



## Digital Technology in Health and Care

# Change Management

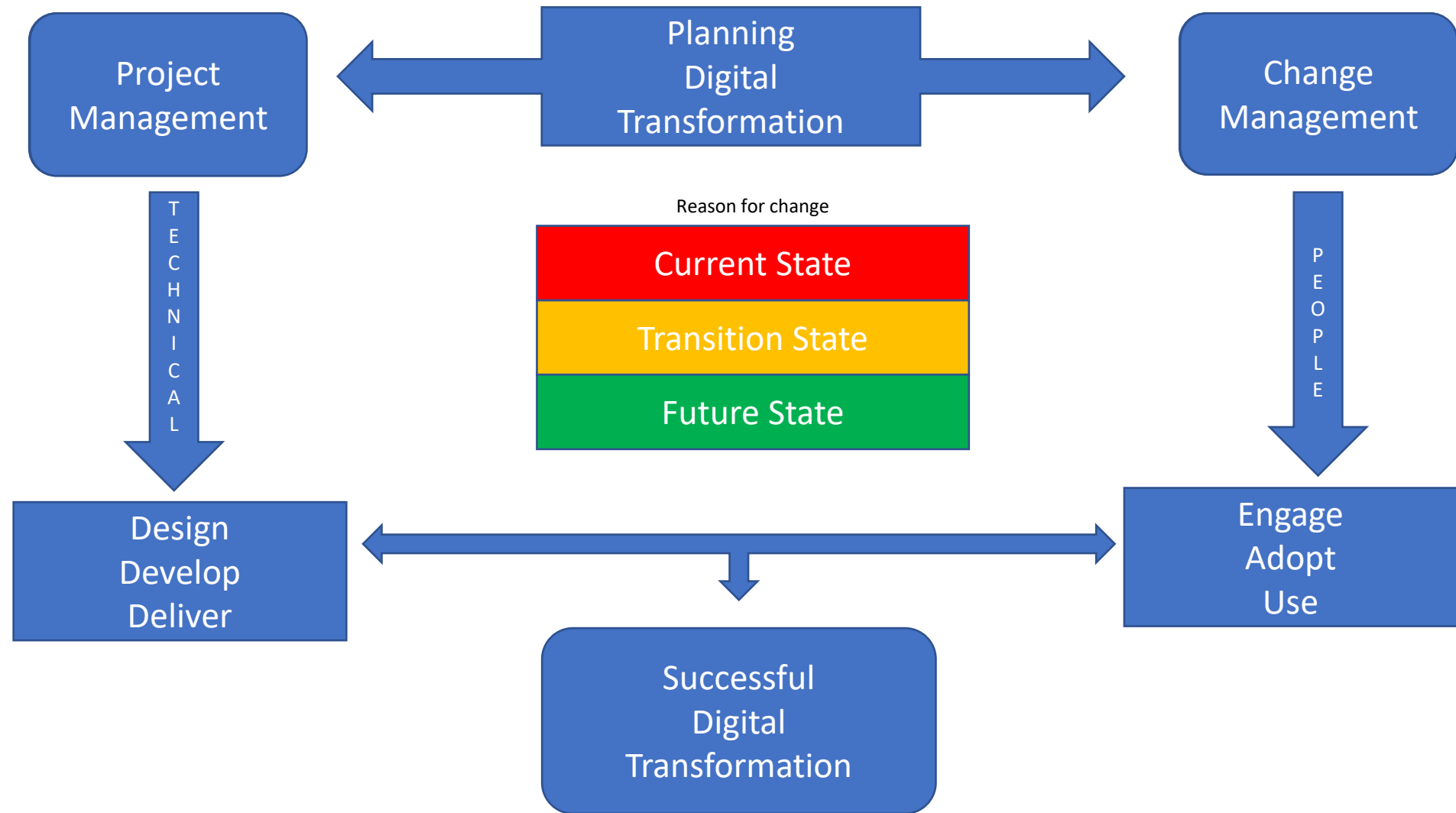
Muntaha Alam Nafisa  
Lecturer Health & Care Informatics  
BDS MPH(Epidemiology)  
MSc in Health Informatics  
PhD (Part-time, on course)



# Learning outcomes

1. Initial understanding of Change Management
2. Identify and facilitate Change Process
3. Identify and tackle resistance to change
4. Learn about different change management models and how to use them to tackle organizational change

# Digital Transformation and Change:



# Digital Transformation and Change:

## Project Management

## Change Management

Process  
Systems  
Tools  
Etc  
(a)

T  
E  
C  
H  
N  
I  
C  
A  
L

Person 1 (a)  
Person 2 (a)  
Person 3 (a)  
Person 4 (a)

P  
E  
O  
P  
L  
E

Reason for change

Current State

Transition State

Future State

Process  
Systems  
Tools  
Etc  
(b)

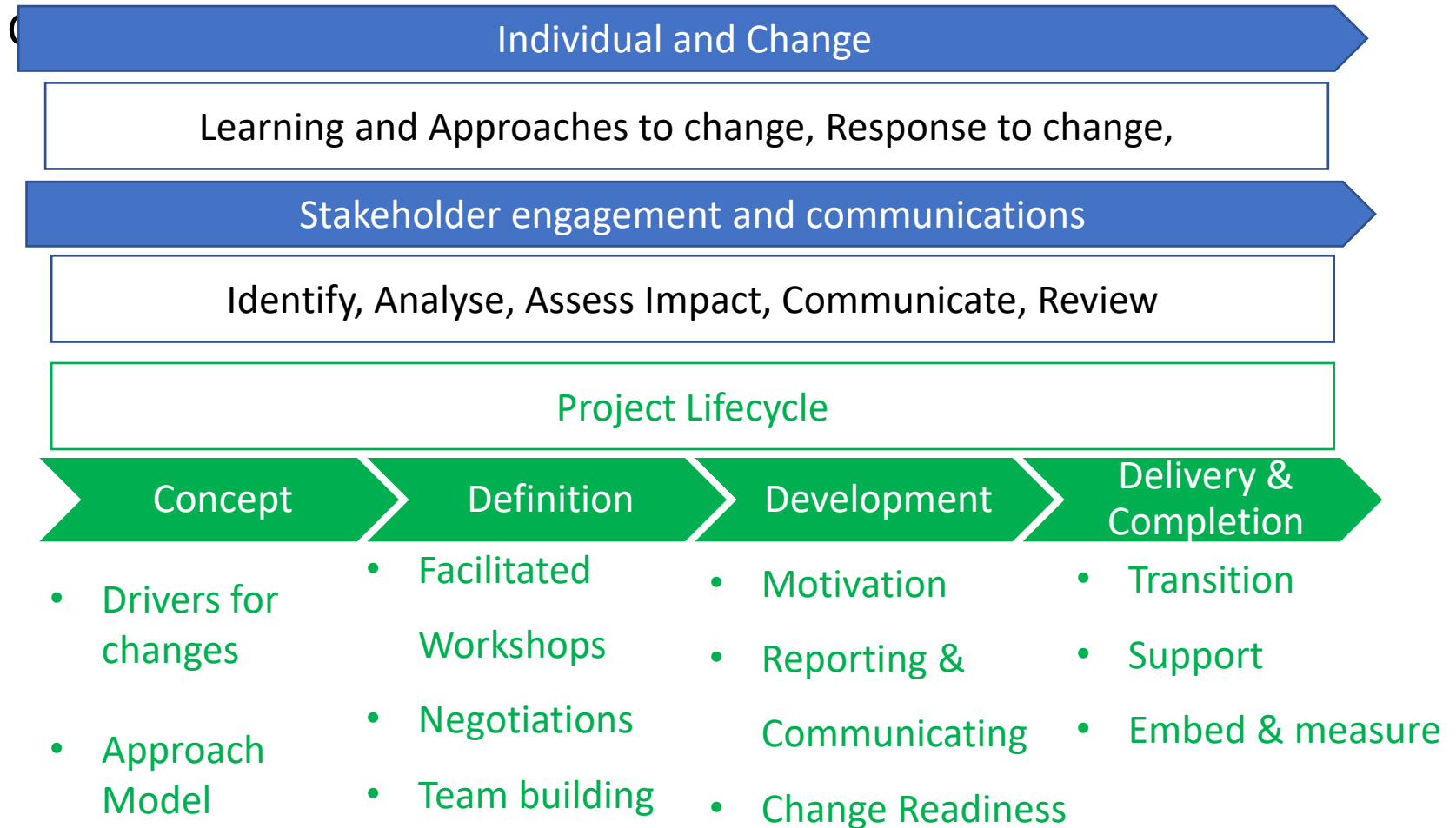
Person 1 (b)  
Person 2 (b)  
Person 3 (b)  
Person 4 (b)

