Leading Change

Using a Case-Study Format to Engage Residents in Local Improvement

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I do not have an affiliation (financial or otherwise) with a pharmaceutical, medical device or communications organization.

Je n’ai aucune affiliation (financière ou autre) avec une entreprise pharmaceutique, un fabricant d’appareils médicaux ou un cabinet de communication.
Introduction

• Leadership by frontline clinicians is critical to improving health care quality
• Few residency programs systematically teaching leadership skills
• Residents often equate leadership with positions of authority
• Function of a leader is to produce change
Leading Change Module

Reading Assignment

Leading Change – HBR 1995
Choosing Strategies for Change – HBR 1979
Leading Change Module

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Session

Short didactic
Review of assignment

Case study – Food Revolution

Written Assignment
Select something they want to change
Complete the worksheet by writing out how they would do this
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Leaders who successfully transform businesses do eight things right (and they do them in the right order).

Leading Change
Why Transformation Efforts Fail

by John P. Kotter
EIGHT STEPS TO TRANSFORMING YOUR ORGANIZATION

1. Establishing a Sense of Urgency
   • Examining market and competitive realities
   • Identifying and discussing crises, potential crises, or major opportunities

2. Forming a Powerful Guiding Coalition
   • Assembling a group with enough power to lead the change effort
   • Encouraging the group to work together as a team

3. Creating a Vision
   • Creating a vision to help direct the change effort
   • Developing strategies for achieving that vision

4. Communicating the Vision
   • Using every vehicle possible to communicate the new vision and strategies
   • Teaching new behaviors by the example of the guiding coalition

5. Empowering Others to Act on the Vision
   • Getting rid of obstacles to change
   • Changing systems or structures that seriously undermine the vision
   • Encouraging risk taking and nontraditional ideas, activities, and actions

6. Planning for and Creating Short-Term Wins
   • Planning for visible performance improvements
   • Creating those improvements
   • Recognizing and rewarding employees involved in the improvements

7. Consolidating Improvements and Producing Still More Change
   • Using increased credibility to change systems, structures, and policies that don’t fit the vision
   • Hiring, promoting, and developing employees who can implement the vision
   • Reinvigorating the process with new projects, themes, and change agents

8. Institutionalizing New Approaches
   • Articulating the connections between the new behaviors and corporate success
   • Developing the means to ensure leadership development and succession
8 Steps to Transforming Your Organization

1. Establishing a Sense of Urgency
2. Forming a Powerful Guiding Coalition
3. Creating a Vision
4. Communicating the Vision
5. Empowering Others to Act on the Vision
6. Planning for and Creating Short-Term Wins
7. Consolidating Improvements and Producing Still More Change
8. Institutionalizing New Approaches
Choosing Strategies for Change

"IT MUST BE considered that there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things."

In 1973, The Conference Board asked 13 eminent authorities to speculate what significant management issues and problems would develop over the next 20 years. One of the strongest themes that runs through their subsequent reports is a concern for the ability of organizations to respond to environmental change. As one person wrote: "It follows that an acceleration in the rate of change will result in an increasing need for reorganization. Reorganization is usually feared, because it means disturbance of the status quo, a threat to people’s vested interests in their jobs, and an upset to established ways of doing things. For these reasons, needed reorganization is often deferred, with a resulting loss in effectiveness and an increase in costs."

Subsequent events have confirmed the importance of this concern about organizational change. Today, more and more managers must deal with new government regulations, new products, growth, increased competition, technological developments, and a changing workforce. In
## Methods for dealing with resistance to change

<table>
<thead>
<tr>
<th>Approach</th>
<th>Commonly used in situations</th>
<th>Advantages</th>
<th>Drawbacks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education + communication</td>
<td>Where there is a lack of information or inaccurate information and analysis.</td>
<td>Once persuaded, people will often help with the implementation of the change.</td>
<td>Can be very time consuming if lots of people are involved.</td>
</tr>
<tr>
<td>Participation + involvement</td>
<td>Where the initiators do not have all the information they need to design the change, and where others have considerable power to resist.</td>
<td>People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan.</td>
<td>Can be very time consuming if participators design an inappropriate change.</td>
</tr>
<tr>
<td>Facilitation + support</td>
<td>Where people are resisting because of adjustment problems.</td>
<td>No other approach works as well with adjustment problems.</td>
<td>Can be time consuming, expensive, and still fail.</td>
</tr>
<tr>
<td>Negotiation + agreement</td>
<td>Where someone or some group will clearly lose out in a change, and where that group has considerable power to resist.</td>
<td>Sometimes it is a relatively easy way to avoid major resistance.</td>
<td>Can be too expensive in many cases if it alerts others to negotiate for compliance.</td>
</tr>
<tr>
<td>Manipulation + co-optation</td>
<td>Where other tactics will not work or are too expensive.</td>
<td>It can be a relatively quick and inexpensive solution to resistance problems.</td>
<td>Can lead to future problems if people feel manipulated.</td>
</tr>
<tr>
<td>Explicit + implicit coercion</td>
<td>Where speed is essential, and the change initiators possess considerable power.</td>
<td>It is speedy and can overcome any kind of resistance.</td>
<td>Can be risky if it leaves people mad at the initiators.</td>
</tr>
</tbody>
</table>
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Case Study

Jamie Oliver – Food Revolution
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### Plan

1. **Understand the need for change**
   - a. Look at the data, speak to all pp involved/affected
   - b. Understand the organizational structure (who has power, how does it relate to your position)
   - c. Anticipate who may resist and why (what do they have to loose?)

2. **Create a plan that is supported by key players**
   - a. Get core pp involved
   - b. Figure out who would be good change agents
   - c. Consider including resisters on this guiding coalition

3. **Vision**
   - a. How you see the future in a way that appeals to all stakeholders
   - b. Where you want to go and how are you going to get there

### Implement:

4. **Motivate, educate, communicate, create a sense of urgency**
   - a. Use appropriate strategies to counter resistance

5. **Empower others to act on the vision**
   - a. Remove obstacles

6. **Consolidate gains**
   - a. Plan on short-term wins

7. **Consolidating improvements and produce still more change**
   - a. Hiring, promoting employees who can implement the vision
   - b. Reinvigorating the process with new projects

8. **Institutionalizing new approaches**
   - a. Articulate the connections between new behaviours and success
   - b. Ensure leadership succession
Outcomes

• 7/8 residents attended the session
• 8/8 residents completed the written assignment
• High resident satisfaction
• Enjoyed the case-study format
Outcomes

• Handing in written assignment was mandatory but implementation was not
• 4/8 went on to implement their described changes
  – Revamped handover list
  – Patient instruction sheet created in clinic
  – Telephone consultation documentation system
Why it worked?

• Video clips drew on emotions
• Case study format made the readings more relevant
• Mandatory assignment forced trainees to apply what they had learned to a problem that mattered to them

• Easy to implement, inexpensive
Conclusion

• Case-study format was an effective way to teaching ‘Leading Change’ skills
• Served to illustrate the relevance of leadership skills to their daily practice
• Engaged residents to lead local improvements
• Could contribute to building residents’ long-term interest in leadership
Thank-you

Anu Wadhwa

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References

- **Case study**, food revolution: [https://www.youtube.com/watch?v=Nb-wfBBBBXTI](https://www.youtube.com/watch?v=Nb-wfBBBBXTI)

- **Required readings:**

- **Other references:**
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