

Module: Leadership Training Workshop for Health Professionals

Organization: East Africa HEALTH Alliance

Author(s): Dr. Roy William Mayega, 2009-2012

Resource Title: Session 9: Managing Change 2: Leading Change

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Session 9: Managing Change 2: Leading Change

Managing Change

- Effectively addressing an important organizational challenge almost always means that something in the organization must change
- Sometimes the changes are small e.g. change in a procedure, a rule, the way work is organized, or in how people interact with colleagues, subordinates, or clients.
- Sometimes the changes are larger and require a shift in priorities and strategies or a change in the services and products offered by the organization

Change creates unexpected consequences in the organization

- A leader's task is to systematically plan for the change by initiating, organizing, managing, and monitoring the change process.
- Leaders need to be familiar with the behaviors, methods, and techniques for successfully introducing change and anticipate the consequences.
- Successful management of change includes creating conditions (climate, rewards, encouragement, inspiration, resources) that encourage stakeholders to get involved
- All of these changes alter the usual ways of working, and sometimes the prevailing patterns of power; *leading change is not for the 'faint hearted'*

Human Reactions to Change

- If we look at the changes over the last 200 years, it is remarkable how good we are as human beings in adapting to change.
- Some changes have made life better and others have made it worse
- When people perceive a change as bad, they tend to push back.
- This resistance can take various forms: passive resistance, active resistance, sabotage, or lethargy (indifference)
- In organizations we call all this “resistance to change”;
- Between organizations, or even nations, we may call this competition or even war.

Human Reactions to Change

- One thing we can learn from history is that most human beings resist being changed.
- If the initiators take pains to involve, listen to, and empower people in the process, outcomes almost always are different from when the initiators impose the change.
- Rather than saying “people resist change,” it is much more practical to say “people resist being changed,”
- Change is a phenomenon that, in itself, is neither good nor bad. It is our reaction to change that gives it a value and that leads to either cooperation or resistance.

Human Reactions to Change

- Our first reactions are influenced by what we think we will gain or lose:
- If the initiators engage us in conversations, public debate, negotiation and we feel that our views are being listened to, we may eventually change our minds
- If we do not feel listened to we tend to respond to change by digging in our heels, by sabotaging, or disengaging altogether.

Leading Change: Common errors in change initiatives

- Allowing too much complacency
- Failing to create a sufficiently powerful guiding coalition
- Underestimating the power of vision or under communicating the vision
- Permitting obstacles to obscure the new vision;
- Failing to create short-term wins or declaring victory too soon;
- Neglecting to anchor changes firmly in the corporate culture.
- The problem with failed change initiatives is not only wasted time and other resources, but, more importantly, the wasted good will of employees
- Failed change creates cynicism, and cynicism acts like a virus in an organization: it spreads rapidly and makes future change initiatives less likely to be embraced

Leading Change: Eight stages of change

- Kotter proposes a sequence of eight stages when initiating any change
- Each is intended to keep one of the eight errors above from occurring
- The following is a description of Kotter's eight stages:

Eight stages of change

- **1. Establishing a Sense of Urgency**
 - We need to communicate that the need for change is unavoidable.
- **2. Creating the Guiding Coalition**
 - Which allies should be included in such a guiding coalition?
- **3. Developing a Vision and Strategy**
 - Generate a point of reference in the future.

Eight stages of change

- **4. Communicating the Change Vision**
 - Articulating the vision and strategy is important, but not sufficient.
- **5. Empowering Broad-Based Action**
 - People are energized and they take initiative, risks and innovate
- **6. Generating Short-Term Wins**
 - People need concrete reinforcement through some tangible short-term wins

Eight stages of change

- **7. Consolidating Gains and Producing More Change**
 - We build on current gains to create more change and sustain the innovations
- **8. Anchoring New Approaches in the Culture**
 - The have to cultivate the new change as a culture or norm of the organisation