

LeadingAge New Jersey

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Managing Change

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Change Activity

- Most significant changes during the past 5 years?
- Most significant changes/challenges in the next 5 years?
- Their impact on what you do?

Changes according to “Ross Research ” ...The Past Five Years

- Economic / Housing market issues
- Regulatory oversight
- Resident expectations
- Service delivery models
- Medicaid and Medicare reimbursement
- Healthcare reform (employer side)
- Technology

Changes according to “Ross Research ”

...The Next Five Years

- Mergers and acquisitions
- Increase in capital spending
- Demographics
- Housing market recovery
- Regulatory oversight
- Resident expectations
- Succession planning

Changes according to “Ross Research ” ...The Next Five Years

- Service delivery models
- Medicaid and Medicare reimbursement, including the impacts of health care reform (provider side...ACOs, bundled payment, hospital readmission penalties, etc.)
- Technology

Why do organizations and individuals need to manage change?

Changes from 1980 to 2000



Changes from 2000 to 2014?



“Never in all history have we harnessed such formidable technology. The operational controls are sound... and foolproof!”

*E.J. Smith, Captain
RMS Titanic*



Types of changes organizations face...

- *Incremental:*
 - Improving what already exists
 - Will it get us where we need to be?
 - Easier to implement and adjust to
- *Transformational:*
 - Radical larger scale
 - Redesign from the ground up
 - Demanding and requires more support

Change can be forced, but there are consequences...

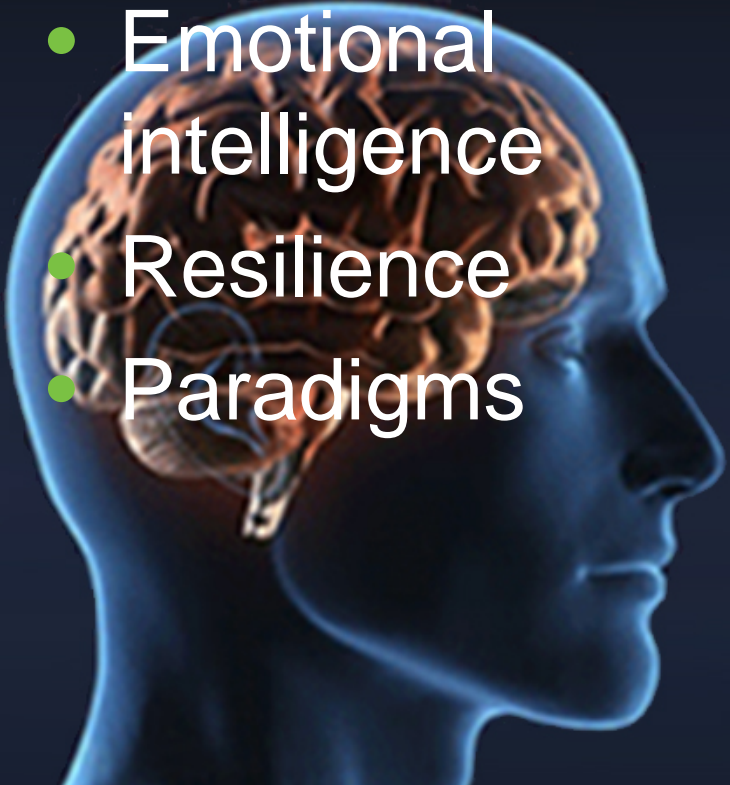
- Usually more negative than positive outcomes
- Crisis or mission critical situations, there may be no other choice
- May have long lasting impact “people don’t forget”
- Destroys relationships
- Changes the level of trust and the organizational culture forever
- May be necessary and work in specific situations

Why people resist change...

