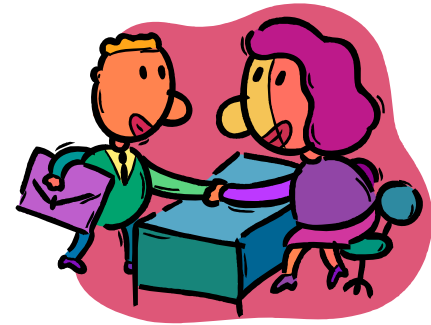




# CONTACT: THE FIRST FOUR MINUTES



“Hi! My name is Joe. I’m so glad you’re here. We’re going to learn a lot together.”

# *change*

Like it or not change happens. And more often than not we can't control it. And when we want to change something we can't control the outcome either...

**CHANGE**

Here it comes, here it comes,  
no wait...and there it goes!

**CHANGE** is not a destination  
and **HOPE** is not a strategy...

**CHANGE**

[what's left of my 401k]

**COMMUNITY**  
NOW LET'S MAKE **CHANGE** HAPPEN

**MY PERFECT DAY:**

A. WAKE UP B. FEEL THAT BERRY S. AND BERRY ANY  
S. FEEL THAT BERRY S. AND BERRY S. FEEL THAT BERRY  
C. EAT BERRY S. FEEL THAT BERRY S. GO TO SLEEP

**BE THE CHANGE  
YOU WANT TO SEE  
IN THE WORLD**  
-Gandhi

**BE THE CHANGE**

YOU WISH TO SEE IN THE WORLD

**KEEP YOUR CHANGE**

**GIVE WHAT YOU  
WANT TO GET**

Change how you see  
not how you look



# Questions

## **Professional/organizational**

What single event/action would significantly transform your profession?

If you could change one thing in your educational program, what would that be?

Can you make this change without consultation or approval? \_\_\_yes, \_\_\_no

What keeps you from making this change?

How supportive is your school, college, educational leadership to changes you propose?

1(not at all) to 10 (very)

## **Personal**

Have you experienced an event that has transformed your life?

Was this an experience you sought at the time?

How long did it take you to move through this experience?

As a result of this journey do you see yourself as a “different” person?

# Single event to transform profession

- The passage of ADHP, allowing...to perform additional expanded functions without direct supervision, would significantly transform the profession.
- An independent accreditation body
- Self-regulation in terms of education, licensure, and regulation
- ALL dental assistants should complete an accredited, formal education program that includes mandatory credentialing

# Institutional Issues

- Change in leadership – new managers
- Change in financial position – fiscal constraints
- Change in focus – consumer needs
- Change in direction – new standards
- Change in staff – new faculty
- Change in delivery – distance learning
- Change in students- shifting requirements
- Other..

# Program Issues

- Financial Support – *competing programs*
- Faculty turnover – *competing for and retiring of*
- Healthcare reform - *access to care, national practice*
- Leadership changes – *new administration*
- Scope of practice – *limits on practice*
- Learning Styles – *teaching styles, distance*
- Quality students – *competing, admissions standards*

# Personal Issues

- **Move into administrative role**
- **Obtain advanced degree**
- **Retirement**
- **Get involved in research**
- **More community involvement**
- **Find more time for self**

**“Everyone thinks of  
changing the world  
but no one thinks of  
changing  
him/herself”**

**Leon Tolstoy**

The central issue to creating change is never just strategy, structure, culture, or systems.

The core of the matter is always about changing behavior of people...how they see and think about what is new or proposed...

John Kotter  
The Heart of Change

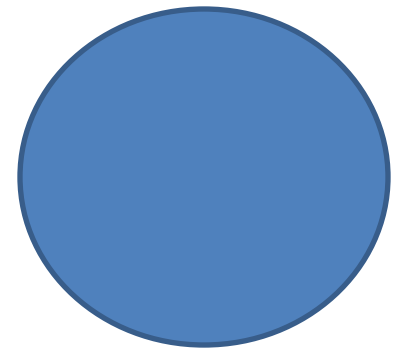
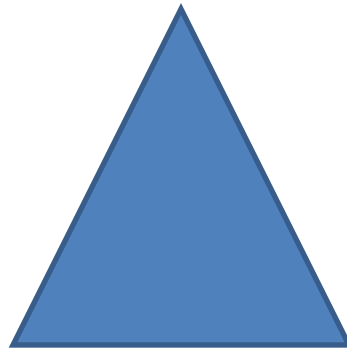
...And ultimately we  
become what we **think**  
about... And this is  
also true for  
organizations...because

