



NAVIGATING CHANGE

**LEARNING TO
ADJUST YOUR
COURSE IN
UNCHARTED
WATERS**

OBJECTIVES

Module 1

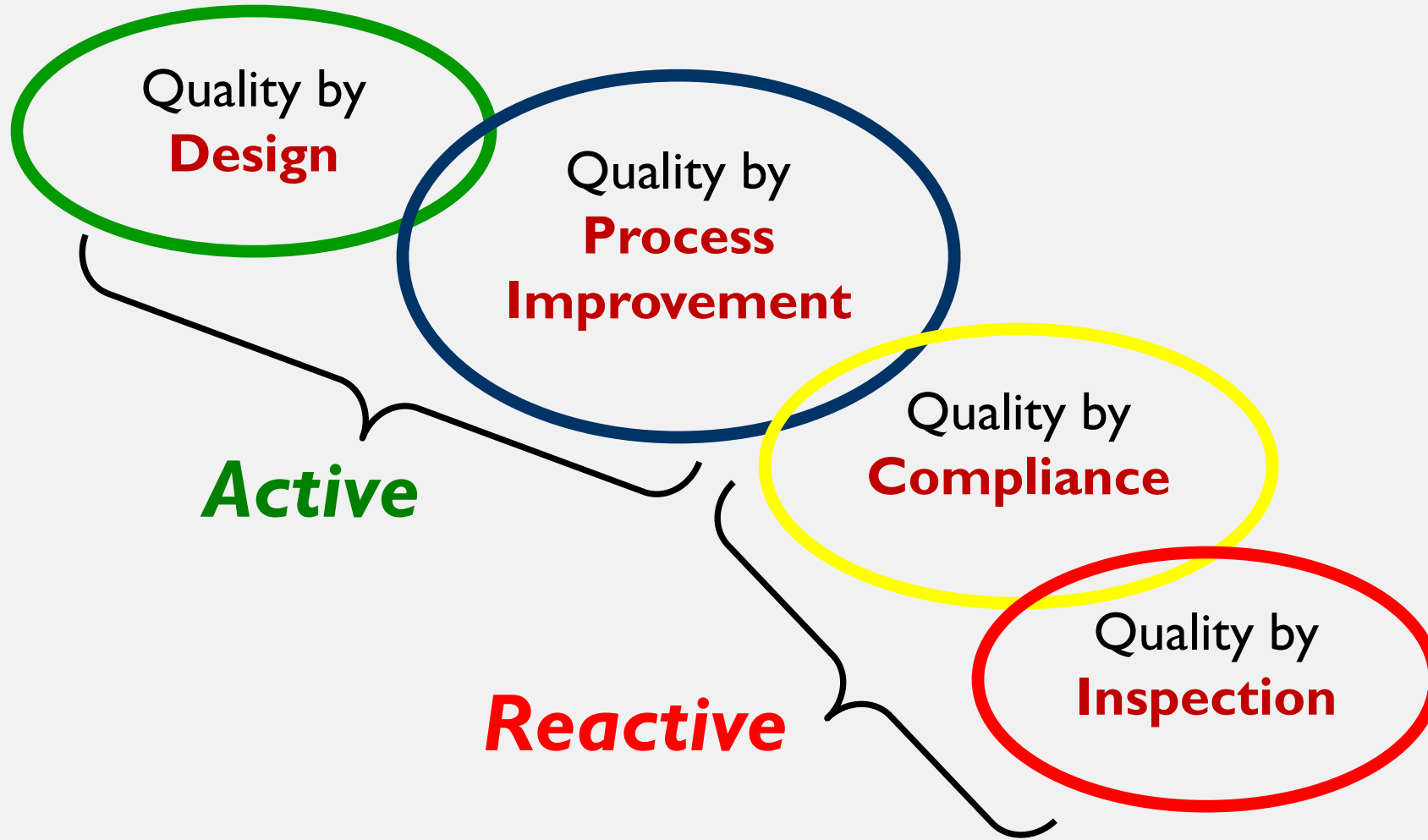
- Identify the 4 methods of quality
- Recognize and address the feeling and thinking components of change
- Understand the importance of being purposeful in implementing change

Module 2

Café Discussion

- Practice a brainstorming technique
- Get new ideas and share feedback with your peers
- Discuss changes you have already made using Kotter's 8 critical steps of change framework

