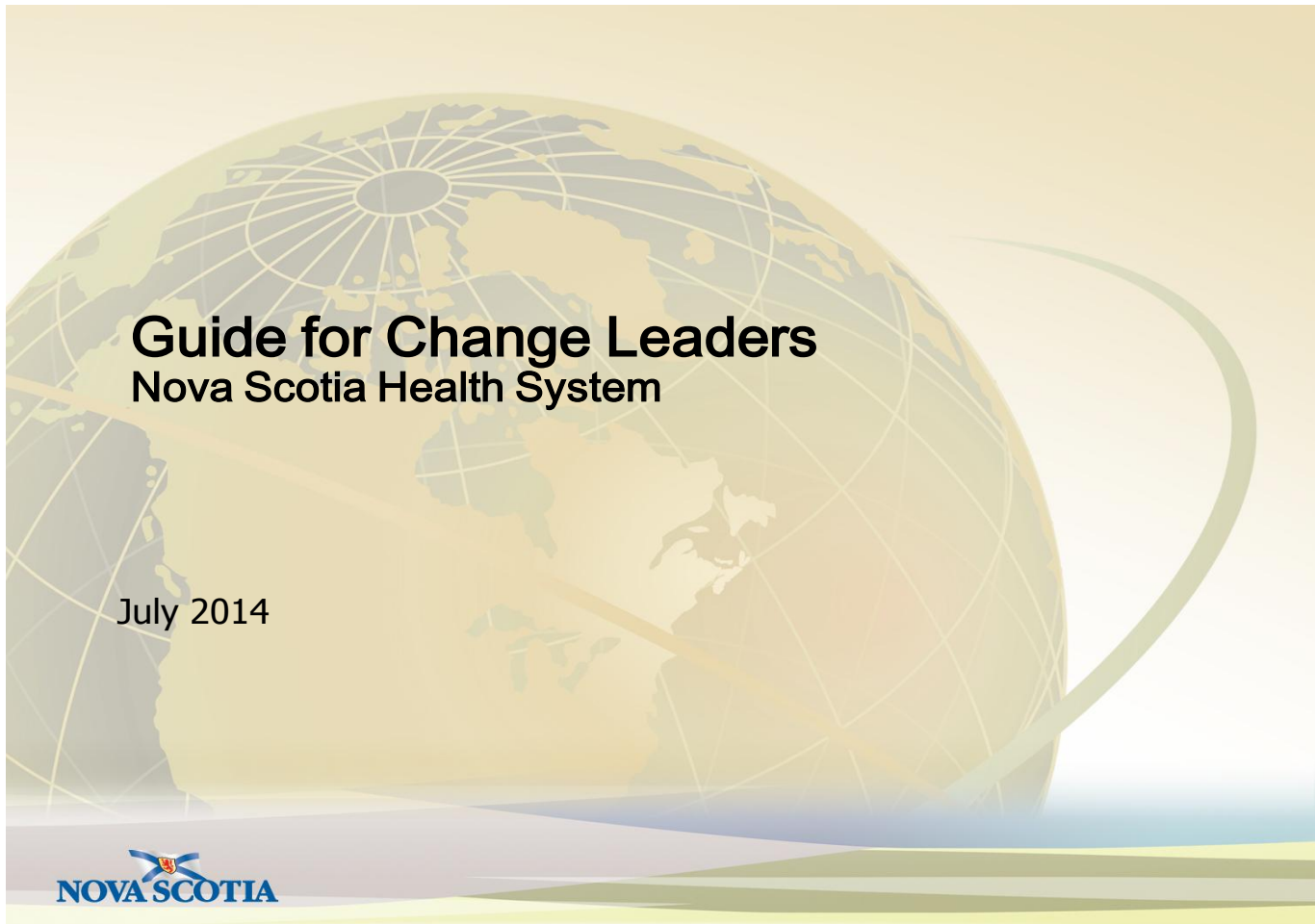


# *People Centered Health Care*

## Guide for Change Leaders



The purpose of this guide is to provide Change Leaders with a tool to support effective leadership of change throughout the transition process.

The guide integrates a number of frameworks on leadership and change into one comprehensive reference. The tool is divided into the phases of transition and outlines the best leadership choices within each phase.

