

READY, SET, GROW!

PLANTING SEEDS FOR SUCCESSFUL CHANGE

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FINANCIAL DISCLOSURE

GOJO Industries, Inc.
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LEARNING OBJECTIVES

- Recall the three phases of the implementation of change
- Describe the five critical elements of readiness for change
- Identify important steps in creating a readiness for change program



HAND
HYGIENE

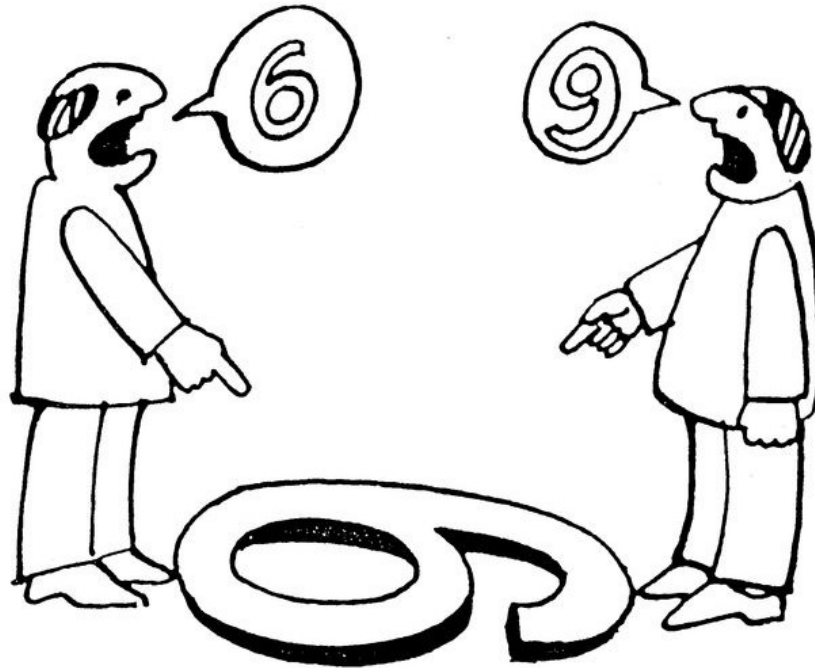
AT THE HEART OF EVERY CHANGE

Getting people to **stop** doing things the old way
and
getting them to **start** doing things a new way*



CHANGE IS A FUNCTION OF PERSPECTIVE

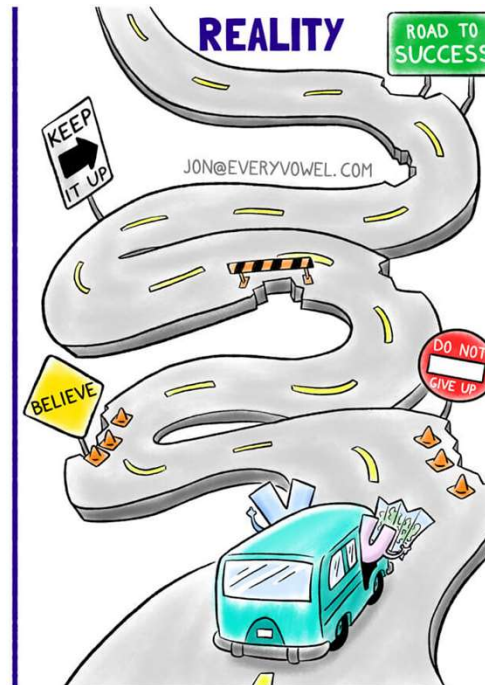
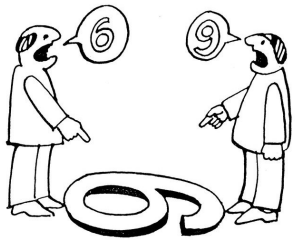
**Change leaders'
conceptualization of
the change**



