

Change Don't Leave Home Without It!

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You're traveling through another dimension, a dimension not only of sight and sound, but of mind. A journey into a wondrous land whose boundaries are that of imagination. That's the sign post up ahead, your next stop...The Change Zone!

Why a paper on change?

Isn't it funny? We learned all these methodologies about on process change and organizational change yet we didn't get a class in school on managing change. How to make change happen, how to get people to tolerate and cooperate with change. In this paper we will explore aspects of change that are necessary for us to help others, home in on some fundamentals of human behavior and fill you with thoughts for consideration ramping up your own capacity to help others change. **Note:** *This paper is not out to change you, but it is out to help you to choose to change.*

If process change is a battle, human change is an all out war!

You can standardize processes faster than you can change people. Six Sigma, Lean, Variation, PDSA, 5S are sort of our profession's meat and potatoes for process change. There are some aspects of change included, but very little to prepare us for the impending change Healthcare Reform will require of us. Including considerations for change, even at the individual level, will need to be part of our methodologies if we are to implement and change at the rates required to survive.

Change is personal

At a personal level, change is about pushing beyond a current level of understanding and safety into the unknown of something 'different'. **Principle:** *People fear what they can't control.* It's easy to sit back and speculate where others need to change much more difficult to see that in order to help others change, we must first experience the uneasiness of change.

Understanding personal change is the beginning of understanding organizational change. For organizational change is simply personal change on a

mass scale. The incentives, fears, reluctance, motivations that drive organizational behavior are the very same as those that drive personal change. You master what drives personal change then you can be better prepared to influence organizational change.

It's all about you

Quote: *The first person to take your good advice is you...* Price Pritchett. I'm sorry, but you are going to have to get involved in this process. Change is more experiential than cognitively learned. When you get better at changing yourself, you can better lend a hand helping others change. **Homework**

Assignment: to understand change, buy a few \$8 Price Pritchett – Ron Pounds booklets (Business as Unusual, High Velocity Culture Change are my favorites) and see how organizational change is simply collective personal change. See if it doesn't pause you long enough to consider your own capacity to change.

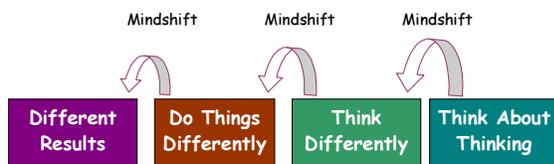
Sharing exercise –Collective sharing is a form of teambuilding. It opens a level of trust to speak out and receive what another is sharing. A high performing team leans on their commonness instead than their difference. There are Change Statements at the end of this paper. First, read each statement yourself, determine if you agree or disagree, then ask yourself why. Next, make copies for those attending a staff meeting (I've done with groups as large as 20+ and gotten great sharing). Tell them that this is a dialogue session that opens up sharing.

To get the most out of this collective effort, we need everyone join in. Next, read one statement out to the group: 'If you can change before you have to change, there is less pain.' Do you agree or disagree? Pause for at least a count of seven and if no one responds, then call on someone to answer. After they answer yes or no, then ask why. If the response is short or vague say... 'tell me more'. After the person shares, solicit others' thoughts around the statement. If it is hard to get them to share, share your own thoughts on it to encourage the sharing. Usually the dialogue will kick in after the 2nd or 3rd change statement. In fact, the sharing will bounce between people and develop a life of its own. This begins to build a collective voice (and understanding) on a topic. This is a form of teamwork.

William Isaac's model of Dialogue: Most of us are overconfident with our listening. It's been said that you are not fully listening until you are willing to be changed by what you heard. We think that if we are attentive when we have a conversation we, we are listening. Yes, but what's going on in your head while the other person is talking. Is your mind running off and thinking about something similar from your past, are you thinking about a neat response, does the internal committee in your mind decide where this person is right or wrong? In Dialogue, there is none of this. Its goal is pure shared understanding. Free of judgment, wandering thinking...just receiving and validating your understanding of what's being shared. In fact if you are truly listening, you'll be able to inquire at a level that causes them to reflect deeply about themselves to understand. Nothing is more affirming than to be understood. In Dialogue, each in the session attempt to achieve 50% Inquiry (listening to understand) and 50% Advocacy (talking). In a typical session (of 4 to 6 members) we handout a sheet random 'popcorn thoughts' or insights (email drohe@att.net to receive these), ask each to choose one, then go around inquiring and sharing like mentioned before. This truly requires you to change because you have never listened at this level before.

