



insight4action

Principles to practice: Change management

Principles to practice: Change management

Philip Jones



insight4action

This afternoon's agenda

Time	Topic
1345	Introduction To The Afternoon
1350	Successful Change
1405	An Overview Of Change Management Principles
1425	Stakeholder Profile Exercise
1515	BREAK: Complete the frame preference survey.
1530	Introducing The Frame Preferences
1545	Designing Messages For The Different Frame Preference Types
1620	Individual Commitments And Next Steps
1625	Summary & Close

Change has always been difficult



Niccolò Machiavelli

The Prince

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”



insight4action

Managing transitions



insight4action

Change versus transition

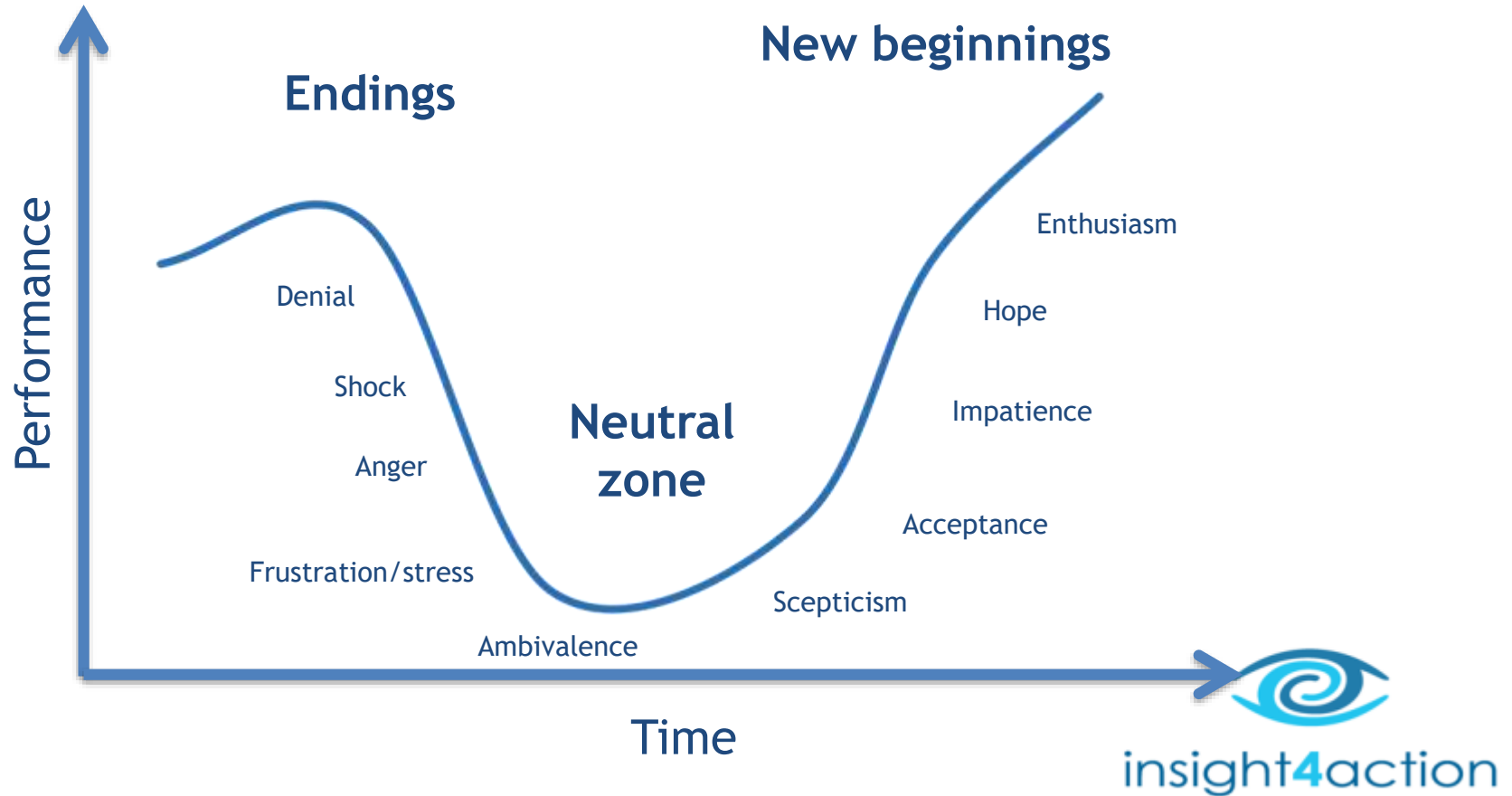
“It isn’t the changes that do you in, it’s the transitions. Change is situational, transition is the psychological process people go through to come to terms with the new situation. Change is external, transition is internal.”