**Change recipients'
reality of the change**

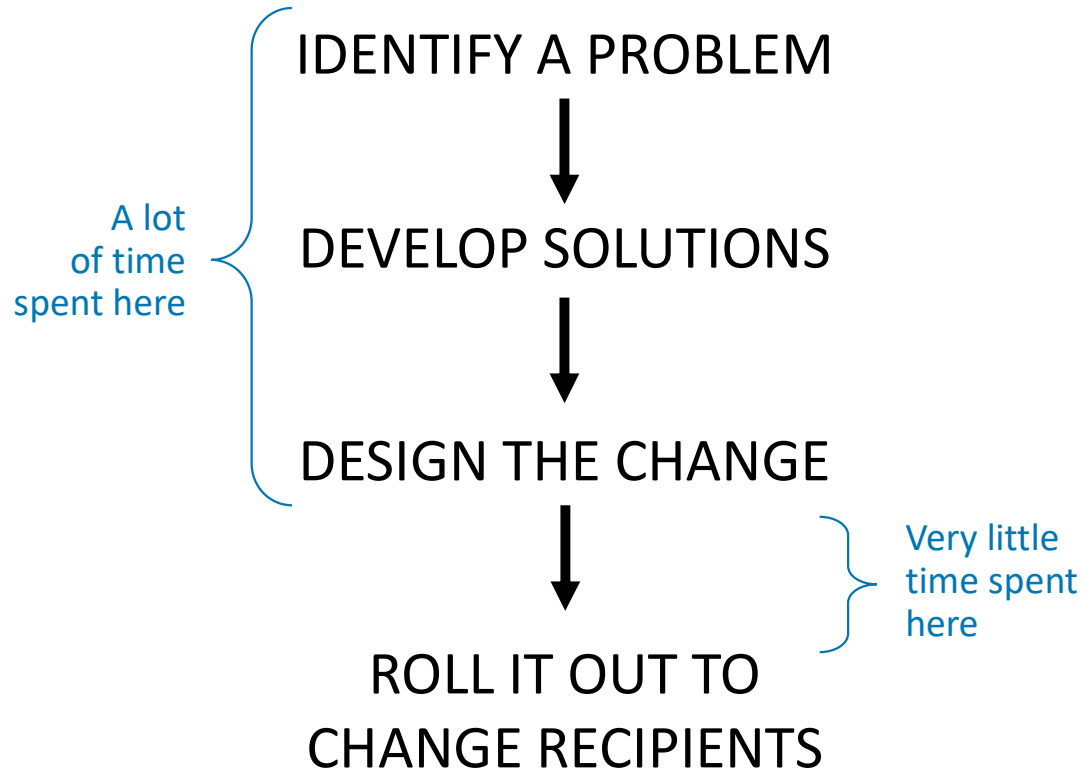
A good deal of the tension that arises is a direct result of the disjunction between those directing change and the recipients who must adopt and adapt to the change.*