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### ENDINGS

Bridges (2009) describes “the leader’s role during endings” (p. 159). Considerations include:

- Don’t overreact to resistance and opposition.
- People are not resisting change per se; they are resisting letting go of things that they have always done, or situations that they have depended on.
- Cut people slack when they mourn losses.
- People will crave information though they may have trouble remembering it.
- Leaders communicate more through action than words, and at this time you may be relying too much on words.
- Define for staff what it is time to let go of and what they do not have to let go of.
- A leader who shies away from naming an ending is a leader that later finds that people have not let go of the past and are stuck in the middle of transition long after they should have made a new beginning.

### Stage 1

#### Cues

#### Feelings

*Fear*

#### Thoughts

*Cautious*

#### Behaviours

*Paralyzed*

**Language:** *Why? Why me? I’m afraid of what this will mean. This is just another flavour of the month.*

### Strategies

#### 1. Determine where the organization is in the Change Process

- How will you identify what zone employees are at? What cues will you look for? What will you do with that information?
- How will you help individuals and groups acknowledge, express, and explore their fears and losses, etc.? How will you mark the endings?

#### 2. Create Safety (major priority)

- How will you make it safer for team members during stage 1?
- Are there some safe places in your setting that would work to enhance team members’ sense of comfort at this time?
- If the physical environment does not lend itself well to this need, what else will you do to address the need for safety?

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### 3. Provide Positive Feedback

- To move individuals past paralyzes, what will you do to ensure they are receiving specific, authentic feedback that will meet the needs in stage 1?

### 4. Hold Meaningful Meetings

- How can you modify the nature and frequency of meetings to meet the needs of team members in stage 1?
- How will you ensure people have relevant, accurate information in a timely manner?
- How will you make yourself available outside of meetings for questions, concerns, etc?

### Stage 1

Avoid	Strive To
<ul style="list-style-type: none"><li>• Trying to fix the change</li><li>• Sending a message that the old way was better</li><li>• “Selling” the change</li></ul>	<ul style="list-style-type: none"><li>• Manage fears</li><li>• Have empathy towards others</li><li>• Listen</li></ul>

### LEADS Leadership Capabilities

#### ✓ Self-Aware

- *Emotionally self aware. Recognize your own emotions and the impact on others*
- *Be aware of your perceptions and assumptions*
- *Be aware of values and principles that underlie the choices and actions you take*

#### ✓ Manages Self

- *Manage emotions*

#### ✓ Demonstrates Character

- *Act with personal integrity*
- *Exhibit emotional resiliency – ability to bounce back from set-backs and overcome adversity*

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### Stage 2

#### Cues

Feelings	Thoughts	Behaviours
<i>Resentment</i>	<i>Sceptical</i>	<i>Resistant</i>

**Language:** *I don't trust them. They're not telling us everything. I'm not doing this. This isn't fair. They don't even know what we do, yet they're telling us how to change it!*

#### Strategies

##### 1. Use tools for conflict resolution.

- How will you identify the key conflict issues that exist?
- What tools/resources will you use to prevent and/or resolve the conflicts?

##### 2. Utilize focus groups to build trust and safety by giving and receiving information.

- How would you structure the focus groups (number of people in each; who's represented; how often will they meet; will group members rotate)?
- What information might be important to communicate to them first?
- What information might be important to receive from them first?

##### 3. Create formal and informal communication systems and follow-up procedures.

- What is the plan for communicating the change process to everyone (all stakeholders: internal and external)?
- Does the plan match the medium to the need that people have in this stage?

#### Avoid

- Becoming defensive when others are: blaming, angry, critical
- Arguing about what was or was not communicated
- Ignoring Conflict

#### Strive To

- Ask for help and encourage others to as well
- Use humour
- Dialogue

#### LEADS Leadership Capabilities

##### ✓ Communicate Effectively

- Ask more coaching questions and listen wholly to answers
- Use and foster mentoring, coaching, dialogue in conversations
- Be sensitive to cultural nuances
- Use different forms of communication to capture attention

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## Guide for Change Leaders

- ✓ **Set Direction**
  - *Create a compelling vision for the future*
  - *Exhibit ability to scan the environment, listen to customer/clients/patients*
  
- ✓ **Build Effective Teams**
  - *Create collaborative opportunities to learn and build trust*

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### NEUTRAL ZONE

Bridges (2009) describes “the leader’s role in the neutral zone” (p. 160). Considerations include:

- People in this phase feel lost and confused, so need CUSP (Control, Understanding, Support and a clear sense of Priorities).
- People struggle to adjust to change...remember that they are searching for ways to... get more control of their situation, to understand what is happening to them, and recover the feeling of being supported.
- Clarify the new priorities and reinforce them in practice with examples and rewards.
- Express whatever concern you feel for employees. One action that expresses concern is listening. Good communication has less to do with what you say than with your ability to really hear what others are saying.

