

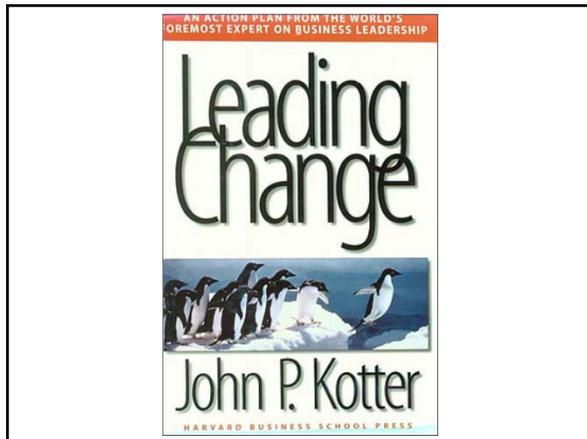
CHANGE MANAGEMENT: IDENTIFYING WHAT CHANGE IS NEEDED; HOW FAST CAN/SHOULD YOU GO?

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LECTURE OBJECTIVES

- Principles and pitfalls of change management
- How to prioritize issues in a new department
- Tools and communication strategies for managing the **people-side** of change

KOTTERS EIGHT STEPS OF CHANGE

- Increase Urgency
- Build the Guiding Team
- Get the Right Vision
- Communicate for Buy-in
- Empower Action
- Create Short-term Wins
- Don't Let Up
- Make it Stick

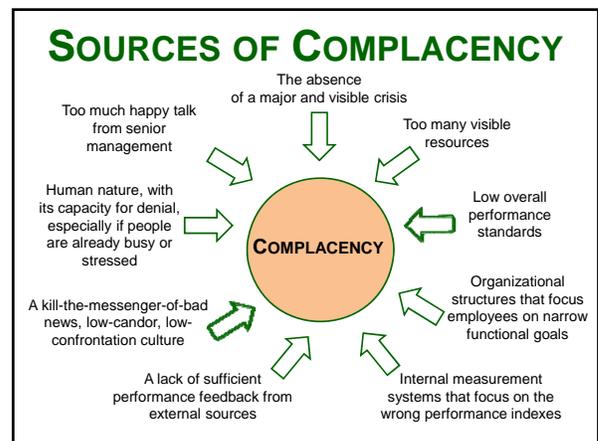



ERROR #1:

ALLOWING TOO MUCH COMPLACENCY

- Establish a **high** sense of urgency in employees
- Transformation always fails when complacency levels are high





ERROR #2:

FAILING TO CREATE A SUFFICIENTLY POWERFUL GUIDING COALITION

- Rarely includes all of the most senior people
- Always powerful in terms of
 - Formal titles
 - Information and expertise
 - Reputation and relationships, and the
 - Capacity for leadership
- Individuals (alone) never have all the assets needed to overcome tradition, inertia
- Weak committees are even less effective



ERROR #3:

UNDERSTANDING THE POWER OF VISION

- Key role in producing powerful change
- Directs, aligns and inspires **action**
- Without vision, each and every choice dissolves into endless debate



ERROR #4:

VISION UNDER-COMMUNICATING THE VISION

- Major change is impossible unless employees are willing to help
- Employees must believe that transformation is possible
- Without credible communication, employees hearts and minds are never captured



ERROR #5:

PERMITTING OBSTACLES TO BLOCK THE NEW VISION

- New initiatives fail when employees feel disempowered by huge obstacles in their paths
- Whenever smart people (you) avoid confronting these obstacles – change is undermined



ERROR #6:

FAILING TO CREATE SHORT-TERM WINS

- Real transformation takes time
- Efforts to change risk losing momentum if there are no short-term goals to meet and celebrate
- **Actively look for ways to obtain and celebrate clear performance improvements**



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ERROR #7:

DECLARING VICTORY TOO SOON

- Do not be tempted to declare victory with the first major performance improvement
- While celebrating is fine - any suggestion that the job is done is a terrible mistake

