

Organizational Change Management Models & Processes

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Today's Agenda:

1. Introductions
2. Check-in
3. Change management model overview
4. Practical application of change management
 - a. Change management process overview
 - b. Change management templates
5. Lessons learned
6. Q&A

Introductions

Sookyung Suh, PhD, PMP

Southern Illinois University School of Medicine

Assistant professor of Medical Education

Director of Organizational Change

Director of Leadership Development

Equity Transformation Strategist

- Mother
- Educator
- Advisor, Strategist
- Korean
- U.S. Citizen
- Christian Faith
- Translator of many languages
- Catalyst for change
- All around nerd
- Small business owner: SAVi Skin, natural skincare

USF Health

Caitlin Wolf, MBA

Assistant Vice President, Administration & Organizational Strategy

USF Health Morsani College of Medicine

What I do:

- Strategic Initiatives
- Internal Consulting
- Oversee an Executive PMO
- Directs administrative & operational services for USF Health's downtown Tampa campus

About Me:

- Happily married to a laid back high school art teacher
- International traveler & adventure seeker
- Food & natural wine enthusiast
- Amateur jewelry designer
- Collaborative leader
- Strategic thinker & dot connector
- Comfortable navigating "grey areas"
- Innovator & Ideator

Check-in

1. What change management models do you like or have used in the past?
1. Is there anything specific in change management that you would like to learn more about?

Brief overview of popular OCM models

- Lewin's Change Management Model
- McKinsey 7-S Framework
- Kotter's 8-Step Change Model
- ADKAR Model
- Switch Model by Heath

What Southern Illinois University School of Medicine is using:

- RECIPE for Change
- Campfire Model



[Send To Printer](#) [Back To Directions](#)

