



CREATING the CONDITIONS for CHANGE MANAGEMENT

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LEARNING OBJECTIVES

- **Discuss the environmental, psychological and cognitive conditions for change management**
- **Debate barriers to full transparency & ethical implications**

Bonus: Test knowledge and beliefs about managing change vs creating change through audience participation & polling

DEFINITIONS

Create

Conditions



DEFINITION: Create

www.collinsdictionary.com › dictionary › create ▾

Create definition and meaning | Collins English Dictionary

Create definition: To create something means to cause it to happen or exist . | Meaning, pronunciation, translations and examples.

CREATE.

v. – to cause to
come into being. as
something unique
that would not
naturally evolve or
that is not made by
ordinary processes.

Definition Journal: Create

www.dictionary.com

Bloom's Taxonomy Action Verbs



Definitions	Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
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Synthesize

Adapt	Intervene
Anticipate	Invent
Categorize	Make up
Collaborate	Model
Combine	Modify
Communicate	Negotiate
Compare	Organize
Compile	Perform
Compose	Plan
Construct	Pretend
Contrast	Produce
Create	Progress
Design	Propose
Develop	Rearrange
Devise	Reconstruct
Express	Reinforce
Facilitate	Reorganize
Formulate	Revise
Generate	Rewrite

DEFINITION: Condition

www.dictionary.com > browse > conditions ▾

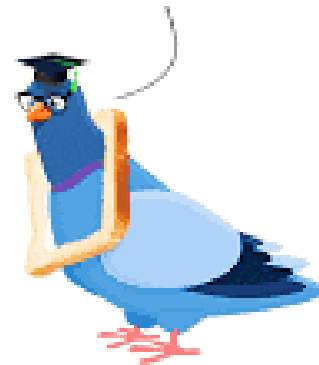
Condition | Definition of Condition at Dictionary.com

a circumstance indispensable to some result; prerequisite; that on which something else is contingent: **conditions** of acceptance. Usually **conditions**. existing circumstances: poor living **conditions**. something demanded as an essential part of an agreement; provision; stipulation: He accepted on one **condition**.

what are other
words for
conditions?



circumstances, situation,
environment, surroundings,
setting, medium, atmosphere,
condition, circumstance



Thesaurus.plus

PLURAL NOUN

The **conditions** under which something is done or happens are all the factors or circumstances which directly affect it.

www.collinsdictionary.com

COGNITIVE CONDITIONS for change

- Teach and Train
- Assess and Analyze
- Convey and Contract (for change)
- Read Reviews
- Study the Standards (models)



Ethical Ethos: Educate to drive independent decision-making

ENVIRONMENTAL CONDITIONS

- Create safe, non-attributional space
- Invite Innovation
- Ensure Each Voice
- Data, Science, Evidence
- Visual Victories



Ethical Ethos: Model fidelity & commit to favorable environment

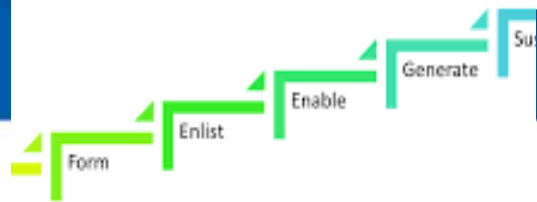
PSYCHOLOGICAL CONDITIONS

- Listen and Learn (all points of view)
- Empathize with Emotional Toll
- Expect Excuses
- Invoke Inspiration
- Listen, Listen, Listen
- Forge Forward



Ethical Ethos: Respect the rights and dignity of “skeptics”

