

Implementation - Change is about people

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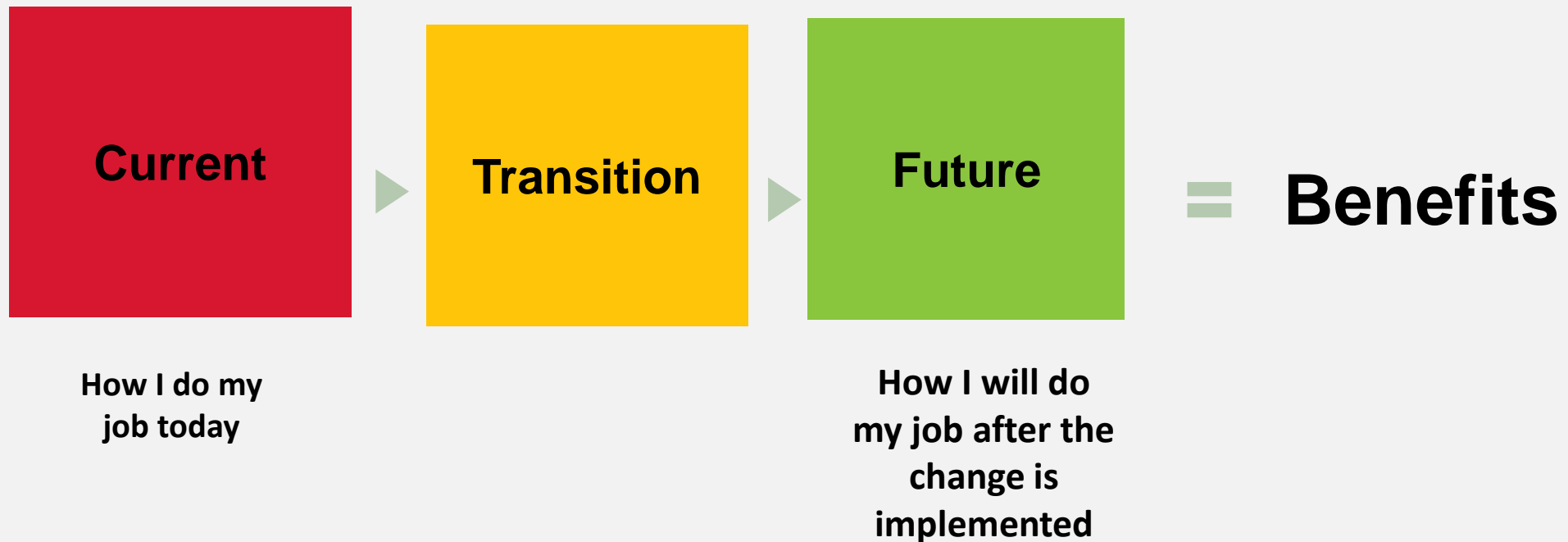
Why does it matter? Changing hearts and minds

Why does change fail?