**Organizations don't  
change. People change  
and then they change  
the organization,  
institution, their  
community, the world!**

# What is this phenomena called Change?

- To make a difference
- To give and receive reciprocally – change places
- To exchange for or replace for another
- To lay aside
  
- *To give a totally different form or appearance*
- *To transform*
- *To become different*

**With which shape do you identify most?**



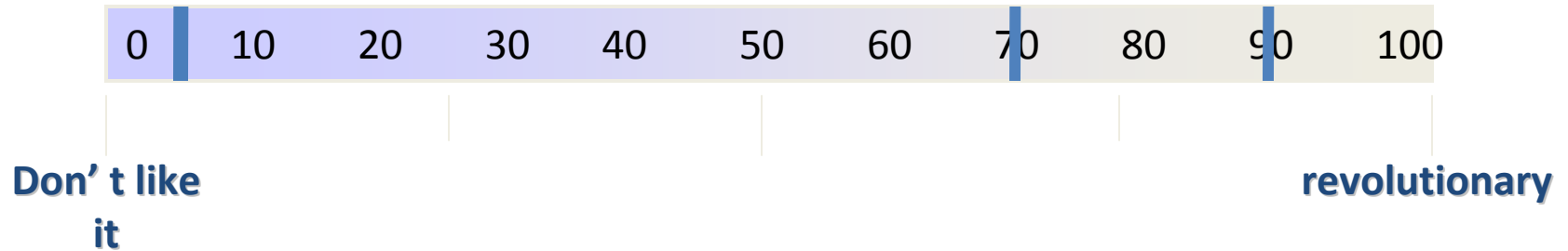
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# Responding to Change



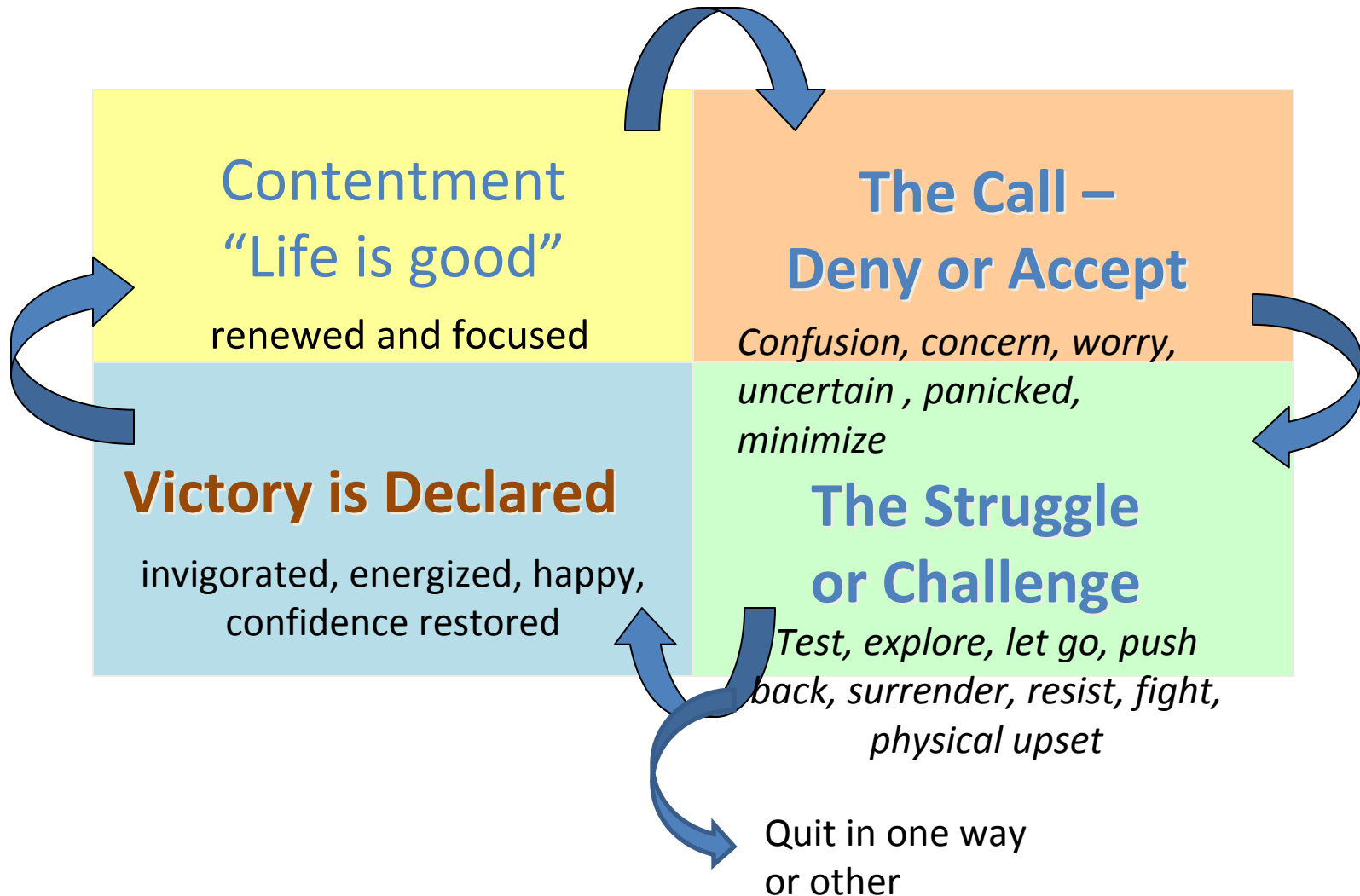
- 5% don't like change at all. "Don't like it one bit."
- 65% comfortable with progressive nature of change.
- 20% enthusiastically embrace change of all kinds.
- 10% on the frenetic edge... "change is me!"