### Stage 3

#### Cues

Feelings	Thoughts	Behaviours
<i>Anxiety</i>	<i>Confused</i>	<i>Unproductive</i>
<b>Language:</b> <i>I can't keep up. I am overwhelmed. We are doomed to fail. No matter how much I do, they keep expecting me to do more. This is useless.</i>		

#### Strategies

##### 1. Be prepared for planned and spontaneous distractions.

- What mental or physical distractions can you implement to meet the needs of stage 3?
- How can you support team members to breakthrough this zone?

##### 2. Direct small tasks to completion.

- How will you identify the tasks that can be delayed versus the priorities?
- How can you support the team and individuals to stay focused on the priorities that relate to the vision without being critical and overly demanding?
- What supports are in place to support individuals with time management and stress management and other needs at this stage?

##### 3. Set up formal follow-up strategies.

- How can you ensure you “keep your finger on the pulse”?
- What type of follow-up will best meet the needs of your team members in stage 3?

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Avoid	Strive To
<ul style="list-style-type: none"><li>• Asking too much of yourself and others</li><li>• Grinding (pushing yourself or others too hard without breaks)</li><li>• Giving up</li></ul>	<ul style="list-style-type: none"><li>• Be realistic about how much time is needed in this zone to get things done</li><li>• Make sure breaks are optimized</li><li>• Practice patience (with self and others), persistence and play!</li></ul>

### Stage 3

#### LEADS Leadership Capabilities

- ✓ **Contribute to the creation of healthy organizations**
  - *Model and provide wellness activities and initiatives*
  - *Maintain a focus on safety, service and quality during change initiatives*
- ✓ **Foster Development of Others**
  - *Learn from others and encourage learning while working*
  - *Coach, provide, teach and create learning experiences*

### Stage 4

#### Cues

Feelings	Thoughts	Behaviours
<i>Anticipation</i>	<i>Resourceful</i>	<i>Energized</i>

**Language:** *I know what I need to do; I just can't seem to take the first step. Maybe we should wait to see if there is a better solution. I don't want to do anything else until I get this part perfectly.*

#### Strategies

- 1. Provide opportunities for group brainstorming.**
  - What arenas already exist that could be used for group brainstorming? How would you structure the brainstorming sessions to meet the needs in stage 4?
  - What issues would need to be brainstormed first?
  - What will you do with the information that comes from these sessions?

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### 2. Create teams for solution finding.

- What kind of team structure exists already? How can it best be utilized at this time?
- What issues need good, solid solutions?
- How much authority should be given to teams as they search for solutions?

### 3. Revisit the organization's decision-making strategies or create new ones.

- Is there a clear decision making strategy in place related to implementation of this change? If not how can a good decision making strategy be created?
- How will it be communicated and implemented?

### 4. Create Short Term Wins

- What early wins can be achieved? Penetrate emotional defences? Made visible to others?

Avoid	Strive To
<ul style="list-style-type: none"><li>• Micro-management</li><li>• Perfectionism</li><li>• Isolating yourself</li><li>• Losing focus</li></ul>	<ul style="list-style-type: none"><li>• Welcome innovation</li><li>• Demonstrate transparency in decision-making</li><li>• Encourage Collaboration and cohesiveness</li></ul>

## LEADS Leadership Capabilities

- ✓ **Strategically align decisions with vision, values and evidence**
- ✓ **Build Effective Teams**
  - *Find ways to use peoples' strengths for team projects.*
- ✓ **Encourage and support innovation**
  - *Innovation is the engine of creativity, create a supportive climate and encourage innovation*
- ✓ **Purposefully build partnerships and networks to create results**
  - *Understand the different types of forms for collaborative initiatives and select the type that most suits the aim*
  - *Seek out and maintain executive management and/or board-level support*
- ✓ **Take action to implement decisions**
  - *Have an absolute focus on results. Work with those who are ready to act, reduce time associated with decision-making*
  - *Clarify the strategic focus and desired outcomes, determine the non-negotiable core and transparent measures of success, then let go of the details*