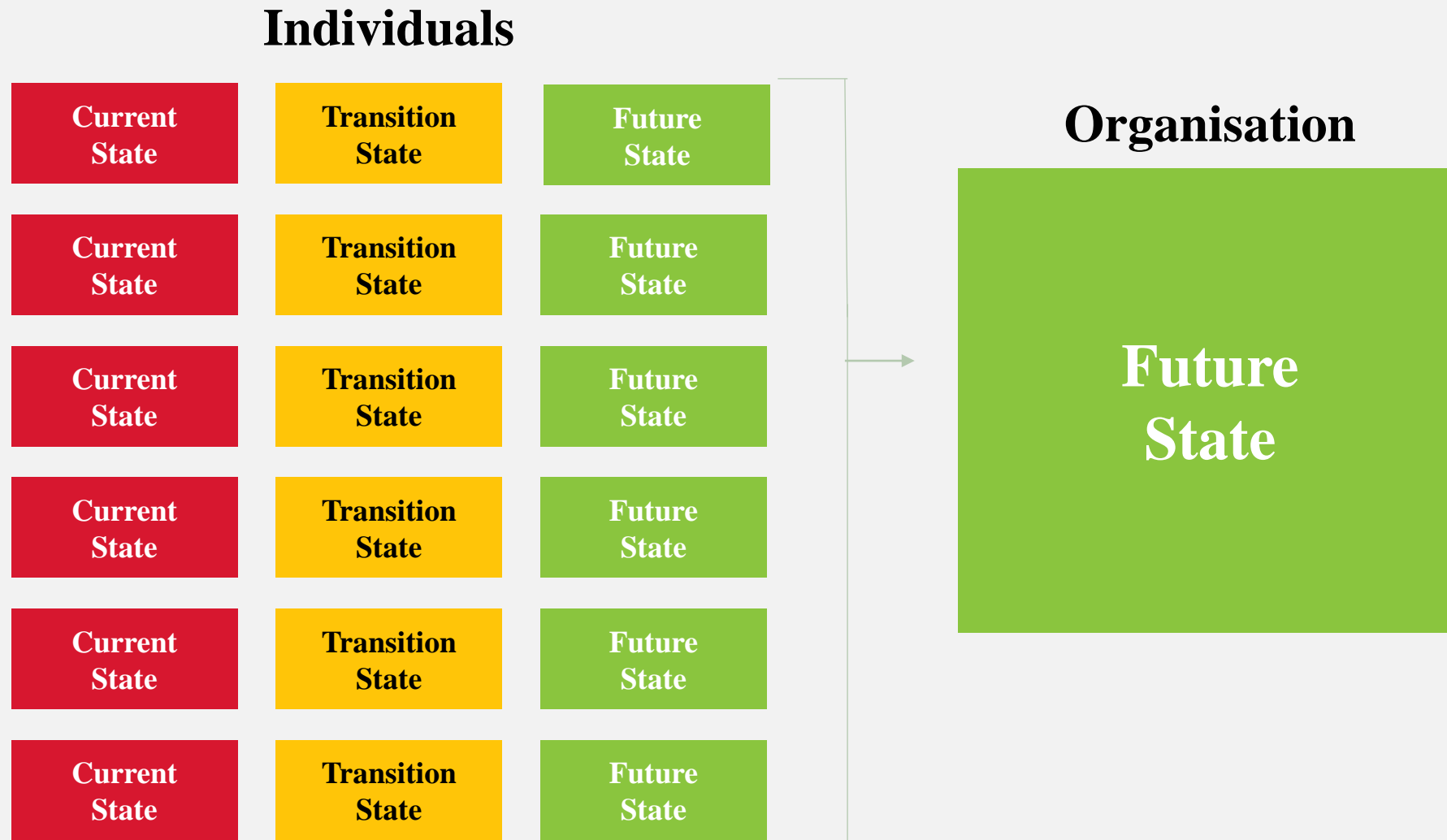
- Not enough stakeholder engagement/ involvement
- Lack of clarity
- Sponsor/ leaders
- Role ambiguity
- System fit
- Not guided by a theory of change
- Training only



What we want to do is to move people from their current state to a future state



The organisation's future state is actually the collection of many individual future states



The top six contributors to change success



- Active and visible senior leadership support with knowledge about change processes
- A structured approach to change
- Dedicated resources and time to make changes
- Stakeholder engagement and full participation in planning for change
- Frequent and open communication about the need to change
- Positive engagement with middle managers

**Prosci (2022) Best Practices in Change Management*

What is your future state?

**Current
state**



Future state

What is the gap?

What changes is needed to get to the future state?