REMEMBER: new approaches are fragile and subject to regression



ERROR #8:

NEGLECTING TO ANCHOR CHANGES FIRMLY IN THE CORPORATE CULTURE

- Change sticks when it becomes **“the way we do things”**
- Two factors are particularly important:
 - The conscious attempt to show people **how** specific behaviors and attitudes have helped to improve performance
 - Sufficient time to ensure that management personifies the new approach




MADE TO STICK



- Heath and Heath detail a framework about how to **communicate effectively** in a corporate culture
- Sequel is about change management and worth reading, too
- **Read some books!**



MADE to STICK SUCCESs Model

A sticky idea is understood, it's remembered, and it changes something. Sticky ideas of all kinds—ranging from the “kidney thieves” urban legend to JFK’s “Man on the Moon” speech—have six traits in common. If you make use of these traits in your communication, you’ll make your ideas stickier. (You don’t need all 6 to have a sticky idea, but it’s fair to say the more, the better!)

PRINCIPLE 1	PRINCIPLE 2	PRINCIPLE 3	PRINCIPLE 4	PRINCIPLE 5	PRINCIPLE 6
S	U	C	C	E	S
SIMPLE	UNEXPECTED	CONCRETE	CREDIBLE	EMOTIONAL	STORIES
<p>Simplicity isn't about dumbing down; it's about prioritizing. (Distraction will be THE low-hair ailment.) What's the core of your message? Can you communicate it with an analogy or high-concept pitch?</p>	<p>To get attention, violate a schema. (The Noodle who found a short... To hold attention, use curiosity gaps. (What are Simon's rings made of?) Before your message can stick, your audience has to want it.</p>	<p>To be concrete, use sensory language. (Think Army's fallow.) Paint a mental picture. ("A man on the moon...") Remember the Velvety theory of memory—try to hook into multiple types of memory.</p>	<p>Ideas can get credibility from outside (authorities or anti-authorities) or from within, using human-scale statistics or vivid details. Let people "try before they buy." (Where's the Beef?)</p>	<p>People care about people, not numbers. (Remember Bobba.) Don't forget the WHY (What's In It For You). But identify specific core values, using self-interest. ("Chris's Mean With Teas" speaks to Bobba's identity.)</p>	<p>Stories drive action through simulation. (what to do) and inspiration (the motivation to do it). Thank Jared, Springboard speaker Chris. Decoding a World Bank table help people see how an existing problem might change.</p>

www.MADEtoSTICK.com

CREATE A GOOD STORY

- Psychological ideas integrate simple story plots that people can relate to




WHAT YOUR FACULTY THINK WHILE YOU ARE “COMMUNICATING”

- Reduce and manage stress when implementing processes and organizational change
- Will I lose my job?
- Will I lose my position?
- Will I lose respect?
- Will I lose money?
- Will I work harder?
- Will I waste my time?
- Will I have less job satisfaction?






STEPS TO TAKE



PRIORITIZING ISSUES:

- Most of us know **EXACTLY** what to do – pretend you don't!!!
- Do more asking and less telling.

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STEPS TO TAKE



PRIORITIZING ISSUES:

- Legal
- Safety
- Regulatory
- Operational
- Financial
- Personnel

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STEPS TO TAKE



- Legal (i.e. fraud) immediate
- Communicate verbally and carefully
- 0 tolerance
- Dictatorial (**command and control**)
- Report verbally to the Dean any impacts from doing this – and let him decide what to do with past information as you fix the problem

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STEPS TO TAKE



- Real **patient safety** immediately –
 - Docs giving succinylcholine routinely to paralyzed patients
- Concerns about patient safety – important but not often as black and white
 - How long to delay surgery after DES?
 - Clinical leadership team plus cardiology and surgeons
 - Being effective vs being right

