People and Change

“Given a choice between changing and proving that it is not necessary most people get busy on the proving”

(John Galbraith)

People and Change

- Physical Level
  - System or process change

  eg. Design or redesign of a process

- Logical Level
  - Motive or reason for change

  eg. Education & Communication about the change concept

- Emotional Level
  - People's feelings concerning the change

  (for some people this is more important than the reasons for change)

  eg. Why do we need to change?

  Is this just another program?

  Will these changes make my job harder to do?

(Scherkenbach, 1991)

Adoption of Change

Relative Advantage

•Understanding how the change will benefit them – People want to know 'what's in it for me?'

Compatibility

•Change perceived as being consistent with values and organisational culture

Complexity

•Understanding what is required to adopt the change

Trialability

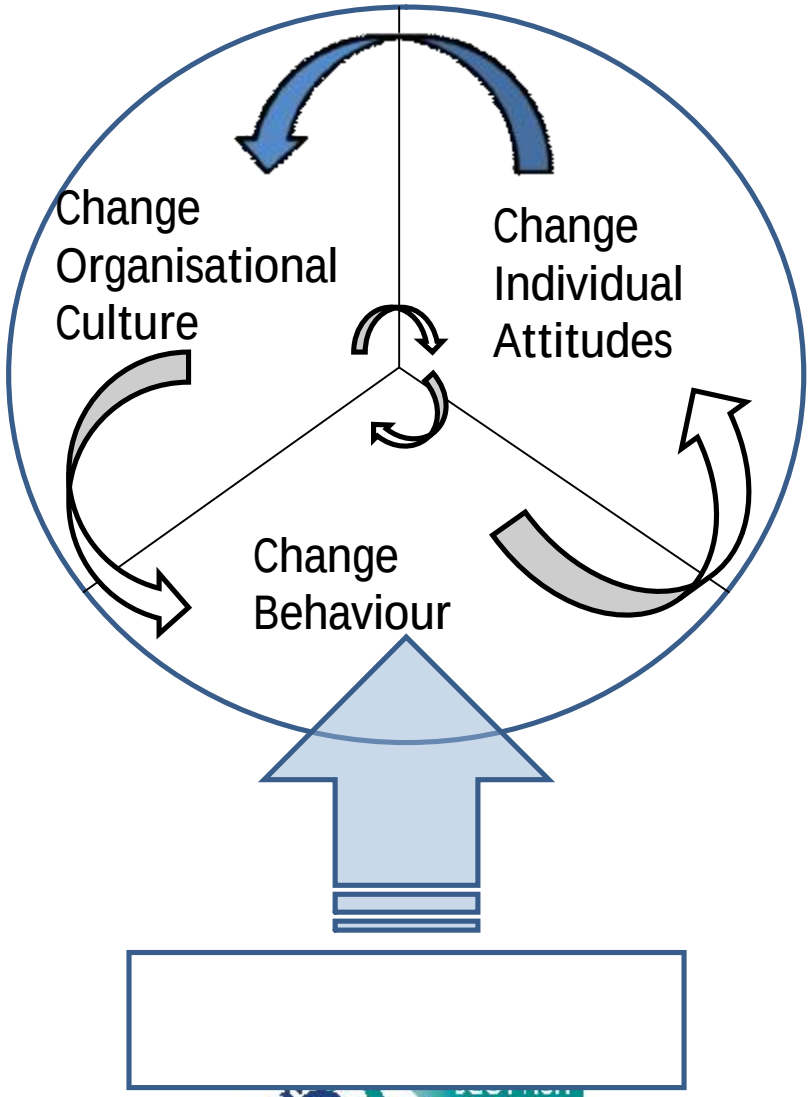
•Testing the change – PDSA Cycles

Observability

•Observing other people's success – seeing the benefits of the change

Rogers (1962)

Culture – Attitudes - Behaviours



Rogers (1962)