Successful  
Digital  
Transformation

# Change Management Roles

- Change Manager
  - Develop a Change management plan
  - Provide support
  - Business Continuity Plan
- Sponsor
  - Benefit identification
  - Provide supports
  - Secure funding
- Change agent
  - Single contact point
  - Confirm Stakeholder commitment
  - Plan Delivery

# Change management in Project lifecycle



# Quiz 1.



1. Which Role does a change agent play in a change initiative?



15

15 responses

Plan how the change will be effectively delivered.

20%



Develop the change management plan.

13.33%

Build by-in from the key stakeholders.

26.66%

Provide support to staff affected by the change.

40%

Allowed selections: 1



HIDE RESULTS

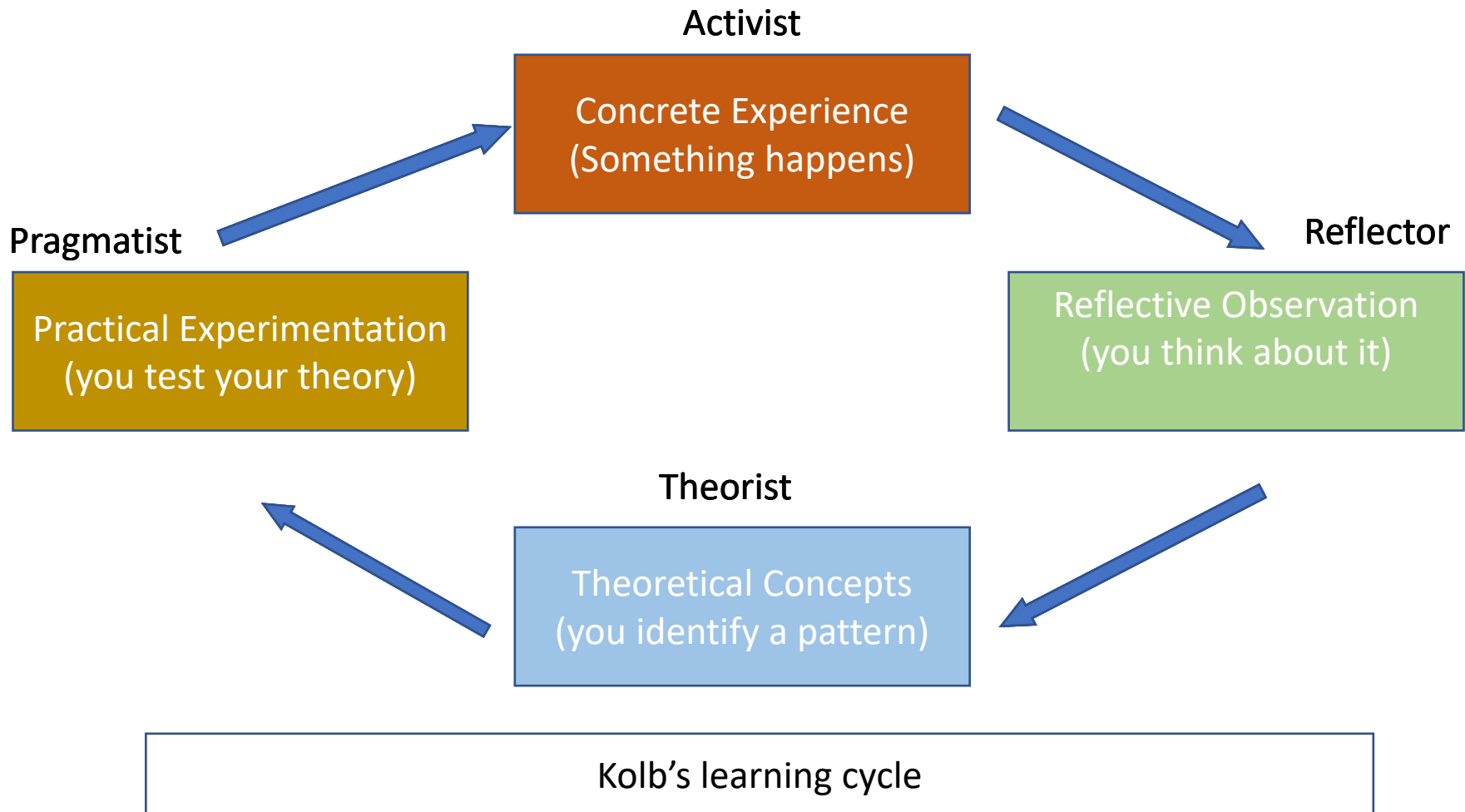
SHOW CORRECT ANSWER

RE-OPEN POLL



# Learning And The Process Of Change

- Learning is “the process of acquiring knowledge through experience which leads to a change in behaviour” (Buchanan and Huczynski, 1985)
- Plan Learning Needs: Knowledge, Skills and attitude



# Quiz 2



2. A new piece of software arrives in the office or in your home.



13

Who install it and start trying it out?

13 responses

Theorist



0%

Pragmatist



46.15%

Activist



53.84%



Reflector



0%

Allowed selections: 1



HIDE RESULTS

SHOW CORRECT ANSWER

RE-OPEN POLL



# Quiz 3



3. A new piece of software arrives in the office or in your home.



10



Who learn about the background to it and the similarities with other programmes?

