



MANAGING CHANGE

PartnerSHIP 4 Health
Workplace Wellness Collaborative

Linda M. Pellowski, M.B.A.
Center for Prevention, Blue Cross

Webinar: Tuesday July 29, 2014 at 9 am



Confidential and proprietary.

Blue Cross® and Blue Shield® of Minnesota and Blue Plus® are nonprofit independent licensees of the Blue Cross and Blue Shield Association.

AGENDA & DISCUSSION



- Why change is needed within your organization
- How organizations commit to change
- Leading change
 - Roles
- Overcoming resistance to change
 - Bridges' Transition Model
 - Addressing resistance
 - Communications network
- Discussion

Confidential and proprietary.

2

WORKPLACE WELLNESS



- No matter what your business, you must be in the business of developing talent – including providing opportunities for employees to be at their best.
- Leadership defines the breadth and depth (e.g., staff resources, committee, etc.) of the paradigm shift to build a *culture of health* complete with environment, policy, systems and social support strategies.
- To do workplace wellness effectively, organizations must be ready to **change**.

Confidential and proprietary.

3

QUESTION




- What are some changes needed within your organization to create a successful workplace wellness initiative?

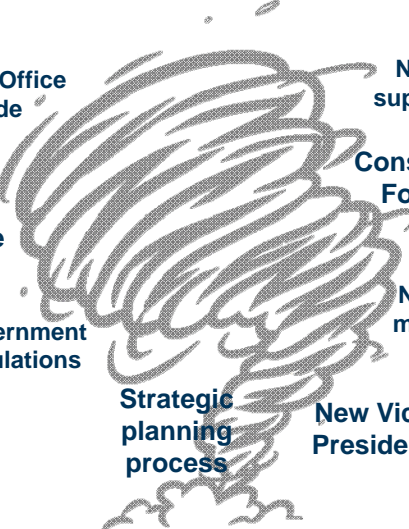
Place your answer in the 'chat' box, or verbally give your answer.

Confidential and proprietary.

4

CHANGE, CHANGE, CHANGE





Microsoft Office upgrade

New time card procedure

Government regulations

New supplier


Consumer Focus

New team member(s)

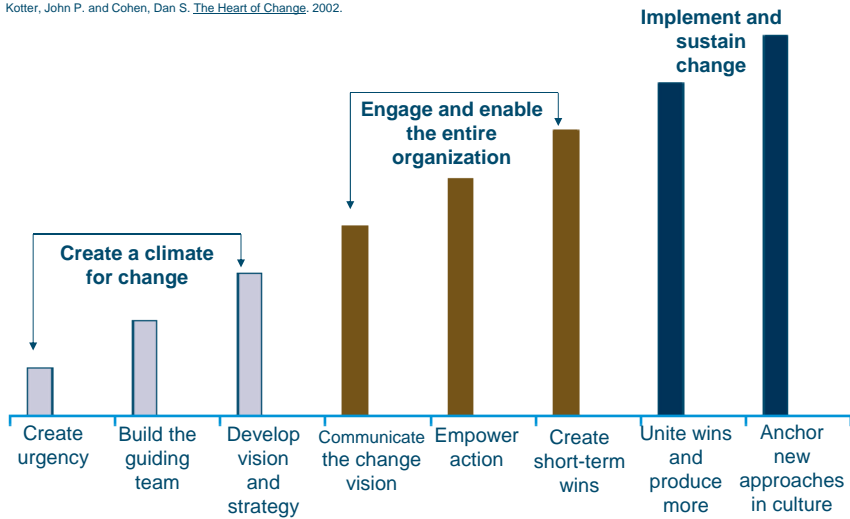
New Vice President

Confidential and proprietary. 5

HOW ORGANIZATIONS COMMIT TO CHANGE



Kotter, John P. and Cohen, Dan S. [The Heart of Change](#). 2002.



Create urgency

Build the guiding team

Develop vision and strategy

Communicate the change vision

Empower action


Create short-term wins

Unite wins and produce more

Anchor new approaches in culture

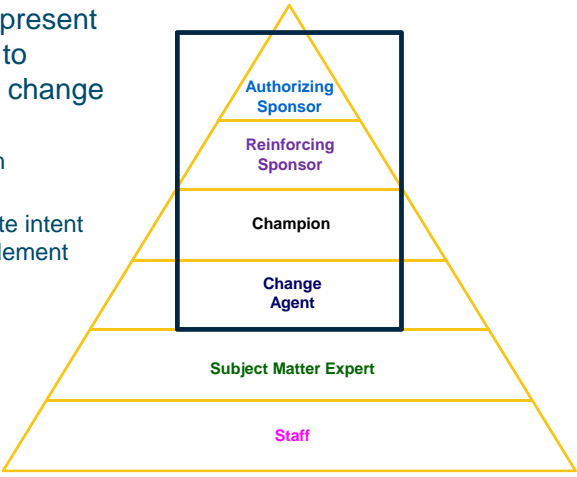
Confidential and proprietary. 6

ORGANIZATIONAL CHANGE: LEADERSHIP ROLES




- Roles in the rectangle represent leadership roles needed to champion organizational change
 - Reinforce vision
 - Align change decisions with work teams
 - Create enthusiasm, translate intent into action, design and implement change, monitor progress
 - Advise to resolve issues
 - Bring end-user concerns / process improvement to the lead team