In Summary – Accelerating the Adoption of Change

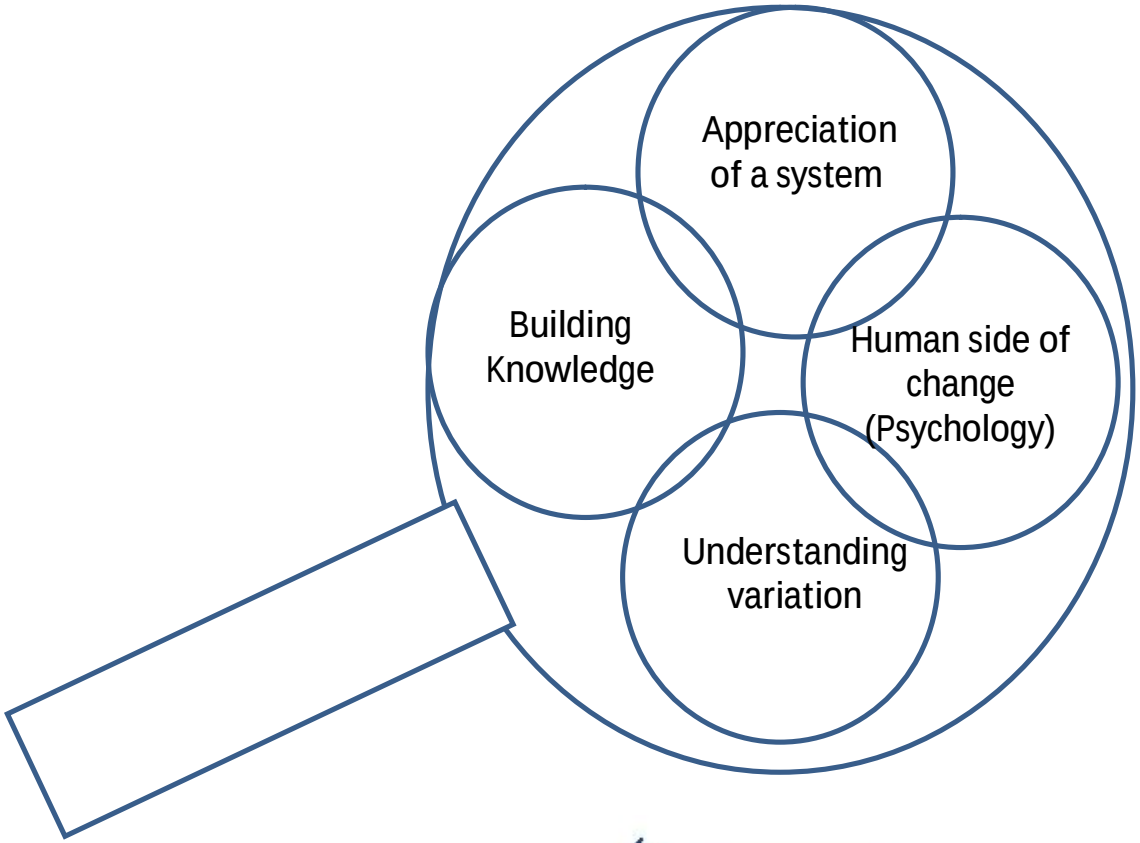
Change must be....

- Physically possible
- Make sense
- ‘Feel right’

Addressing these 3 key areas by explaining:

- The relative advantage of the change
- Compatibility with the current culture
- Minimising the complexity when explaining the change
- Involving people in the testing of change
- Provide examples and opportunities to observe the successful use of change by others to increase support for the change.

Lens of Profound Knowledge



Lens of Profound Knowledge

- **The Human Side of Change**
  - Differences in people, motivation, adoption of change, understanding reasons for change, 'WIIFM'
  - **What are we trying to achieve?**
- **Appreciation of a System**
  - Boundaries, constraints, effects of changes, unintended consequences
  - **What changes can we make that will result in improvement?**
- **Building knowledge**
  - Prediction, Theory, Testing changes
  - **PDSA** - focussing on the learning from each PDSA cycle to build knowledge
- **Understanding Variation**
  - **How will we know that change is an improvement?**
  - Measurement for improvement
  - Understanding and analysing data for learning and improvement
  - System stability

The Four Components of the Lens of Profound Knowledge

- Their importance in improvement is derived mainly from their **interaction**
- We need to consider how all the elements interact when developing ideas for improvement
- All components provide crucial information, contributing to and building knowledge