
Implementing Change

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In making any significant change, it can be expected that there will be challenges to all involved. The process of implementation of shared governance will take 3 to 5 years to complete. People should be prepared to spend at least this amount of time in the implementation process. All of the change factors that influence success will have an impact on the transitions associated with shared governance (see Chapter 6 in **Implementing Shared Governance**).

Perhaps the greatest challenge to implementation will be resistance to changing current activities and frames of reference. It will take creating "noise" in the system to bring the trauma of change to the fore. All life transitions, including those in the workplace, involve significant emotional response. Changing people's lives, even when needed, causes them to move from certainty (even when the certainty is itself dysfunctional) to ambivalent, equivocal, and nontrusting behaviors. This should be expected.

ENDINGS

Whenever there is change, some loss occurs. Staff and managers must deal with these losses. Generally three steps create a sense of endings in the staff and leadership. They are disengagement, disidentification, and disenchantment. To begin the process of change, a formal process must be entered into. People will go through the processes associated with the change in a systematic way, consistent with their needs and perception of its impact on them. The leader must be able to identify the stage and the behaviors that exemplify it.

Disengagement

There must be a significant shift that promises major adjustments in expectation and performance. Both the symbolic and the real must converge to create an emerging new reality so different that the old is no longer adequate in the emerging reality.

Understanding the need for a period of disengagement and incorporating it into the change process are essential for change to be successful. Issues related to the move to a new reality must be adequately addressed:

How is the new so different from the old?

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N O T E S

What will be missed in the hierarchy that staff liked?

How will the changes alter our relationships?

What is different in the workplace in shared governance that is significant?

1.

2.

3.

4.

5.

How does the change affect me personally?

1.

2.

3.

What personal adjustments in my professional and personal life will occur as a result of shared governance?

1.

2.

3.

Is our unit staff ready to pull together and build shared governance on the unit?

What gets in the way of our staff "getting started" with shared governance?

1.

2.

3.

4.

5.

What supports the unit's move to shared governance?

1.

N O T E S

N O T E S

2.

3.

4.

5.

What do I most hate/like about change?

1.

2.

What things will be the hardest for me to give up as we move to shared governance?

1.

2.

3.

The staff and management will need to consciously disengage from old values. The above questions help identify the values and issues of a personal nature that each member of the staff confronts in making a change of this magnitude. Recognizing that creating new organizational models begins the writing of the script for the future. With no precedents for this enterprise, all the securities and assurances

of the past slip away and the organization moves into ambiguity and even discord as it attempts to write its new script. With all the players involved, including the staff, it can become a noisy process. The leader will need to keep a close eye on the dynamics and the changes, always staying focused and moving the staff in a direction that can best meet the goals of a shared governance system.

Disidentification

As mentioned previously, a major shift in both structuring and operating the organization begins with the initiation of shared governance. The old behavioral "tapes" are played because they best represent what we know and apply in ways that once worked; but they are no longer adequate for the task of reformatting the organization. This is best identified as a paradigm shift. What occurs often reflects a way of thinking that challenges the old ways. Leadership and staff actually have to consciously deny the value of the tradition they are moving out of and apply a new set of values and principles as tests for their thinking and acting. They must disidentify with the traditional thinking and ways and begin to identify with the new.

Questions that address this change are often challenging and very specific:

What are the fundamental principles of shared governance?

1.

2.

3.

4.

5.

6.

7.

N O T E S

8.

9.

10.

What do I have to believe in a shared governance workplace that was not necessary in the traditional framework?

What will this new model do for the profession; for each other; for me?

What "old ways" especially appeal to me or to which I am particularly attached?

What three elements of conflict between the old and the new ways are going to affect me the most?

1.

2.

3.

What old behaviors will I have to work hardest to consciously change to be effective in the shared governance framework?

The most important work in the process of disidentifying is to begin to identify with the new. The leader will have to become especially sensitive to the issues that get in the way of identifying with the new model. He or she will have to help staff identify beliefs and behaviors that prevent them from changing and teach them to adapt to behaviors that exemplify accountability and shared decision making.

Disenchantment

This important phase is the final step in initiating personal transition. As one finds that the old is no longer effective for the role and for personal success, movement away from what was once valued becomes easier. Disenchantment allows for the final separation from what was once valued and allows the new values and processes to become a part of one's expectation and life. Often it is expressed in the organization by those who cannot remember or understand what the old way was or how it operated. New behaviors that exemplify the values of the shared governance system begin to emerge and staff rejects those of the past.