10 responses

Pragmatist



0%

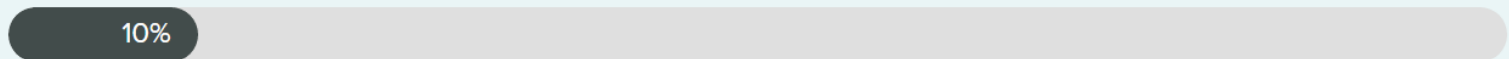
Theorist



80%



Activist



10%

Reflector



10%

Allowed selections: 1



HIDE RESULTS

SHOW CORRECT ANSWER

RE-OPEN POLL



# Quiz 4



4. A new piece of software arrives in the office or in your home.



18

Who watches as others shows how to use it?

18 responses

Activist

5.55%

Pragmatist

5.55%

Reflector

83.33%



Theorist

5.55%

Allowed selections: 1



HIDE RESULTS

SHOW CORRECT ANSWER

RE-OPEN POLL



# Quiz 5



5. A new piece of software arrives in the office or in your home.



17

Who is not bothered until they find a clear purpose for it ?

17 responses

Pragmatist

76.47%



Activist

5.88%

Reflector

0%

Theorist

17.64%

Allowed selections: 1



HIDE RESULTS

SHOW CORRECT ANSWER

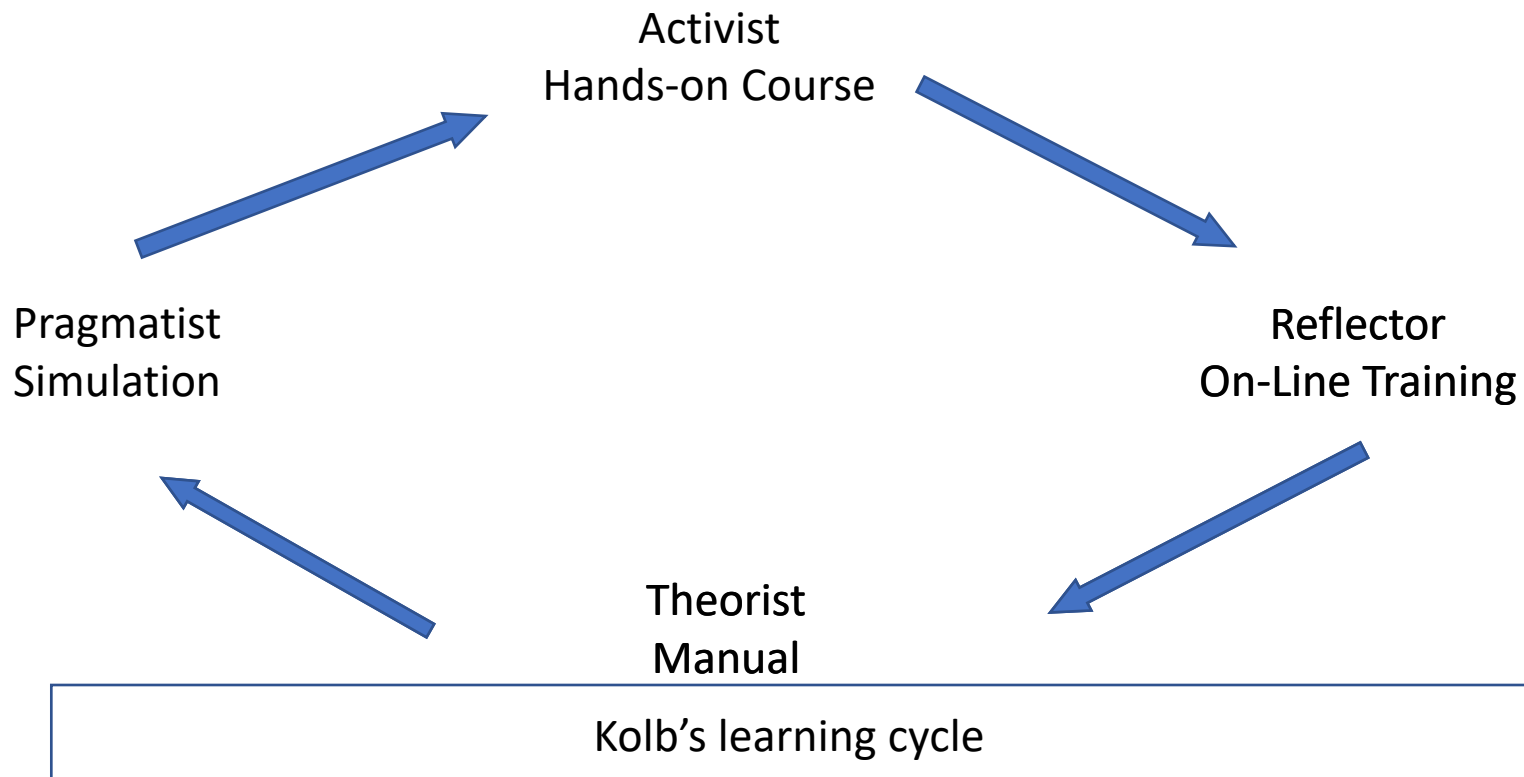
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# How to apply Kolb's Learning Cycle (activity)

Watch the following video to complete the activity

- <https://web.microsoftstream.com/video/f2a430c2-f31e-4dad-992b-621a6bc89a07>
- Make a list of learning/training Materials/training opportunities mentioned in the Video. E.g. Manual
- Link the learning/training Materials/training opportunities with Kolb's learning style



# Quiz 6



6. Which process would touch upon all four of Kolb's learning



styles if you were introducing a new software package for your project team?

Hold mandatory hands-on training, then an optional lecture, and computer-based simulation.



0%

Hold a mandatory lecture based on a manual, and provide a hands-on training session.



0%

Offer a choice of hands-on training, a lecture based on a manual, and computer-based simulation.



0%

Offer a choice of lecture based on a how-to manual or a computer-based simulation.



