



Leading and coaching successful change in value analysis: the eight step process

Value Analysis Course

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<https://www.youtube.com/watch?v=u06BXgWbGvA>

Learning objectives

By the end of this lesson, you will be able to:

- Create a sense of urgency around needed changes for value analysis and supply chain
- Create a compelling vision of the future that helps people focus on the benefits of change
- Develop communication plans and key messages that generate 'buy-in' to your change vision
- Develop strategies for developing a new culture based upon new ways of doing things
- Show others how to take the lead in promoting a change-ready organization



The role of change leadership

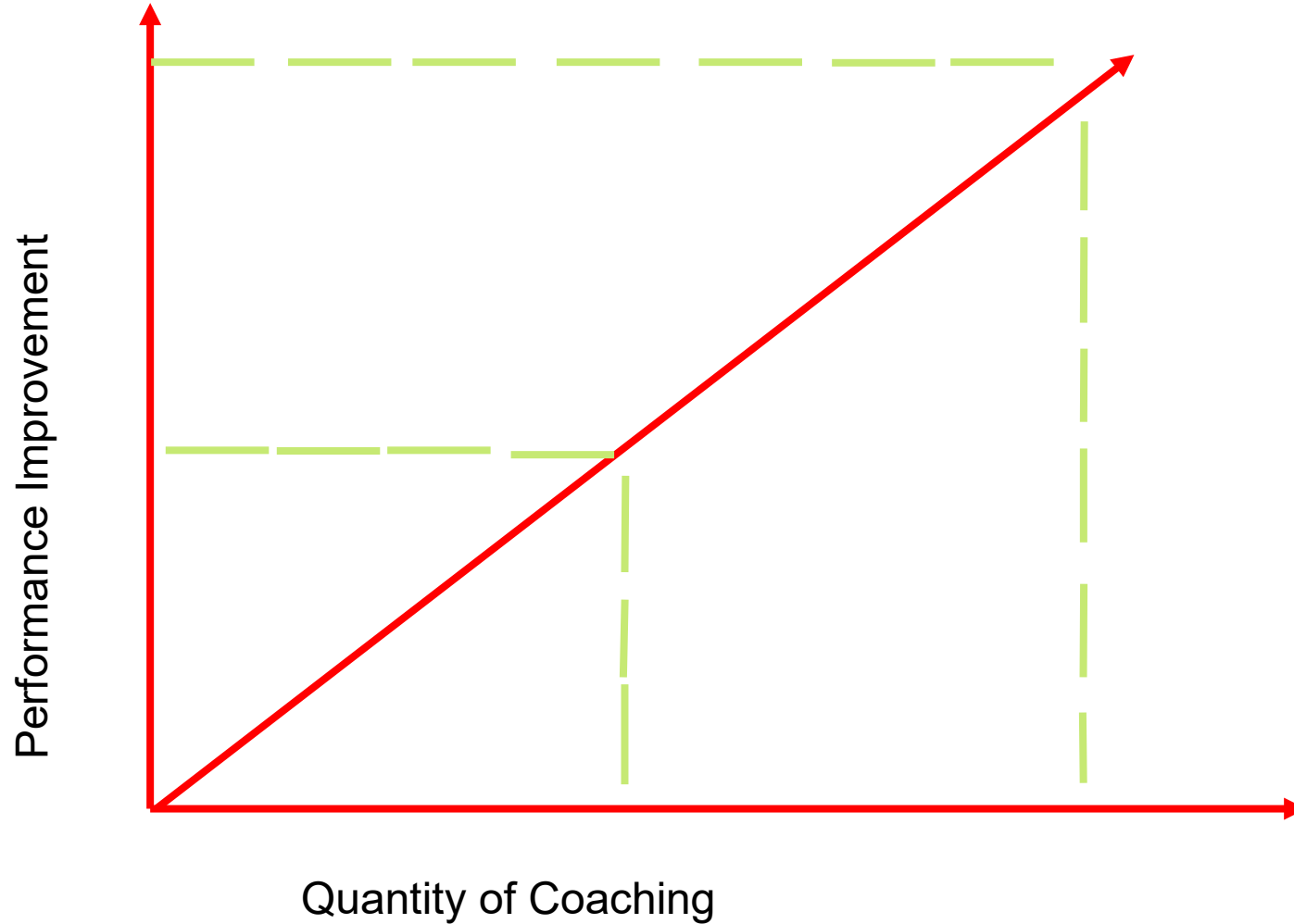
- Organizational change requires strong leadership providing a singular direction and coordination of effort
- Leadership focuses the organization on its new direction
- Leadership must coordinate the processes of change so that the organization does not lose its way
- Leadership supplies the courage for continued change in the face of inevitable resistance and disappointment along the way
- Organizational change leaders ask employees to do different things or to do things differently – even to think about things differently



