SUSTAINING SUCCESS IN THE MIDST OF CHANGE WORKBOOK

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Today we will discuss:

- Barriers to Change
- Identifying Possibilities
- Implementing Change
- Developing Strategies for Achieving Change
- How to Sustain Change

“you are not here merely to make a living. you are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. you are here to enrich the world, and you impoverish yourself if you forget the errand.”

~Woodrow Wilson
Sustaining Success in the Midst of Change

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Kotter’s 8-Step Process for Leading Change

Most major transformation efforts fail. Why? Because organizations do not take a consistent, holistic approach to changing themselves, nor do they engage their workforces effectively. Create opportunity.

1. Create sense of urgency
   Craft and use a significant opportunity as a means for exciting people to sign up to change their organization.

2. Build guiding coalition
   Assemble a group with the power and energy to lead and support a collaborative change effort.

3. Form strategic vision & initiatives
   Shape a vision to help steer the change effort and develop strategic initiatives to achieve that vision.

4. Enlist volunteer army
   Raise a large force of people who are ready, willing and urgent to drive change.

5. Enable action by removing barriers
   Remove obstacles to change, change systems or structures that pose threats to the achievement of the vision.

6. Generate short term wins
   Consistently produce, track, evaluate and celebrate volumes of small and large accomplishments – and correlate them to results.

7. Sustain acceleration
   Use increasing credibility to change systems, structures and policies that don’t align with the vision; hire, promote and develop employees who can implement the vision; reinvigorate the process with new projects, themes and volunteers.

8. Institute change
   Articulate the connections between the new behaviors and organizational success, and develop the means to ensure leadership development and succession.

KotterInternational.com
The Phoenix Checklist

The Phoenix Checklist was developed by the CIA to help agents look at problems from lots of angles.

1. Why is it necessary to solve the problem?
2. What benefits will you receive by solving the problem?
3. What is the unknown?
4. What is it you don’t yet understand?
5. What is the information you have?
6. What isn’t the problem?
7. Is the information sufficient? Or is it insufficient? Or redundant? Or contradictory?
8. Should you draw a diagram of the problem? A figure?
9. Where are the boundaries of the problem?
10. Can you separate the various parts of the problem? Can you write them down? What are the relationships of the parts of the problem? What are the constants?
11. Have you seen this problem before?
12. Have you seen this problem in a slightly different form? Do you know a related problem?
13. Try to think of a familiar problem having the same or a similar unknown
14. Suppose you find a problem related to yours that has already been solved. Can you use it? Can you use its method?
16. What are the best, worst and most probable cases you can imagine?

- **The CIA has a second set of questions:**
  - What would you like the resolution to be? Can you picture it? — Step into the role of one of your residents or different staff members; is your picture of the best solution the same as theirs?
  - What have others done? — Try on the role of staff members or even other organizations to see if other people’s ideas might change how you think about the problem.
  - How will you know when you are successful? — This is an important one to look at from many different points of view. A leader’s standard of success for a given problem might be very different from a resident’s idea of success or a staff member’s, even on the same issue.
Focus on the Bright Spots

Bright spots are those times when things go right, not wrong. Instead of focusing on why an incident occurred, the concept of bright spots focuses you on what went right.

What was happening all the times that a resident had no incident at all? Were they enjoying a certain recreation program? Did they go for a walk outside that day? Perhaps they slept in a little later. Look at what was going right.

This concept does not come naturally to people as most people focus on the bad, rather than the good. You will have to repeatedly ask: “When did nothing happen?” For example, if a resident is a fall risk, ask yourself “What was happening on the day where that resident did not fall?” Ultimately, someone will share a tidbit of information that you can use. This way of looking at problems has never failed me. Every single time, a staff member would share information that we could use to replicate.

The formula for bright spots is:

- Collect data
  - Incident times, locations, circumstances
- Review the data for bright spots
  - When are incidents less? Where are they not happening?
- Find out the norm
  - What happens on a “normal” day? Not what is supposed to happen, but what’s really occurring day to day!
- Determine the difference between the norm and the bright spot
  - What is occurring differently?
- Remove anything that can’t be replicated
  - If someone’s daughter sits by their side 24 hours a day, you probably can’t replicate that for another resident!
- Replicate, replicate, replicate
  - Start doing more of the things that work with a certain resident or try it with other residents.
Making a Switch

Direct the Rider

Form a strategic vision and initiatives

Institute change

Motivate the Elephant

Create a sense of urgency

Generate short-term wins

Sustain acceleration

Shape the Path

Build a guiding coalition

Remove barriers

Enlist a volunteer army

Adapted From “Switch” by Dan & Chip Heath

For more tips to improve the staff and resident experience visit:
http://denisebscott.com/the-blog