CHANGE IS A FUNCTION OF PERSPECTIVE

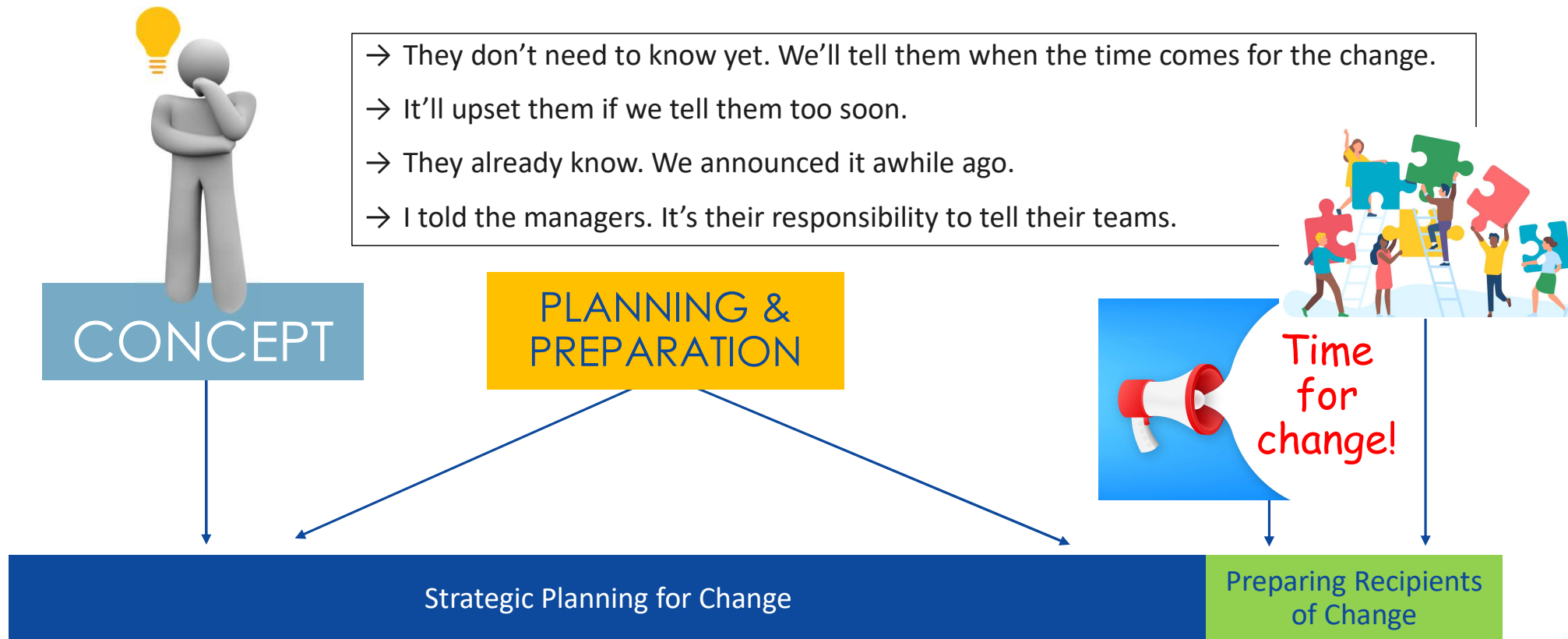


Graphic from: <https://www.everyvowel.com/evcartoon/success/>

TRADITIONAL CHANGE

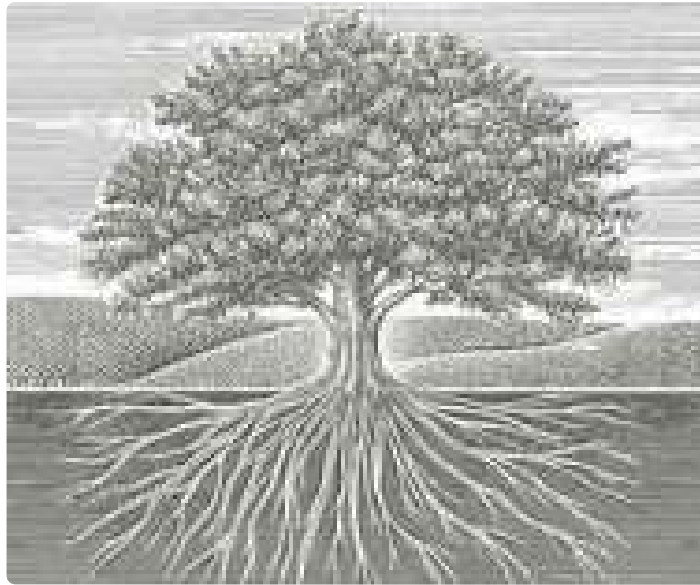


CHANGE RECIPIENTS COME LATE TO THE GAME



CHANGE TAKES TIME AND PREPARATION

The task of breaking longstanding habits and practices is like uprooting a powerful oak



The task of building new habits and practices is like cultivating a delicate flower one day at a time



THE POTENTIAL OF A SEED



Requires reinforcing growth processes:
Water, sunlight, nutrients.....and time

THE POTENTIAL OF A SEED



The results you are seeking depend on:
the *reinforcing growth* processes **you deliver.**

This Won't Work



GROWTH



Every Unit is Different



The success of the reinforcing growth processes depend on:
the ***composition of the environment***

RETHINKING HOW WE THINK ABOUT CHANGE

change

Often, it is not the change itself that is resisted.

It is the way that it is brought about.

Recognizing that

Change is **Personal**

is the difference between success and failure

REAL-WORLD EXAMPLE

Implementing electronic compliance monitoring



- Pilot of the electronic compliance monitoring system
 - Three ICU units
 - No unit-level HCW or physicians notified prior to installation day
 - Installers show up to install the system components
 - Clinical educator (vendor) tasked with announcing the change, justification for the change and providing education on the system
- Completed the pilot, removed the system