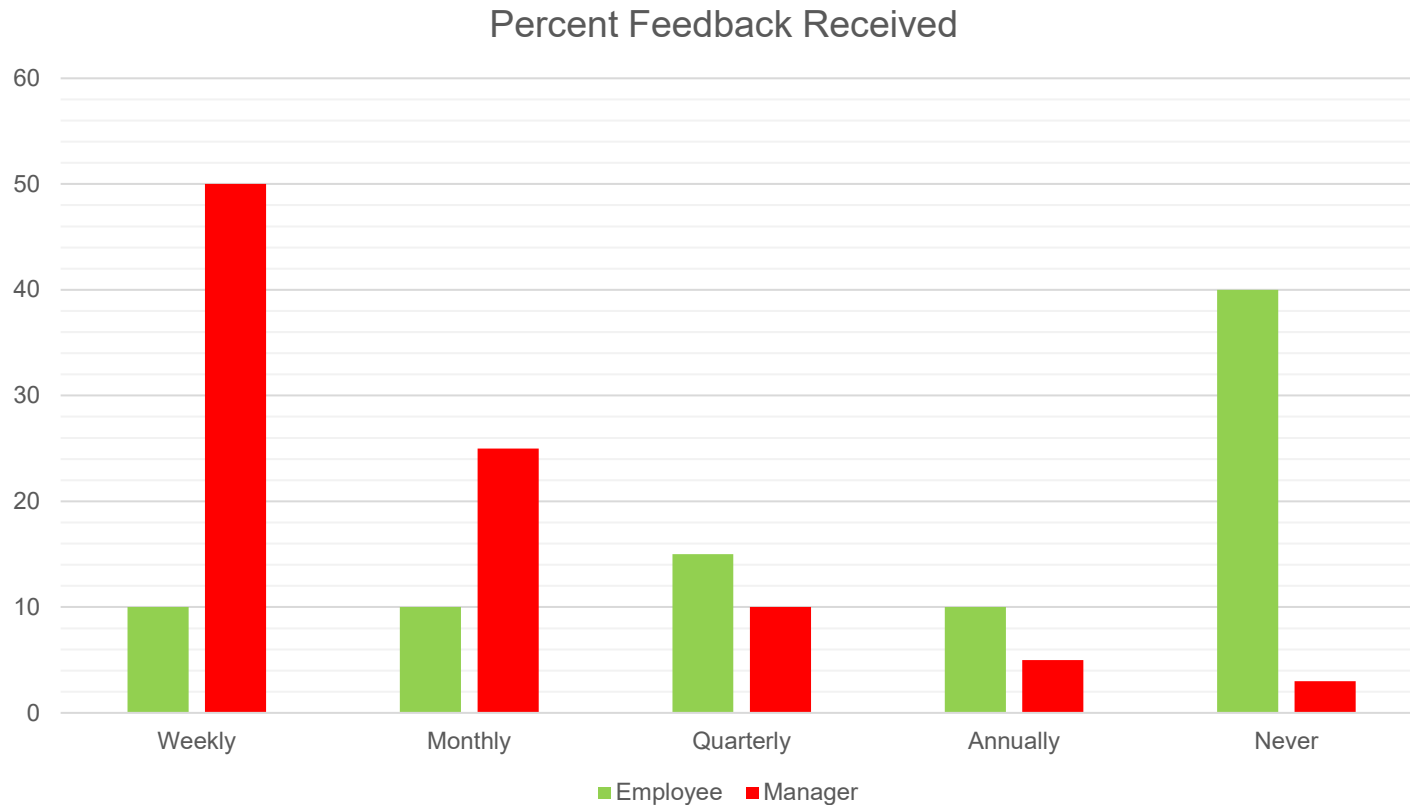
Coaching for Change

- The secret is all in the approach. Stop acting like a manager and start acting like a coach
- Great coaches consistently get the most out of their people because they put the most into their people
- Behind every great player is a coach who believed in that player more than the player believed in himself
- As a coach, you set the standard for your team to follow. And your personal example is the most powerful leadership tool you have
- Embrace mistakes as coachable moments