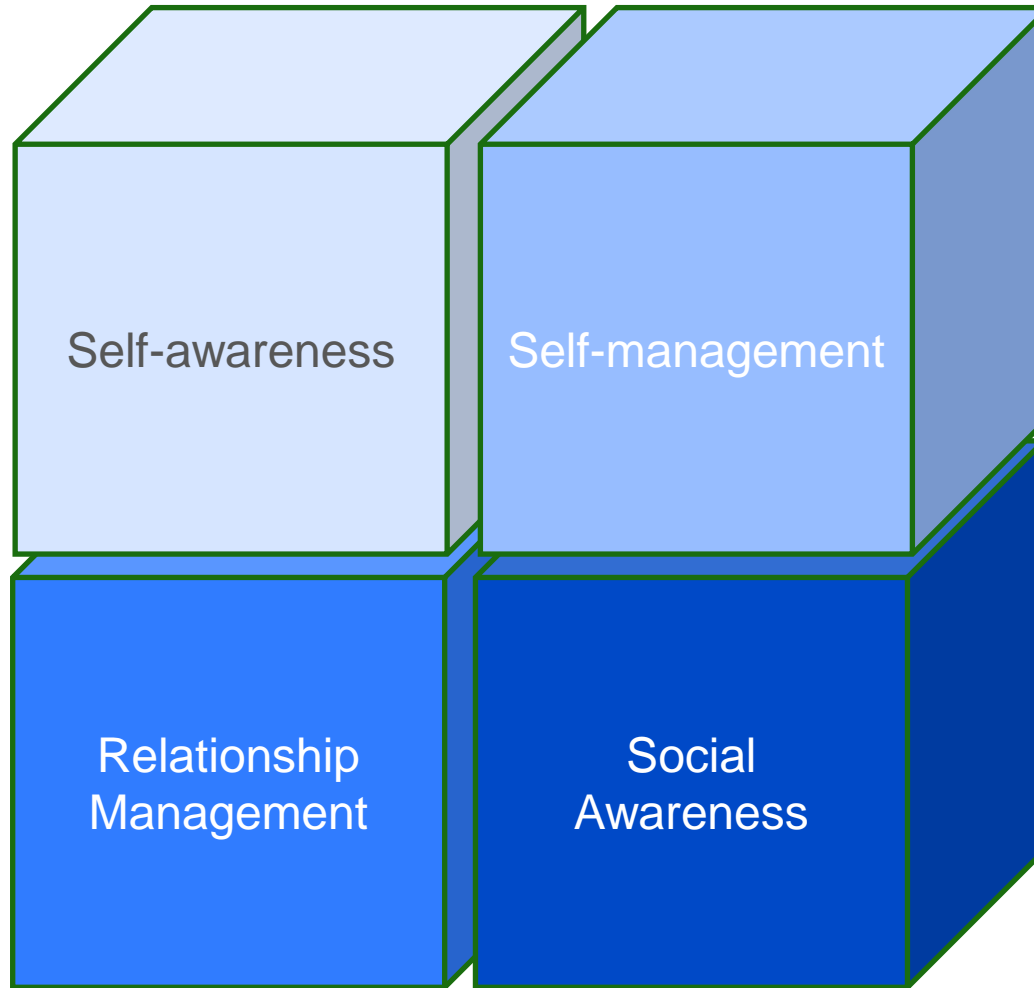
- Fear of:
 - Failure
 - Loss of control
 - Lack of skills or ability
- Inadequate information
 - Assume the worst
- Lack of trust in leadership
- No perceived direct benefit or advantage