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STEPS TO TAKE

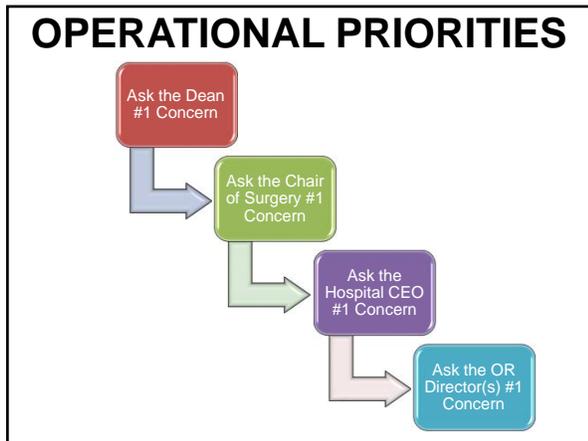


REGULATORY: prior to next inspection, talk to compliance and OR Director, check core measures

- Great opportunity for partnership
- Put together a team with clear instructions **immediately**
- But, implement over time

CLARITY

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STEPS TO TAKE

- Ask each surgical chair their biggest concern

it is always turn-around time and case cancellations

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STEPS TO TAKE

- OPERATIONS:** first, they must know how much you care, only then will they care how much you know
- Make allies first;** find areas of agreement
- Make it someone else's idea
 - Ask leading questions – “do you think we should survey arrival times of all personnel?”
 - Then “John suggested we...”

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STEPS TO TAKE

- Create multi-disciplinary team that you attend and support . . . rather than coming in telling everyone how to do it!

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STEPS TO TAKE

- NEVER** say “*When I was at ‘Man’s Best Hospital’, we did it like this.*”
- For operations:
 - Manage up
 - Manage sideways
 - Manage down
 - In process is fine, time is on your side

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STEPS TO TAKE

- FINANCIAL:** document step-by-step progress
- Improvements according to a timeline **YOU** should establish, as part of your recruitment
- MANAGE** expectations!
- If expectations = reality, then all good

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STEPS TO TAKE



- Don't rush it - just beating your budget is great; no bonus points, usually, for killing it.



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STEPS TO TAKE



- **PERSONNEL:** what you permit – you promote
- Establish reasonable ground rules around authority and following chain of command
- Intel rule
- Sometimes you need to make a statement – make it against someone unpopular!

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REPLACING LEADERSHIP

- Never assume you have to unseat anyone
- Give them clear instructions as to appropriate performance and behaviors
- Meet with them frequently to review before removing (to give course correction opportunity)
 - Then, not “personal” and not “de-legitimizing” to existing faculty



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RECRUITING NEW PEOPLE

- Very threatening to existing faculty
 - Don't overwhelm the place in the first month
 - Don't value new hire higher* than existing faculty with same qualification



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THE PHYSICAL PLANT

- Prettifying the place – you can talk about it (and talk about it) as long as you start plans to do it!
- Then talk some more about how it is going to be **GREAT!**
- **OPTIMISM!**



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SALARIES & INCENTIVE STRUCTURE

- **TAKE YOUR TIME!!!!**
- Commission a team
- Engage the faculty
- Employ behavioral economics of loss vs. gain
- Incentivize everything, incentivize nothing
- **THIS NEVER MAKES A DEPARTMENT BETTER!**



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COACHING ANESTHESIOLOGISTS

- **NOT** reanimation for a career crash; a substitute for psychiatric referral; or cure for terminal arrogance
 - **CAN** fill gaps in social intelligence & boundary myopia *if* open to constructive feedback & adaptive learning
 - **SHOWS** concern and resolve: 'best practices' of good management and effective leading
- Thanks to Dan Anderson, Hard Counsel

THE EIGHT-STAGE PROCESS OF CREATING MAJOR CHANGE



WHAT, ME WORRY?

Dismiss need to **improve** your own performance!

What do I need to **do differently** to lead change?

Find someone you really trust to give you the honest feedback you don't want!

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