Coaching for Change – The Coaching / Performance Correlation



Coaching for Change – Quantity of Constructive Coaching And Developmental Feedback Reported by Managers and Employees



Coaching for Change

Most Managers

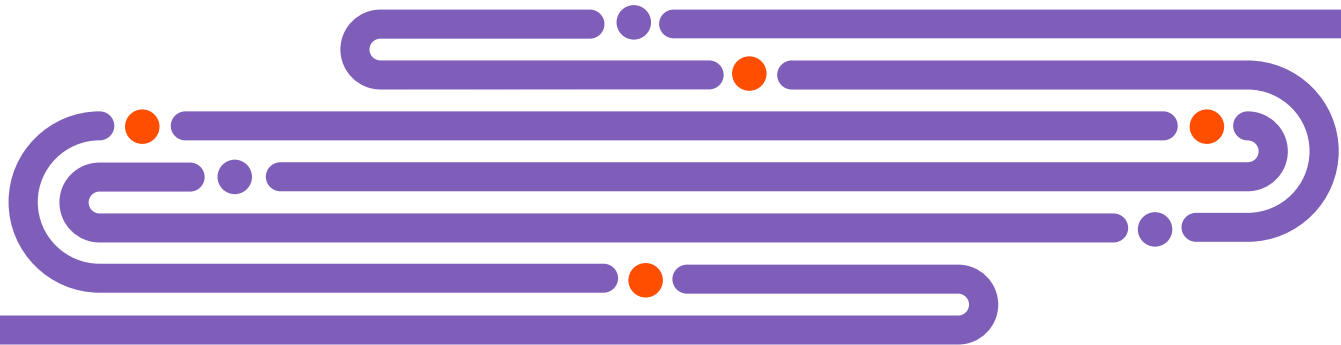
- Focus only 30 percent on the people side of management and 70 percent on the process side
- Believe that talent is primarily something you acquire
- Believe you either “have it” or you don’t
- Focus too much on the results and too little on improving the process that produces the results
- Struggle to fine the right balance and are either too engaged (Micromanager) or too disengaged (Nice-Guy Manager and /or Do-it-All Manager)
- Don’t understand the connection between their management approach and their team’s performance

Coaching for Change

World-Class Coaches

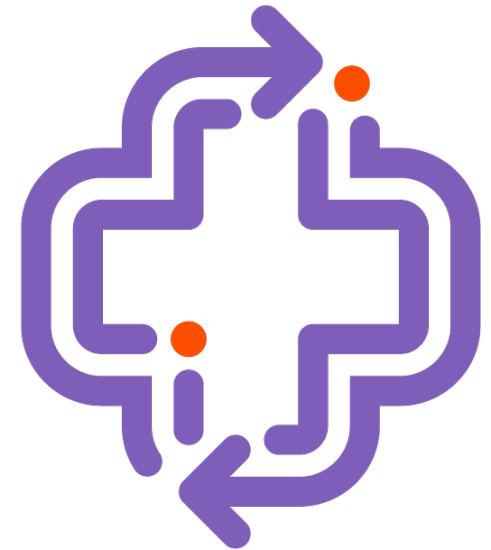
- Focus on 70 percent on the people side of management and 30 percent on the process side
- Believe that talent can be developed
- Believe each and every team member is capable of performing a higher level and that it's their job to help their team members realize their potential
- Are manically focused on improving the process that produces the results
- Find the right level of engagement with each team member to consistently get the most out of them
- Understand the connection between their management approach and their team's performance

The eight step process



The eight step process of successful change

1. Create a sense of urgency
2. Pull the guiding team together
3. Develop the change vision and strategy
4. Communicate for understanding and buy-in
5. Empower others to act
6. Produce short-term wins
7. Don't let up
8. Create a new culture