Mindshift Change Model

Observation: We are such reflex thinkers, we seldom pause long enough to ponder. Here's a Mindshift Shift Model that applies to personal change, but has application to team and organizational change as well. Its creator is Rolf Smith of the Office of Strategic Innovation who is the master of 'Different' which is the beginning of change.



This model works two ways. Reading the model from left to right: If you want different results, you've got to have a mindshift change to Do things differently. Seems reasonable yet many a management decision never understood this. To Do things differently there must be a mindshift to Think differently. This makes sense, but since we tend to think on autopilot, how do we Think differently. To Think requires us to Think about our Thinking. A formal name of this is metacognition. Another term

is reflective thinking. It's like riding shotgun with your mind and trying to observe why you think that way you think. I asked my friend Rolf how to do this last mindshift and he said you've got to notice you're noticing. You've got to be in the moment (present) to pay attention to your normal thinking which operates involuntarily. Then you can look for the cause of how and why it thinks that way.

Metacognition Exercise: To apply this model to you, next time something irritates or agitates you, pause on purpose to uncover what is agitating, why it is agitating, what circumstances spark it, etc. Why are you allowing something on the 'outside' of you control how you feel on the 'inside' of you? What's at the reins? You may have to ponder this a while to get your answer, but when you do, write it down (I write mine in the form a personal proverb) to understand it. Reading the model from right to left: It is then I can choose what to do with it. You can then change your Thinking if you want. Which in turn changes what you Do or how you react. Which finally allows you to get Results. And if this works for you personally, then you can translate it to others, team and organizational behavior.

How About Seven Levels of Change

Rolf Smith also came up with the Seven Levels of Change that apply at work and at home. Each level is progressively harder to make, yet the higher the level achieved, the greater the breakthrough. It's beneficial to know which levels have been considered as you go about working on a project. .

- Level 1 Do the Right Thing** (visioning) This is leaning your ladder on the right building. Set priorities, Use 80:20 thinking, Do what's important first
- Level 2 Do Things Right** – (standardizations) Follow procedures, Understand standards, Become more efficient, Clean up after yourself
- Level 3 Do Things Better** (continuous improvement) Think about what you're doing, Listen to suggestions, Think of ways to improve things, Help, coach, and mentor
- Level 4 Do Away With Things** (Lean) Eliminate waste, Stop doing what doesn't count, Quit producing what's not used, Ask, "why?"
- Level 5 Do What Others Do Well** (copy) Take time out to think, Find best practices, Read, observe, notice, study
- Level 6 Do Things That Haven't Been Done** (unique) Consider crazy ideas, Try new technologies, seek something everyone needs and become the expert on achieving it, Ask, "why not?"

Level 7 Do Things That Can't Be Done (imagine)
What's impossible for you today?, Where will it take real magic? Imagineer a perfect process, "Wouldn't it be amazing if ..."

Most folks operate around Level 1 through 4 Change. Level 5 through 7 Change although fewer in number bring about the greatest gain. Noticing the level of change and stretching to the higher levels of change is a developed skill.

Great groups have great enemies

Quote: *Leave it to a catastrophe to bring the team out of the individual.* Usually when we get a call from a manager asking for Team building, what they really are saying is that I haven't been able (or taken time) to develop the staff to work collectively. This is not uncommon, for most of us think that others should think the way we think, and we don't have a problem with ourselves ☺ To get teamwork, you've got to give the team the work. Get them to solve a problem they perceive is important and facilitate their team accountability until they derive a collective solution they can all live with. Working together is an acquired skill. The process of dropping personal preferences to work together toward a common end is repetitive until it is learned. The important thing is to focus on what's important. What is the enemy they are battling? Inconsistency, Poor response time, Stinky customer service. Once they understand what's defeating them, they can collectively decide how to resolve it,. **Tip:** For those who refuse to participate in this team stuff, one manager put it this way: *'This is what our family is now doing, do you want to remain part our family'.*

Mountain Climbing and Meetings

Tip: In climbing challenges, you are no faster than your greatest fear.

Do you want to be open and honest sharing in a meeting? Do you want sharing to expand and accelerate? In a collective setting, sharing personal risk rises. We don't think much about it, but safety directs so much of what we will and won't do in a collective setting. Great projects go south, people resist to the death, communication is masked or avoided, actions involuntarily move to protect self-interests...often because people don't feel safe. It is the unknown that grows into great fear and keeps people from pushing forward. Instead of climbing and experiencing, they dig their heels in and freeze until their internal survival wiring says it is ok to proceed. This applies in mountain climbing, change making, mind growing, whatever. The following are tips I've learned on my first mountain climb.

