HOW TO COMMUNICATE ORGANIZATIONAL CHANGE

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OBJECTIVES

• Objective 1: Define the change process

Objective 2: Identify a needs assessment, SWOT and culture analysis, and guiding coalition.

Objective 3: Describe elements of short term wins

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead
CHANGE IS ESSENTIAL
Change Is Essential

• Aging employees
• Competitive leadership
• Reduce turnover
• Decrease costs

Aging Leadership

• The Baby Boomer generation, born 1945 to 1960, is causing an explosion in this age group
• January 1<sup>st</sup>, 2011, the oldest members of this generation turned 65.
• On that day, and for every day for the next 19 years, 10,000 members of this generation turn 65, resulting in 18% of the population over the age of 65, compared to 13% today
Turnover

• The national nursing turnover rate in middle managers and supervisors has increased to 6% over the last 2 years

• The national level of 22% for healthcare organizations

Effective Change

• Depends on a variety of things
  • Culture
  • Leadership
Organization Culture

- The way an organization conducts itself or “does things”
  - Sets the tone and environment
  - Set of assumptions concerning the internal and external environment
  - “Who you are”

Transformational Leadership

- Creates positive change in the followers
- Takes care of each other’s interests and acts in the interests of the group as a whole
- Utilizes visionary leadership
- Encourages followers to question assumptions and think about new ways of doing tasks
LEADERS COMMAND
THE ATTENTION OF A ROOM
Focus

- Process planning
- Developing people

To Make A Change...

- Direct the rider
- Motivate the elephant
- Shape the path
Direct the Rider

• Apply specific instructions
• Analyze the rights and wrongs

• Change becomes easier when the rider understands the issue.

Motivating the Elephant

• All about the way a person “feels”.
• Positive emotions motivate the elephant.
• Reduce change to bite size pieces.
• Allow comfort and positive emotions
• Eases the change process.
• Small wins lead to large victories.
Shaping the Path

- “Tweaking the environment”
  - Instructs one to change things to prevent natural bad habits or make old behavior difficult.
- “Daily habits”
  - Produce new behavior to ultimately change things.

Who Will Be Involved

- Key leadership
- Experts in the task
HOW DO YOU RALLY THE HERD?
Rallying the Herd

• Behavior is contagious
• Harness peer pressure
• Strength in numbers

• The core group must influence and listen to “the influencers”

Finding the Feeling

So what does it mean when your mood ring is on fire?
Finding the Feeling

- Paint a picture of importance of the change
- Hearts and minds must be engaged
- Successful transformations occur with effective vision
8 STAGES OF CHANGE

8 Stage Process of Creating Major Change

1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture
Establishing A Sense Of Urgency

- Examining the market and competitive realities
- Identifying and discussing crises, potential crises or major opportunities

Successful change requires “convincing at least 75% of your managers that the status quo is more dangerous than the unknown”

Harvard Business Review
Deterrence of Urgency

- Complacency
- Leisurely pace
- Energy level is rarely high
- Change initiatives are dead on arrival
- Little action is taken to correct problems
- No accountability

Sources of Complacency

- Too much happy talk from senior management
- The absence of a major and visible crisis
- Too many visible resources
- Low overall performance standards
- Organizational structures that focus employees on narrow functional goals
- Internal measurement systems that focus on the wrong performance indexes
- A lack of sufficient performance feedback from external sources
- Human nature, with its capacity for denial especially if people are already busy or stressed
- A kill-the-messenger-of-bad-news, low-candor, low-confrontation culture
Although the calm waters of status quo are comforting to most individuals, this is a false sense of security because beyond the horizon is certainly a storm.

**Sense of Urgency**

- Requires driving people forward instead of standing still
- Involve all staff in the process
- Bombard people with information on future opportunities
Principles

• Many people drive important change
• Requires: a “get to” mindset, not a “have to” mindset
• Head and heart
• Leadership not management

Sometimes you change plans at the last minute to seize the opportunity
The Change Process: Lead Up

Strategy for Leadership Development
Brenda Beggs
8 Stage Process of Creating Major Change

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Developing Leaders

- All employees
- Core values “who we are”
- Reimbursement cuts
- Consistency
- Competitive Advantage
FMS Mission

• The purpose of FMS, as the management company is to “develop leaders and provide excellent service

FMS Core Values

| Integrity | We strive to always conduct ourselves with honesty and fairness. We hold our employees and each other accountable. Our behaviors match our words and we take responsibility for our actions. |
| Joy | Happiness and joy are the cornerstones of our workplace. An employee is expected to enjoy and celebrate his/her job every day he/she comes to work. |
| Quality | Quality is expected in every aspect of work. This quality is expressed through our caring and compassion exhibited to all patients and co-workers. |
| Fiscal Responsibility | Growth and profitability are the responsibility of every employee. |
| Trust | Confidentiality is held in the highest regard. Employee and patient matters are protected with the strictest confidence |
Needs Assessment

• Determine our “needs”
• GAP Analysis
• Use team approach
• Implementation of newly revised core values and goals
• Identify emotionally mature and intelligent leaders.

What FMS must know
To face the challenges in the next ten years of home care and hospice, FMS leaders must adhere to the Mission, Core Values and exhibit Emotional Intelligence and Maturity while leading.

What FMS can do
Implement more formal orientation of Core Values – built into every phase of training and daily activity. Test / evaluate at hire those employees with most potential for growth and EI.

What FMS knows
Current personality profiling and survey results reveal that current leadership exhibit proficient clinical skills (soft gaps), but not the tendencies to lead employees to change at the next level by evidence of agency statistics (hard gaps).

