Managing Change

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How do you lead organizational change?

- **Transformational change**
  - Radically shifts the fundamental character of an organization.

**Incremental change**
Builds on the existing ways of operating, to enhance or extend them in new directions.
How do you lead organizational change?

- **Unplanned change**
  - Spontaneous, and without a change agent’s direction.

- **Planned change**
  - Intentional, and occurs with a change agent’s direction.
Organizational Targets for Planned Change

- **Purpose**: Clarify or create mission and objectives
- **Objectives**: Set or modify specific performance targets
- **Technology**: Improve equipment, facilities, and work flows
- **Strategy**: Clarify or create strategic and operational plans
- **Structure**: Update organizational design and coordination mechanisms
- **Culture**: Clarify or create core beliefs and values
- **Tasks**: Update job designs for individuals and groups
- **People**: Update recruiting and selection practices; improve training and development
How do you lead organizational change?

**Unfreezing**

- The situation is prepared for a change.
- Encourages the replacement of old behaviors and attitudes with new behaviors.
- Entails devising ways to reduce barriers to change.
How do you lead organizational change?

Changing

- Specific actions are taken to create change.
- Helps employees learn new concepts or points of view.
- Role models, mentors, experts, benchmarking results, and training are useful mechanisms to facilitate change.
How do you lead organizational change?

Refreezing

- Changes are reinforced and stabilized.
- Leader (change agent) integrates the changed behavior or attitude into the normal way of doing things.
- Coaching and modeling help reinforce the stability of change.
What is change leadership?

- **Force-coercion strategy**
  - Uses authority, rewards, and punishments to create change.
What is change leadership?

• **Rational persuasion strategy**
  • Uses facts, special knowledge, and rational argument to create change.
What is change leadership?

• **Shared-power strategy**
  • Uses participatory methods and emphasizes common values to create change.
What is change leadership?

- **Resistance to change**
  - An attitude or behavior that shows unwillingness to make or support a change.
What is change leadership?

Why people resist change

• Resistance to the change itself.
• Resistance to the change strategy.
• Resistance to the change agent.