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### NEW BEGINNINGS

Bridges (2009) describes “the leader’s role during new beginnings” (p. 161). Considerations include:

- It is important that leaders not be so in love with the details of the changes they are launching that they sacrifice the spirit of the outcomes that the changes were intended to produce.
- Think of rewarding new behaviours and attitudes.
- Leaders tend to be further into the new beginnings than their staff. You have known about the changes longer and have a big picture view of the reasons for it, etc. You will be able to make your new beginnings before your staff and until they catch up they are going to have different needs than you do.

### Stage 5

#### Cues

Feelings	Thoughts	Behaviours
<i>Confidence</i>	<i>Pragmatic</i>	<i>Productive</i>
<b>Language:</b> <i>I didn't see it at first, but now I understand how this can work. Why are some people so slow to catch on? This is working better than I expected. There are some benefits to this.</i>		

### Strategies

#### 1. Set up tracking systems for measuring results.

- Is there a tracking system in place that measures results more than process?
- What will high productivity look like in this zone of the change process?
- How would the tracking system be altered to hold people accountable for their results?

#### 2. Create ways to celebrate.

- Is celebrating progress a part of the organization’s culture?
- What exists in the current system that could be utilized for celebration?
- How will we recognize individuals and teams for their progress?

#### 3. Use every opportunity to articulate benefits.

- What different mediums will be used to articulate benefits realized by this change?
- How will employees be encouraged to name the benefits they’ve experienced personally?
- How will you build on success and introduce incremental change?

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Avoid	Strive To
<ul style="list-style-type: none"><li>• Thinking you have learned everything you can</li><li>• Focusing on trivial mistakes</li><li>• Keeping your learning/understanding to yourself</li></ul>	<ul style="list-style-type: none"><li>• Explore what others are looking forward to</li><li>• Take initiative and encourage others to do the same</li><li>• Encourage others to teach and lead</li></ul>

### Stage 5

#### LEADS Leadership Capabilities

- ✓ **Foster development of others**
  - *Learn with others and encourage learning while working*
  - *Recognize the reward the work and efforts of others*
- ✓ **Champion and orchestrate change**
  - *Be responsible for improving health system performance and take actions that renew the Canadian health system*

### Stage 6

#### Cues

Feelings	Thoughts	Behaviours
<i>Satisfaction</i>	<i>Focused</i>	<i>Generous</i>

**Language:** *This turned out alright! I've learned some things through this. How can I help?*

#### Strategies

- 1. Distribute authority, accountability and responsibility.**
  - How could authority, accountability and responsibility be assessed and updated to give away more of each?
  - What is the greatest risk in going through this assessment?
  - What possible conflicts could arise in this endeavour? How could they be avoided?
- 2. Hold planning sessions for future pacing of the organization.**
  - Who currently is involved in planning for the future?
  - How will we involve more people?
  - What future issues might be addressed in these planning sessions?

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### 3. Provide personal enhancement and skills building opportunities

- What are the training/development opportunities available to support employees enhance/develop relevant knowledge and skills for the upcoming changes?
- How will you entrench the change in the culture? What rewards are available to you to make the change stick?

Avoid	Strive To
<ul style="list-style-type: none"><li>• Complacency</li><li>• Impatience with others who are in earlier zones</li></ul>	<ul style="list-style-type: none"><li>• Evaluate and re-prioritize as necessary</li><li>• Use new knowledge to improve systems, processes</li><li>• Plan for the future</li><li>• Prepare for the future through targeted skill building</li></ul>

### LEADS Leadership Capabilities

- ✓ **Foster development of others**
  - *Create development plans that focus on learning in the area of strength*
  - *Learn with others and encourage learning while working*
- ✓ **Orient strategically to the future**
  - *Always tune in with trends, issues and values that are shaping the future*
  - *Emphasize sophisticated relationship/management, influence, communication and negotiation skills to engage diverse individuals and publics in creating the future.*
- ✓ **Assess and evaluate**
  - *Ensure that measuring the achievement of results includes accurate data collection, good information systems, clear analysis, and relevant reports*
  - *Use data and information re progress toward desired results to course correct and adapt processes to achieve those results*

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