Start: Dallas, TX
US

End: 312 Barton Springs Rd
Austin, TX
78704-1213 US

Distance: 196.99 miles

Total Estimated Time: 3 hours,

Directions

START 1. Start out going South

2. Turn RIGHT onto ELM

3. Turn SLIGHT LEFT to s

4. ELM ST becomes COMI

5. Merge onto I-35E S.

6. Merge onto I-35 S/US-81 S via the exit- on the left.

137.6 miles

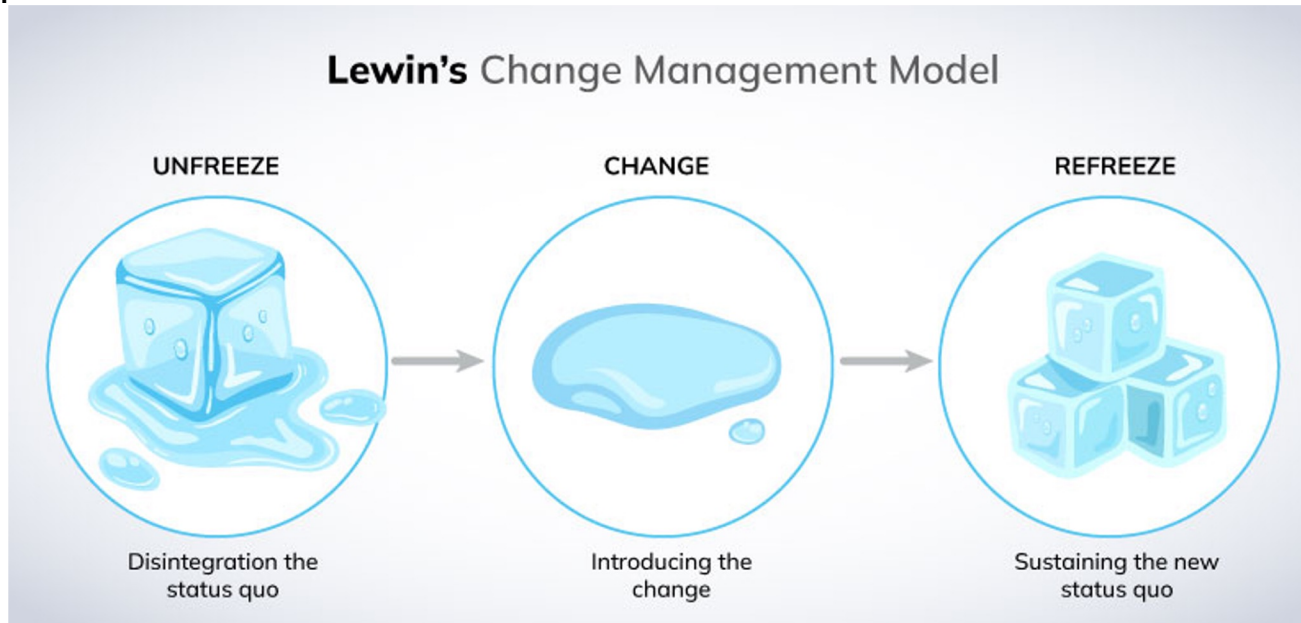
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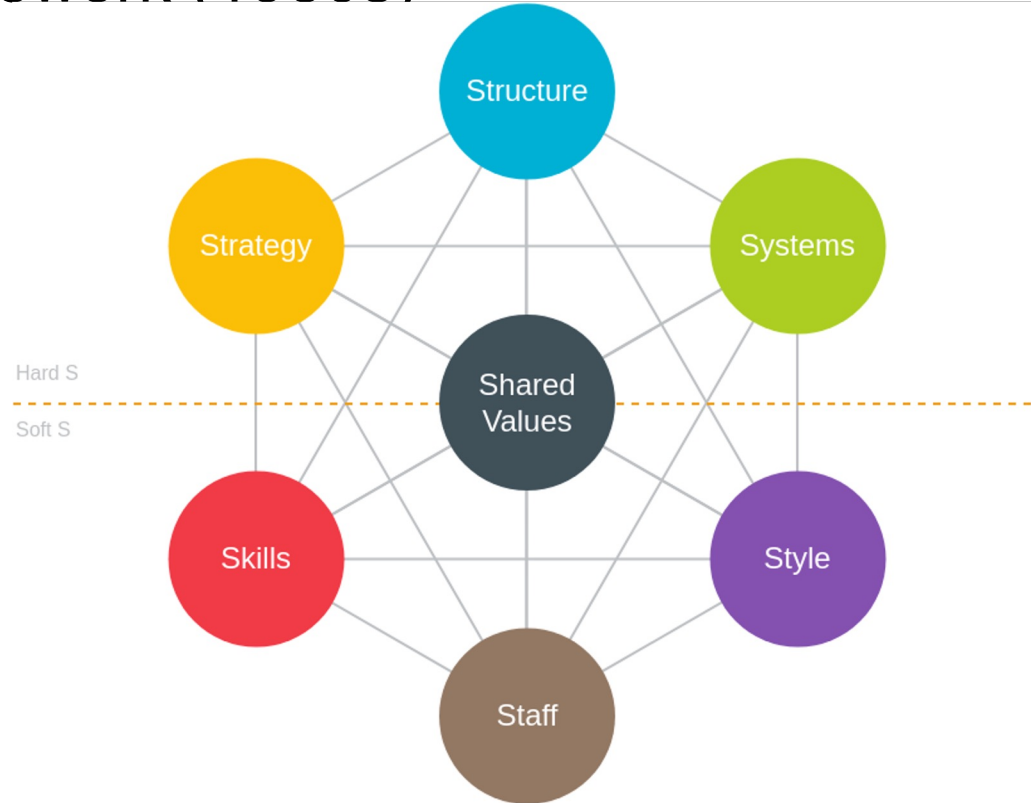
Kurt Lewin's Change Management Model (1947)

- **Overview:** Kurt Lewin, a social psychologist, introduced one of the first formal models of change management. Simple to understand, but it can be too simple to apply to complex changes in modern days.



McKinsey 7-S Framework (1980s)