Kotter 8-Step Change Model

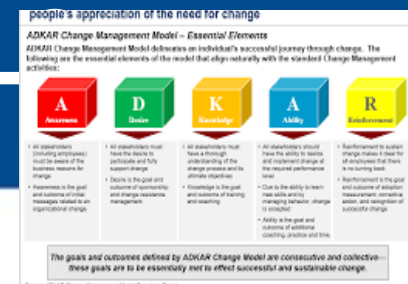


Kotter's

McKinsey 7-S Model



McKinsey 7-S



ADKAR

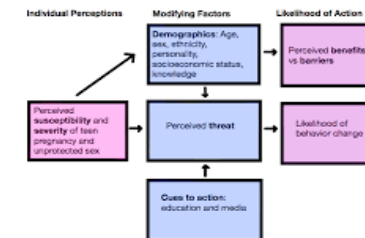
Kubler-Ross Model



Kubler-Ross Five Stage



Lewins



Health Belief



Transtheoretical (Theory of Change)

MY 1st PERSONAL FAVORITE

A

AWARENESS OF THE NEED FOR CHANGE

D

DESIRE TO SUPPORT THE CHANGE

K

KNOWLEDGE OF HOW TO CHANGE

A

ABILITY TO DEMONSTRATE SKILLS & BEHAVIORS

R

REINFORCEMENT TO MAKE THE CHANGE STICK

The prerequisite for implementing change is sound knowledge and people's appreciation for the need to change

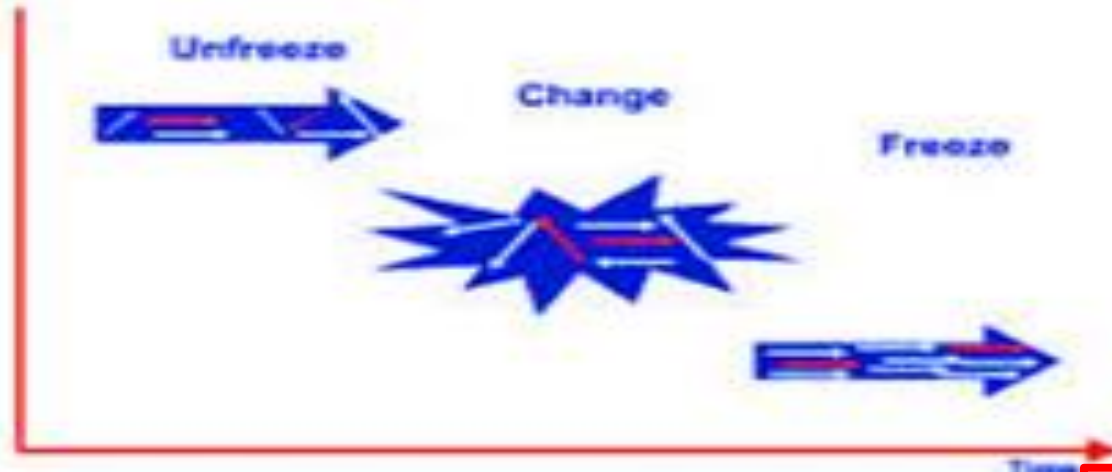
Ethical Ethos: Objectivity & Integrity

CHANGE IS A CONSTANT

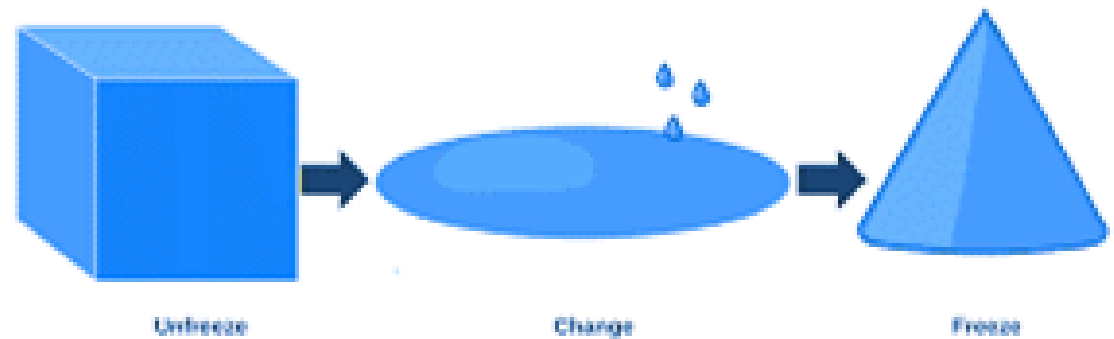
- **BUT... you can initiate, participate & celebrate
(ADKAR)**
- **OR... you react, reset & reshape new normal
(LEWIN)**

