QI Power Hour

LEADING CHANGE &
CHANGE MANAGEMENT

With Dave Broda

TREATY 6 TERRITORY & HOMELAND OF THE METIS

HQC is situated on Treaty 6 Territory and the Homeland of the Métis.

We pay respect to the treaties that were made on this land and acknowledge the harms and mistakes of the past. We are committed to move forward in partnership with Indigenous Nations in the spirit of reconciliation and collaboration.

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Citizen Science in Public Health Policy: Leveraging the Power of Ubiquitous Tools

Oct 25, 2019 at 9:30 AM

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QI Power Hour Across Saskatchewan

Over

60

Companies & Organizations

QI Power Hour Across the World

Over
20
Companies & Organizations
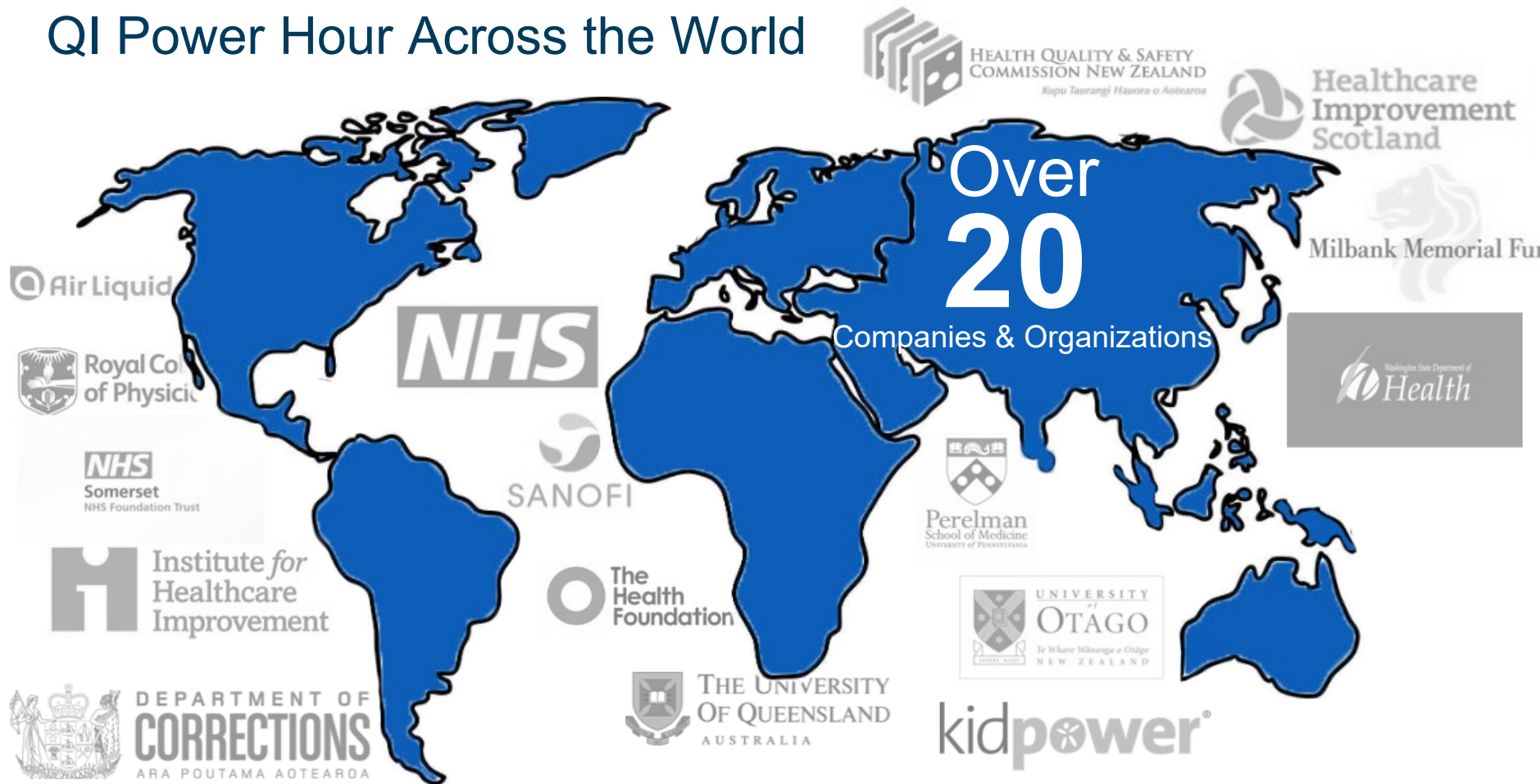
Webex tool: chat function

Chat functions:

- Share questions, comments, and ideas

- Click on the message bubble icon to access the chat

- Send to Everyone

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Today's Topics to Explore

1. How does my leadership approach help and hinder my change efforts?

2. How important is the team in my change effort?

3. How can I make sense of the various change models out there?

"Leaders frequently underestimate the amount of work required for the change, overestimate the organization's capacity to make the change, and misjudge how the organization views their connection to the change."

- Ron Carucci (author of How Leaders Get in the Way of Organizational Change)

Choosing an approach is the important thing

...that we're reading the book and choosing a path based on what we know, as opposed to leaving the book on the shelf.

Why do I like this model?

Part 1:
My approach
I paint everything blue

What contributes to my personal approach?

- Values
- Personal competence
- Social competence
- Personality (preferences)

- Leadership style
- Communication experience
- Conflict style
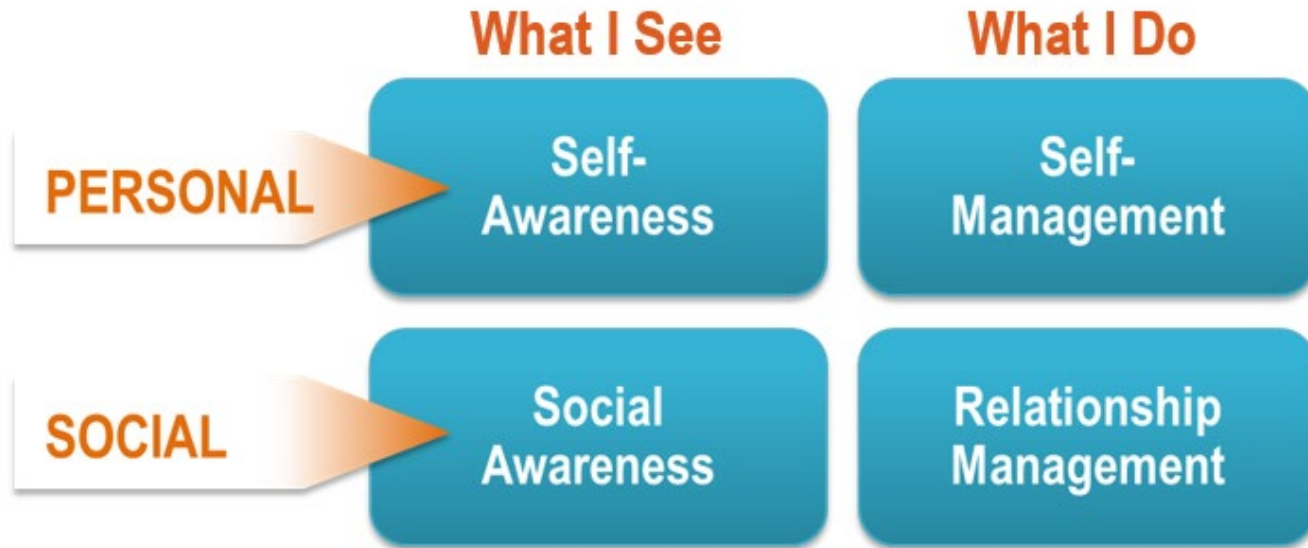- Other situational or chronic issues

Values

"Who you are, what you hold dear, what upsets you, and what underlies your decisions, are all connected to your personal values. Your values reflect your beliefs and what is important to you. They are a shorthand way of describing your motivations. Your beliefs ground what you value – both drive your decision-making."

Personal and Social Competence

4 Core Emotional Intelligence Skills

What I See **What I Do**

PERSONAL → Self-Awareness | Self-Management

SOCIAL → Social Awareness | Relationship Management

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Personality

- Myers-Briggs Type Indicator (MBTI)
- The Enneagram
- The DiSC Assessment
- Four Color Personality Assessment

Leadership Style

| Directive	Visionary	Affiliative
Do what I tell you to do	Here's where we're going	Leadership through relationship
Participative	Pacesetting	Coaching
Let's decide together	Run fast, keep up	Long term development of others

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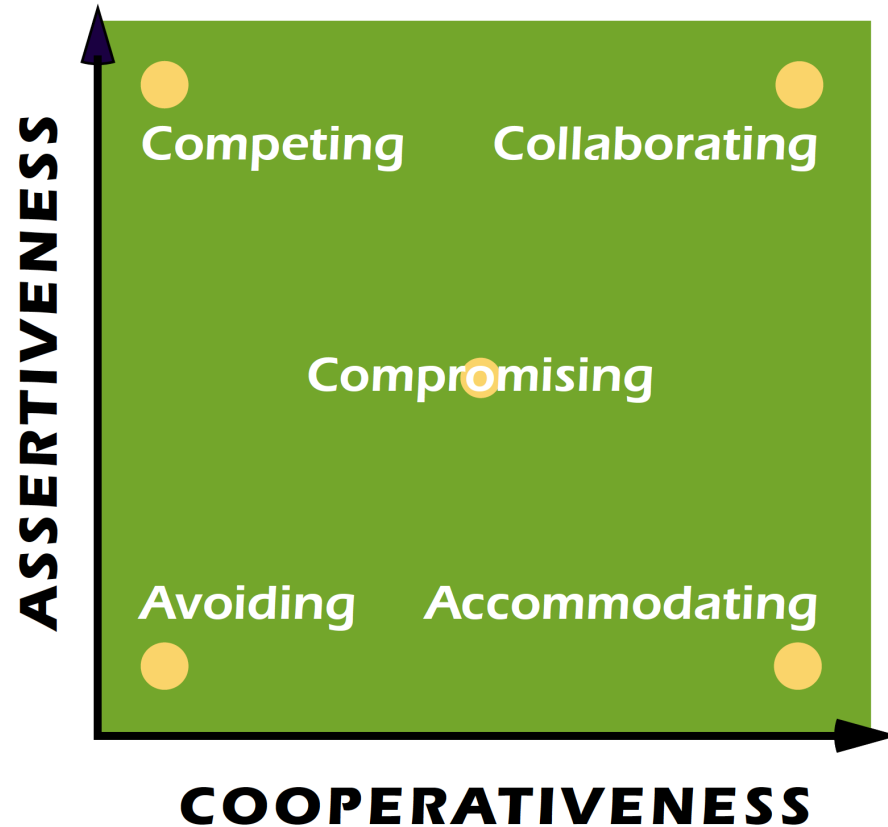
Communication Style

- How do people experience you?
- How are you making communication a relaxing experience?
- How are people changed after having a conversation with you?
- How listenable are you?
- Have you ever audited your consistency?
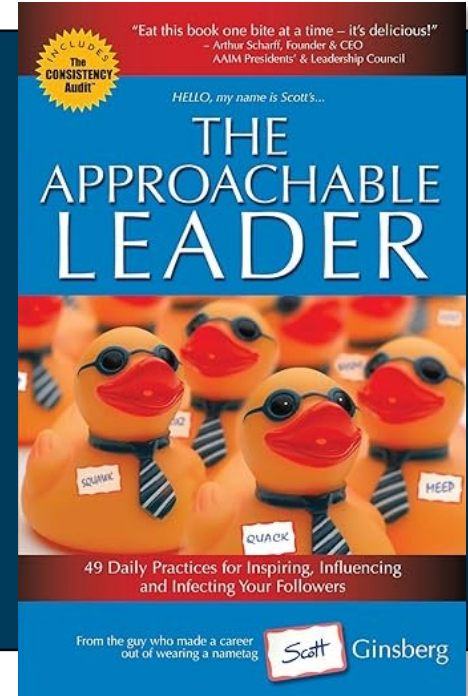
Conflict Style

Example

I value a work/life balance, honest communication, and relationships. I have good self and social awareness but my focus on relationships can eat away at meeting and project time. I tend to procrastinate because I see deadlines as negotiable. Because I am an affiliative and democratic leader, my team members are likely to feel heard, but they may not get direction quickly from me. And when conflict arises, I can be collaborative or competitive.

What are the implications of inattention to **leading self** first?

Complexities of Leading

Change Curve

Adapted from Dr. Elisabeth Kübler-Ross Publication, 1969
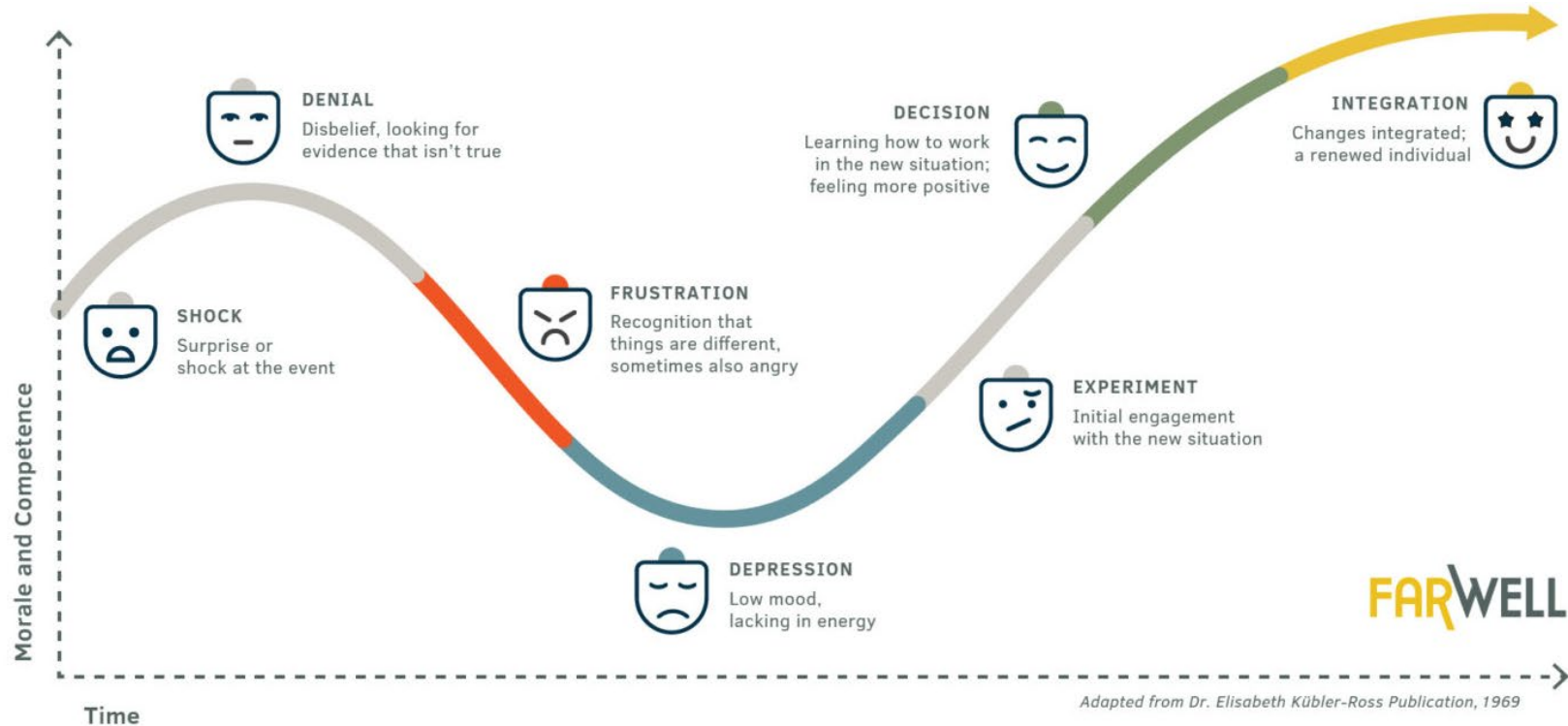
Change Can Actually Cause Pain

SCARF Model of Social Threats and Rewards

AWAY *from* *Threat* *Response*

TOWARD

Status
Certainty
Autonomy
Relatedness
Fairness

Reward *Response*
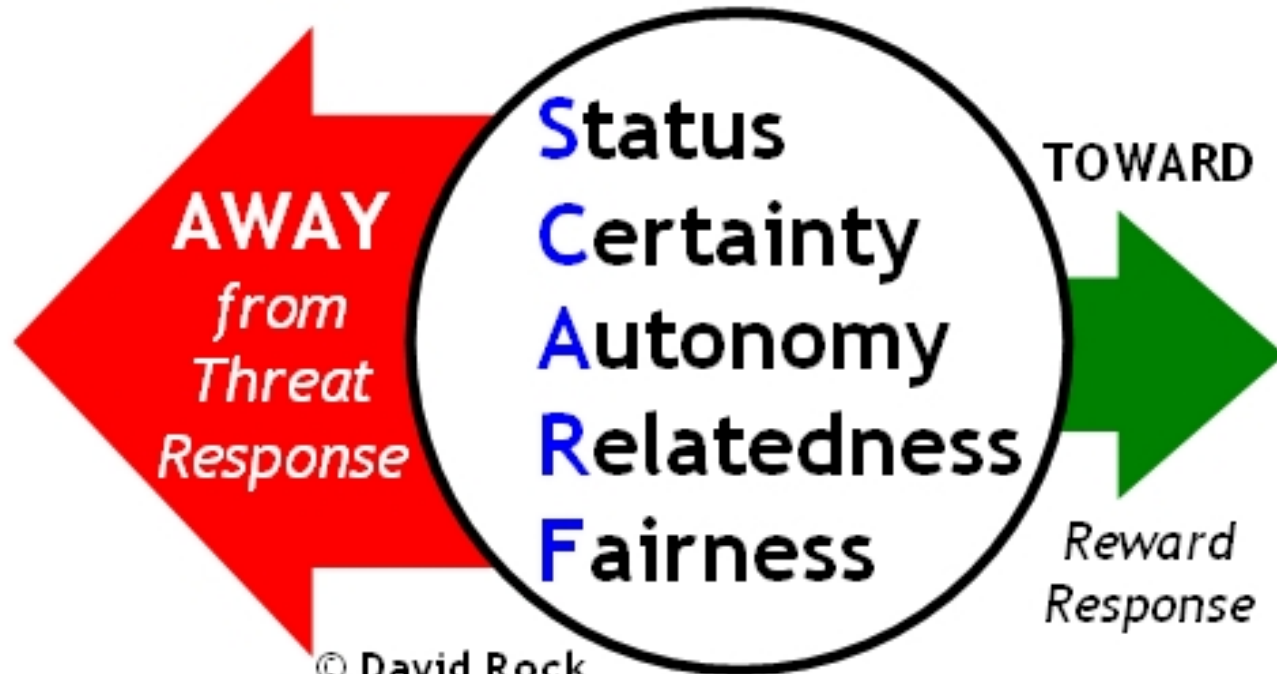
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Building Your Coalition

Tuckman's Model of Five Stages

High Performing Team

Results
- Highly motivate and stable team
- Consistently hitting objects and result
- Focused on the team results

Accountability
- Poor performance is dealt with
- Team standards the same for all
- People understand and own their work

Commitment
- Clear objectives and priority
- Buy in from the team
- Fully engaged team members

Conflict
- Have healthy team debates
- Work out solutions to issues together
- Challenge poor behaviour quickly

Trust
- Ask for help
- Share weakness and help each other
- Believe everyone is trying their best

Dysfunctional Team

Result
- High team turnover
- Poor performers
- Focus on own results, not the team

Accountability
Poor performance is tolerated
Lack o ownership from the team
Objectives missed

Commitment
- Keep discussing the same thing over and over
- Wont commit to work
- Unclear objectives and priority

Conflict
- Avoid people
- Avoid problems
- Don't confront issues or behaviours

Trust
- Hide mistakes
- Make assumptions
- Hold grudges

Lack
of
Results

Avoidance of
Accountability

Lack of Commitment

Fear of Conflict

Lack of Trust

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Part 3:
Change Leadership & Change Management

We manage processes and we lead people

Change management refers to a set of basic tools or structures intended to keep any change effort under control.
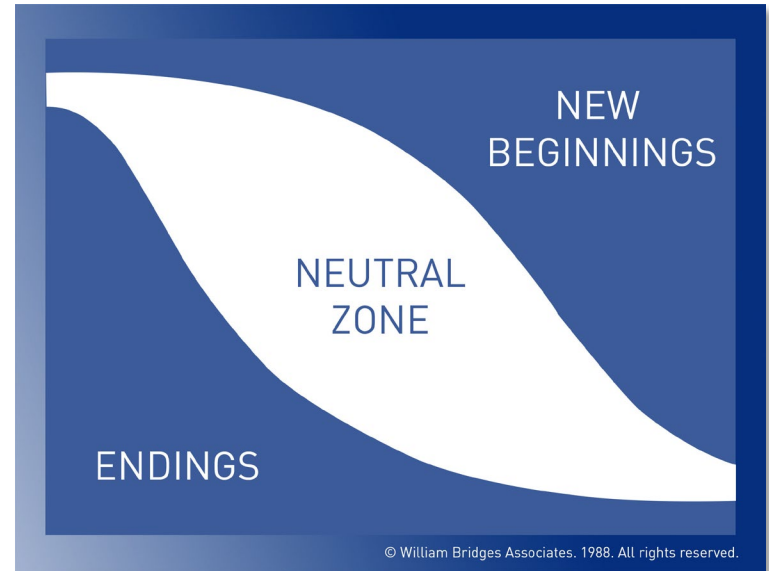
Change leadership is an engine. It's about creating urgency, vision and empowerment. It's about the people who want to make something happen.

Bridges Transition Model

1. Communicate why the change is needed

2. Gain investment and understanding from those impacted

3. Audit the organization's readiness

4. Educate leaders on the change and support needed

5. Monitor progress of team members

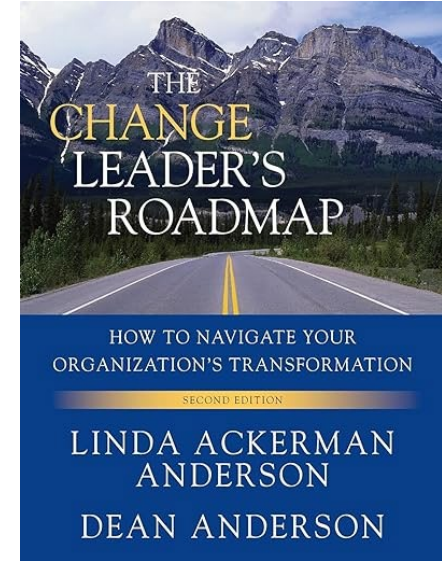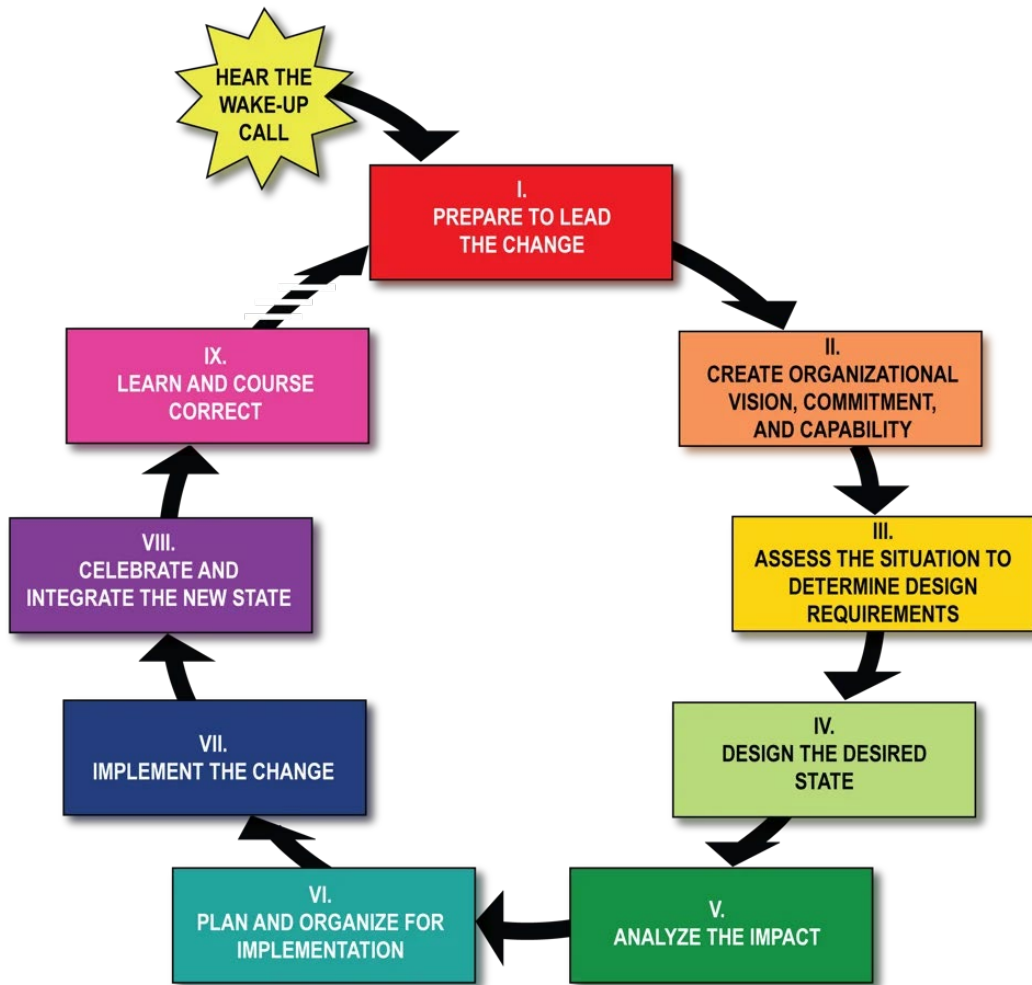6. Help members understand their roles and their importance

