

## Change and Transition Strategies/Tips

<b>ENDINGS – LETTING GO</b>			
<i>Common Feelings</i>	<i>Common Behaviors</i>	<i>What is Needed</i>	<i>Actions and Behaviors</i>
<ul style="list-style-type: none"> <li>• Fear</li> <li>• Denial</li> <li>• Anger</li> <li>• Sadness</li> <li>• Disorientation</li> <li>• Frustration</li> <li>• Uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>• Asking questions</li> <li>• Challenging</li> <li>• Complaining</li> <li>• Failing to see any positive outcomes</li> <li>• Trouble sleeping</li> <li>• Withdrawal</li> <li>• Blame</li> </ul>	<p><b>AWARENESS</b></p> <ul style="list-style-type: none"> <li>• What is the nature of the change?</li> <li>• Why is the change needed?</li> <li>• What is the risk of not changing – for me, for others, for our patients and families?</li> </ul> <p><b>DESIRE</b></p> <ul style="list-style-type: none"> <li>• What's in it for me?</li> <li>• A personal choice</li> <li>• A decision to engage and participate</li> </ul>	<ul style="list-style-type: none"> <li>• Identify what each individual may be losing</li> <li>• Accept others natural reactions as they process change</li> <li>• Actively listen. Seek to understand, then to be understood</li> <li>• Provide information about the change – share what is known, what is unknown and when additional information may be available</li> <li>• Respond to questions and be as authentic with your answers as possible</li> <li>• Show empathy and give others time to let go of what they were comfortable with before the change.</li> <li>• Serve as a role model, coach, and mentor for others transitioning</li> <li>• Be sure what you say, what your body language shows, and what you do are congruent with the path forward</li> <li>• Listen to objections, take time to hear and consider the information from the other's perspective</li> <li>• Be open to learning things that may impact the effectiveness of the change</li> </ul>
<b>NEUTRAL ZONE – IN BETWEEN</b>			
<i>Common Feelings</i>	<i>Common Behaviors</i>	<i>What is Needed</i>	<i>Actions and Behaviors</i>
<ul style="list-style-type: none"> <li>• Resentment</li> <li>• Low Productivity</li> <li>• Anxiety</li> <li>• Skepticism</li> </ul>	<ul style="list-style-type: none"> <li>• Adjustment</li> <li>• Bargaining</li> <li>• Willingness to get involved</li> </ul>	<p><b>KNOWLEDGE</b></p> <ul style="list-style-type: none"> <li>• Understanding how to change</li> <li>• Training on new processes and tools</li> <li>• Learning new skills</li> </ul> <p><b>ABILITY</b></p> <ul style="list-style-type: none"> <li>• The demonstrated capability to implement the change</li> <li>• Achievement of the desired change in performance or behavior</li> </ul>	<ul style="list-style-type: none"> <li>• Keep the communication channels open and focus on 2-way communication</li> <li>• Create temporary processes if needed to build a bridge from the past to the future</li> <li>• Be visible and stay connected with your team</li> <li>• Provide information about learning opportunities related to the change</li> <li>• Continue to share the vision, purpose, and all relevant information about the new direction</li> <li>• Help others understand how they fit into the bigger picture and what this change will mean to the organization and the patients and families we serve</li> <li>• Act as a mentor for others transitioning</li> <li>• Involve people in trying on new ideas and invite them to be active participants in the change and transition plans</li> <li>• Start training people on the new skills they will need</li> </ul>

## BEGINNINGS – MOVING FORWARD

<i>Common Feelings</i>	<i>Common Behaviors</i>	<i>What is Needed</i>	<i>Actions and Behaviors</i>
<ul style="list-style-type: none"> <li>• High Energy</li> <li>• Openness</li> <li>• Renewed Commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Rebuilding</li> <li>• Cooperation</li> <li>• Clear focus and planning</li> </ul>	<p><b>ABILITY</b></p> <ul style="list-style-type: none"> <li>• The demonstrated capability to implement the change</li> <li>• Achievement of the desired change in performance or behavior</li> <li>• Commitment to the new direction</li> </ul> <p><b>REINFORCEMENT</b></p> <ul style="list-style-type: none"> <li>• Actions that increase the likelihood that a change will be continued</li> <li>• Recognition and rewards that sustain the change</li> </ul>	<ul style="list-style-type: none"> <li>• Be patient and continue to share the vision and what things will look like in the future</li> <li>• Create a transition plan that includes key dates when changes will happen, specifically identify what will change, what won't change, how work will be done, and who will be involved in each part of the change initiative</li> <li>• Include others in key components of the change – leverage the skills and talents of others and find ways to involve them in building the future</li> <li>• Clearly define roles, responsibilities, and accountabilities</li> <li>• Develop and communicate ongoing training plans</li> <li>• Help others make emotional connections to the future that helps them see how they are making a positive difference</li> <li>• Define measures of success and discuss how performance will be measured and evaluated</li> <li>• Continue to use the new processes/procedures</li> <li>• Identify ways to make the change stick and continue to reinforce the new direction</li> <li>• Consider appropriate rewards and recognition that help anchor the change</li> <li>• Celebrate success</li> <li>• Create performance support tools and provide resources that prevent backsliding to the previous way of doing things</li> <li>• Keep communication channels open – solicit ideas on how things are working and involve others creating solutions for any part of the change that is not working</li> </ul>