

Managing Change to Engage Partners



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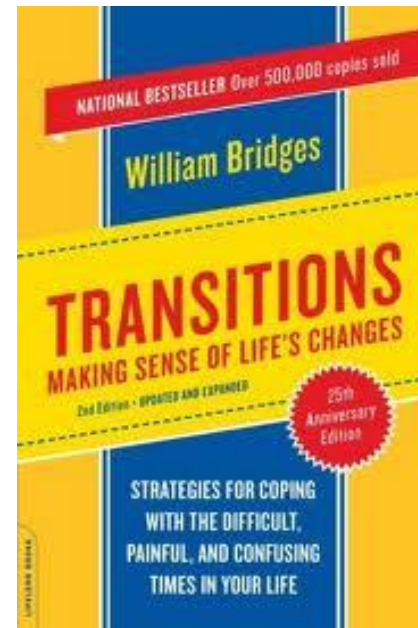
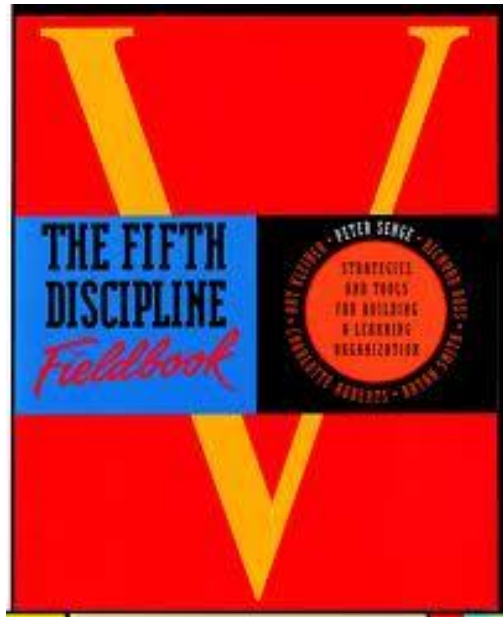
The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce

Managing Change to Engage Partners

- Getting Started
- The Value of Vision
- Transitions, Begin With Endings
- Transitions, Neutral Zone
- New Beginnings
- Closure

References



Change



“Everyone thinks of changing the world, but no one thinks of changing himself.”

- Leo Tolstoy

Change and Transition



Defining: Engaging Stakeholders

- Stakeholders: person(s) with a direct interest, involvement, or investment in something.
- Engage: to attract and hold the attention of, gain support, to interlock in a collaborative effort.

Defining: Engaging Stakeholders

- Change: become or make different: pass from one state to another (external).
- Transition: period in which something undergoes a change: from one state to another (internal).

Assess Your Experience

U.S. health care is undergoing many changes and transitions.

What reactions are you observing in your stakeholders? In yourself?

“Nutshell”

There are two main reasons people agree to take on new behaviors (transition):