It is important that the staff get through this phase. Failure to pass through disenchantment can result in bitterness and rejection. There are always staff members who are extremely reticent to undertake any major change. To be successful and to obtain compliance, their issues will have to be addressed and their reality orientation will need adjustment. If this is not dealt with, there can be much obstreperous behavior and mixed efforts to sabotage the changes and even the whole concept of shared governance.

The leader should assess the status of the staff as they move through the separation from their more traditional behaviors. Of course, each member of the staff will move at a different rate. For this reason, the change agent would have an awareness of each person's adaptation and monitor it individually. Usually there are definitive behavioral changes that are sought out and are characteristic of the specific change. They can become the indicators for the change agent and the means of assessing where individuals are in making their own transition.

RESISTANCE TO CHANGE

Resistance to change is a natural and normative process in humans. However, change is the only constant in the universe. Learning to anticipate and then undertake the appropriate action reflective of the change is the challenge of life.

Because of this dichotomy, it is essential that a culture of acceptance of change, even an anticipation of it, is necessary in the organization. Introducing shared governance is such an important change with a great deal of structural revision occurring that a commitment to what the change implies is essential to its long-term success.

Some reasons for resistance to organizational change are these:

- Old routines; old habits
- Laziness
- Comfort
- Fear
- Costs of change
- Threat to existing relationships
- Inadequate leadership
- Poor change climate
- Traditional successes

Awareness of the specific resistance factors the leader will confront will assist in strategy development for making the necessary changes. Each organization will

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have its own complex factors influencing its ability to implement the shared governance process. The leader should be aware of the institution's unique culture and identify strategies for addressing them.

CHANGE AGENTS

The change agent role is essential to the transition to shared governance. In almost any organization there is a person that operates as the agent of change. This person is often the catalyst and moderator of the change. In a shared governance effort, this person need not be the manager, although it usually starts out with the manager as facilitator of change.

Whoever plays the role, he or she will use a number of approaches to make the change and should be aware of the context of these models so that they might be consciously applied:

Consciousness raiser: This role focuses on the issues that appear to be a contest in the organization. This person asks the why questions and raises the inadequacies of the status quo. He or she articulates what everyone recognizes but did not give form. These people do not accept the status quo and tend to make everyone uncomfortable with great equality. This person will use the following technique to initiate change:

- Questions
- Identifies problems
- Points out issues
- Identifies dissatisfiers
- Identifies possible changes
- Challenges authority
- Is politically assertive

Implementor: This person is less concerned with the issues than the processes involved in making changes. He or she is interested in constructing processes that can give form to undertaking change and moving along the continuum of change. He or she is best characterized by the following:

- Defines the need for change
- Identifies possible ways of responding
- Looks at ways of changing
- Generates ideas
- Tries to stimulate interest

Outcome seeker: this person seeks the results of the effort for change. She has usually accepted the fact that change is going to occur and now looks more toward what will be produced as a result of the change and seeks to identify what that will look like. She usually exhibits the following characteristics:

- Goal orientation
- Solution finder
- Bottom line orientation
- Wants behavior change
- Anxious to get there
- Impatient
- Task based

Linkage creator: This leader is committed to the success of the transition and recognizes that the change makers cannot arrive at their change alone. The relationship they establish and the others they touch in the process are important to its success. They also seek to link resources to the project to ensure that it has what it needs to succeed. Some of the attributes of this person are these:

- Establishes good relationships
- Forms coalitions

- Is politically aware
- Is fiscally proficient
- Finds resources

Balancer: This leader keeps all in a sense of equilibrium. She stabilizes the environment and moderates against the noise of change. She brings order and meaning to the change. This leader can take the efforts to date and formalize them and assure that they operate as planned. The old is over and the change agent can simply entrench the new and deal with the issues of normalizing the work environment. Some of the characteristics of this person are:

- Defines the boundaries
- Creates relationships
- Builds solidarity
- Establishes new values
- Normalizes the environment
- Conceives linkages

It should be clear to the leader that these change agents all have different skills and roles to play in undertaking change. They are all necessary to the change process and will be valuable in implementing shared governance but each at different times and in different ways.

THE CHANGE PROCESS

The implementor and innovator should always have a model for implementing change. This is no less true for shared governance implementation. Change models give form to the change process and a plan and timetable for assessing progress and evaluating change. A formal process allows the participants to note progress and to see change, thus keeping the change process on course and organized.

Every change agent should undertake to plan the steps in the process and complete a time line for implementation. They should be able to break down the major components of implementation and define the action steps necessary to stay on course and achieve the anticipated outcomes. As mentioned earlier in this workbook, it will take anywhere from 3 to 5 years to implement shared governance depending on the degree of commitment and the structures in place. The time line should reflect that reality.