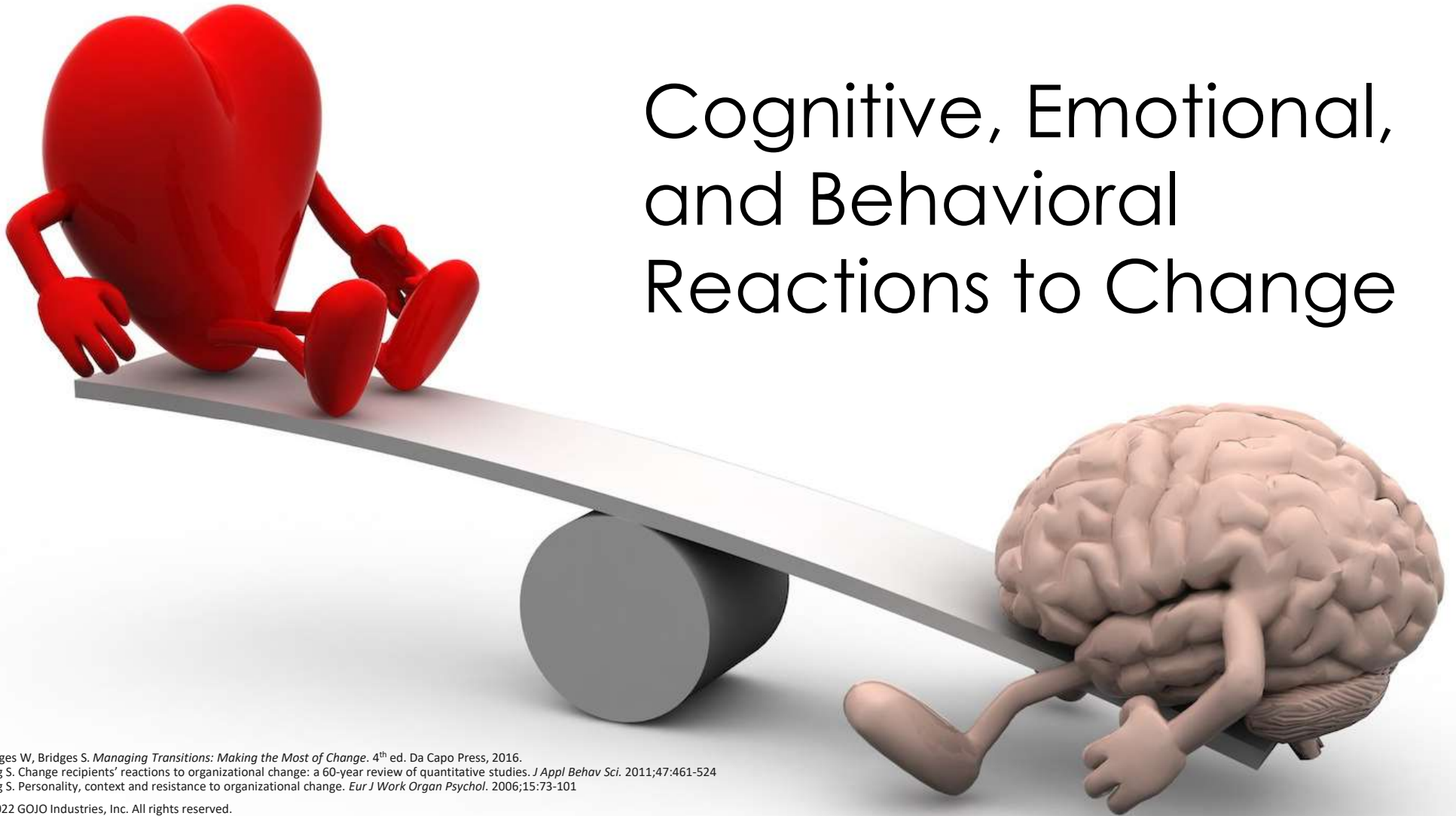
REAL-WORLD EXAMPLE

Implementing electronic compliance monitoring

- Pilot of the electronic compliance monitoring system
 - Two units (one ICU, one med surg)
 - Broad communication with all unit-level HCW and physicians
 - Kaizen approach including unit staff and ancillary staff; gemba walks
 - Clinical educator (vendor) and hospital leadership worked in partnership
- 38 units installed




Cognitive, Emotional, and Behavioral Reactions to Change



Bridges W, Bridges S. *Managing Transitions: Making the Most of Change*. 4th ed. Da Capo Press, 2016.
Oreg S. Change recipients' reactions to organizational change: a 60-year review of quantitative studies. *J Appl Behav Sci*. 2011;47:461-524
Oreg S. Personality, context and resistance to organizational change. *Eur J Work Organ Psychol*. 2006;15:73-101
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Slide attribution: Courtesy of Jeffrey Ford PhD

A man in a blue suit stands in a dark, textured room, looking up at a shadow of a ladder cast on a wall. The shadow is a series of horizontal lines, suggesting a barrier that is not tangible. The man's shadow is cast on the floor, and the overall atmosphere is one of contemplation and challenge.

BARRIERS
TO
CHANGE
ARE **NOT**
ALWAYS
TANGIBLE

THE HUMAN ELEMENT OF CHANGE

When organizational leaders overestimate the degree to which they have prepared the organization **and its employees for change**, a predictable range of undesirable outcomes occur:

- **The change effort experiences a false start** from which it might or might not recover
- **The change effort stalls** as resistance grows, or
- **The change effort fails** altogether

PHASES OF CHANGE



The diagram consists of two large, light green chevron shapes pointing to the right, arranged horizontally. The first chevron contains the word "Planning" and the second chevron contains the word "Implementation". A large black ampersand "&" is positioned between the two chevrons, overlapping both. The text "Planning & Implementation" is centered across the two chevrons.

Planning & Implementation

PHASES OF IMPLEMENTATION OF CHANGE



Readiness

- Organizational members become prepared for the change and ideally become supporters

Adoption / Transition

- The change is implemented, and employees adopt the new ways of operating

Institutionalization

- Efforts from the adoption period are maintained and reinforced until changes are internalized and the new norm