0%

Allowed selections: 1



HIDE RESULTS

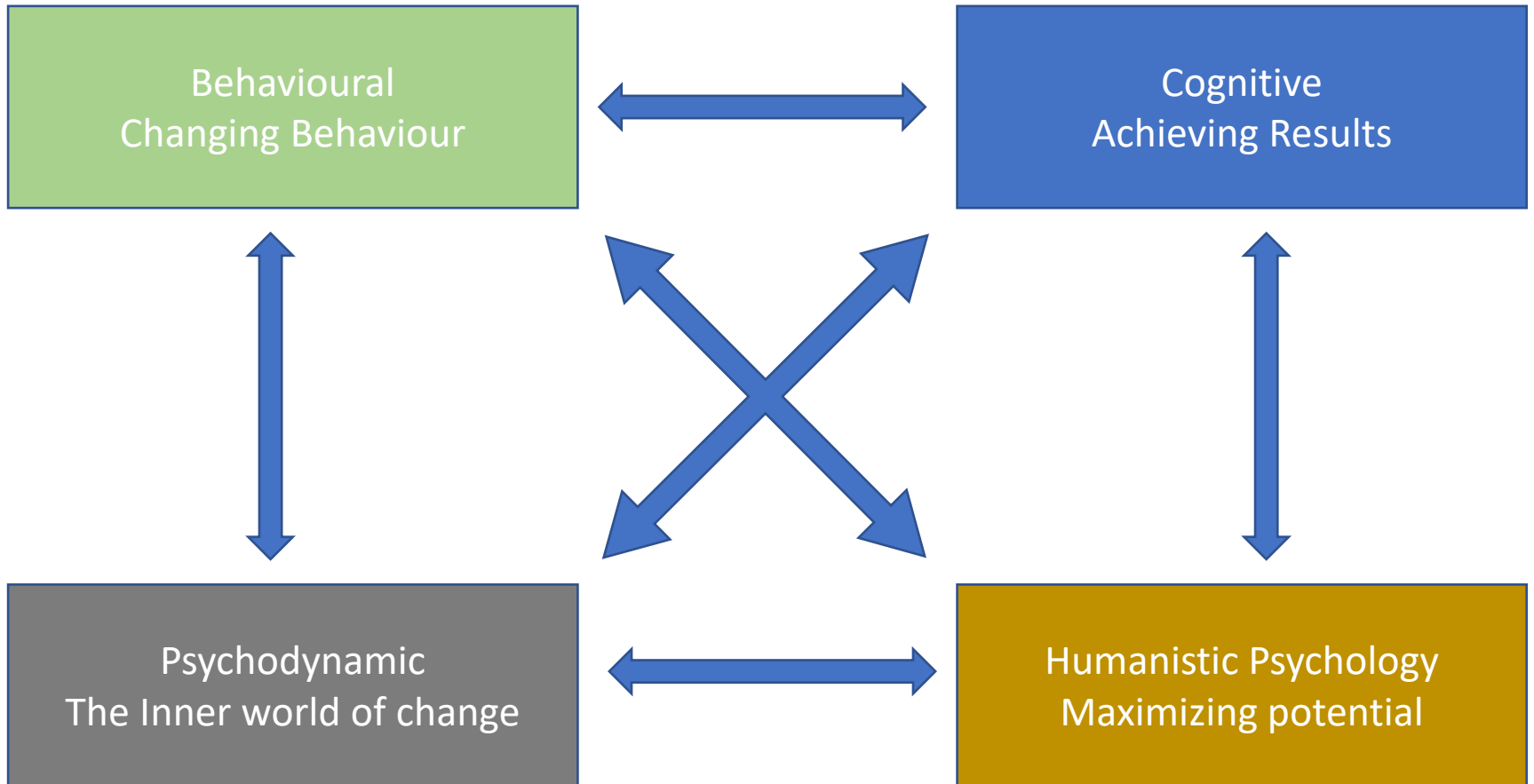
SHOW CORRECT ANSWER

RE-OPEN POLL



# Individual Change

Four Approaches to individual change



# The Behavioural Approach to Change

- Changing individual's Behaviour
- Use Reward and punishment → Achieve success
- Success not achieved → analyse individuals behaviour → find the factor
- Offer reward/punishment to eliminate the factor → Achieve success
- Rewards : Financial (e.g. bonus, payrise, prizes etc), Non Financial (e.g. feedback, Social such as award, praise, recognition)
- How will you change/ help change the behaviour? (Behaviourist approach)

Step 1: The Identification

Step:2 Measurement

Step3: Functional Analysis

Step 4: Strategy Intervention

Step 5: Evaluation

# Quiz 7



7. 1. What rewards and what punishments operate in your organization? 2. How effective are they in bringing about change?



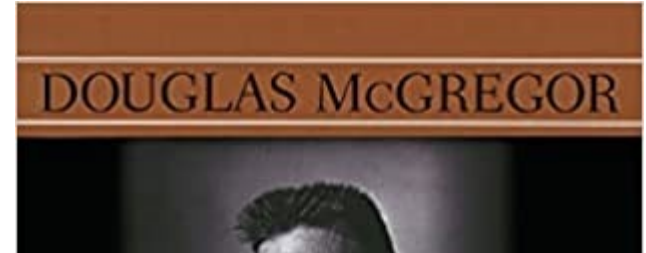
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# The Behavioural Approach to Change

- Motivation and Behaviour
  - Pure Behaviourist view until 1960
  - People were not “motivated” to do the “right” behaviour



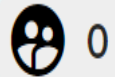
## McGregor (1960) Theory X and Theory Y

| Theory X Assumptions                         | Theory Y Assumptions                                                                          |
|----------------------------------------------|-----------------------------------------------------------------------------------------------|
| People dislike work                          | People regard work as natural and normal                                                      |
| They need controlling and direction          | They respond to more than just control or coercion, for example recognition and encouragement |
| They require security                        | They commit to the organization's objectives in line with the reward offered                  |
| They are motivated by threats and punishment | They seek some inner fulfilment from work                                                     |
| They avoid taking responsibility             | Given the right environment people willingly accept responsibility and accountability         |
| They lack ambition                           | They are ambitious                                                                            |
| They do not use their imagination            | People can be creative and innovative                                                         |

# Quiz 8



8. 1. When a change is introduced, Which Approach does your organisation usually use to change the behaviour of their employees?  
2) Is it effective? if so how ? 3) if not, What would you recommend to your organisation to help change the behaviour of their employee ?



HIDE RESULTS

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# The Cognitive Approach to Change

