrate

- a **public role** which shows support for the change
- a **private role** which is consistent with the communication at the public level
- ability/willingness to use **rewards, logistical hassles and consequences** for stragglers
- commitment to **monitoring actions** to assure the change process is moving forward
- willingness to experience **personal sacrifice** to accomplish the change
- ability/willingness to **sustain support** throughout the duration of the change.

Sponsorship Foibles

- clarity of **vision**
- recognition of and empathy for the **human impact** of the change
- a **private role** which is consistent with the communication at the public level
- ability/willingness to use **rewards, logistical hassles and consequences** for stragglers
- ability/willingness to **sustain support** throughout the duration of the change

Question #6

- If you perform a sponsor role, which of the "Foibles" have you been guilty of, in the past?

Sponsorship Foibles

A. clarity of **vision**
B. recognition of and empathy for the **human impact** of the change
C. a **private role** which is consistent with the communication at the public level
D. ability/willingness to use **rewards, logistical hassles and consequences** for stragglers
E. ability/willingness to **sustain support** throughout the duration of the change

Effective Change Agents Demonstrate

- ability to work within the parameters set by the sponsor
- understanding of the psychological dynamics of change
- value of the human as well as the technical aspects of the change
- ability to design and carry out a change implementation plan
- capability of establishing and sustaining a synergistic relationships

Effective Change Agents Demonstrate

- knowledge of how to empower others during the change process
- ability to select and utilize appropriate communication styles
- willingness to solicit and provide ongoing feedback
- skills at assessing the level of commitment from the key players and bolstering faltering support
- skills of recognizing and managing resistance
- advocating skills
- professional behavior

Effective Targets Demonstrate

- inquiry about and desire to understand **why** the change is necessary
- Inquiry in to what is **expected** of them during the change
- ability and willingness to **overtly communicate** the source of their resistance
- interest in being **involved** in the change process
- desire to understand their own **reactions** and how they might inhibit or contribute to the success of the change

In Summary

In Summary

- What role do I perform for this change initiative?
- Who performs the other key roles for this change initiative?
- What role effectiveness characteristics need to be enhanced for this change to be successfully implemented?

Questions?

The Three Sessions

- Change as a Process – August 25th
- Roles in the Change Process – October 6th
- **Resistance to Change – December 1st**

For More Information

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Visit www.CHAMPSonline.org/Events/Distance_Learning.asp for details about sessions 1 & 3 in this series, and about other live and archived CHAMPS webcasts.

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CHAMPS Webcast Series
Managing Change: Empowering CHCs to Succeed

Staff Session Two: Roles in the Change Process

Pre-Work

In preparation for Session Two of the series, participants are requested to select a "Change Initiative" to focus on during the series if they have not already done so.

Instructions for selecting the "Change Initiative"

- Each person should select a change initiative that meets the following criteria.
- Criteria:
  - The change initiative should be one in which there has already been a decision to move forward
  - The change has a significant impact on you and the area in which you work
  - If you are a manager, the change should be one in which your leadership is key to the successful accomplishment of the change for the people reporting to you
  - For the change initiative to be successful, people will have to think or behave differently than they did prior to the implementation of the change initiative
  - Select a change that has not been fully implemented, and fits into one of the following categories:
    - The change has been approved for implementation, however it is still in the planning stages
    - Implementation of the change has only recently begun
    - The change is well underway, however, there is significant resistance that may lead to an unsuccessful implementation
  - It does not matter if you consider the change as positive or negative

Provide a brief description of the change below: