

# “WHAT and WHO is KILLING YOUR CHANGE INITIATIVE”

**Cathy Stauffer Wozniak, MPH, MBA**  
Hospice/Palliative Care and Leadership Consultant  
The Corridor Group and The TEAM Approach

**Michelle Smagacz, RN, BSN, MBA**  
Chief Operations Officer  
Hospice of Santa Cruz County

## OBJECTIVES

- Describe the difference between change and change management.
- Interpret how change impacts your organization and staff
- Identify the three phases of change and formulate ideas about how to help staff adjust to change.
- Summarize at least four strategies to help staff accept change and recommend ways to model communication.

## WHAT IS CHANGE?

**Right half of room:** Participants will be asked to write on newsprint posted on the wall, what they think change means?

## WHAT IS CHANGE MANAGEMENT?

**Left half of room:** Participants will be asked to write on newsprint posted on the wall what change management means?

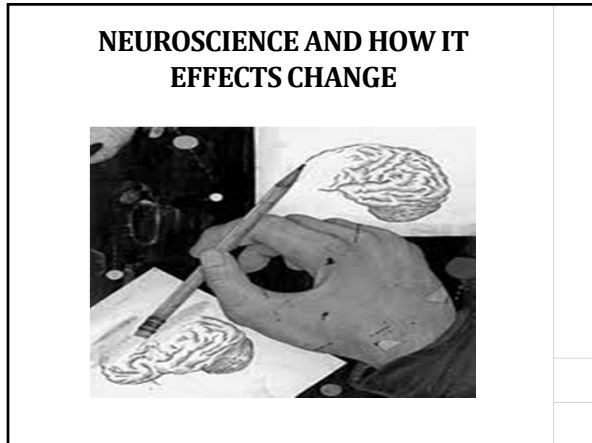
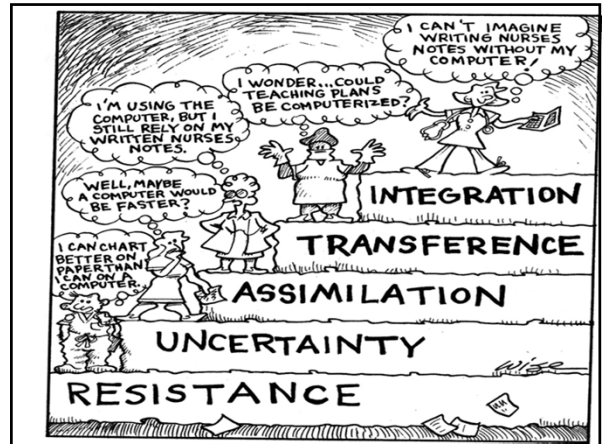
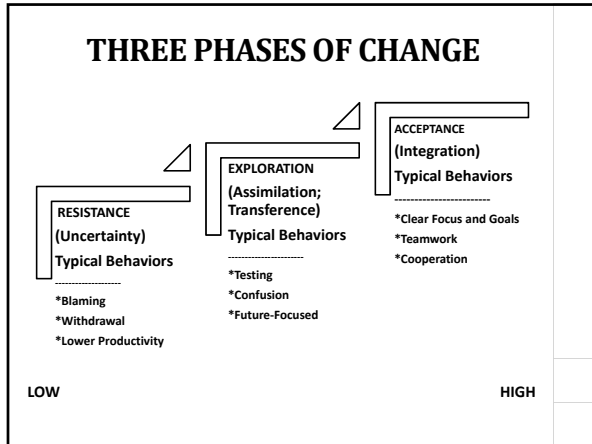
## THE DIFFERENCES

### Change and Change Management

--Group Debrief--

## WHAT AND WHO KILLS CHANGE INITIATIVES

- A bureaucratic, secretive, low-trust culture
- Negative team members
- Initial resisters
- Lack of communication across the organization
- Lack of change agents
- Leadership
- Lack of organizational commitment
- Lack of a change implementation plan
- Lack of urgency
- Poor vision behind the plan



### RESEARCH LINKS BETWEEN PSYCHOLOGY AND NEUROSCIENCE REVEAL THE REASONS BEHIND WHY CHANGE IS DIFFICULT

**Change is Pain**

Organizational change invokes sensations of physiological discomfort.

**As a result you need to:**

- ✓ **BE CLEAR** about a communication strategy
- ✓ **PROVIDE** details and information early by bringing people face-to-face with why the change is necessary- **BE TRANSPARENT!**
- ✓ **PROVIDE** credible, believable reasons for change- **SCRIPT IT!**
- ✓ **LET** team members ask questions, express opinions/concerns and respond to them timely – they need to feel included
- ✓ **IDENTIFY** team members that may be early change agents and **GROW THEM** to further develop their skills

### Focus is Power

The act of paying attention creates chemical and physical changes in our brains.

**As a result you need to:**

- ✓ **WELCOME** team members' involvement in decision-making
- ✓ **PILOT** the change initiative with your identified change agents who are committed to making the change work
- ✓ **RALLY THE HERD** by creating opportunities for your change agents to contact those who have not made up their minds about the change
- ✓ **CREATE A SENSE OF URGENCY** for change

**Expectation Shapes Reality**

People's preconceptions have a significant impact on what they perceive.

**As a result you need to:**

- ✓ **CREATE ALIGNMENT** – research shows that most leaders can create vision and many can execute but most fall short when it comes to alignment
- ✓ **LIMIT** the number of new change initiatives- **MAKE THE CHANGE FEEL DOABLE**
- ✓ **SELECT AND ALIGN** a broad-based team to lead the change on a day-to-day basis
- ✓ **MODEL** behaviors expected of others and **CLARIFY PRIORITIES**
- ✓ **DEFINE** the metrics of success
- ✓ **CREATE ACCOUNTABILITY** expectations by showing that leadership is serious and committed about successful implementation of change.

## Attention! Attention!

**"Attention density" shapes identity**

Repeated, purposeful and focused attention helps lead to long lasting personal evolution.

**As a result you need to:**

- ✓ **FRAME** the change in terms of a cause that is motivating and passionately inspire the vision – **GET THEM TO SEE AND FEEL CHANGE – GRAB THEIR HEARTS AND THEIR MINDS WILL FOLLOW**
- ✓ **EXPAND** opportunities to increase the involvement and influence of those being asked to change
- ✓ **REINFORCE REPEATEDLY** the movements toward change by **ACKNOWLEDGING** the early change agents.
- ✓ **TWEAK THE ENVIRONMENT**- develop right infrastructure, design situations, tools, resources, procedures, forms, etc.
- ✓ **CELEBRATE** the steps taken toward the goal

## SOME REALITIES OF CHANGE MANAGEMENT

**"When change is done to people, and not with people, it creates resistance."** --Chief Learning Officer – July, 2011

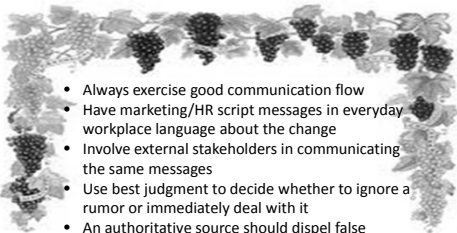
**"Those who plan the battle rarely battle the plan."** --Pat Zigarmi and Judd Hoeskstra

**"Change efforts often fail because sponsors don't pay ongoing attention to the change initiative they launch."**  
-Chief Learning Officer – July, 2011

**"In an aligned organization, every employee – from executive suite to the receptionist – understands not only the strategy and goals of the business, but also how his or her work contributes to them."**  
--George Labovitz

**"The Secret of Change is to focus all your energy, not fighting the old, but on building the new."**  
---Socrates

## MANAGING THE RUMOR GRAPEVINE



- Always exercise good communication flow
- Have marketing/HR script messages in everyday workplace language about the change
- Involve external stakeholders in communicating the same messages
- Use best judgment to decide whether to ignore a rumor or immediately deal with it
- An authoritative source should dispel false rumors
- Have a policy for dealing with rumors
- Build a culture that promotes cooperation rather than silos

## MODELING COMMUNICATION ABOUT CHANGE

**1. Follow handout script of ineffective communication regarding change.**

**Describe what was ineffective?**

**2. Follow handout script of effective communication regarding change.**

**What was different here?**

## FOUR SKILL POINTS TO USE WHEN ENGAGING IN A CONVERSATION ABOUT CHANGE

**SKILL POINT 1: DETAIL THE COMING CHANGE AND EXPLAIN REASON FOR IT.**

**What is the first thing Director does in the script that outlines a positive conversation about change?**

- The Director builds the team member's self-esteem.
- The Director explains the reason for the change.

**How does the Director do this?**

- The Director details the coming change and again explains the reason for it.
- Enough information is given so the Coordinator understands but isn't confused.
- The Director reassures the Coordinator about job security.

**SKILL POINT 2: LET THE TEAM MEMBER ASK QUESTIONS, EXPRESS OPINIONS AND CONCERNS**

**What does the Director do next?**

- The Director lets the Coordinator ask questions and express her opinions and concerns, even if they are negative ones.

## FOUR SKILL POINTS TO USE WHEN ENGAGING IN A CONVERSATION ABOUT CHANGE – CONTINUED

**SKILL POINT 3 – RESPOND TO TEAM MEMBER'S QUESTIONS AND CONCERNS**

**What does the Director do next?**

- The Director responds with more information.
- The Director responds to the concerns with reassurance.

**How does the Director do this?**

- The Director's responses were sincere and credible, not vague phrases such as "don't worry about it."

**SKILL POINT 4- GET COMMITMENT AND SET UP TIME FOR REVIEW**

**How does the Director close the session?**

- The Director reinforces that she knows the team member is capable and can handle it.
- The Director clarifies that the team member is willing to take on the job.
- The Director sets up the next meeting to talk about the change.

### CHANGE MANAGEMENT REFERENCES, RESOURCES and CERTIFICATION INFO

**References:**

- "HBR's 10 Must Reads on Change", Harvard Business Review, 2011.
- "Terms of Engagement: New Ways of Leading and Changing Organizations" by Richard H. Axelrod, Berrett-Koehler Publishing, 2010.
- "Heart of Change: Real Life Stories of How People Change Their Organizations" by John P. Kotter, Harvard Business School Publishing, 2002.
- "Good To Great: Why Some Companies Make The Leap...and Others Don't" by Jim Collins, Harper Collins Publisher, 2001.
- "Who Moved My Cheese?" by Spencer Johnson, M.D. G.P. Putman Sons Publisher, 1998.
- "Switch: How to Change when Change is Hard" by Chip and Dan Heath, Crown Publishing, 2010.
- "The Neuroscience of Leadership" by David Rock and Jeffrey Schwartz, Strategy and Business, 2006.

### CHANGE MANAGEMENT REFERENCES, RESOURCES and CERTIFICATION INFO

**Resources:**

- "Supporting Change", Vital Learning Corporation, 2012 (Leader facilitation training kit, workbook, on-line curriculum based course available).
- "Everything DiSC: The Five Behaviors of a Cohesive Team" by Patrick Lencioni and John Wiley and Sons, Inc., 2013 (DiSC profile, leader facilitation training kit, comparison reports available).

**Recommended Certificate/Certifications:**

- ASTD (American Society for Training and Development) Certificate Program in Change Management through ASTD Certification Institute, "The Certified Professional in Learning and Performance", (two full day classroom program or 12 hours on-line).
- PROSCI Change Management Certification program through Life Cycle Institute (three full day classroom program and simulated project to apply model to changes within your organization).
- Change Management Certification Program through Acuity Institute (also provide Six Sigma certifications), classroom training or optional on-line available for three months.



### FOR MORE INFORMATION

Cathy Stauffer Wozniak, MPH, MBA  
 Senior Consultant in Hospice/Palliative Care and Leadership  
[cathy@teamapproach.com](mailto:cathy@teamapproach.com)  
 302-525-0640 (Office); 800-864-4911 (Toll Free)

Michelle Smacagz, RN, BSN, MBA  
 Chief Operations Officer, Hospice of Santa Cruz County  
[m-smagacz@hospicesantacruz.org](mailto:m-smagacz@hospicesantacruz.org)  
 650-933-2114 (Office)