Creating a Vision and Executing in Teams to Lead a Change to Best Practice

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The only person that likes a change is a baby with a wet diaper!

The 5 Practices of Exemplary Leadership

- Inspire a shared vision
  - Picture what the outcome will be before you start and visualize that every day; engage the team in a shared vision
- Model the way
  - Find your voice; clarify your values Leaders’ deeds count more than what they say

The First Element: A Vision with Specific Written Goals

The 5 Practices of Exemplary Leadership

- Challenge the process
  - Leaders venture out and are pioneer/risk-takers
- Enable others to act
  - Foster collaboration; build trust and teamwork; empower people

The 5 Practices of Exemplary Leadership

- Encourage the heart
  - Encourage people to carry on when they are discouraged; recognize and celebrate people’s accomplishments

Essential Elements Required for Successful Change

From: The Leadership Challenge (Kouzes and Posner)
Walt Disney had a Vision

Dr. William DeVries had a Vision

Ask yourself:
In the next 2–5 years, what would you do if you knew you could not fail?

Think Success
Both within ourselves and in an organization, how you think is everything.

Think success at the outset of integration of EBP into your curriculum and do not be afraid to fail.

Keep your dream bigger than your fears.

Written Goals are Essential
Studies have shown that people who write down their goals are much more successful in attaining them than people who do not.

Essential Elements Required for Change
The Second Element: “Belief”
Anything that the mind can conceive and believe, it can achieve.

Belief at the beginning of any successful endeavor is the one element that will ensure success.
The Third Element: A Well-Defined and Written Strategic Plan

Essential Elements Required for Change

The Fourth Element: Strategies to Overcome Barriers

Essential Elements Required for Change

The Fifth Element: Action, Persistence, and Patience

There will be “character-building” experiences along the way!

SHOCK!

“You are asking me to implement EBP on top of everything else that I do?”

Stressed!

Change Fatigue
A Model of Organization Change

“The Change Curve Model”

Jeanie Daniel Duck

Basic Assumptions for Change in an Organization

- Changing an organization is a highly emotional process
- Group change requires individual change
- No fundamental change takes place without strong leadership

Basic Assumptions for Change in an Organization

- The leader must be willing to change before he or she expects others to change
- The bigger and more drastic the change, the more difficult the change
- The greater the number of people involved, the tougher the change will be to effect

Knowing what to expect as part of the change process will enhance success!!!

Stages of the Change Curve Model

Stage I: Stagnation

- Causes
  - Lack of effective leadership
  - Failed initiatives
  - Too few resources
- Emotional climate
  - People feel comfortable
  - No sense of threat
  - Depression
  - Hyperactivity: stressed and exhausted

Stagnation Ends When Action is Taken

Action can be intrinsically versus extrinsically motivated
Stage II: Preparation (The Monster Awakes)

- Emotional climate
  - Anxiety
  - Hopefulness
  - Reduced productivity
- Buy-in is essential
  - Individuals must ask themselves “What am I willing to do?”

**OPPORTUNITY:** Getting people excited about vision.
**DANGER:** Length of preparation is too short or too long.

Stage III: Implementation

- Assess individuals’ readiness for the change and increase their in their ability to help make the change happen.
- Use information/motivation/behavior change concepts.
- Use the Frog Principle
- People must see what is in it for them if they commit to making the change (they need a reason to get excited)
- When emotion is attached to the reason, people are more likely to change

Stage IV: Determination

- If results are not seen, this is where people experience change fatigue

**OPPORTUNITY:** Create small successes along the way to change

**DANGER:** Phase in which initiative has the most danger of failing.

Stage V: Fruition

- The efforts are paying off and positive outcomes can be seen.

**OPPORTUNITY:** Celebrate and reward people; Seek new ways to change and grow.

**DANGER:** Complacency; The belief that the change monster has been slain forever.

Beware of the Major Barriers when Initiating a Change to EBP

- Skepticism about EBP
  - Educate people, appeal to their emotions about why a change to EBP is critical and enhance their beliefs that they can do it; Use motivational techniques
  - Clarify misperception (e.g., “I don’t have time”; “We don’t have resources.” It’s cook-book care”)
- Provide examples with evidence on how EBP improves care and patient outcomes

**Major Barriers when Initiating a Change to EBP**

- **Individual Personalities**
  - Cholerics or “D” personality types like to take charge and are highly task oriented! They are:
    - Dominant, driving, and determined.
  - Get them excited by telling them they can lead the way to successful change, give them tasks to spearhead.

**D**
“I” personality types or Sanguines are people oriented and like to have fun.

They are:
- Inspirational, influencing, impressive,
- interactive, and interesting.
- Get them excited by telling them how much fun the group of you will have launching this new initiative!

“I” Personality Types or Sanguines

“I” Personality Types or Sanguines are people oriented and like to have fun.

They are:
- Supportive, worker bees, steady, and shy.
- Show them the plan of exactly how the project needs to be done. Say, “I’ll lead the way.”

“I” Personality Types or Sanguines

“C” personality types or Melancholies are very analytical and detail oriented.

They are:
- Cautious, competent, careful, and contemplative.
- Show them all of the details regarding the specific action plan of how you will accomplish the project.

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“C” Personality Types or Melancholies

Major Barriers

Barrier: Lack of a sound, written strategic plan

Strategy:
- Plan carefully and communicate the written strategic plan so that everyone is clear on what needs to be done.

Major Barriers

Another key ingredient for success is persistence as there will be many “character-building” experiences along the way!!

“At least I have found 9000 ways that it won’t work.”

Thomas Edison

Personality Profiles

Personality Profiles

Dr. Robert Rohn

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Keep swinging the bat until you hit the ball!

 Persistence is a Key to Success

- R.H. Macy failed in retailing 7 times before his store in New York became a success
- Abraham Lincoln failed twice in business and was defeated in 6 states and national elections before being elected president
- Theodor S. Geisel wrote a children’s book that was rejected by 23 publishers. The 24th publisher sold 6 million copies of the first “Dr. Seuss Book.”

Persist through the “character-building” days and experiences.

Patience is needed today in a world of instant gratification

 Plant your seeds, nurture them, and don’t give up before they grow!

Major Barriers

Barrier: Lack of resources
Strategy:
- Start small (not many resources are needed for EBP rounds and journal clubs)
- Negotiate for additional resources!

Major Barriers

Barrier: Resistance
Strategy:
- Assist people with overcoming their fears and anxieties about the new initiative
Major Barriers

Barrier: Fatigue
Strategy:
- Recognize efforts; Celebrate small successes

Write YOUR EBP Goals Down Today!
- Use A Timeline
- Become an EBP Mentor
- Demonstrate Change in Outcomes
- Disseminate Success

The Next 5 Years

What could you do if you know that you would not fail?
Shoot for the moon, even if you miss, you will hit the stars
-Les Brown

There Is A Magic In Thinking Big!

DREAM BIG, HAVE BELIEF, PLAN WELL & PERSIST THROUGH THE CHARACTER-BUILDING TIMES

NEVER, NEVER, NEVER, NEVER, NEVER, NEVER, NEVER, QUIT!

Winston Churchill

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