**Change Management Strategy: Change Process**

### Points to Remember

- Change can be managed.
- Change is a complex process and requires a great deal of planning and intricate timing.
- Planned change addresses deficiencies within the current system and achieves improvements.
- The change process should be managed by a team of individuals who represent all of the key stakeholders. The team manages the organizational context in which the change occurs and the emotional transitions necessary for any transformation.

### Basic Principles of Change for Successful Adoption and Diffusion

Change will:

1) compliment existing values and beliefs and is associated with a manageable risk;

2) build on current ways of doing things;

3) not be too complicated; and

4) have visible, positive outcome that benefits employees (MacPhee, 2007).

### Change Process

Kotter (1995) recommended an eight step change process to transform the organization and avoid major errors. The change leader needs to:

1. **Create a sense of urgency.**
   - Communicate the change efforts and the importance.
   - Support the change publicly.
   - Understand the environment using environmental scans.
   - Discuss crises and major opportunities through a SWOT analysis.
2. **Create a strong change coalition.**

- Ensure stakeholders are members of core change coalition.
- Allow for power to direct the change effort.
- Strengthen group’s resolve at periodic off site retreats to encourage openness and challenge their thinking.

3. **Create a vision.**

- Guide change efforts by the vision.
- Develop strategies to achieve the vision.

4. **Communicate the vision.**

- Use every tool possible to communicate the new vision.
- Link everything that the organization does to the new vision, including redesigning jobs and technology to support the new way of doing things.

5. **Empower others to act on the vision.**

- Remove obstacles.
- Change systems or structures that undermine the vision.
- Encourage risk taking including new ideas, activities and actions.

6. **Systematically plan and create short term wins.**

- Plan for visible performance improvement.
- Create opportunities.
- Recognize and reward employees who are involved in those improvements.

7. **Consolidate improvements and produce more change.**

- Don’t claim success too early.
- Change other systems, structures and policies that don’t fit the vision.
- Ensure new projects and change agents.
- Hire, promote and develop employees who can implement the vision.
8. Anchor the changes in the organizational culture.

- Articulate the connections between the new behaviors and organizational success.
- Ensure leadership development and succession.

SWOT Analysis

A SWOT analysis is a search for strengths, weaknesses, opportunities and threats (SWOT).

- Strengths are positive characteristics that an organization can take advantage of to achieve its strategic goals.
- Weaknesses are internal characteristics that may restrain or restrict the organization’s performance.
- Opportunities are characteristics of the external environment that have the potential to help the organization achieve its strategic goals.
- Threats are characteristics of the external environment that may prevent the organization from achieving its strategic goals. (Williams, Kondra, & Vibert, 2004; Daft & Fitzgerald, 1992).

Conduct a situational analysis including a search for SWOT. A SWOT analysis assists the organization in determining how to increase internal strengths and minimize internal weaknesses while maximizing opportunities and minimizing external threats.

References


Internet Resources:

SWOT analysis, Business Balls -
http://www.businessballs.com/swotanalysisfreetemplate.htm
How do you choose strategic alternatives?

After determining the need for strategic change and conducting a SWOT analysis, the organization needs to choose strategic alternatives which may be conservative and risk avoiding or risk taking and aggressive in nature. The choice will be influenced by your response to the following questions:

1. Are you satisfied or dissatisfied with the current situation?
2. Are the perceptions of interprofessional teams seen as a threat or an opportunity?
3. Are interprofessional teams seen as a potential loss or gain for the organization?
4. Are the current perceptions of interprofessional care seen as negative or positive?
5. Is the organization seen as risk taking or risk adverse, conservative or daring (Williams, Kondra, & Vibert, 2004; Fiegenbaum, Hart, & Schendel, 1996)?

References


Internet Resources:

Health Force Ontario -

http://www.healthforceontario.ca/

Interprofessional education and resources -

http://www.interprofessionalalberta.ca/resources

Quality improvement and innovation partnership: Team building resource guide: Part A -

http://www.qiip.ca/

The Center for Advancement of Interprofessional Education (CAIPE) -

http://www.caipe.org.uk/