# 90% of our life is lived in an orderly manner...A matter of routine

- We get old
- We get smarter
- We get to work harder
- We celebrate successes and victories
- We forget stuff and remember other stuff
- We hoard stuff and give other stuff away
- We **live**....

It's the 10% stuff that throws us for a loop.

# Experiential / Life Change Model



**Contentment:**

Life is good.

No problems

No worries

Nothing on horizon

“I made it!!!”

“Yea!”

“It’s a brand new me!”

Way to go!!!

I want to tell everyone I meet”

“We are changing our direction”

“I’m leaving you”

“We’re going to have a baby”

“I’m closing the business”

“All standards are changing”

“No new positions”

**The Call:**

Sudden and unforeseen event

Shift in the usual

Persistent feeling tone

Demands attention

“Oh boy, what in the world is going on?”

“Where did this come from? Why me?”

**Victory is Declared:**

Only took two years but I made it.

Finally settled in

Wow, what a trip

Let me tell you how it feels

“I’m beginning to see some light”

“Man this is tough stuff”

“When does it end?”

“Got go get some help”

**The Struggle and Challenge:**

Persistent push

Can’t find clarity

Don’t know which way to go

In the ashes

# Transformational Change

- **Caused by dramatic event or series of events.**
- **The event is time based but may persist over a definite period of time.**
- **The experience is “outside” usual.**
- **Focus of an exceptional requirement**
  - **Serving on a hospital ship for a defined period of time**
  - **Going into harms way**
  - **Working through divorce**
  - **Suffering a major illness**
  - **Loosing a job, getting a job**
- ***Forces one to examine core values.***
- ***Demands new or different response to usual way of living/doing.***
- ***Creates tension in self and those around them.***
- ***Can have positive or negative feeling tones...good or bad***

# What About Organizations and Institutions?

- **Change happens when:**
  - An organization can no longer afford to do business as it has done previously.
  - Pressure to do something different is greater than the pressure to remain the same.
  - Benefit outweighs the negative or status quo.
  - Leadership changes and there is a call for a new approach to existing issues critical
  - Enough people say “enough...we need something different.”

# Models for Creating Change

- Nominal
- Rational/Re-educative
- Power- Coercive
- Socio-Technical

# From Experience

- A 6000 employee energy company located in 6 states.
- A 1200 employee automotive training company
- A 800 bed hospital
- A 10,000 employee human service agency
- A band of kindred spirits trying to get healthy
  - *Inspiration or Desperation: Organizations Change When People Care.* Summerhill Books, 2005

**INSPIRATION *or* DESPERATION:**

**COMPANIES**

**CHANGE**

Cherry McPherson, EdD &  
K. Joseph Wittemann, PhD

**When  
People  
Care**

"Those who can drive and embrace change have the power to create the future on their own terms. If you are a leader who can create a change-ready workforce, you create a company that can build and sustain a significant competitive advantage in the marketplace."

Ken McElwain  
President, Universal Technical Institute

# How they made the change

- They worked together toward a viable purpose and common goals.
- They figured out how to do things faster and better to get the results they needed to succeed.
- They willingly applied what they learned to other situations and shared that information.
- They build positive and lasting relationships, and worked diligently to maintain them.
- They worked redefined systems and processes to accommodate new ways of doing things.
- And when they changed themselves, they changed their organization.

