



Brandeis

THE HELLER SCHOOL
FOR SOCIAL POLICY
AND MANAGEMENT

**2023-2024
PELI Advanced Course
Session 6**

May 30 – June 1 2024

Physicians Leading Innovation
and Organizational Change

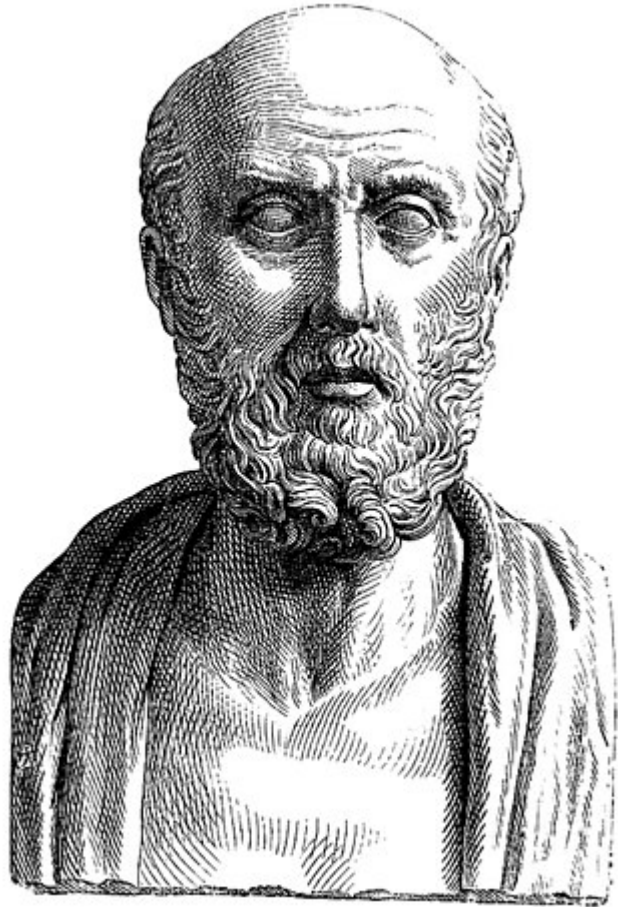
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**DANIEL HANLEY
CENTER *for* HEALTH
LEADERSHIP**



Father of Modern Medicine



2400 years ago

Father of Social Psychology



90 years ago

Brandeis Health System

Congratulations!

You have been selected to be part of a small team of internal consultants sent by Head Office into a major division of our organization to help them implement Six Sigma, the latest major change initiative the Executive Committee just approved.

You have six months (120 working days) to ensure a smooth change and implementation process.

Further details required to get you started immediately are enclosed below. Division CEOs such as Martin Loder, who report to Group Vice-Presidents, have all been informed of the Group's decision - although it is probably fair to say they were not actively consulted beforehand.

I trust you will rise to the challenge and hope you will enjoy the process.

Best wishes of success,

*Martin Heldback
Group Chief Quality Officer*

**What's going on in
your world?**

**What initiatives (planned change)
have you experienced or are you
experiencing?**

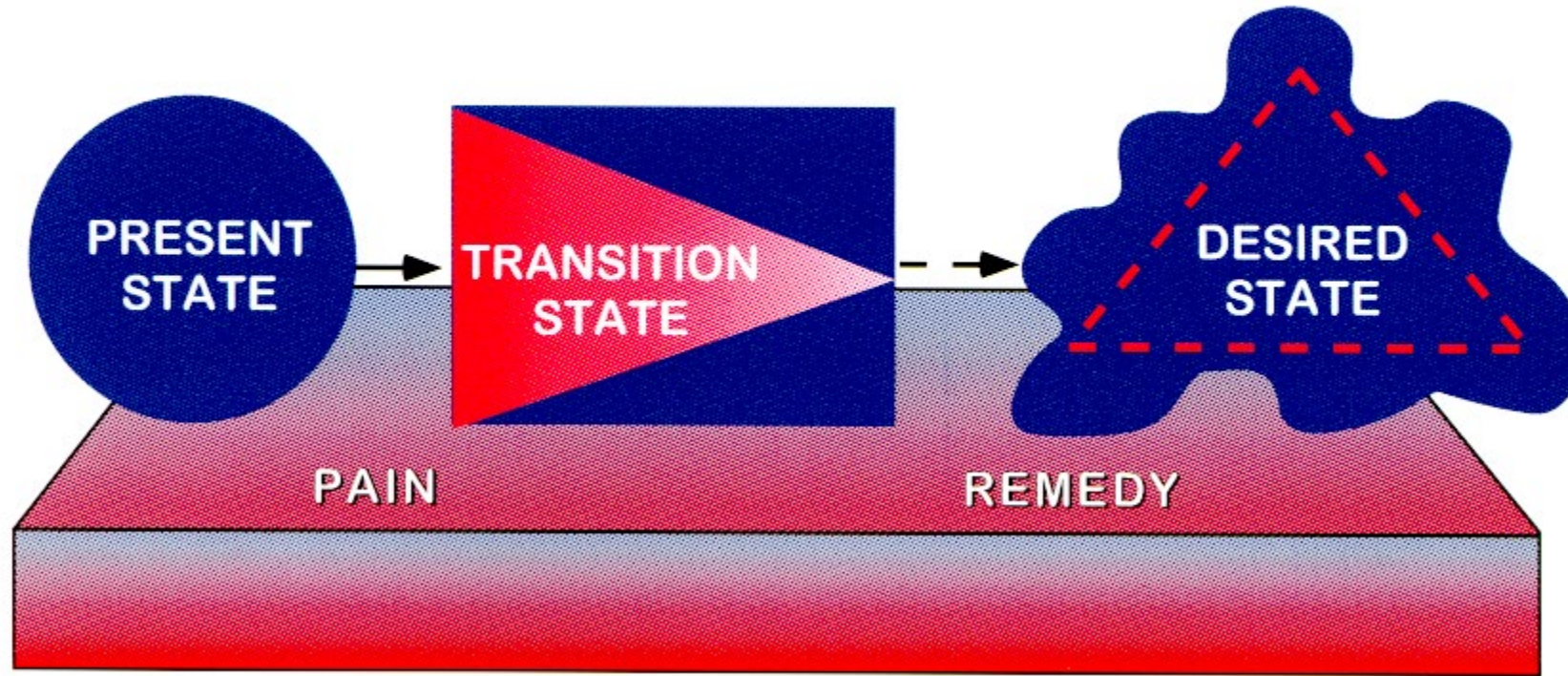
Why is it
hard for
organizations
to change?



