Whole of Hospital Capability Development

Culture and Stakeholder Management

Iva Cvetojevic| Clinical Redesign Manager | Thursday 29th June 2017
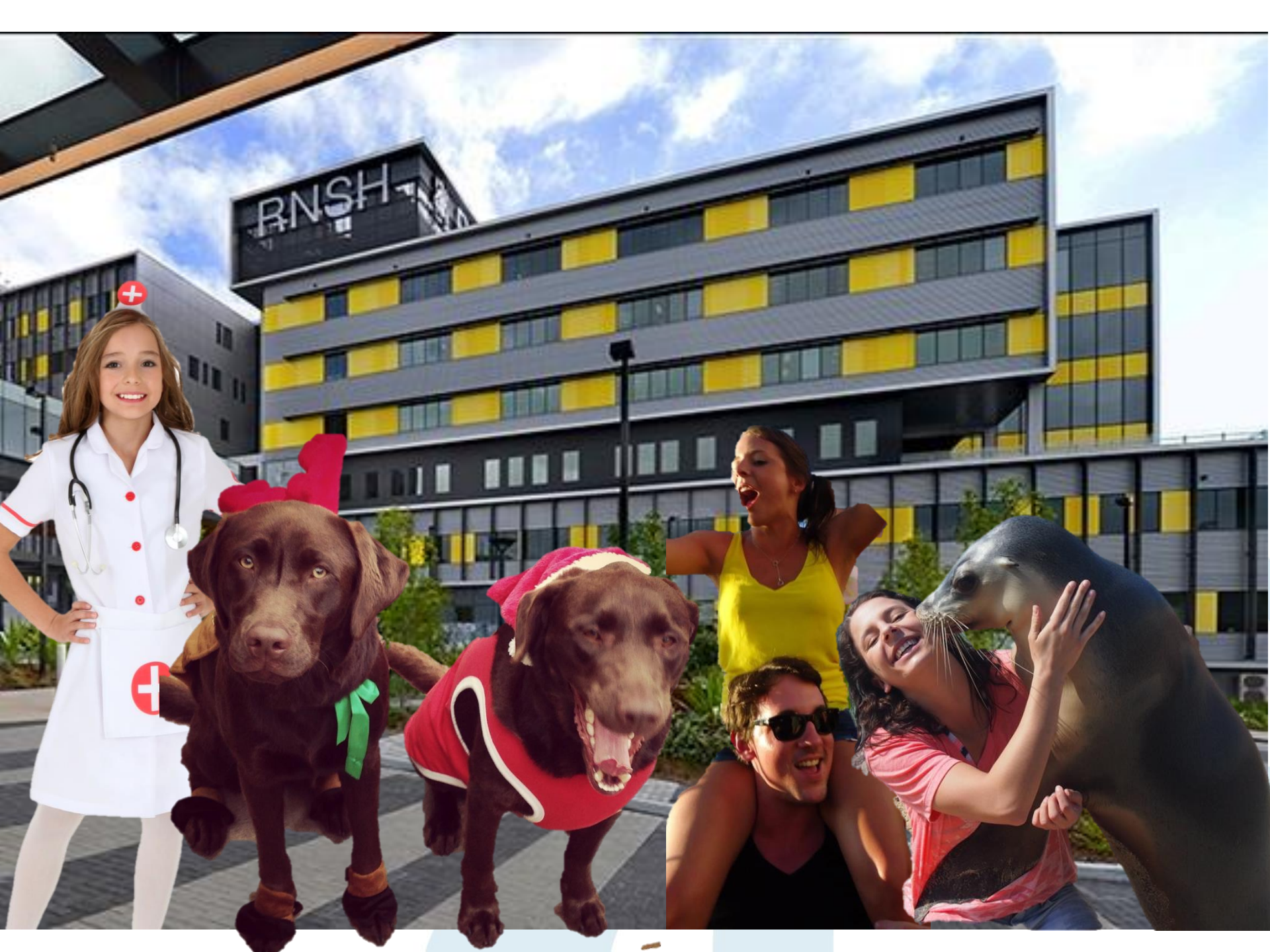
Next 29 minutes