What FMS must do
FMS must infuse at every level the Mission and Core Values of the organization. Through introduction at evaluation, every employee will be educated. Leaders must be identified at earlier stages to prepare them for leadership or grow them to greatest potential.
## Opportunities & Threats

- **Opportunity** “is a condition in the general environment that if exploited effectively helps a company achieve strategic competitiveness”

- **Threat** is a “condition in the general environment that may hinder a company’s efforts to achieve strategic competitiveness”

### SWOT Analysis

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<thead>
<tr>
<th><strong>Strengths</strong></th>
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<tbody>
<tr>
<td>Coverage area is positioned in both metropolitan and rural areas</td>
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<tr>
<td>Tenure – Many employees have over twenty years with the company</td>
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<tr>
<th><strong>Weaknesses</strong></th>
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<tr>
<td>Competition is very high in many of the areas we provide care</td>
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<tr>
<td>Tenure - Although these are strengths, we must be aware that length of tenure can “constrain the breadth” of our knowledge base.</td>
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<th><strong>Opportunities</strong></th>
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<tbody>
<tr>
<td>A growing population of Medicare-age people and the geographical distribution of those people is definitely an opportunity for our industry.</td>
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<tr>
<td>Use our tenure to improve on our strengths and not fall into the trap of complacency, we must seek to produce higher performance when making strategic decisions and not maintain the status quo.</td>
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<tr>
<td>Creative Solutions division provides opportunities on the education/consulting side. As regulations change, we are able to offer education, products and services that help agencies across the U.S. prepare, adjust and survive the next round of changes they must face.</td>
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<th><strong>Threats</strong></th>
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<tr>
<td>Regulatory Changes</td>
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<tr>
<td>Constant changes are often costly and require a great deal of energy and education to implement.</td>
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“I alone cannot change the world, but I can cast a stone across the waters to create many ripples.”

— Mother Teresa

Establish a sense of urgency

- Changing environment
- Clear direction
- Creating passion
- Brace the company for the next ten years of cuts and uncertainty
- Every employee plays a part
Build a guiding coalition that can make change happen

Guiding Coalition

• Find the right people
• Create trust
• Develop a common goal
Who makes up the Guiding Coalition?

• Executive team
• Small team
• Decision makers
• Clarity

Communication

Guiding Coalition
Executive Team
Directors of Area Development
Agency Directors and Administrators/Department Directors
Assistants/Coordinators/Staff

Feedback
Generate Short Term Wins
Developing a Compelling Vision

• **High level:**
  • Impact made on employee behavior and care that is provided to patients
  • Infusion of values into the DNA of who we are
  • Increase level of happiness and retention

• **Individual Level:**
  Identify next generation leaders

Develop Strategy

• **Unveil at meeting with leadership**
  • Edit and make final adjustments based on feedback
  • Company-wide webinar
  • Tip sheet detailing core values

• **Annual Evaluation**
  • Educate & Evaluate every employee using the core values
  • Follow-up and survey to get feedback from employees
Strategy Continued

• Orientation
  • Education on “who we are”
  • Hot Topic Teleconference
  • Online Module Developed

• Emotional Intelligence Inventory
  • Emotional Intelligence Quotients Quiz
  • Identify potential leaders and weak areas for focus

• Lead Up
  • Enroll potential new leaders and existing leaders who seek to attend

Empowering People to Effect Change
Empower Broad-based Action

• Lay the mental groundwork
• Use visual reminders and contests to build these habits.
• Create a new language and inspire followers.

Empowering People To Effect Change

• Communicate a sensible vision to employees
• Make structures compatible with the vision
• Provide the training employees need
• Align information and personnel systems to the vision
• Confront supervisors who undercut needed change
Empower – Clarity Dissolves Resistance

- Obstacles to overcome
  - Time
  - Lack of commitment
  - Decision paralysis
  - Approach
  - Current Systems
  - Random attendance
  - No set identification of participants

SHORT TERM WINS

Measurable points of improvement
The Role Of Short Term Wins

- Provide evidence that sacrifices are worth it
- Reward change agents with a pat on the back
- Help fine-tune vision and strategies
- Undermine cynics and self-serving resisters
- Keep bosses on board
- Build momentum

Generate Short Term Wins

Consolidate Gains and Produce More Change

- Use the planning process
  - Accomplish small goals
- Rollout has been woven into the evaluation process.
  - Each employee is evaluated annually on those very values.
- Newly hired employees
  - Exposure to the new values at hire
- Candidate selection based on emotional intelligence
- Breaking the change into smaller pieces
  - Controllable time points
  - Success
Short-Term Wins

- Distribution of information
  - Update on progress listed on website, Facebook, and Twitter
- Evaluate turn-over @ beginning & end
- Employee satisfaction @ beginning & end
- Develop a certificate of completion

Consolidate Gains and Produce More Change

- Guiding coalition seeks to manage performance, achieve continuous improvement, and produce more change in the future.
- Feedback
  - Evaluation process
  - New orientation structure
  - Alignment structures and policies with the vision of transformation.
Consolidate Gains and Produce More Change continued

- Strengthen the values and vision through hiring, promoting and developing of people.
- Expect existing employees to adopt the values and function within them in every aspect of their jobs.
- Identify newly hired employees early and train and strengthen based on their EI and abilities to implement the change vision.

Anchoring the Change into the Culture

- Through productivity-oriented behavior continue to pursue goals.
- Orientation and leadership identification will assure better leadership.
- Identify one of the strongest campaigns promoted internally and externally.
- Philosophy centers around this program.
Anchoring the Change into the Culture

• Existing employees and newly hired employees attend a program called Lead Up.
• Visible core values through actions and words.
• Survey Monkey ‘How are we doing’

“The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well.”

Ralph Waldo Emerson