Five Key Ideas

- **Change is a process.**
- **People adapt over time.**
- **People are not all the same.**
- **Successful organizational change displays a characteristic pattern.**
- **The informal organization matters.**

Change Is A Process



- Dissatisfaction with the status quo
- Psychological safety

Lewin's Change Model

Unfreeze

1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns



Change

1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view



Refreeze

1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success



Burning Platforms



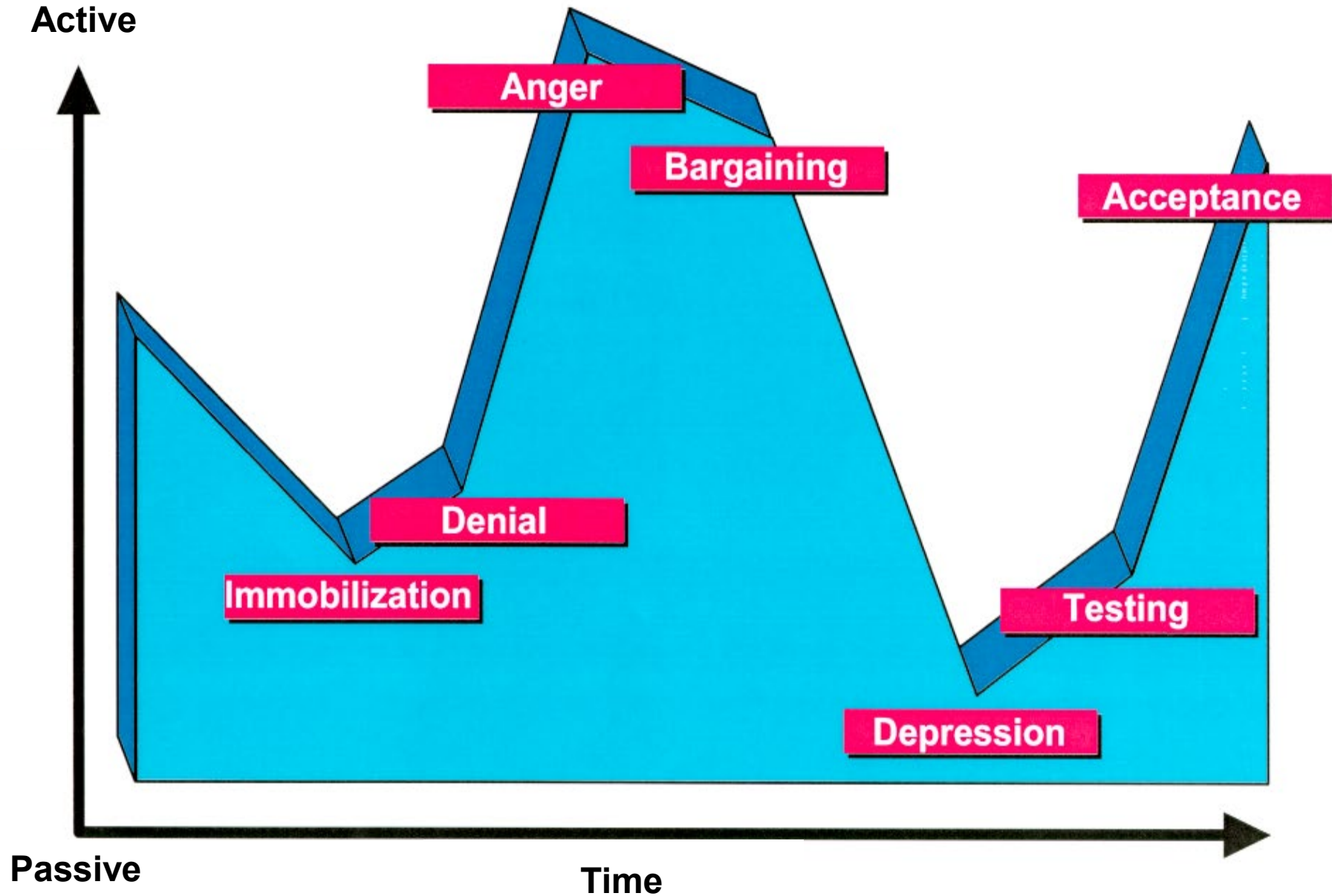
A burning platform-type decision is at hand when the organization is facing a major (disruptive) change in which the cost for the status quo is prohibitively high and there is a significant risk that implementation failure could occur.

**How do people
respond to change?**

Five Key Ideas

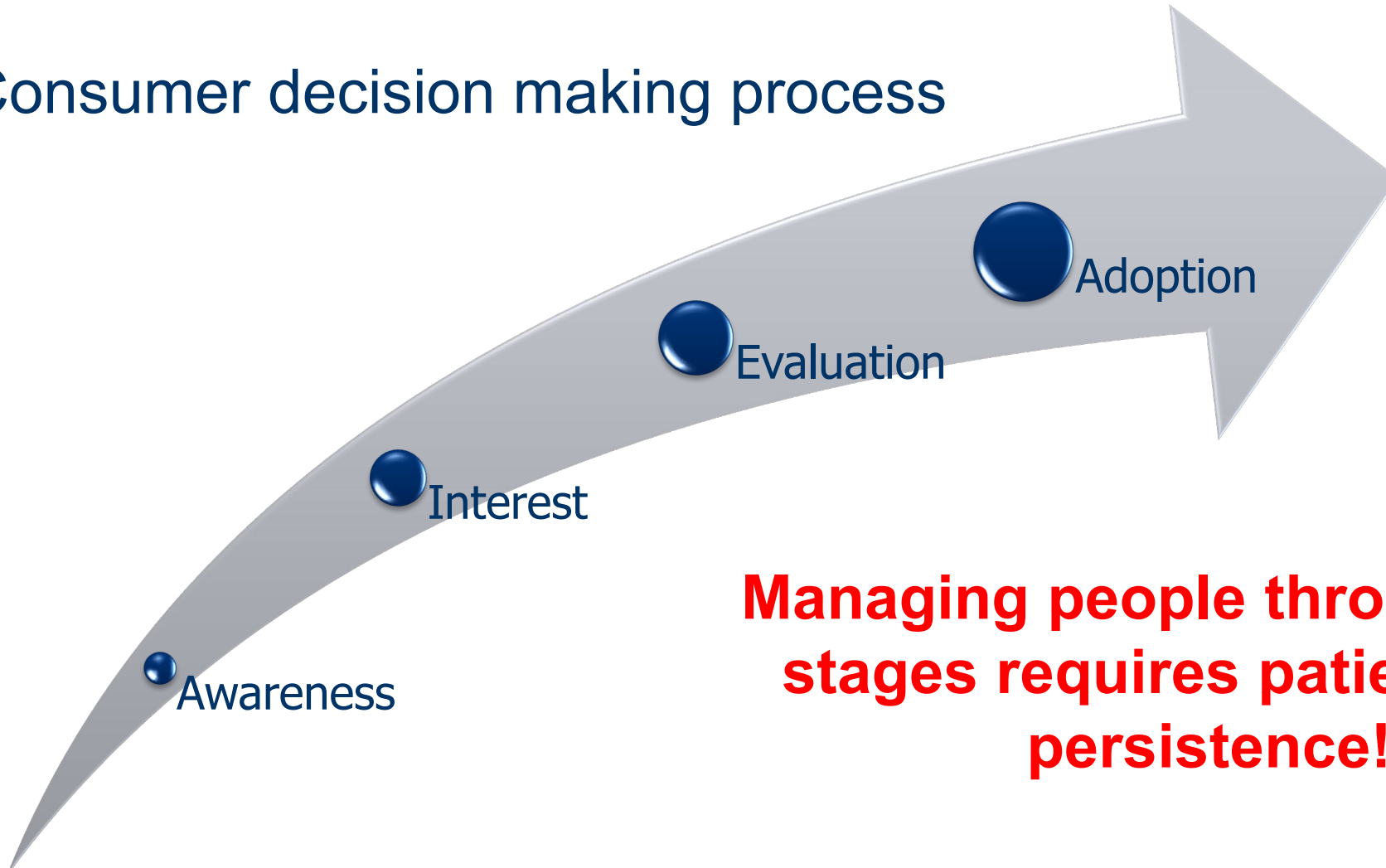
- **Change is a process.**
- **People adapt over time.**