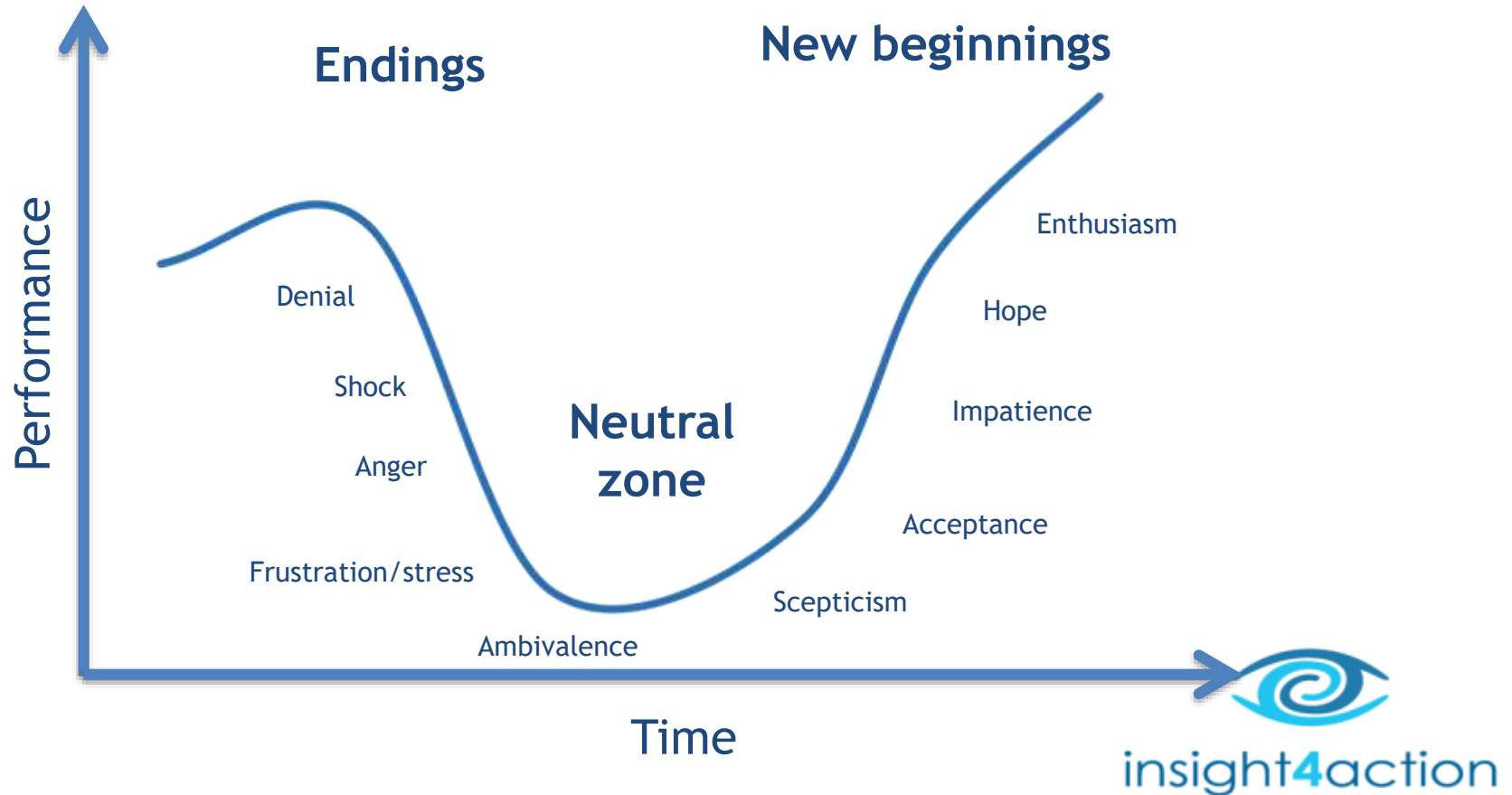
William Bridges

Managing Transitions, 1993

Experience of transition



1. Where are you on the change curve?
2. What has helped you to get to this point?



What's helps people to deal with change?



