



Creating Change That Last  
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- What do you see as the biggest cause of resistance to change?
- Sustaining change is important to my organization because?



Centered in Care  
Powered by Pride



# 1. Trust the Process



- » Understand that lasting change
  - › All in or all out
  - › Isn't perfection
  - › Takes time

**“The man who can drive himself further once the effort gets painful is the man who will win.”**

Roger Bannister

## 2. Have a Plan



- What is the framework around sustaining change in your organization? With your project?

*Organizations often place the majority of its efforts on completing projects and reaching goals, but very little energy is given to sustainment.*

DSRIP is sometimes seen as an *event* instead of a *new way of doing Healthcare*. Projects are more than a matter of reaching goals; we are changing Healthcare

***If the business sees DSRIP as something going on with a special group of people to get funding then your projects are at risk for sustainment.***

# Swing Through!



- Framework should consist of (*WORK PLAN: Part 1*)
  - » Clear and Simple Metrics Centered around a problem (Goal)
    - › What is the problem?
    - › How do you know it's a problem?
    - › What is the problem causing?
    - › What is the problem's impact on the business

***Organizational Top Executive Metrics Should Not Exceed  
FIVE Primary Objectives***

# Before, During & After



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- Not Just About Team Members...Remember those who do the work

Resistance comes when new processes are introduced without involvement

***Think about your top 3 projects currently being worked.***

***How many people in the areas where change will be implemented know about the project?***



**Letting Go of the  
Past**



**Can be Very  
Frightening!**



### 3. Hardwire the Process



- Remove all Work-Around avenues
- Instill Accountability into the Process

***“We must become comfortable with making people feel uncomfortable”***

Hunter Gatewood

- Create opportunities to celebrate (WORK PLAN: Part 3)
  - » Celebrate the small things (they will grow into bigger things)
  - » Celebrate often
  - » Celebrate Teams

***If you want to change a culture you must change the people.  
To change the people you must change the process.***

## 4. Leadership That Influences



***Processes revert to the old way of doing things not because performance improvement methodologies didn't work; they go back because leadership allowed them to do so.***

***"Everything rises or falls on leadership"*** John Maxwell

# No Authority; Just Responsibility



- To Influence Change:
  - » Look from other's Map Of the World
    - › Find what's important to individuals
    - › Meet individually to find out his/her story
    - › Discover the level of interest in the project
  - » Connect
    - › Link the project goals to individual's priorities
    - › Fill in the deltas where it doesn't
    - › Give all team members responsibilities

**Are You Leaving People on The Bench?**

# What To Do?



- Influencers
  - » Don't doubt; They Believe in People
  - » Don't talk; They Listen
  - » Don't give answers; They Ask Questions
  - » Don't micromanage; They Empower
  - » Don't hold others back; They Reproduce More Influencers

***Teach People to Lead; Not Just Perform Task***