A Possible Response To Change



People adopt new ways over time and through stages

Consumer decision making process



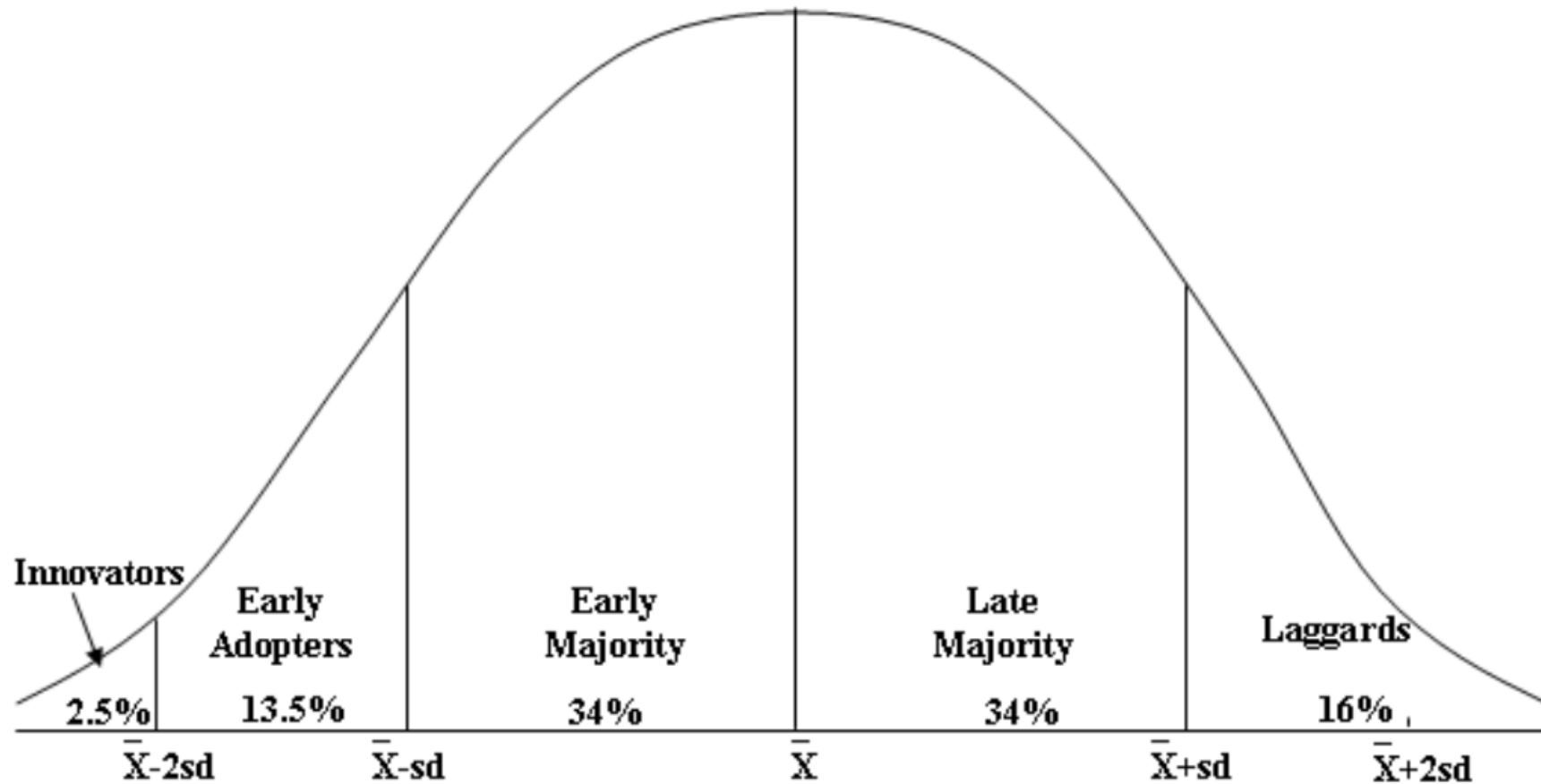
Managing people through these stages requires patience and persistence!