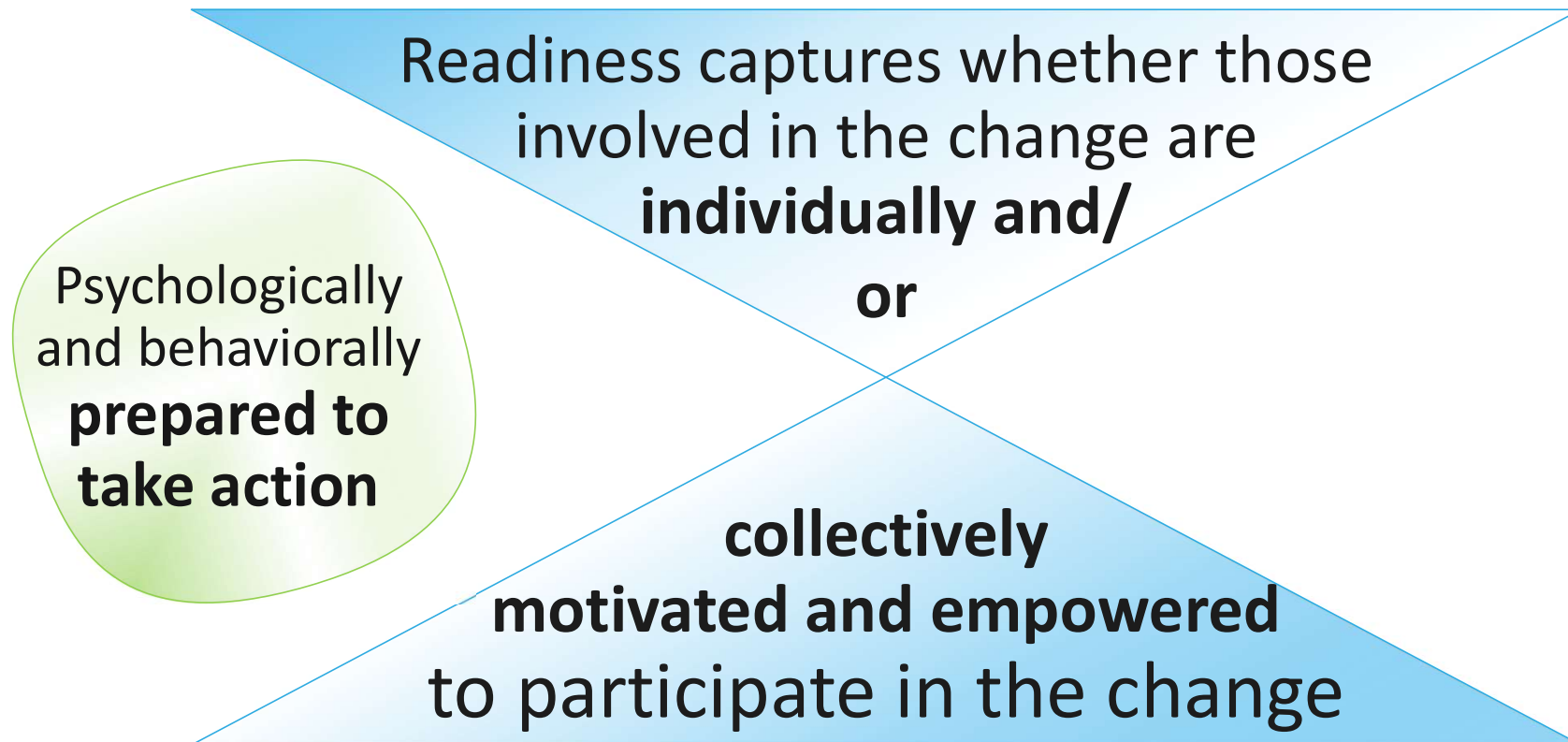
READINESS FOR CHANGE

READINESS FOR CHANGE

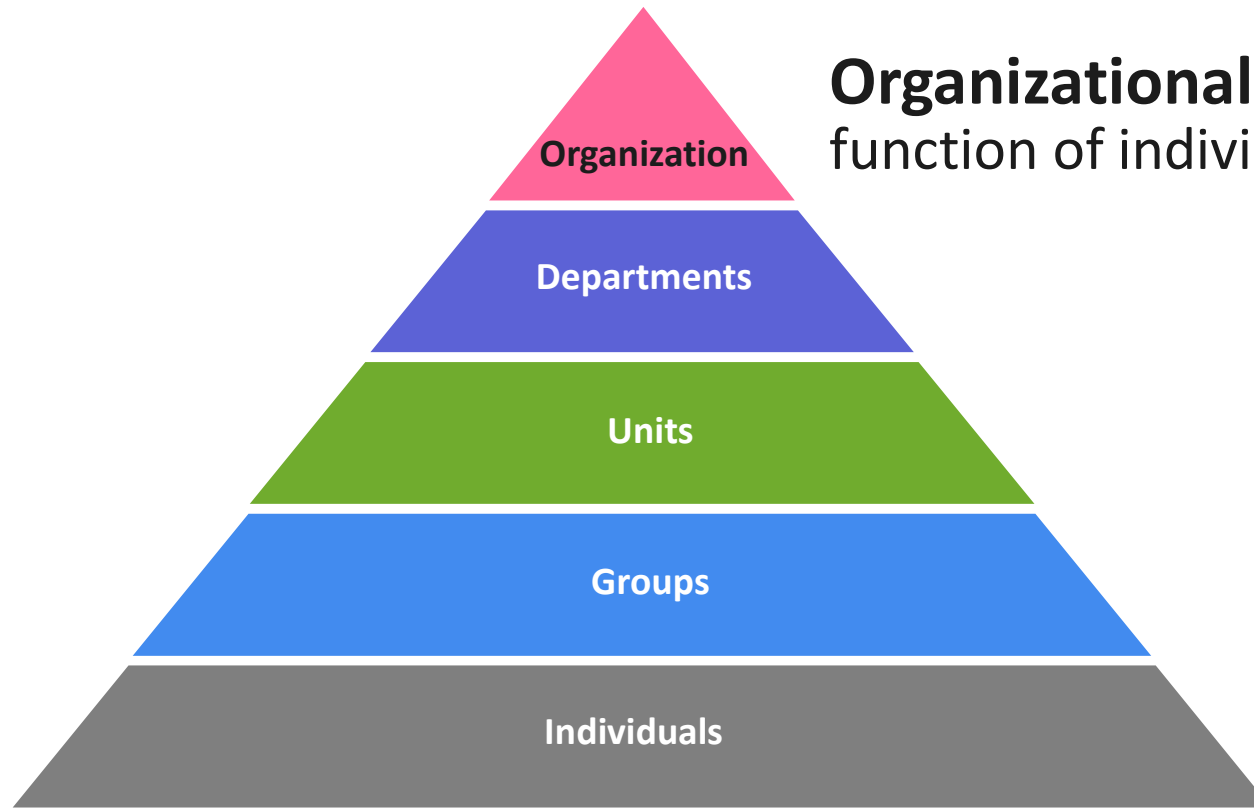
An organization's plan for change and its ability to execute it