# **And People Will Choose to Care When:**

- **They are told the truth about the business reality**
- **They can find hope in a compelling vision for the future**
- **They feel they are treated fairly**
- **They are seen as people first and employees second**
- **They are given the gift of doing something about the company's future, as well as their own (**advancement and growth**)**

# Desire is never enough

- Change is hard
- Big change is even harder
- Monumental change is nigh impossible

Or is it?

Maybe it just takes a  
little longer

# Resistance...

**People have a great resistance to stuff they don't know. We have a great fear of complexity because we can't control it. And in that fear, we lose the ability to work with chaos.**

**Chaos is not a permanent state...it is necessary to get to breakthrough – what people call “breakthrough thinking.”**

Margaret Wheatley - *On Chaos and Change*

**Sometimes we just have to crawl around in the basement for a while**



What single  
event/action would  
significantly transform  
your profession?

**ONE THING: A CHANGE THAT WOULD MAKE A SIGNIFICANT DIFFERENCE IN MY LIFE – PROFESSIONALLY/PERSONALLY?**

**Future State:**

**What would “it” look like if completed, accomplished, finished, done?**

- \*
- \*
- \*
- \*
- \*

**Present State:**

**What is the current situation?**

- \*
- \*
- \*
- \*

**Gaps:**

**What are the gaps between what I want and what currently is?**

- \* \*
- \* \*
- \*

**Strategies/Actions**

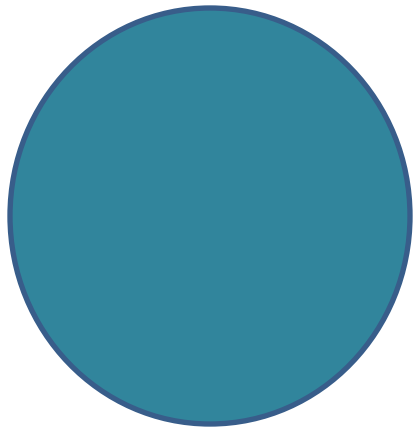
**What must I do to close the gaps?**

**Strategies**

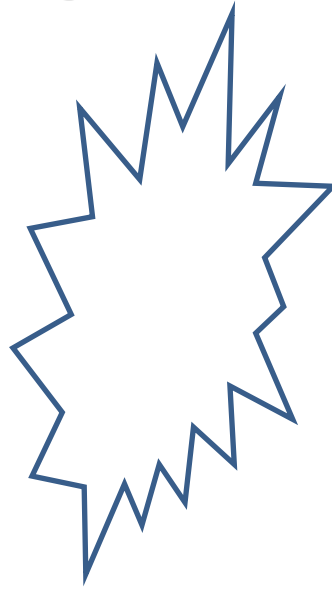
**Actions/Strategy**

**Who does what by when?**

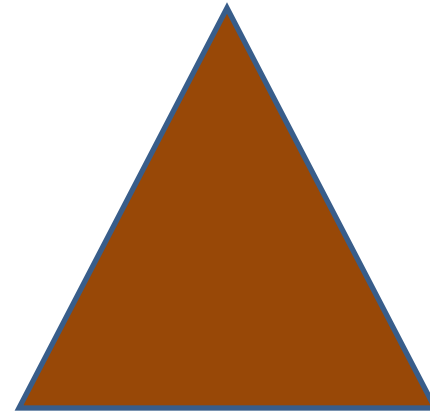
# Future Based Change Management Model



**Future**  
**What we want**  
**have**

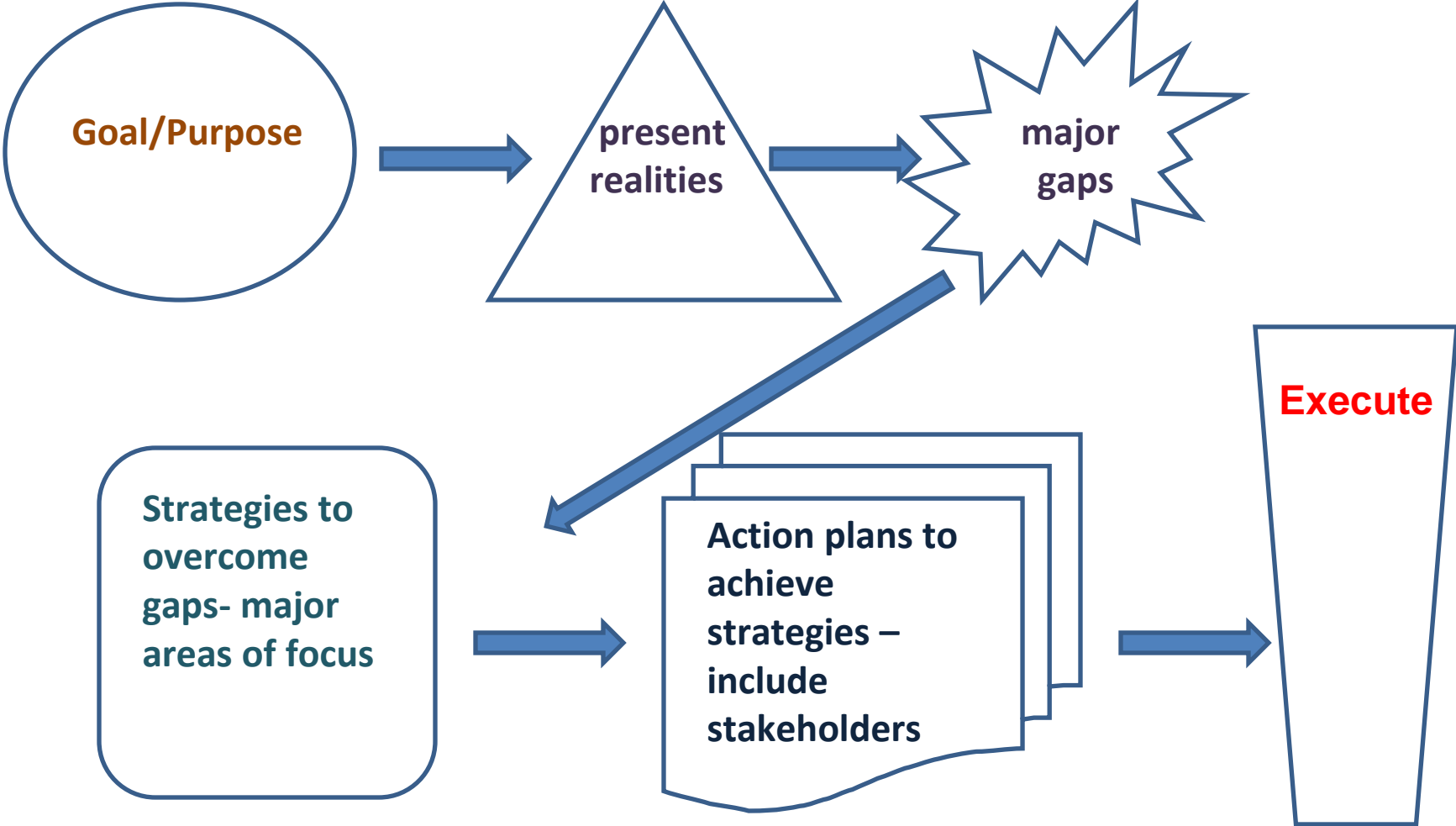