insight4action

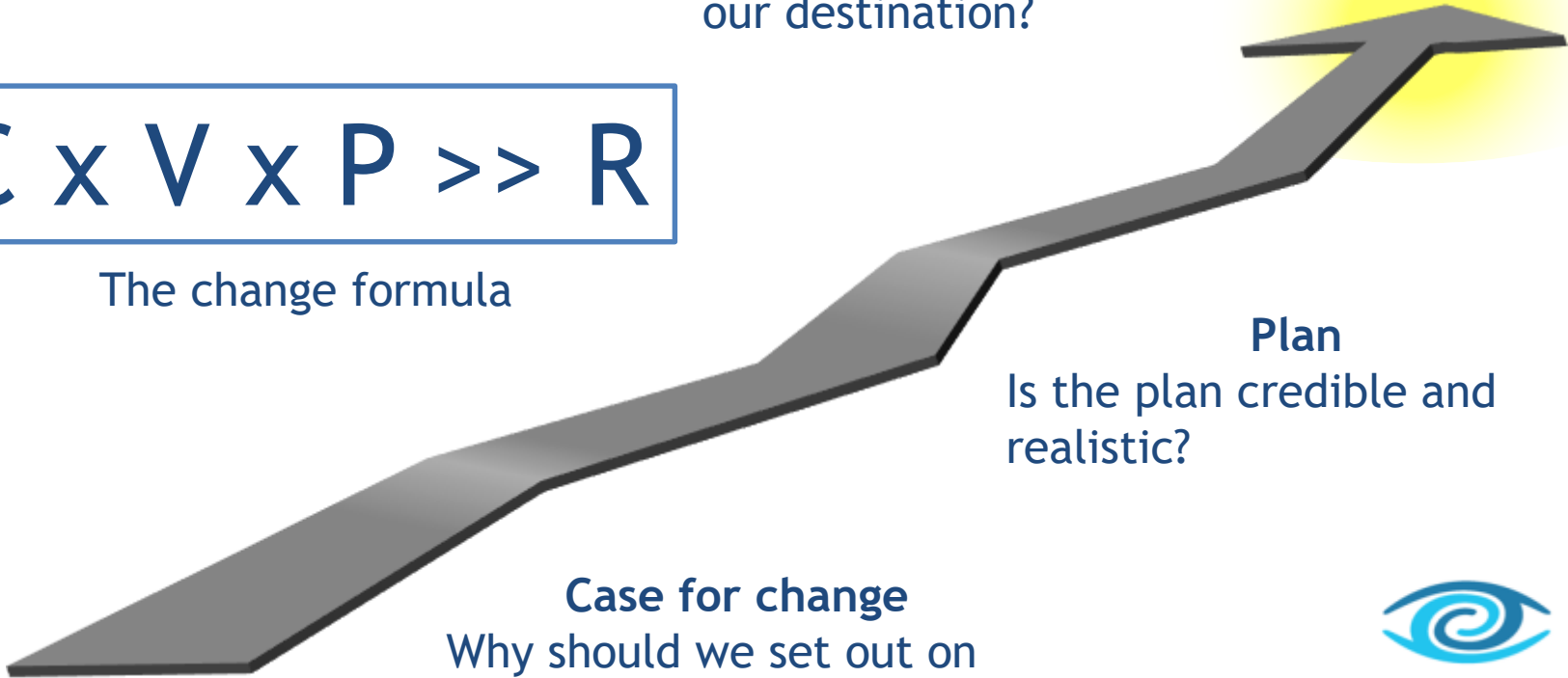
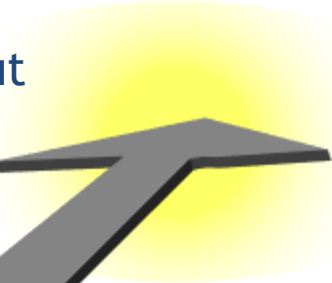
Essential elements of change management

$$C \times V \times P \gg R$$

The change formula

Vision

What's so compelling about our destination?