Awareness	Interest	Evaluation	Adoption
0-20%	25-45%	50-95%	100%

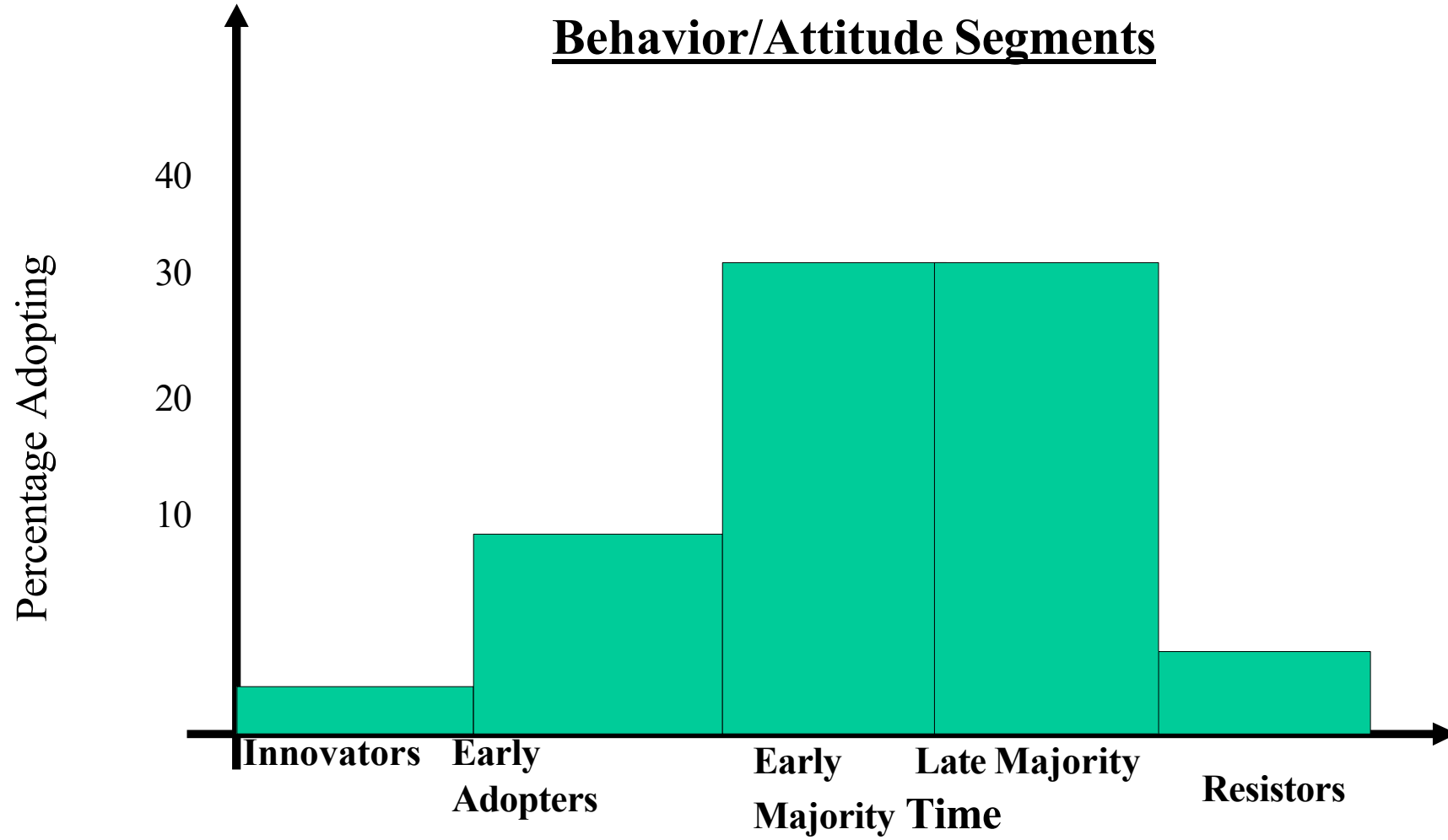
Five Key Ideas

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Distribution of ‘Innovativeness’



Behavior/Attitude Segments



Five Key Ideas

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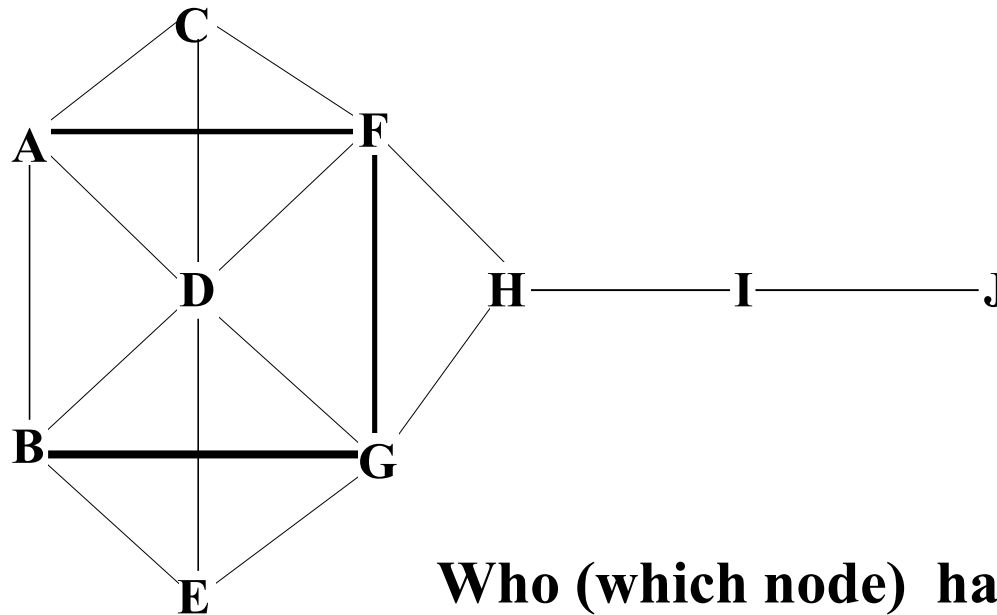


Five Key Ideas

- **Change is a process.**
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How Does It Work?