- Concepts of change
- Stakeholder management what, who, how
- Scenario based problem solving
- Wrap up

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Managers and change

- Organisations should change rapidly, otherwise perish

- If you make too much change too quickly implementation will be at a risk of a high failure rate
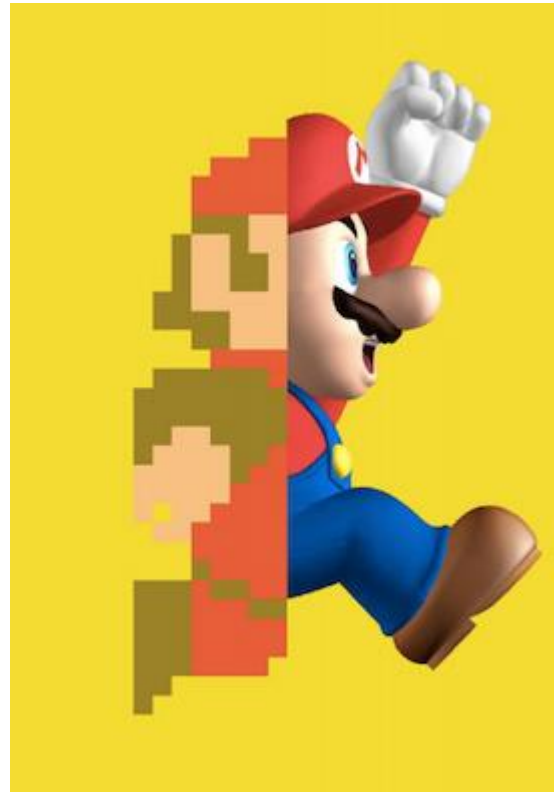
Traditional vs Emerging characteristics

Traditional
- Goal oriented
- Price focused
- Produce quality mindset
- Product driver
- Shareholder Focused
- Finance orientated
- Efficient
- Hierarchical
- Functional
- Rigid
- Domestic

Emerging
- Vision- directed
- Value Focused
- Total quality mindset
- Customer Driven
- Stakeholder focused
- Speed oriented
- Innovative
- Flat
- Cross functional
- Flexible
- Global
- Integrated

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Adaptive vs Transformational

Incremental/ adaptive change

- Involves adjustments in systems, processes or structures,
- Maintains, improves and develops the organisation with something new

Transformational

- Radically and fundamentally alters the organisation at its core
- Entails not developing but transforming the nature of the organisation

Yeah, be prepared.
We'll be prepared. For what?

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How do people want to be remembered?

Identification

- Brainstorm (alone or in a team) and list the potential stakeholders and where they fit
- Their authority within the organisation followed by their sphere of influence

Identification

RACI Definitions

R — • Who is Responsible
• The person who is assigned to do the work

A — • Who is Accountable
• The person who makes the final decision and has the ultimate ownership

C — • Who is Consulted
• The person who must be consulted before a decision or action is taken

I — • Who is Informed
• The person who must be informed that a decision or action has been taken

