



## Change is Hard!

Change Management Principles to Make Hard Changes Simpler.

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### Key Take-Aways

- Change is really, really hard.
- But, there are ways to simplify the process.
- Effective change management takes time, commitment, trust and respect.
- Change, when done well, can be transformational!

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## Change is really, really hard!

- Some of our greatest unhappiness in life comes from “pushing” against inevitable change.
- There are many unknowns that come with change, and that’s scary.
- People have different “adaptability thresholds” and too much change can overwhelm our ability to cope.
- Poorly executed change can have a detrimental impact to the staff, department, and organization.

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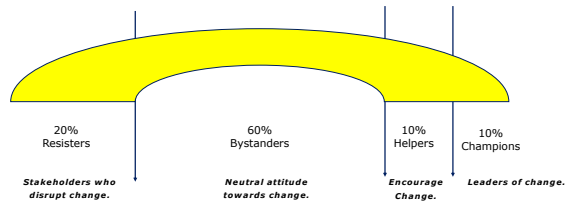
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## Anatomy of an Organization




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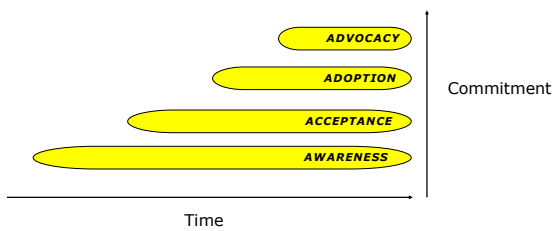
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## Levels of Change Management




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## 8-Step Change Management Plan

8 Steps to Transforming Your Organization	
1	Establish a Sense of Urgency
2	Form a Guiding Coalition
3	Create a Vision
4	Communicate the Vision
5	Empower Others to Act
6	Create Short-Term Wins
7	Consolidate Improvements to Create More Change
8	Anchor Change in the Culture

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### Step 1: Create A Sense of Urgency

- What are the opportunities gained through this needed change?
- Are there crises or problems to be avoided through the change?
- Is the status quo more dangerous than entering the unknown?



**Pitfalls to Avoid:**

1. Status quo is too comfortable.
2. Your urgency isn't compelling enough.
3. Your leaders aren't on board with the change.



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### Step 2: Form Guiding Coalition

- Assemble a group with enough power to lead the change.
- Develop a shared assessment of the problems and opportunities.
- The team must be respectful and trust one another.
- Team consists of members throughout the organization, not just the top.

**Pitfalls to Avoid:**

1. The "leader of the change" isn't directly impacted by the outcomes of the change, or does not "buy-in" to the change.
2. Inability to communicate or work as a team.



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### Step 3: Create a Vision

- Vision must be clear and easy to communicate
  - Must be able to state in 5 minutes or less.
- Create FAT strategies: Focused, Attainable, Tangible
- "Inspire the change" using Principles for Inspiring Change.

**Pitfalls to Avoid:**

1. *Lack of direction due to confused or conflicted goals, or poorly defined vision.*
2. *Too many plans, directives, or programs, but no clear path towards anything.*
3. *Inability to articulate a concise vision.*




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### Step 3. Create a Vision

**Principles for Inspiring Change**

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|--|-------------------------------------|
| 1. Change what needs changing, not what's easy | 7. Simplify your message            |
| 2. Re-recruit your best people                 | 8. Let your actions speak           |
| 3. "Forget" for success                        | 9. Celebrate success                |
| 4. It all starts with belief                   | 10. Respect the growing process     |
| 5. Focus on strengths                          | 11. Measure results                 |
| 6. Removed barriers                            | 12. Reinforce, reinforce, reinforce |

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### Step 4: Communicate Your Vision

- Use all forms of communication
  - in-person, Town Hall meetings, email
- Have the "Guiding Coalition" model the way.
- Help people understand the "why" of a change and "what's in it for them".
- Capture the minds and the hearts of your audience.

**Pitfalls to Avoid:**

1. *Cynicism among staff with ineffective communication or leaders who do not "walk the talk".*
2. *Loss of credibility and confidence in the message.*

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### Step 5: Empower Others to Act on the Vision

- Encourage creativity and the development of new ideas.
- Remove obstacles to change:
  - Systems and processes, organizational structure, people
- Encourage risk-taking around the vision.