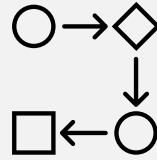


10 Aspects of change

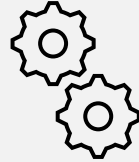
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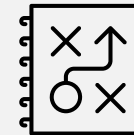
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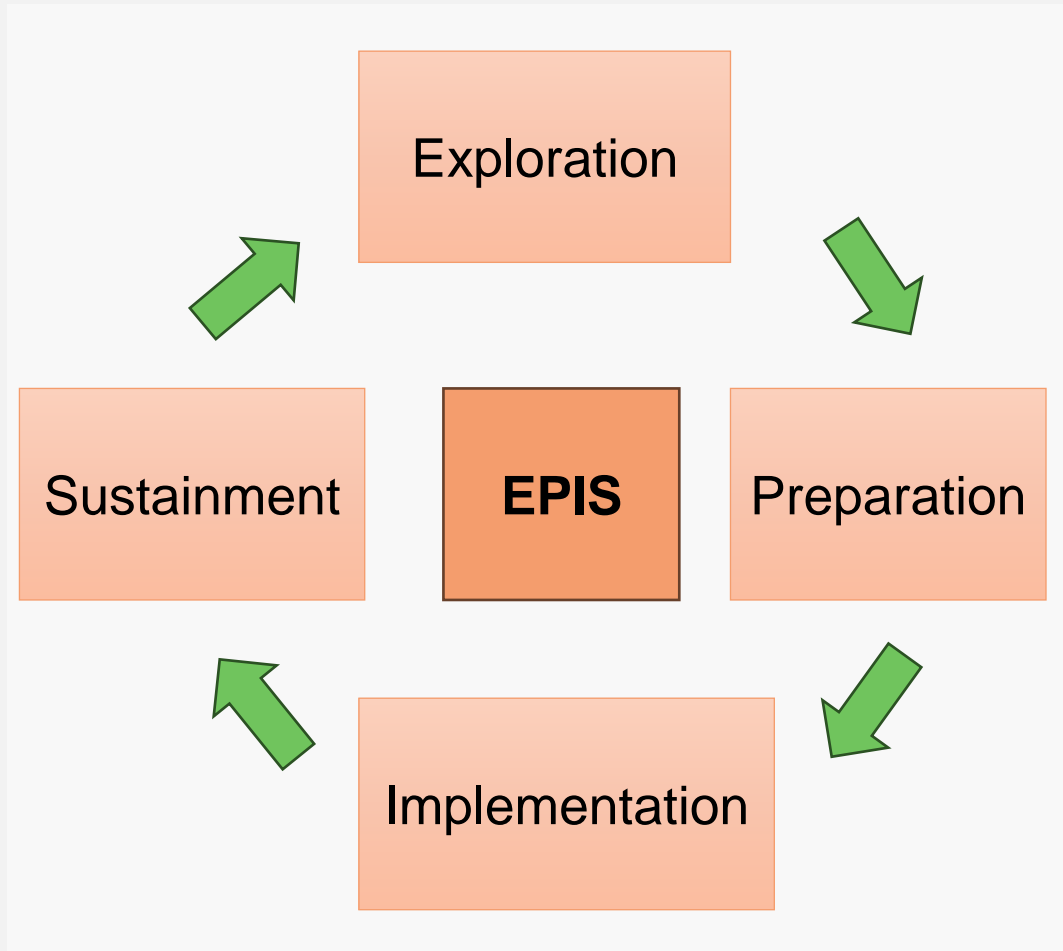


10.

Your story

Future state	Why does it matter?	So, what changes do we need to make?	People	
			Who are the people we are targeting to change practice?	Who else needs to know?
What would success look like for the people who use your services?			How could that measured?	
What would success look like for your workers?			How could that measured?	