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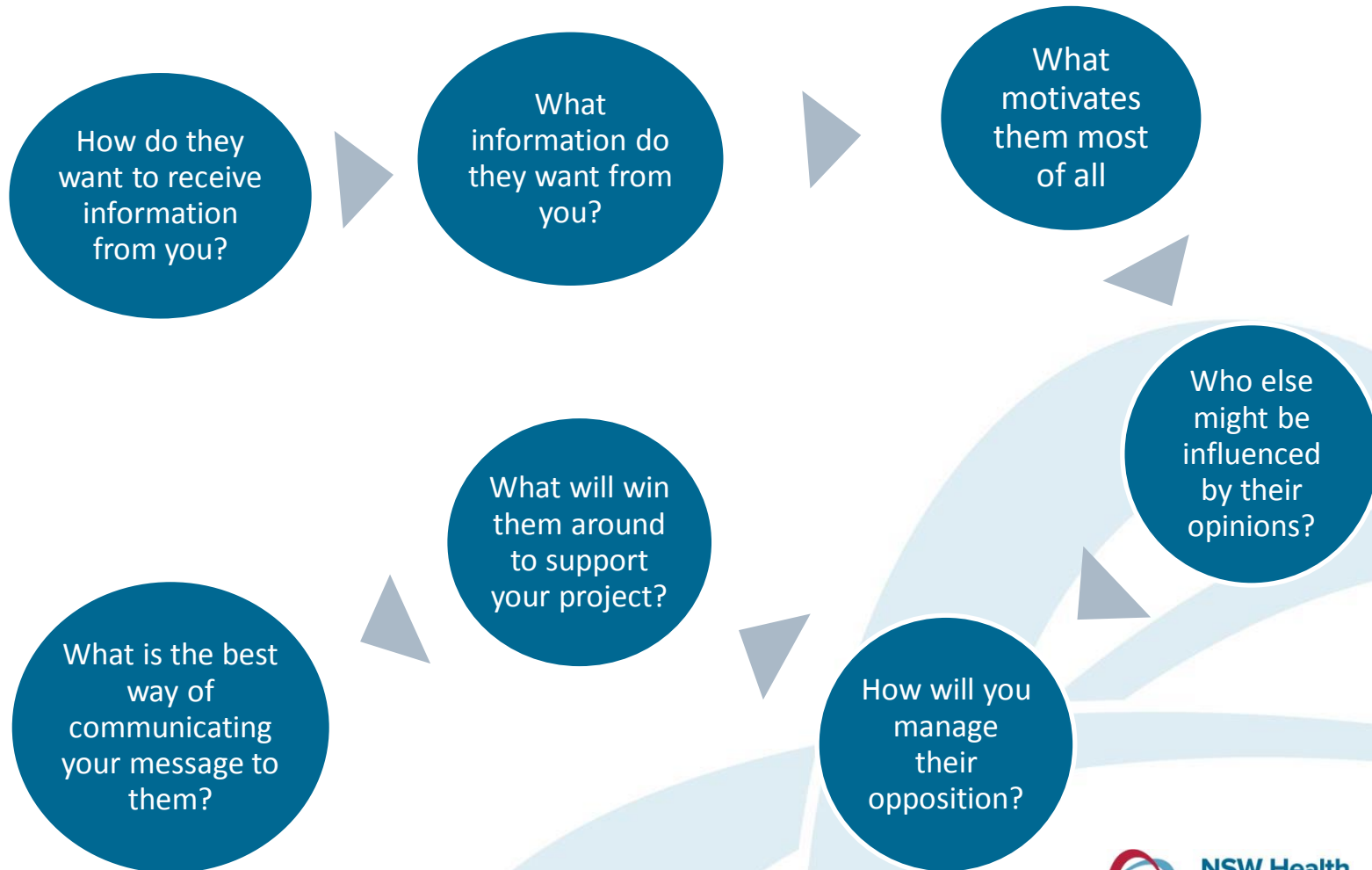**& Innovation Leaders**

Analysis and Prioritisation

- The information can be gathered and mapped in different ways to give you the ability to visualise different relationships

e.g. power vs. interest, influence vs. interest

Strategy

How do they want to receive information from you?

What information do they want from you?

What motivates them most of all

Who else might be influenced by their opinions?

How will you manage their opposition?

What will win them around to support your project?

What is the best way of communicating your message to them?

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Resistance Scenario's

Next 5 minutes:

- What could you do before it got to that point

- What are you going to do now

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5:00

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Jason Clarke
on embacing change

https://youtu.be/vPhM8lxibSU?t=7

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A parting thought