Refer to Workbook

Our Iceberg Is Melting

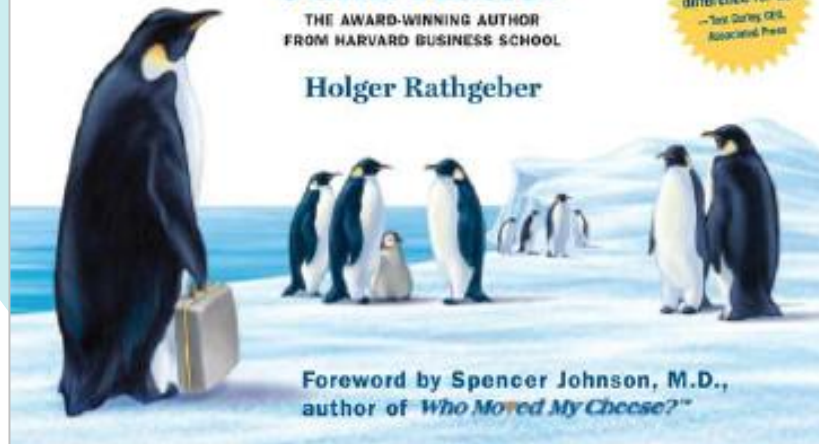
Changing and Succeeding Under Any Conditions

John Kotter

THE AWARD-WINNING AUTHOR
FROM HARVARD BUSINESS SCHOOL

Holger Rathgeber

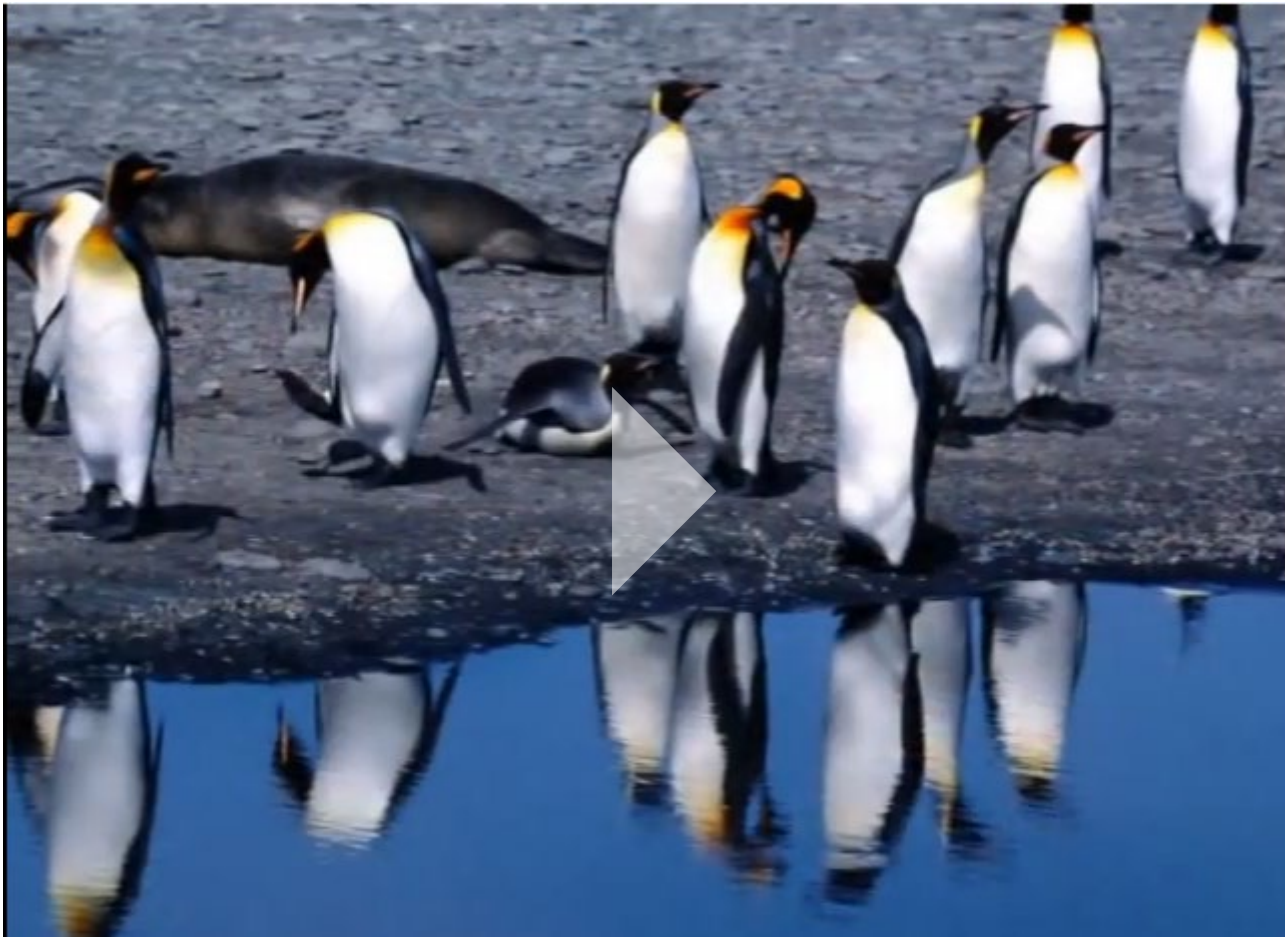
"It is making a
difference for us."
—Tom Gaskin CEO,
Associated Press