The following questions provide an initial framework for beginning to put some form to a plan:

Generally, how well understood is the concept of shared governance?

Has the planning group been formed?

What is the ultimate outcome of shared governance?

What initial model is selected?

What has already happened to provide support for shared governance?

How large is your organization?

What resources are available to the implementation team?

What change model has been selected to evaluate progress?

What level of interest exists and where has it been generated initially?

Where are the managers in their understanding and commitment?

What educational programming and resources will be required?

While this is not an exhaustive list of issues, it does help the planner put some form to his or her thinking and begin to pull some of the pieces together.

It should be remembered that few plans end up in precisely the same way in which they were conceived. Planning provides a framework for action. The vagaries of change and the many influences on process have a striking impact on how the finished product will appear. There are many influences along the way that will determine the eventual design and outcome of the shared governance transition. The leader should not be locked into rigid parameters in planning. Instead, the plan should simply provide the guidelines that moderate and monitor progress along a continuum.

Whatever approach is taken, the leadership must identify the model for change that they will use in the unfolding of the shared governance process. All of the group processes that are directed to the implementation of shared governance should be incorporated into the change model selected.

PRELIMINARY RESEARCH

It is recommended that some preliminary baseline be established before shared governance implementation is undertaken. Also, the process should be examined along the way for progress and the relationship of the process to its outcomes. Issues related to staff satisfaction, organizational design, motivation, cost, change in expectation, impact on service and other service providers, and consistency with the mission of the setting are all appropriate arenas for establishing a base line. Of course, the organization should also have individualized goals it would like to see addressed by shared governance processes. There are a number of resources available to the individual institution already constructed and identified in the literature, (see Appendix A). Each institution, however, should be encouraged to undertake the design of instruments of their own to determine data that are specific to its own needs or directed to a specific purpose.

Since implementation of shared governance is a process that will take some time, it is important to establish several times in which the process and its outcomes will be studied over the period of implementation. Usually implementing shared governance takes a full 5 years to complete. However, various outcomes are usually achieved along the way and behavioral change can be noted. Undertaking studies that relate to the nature and the degree of change helps the leadership assess where they are and the aspect of change or transition needing more attention and/or readiness for the next phase of development. The usual period of time for study is about once a year during the phases of implementation. The phases as identified in this work book and the text **Implementing Shared Governance** could be identified as follows:

- Conception
- Initiation
- Design
- Formation
- Structuring
- Formalization
- Perpetuation

These seven phases are generally complete in the 5 years of transition. Those that are interested in doing detailed research about any or all of the phases could look at structuring research projects at increments that would best demarcate these phases. The best approach, however, is to establish a calendar time frame for structuring studies, ensuring a clearer, more definitive time context for measurement. The important point is that the studies of process and impact should occur as early as possible in implementation.

EMPOWERMENT PROCESS

Just because shared governance brings a professional milieu to life and empowers both the professional and the profession, it does not guarantee that the staff are going to race to shared governance in great numbers at the outset (refer to Chapter 3 in **Implementing Shared Governance**). The process of empowerment changes what has become the expectation in the workplace built over 90 years of formation. In addition, the prevailing social norms and expectations often moderate against many of the notions and ideals that comprise the shared governance concept. It should be anticipated that there will be many questions and concerns from all levels of the organization regarding the value and efficacy of shared governance. The long history of employer-employee thinking and organizational formation will not easily give way to the partnership processes and partnering in the workplace. Old realities die hard, especially when one group receives the advantage, often at the disadvantage of another. Both groups, however, learn

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their roles well and find it difficult to change them even when they might want to change what they imply.

Implementing shared governance implies, however, that the work of changing this reality will begin and the parties will undertake the work of changing their work and their relationship with each other (see Chapter 6 in **Implementing Shared Governance**). This, too, will have to be a process that unfolds new descriptors of relationship and accountability as those both change throughout the implementation process. The process of empowerment demands commitment from all parties and will result in significant changes for all who are involved and invested in it.

STRUCTURAL CHANGES

In order to successfully implement shared governance, the organization will have to expect that the following structures will undergo major change in the transforming activities that lead to mutuality and empowerment.