The **4** Methods of Quality



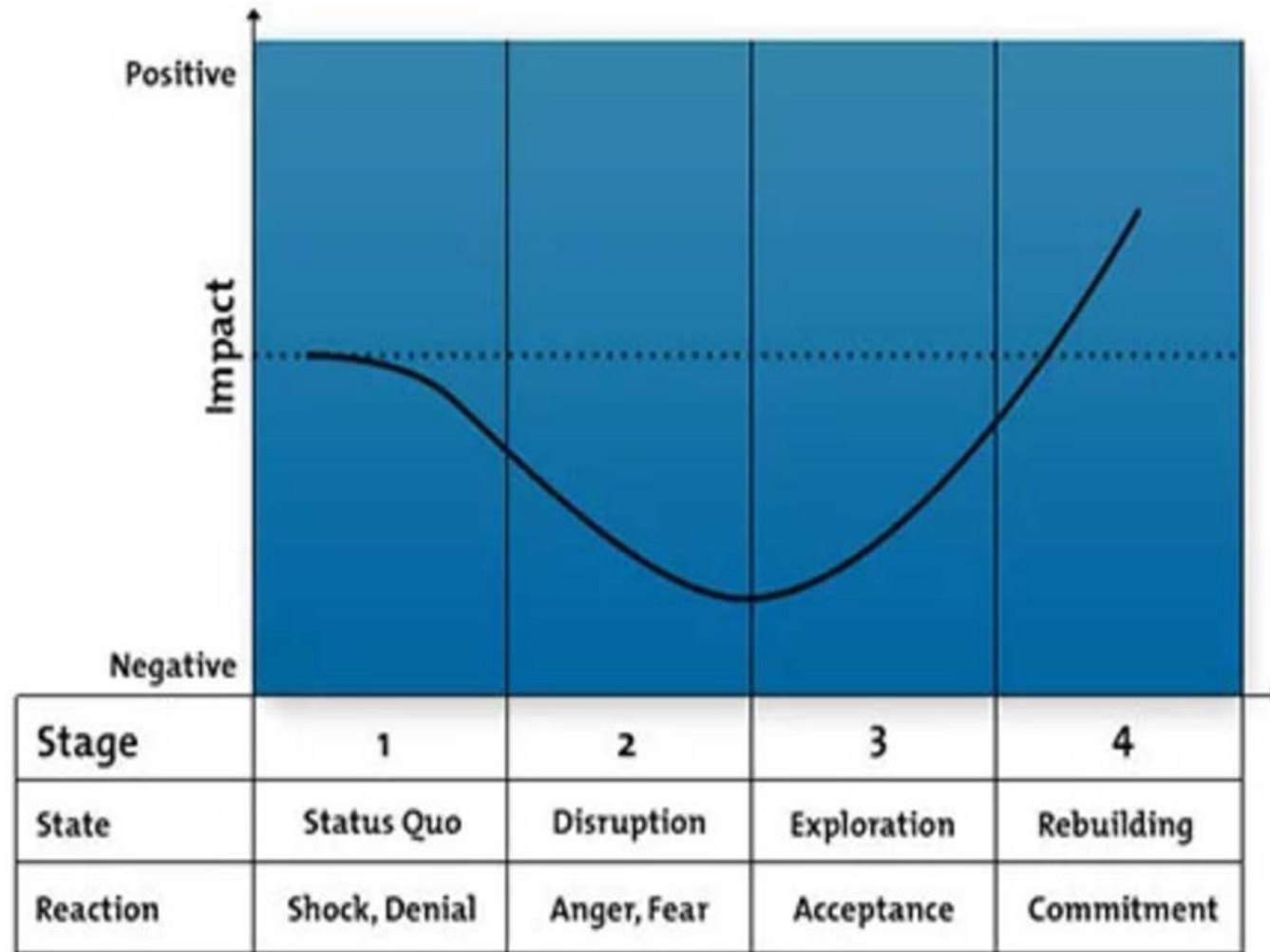
WHAT EVER BUSINESS YOU ARE IN

To effectively lead change, leadership must help people satisfactorily answer three questions that people will ask themselves when it's introduced:

- . **What** is the change?
- . **Why** is the change being made?
- . **How** will the change affect me?