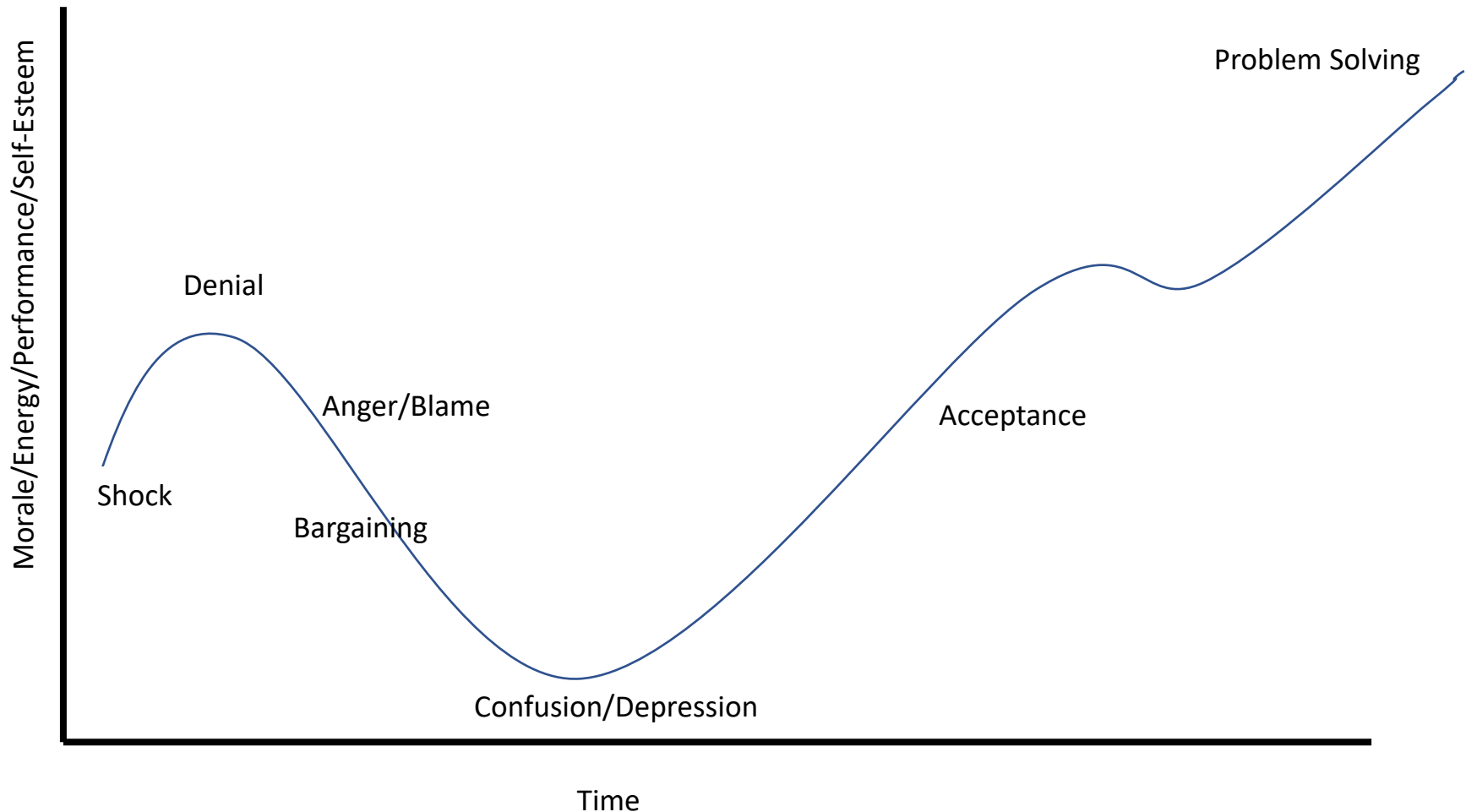
## Rokeach's Belief system Theory



- Achieving Results
  - Self concept & Values → Beliefs → Attitudes → Feelings → Behaviour → Results
- Setting Goals
  - Clear goal → greater likelihood of achievement
- Making Sense of our results
  - Pay attention to way in which you talk to yourselves about results
- Behaviour + context + focus on outcome = Cognitive approach
- Disadvantage: lack of recognition

# The Psychodynamic Approach to Change

- Changes in the external world → changes in psychological state
- Kubler-ross Model



# Quiz 9



9. LiJean is disappointed by a new process that would make her



last month's work obsolete. How should you approach LiJean to get past her denial and gain her commitment in making the change work?

1 response

Confirm that her work was important, place appropriate blame for the previous failure, and then ask for her commitment.

100%

Acknowledge her concerns, confirm that the change is going to proceed, and use your position a manager to give her the new work.

0%

Acknowledge her concerns, confirm that the change is going to proceed, tell her she is valuable, and then ask for her commitment.

0%

Confirm that the change is going to proceed, remind her she is just one part of the team, and direct her to continue.

0%

Allowed selections: 1



HIDE RESULTS

SHOW CORRECT ANSWER

RE-OPEN POLL



# Quiz 10



10. A project your team has been working on for two months is about to undergo a major change. Using the Kubler-Ross Model, what can you anticipate after the team goes through confusion and depression ?



0



Shock



0%

Anger



0%

Acceptance



0%

Bargaining



0%

Allowed selections: 1



HIDE RESULTS

SHOW CORRECT ANSWER

RE-OPEN POLL



# Quiz 11



11. Huan is so overwhelmed by a change she is considering

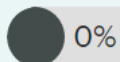


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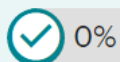


resigning. Which step should you take to help Huan deal with her confusion and depression?

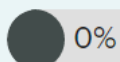
Offer the assistance and support of the Change Manager.



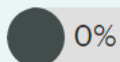
Offer the assistance and support of the Change Agent.



Offer the assistance and support of the Sponsor.



Off the assistance and support of stakeholders.



Allowed selections: 1



HIDE RESULTS

SHOW CORRECT ANSWER

RE-OPEN POLL



# Quiz 12



12. Magda is personally resistant to a coming change that will



0



reduce her leadership role on the team. How can you best encourage her to become an active and willing participant?

Make sure she understands the value she has to the team.



0%

Explain that while her previous performance was poor, she can still improve.



0%

Offer her training opportunities for the new skills.



0%

Remind her that status is not as important as the team's output.



0%

Allowed selections: 1



HIDE RESULTS

SHOW CORRECT ANSWER

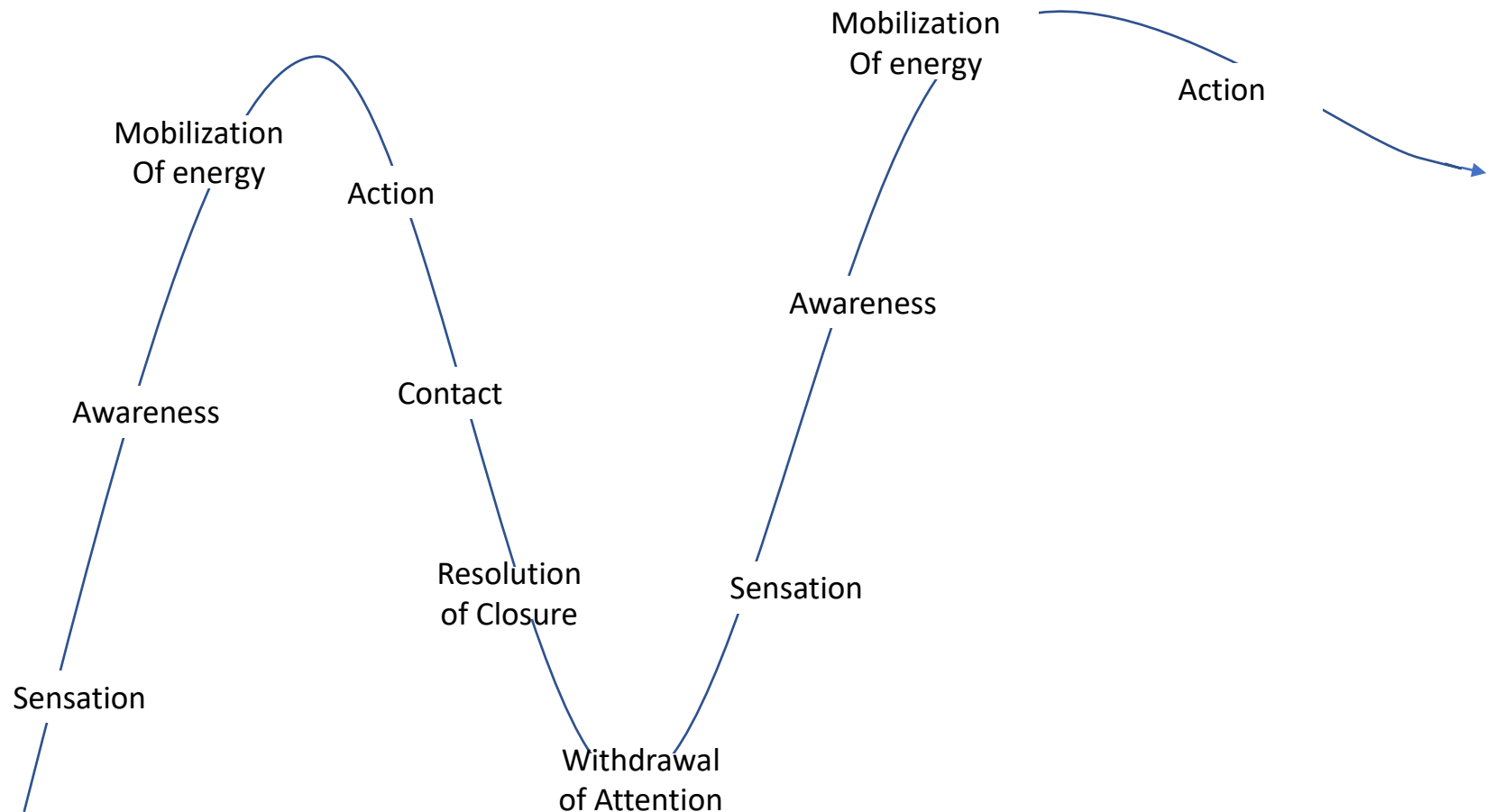
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# The Humanistic Psychology Approach to Change