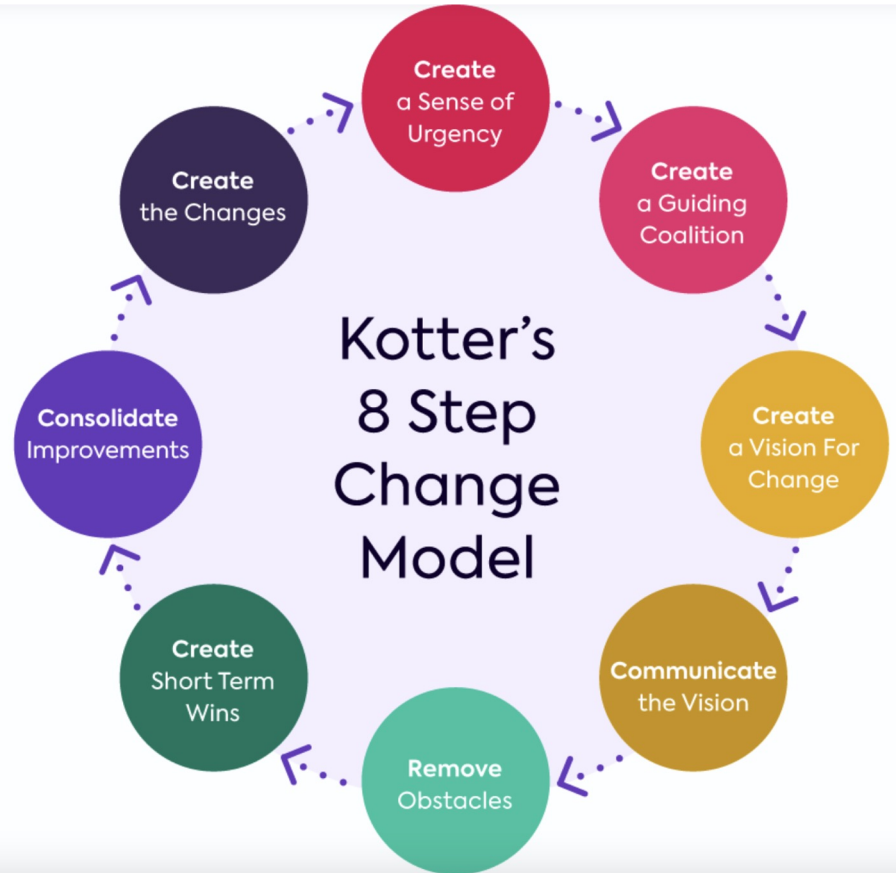
- **Overview:** Developed by consultants at McKinsey & Company
- Emphasizes seven key elements to be aligned for organizational changes and provides a holistic view of organizational change.



Kotter's 8-Step Change Model (1995)

- **Overview:** John Kotter's model outlines an 8-step process that emphasizes creating urgency, building a coalition, and embedding change in the organizational culture. It provides a clear, structured, and linear approach.

Image source: <https://getlucidity.com/strategy-resources/guide-to-kotters-8-step-change-model/>



Prosci ADKAR Model (1998)

Overview: The ADKAR model focuses on individual change through Awareness, Desire, Knowledge, Ability, and Reinforcement.

Image source:

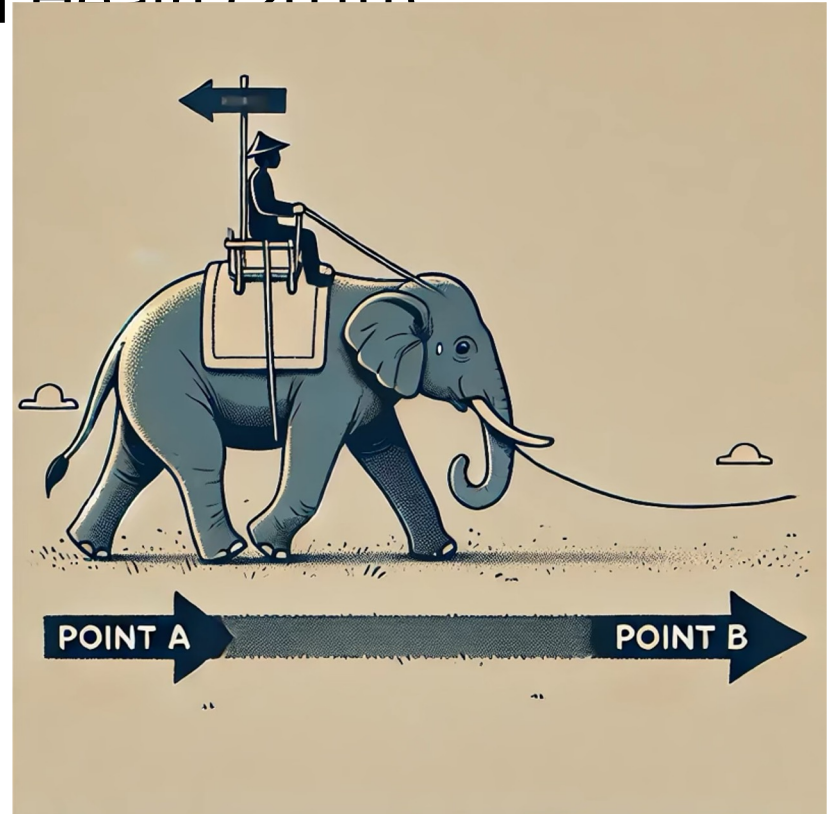
<https://crowjack.com/blog/strategy/change-management-models/prosci-adkar-model>