ROLE OF THINKING AND FEELING

Figure 1 – The Change Curve



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Stage 1
State
Status
Quo

Reaction: Shock or Denial

This is when the reality of the change hits

- People need time to adjust
- Critical stage for communication
- People need information to understand what is happening

Stage 2
State

Disruption

Reaction: Anger or Fear

People React - Possible Danger Zone

- Manage this stage or it may lead to chaos
- Provide support, consider the personal impact & listen to objections
- Address issues with clear communication

Stage 3
State

Exploration

Reaction: Acceptance

- On your way to success
- Provide direction
- Training is important
- People will not perform at 100% right away

Stage 4
State
Rebuilding

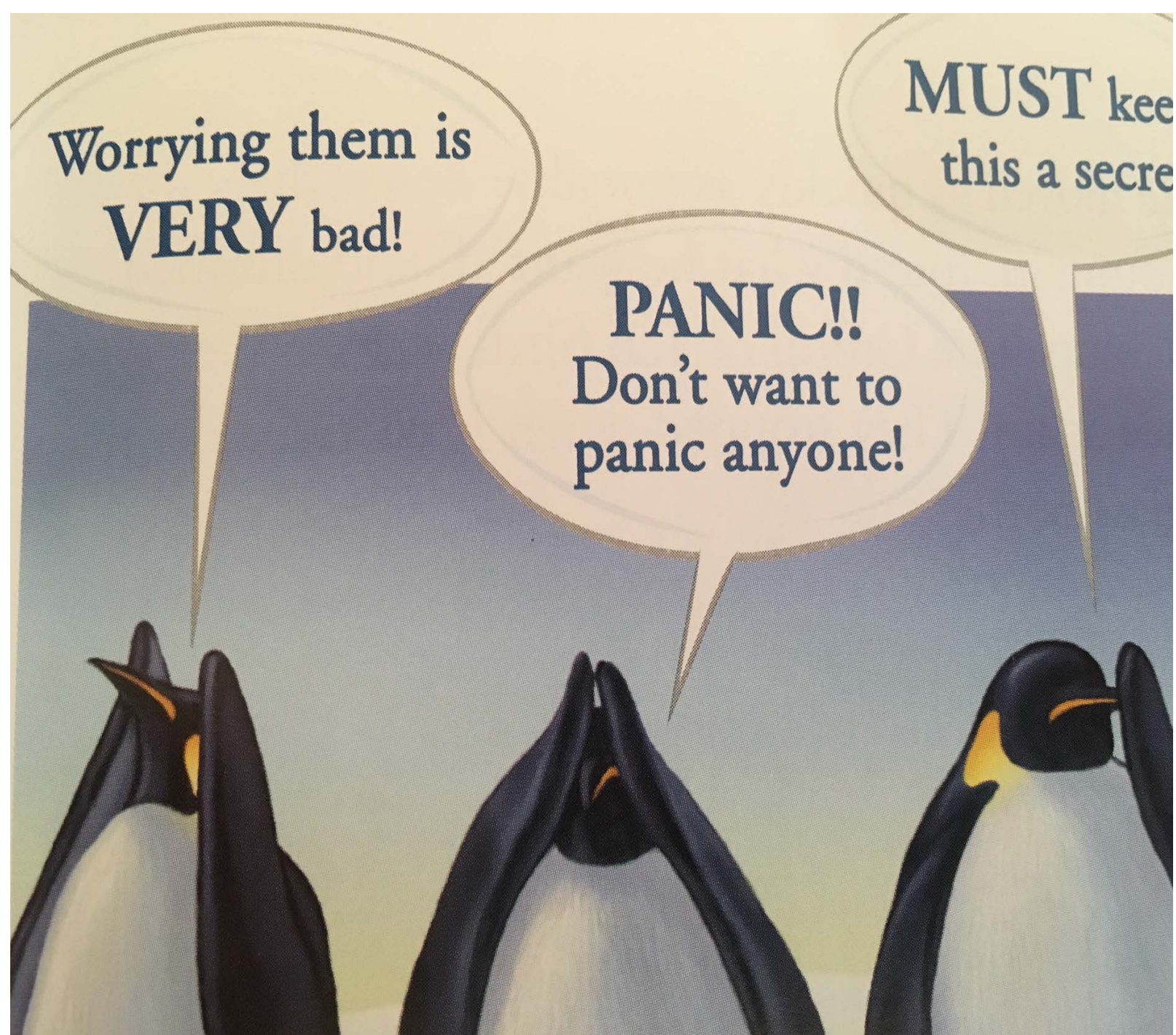
Reaction: Commitment

- People embrace the change
- Offer encouragement
- Celebrate the success and achievements

Our Iceberg is Melting

Changing and Succeeding
Under Any Conditions

John Kotter
Holger Rathgeber



Kotter's Eight Steps to Change

A photograph of a set of concrete stairs leading up a wall. The stairs are made of large, rectangular concrete blocks and ascend from the bottom left towards the top right. The wall is also made of concrete and has a textured, slightly weathered appearance. The lighting is soft, coming from the right side, casting gentle shadows on the steps and the wall. The overall tone is muted and professional.