Structure: the kite network

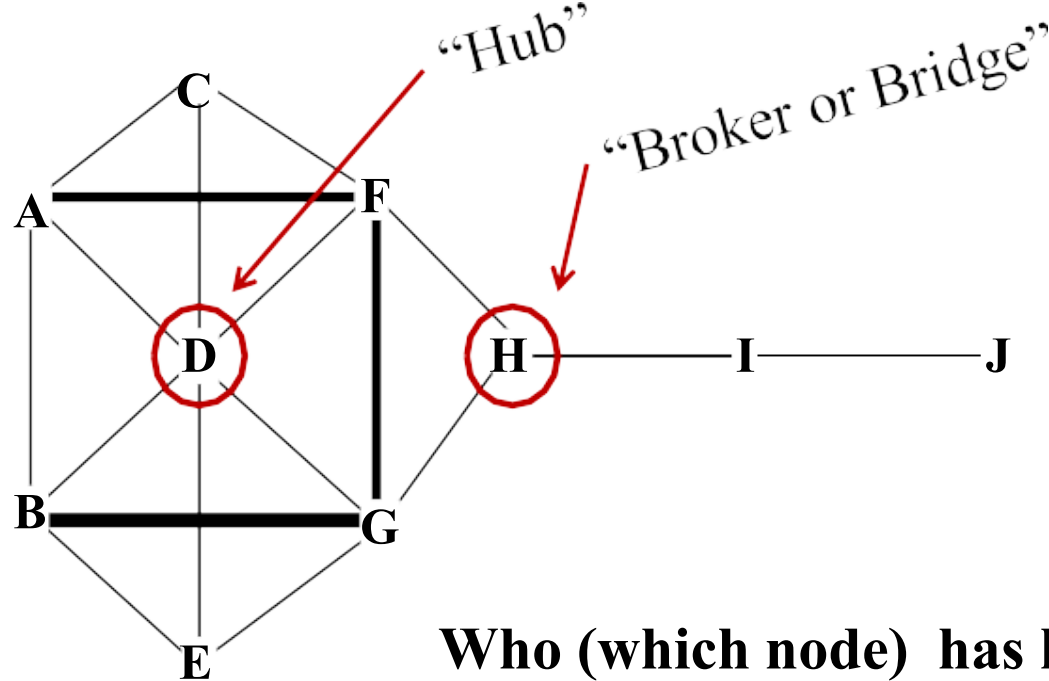


Who (which node) has high social capital?

Depends on what TYPE

How Does It Work?

Structure: the kite network

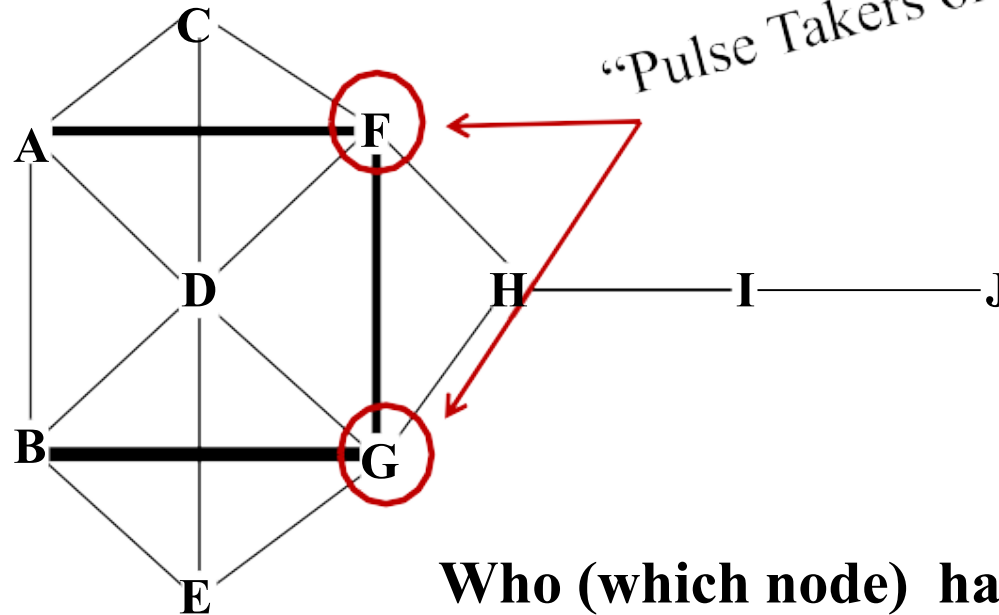


Who (which node) has high social capital?

Depends on what TYPE

How Does It Work?

Structure: the kite network



"Pulse Takers or driver nodes"

Who (which node) has high social capital?

Depends on what TYPE

Network Theory: Hubs, Brokers, and Bridges

- Hubs or degree of centrality:

Having the most ties to other people in the network (social capital).

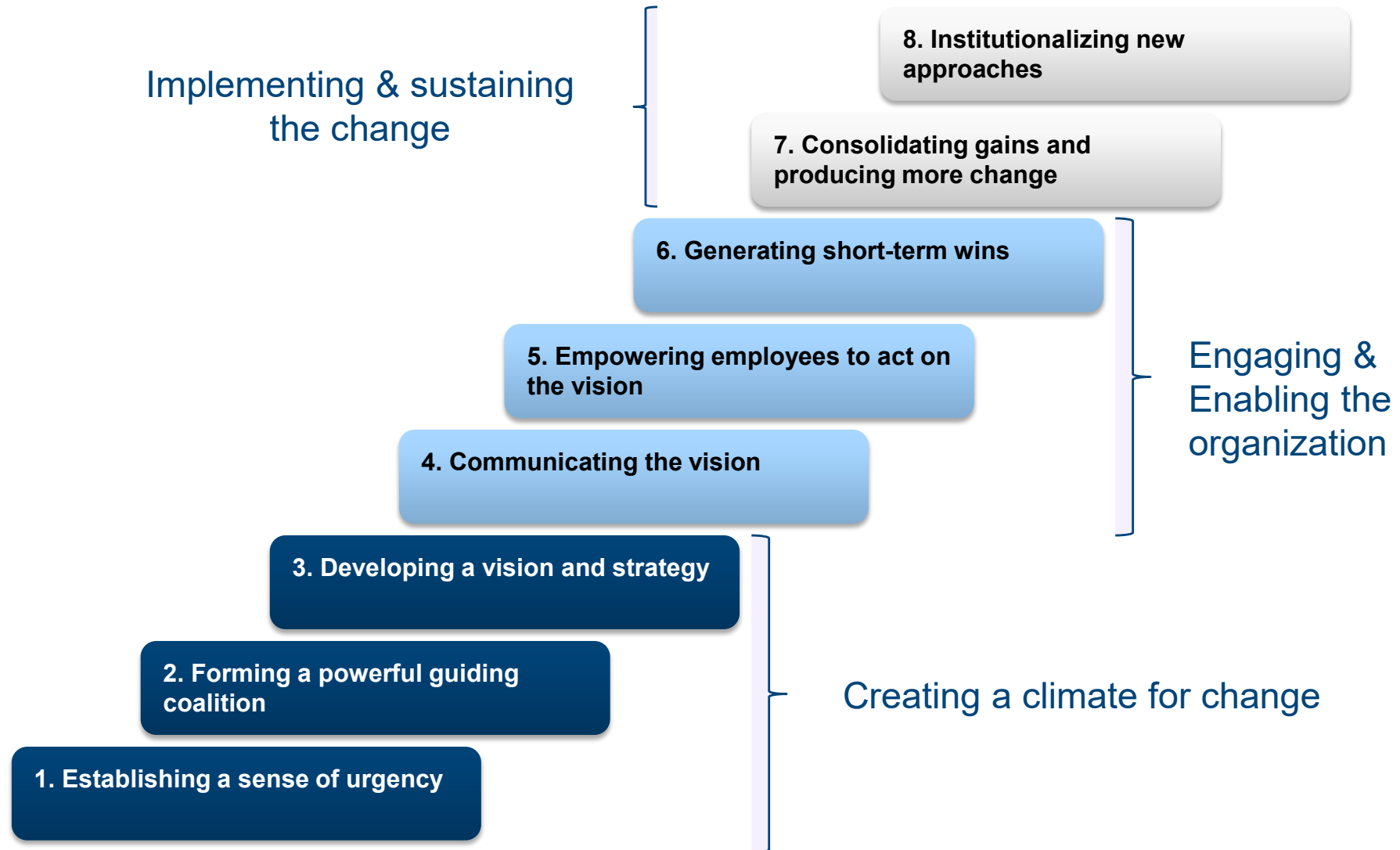
- Brokers or bridges

are people who bridge multiple social networks, connecting disconnected people, building trust, facilitating knowledge transfer, and implementing innovation.