Plan

Is the plan credible and realistic?

Case for change
Why should we set out on this journey?



Group discussion

Each table will be allocated to focus on one of these stakeholders groups

- GP
- Pharmacist
- Practice Nurse
- Practice Manager
- CCG Commissioner
- Those working with “hard to reach” groups



Group discussion

In your table groups, put yourselves "in the shoes" of your allocated stakeholder



What's wrong with the AF strategy?
What are the grounds for pessimism and negativity?



What is great about the AF strategy?
What are the grounds for optimism and positivity?



BREAK

Complete your frame preference survey!



insight4action

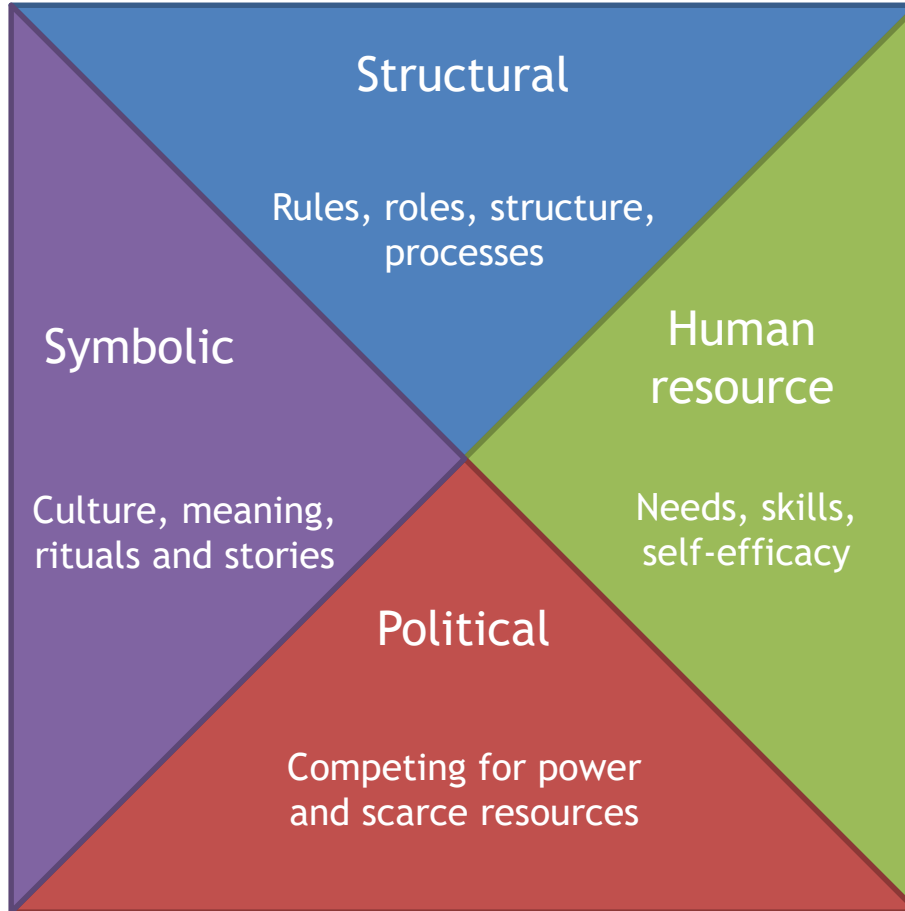
Frame preferences



insight4action

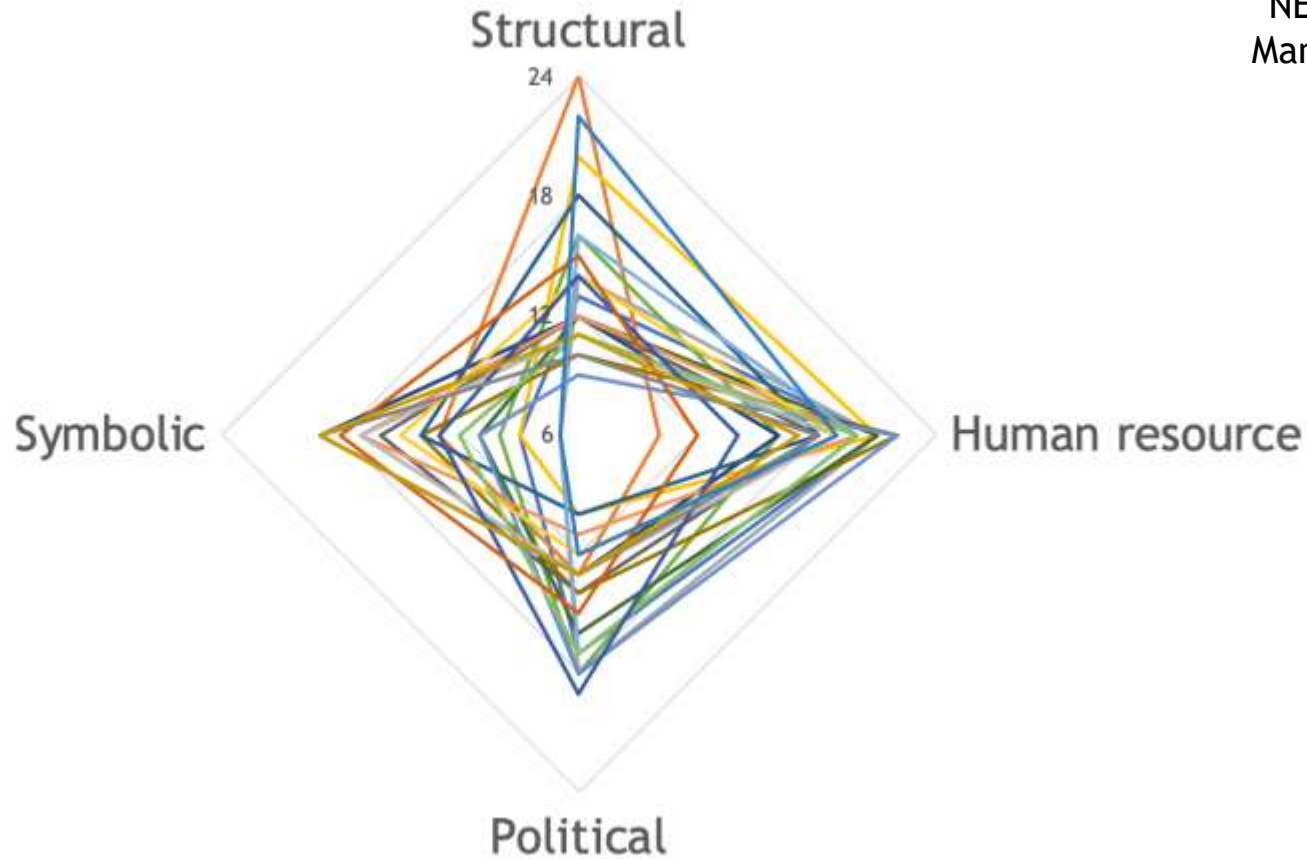
Four frames of organisational change

Adapted from *Reframing Organizations: Artistry, Choice, and Leadership* (2013) Bolman and Deal



What do you actually see in a change?

NE&NC AHSN Change
Management workshop
February 2019



Move to the board that you have scored lowest for

In pairs or trios, consider how your personal frame will influence the way you will communicate and manage change

- What could be your blind spots?
- What are the implications of this?
- What actions can you take to address this?



Move back to your table group

- Check in with the others in your group
 - What were your strongest and weakest frame preferences?
 - How's the balance in your group?
 - How can you use that diversity of perspective?
- What messages will work best for this stakeholder?
 - Building the case for change, the vision and the plan
 - Amplifying the positives and mitigating the negatives
 - Appealing to the different frame preferences



Summary

- Recognise that others do not see the world the same way as you
- Be aware of your own frame and that of other people involved in the change
- Understand where people are on the change curve and adapt accordingly
- Have a communication plan!