ADKAR CHANGE MODEL



Switch Model by Chip and Dan Heath (2010)

- **Overview:** focuses on the emotional and rational sides of change, using the metaphor of the Rider (rational mind), the Elephant (emotional side), and the Path (environmental factors).

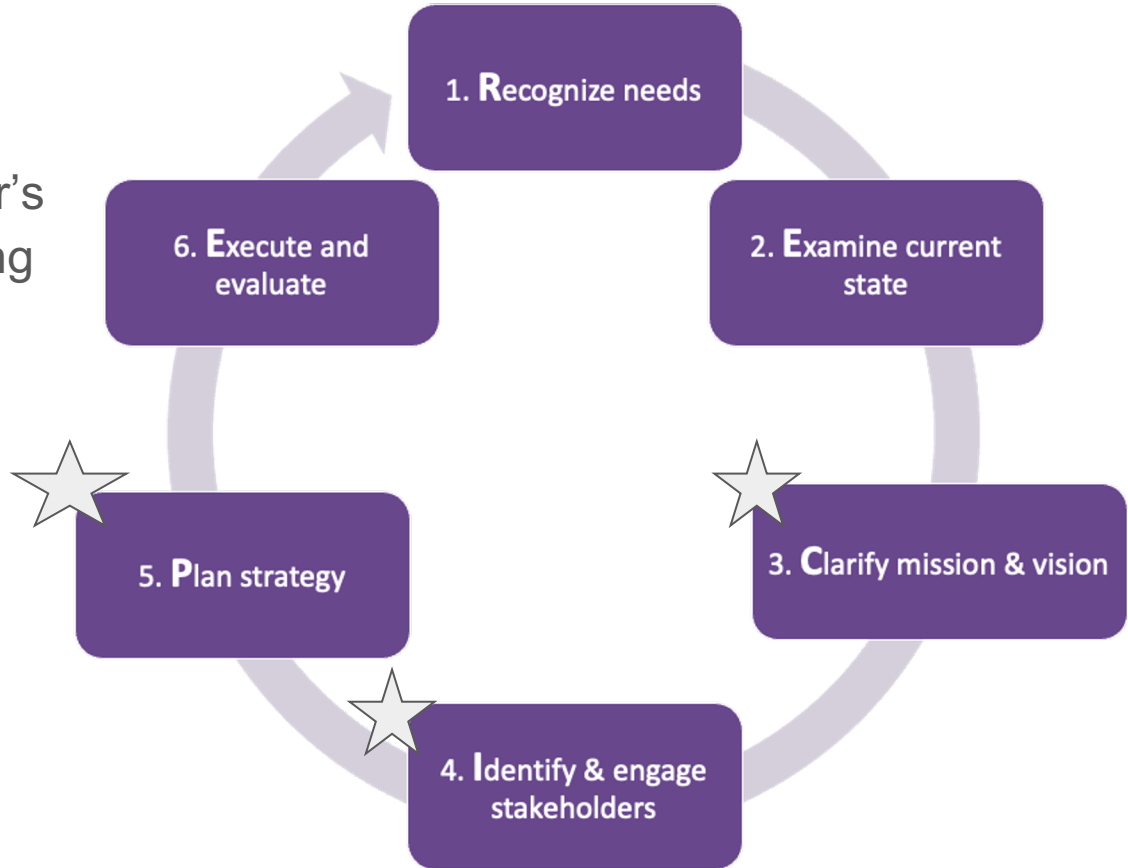


Organizational Change Management Model Summary

- **Lewin's Change Management Model:** A good starting point, but may lack complexity.
- **McKinsey 7-S Framework:** Comprehensive but complex.
- **Kotter's 8-Step Change Model:** Structured and thorough, yet time-intensive.
- **ADKAR Model:** Focused on individuals, potentially missing broader organizational aspects.
- **Switch Model by Heath:** Balances rational and emotional aspects but requires psychological insight.