**Pitfalls to Avoid:**

1. *Avoiding or ignoring obstacles will undermine the entire change management process.*
2. *Loss of credibility and confidence in the message.*




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### Step 6: Plan and Create Short-Term Wins

- Actively look for incremental positive outcomes.
- Build momentum by rewarding desired changes:
  - Create clear short-term goals
- Short-term wins help keep the urgency level up.
- Celebrate small wins!

**Pitfalls to Avoid:**

1. *Loss of momentum, "forgetting" the vision*
2. *Staff losing faith, becoming a "Resistor"*




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### Step 7: Build On Short-Term Wins, Create more Change

- Leverage previous successes to initiate new changes.
- Use the built up momentum to combat "*tradition*," "*old school thinking*," and the "*resistors*" trying to take over.
- Take on larger, longer, and more complex challenges.

**Pitfalls to Avoid:**

1. *Declaring "victory" too soon, halted progress.*
2. *Take-over by "resistors" and reversion to the old way of doing things.*

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### Step 8: Anchor the Change in the Culture

- Change sticks when it becomes “the way we do things around here.”
- New changes and behaviors are rooted in social norms and shared values.
- Visibly and directly connect the change to results and point it out to staff (they may not see the connection on their own).

Vision  
Mission  
& Values

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### Problem to Solve ...

- Parvovirus is a deadly disease to puppies
- Positive Test Result = Euthanasia
- Difficult and too resource-intensive to treat in shelter
- Difficult to contain the disease in a shelter
- Risk to other puppies in the shelter
- Treating Parvo in-house = LIVES SAVED



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## Treating Parvovirus In-house?

- Total Buy-in From Everyone:
  - Started with a simple question
    - What if ...
- Open minds / mild discomfort:
  - Try something new, outside comfort level
  - Okay to not get it right the first or second time
  - What would we need to make it happen?




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## Treating Parvovirus In-house?

1. Established a Sense of Urgency
  - Parvo puppies dying in our shelter
  - Mission: To Save and Enhance Lives
  - Mild parvo was a TR category
2. Formed a Powerful Guiding Coalition
  - Blessing from the Leadership Team
  - Rest of Operations was on-board
3. Created a Vision
  - Save and enhance the lives of parvo puppies




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## Treating Parvovirus In-house?

4. Communicate Vision
  - Talked about the "what if" in doctors meetings
    - Allowed the opportunity to ask questions
  - What if we treated parvo in-house?
    - What would that look like?
    - What would we need to do? Additional resources?
    - Where would we treat it?
    - How would we treat it?
    - Who would treat it.
  - Explored every angle pro / con to treating parvo




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## Treating Parvovirus In-house?

### 5. Empower Action

- Total team effort
- Doctors answered the "What if" questions.
- Developed isolation, biosecurity, and treatment protocols
- Criteria set for what could be treated or not

### 6. Create Short Term Wins

- Celebrated "graduation" from parvo isolation
- Mild bragging about successful treatment
- Used marketing to create social media awareness
- Highlights in newsletters




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## Treating Parvovirus In-house?

### 7. Create More Change

- As we got better with treatment, changed the criteria to include "more risky" cases
- Began transferring parvo cases from other shelters

### 8. Anchor in Culture

- Regular part of shelter operations now
- "I'm so glad we're treating parvo now."
- We should create standing orders for parvo pups.

\*\*\* Success of this process has opened up the ability to introduce and implement other changes. \*\*\*

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## Treating Panleukopenia In-house?




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## References

- Anderson, M. & Feltenstein, T. (2015). *Change is Good You Go First: 21 Ways to Inspire Change*. Naperville, IL: Simple truths, an imprint of Sourcebooks, Inc.
- Kotter, J.P. (2007). Leading change: why transformation efforts fail. *Harvard Business Review*, 85(1), 96-103.
- Kotter, J.P. (2012). *Leading Change*. Boston, MA: Harvard Business Review Press.

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**Any questions?**

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