Five Key Ideas

- **Change is a process.**
 - **Need unfreezing to start**
- **People adapt over time**
 - **Need to manage through stages**
- **People are not all the same**
 - **Be aware of attitudinal segmentation**
- **Successful organizational change displays a characteristic pattern**
 - **Foster the diffusion of ideas**
- **The informal organization matters**
 - **Leverage the law of the few**

Kotter's eight steps *



* Leading Change”, HBS Press (1996)

Todd Jick's Ten Commandments*

Creating the case for change

1. Analyze the situation and its need for change
2. Create a shared vision & common direction
3. Separate from the past
4. Create a sense of urgency

Building the organisation's ability to change

5. Support a strong leader role
6. Line up political sponsorship
7. Craft an implementation plan
8. Develop enabling structures
9. Communicate, involve people and be honest

Making change stick

10. Reinforce and institutionalize change

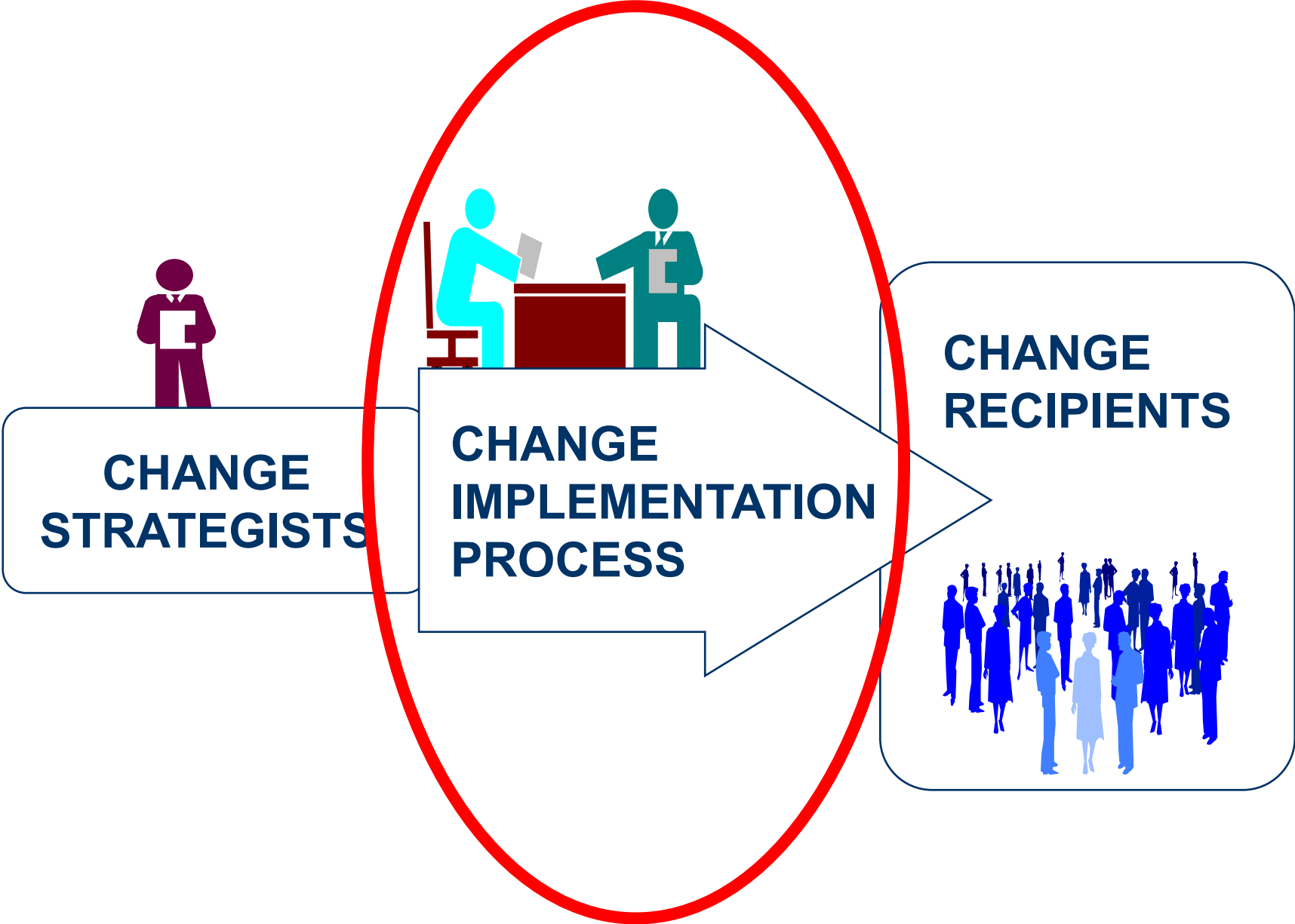
* Adapted from "Implementing Change", in *Managing Change: Cases and Concepts*, by Todd D. Jick, Chicago: Richard Irwin, 1993

Nine questions for a good change process

1	How do I get more people to understand why we need to change <u>this now</u> ?
2	Who's support do we need? (and how will we get it)
3	What is the <u>appealing</u> story line we are proposing
4	What is the <u>credible</u> plan to get there?
5	How can we communicate more and more effectively?
6	How will we <u>develop</u> momentum (including through quick wins)?
7	What obstacles will we face? How will we remove them?
8	How will we <u>maintain</u> momentum of the project (12,18,24 mths down the road)?
9	How will we <u>institutionalise</u> the change (make it part of the culture)

Your Mission

- **Spend the next 6 months (120 days) convincing 24 members of the subsidiary's management team to adopt Six Sigma**
- **You have been sent by European HQ**
 - You have no formal authority
 - Nobody has met you yet, “Nothing is given”
- **You have 120 days**
 - **The goal is to get as many adopters as possible.**