Set the Stage

1. Create a sense of urgency
2. Pull together a guiding team

Decide what to do

3. Develop the Change Vision and Strategy

Clarify how the future will be different than the past, and how you can make that future a reality

Make it Happen

4. Communicate for understanding and buy in
5. Empower others to act

Remove as many barriers as possible so that those who want to make the vision a reality can do so

Produce Short Term Wins

6. Create some visible unambiguous successes as soon as possible

7. Don't let up

Press harder and harder faster and faster after the first success

Make it Stick

8. Create a New Culture

Hold on to the new-ways of behaving and make sure they succeed, until they become strong enough to replace old traditions.

For more information: <https://www.kotterinternational.com/8-steps-process-for-leading-change/>

And Read the book!

Role of Thinking and Feeling

Thinking differently can help change behavior and lead to better results

Collect data and analyze it

Present information logically to help people think through it step by step

Changed thinking leads to changed behavior

Feeling differently can change behavior even more and lead to even better results

Create surprising and compelling visual experiences (graph data, tell success stories)

The experiences change how people feel about the situation

BASE YOUR CHANGE PROJECT ON 5 QUESTIONS

1. What is it like to be our customer?
2. What are we trying to accomplish?
3. How will we know if the change is an improvement?
4. What changes can we test that may result in an improvement?
5. How can we sustain the improvement?

CAFÉ SESSIONS

LEADING TEAMS THROUGH CHALLENGE

- Practice Framing Change Initiatives Using Kotter's 8 Step Model
- Share strategies for dealing with common roadblocks
- Learn a method of brainstorming that includes all the people involved

Participants “number off” (number of teams equal to the number of problem statements used)

Review problem statement examples around the room and assign a number to each

7-minute brainstorming session at each station

Move around the room clockwise

DISCUSS THE FOLLOWING AS IT
PERTAINS TO PARTICIPATING IN THE
DRUG MEDICAL ORGANIZED DELIVERY
SYSTEM WAIVER (DMC-ODS)

How did you set the stage for
Change in your agency?

How would you do this differently
in the future?

How did you create a sense of
urgency? Did you illustrate with
Stories? Data?

What is your Vision? How will your
agency be different next year?

What are the biggest changes?

Set the Stage

- Create a sense of urgency
- Pull together a guiding team

Decide what to do

- Develop the Change Vision and Strategy
- Clarify how the future will be different than the past,
and how you can make that future a reality

DISCUSS THE FOLLOWING AS IT RELATES TO CHANGES IN YOUR INTAKE PROCESS & VERIFYING ELIGIBILITY AND ENROLLMENT?

Share some of the changes you made?

How did you make it happen?

What did you do to get buy in and engagement among the staff?

Did you celebrate any successes along the way?

- **Make it Happen**
- **Communicate for understanding and buy in**
- **Empower others to act**
- Remove as many barriers as possible so that those who want to make the vision a reality can do so
- **Produce Short Term Wins**
- Create some visible unambiguous successes as soon as possible

DISCUSS THE FOLLOWING AS IT
RELATES TO CHANGES IN YOUR
CLINICAL PROCESSES?

Share some of the changes you
made?

How did you make it happen?

How are you ensuring all clinical
staff understand ASAM?

How are you going to monitor
short term wins?

- **Make it Happen**
- **Communicate for understanding and buy in**
- **Empower others to act**
- Remove as many barriers as possible so that those who want to make the vision a reality can do so
- **Produce Short Term Wins**
- Create some visible unambiguous successes as soon as possible

DISCUSS THE FOLLOWING AS
IT RELATES TO THE DMC
CERTIFICATION PROCESS

What processes and procedures did you put in place to ensure that the new certification process “would stick”?

Who will monitor changes, such as when new staff or board members are hired, agency address changes?

What processes are in place to review the contract and recertify?

Did you assign staff or departments to be accountable for monitoring?

Did you write up a policy or procedure to make it easier to get certified next time?

