Becoming an agent of change for professionals and researchers involved in change management

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Rezumat

Luarea de decizii reprezintă punctul forte al managerului de sistem sanitar, acţiune care trebuie translatată de la teorie în practică. Luarea deciziilor rapid şi eficient este o caracteristică pentru manageri, cercetători şi personal specializat în managementul schimbării. Managementul schimbării reprezintă un interes major pentru cei responsabili cu politica, strategia şi iniţiativa, care se angajează sau vin în completarea schimbării managementului strategic şi a iniţiativelor. În primul rând, trebuie definită o listă de teorii şi concepte după ce s-a făcut referire la texte generale de management şi articole care vizează managementul schimbării. Concluzie: Managementul în timp real este una dintre numeroasele căi de a preveni sucombarea la stress exagerat. Cea mai puternică strategie în managementul schimbării este combinaţia dintre managementul schimbării organizaţiei cu managementul schimbării individuale, metodă care crează un proces în cilcu închis, de o mare robusteţe.

Abstract

Making informed decisions on change are the key points for health care managers and professionals, action to be drawn from theory to practice. It is primarily intended for managers, professionals and researchers involved in change management. It will also be of interest to those responsible for policy, strategy and operational work that is engaging with, or complementing, change management strategies and initiatives. First, a list of key theories and concepts was defined after reference to general management texts and review articles addressing change management. **Conclusion** Effective time management is just one of many ways to keep from succumbing to stress overload. The most powerful change management strategies combine organizational change management techniques with individual change management tools to create a robust, closed-loop process.

Change management is not a matter of simply following steps. Since no two changes are exactly alike, following a recipe for change management is not enough. The right approach will be situation specific. If you do not understand the why, changes can fail even when standard processes are followed. Research with hundreds of project teams has shown that a "one size fits all" approach is not sufficient. To be effective at leading change, you will need to customize and scale your change management efforts based on the unique characteristics of the change.

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At its simplest level, whole system working is a way of thinking about and designing meetings that help people to express their differing experiences, to identify possibilities for action and commit

to change. At a more profound level, it is an approach to organizational development that views groups of people who come together around a shared purpose as living systems. It recognizes that the way in which living systems adapt and evolve is determined by the way interconnected parts relate to each other, as well as the way individual parts behave. (Pratt et al., 1999)

Change management as a role and contribution to change

Change is all about learning, and it is the only constant in an ever changing work environment. By being able to play a role as an agent of change, can facilitate work to introduce change and can also set direction and increase the likelihood that initiatives will be successful:

1. Be able to define and recognize change
2. Know the difference between change and transition
3. Describe the three stages of transition and the four phases of response to change
4. Outline the steps for implementing change effectively
5. Understand your role and contribution as an agent (or champion) of change.

Why change?

Leader-ship is an essential component for success: it gives staff purpose, inspiration, and direction; it creates vision and strategy; and it helps people to achieve business goals through relationships, service, and innovation. Change is any departure from the "status quo". To recognize change you must first define the current state of affairs so you will be able to see the change when it happens. The process may result in alterations to:

People

Processes

Systems

The individual element entails monitoring and addressing each person's behavior and feelings, such as fear of losing their job or concern over performing at a higher level.

Organizations change because they recognize there is a better way of achieving their objectives. This recognition is usually based on a set of external or internal factors. External factors focus on competition while internal factors stem from needs within the organization. So the ultimate objective is "to do better things in a better way". Change by its nature demands an important psychological transition that may be met with resistance. The neutral zone is the period half way between the old way of doing things and the new one.

What are the phases of change?

Change does not occur in a straight line: it is a journey that flows through a series of phases, starting with the present state. As you accept the change you climb up the other side of the curve: you regain your sense of direction and begin to work in a new way. In the exploration phase you begin to take action and to decide how you will respond to the change. It is the phase in which you stop arguing with the change and begin to ask how you can make it work. It is a period of constructive commotion, planning, and rethinking as you start new ways of doing things. When you reach the phase of commitment you decide what actions to take to master the new ways. Because change is continual you must also prepare to experience the next change. In this phase you are firmly connected to the future. You have shifted your attention back to the organization and away from yourself.

What do we need to have in place to introduce change?

Beer et al explain that to introduce change into an organization a team needs to have three inter-related factors in place:

Coordination - is especially important because most changes are multidisciplinary and require interdepartmental communication

Commitment - high levels of commitment are essential for the effort and cooperation that coordinated action requires

Competence - new competence, such as knowledge of the organization as a whole, or analytical skills, is necessary if people are to identify and solve problems as a team. Being bright is not a substitute for knowledge

People need to acquire new content needs in a systematic way to be able to ride the wave of change. Learning new skills could mean going back to being a student to grasp new concepts and capture new ways of doing things.

How can we make change happen?

− Facilitating multidisciplinary discussion forums, so that learning can occur across professions, disciplines and status
− Providing skills in action research
− Providing a database of people in the organization with practical knowledge of change management, to encourage networking and learning
− Promoting organizational learning
− Advising on basic statistics and how to analyze and display them
− Acting as a resource for constructing project management network diagrams

Diagram of the action centered leadership model

Fig.1
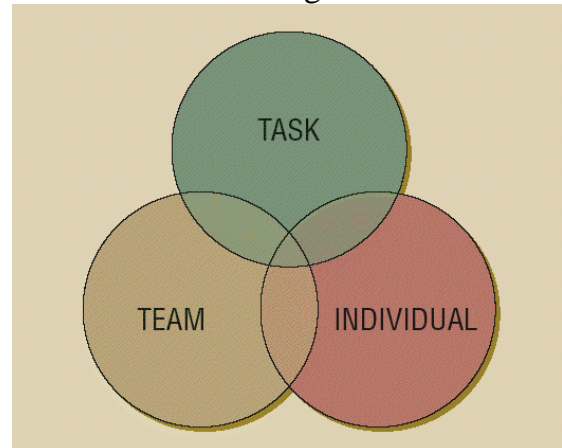
To meet the needs of the task, team, and individual, a leader will choose from a range of techniques (fig. 1). Practical tips:

• Remember the action centered leadership model of meeting task, team, and individual needs especially when implementing large changes.
• Create your end goal and then work on yourself, your relationships with staff, the physical work environment, and your business systems to achieve your goal
• Practice, practice, practice…and then evaluate your progress

Some methods of time management:

• Associate with people who support you
• Don't let one thing dominate you, such as school work, relationships, jobs, etc
• View life as challenges to seek, not obstacles to avoid
• Take responsibility for your life and your feelings
• Maintain a reasonable diet and sane sleep habits

- Control stress and protect your personal freedoms and space, respect the rights of others but if they intrude, let them know
- Find a time and place each day where you can have complete privacy
- Take time off from others and pressures. Short time-outs during the day can help improve efficient functioning the rest of the day
- Don't drift along in troublesome and stressful situations or relationships. Take action to change rather than trying to avoid the problem. Taking chances is the key to emotional well-being
- Review your obligations from time to time and make sure they are still good for you. If they're not, let them go
- Open yourself to new experiences

Conclusions

Effective time management is just one of many ways to keep from succumbing to stress overload. The most powerful change management strategies combine organizational change management techniques with individual change management tools to create a robust, closed-loop process.

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