CHANGE STRATEGISTS

CHANGE IMPLEMENTATION PROCESS

CHANGE RECIPIENTS

Simulation Agenda

- **Work in groups**
- **Develop a strategy**
- **Use various tactics to manage the implementation**
 - **Tactics require your time, a limited resource (120 days)**
- **Monitor your progress**
- **The goal is to get as many adopters as possible.**



LODER Martin
CEO

BROWNE Alastair
Executive Assistant

WU Linda
VP R&D

LESSARD Don
VP Sales & Marketing

TROLER Alexander
VP Administration

DERAY Jacques
VP Production

WILLIAMS Kate
Development

AMAYA Lisa
Marketing

GUPTA Ashok
IT

MARTIN John
Logistics

HOFFMAN Günter
R&D, EMEA

JENKINS Michael
Advertising

KLEIN Barbara
Legal Services

MILNER Franck
Production, EMEA

HASEGAWA Kazuhiro
R&D, Asia

O'TOOLE Chip
Sales, EMEA

ANDREASSEN Eva
HR

WAN Wei Ming
Production, Asia

RODDICK Randy
R&D, USA

MOLGAARD Lars
Sales, Asia

VAN DEN BERG Karel
CFO

STRONG Sam
Production, USA

McNEIL Pamela
Sales, USA

AL-YASEEN Motaz
Quality

Tactics Networks Tools

- Activating HO networks
- Background Information
- Benchmarking Visit
- CEO Memo
- Committees
- Customer Survey
- Decree
- Employee Survey
- Exec. Committee Meeting
- External Speaker
- Hire Experts
- Informal Networks
- Mass Communication
- Meeting
- Pilot Project
- Seek Advice
- Send A to see B
- Top Mgmt Meeting
- Training Programme
- Upward Lobbying
- Workshop