RECIPE Model

- Developed based on Kotter's model and clinical reasoning process
- Suitable for a large-scale, complex change



Leading Change in Medicine (Suh, Kim, Smith, AMEE Pre-conference workshop, Vienna, Austria, 2019)

Campfire Model for Sustaining Change

- To educate change management mindset
 - Developed for those who are not familiar with the OCM models/approaches
 - Use cases: Grant projects, DEI efforts
-
- Starter/Tinder
 - Kindling
 - Log
 - Fuel/Oxygen





Change Management Process

Change Management Process

In change management, **a one size approach does not fit all.**

So we've created an easy to use process rooted in best practice with templates that are adaptable to your vision, strategy & organizational culture.

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1. Plan for Change

- Define Vision
- Assess Change Impact
- Determine Change Strategy
- Develop Plan



2. Implement Plan

- Launch Plan
- Communicate
- Track Performance
- Adapt



3. Promote Lasting Change

- Recognize & Celebrate Milestones
- Document & Institutionalize Changes

Change Management Process & Templates

Process Steps	Actions	Templates
Step 1: Plan for Change	A. Define change vision B. Conduct change management assessment C. Develop plans* <ul style="list-style-type: none"> ○ Change management action plan ○ Training plan ○ Communication plan <p>Note: If the change management effort is to support a larger project, the project plan should be developed first, then referenced to develop/align supporting change management plans.</p> <p>*Type of plan developed is dependent on the scope of the change management effort.</p>	<ul style="list-style-type: none"> - Change Management Assessment - Change Management Plan Workbook <ul style="list-style-type: none"> ● Change Management Action Plan ● Training Plan ● Communication Plan
Step 2: Implement Action Plans	D. Launch plan(s) E. Track plan performance & adapt	<ul style="list-style-type: none"> - Change Management Plan Workbook <ul style="list-style-type: none"> ● Change Management Action Plan Activity Report
Step 3: Promote Lasting Change	F. Recognize & celebrate milestones G. Document & institutionalize changes	

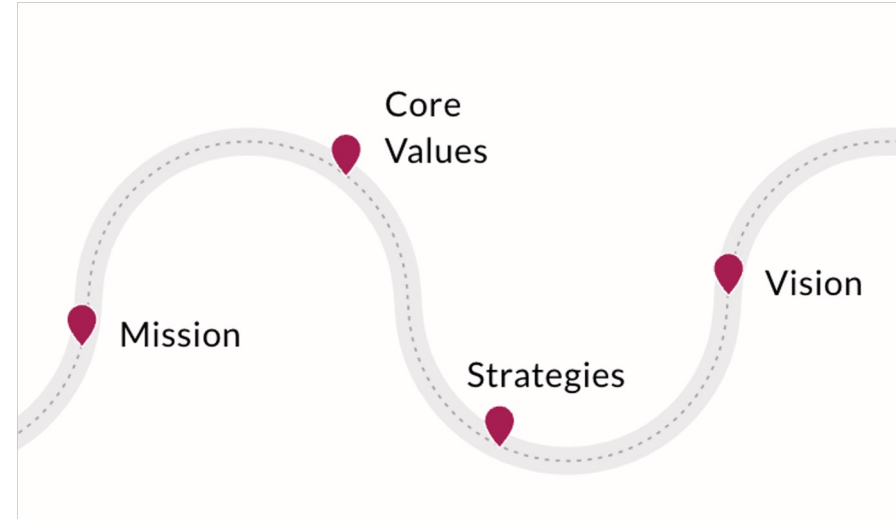
Lessons Learned in Change Management

Caitlin's Change Management Lessons Learned

1. Keep rooted in your why
2. Incorporate change management activities into normal operations
3. Be guided by the golden rule
 - a. “Do unto others as you would have them do unto you”
4. Communicate, listen, communicate, listen
5. A sense of humor and fostering a team mentality go a long way
6. Adaptation is not a dirty word
7. Change management fatigue is real
8. Set realistic expectations
9. True change takes time

Sookyung's Change Management Lessons Learned

1. Increase awareness
2. Guide people:
 - a. Long-term goals
 - b. Create a path
 - c. Empower and equip advocates and supporters
3. Communicate to rational AND emotional sides
4. Measure your success and progress



Questions?