Module 5: Program Implementation and Managing Change

Virtual Workshop
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Juana Ferrerosa PhD, PHN, RN
Angelica Millan DNP, RN, FAAN
Learning Objectives

1. Apply Kotter’s Leading Change Model and Change Principles to the mentoring program implementation process.

2. Identify the “big opportunity” to implementing a mentoring program for your nursing school.
Kotter’s Model

- Leading Change Model
- Change Process
- Network

Kotter (2018). Used with permission 1.21.21
Kotter’s 8 Accelerators – Change Process

Identify the big opportunity:

**CREATE** a sense of urgency

**BUILD** a guiding coalition

**FORM** a strategic vision and initiatives

**ENLIST** a volunteer army

**ENABLE** action by removing barriers

**GENERATE** short-term wins

**SUSTAIN** acceleration

**INSTITUTE** change

Kotter(2018)
Kotter’s 4 Change Principles

Leadership - Management

Select few- Diversify Many

Head – Heart

“Have to”- “Want To”

Kotter (2018)
Create a Climate for Change

• **CREATE** a sense of urgency
  - What is the big opportunity?

• **BUILD** a guiding coalition
  - Assembling a team with enough power to lead the change.

• **FORM** a strategic vision and initiatives
  - Communicating the vision
  - Use every vehicle possible to communicate the vision.

Kotter (2018)
Engaging and Enabling the whole organization

- **ENLIST** a volunteer army
  - Empower others to act.

- **ENABLE** action by removing barriers
  - Encourage ideas, activities & actions

- **GENERATE** short-term wins.
  - Recognize & reward staff involved in improvement.
  - Consolidating improvements and producing more change.

Kotter (2018)
Implement and Sustain Change

• **SUSTAIN** acceleration
  • Increase credibility
  • Articulate the connection between the mentoring program and the school’s success

• **INSTITUTE** change
  • To systems that do not support improvements
  • Institutionalizing new approaches.

Kotter (2018)
Combine Change Process & Change Principles
  • Create Climate for Change
  • a strategic vision and initiatives
  • Enable organization
  • Implement and Sustain Change

Develop a Network
Action Plan-SMART

- **S**pecific: simple, sensible, significant
- **M**easurable: meaningful, motivating
- **A**chievable: agreed, attainable
- **R**elevant: reasonable, realistic and resourced, results-based
- **T**ime Based: Time limited, time/cost limited, timely, time-sensitive)
SMART

Is the objective SPECIFIC?

Can you MEASURE progress toward your goal?

Is the goal realistically ACHEIVABLE?

How RELEVANT is the goal for your organization?

What is the TIME for achieving this goal?
Evaluation:
What processes will be used to evaluate whether the SMART Goals were attained?

How will you know if the SMART Goals were achieved (i.e., what would the outcomes look like)?

Readjust, methods and techniques to meet goals.
Thank you
References