Leading Change, Revisited: Enabling Others to Join You

Dan Hyman

Read Pierce
Kotter’s Method: Leading Change

1. Establish a sense of urgency.
2. Build Guiding Teams.
3. Create a vision for change.
4. Communicate the vision.
5. Empower people to act on the vision.
6. Create short term wins.
7. Don’t let up.
8. Make it stick.
Change Management, After Launch: Adjusting on the Fly

Where it all began, 1997

Project: improve asthma care in a primary care pediatric practice

Measures: % of kids with asthma classified
% of kids with persistent asthma on steroids and with written asthma management plans
New York Presbyterian/Morgan Stanley Children’s Hospital, 2002

Project- “Safety Rules”
Project: Leader Rounding Initiative 2015
Measure: # of rounding episodes per month per leader

2015 Leader Rounding Dashboard

What is Leader Rounding?
Leader Rounding is an essential, routine activity for all levels of leadership at CHCO. It is focused on discussions, observations and coaching of front line staff where their work is done. The purpose of leader rounding is to ensure team members are effective and engaged in their work, that their barriers are identified, shared, and addressed, and that as a result, outcomes improve. It also enhances visibility and support of leaders for their team members.

Select Executive for a roll up
(All)

Select your name to view your individual report
(All)

*Hover over the green target lines to see Target details

CHCO Executive
Andrea Ferretti

CHCO Leader
Audra Theis
Sondra Valdez
Brandy Dale
Amy Lewis

7/13/2015 8:31:35 AM
Project: Visual Management Boards 2018

Measures
% of boards with "KPIs"
% of senior leaders rounding on boards
Revisiting & Revising Your Roadmap

With your CTP Team:

• Pull out your Change Roadmap (started in February)
  – If you lost it, there’s a new blank copy in your handouts

• Pick the 2-3 most important steps of change that you need to focus on in the next 3 months

• Fill out the Change Roadmap & discuss how you will lead change
  – Consult faculty—or peers!—at your table for guidance
Report-Out & Wrap-Up