MY 2nd PERSONAL FAVORITE

Kurt Lewin Change Model



Lewin's Model



CASE STUDY IN LEADERSHIP



Ethical Ethos for Leaders:

- ***do not self-deal***
- ***be competent***
- ***obey laws, regulations, policies***
- ***do no harm to people or organization***
- ***display fairness & justice***

CASE STUDY IN FOLLOWERSHIP



Ethical Ethos for Followers:

- ***don't undermine process***
- ***demonstrate desire to do good***
- ***keep commitments***
- ***collaborate vs isolate; avoid cliques***
- ***do no harm to people or organization***
- ***display fairness & justice***

CASE STUDY IN TEAMWORK



**"What if we don't change at all ...
and something magical just happens."**

CASE STUDY IN ALLIANCES



ETHICAL TRANSPARENCY

- **Be honest**
- **Admit failures, followed by corrective actions**
- **Do not shy away from negative news**
- **Balance privacy with transparency**
 - Legal requirements
 - Proprietary constraints
- **Do not let perfection, become enemy of good**
- **Transparency builds trust**

<https://youtu.be/do6e1UE4rul>

LEADING CHANGE EMBODIES CCMC ETHICAL PRINCIPLES

- Place the public interest above one's professional and/or personal ambition
- Respect the rights and inherent dignity of all stakeholders (even those who resist)
- Maintain objectivity and eliminate bias when leading or managing change
- Act with integrity and fidelity
- Obey all laws and regulations

ETHICAL DERAILMENTS

- Hidden agendas
- Lack of transparency
- Absence of justice
- Mal-aligned alliances
- Disingenuous attitudes
- Unappreciated unconscious bias
- Toxic conditions for change



SHAPING & COMMUNICATING

- Guided Leadership
- Directional Messaging
- Focused Messages
- Customer/Client Resonance
- LEAN!



Create a public expectation...

- **Schedule recognitions linked to milestones**
- **Advertise/market milestone celebrations**
- **Keep it short and sweet**
- **Visible executive leadership**

RESULT: Accountability

Create a new language...

- Simple, visual, strategically placed
- Unique, specialized branding
- Messenger matters: Messages matter
- Enthusiasm builder

RESULT: New Identity; Differentiates Status Quo

If it's not measured...

- It does not matter
- Predictable and repeatable interventions
- Regular, recurring meetings
- Milestone updates, “IPRs”; i.e. documentation
- Simple reporting

RESULT: Forward movement, sticktoitness

Pen the policy...

- **Announce policy draft at start of change process**
- **Pen policy as you go... codify!**
- **Change agents contribute content**
- **Solidify the gains in granite**

RESULT: Corporate culture; early expectation of permanence

CHANGE AGENTS

- **Intentionally Identify Influencers**
 - Movers and shakers
 - Loudly quiet leaders
 - Role models and Champions

Change agents perform multifaceted and complex roles, driving change interventions as processes that need to be coordinated and effectively managed.

Caldwell, Raymond. Models of Change Agency: A Fourfold Classification. British Journal of Management, Vol 14: 2

VIDEO

If time permits.....

<https://youtu.be/q1mbrcFSwsY>



TYEING THE BOW



THE WIFM

- Organizational Change
- Leadership Traits
- Ethical Principles Applied to Change Process
- To Be *(managed)* or Not To Be *(managed)*
- Transparency Provides Power *(to grow trust)*
- Change in Case Management
 - **To** my practice
 - **In** my practice

THANK YOU!

- For participating with Mentimeter
 - For all you do!



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