NEW BEGINNINGS

NEUTRAL ZONE

ENDINGS

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7-S Framework

What structure do we need to execute the strategy?

Structure

What business system do we need to use or invent to execute the strategy?

What should we do to solve the specified business problem?

Strategy

Systems

Original 7-S as published by framework's authors *. Comments and color scheme by BSCDesigner.com

Shared Value

Which of our principles help us? Why do we do what we do in the way we do it?

Skills

Style

What are the specific skills that will help us? What skills do we need to develop?

Staff

What leadership style and cultural qualities will help us to achieve a strategic objective?

How should we help our managers in their growth?

7-S Framework

* Original 7-S framework was introduced by Robert H. Waterman, JR., Thomas J. Peters, and Julien R. Phillips. in "Structure is not organization", Business Horizons (1980, June). Comments and color scheme by BSC Designer.com

Legend: ● Hard Ss ● Soft Ss

HEAR THE WAKE-UP CALL

I. PREPARE TO LEAD THE CHANGE

II. CREATE ORGANIZATIONAL VISION, COMMITMENT, AND CAPABILITY

III. ASSESS THE SITUATION TO DETERMINE DESIGN REQUIREMENTS

IV. DESIGN THE DESIRED STATE

V. ANALYZE THE IMPACT

VI. PLAN AND ORGANIZE FOR IMPLEMENTATION

VII. IMPLEMENT THE CHANGE

VIII. CELEBRATE AND INTEGRATE THE NEW STATE

IX. LEARN AND COURSE CORRECT

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THE CHANGE LEADER'S ROADMAP

HOW TO NAVIGATE YOUR ORGANIZATION'S TRANSFORMATION

SECOND EDITION

LINDA ACKERMAN ANDERSON

DEAN ANDERSON

SASKATCHEWAN HEALTH QUALITY COUNCIL

Lewin's Change Model

Unfreeze

1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns

Change

1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view

Refreeze

1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success

Honourable Mentions

- Institute for Healthcare Improvement Psychology of Change Framework

- Buchanan and Boddy Change Manager Competency Model

- Carnall Change Management Model

- Change Acceleration Process Model

- Luecke's 7-Step Model

- Cummings and Worley 5-Phase Change Management model

1. **Assess your readiness for change**, your approach, and your organization's readiness and commitment for the change.

2. **Expect emotion and resistance**. Listen to your team member's difficulties and frustrations. Validate and respond.

3. Communicate with your teams **why** the change is needed – purpose. Anchor it to something outside your authority. Something bigger, something important in the world, a shared value. Create urgency, establish a burning platform, and a public narrative (Why me? Why us? Why now?)

4. Paint a picture of a defined **vision** - the future state so teams know where you're going and what success looks like

5. **Share the plan** about how you're going to get there. Incorporate systems thinking, strategy, and system readiness. Answer their questions to increase their knowledge of the plan.

6. Build and **grow your team**. Recruit champions and build a coalition for change. Enable team-building and development. Invest in trust-building and constructive conflict. Ensure clear boundaries and encourage commitment to the principle of acceptance.

7. **Empower each team member**. Provide each team member with a part to play. Allow them autonomy and navigate their threats/rewards and journey through the change individually. Develop them and their skills and abilities.

8. Have a **momentum and reinforcement plan**. Offer genuine, positive reinforcement to team members. Celebrate wins and achieved milestones. Continue to adapt, sustain your acceleration, and ground your changes in culture.

Next steps

- **Learn about you** – Your values, personality, leadership style, your communication style, your conflict style

- **Communication improvements** – experience, verbal, written (project management tools) and reconcile discrepancies

- **People-development leadership** – Invest in your team. Be purposeful in your recruitment. Build their skills and their confidence. Empower them

- Have some conversations with your leadership team on **organizational readiness**, capacity, commitment, and culture

- **Choose a model**, or a combination of models to guide you

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