Foreword by **Spencer Johnson, M.D.**,
author of *Who Moved My Cheese?*™

Our Iceberg is Melting

John Kotter and Holger Rathgeber



OUR ICEBERG IS MELTING



The fable is about a penguin colony in Antarctica. A group of beautiful emperor penguins live as they have for many years. Then one curious bird discovers a potentially devastating problem threatening their home-and pretty much no one listens to him.

The characters in the story, Fred, Alice, Louis, Buddy, the Professor, and NoNo, are like people we recognize-even ourselves. Their tale is one of resistance to change and heroic action, seemingly intractable obstacles and the most clever tactics for dealing with those obstacles. It's a story that is occurring in different forms all around us today-but the penguins handle the very real challenges a great deal better than most of us.

Our Iceberg is Melting

- What did we learn from the Penguins?
- Does the eight step process make sense to you?
- How can you make the process work in your organization?

Activity: Applying Kotter's process to your value analysis program

Let's put Kotter's ideas to work for ourselves:

- Group activity
- Take a project or situation and apply Kotter's eight steps
- Discuss how utilizing the assigned steps will work in driving a change in culture
- Take 15 minutes to describe the project and how you applied the 8 steps on the whiteboard



Debrief: Adopting Kotter's process

- How did you choose your projects?
- Walk through your projects and how you applied the 8 steps?
- What do you believe in utilizing the 8 step process will assist in moving the needle to change the culture?

The Eight Step Process

1. Create a sense of urgency
2. Pull the guiding team together
3. Develop the change vision and strategy
4. Communicate for understanding and buy-in
5. Empower others to act
6. Produce short-term wins
7. Don't let up
8. Create a new culture

Affecting positive change in supply chain



Where can we apply change leadership in value analysis and clinical supply integration?

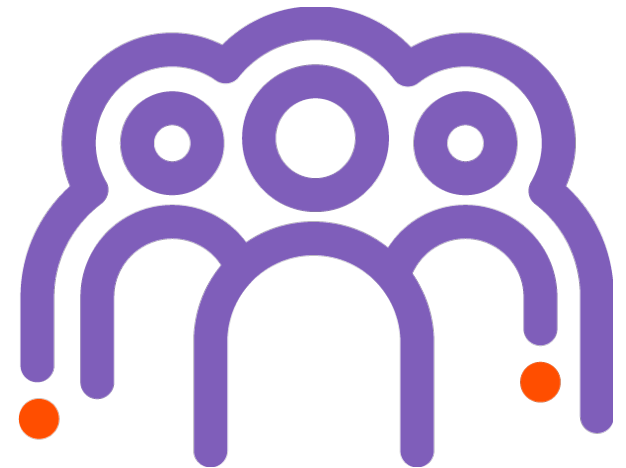


Coaching others to facilitate change

(See one, do one, teach one)

- Coaching is leading the activity of discovery
- Ask, don't tell (Socratic method)
- Mine the great ideas of staff members
- Develop coaches
 - The organization and you benefit from a cadre of internal and external coaches

You can't change things alone – You need an army of change agents



Final thoughts

- Most major change initiatives generate only lukewarm results while **many fail miserably**
- **Why:** Leaders/managers don't realize transformation is a process, not an event: It advances through stages that build on each other. Short-cuts never work
- Highly capable managers make critical mistakes—such as declaring victory too soon
- **Result:** Loss of momentum, reversal of hard-won gains, and devastation of the entire transformation effort
- Understanding the stages of change and the pitfalls unique to each stage — boosts your chances of a successful transformation
- **The payoff:** Your organization flexes with changes in competitors, markets and technologies, leaving rivals far behind

John Kotter

CHANGE IS GOOD... YOU GO FIRST.

21 Ways to Inspire Change

BY MAC ANDERSON AND TOM FELTENSTEIN

Questions



Where do we go from here.... key take-away items and highlights

Value Analysis Course

Learning objectives

By the end of this lesson, you will be able to:

- Review the overall course objectives and identify areas for further education/clarification



Closing comments



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