“Concerned with topics having little place in existing theories and systems’.

The Gestalt cycle of experience for individual and organizational Change

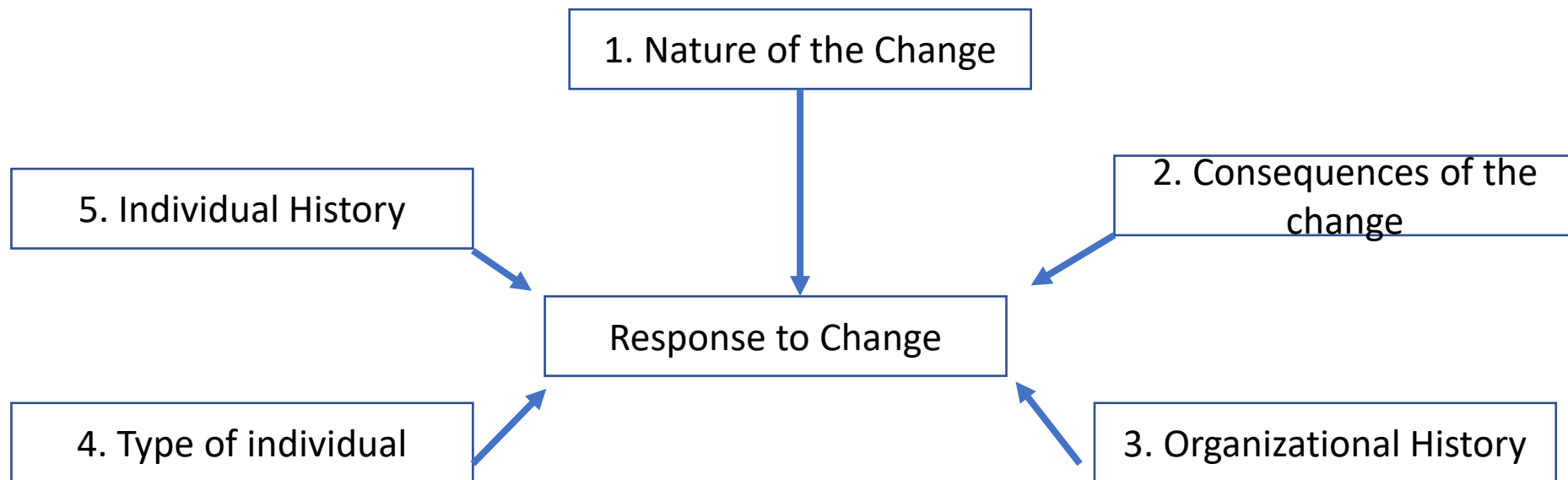


# Managing Changes in Self and Other

## Factors affecting change:

- individual and group propensity for change
- Use to different tools for managing Change
- Resistance to change
- How managers or change agents can help others to change

Propensity for change: 5 factors → Positive response to change



# Different tools for managing changes

## HOW CAN WE UNDERSTAND COMPLEXITY, INTERDEPENDENCE AND FRAGMENTATION?

Weisbord's Six-Box Organisational Model

PESTEL

Content, Context and Process Model

Process modelling

Influence diagram

7S Model

Five Whys

Soft Systems Methodology

Process flow

Theory of Constraints (TOC)



## Why Do we Need Change?

- SWOT analysis



## WHO AND WHAT CAN CHANGE?

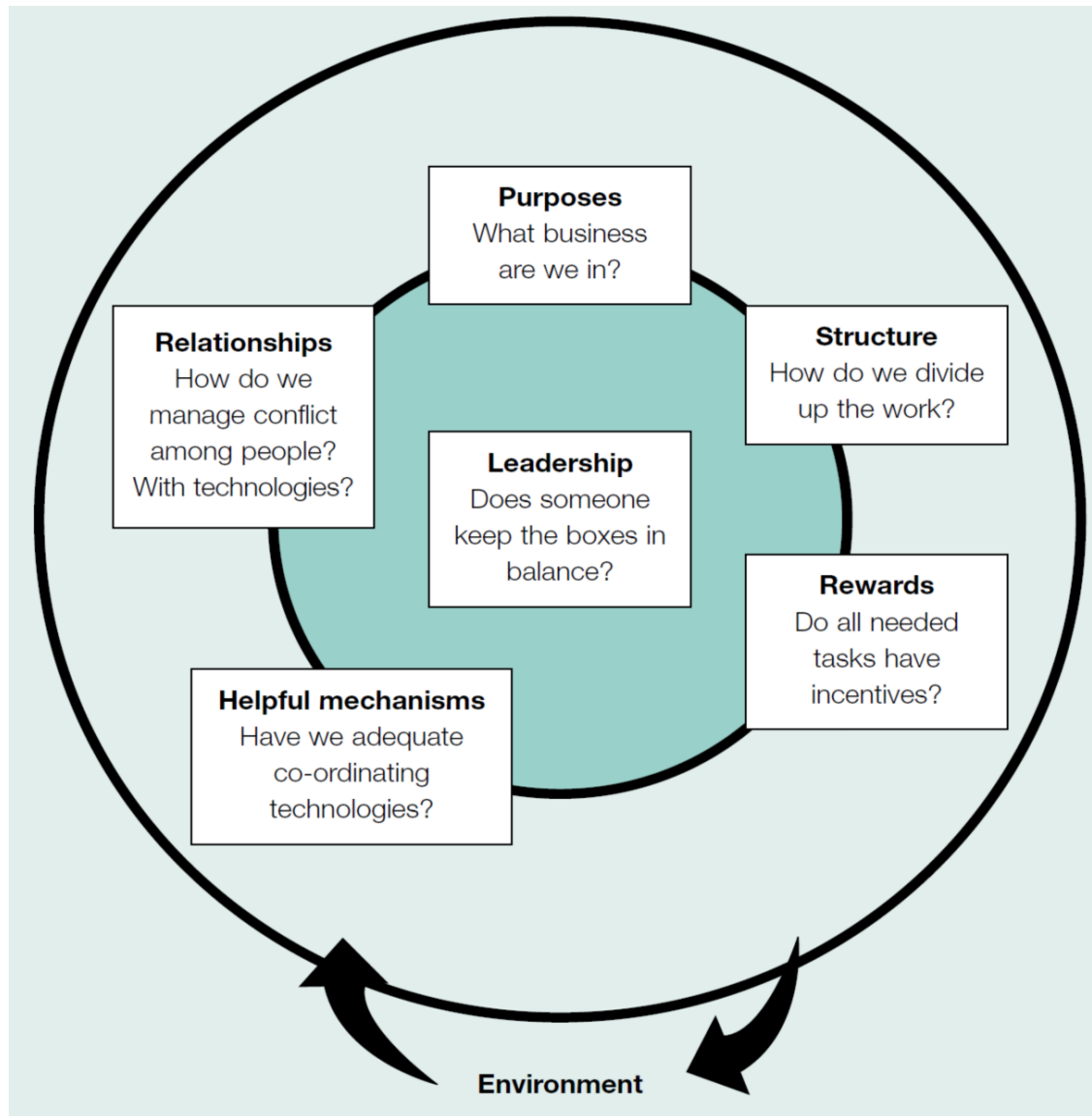
- Force field analysis
- 'Sources and potency of forces'
- 'Readiness and capability'
- Commitment, enrolment and compliance
- Organisation-level change
  - Total Quality Management (TQM)
  - Business Process Reengineering (BPR)
- Group-level change
  - Parallel learning structures
  - Self-managed teams
- Individual-level change
  - Innovation research
  - Securing individual behaviour change