Implementation framework



Workforce development framework



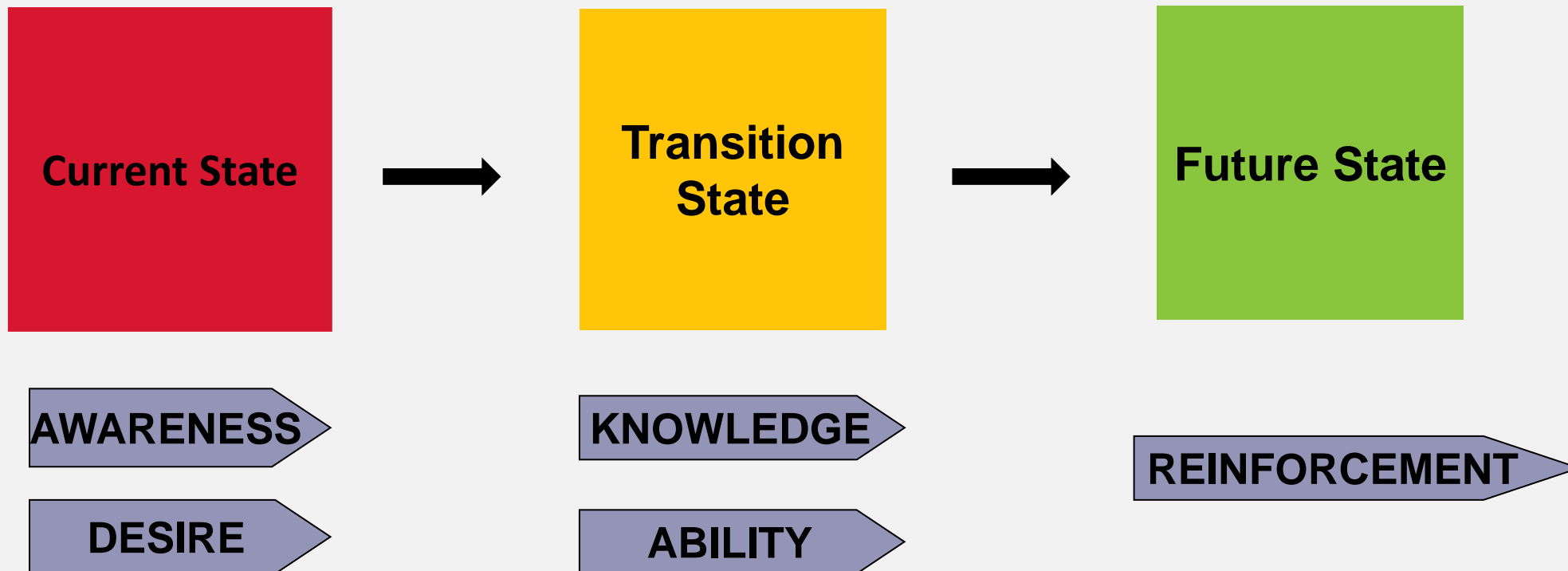
ADKAR – an example of an implementation process

The five building blocks for successful change



- A** Awareness “I understand why...”
- D** Desire “I have decided to...”
- K** Knowledge “I know how to...”
- A** Ability “I am able to...”
- R** Reinforcement® “I will continue to...”

Putting the ADKAR process into context

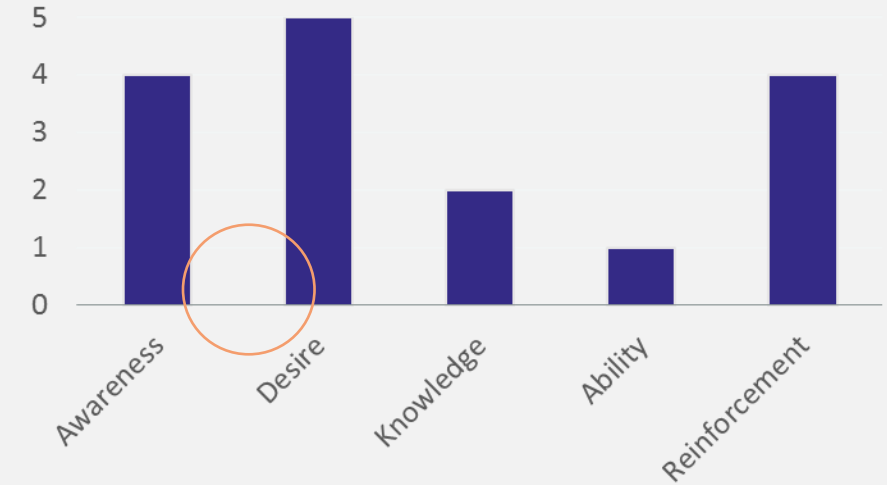


ADKAR assessment

	Stage of change	Give a present state score 1-5
A	Awareness for the need for change	
D	Desire to participate in and support the change	
K	Knowledge and skills needed for a change to happen	
A	Ability to implement required skills and behaviours	
R	Reinforcement to sustain the change	