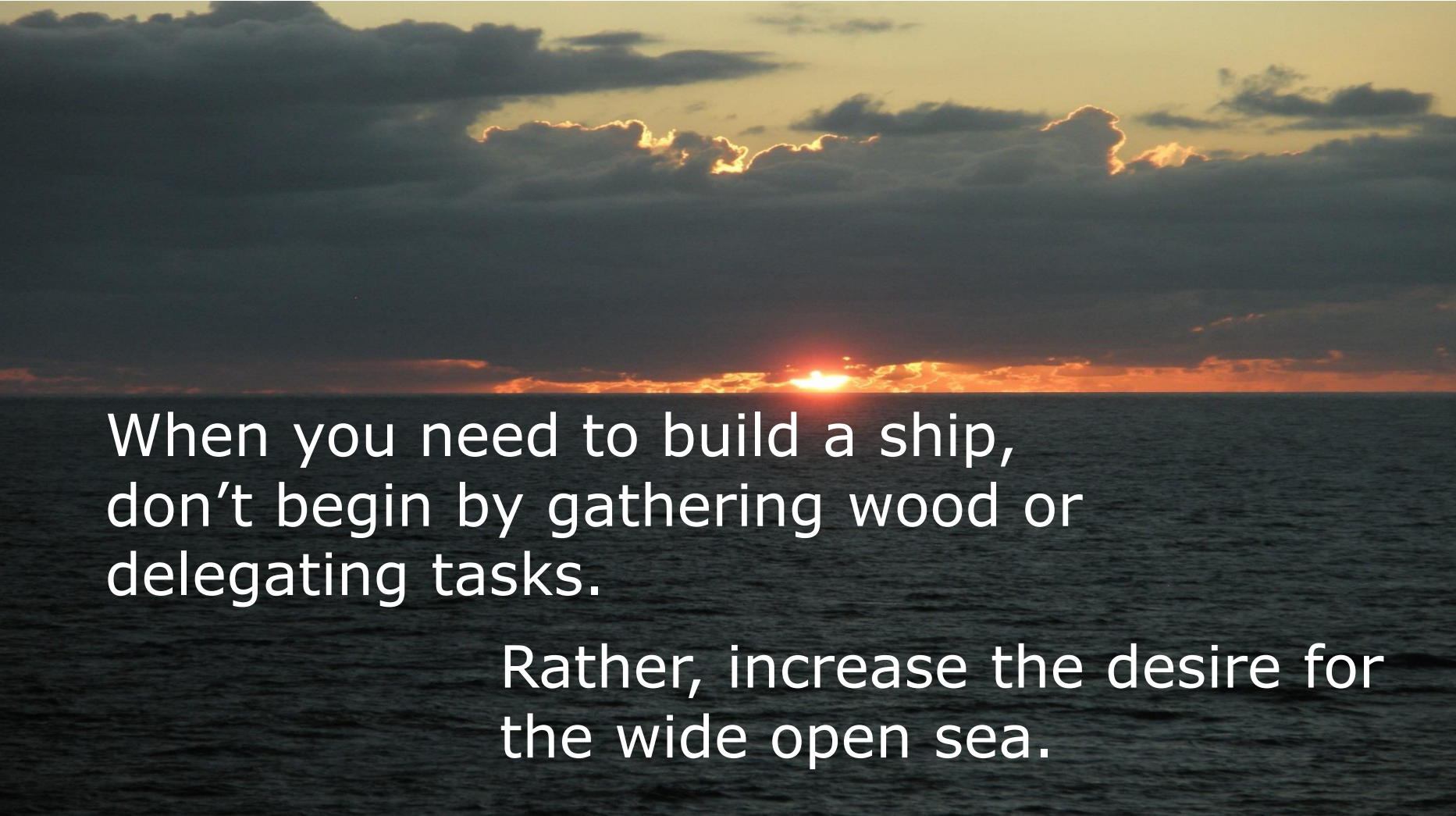
1. Motivation: Do they want to?
2. Ability: Do they feel they can?

The Value of Vision



Peter Senge, et. al.: Creative Tension model, from [The Fifth Discipline Fieldbook](#)

