



Simple but Powerful Solutions That Produce Results

Managing Change Isn't Enough April 2006

Continuing with our central theme: FOCUS + EXECUTION + LEADERSHIP = RESULTS, this issue of *Simple but Powerful Solutions That Produce Results* focuses on how successful companies distinguish themselves and create long term sustainable competitive advantage by quickly, effectively and routinely responding to changing business conditions.

To achieve and sustain a leadership position, a solid plan is necessary but not sufficient. Leaders must do more than "manage change." You must make innovation and change an integral part of your business strategy. To make that possible, you must understand the impact of change on employees (and physician colleagues) and minimize the distress, disruption and friction (resistance) caused by change.

"We have a great vision for our organization, how do we manage the change while we execute?"

Healthcare leaders must create a clear rationale for operational and strategic initiatives that are at the core of their organization's success. You must:

- Acknowledge the challenge and discipline required to achieve your goals.
- Recognize that a new operating model may be required to achieve your vision.
- Understand and state explicitly what these changes will mean for the Board, the medical staff, the leadership team and employees.
- Create and execute a clear and thorough communication and change management plan to "enroll" your organization in the new vision.

Sound easy? It is NOT.

FOCUS

Successful leaders of change must make communication their top priority.

Enrolling the organization in the need and rationale for change is a non-stop communication process. Employees must know where they are and why they are there each and every step of the process.

Great leaders also recognize they cannot simply 'expect' their organization to implement the plan and automatically make the required changes. They deploy systematic change management strategies and tactics to bridge the "execution gap" and produce the required results.

EXECUTION

Making "the plan" or "change" happen?

William Bridges, author of *Transitions* and *Managing Transitions: Making the Most of Change* suggests that **to lead change effectively, leaders must recognize that change is an outcome,** such as developing new programs or services, opening new facilities or operating practices.

Getting to a new outcome requires people and organizations to transition from a current way of carrying out their work to a new and different way of operating. Bridges describes transition as the "psychological reorientation that people have to go through before the change can work." Bridges quickly asserts that leaders do not have to be therapists to help their organizations through these

transition states but they must communicate the vision in a way that meets the needs of every stakeholder in the organization.

The transition required to implement and sustain change occurs in three distinct phases:

1. **The Ending or Saying Goodbye:** Letting go of the comfort and safety of the past and their old way of doing their jobs. (The comfort zone)
2. **The Neutral Zone:** Navigating the uncertainty between what was and the emergence of the new rules of the road (this is a high risk-high uncertainty zone)
3. **The New Beginning:** Accepting and operating effectively in the new changed environment. (Creating a new comfort zone)

People working in environments engaging in change must progress through all three of these phases or zones to achieve the desired outcome.

Click [here](#) for a graphic showing the three phases or reply to this message with "3 Phases" in the subject line and we'll send them to you via email.

LEADERSHIP

How do leaders successfully accelerate change?

Successful healthcare leaders recognize that employees at all levels of the organization transition through change differently, under different timetables and with varying levels of motivation. Armed with this information, you must:

- Set realistic goals and objectives for the organization to meet and exceed along the way.
- Vary the communication channels and target their messages to reach every person affected by the change.
- Repeat the message as often as it takes to ensure the entire organization is aligned, motivated and moving into the new vision.

Bridges offers **7 steps to maximize your success when you are considering a significant shift** in direction or change in your organization. Click [here](#) to read them or reply to this message with "7 Steps" in the subject line and we'll send them to you via email.

For additional information about accelerating change call or email Edward Hindin @ 201 656 1004 or ehindin@hhadvisors.com

We invite you to visit [our website](#) for additional [resources](#) and [case studies](#) that may be of interest and welcome your comments and suggestions about this publication, our point of view or topics you would like to see explored.



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