

Mental Health Policies & Procedures: A Manager's Toolkit

Change Management Best Practices

Source: John P. Kotter's "8 Steps to Successful Change" (www.kotterinternational.com)

"People see, feel and then change."

Increase urgency - inspire people to move, make objectives real and relevant.

Build the guiding team - get the right people in place with the right emotional commitment, and the right mix of skills and levels.

Get the vision right - get the team to establish a simple vision and strategy, focus on emotional and creative aspects necessary to drive service and efficiency.

Communicate for buy-in - Involve as many people as possible, communicate the essentials, simply, and to appeal and respond to people's needs. De-clutter communications - make technology work for you rather than against.

Empower action - Remove obstacles, enable constructive feedback and lots of support from leaders - reward and recognize progress and achievements.

Create short-term wins - Set aims that are easy to achieve - in bite-size chunks. Manageable numbers of initiatives. Finish current stages before starting new ones.

Don't let up - Foster and encourage determination and persistence - ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones.

Make change stick - Reinforce the value of successful change via recruitment, promotion, new change leaders. Weave change into culture.

Top 10 Reasons People Resist Change...

1. The risk of change is seen as greater than the risk of standing still
2. People feel connected to other people who are identified with the old way
3. People have no role models for the new activity
4. People fear they lack the competence to change
5. People feel overloaded and overwhelmed
6. People have a healthy skepticism and want to be sure new ideas are sound
7. People fear hidden agendas among would-be reformers
8. People feel the proposed change threatens their notions of themselves
9. People anticipate a loss of status or quality of life
10. People genuinely believe that the proposed change is a bad idea

Reproduced with permission. Dr. A.J. Schuler is an expert in leadership and organizational change. To find out more visit www.SchulerSolutions.com

Mental Health Policies & Procedures: A Manager's Toolkit

Change: Why don't they just do 'it'?

Source: "You don't change a company by memo"; By Marti Smye

- They don't know why they should do it
- They don't know how to do it
- They don't know what they are supposed to do
- They think your way won't work
- They think their way is better
- They think something else is more important
- There is no positive consequence for them for doing it
- They think they are doing it but they aren't
- They are rewarded for not doing it
- There are obstacles beyond their control
- They are punished for doing what they are supposed to do
- They anticipate a negative consequence for doing it
- There is no negative consequence to them for poor performance
- Their personal limits prevent them from performing
- They have personal problems
- No one could do it

Why change fails...

- Fear of change
- Senior management must practice what is preached
- Senior management must understand the team is trying to keep "head above water" and putting out fires while trying to understand the changes- management must understand this reality
- Lack of context; don't understand the big picture, how their role is connected, etc.

10 ways to reduce resistance to change...

1. Involve people in planning the change
2. Clearly define the need for change
3. Address the "people needs"; help people retain friendships, comfortable settings, group norms, etc.; disrupt only what needs to be changed
4. Have the people involved assist in announcing the change
5. Design flexibility into change (phase in change)
6. Be open and honest
7. Do not leave openings for people to return to the status quo
8. Focus continually on the positive aspects of the change
9. Look for areas of agreement between yourself and the people who oppose you
10. Look for training programs that deliver basic skills as opposed to processes (team building, self esteem, conducting meetings, etc.)