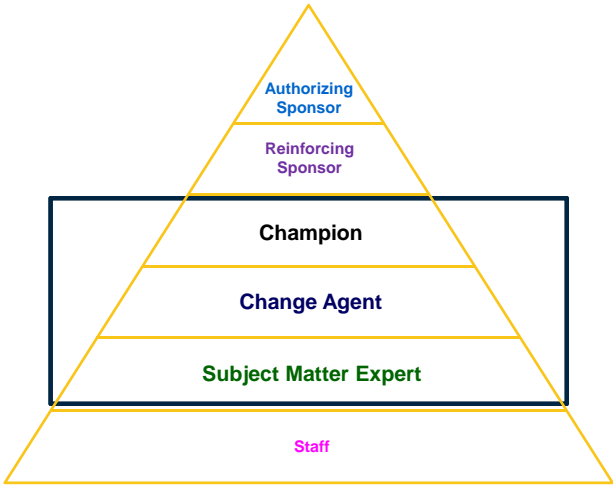
All roles critical to success!



Confidential and proprietary. 7


ORGANIZATIONAL CHANGE: WELLNESS TEAM ROLES





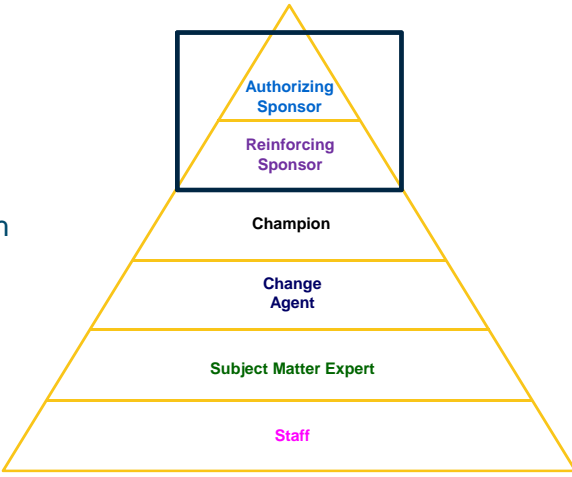
Confidential and proprietary. 8

LEADERS LEADING CHANGE




Key Actions

- Identifies change opportunities.
- Facilitates change.
- Stretches boundaries.
- Leads others to act with courage and speed to deliver solutions.
- Removes barriers and resistance.



Confidential and proprietary. 9

SECTION SUMMARY



- Any significant organizational change has its challenges and risks.
- Change is implemented throughout the organization, across levels of people playing multiple roles.
- Change champion, change agent and subject matter expert are three roles in managing change in the organization.
- Sustained change depends upon organization's ability to create a climate that engages and enables employees to understand and embrace the change.
- Understanding the population and building into their participation is critical to making this a successful journey.

Confidential and proprietary. 10

OVERCOMING RESISTANCE

Confidential and proprietary.

Blue Cross® and Blue Shield® of Minnesota and Blue Plus® are nonprofit independent licensees of the Blue Cross and Blue Shield Association. 11

ADDRESSING RESISTANCE LEVEL 1



Level 1 = Rational (low grade)

Lack of information

Disagreement with the idea itself

“Why are we doing this?”

- Repeat information – don’t be afraid to over-communicate
- Emphasize change will happen
- Explain the rationale for the change
- Allow time to let things sink in
- Provide training
- Model desired behaviors
- Allow opportunity to “try out new ways”

Confidential and proprietary.

12

ADDRESSING RESISTANCE LEVEL 2



Level 2 = Emotional (complex)

Loss of power, lower of status, loss of bonus/money, feeling incompetent, disrupts a well-ingrained status quo, mistrust, fear of isolation of abandonment, worn out (too much change)

“How does this feel?”

- Listen actively
- Acknowledge feelings – expect a sense of grief/loss and ambiguity to lead to a deterioration of trust
- Caring confrontation / encouragement
- Discuss future benefits without denigrating the past
- Involve in solution/vision development
- Recognize / celebrate accomplishments
- Take stock of what has been done (e.g., conduct debrief session)

Confidential and proprietary.

13

ADDRESSING RESISTANCE LEVEL 3



Level 3 = Political (deeply entrenched)

Any of the level 2 forms plus ... historic animosity/nature of business 180-degree disagreement over values

“What’s in it for me?”