Make it Stick

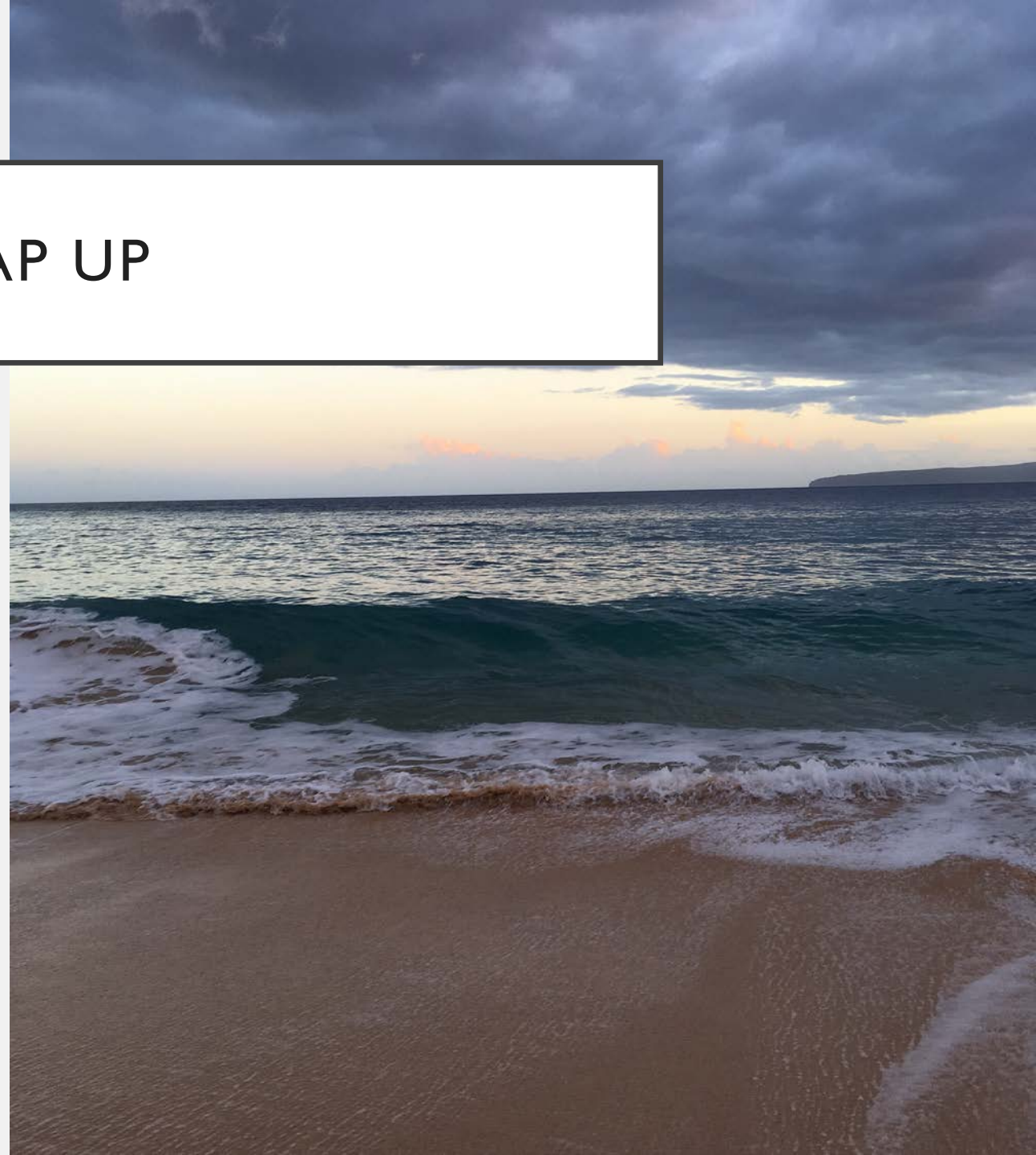
8. Create a New Culture

- *Hold on to the new-ways of behaving and make sure they succeed, until they become strong enough to replace old traditions.*

WRAP UP

What is one new thing you will try as a result of participating in this workshop?

What other resources would you like us to develop to help you stay on course?



“Change is hard at first, messy in the middle and gorgeous at the end.”

Robin Sharma

“The secret of **change** is to focus all your energy not on fighting the old, but on building the new.”

Socrates



Questions? Assistance?

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