



College of Nursing
UNIVERSITY OF THE PHILIPPINES MANILA
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PLANNED CHANGE

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“The only thing that is constant is change.”

- Heraclitus

Planned Change

- A “process of **intentional intervention** to create something new.....by which **new ideas or programs created** and developed, diffused through communication and intervention, result in consequences of **adoption or rejection.**” (Garon, 2010)
- Spradley defines planned change as “a **purposeful, designed effort** to bring about **improvements** in a system, with the assistance of a **change agent.**” (Simms, 2006)

Unplanned Change

- change by drift, or accidental change
- occurs because of a major, sudden surprise to the organization, which causes its members to respond in a highly reactive and disorganized fashion



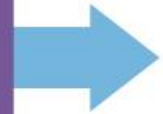
External Forces

General environment

- Social
- Cultural
- Demographic
- Political
- Economic
- Technological

Business environment

- Industry
- Competition
- Consumer demands



Internal Forces

- Low performance
- Low satisfaction
- New mission
- New leadership
- Conflict

<https://s3-us-west-2.amazonaws.com/courses-images/wp-content/uploads/sites/4052/2019/04/26171613/ForcesonChange.jpg>

Reasons for Orderly Change – Williams

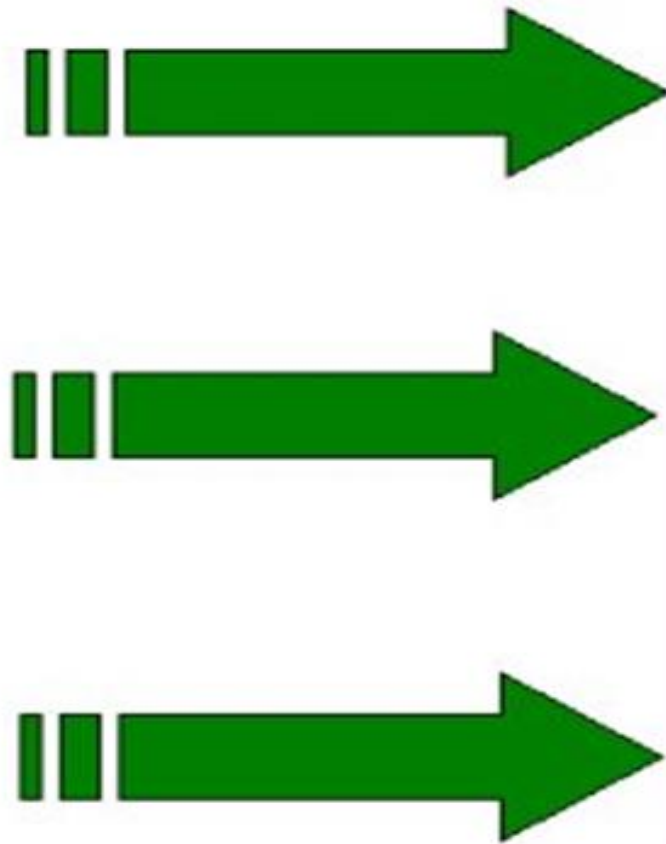
- To improve means of satisfying economic wants
- To increase profitability
- To promote human work for human beings
- To contribute to individual satisfaction and social well-being