- Understand the culture (work habits, norms, legends, values) of the organization, how it is entrenched in current system, processes and policies and how it enables / inhibits change
- Understand the politics of the organization (who has what to gain / lose, who influences whom)
- Target innovators and early adopters to gain traction in getting the organization “over the hump”

Confidential and proprietary.

14

OVERCOMING RESISTANCE WITH COMMUNICATIONS



- Employees want to hear from leadership and other influencers about change.
 - Communications is vitally important to success.
- Supervisors/ managers don't always understand the reasons behind change.
 - Educate them, and turn them into champions of change.

Confidential and proprietary.

15

CREATE A CHANGE NETWORK



Individuals within the organization who will help spread the word and champion change

- List roles you want to include in the change network.
- What are Knowledge, Skills and Abilities (KSAs) required for people in the network?
- List the key areas of the business you need to include in your network.

Confidential and proprietary.

16

CREATE A CHANGE NETWORK (CONTINUED)



- Define and secure leadership buy-in for the principles that will govern the project.

Create a change network that will convey support for the workplace wellness initiative, and the change to come.

- Identify individual(s) who will champion the creation and/or review of communications.
- Create a set of core content that can support the project on an ongoing basis.
- How will communications flow to and from the change network (methods used to communicate/ feedback mechanisms)?

Confidential and proprietary.

17

COMMUNICATE FOR SUCCESS



Elevator speech / key messages

The purpose of our project is to

INSERT PURPOSE

Key messages

INSERT 2-4 KEY MESSAGES

What we know...

INSERT WHAT YOU KNOW

What we don't know....

INSERT WHAT YOU DON'T KNOW

Our next steps are to...

INSERT NEXT STEPS

Include process to provide feedback

INSERT FEEDBACK process

Create a plan to

- Provide messaging to the network, who in turn champion change among employees.
- Communicate with all employees.

Confidential and proprietary.

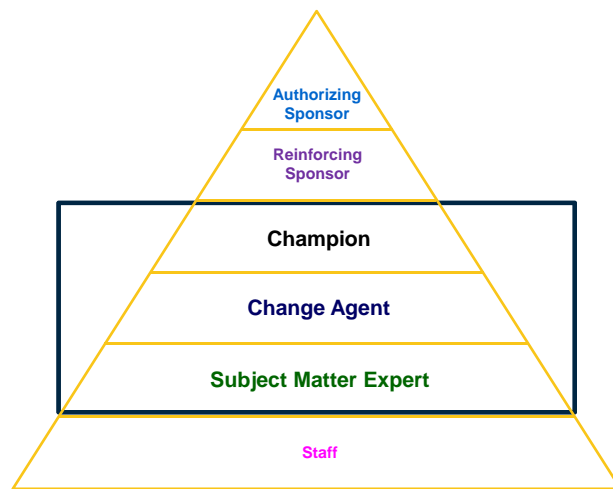
18

REVIEW

Confidential and proprietary.

Blue Cross® and Blue Shield® of Minnesota and Blue Plus® are nonprofit independent licensees of the Blue Cross and Blue Shield Association. 19


ORGANIZATIONAL CHANGE WELLNESS TEAM ROLES



Confidential and proprietary.

20

ADDRESSING RESISTANCE



Level 1 = Rational
“Why are we doing this?”

Level 2 = Emotional
“How does this feel?”


Level 3 = Political
“What’s in it for me?”

CHAMPIONS who address resistance

- Leadership
- Change Network
- Supervisors
- All employees

Confidential and proprietary. 21

SUMMARY



- Change is a process – not an event and is often iterative in nature.
- The process for change is the same regardless of the type of change (negative or positive).
- Individuals typically do not resist change, they resist disruption in expectations.
- The degree of change is defined by the perception and frame of reference of each individual.
- The more personal the change, the greater the impact it has on individuals.
- Change is typically not implemented without an initial drop in performance.
- Success stems from all levels of leadership being visible and vocal supporters of change.
- All staff need regular communications.

Confidential and proprietary. 22

DISCUSSION



- What are changes needed within your organization to have a successful workplace wellness initiative?
- What are ways you will guide your organization in making those changes?
- What are ways you will mentor leadership and others in your organization to support the change?
- What did you learn today that may be helpful?

Confidential and proprietary.

23

DISCUSSION



- How does your organization facilitate change?
- Is there a person who champions change?
How can they be a partner in change needed for workplace wellness success?
- Does your organization use a change model?
- What about communications?

Confidential and proprietary.

24



THANK YOU.

Confidential and proprietary.

Blue Cross® and Blue Shield® of Minnesota and Blue Plus® are nonprofit independent licensees of the Blue Cross and Blue Shield Association.