Factors that influence our ability to deal with change

- 
- Emotional intelligence
 - Resilience
 - Paradigms

Emotional Intelligence



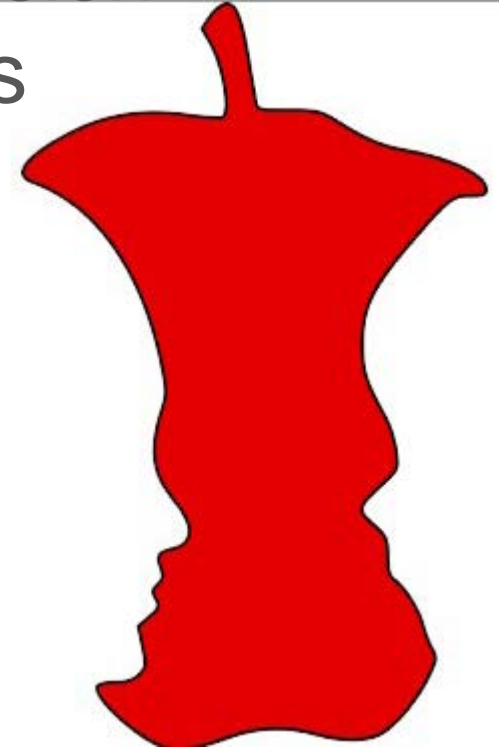
Resilience

- Ability to absorb stress and recover
- Ability to adapt to challenges
- Ability to remain positive and opportunistic



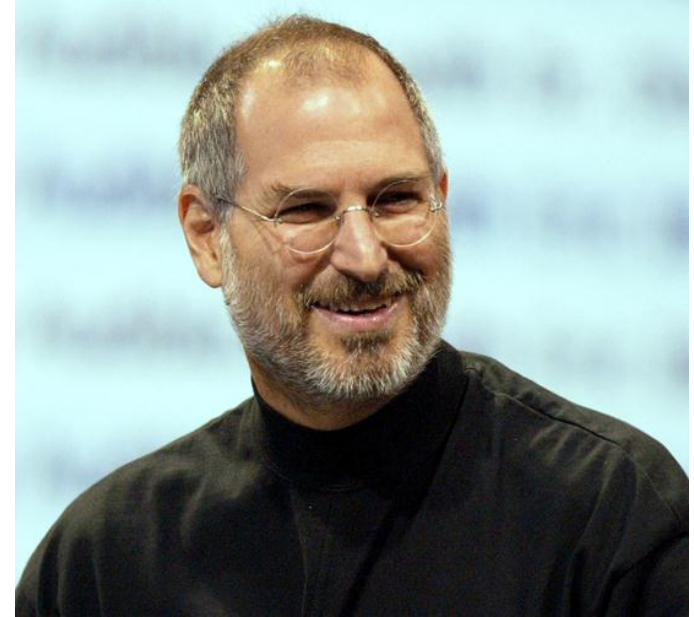
Paradigms

- Framework that shapes our decision making and reaction to situations
- Forms our view of the world
- Can create blind spots in what individuals and organizations understand and do



Change as an opportunity...

- Leaders must be involved
- Model a positive attitude toward change
- Refocus from a problem approach to an opportunity approach
- Be proactive and support pro-activity in your staff
- Develop and use a systematic approach to change



Successfully leading a change effort...

- Make change personal and recognize it is an important part of your job
- Identify and nurture change champions
- Anticipate problem spots and neutralize them
- Recognize that there will be some discomfort
- Involvement at all levels in change is essential
- Foster a sense of urgency related to the change

Communicate about an upcoming change...

- Clearly share why the change must occur
- Tie the change to long term success of the organization
- Don't assume that information will be communicated to all levels
- Create opportunities for people to ask questions and have discussions
- Ensure consistent communication among leaders



Key Communication questions...

- What should be communicated?
- Who should do the communicating?
- Who should receive the communication?
- How do you check for accuracy?
- How will we monitor the change communication plan?

Focus on The Right Things

- Keep focused on what's important
- Know the difference between micro-managing and paying attention to the details
- Communicate why things are important



Effectively involve others in planning and executing change...

- Make sure you have realistic expectations of the change
- Realize that change affects people differently
- Realize there will still be resistance and be prepared to address the resistance
- Rely on and leverage your 'change champions'



Connected to Positive Outcomes...

- Appropriately planned change should increase productivity and performance
- Positive outcomes should be identified and communicated
- Establish change metrics and use them to monitor change status
- Reinforce positive change behavior's impact on job performance

What does this mean to you?

- Responsibility for your own learning and development
- Coaching and mentoring of your team
- FOCUS
 - Right things
 - Right time
 - Right way

It doesn't matter if you
are the gazelle or the
lion you better be
running...

Thomas Friedman



Remember:

“If you always do what you have always done, then you will always get what you have always got!”

Key Takeaways?