**Refers to the organization's
history of change and its success or failure in it**

READINESS FOR CHANGE



READINESS FOR CHANGE



Organizational change is a function of individual behavior

ONE SIZE DOES NOT FIT ALL

Small / Simple TRANSACTIONAL PROJECT

- Change hand hygiene dispensers – same product
 - Manual to manual
 - Touch-free to touch-free

Medium / Operational CHANGE PROJECT

- Changing hand hygiene products
- Moving from manual dispensers to touch-free dispensers

Large / Complex TRANSFORMATIONAL PROJECT

- Implementing electronic compliance monitoring in an entire facility



Readiness for Change

5 ELEMENTS OF READINESS FOR CHANGE



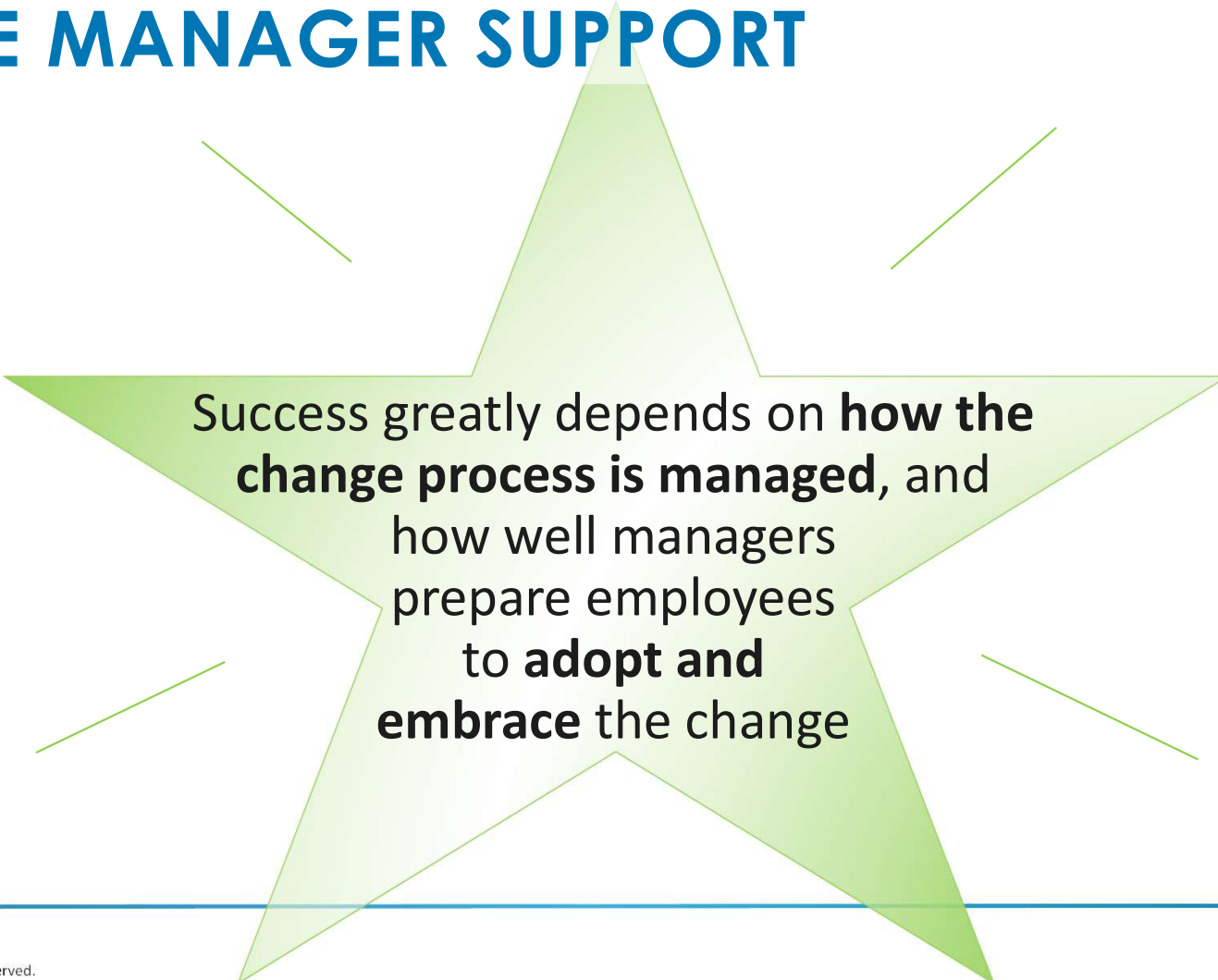
Armenakis AA, et al. Crafting a change message to create transformational readiness. *J Organ Change Manag.* 2002;15:169-183.

