Introduction to Change Management

Michael Rebolledo, MD, MBA, MPH
Medical Director, Cardiovascular Quality Improvement
Heart Institute, LeBonheur Children’s Hospital
Associate Professor, Department of Pediatrics
Director, Pediatric Fellowship Office
The University of Tennessee Health Science Center, College of Medicine
Memphis, TN
Leading Change
Why Transformation Efforts Fail

Leaders who successfully transform businesses do eight things right (and they do them in the right order).

by John P. Kotter

Over the past decade, I have watched more than 300 companies try to remake themselves into significantly better competitors. They have included large organizations (Ford) and small ones (Landmark Communications), companies based in the United States (General Motors) and elsewhere (British Airways), corporations that were on their knees (Eastern Airlines), and companies that were earning good money (Bristol-Myers Squibb). These efforts have gone under many banners: total quality management, reengineering, rightsizing, restructuring, cultural change, and turnaround. But, in almost every case, the basic goal has been the same: to make fundamental changes in how business is conducted in order to help cope with a new, more challenging market environment.

A few of these corporate change efforts have been very successful. A few have been utter failures. Most fall somewhere in between, with a distinct tilt toward the lower end of the scale. The lessons that can be drawn are interesting and will probably be relevant to even more organizations in the increasingly competitive
Establish a sense of urgency

- Examine market and competitive realities
- Identify a crisis, potential crisis or opportunities
- Several potential pitfalls in this step

Create a powerful guiding coalition

- Major transformation efforts require broad participation
- Include: key players, broad expertise, high credibility, change agents, frontline staff
- Consider an off-site retreat to communicate goals and gain trust
Develop a vision

- Clear, concise statement which directs change effort
- Motivates members of organization
- Should appeal to broad group(s) of stakeholders who are vested in the organization
Communicate vision

• Very common to under-communicate at this step
• Use every possible vehicle to communicate
• Lots of repetition
Empower others to act on vision

- Remove obstacles to change
- Middle managers can derail change process by making employees feel disempowered
- Additional skills training
Plan for & acknowledge short-term wins

- Motivates staff
- Maintains urgency level
- Requires good management skills
Consolidate improvements

- Do not declare victory too soon
- Very fragile stage
- Use increasing credibility to take on bigger issues
“Hardwire” improvements into culture

- Link connections between new behaviors and organizational success
- Prioritize hiring, leadership development and succession planning which are congruent with vision

https://www.linkedin.com/pulse/20140802135854193474826-the-case-for-nurturing-organizational-culture/
- Create sense of urgency
- Create a powerful guiding coalition
- Develop vision
- Communicate vision

- Empower others to act on vision
- Plan for & acknowledge short-term wins
- Consolidate improvements
- “Hardwire” improvements

*Leading Change* by John P. Kotter
References