1. **Make it a safe place.** Make it ok to say I don't know, I don't understand, or I changed my mind.
2. **Acclimate where possible.** Get them used to the tools, the gear, the lingo. Practice on small challenges before graduating to the more challenging.
3. **Show the boundaries.** Tell them as long as you work within these, you are protected.
4. **Be specific on the sender's end.** Validate acknowledgement of clarification on the receiver's end.
5. **Focus on the parameter of variables that may impact success.** Monitor them and give a heads-up if caution is needed.
6. **Clear communication is established up front.** All words are codes (prime for misinterpretation), so clarity of what words mean is important. Are we clear on this, are there any question?
8. **Frequent feedbacks on progress,** encouragement, cautions, will stretch one's perceived fear zone. People will move farther faster if they know they are on track.
9. **Allow folks time to move within their perceived capacity.** The climb on the inside is greater than the one on the outside. That capacity is challenged under change, but as long as they are allowed to talk or work through their own rough spots, their ascension rate will surprise even themselves.
10. **Take every opportunity to remove the element of surprise.** Think through the possibilities. Never abandon a trust. Safety starts with, 'Can I trust you'.

Whether mountain climbing, establishing a team, pushing through a great project, these personal safety measures, if ignored, will stifle progress. If built into the change process, they will cause members to soar beyond what they previously thought was possible.

Organizational Behavior Change

Organizations and teams work off the same behavior principles as Personal Change. In short, people are incited to make a change out of something they fear (painful or embarrassing) or they are incited to change if the gain something they like or want. This is obvious on the personal level, but often overlooked at the team or cultural levels. Here are some change principles to consider:

If it's not on the leader's lips, it's not on the employee's mind. Consistency, frequency and

coherency of the message must be seen through the actions and decisions cascading out of the leadership. Casual communication and action won't get it. For major institutional change, this is often a 5+ year job.

Even collective change must be accomplished one by one. Change may be organizationally driven, but it's individually enlisted. It won't come by way of a memo or email, but through the immediate manager who explains what is to change, how it will be better and here's how to get on board.

Fear of looking bad in front of others can either save or slay you. It's amazing what people will do to not look bad in front of peers. To leverage this power in a positive mode, shame them into doing what's right. Apply 10% guilt. If you don't do your part, you are letting the entire team down.

Don't Pay 'A' and expect 'B' This is one of the most ignored principles around. If the hospital's Performance Management (Appraisal) system and policies do not match reality and reward their contribution will be diminished. Employees do what they are rewarded for.

If people can give their input, they don't won't have to get their way. As long as the employee is convinced the organization is listening to input, then the getting their way is secondary.

Bad boundaries make for bad government...David Kaufman, System 1 If your boundaries and governances are only around functional departments, they will degrade effectiveness of processes spanning multiple processes.

Don't make rules you can't enforce...David Kaufman, System 1 It adds confusion, diminishes authority, and creates inconsistency

Having the backing of authority keeps you from having to use it. To grow accountability in your project, gain verbal agreement from the sponsor to endeavor to support the team's solutions and do any blocking and tackling needed for participation, cooperation or implementation. As long as member and managers know you can call the sponsor at anytime reluctance dissolves before enforcement is needed.

Team Communication principle: In a team, *members tend to speak out of contribution or pain.* Contribution adds to the benefit of the team. Pain tries to control the conversation, require others to

agree with it, bring attention to itself. Your perspective changes when you view someone in pain.

Observations of Organizational Change

- 1. A healthy environment continually develops.**
Your department's development is based on its improvement. If you are not developing, you are losing.
- 2. If you can't inspire them into the future, then shame them out of the past.**
'Looking Good' or not looking bad can be a powerful ally. There are those who see the light to success then follow it. Those who are reluctant, need a push out of the past by not wanting to look bad amongst their peers.
- 3. To get the workforce generating improvement (change), make it easy.**
If the existing 'organization' is not built to embrace improvement; then redesign it. Receiving, grooming, implementing ideas must be welcoming, systematic, efficient and celebrated. Any neglect in any of these or delay dampens future participation.
- 4. Expectation defines its results.**
You get what you expect, monitor and reward (don't forget the last two). If you expect caring service, efficient operations and a supportive workforce, you'll get it or you will make it so. Make it easy for the workforce to participate in improvement and the ideas (and implementation) will flow.
- 5. Start with easy change, migrate to strategic change, complete with system change.** Change is a muscle which is gradually developed. If you are not good with the little, you'll struggle with the big. Everyone can make a small change (which has a personal affect), management can make operational change (which has a multiplier affect) and leadership can make system change which optimizes the whole over its parts (which has learning affect).
- 6. To reverse fighting fires, make improvement as important as problem solving.**
If you improve before you have to, it's like a 'controlled burn' in a forest fire. Fighting fires simply brings you up where you should have been. Improving places you ahead of much needed change. Allocate time and resources for improvement just as you do fighting fires.