## HOW CAN WE MAKE CHANGE HAPPEN?

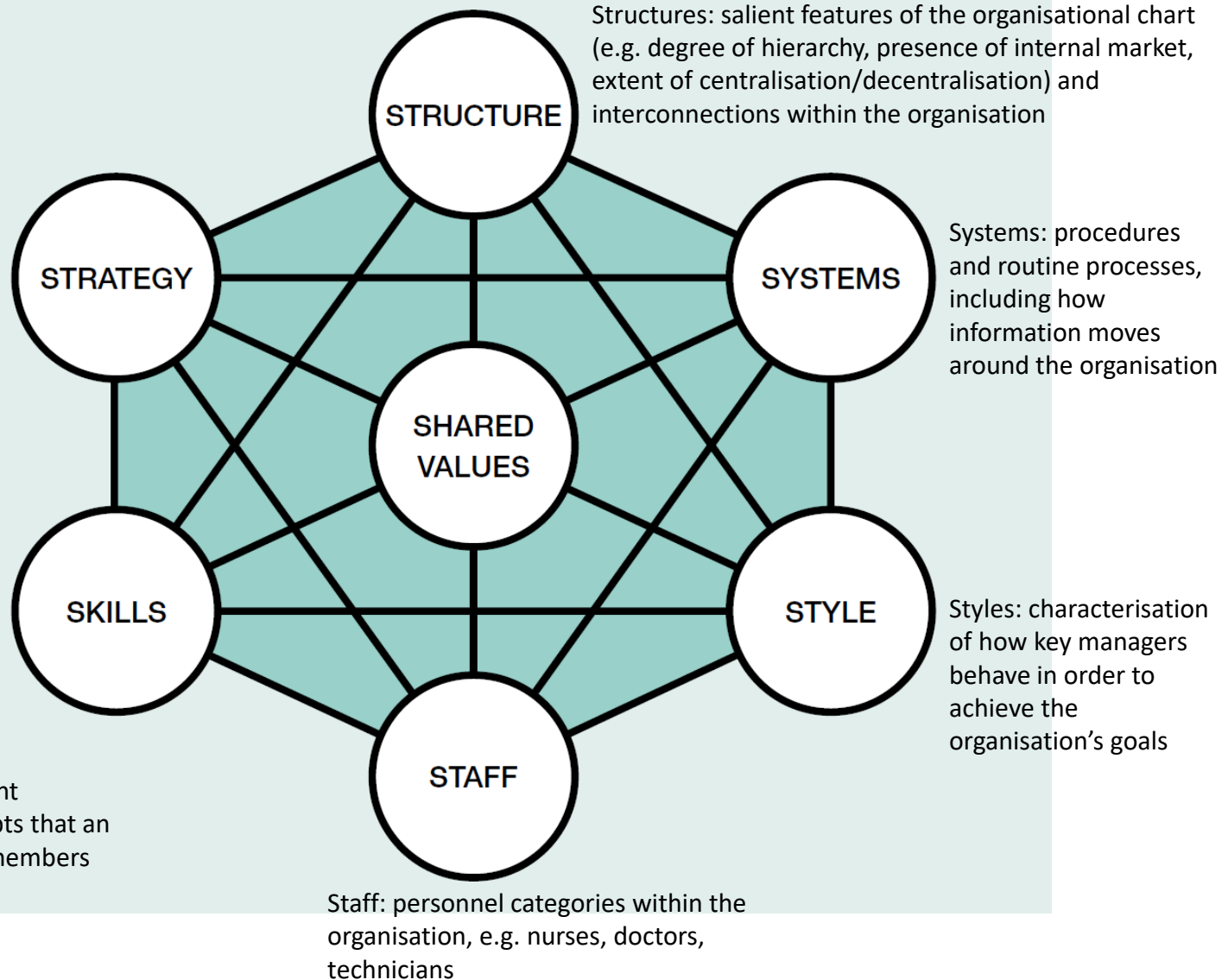
- Organisational development (OD)
- Organisational learning and the Learning Organisation
- Action research
- Project management

# Weisbord's Six-Box Organisational Model



# 7S Model

Strategy: plan or course of action leading to the allocation of an organisation's finite resources to reach identified goals



# PESTELI

- **Political factors** – both big and small ‘p’ political forces and influences that may affect the performance of, or the options open to the organisation
- **Economic influences** – the nature of the competition faced by the organisation or its services, and financial resources available within the economy
- **Sociological trends** – demographic changes, trends in the way people live, work, and think
- **Technological innovations** – new approaches to doing new and old things, and tackling new and old problems; these do not necessarily involve technical equipment – they can be novel ways of thinking or of organising
- **Ecological factors** – definition of the wider ecological system of which the organisation is a part and consideration of how the organisation interacts with it
- **Legislative requirements** – originally included under ‘political’, relevant legislation now requires a heading of its own
- **Industry analysis** – a review of the attractiveness of the industry of which the organisation forms a part.

