Transformation: the Key to Organizational Survival

Presented by
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Learning objectives
- Identify the difference between transformation and change
- Identify the steps required for transformation
- A view of the future
- Building Transformational Success
Transformation versus Change

Transformation:
A process of profound and radical change that orients an organization in a new direction and takes it to an entirely different level of effectiveness; a basic change of character and little or no resemblance with the past configuration or structure.

Change: To become or make different: to exchange, substitute, or replace something: to pass from one state to another.

Benefits of transformation

• Leaders:
  • Prepares for the future
  • Lays the foundation for a learning organization

• Staff:
  • Participation in creating a new company
  • Opportunities to advancement
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The 8 steps to Transformational Change

• Creating the Vision
• Creating the gap between future and current state
• Building the Burning Platform for Transformation
• Analyzing and using data to Transform
• Engaging Stock Holders
• Empowering employees to action
• Creating short term wins
• Sustaining gains over time
A Glimpse of the future

The Sixth Sense:

Creating the Vision

• Leadership driven
  • Fully developed vision of the future
    • Imaginable
    • Desirable
    • Feasible
    • Focused
    • Flexible
    • Communicable
  • Share the vision
  • Share the future
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From Here to There

• Where are we now
  • What do we look like
• What will we look like when we are transformed?
• What are the distinct differences?
• Create the picture of now and then
Building the Burning Platform

- Create a sense of urgency
- Describe the pending crisis
  - What will happen if we stay the same
- Overcoming complacency
  - Create a crisis
  - Role of mid and lower level managers
  - The role of referent leaders among staff
  - Rooting out the saboteurs

Using Data to Drive Transformation

- National data
- State data
- Local data
- Agency data
Engaging the Shareholders

• Building a coalition
  • “Because change is too difficult to accomplish, a powerful force is required to sustain the process. No one individual, even a monarch-like CEO, is ever able to develop the right vision, communicate it to the large numbers of individuals, eliminate all the key obstacles, generate short term wins, lead and manage dozens of change projects, and anchor new approaches deep in the organizations culture.” 
  Leading Change by John Kotter

• Team members
  • Position power
  • Expertise
  • Credibility
  • Leadership

Empowering Employees to Action by:

• Communicating a sensible vision to the employees
• Making structures compatible with the vision
• Providing training to the employees
• Aligning information and personnel systems to the vision
• Confronting supervisors who undercut the needed changes
Creating short term wins

• The role of short term wins
  • Provides evidence that sacrifices are worth the effort
  • Rewards change agents
  • Helps fine tune the vision and strategies
  • Undercuts cynics and self-serving resisters
  • Keeps bosses on board
  • Builds momentum

Sustaining Gains Over Time

• Talk constantly about and share the vision
Sustaining Gains Over Time

- Talk constantly about and share the vision

The Power of the Mind

Group Exercise
The Power of the Mind

“Is it possible that we’re so conditioned to our daily lives, so conditioned to the way we create our lives, that we buy the idea that we have no control at all? We’ve been so conditioned to believe that the external world is more real than the internal world. This new model of science says just the opposite. It says what’s happening within us will create what’s happening outside of us”
Dr. Joseph Dispenza
From The Little Book of Bleeps; book on (Quantum Physics theory applied)

The Power of the Mind

“Okay guys. It’s time for a course correction on our trajectory along the path of our adventure, and that course correction is the movement to a new paradigm. It’s just an expansion of the old. It just says the universe is larger than we thought it was in our modeling and it’s always larger than we think it is”
William Tiller Ph.D.
From The Little Book of Bleeps; book on (Quantum Physics theory applied)
The Learning Organization

Learning organizations are organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together. (Senge 1990: 3)

The Learning Company is a vision of what might be possible. It is not brought about simply by training individuals; it can only happen as a result of learning at the whole organization level. A Learning Company is an organization that facilitates the learning of all its members and continuously transforms itself. (Pedler et. al. 1991: 1)

Learning organizations are characterized by total employee involvement in a process of collaboratively conducted, collectively accountable change directed towards shared values or principles. (Watkins and Marsick 1992: 118)

Questions?

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