Armenakis AA, et al. A top management team's reactions to organizational transformation: the diagnostic benefits of five key change sentiments. *J Change Manag.* 2007;7:273-290.

Austin T, Chreim S, Grudniewicz A. Examining health care providers' and middle-level managers' readiness for change: a qualitative study. *BMC Health Serv Res.* 2020; 20:47.

Rafferty AE, et al. Change readiness: a multilevel review. *J Manag.* 2013;39:110-135.

MIDDLE MANAGER SUPPORT



Success greatly depends on **how the change process is managed**, and how well managers prepare employees to **adopt and embrace** the change

ASSESSING READINESS FOR CHANGE

ASSESS YOUR CHANGE READINESS POTENTIAL

Conduct an audit of previous change efforts and determine the circumstances under which success or failure occurred.

What worked, what didn't, and why?

ASSESS YOUR CHANGE READINESS POTENTIAL

- How well does your organization function during change efforts?
- How well positioned is the organization to absorb all the changes planned without significant risk of overload?
- What resources are involved, degree of skills and experience?
- What is your leadership's capability of sponsoring and supporting the change?
- What generates desire for change and what creates resistance to it?
- What do you need to improve support and reduce roadblocks?
- What is your culture and historical experience in dealing with change?

ASSESS YOUR CHANGE READINESS

Questionnaire to
assess the five
beliefs:

- Discrepancy
- Appropriateness
- Efficacy
- Principal Support
- Valence

1. This change will benefit me (V)
2. Most of my respected peers embrace the proposed organizational change (PS)
3. I believe the proposed organizational change will have a favorable effect on our operations (A)
4. I have the capability to implement the change that is initiated (E)
5. We need to change the way we do some things in this organization (D)
6. With this change in my job, I will experience more self-fulfillment (V)
7. The top leaders in this organization are “walking the talk” (PS)
8. The change in our operations will improve the performance of our organization (A)
9. I can implement this change in my job (E)
10. We need to improve the way we operate in this organization (D)
11. I will earn higher pay from my job after this change (V)
12. The top leaders support this change (PS)
13. The change that we are implementing is correct for our situation (A)
14. I am capable of successfully performing my job duties with the proposed organizational change (E)
15. We need to improve our effectiveness by changing our operations (D)
16. The change in my job assignments will increase my feelings of accomplishment (V)
17. The majority of my respected peers are dedicated to making this change work (PS)
18. When I think about this change, I realize it is appropriate for our organization (A)
19. I believe we can successfully implement this change (E)
20. A change is needed to improve our operations (D)
21. My fringe benefits will remain the same after this change (V)^a
22. My immediate manager is in favor of this change (PS)
23. This organizational change will prove to be best for our situation (A)
24. We have the capability to successfully implement this change (E)
25. We need to improve our performance by implementing an organizational change (D)^a
26. My immediate manager encourages me to support the change (PS)