**Gap**



**Present**  
**What we**

# Expanded Future Based Change Management Model



# Organizational/Institutional Change

- Start by defining the desired future in exquisite detail
- Understand current realities
- Identify the gaps and determine strategies to close them
- Know your stakeholders and plan how you will manage them (assess the forces)
  - Those who detract
  - Those who support
  - Resource needs including time
  - Link to social/professional networks

Plan your actions in detail

Create “what if” scenarios

Align resources and DO IT

# INSIGHTS: Personal Change

- Purpose in life
- Personal Vision
- Future State; personal mission
- Assess Current Situation
- Key Change Areas
  - Family, Education, Service, Health, Spirituality
  - Specify outcomes for each area
- Action Plan (who does what by when and how?)
- Locate Resources (internet, community, friends, )
- Do it!
- After action review on monthly basis

**“It takes all the running you can do to keep in the same place. If you want to get somewhere else, you must run at least twice as fast.”**

*From: Alice in Wonderland*

- Identify what you can change and more importantly what you can't. And find the courage to act on it.
- Look for the big picture and plan towards it while taking care of the immediate stuff. And don't sweat the small stuff.
- Find people who are like minded and garner their support while avoiding those who aren't. Keep negative people away. Make and keep friends.

**I leave you with this thought...**

*How we change, you and I, is largely dependent upon how we think. Thought is the basis of all action. If we think about change as a great adventure, then we may live life more fully. Life is, after all, a matter of choice.*

*And...*

*God grant me the  
serenity to accept the  
things I cannot change*

*The courage to change  
the things I can*

*And the wisdom to know  
the difference.*

Anonymous