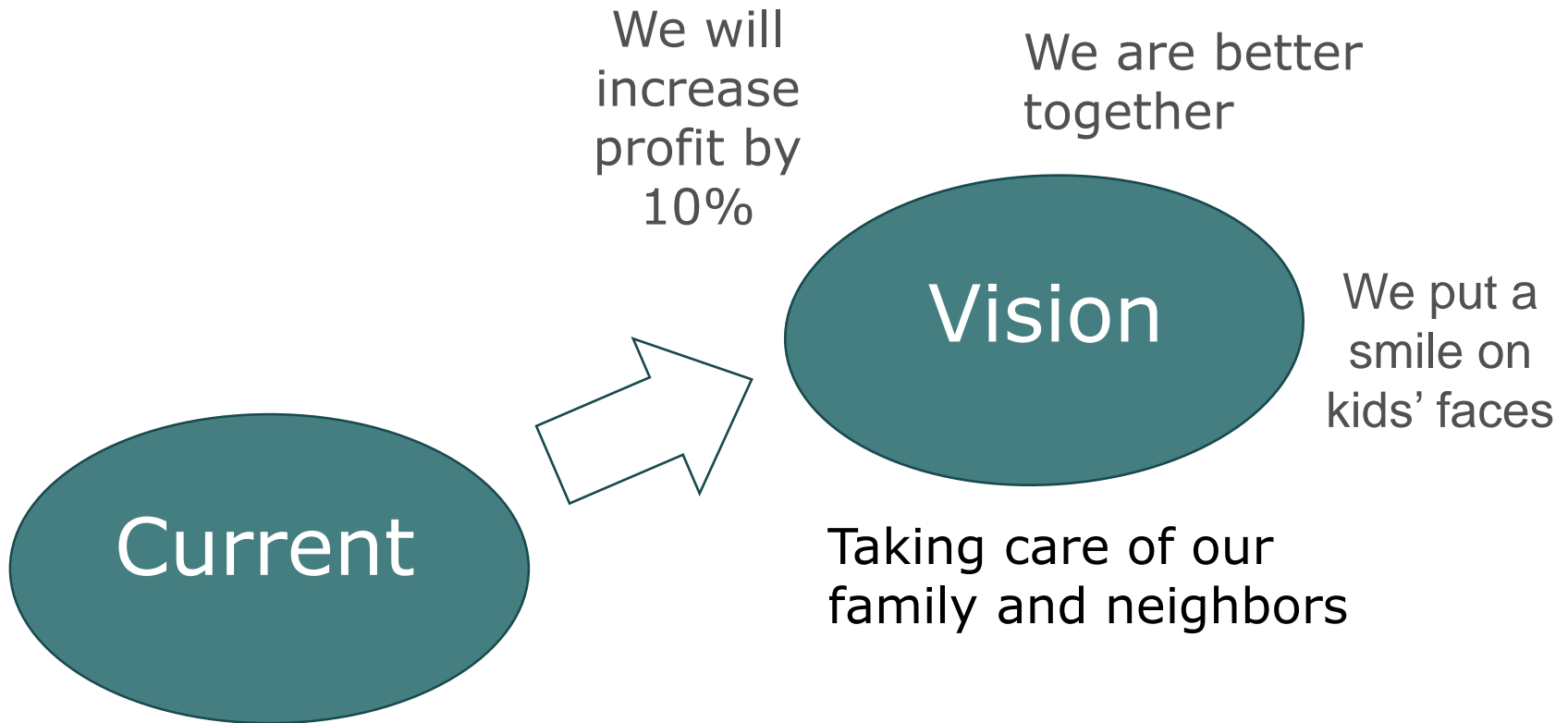
Simple, Positive and Emotional



When you need to build a ship,
don't begin by gathering wood or
delegating tasks.

Rather, increase the desire for
the wide open sea.

Vision Examples



Peter Senge, et. al.: Creative Tension model, from [The Fifth Discipline Fieldbook](#)

Finding the Compelling “Why?”

Start with a current description of your project

- What aspects are meaningful or exciting?
- Where is the overlap with stakeholder goals?
- What is the ultimate impact?
Who benefits if we are successful?
- In a sentence or two, what is the vision of this project?

“Nutshell”

There are two main reasons people (including board members and providers) take on new behaviors (change):

1. Motivation: Do they want to?
2. Ability: Do they feel they can?

Endings, Neutral, Beginnings



Transitions

Endings

- Anger
- Despair
- Grief
- Loss of identity

Neutral Zone

- Disorientation
- Confusion
- Idealization of the past
- Anxiety

New Beginnings

- Sense of belonging
- Commitment
- Hope
- Optimism

Adapted from Managing Transitions – Making the Most of Change, by William Bridges, (2003)

During Endings, Leaders...

- Accept and openly acknowledge the reality and importance of losses
- Know that people will over react; support them and do not make judgments
- Give consistent and frequent information
- Identify what's over and what's not
- Mark the endings and treat the past with respect; allow to take a piece of the "former" way if possible

During the Neutral Zone, Leaders...

- Resist the impulse to push people through it
- Name and talk about what people are experiencing
- Consider this phase as normal for the time being
- Redefine creative opportunities

During the Neutral Zone, Leaders

- Create an interim way of doing things
- Strengthen team connections and team communication
- Resist natural impulses to push for premature closure



During New Beginnings, Leaders...

- Set high goals with manageable steps – celebrate each
- Clarify mission and vision
- Praise people for taking risks and trying new things

During New Beginnings, Leaders...

- Continue to support, re-evaluate and make course corrections as needed
- Continue to move forward
- Talk about change as ongoing and natural/normal

“Nutshell”

There are two main reasons people (including board members and providers) take on new behaviors (change):

1. Motivation: Do they want to?
2. Ability: Do they feel they can?

Engagement Through Change



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Get to know us better:

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