ASSESS YOUR CHANGE READINESS

Two Considerations

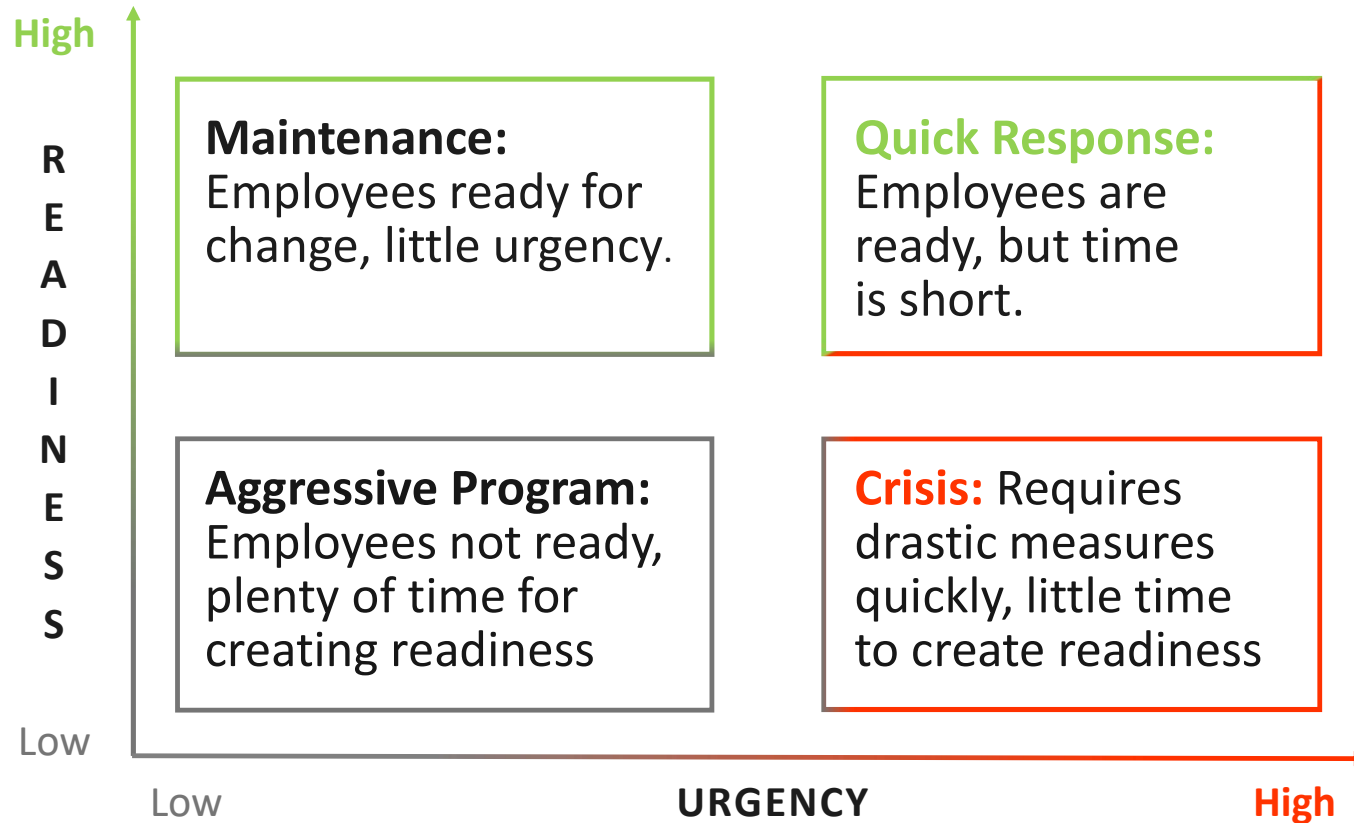
Extent to which employees are ready

- Determined by the **readiness assessment**

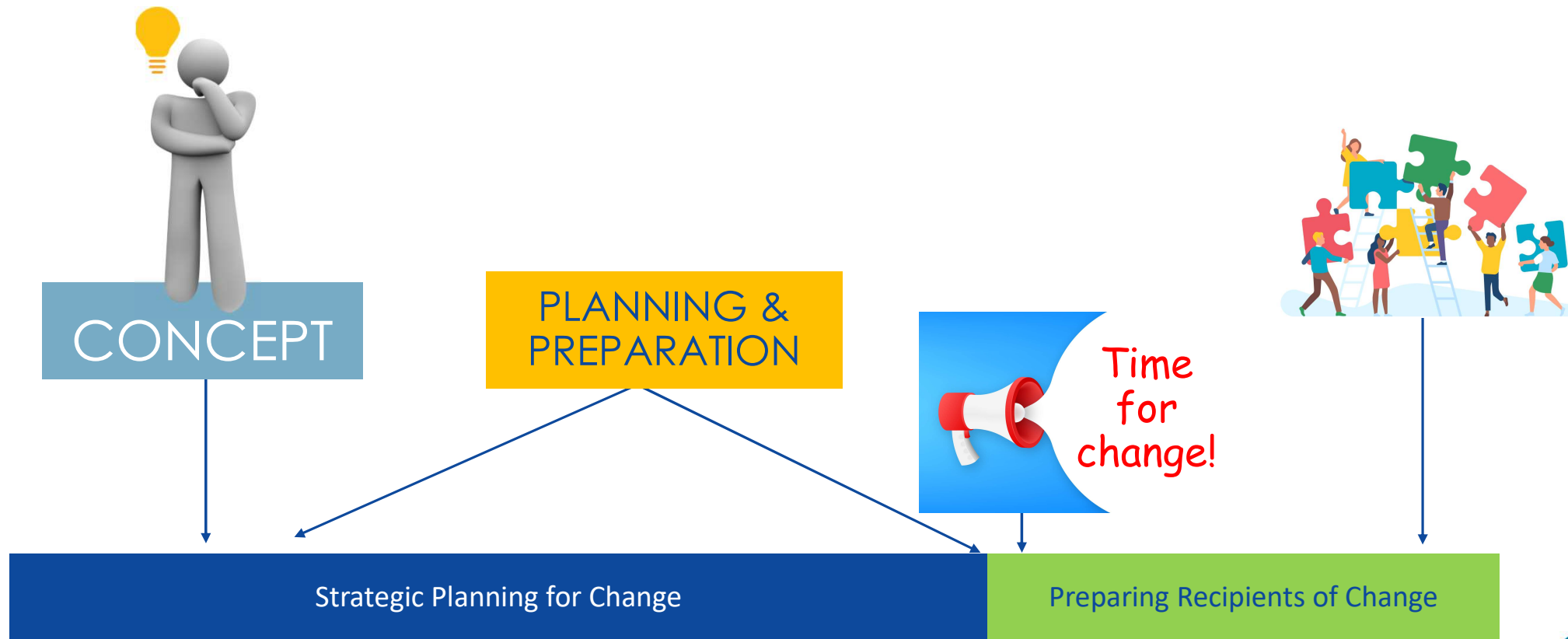
Urgency of the change

- Determined by the **amount of time available** before changes must be implemented

READINESS MATRIX



SUCCESS DEPENDS ON READINESS FOR CHANGE



THANK YOU