- Multidisciplinary work flow patterns
- Open-ended communication structures
- Continuous assessment of work patterns
- Universal access to resources
- Investment at all levels of the workplace
- Growing dependence on interdependence
- Change in role definitions
- Movement away from status determinations
- Accountability basis, not hierarchy

ORGANIZATIONAL CHANGES

An empowered work place has more organizational structuring, which affords an unlimited approach to relationships and rewards. Newer consciousness regarding how relationships are structured and how work is rewarded will have to be considered. Some challenges are the following:

- All salaried work roles
- Alternative reward systems
- Gainsharing strategies
- Clarity of role accountability
- Partnership mentality
- Mentoring roles
- Variable loci of leadership roles
- Work achievement-reward systems
- Work redesign (worker driven)
- New orientation/socialization processes

Clearly these characteristics will not emerge automatically or without some deeply considered deliberation and planning. However, these do change the character of work and relationships and transform the workplace and the relationships that produce work outcomes. Openness to such changes and adaptations by owners, managers, and staff is vital to successful workplace transformation.

CULTURAL CHANGES

A formalized approach to making a significant change will have to be determined. In addition to the specific service-based management changes identified for the Management Council earlier in this workbook, there needs to be a structured ap-

proach to teaching the development of a new cultural awareness in the workplace. The following items identify some of those elements that will reflect this change:

- Altered reward systems
- Continuous management development
- Continuous leadership development (manager and staff)
- Career enhancement programs
- Staff hiring and termination processes
- Staff role ownership (including position descriptions)
- Creative benefits programs
- Unit of service programs instead of divisional ones

It is easy to see that the empowerment process depends on a new way of thinking, indeed a new paradigm for the leaders and manager of the workplace. No small effort is involved in making this change. It calls for a complete openness to retooling the workplace with new thinking, new roles, and different approaches to rewards and relationships.

INDIVIDUAL CHANGES

Structures and efforts that lead to empowered behaviors in the professional worker must be applied to successfully achieve changed behaviors. These programs should begin at the unit or service level and be a part of the education and developmental work of the leadership of each unit. As identified in previous sections of this workbook, a unit-based approach to changing employee behaviors will have to be concerted and planned. The staff will not know to want the change and may reject it at the outset. Incorporated into their work and the expectations of role and relationship should be changed structure and thus changed behavior as reinforced by the changed structure. Developmental activities should be directed in a formalized way to produce active and responsive behaviors.

Individual responsibility also means that changes will occur in the staff. At some time staff will have to make the requisite changes that all professionals will have to exhibit in a partnership organization and a professional enterprise. Again, how those changes are made will depend specifically on the culture and the particular characteristics of the organization. While this workbook is helpful in identifying the specific changes and can outline the requisite characteristics and stages of change, it would take an encyclopedic effort to enumerate all of the necessary change strategies for each culture and unit here. There are many fine resources available to the change agent, including those listed in Appendix A, which can be an excellent resource for the change agent.

Some of the behaviors that exemplify the staff transition follow:

- Openness to new realities
- Willingness to change
- Sound practice standards
- Clear sense of ethics
- Openness to dialogue issues
- Fundamental honesty
- Emerging curiosity
- Willingness to seek concensus
- Ability to express concerns
- Structured risk taking (safer)
- Commitment to competency
- Willingness to abide by concensus
- Varying degree of involvement
- Growing toward self-esteem
- Varying levels of creativity

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N O T E S

The staff member will experience the greatest level of personal change. Impact on the individual role will be the greatest result of the changes in the workplace. Therefore a growing awareness of the emerging changes and a transformation of his or her motivation and commitment will evidence the success of the change strategies and their impact on his or her life.

Questions for every staff member relate to their willingness to experience the transformation in their own personal lives and practice:

How open am I to major changes when they affect me? (I have to change.)

List three kinds of personal change I dislike the most

1.

2.

3.

What behaviors arise in me when I have to undertake change I do not like?

What is my greatest source of satisfaction in my work?

How would I characterize my obligation to my peers in the work place?

What do I think is their obligation to me?

Do I think changes in the way I work and my relationships at work are inevitable?

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How do I perceive my leadership role?

How do I manifest my leadership role at work?

What does personal transformation mean to me?

How do I perceive my manager's role in undertaking major change at work?

What does it mean to me to act in an empowered way?

What are my three greatest strengths as a person?

1.

2.

3.

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My three major areas of personal growth?

1.

2.

3.

What other roles in my life affect my ability and time to participate more fully in work-related activities?

What are my personal career goals?

Education

Timetable

Work

Timetable

Career advancement

N O T E S

Timetable

Role changes

Timetable

How do my personal goals coincide with the changing realities affecting my profession? My work? My personal life?

All change will demand a personal commitment sometime in the process by all those affected by the change. Getting the staff involved in their part of the process as they are able and at a time of preparedness will be vital to the success of any change. As indicated above, not all staff will be ready for change at the same time. Raising consciousness, as attempted by the above questions, can facilitate the timing and the processing of change. When tied to the questions related to implementing shared governance earlier in this workbook, they can provide a catalyst for initiating change.