ADKAR profiles

Who	A	D	K	A	R
Jack	1	1	3	3	1
Fiona	4	2	3	3	1
Sam					
Di					
Kris					



The results of the ADKAR assessment can be shown in a bar graph

A change formula

A change formula that can help to explain the forces that are acting for and against change for individuals:

$$C = [ABD] > X$$

Change equals

A = level of dissatisfaction with the status quo

B = desirability ^X of the future state
_X

D = practicality of the change

} > perceived 'cost' of the change

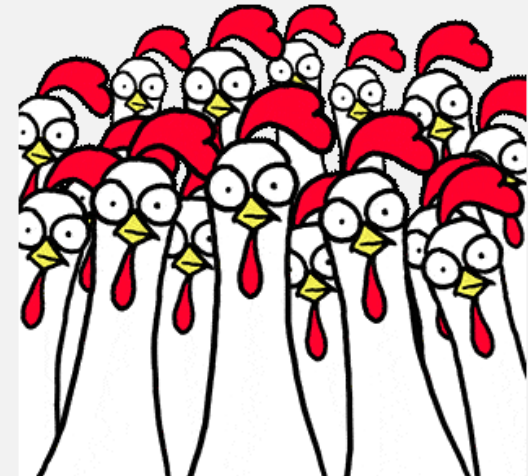
Getting change to stick is about permission, not control (Barb Grant 'Making change stick')

ADKAR planning template

AWARENESS Why change?	DESIRE Why me?	KNOWLEDGE	ABILITY	REINFORCEMENT
<p>We need a complete data set because.....</p> <ul style="list-style-type: none"> • quality of care & continuous improvement • ongoing funding & resourcing • etc 	<p>See your data making a difference to people – data can tell the stories of tāngata whai ora & enhance recovery.</p> <p>They could miss out on services if you didn't capture and use the data.</p> <p>How you can be involved</p>	<p>Training in new systems – how & when.</p> <p>Discussions on how to best use the data – how & when.</p> <p>Your role and that of others.</p>	<p>Details of mentoring and support available.</p> <p>New systems to input data easier.</p> <p>Networks of practice for continual support & feedback.</p>	<p>Six monthly review of systems.</p> <p>Celebrations of success.</p> <p>Feedback loops established.</p> <p>Adaptations made</p>

Communication plan

- Key messages – develop a compelling story
- Use the preferred senders
- Create opportunities for two-way communication
- Use the ‘influencers’



