



## TOOL

# Techniques for Leading Change

### **PURPOSE**

This tool provides a list of techniques for leading change in your UBT.

### **When to Use**

Use this tool when you want to improve your skills in leading change.

### **Who Uses**

Co-leads and sponsors.

### **How to Use**

Use the techniques listed in this tool to help you and your co-lead/sponsor partners effectively lead change and build an atmosphere where people are more open and comfortable taking the risk to do things differently.



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# Techniques for Leading Change

Use the techniques below to help you and your co-leads effectively lead change and build an atmosphere where people are more open and comfortable taking the risk to do things differently.

<b>Tailor Communication to Audience</b>	Describe the benefits of the change in terms that matter to the audience. Always clarify the “WIIFM” (What’s in it for me) for each group; for example, labor leads may have differently worded messages than physician leads.
<b>Be Honest</b>	Be honest about what will be different—don’t sugar coat it. Don’t pretend it will be better or easier than you think it will be.
<b>Under Promise and Over Deliver</b>	People are always happy when you give them more than what they are expecting.
<b>Be Clear Upfront</b>	The more disruptive the change, the more anxiety and resistance, so state very clearly up front how you see the change working. Then, communicate often, even if it is to say you don’t have anything new to report. Explain what you are doing to get more information and when you will report back.
<b>Communicate Often and In Person</b>	The more disruption the change will cause, the more you need in-person communication. People generally want to hear messages about how change will impact them from their direct supervisor or manager.
<b>Start with the Positive and the Common</b>	Emphasize what is good about the change and what will remain the same. Whenever possible, find specific examples that demonstrate how the change will remedy agreed-upon problems and make the team more effective.
<b>Set Up Subgroups</b>	Do this within the department to work on specific issues: Teams can ask a small subgroup of members from the team, and the rest of the unit, to work on developing recommendations, straw plans, editing suggestions, and so on.
<b>Listen to Both Ideas and Concerns</b>	Ask people what the strengths of the new idea or process are first, and then ask what concerns they have. Write these down so they know you are listening. Follow up on concerns.
<b>Keep It Simple</b>	Your stories, data, presentations, conversations, and reports all should be clear, concise and on point.