Leading Change

The Kotter Model: Kotter, John P. Leading Change.   Harvard Business School Press. 1996.

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 month = 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)