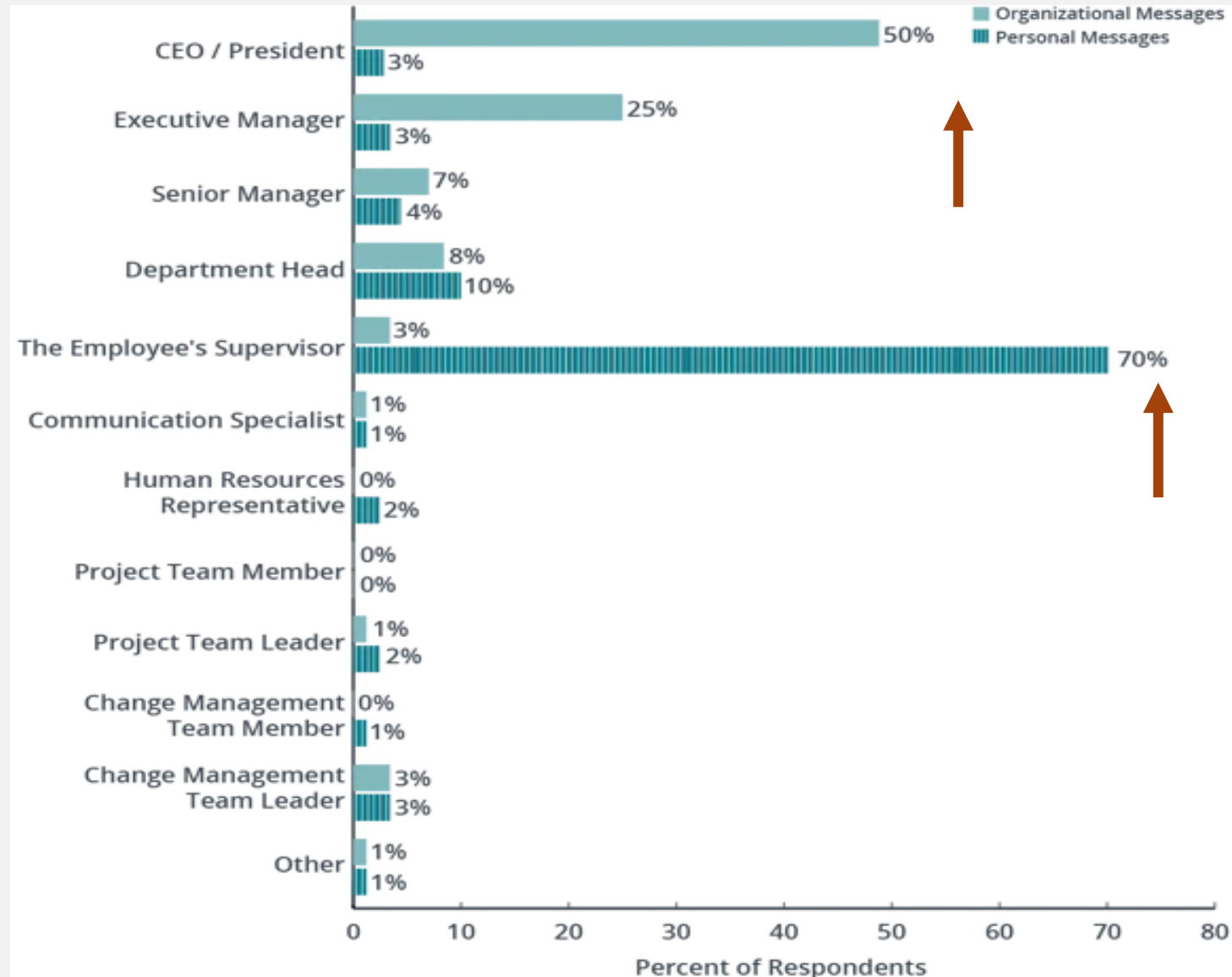
Preferred senders of change messages

Business reasons for the change

- senior leaders authorising and funding the change

Personal impacts of the change or 'what's in it for me' (WIIFM)

- immediate supervisors



Communication plan

Communication Plan

Who	Objective	Message content (ADKAR)	Delivery method	Sender	When
Managers	To consult on implementation planning	Evidence around change Communication planning Roles	Meet with the group for discussion	Leaders of the group Reinforced by CE	Mid July
Middle managers in targeted groups	Create awareness. Hear their concerns. Get them engaged	Why the change. Risks of not changing. What a successful change could look like. Benefits	In-person meeting. Include a mechanism for feedback	Leaders in organisations	Mid July

Action plan template

What	Task required (detail)	Stage of ADKAR	Person or group	Deadline
Leadership team buy-in	<ul style="list-style-type: none"> • Attend management meeting • Attend clinical team meeting 	A & D		End of June
Stakeholder identification	<ul style="list-style-type: none"> • Identify key people involved in the change • Connect with 	A		
Communications to build awareness	<ul style="list-style-type: none"> • Informal discussions with influencers • Discussion at staff weekly huddle 	A		

Making it stick - Plan for sustainability

- Reinforce any changes in practice
- Celebrate success
- Review, get feedback, get data
- Make any changes required



The 'people' factors that could be measured

Engagement with the change

Knowledge of the change and what it is trying to achieve

Feelings about the change

Are people generally supportive of what the change is trying to achieve?

Readiness for the change

Are people prepared and informed about what the change is trying to achieve?

Progress with change activities

What and how many activities are being held?



Identify the potential barriers

Based on the evidence the top reasons people resist when change is initiated include:

- feeling they do not have enough time
- people feeling they have insufficient coaching and support
- unable to see the relevance of the change
- problems with leaders not 'walking the talk'.



Research shows that the top reason for worker resistance to change is not understanding why a change is taking place.

Potential barriers and resistance

Most barriers can be solved with:

- good communication around the reasons for the project, the ‘WHY’
- a collaborative vision of what success looks like
- visible and effective leadership and sponsors
- good feedback loops so anxieties can be heard, and solutions proposed
- ensuring possibilities for coaching and ongoing support are discussed.



Developing corrective actions with ADKAR

As a check of where your project is at any time—

- The ADKAR model helps to identify the barrier point – the root cause of why the change is not taking place