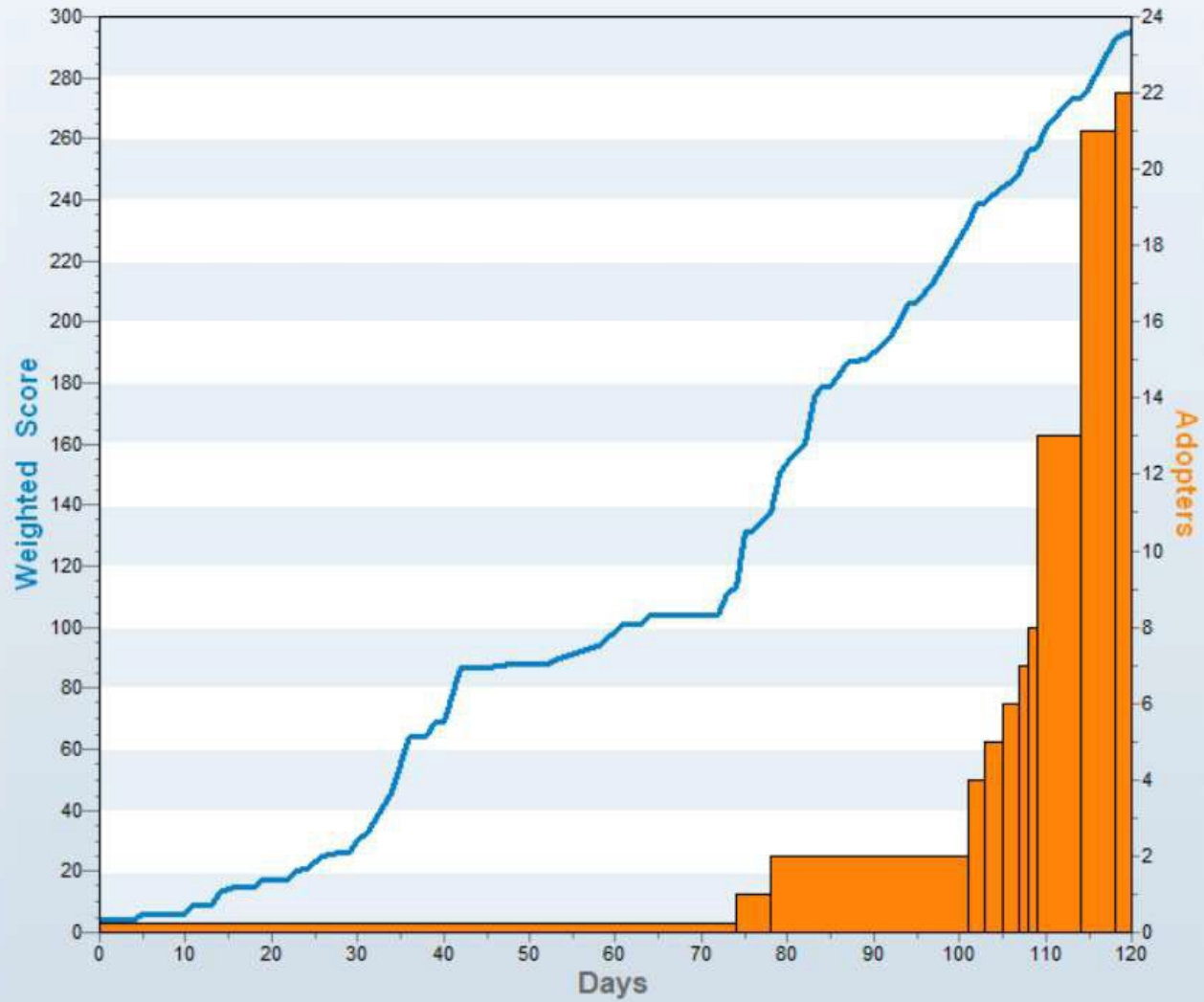
Days Used 0 | Days Left 120

← Previous action | Next action →



DO IT ▶

Score

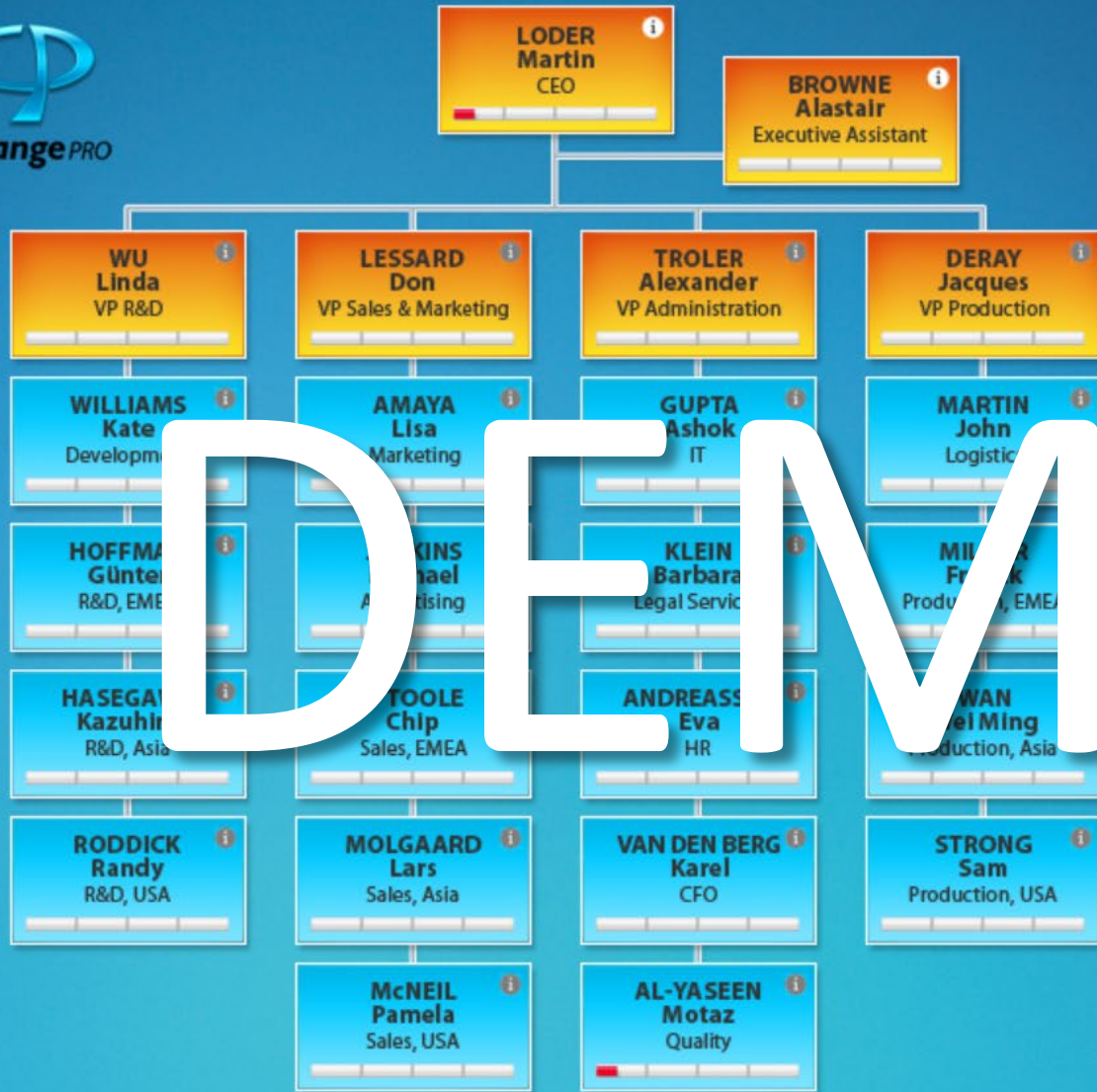


Summary	
Days Used	120
Days Left	0
Adopters	22
Average Interest	98
Weighted Score	295

chilingirian 2022



changePRO



DEMO

Tactics | **Networks** | Tools

- Activating HO networks
- Background Information
- Benchmarking Visit
- CEO Memo
- Committees
- Customer Survey
- Decree
- External Survey
- Exec. Committee Meeting
- External Specialist
- Hire Experts
- Informal Networks
- Mass Communication
- Meeting
- Seek Advice
- Send A to see B
- Top Mgmt Meeting
- Training Programme
- Upward Lobbying
- Workshop

Days Used 0 | Days Left 120

← Previous action | Next action →

DO IT ▶

Some Advice

- **Work as a group, develop a strategy**
- **Diagnose the organization**
 - Get background information
 - If they are not aware, do not ask them for anything
 - If they do not have enough interest, do not send them to influence others
- **Build awareness and interest**
 - Meet with people, communicate, build relationships
 - Identify the early adopters and resistors, identify social networks
 - Who are the influencers? (bridges, in key positions, interested in your innovation)
- **Allow people to evaluate the innovation**
- **Get as many adopters as possible**

Assignment

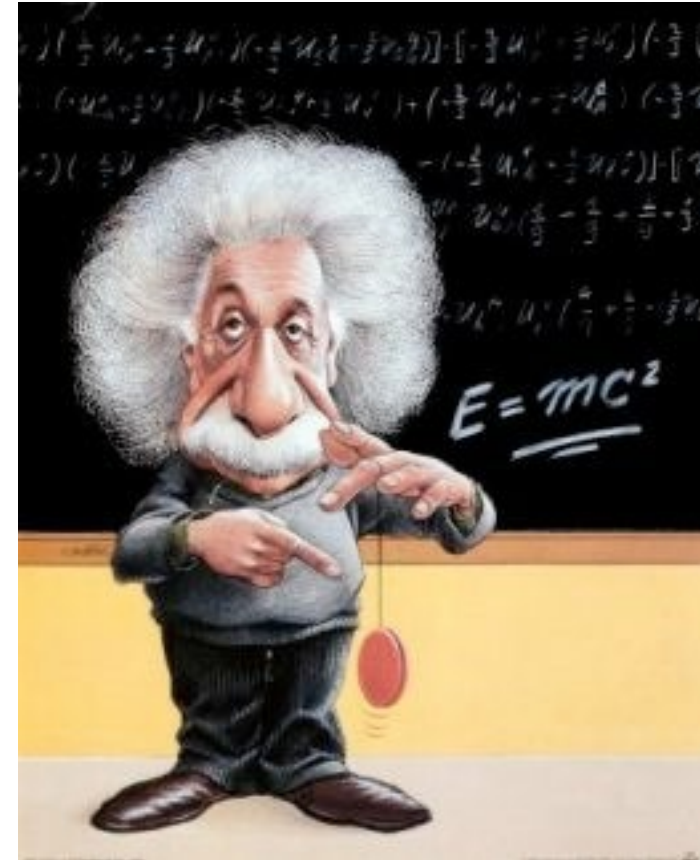
- **Work in your breakout rooms for 120 simulated days**
- **You will be finished if:**
 - You get 24 adopters,
 - You use all 120 days, or
 - (Real) time is up
- **DON'T QUIT!**
 - Save your results – or wait until we come to do it for you
 - Fill in your key learning points
- **Debrief and prepare your report out**
 - Choose a spokesperson
 - Approx. 5-6 minutes per group
 - Identify lessons from the simulation that apply in real life

Insanity, according to Einstein

“Doing the same thing over and over again, hoping for a different result”

Project team insanity:

“Doing the same thing a little harder and hoping for a very different result”



Let's Go!

Good Luck