

Leading Change

The Disparities Leadership Program
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Learning Objectives

- Provide a framework for leading change around disparities within health care organizations.
 - Eight Steps for Driving Change...what does it take?
John Kotter Model
- Assist organizations in understanding where they are in the process of identifying and addressing disparities.
- Develop goals for transforming organizations and advancing their particular work on disparities.

Driving New Initiatives and Changes in the Organization

Model: John Kotter, "Leading Change"

Eight Steps to Driving Change:

1. Establish a Sense of Urgency
Building the Case ~ Resistance to change
2. Build a Coalition
Identify stakeholders and build alliances
3. Create a Shared Vision
4. Communicate Vision Repeatedly
5. Empowering Others to Act on the Vision
6. Planning for and Creating Short Term Wins
7. Reinforce the Change
8. Institutionalizing New Approaches

Leading Change Model

1. Establish a Sense of Urgency
 - *Examining market or demographic realities*
 - *Identifying and discussing crises, potential crises or major opportunities*
 - *Why might people fail here:*
 - *Underestimating how hard it can be to drive people out of their comfort zones*
 - *sometimes grossly overestimate how successful they have already been in increasing urgency*
 - *sometimes lack the patience*

Leading Change Model

2. Forming a Powerful Guiding Coalition

- *Assembling a group with enough power to lead the effort*
- *Can be as small as 3-5 individuals, work as a team*

Leading Change Model

3. Creating a Shared Vision

- *Picture of the future, easy to communicate, and appeals to staff, leaderships and stakeholders*
- *Developing strategies for achieving that vision*
(e.g. HRSA's 100 % Access, 0% Disparities (100/0 Campaign))

4 Question Individual Change Test

1. How does it relate to my job and what is in it for me?
2. Do I agree with the change?
3. Am uncomfortable with or afraid of the change?
4. Tell me again what is in it for me?

Jeff Oxidine, UC Berkeley

Leading Change Model

4. Communicate Vision Repeatedly
 - Leading change is usually impossible unless large numbers of people are willing to help
 - How? Organizational newsletters, Quarterly management meetings...
 - Use every possible channel, especially those that are being wasted on non-essential information
5. Enable Your Team to Achieve the Vision
 - Getting rid of obstacles
 - Changing systems or structures that undermine vision

Leading Change Model

6. Planning for and Creating Short Term Wins
 - Planning for visible performance improvements
 - Creating the improvements
 - Recognizing and rewarding employees involved in the improvement
7. Reinforce the Change...Producing still more change
 - Using increased credibility to change systems, structures and policies that don't fit
 - Hiring, promoting, and developing employees who can implement the vision
 - Reinvigorate process with new projects and themes

Driving Change in Health Disparities

8. Institutionalizing New Approaches
 - "...the way we do things around here."*
 - Articulating the connections between the new behaviors and organizational progress/success
 - Developing the means to ensure leadership development and succession

Weave into the Fabric of the Organization

- eliminate the perception of “add on”
- establish the business case
- link to quality of care
- legitimize in policy, structures, practices, procedures, & resources
- set bench marks & measure progress at regular intervals
- assure it is woven into the “culture” of the organization



Slide Source: The National Center for Cultural Competence, 2004

Where are you in the change process?

- With your project team...
 - Determine where you are in the 8 step leading change process (*5 minutes*)
 - Are there additional things you can do to in your current stage (before moving to the next)? (*15 minutes*)
 - What are some strategies and actions for your next step in the change process? (*15 minutes*)

Persuading a group... Aim for the Middle

- 5 categories
 - Champions of an issue
 - Allies of an issue
 - Fence-sitters (neutral)
 - Mellow opponents
 - Hard core opponents
- Moderates: “hard information”, evidence reports, material proof and other facts
- Using this same information to persuade everyone is too hard. Rely on the newly convinced moderates to convert the remainder of the group

Democracy Center, SF, CA
Bernard Caillaud & Jean Tirole, American Economics Review, Dec 2007