7. A good improvement today is worth improving tomorrow.

Today's improvement must adapt to tomorrow's environment. It also can be improved. 'Better' had better be part of the workforce's job description. If you are not improving today, you're losing tomorrow.

8. Make known the risk of consequence of not improving.

Change will swallow you up if you don't stay ahead of it. When people realize the consequence and risk, they tend to make an informed decision. Doing what is fruitless to appease the past doesn't make a great future.

9. Celebrate success and failure.

When failure isn't acceptable, then success won't be exceptional. A learning organization celebrates what it has accomplished and what it has learned from attempting to accomplish.

10. Hire great people, grow willing people, fire mean people.

Make it so great to work there that only the great want to stay. This means re-recruiting your best (with appreciation), developing and mentoring those who want to be a part of a great cause and cutting lose those who are working against it.

10+1 Don't let the urgent trump the strategic.

Once a course is set toward improvement, don't let the press of what needs to change now displace what needs to change tomorrow. Your resolve to do both will allow you run the business (eat tomorrow) and change the business (be around next year).

Running the Business and Changing the Business Simultaneously

Quote: *If we don't run the business, we don't eat tomorrow ; if we don't change the business we won't be around next year!* Dutch Holland.
As Healthcare Reform kicks in gear, it's likely our organizations will be hit by waves of regulations requiring significant change to our processes and systems. If we are to integrate this level of change, we will have to get good at running the business while changing the business simultaneously. Dutch Holland, who is the master mechanic for organizational change has a methodology for this.

1. Keeping a Run the Business(RB)/Change the Business CB) mindset. Once the vision of what you are to change to is developed, tested,

and communicated: management begins to developing a mindset that distinguishes between RB activities and CB activities. Take inventory of existing activities between RB, CB or neither. Communicate the dual RB/CB perspectives to peers and dismantle activities which are ineffective.

2. **Power Both Perspective.** Top Management takes on the CB Role. Other Management is coached to take over the RB role. Top management dismantles their RB Roles and revisit RB handoff over time.

4. **Lead with Two Clear Agendas.** Establish two sets of equal clear goals and objectives with performance measures for each. Develop two separate Agendas: RB results oriented and CB project oriented. As each CB projects are complete the next one started. Progress is communicated/celebrated equally for both RB and CB

5. **Establish Score Cards and Consequences & Rewards** Alter accountability (appraisal system) so rewards match RB and CB results. Assure someone's name is tied to each Agenda item.

6. **Manage Results in separate two forums** – RB &CB. Emphasis is balanced for both and those accountable to report results, assess progress, issue next steps.

7. **Leverage opportunities to advance RB and CB together.** Tie those CB initiatives to RB efforts that gain synergy. Adjust/Replace the CB initiatives to best meet or impact the RB goals. Evaluate and calibrate Sr Mgmt personal leadership for both RB & CB

Change... Statements

1. Change is something that presses us out of our comfort zone.
2. Change is inequitable -- not a respecter of persons.
3. Change has an adjustment period, which varies on the individual.
4. Change has a ripping effect on those who won't let go.
5. Change is needed when all the props and practices of the past no longer work.
6. Change has yet to be fixed by crying, worrying, or mental tread milling.
7. Change is awkward -- at first.
8. Change is a like muscle: it needs to be developed.
9. Change draws out those poised for a new way.
10. Change is not for chickens.
11. Change can either cause us to churn or learn.

12. Change changes the speed of time. Time is so slow to the reluctant, and a whirlwind for those who embrace it.

13. Change is more fun to do than to be done to.

14. Change is measured by its impact on all who are connected to it.

15. Change gains acceptance when you are dissatisfied with where you are.

16. Change isn't meant to be a resting-place; but the next launching point.

17. Change is only a waste if it was not learn from.

18. Change chaps those moving slower than the change itself.

19. If you can change before you have to change, there is less pain.

20. Change can flow or jerk, depending on our resistance to it.

21. Change is like driving in a fog - you can't see very far, but you can make the whole trip that way.

22. We continually have to go through the adolescence of change.

Biographical Sketch

Duke Rohe is a Quality Improvement Education Consultant at M. D. Anderson Cancer Center in Houston Texas. Ten years ago he decided to quit giving people their answers and began point them to their answers. He found they learned and fought harder for solutions they developed. He now consults with (and learns from) a team of education specialists building a Quality College for the institution. Over the years, he has become known for his Dare to Share improvement tools on the hme listserv.