# FIVE Whys

**Problem situation: an inpatient complains that her request for a bed pan has been ignored.**

|               |                                                                                                                                     |                                                                        |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <b>1</b> Why? | Nursing assistant A failed to bring it                                                                                              |                                                                        |
| <b>2</b> Why? | She was sent by staff nurse B to assist other staff in dealing with another patient whose needs were more serious                   | A failed to mention to B that she had been asked to bring a bedpan     |
| <b>3</b> Why? | The team was about to hand over to the next shift and while preparing for the handover there were fewer staff available on the ward | B had not invited A to hand back any outstanding tasks                 |
| <b>4</b> Why? | The handover system needs attention                                                                                                 | Staff nurse B would benefit from some training in communication skills |
| <b>5</b> Why? | It is a while since the handover system was discussed on the ward and some aspects are not being observed                           | Appraisal has been allowed to slip during recent shortages of staff    |

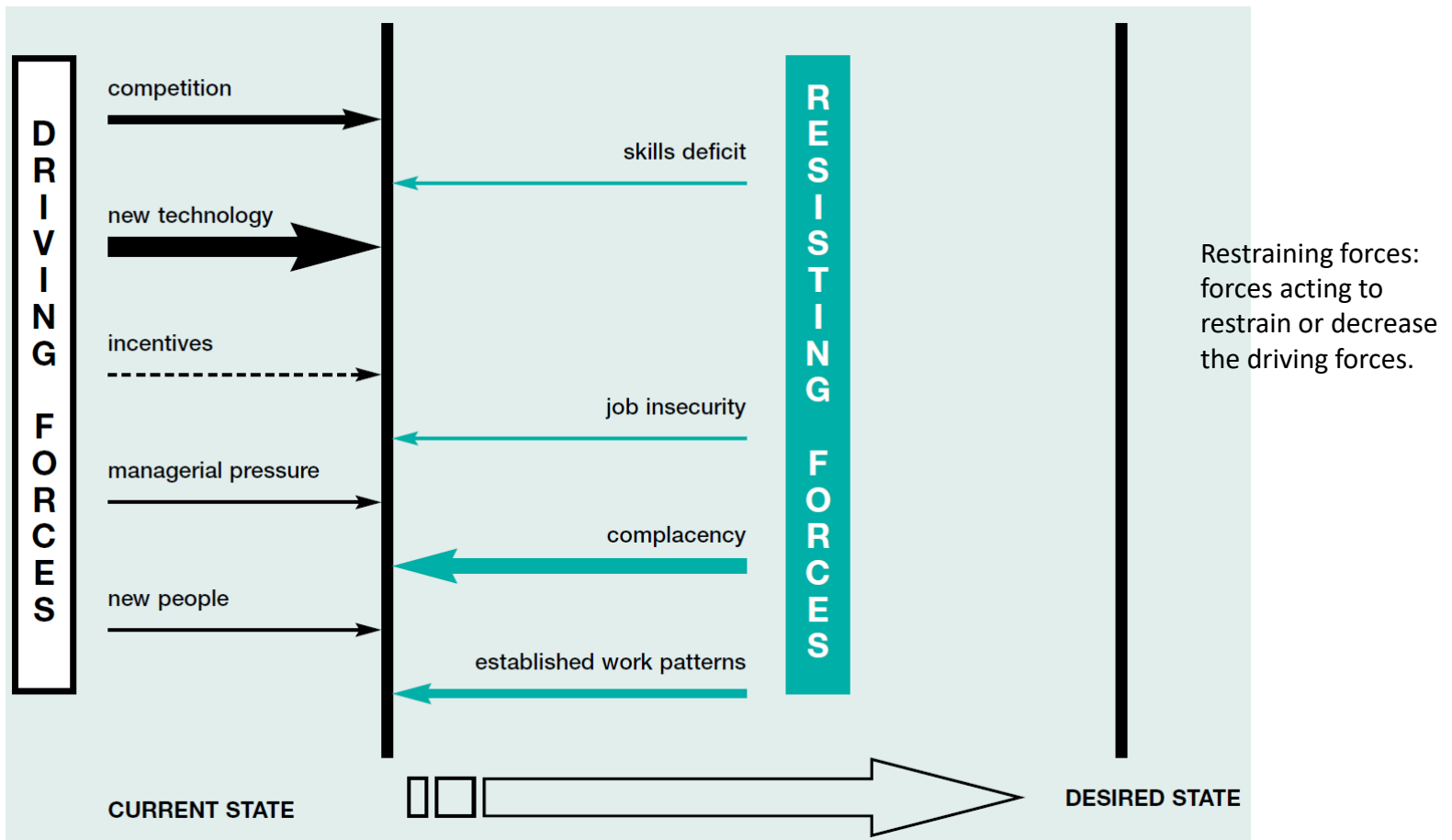
# SWOT Analysis

|                      |                   |
|----------------------|-------------------|
| <b>Strengths</b>     | <b>Weaknesses</b> |
| <b>Opportunities</b> | <b>Threat</b>     |

# Force Field Analysis

'forces': perceptions of people in the organisation about a particular factor and its influence.

Driving forces: forces affecting a situation and which are attempting to push it in particular direction. These forces tend to initiate change or keep it going..



Three Fundamentals of force field and change

1. Increasing the driving forces results in an increase in the resisting forces; the current equilibrium does not change but is maintained under increased tension.
2. Reducing resisting forces is preferable because it allows movement towards desired state, without increasing tension.
3. Group norms are an important force in resisting and shaping organisational change.

# Resistance to Change

- Types of Resistance:

- Job/Skills
- Status
- Operational



- Conduct Force Analysis

- Create strategy for resistance

- Regularly assess resistance

- Check Transition

# Quiz 13

## How to deal with job/skills resistance

- Watch the following video to answer the question
- <https://web.microsoftstream.com/video/3376f5c9-0471-4d52-9c49-9f6324f268a5>



13. What support were provided to encourage the employee to

☐

attend the training session? What is the lesson learned from the action of the manager



HIDE RESULTS

RE-OPEN POLL



# Quiz 14

## How to deal with Personal resistance

- Watch the following video to answer the question
- <https://web.microsoftstream.com/video/c6c21705-804e-427e-a346-33e820de5fb0>



14. How did the manager encourage the employee to overcome his personal resistance?



0



HIDE RESULTS

RE-OPEN POLL



# Quiz 15

## How to deal with Operational Resistance

- Watch the following video to answer the question
- <https://web.microsoftstream.com/video/011d4a0d-d512-419e-8ef7-dae989a3e35a>



15. What support were provided to the line manager ?

(operational resistance)



0



HIDE RESULTS

RE-OPEN POLL



# Intervention's to facilitate change process

## Behavioural

- Performance Management
- Reward
- Training
- feedback

## Cognitive

- Visioning
- Belief, attitude coaching

## Pseudo dynamic

- Counselling
- Resolve hidden issues

## Humanistic:

- Living the value
- Addressing emotions
- Fostering communication

# Group Activity

Read the case study provided (feel free to make assumptions)

1. Use one model/tool to understand the complexity, interdependence and fragmentation of the organization for digital transformation
2. Use a model/tool to explore/explain why the organisation need change?
3. Use a model/tool to explore/explain who and what can to ensure the digital transformation within the organisation

# Learning outcomes

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