Leading Change

Implementing Change: Eight Stages (Kotter, 1996)

• Establishing an sense of urgency
• Creating the Guiding Coalition
• Developing a Vision and Strategy
• Communicating the Change Vision
• Empowering Broad-Based Action
• Generating Short Term Wins
• Consolidating Gains and Producing More Change
• Anchoring New Approaches in the Culture
A Sense of Urgency – Group Discussion

- Is there a sense of urgency about adopting behavioral health integration in your organization, partnership, county?
- If yes, how can you describe this sense of urgency to your staff.
- If no, should there be and/or how can we create it?
Creating the Guiding Coalition

• Put together a group with enough power to lead change
  – Within your agency do you have a group with enough power to lead the change?

• Get the group to work as a team
  – Are you working as team regionally?
  – Is the team within your agency working as a team?
Communicating the Change Vision

- Use every vehicle possible to constantly communicate the vision
- Have the guiding coalition model the new behavior
A Failure to Communicate Vision

- The total amount of communication going to an employee in three months = 2,300,000 words or numbers
- The typical communication of a change vision over a period of three months – 13,400 words or number

.58% of conversation is around change vision
ACTION STEP: How will you communicate the vision?
Generating Short Term Wins

- Plan for wins
- Create the wins
- Celebrate the wins – recognize the wins
Empowering Broad Based Action

- Get rid of obstacles
- Change systems or structures that undermine the change
- Encourage risk taking and non-traditional activities
Consolidating Gains and Producing More Change

- Use increased credibility to make larger changes
- Hire and promote those who align with the vision
- Continue to develop new projects that support the vision
Bringing Small Changes to Scope

How do you take a small, successful change and bring it to scope?

– Use increased credibility to make larger changes
– Hire and promote those who align with the vision
– Continue to develop new projects that support the vision
(Consolidating Gains and Producing More Change)
Anchoring New Approaches in the Culture

- Better leadership, more effective management
- Articulate connections between new behaviors and consumer and organizational success
- Leadership development and succession
Key Drivers of Staff Wellbeing (Cotton 2011)

- Appraisal and recognition
- Teamwork
- Professional Development
- Goal Alignment
- Participative decision making
- Role Clarity
- Supportive Leadership
- Work demands

Causes
80% of individual Morale
80% of workgroup morale
80% of workgroup distress
30% of individual distress

Explains
How do you embed change in organizational culture?

- Model the behavior and change you expect
- Reward and incentivize the behavior and change you want
- Things that we measure and attend to improve
- Change processes, procedures, workflows throughout the organization
- Organizational Change Plan (Include in your Action Plan)