Change Theories

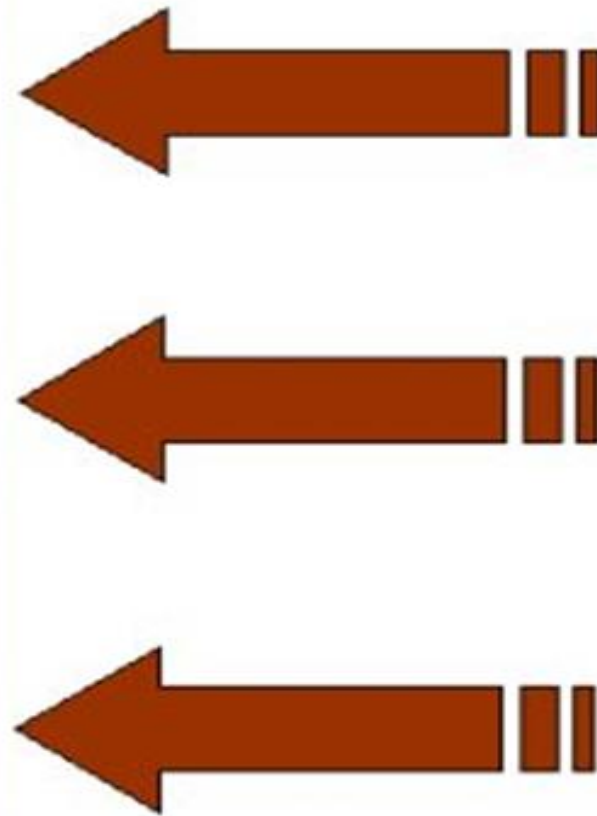


FORCE FIELD ANALYSIS – KURT LEWIN

DRIVING FORCES
(Positive forces for change)



RESTRAINING FORCES
(obstacles to change)



**Present
State
or
Desired
State**

www.change-management-coach.com

Lewin's Change Model

Unfreeze

1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns



Change

1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view



Refreeze

1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success

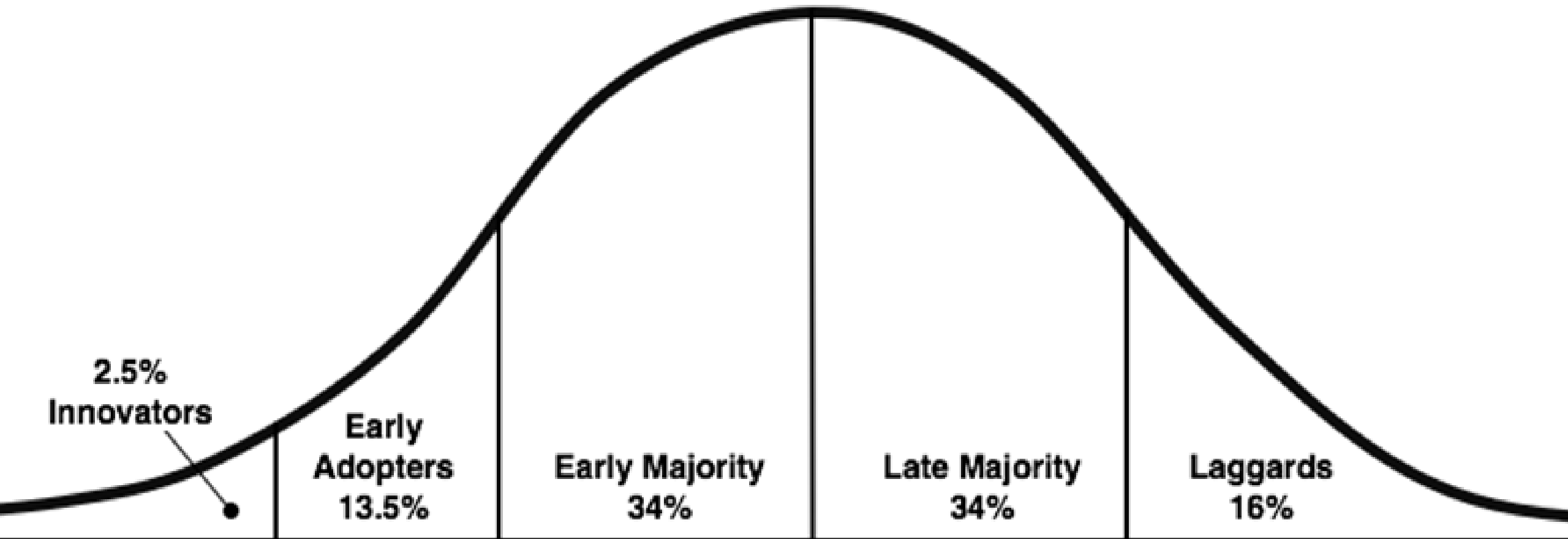


<https://online.visual-paradigm.com/repository/images/f295d269-8a42-4b97-8078-c04f2df6f839/lewins-change-model-design/lewin-change-model-template.png>

Theorist	Lewin	Lippitt	Havelock	Rogers
Model	Force-Field	Seven Phases of Change	Six-Step Change Model	Diffusion of Innovation
Steps/Phases	1. Unfreeze	1. Diagnose problem	1. Build relationship	1. Awareness
		2. Assess motivation & capacity for change	2. Diagnose problem	2. Interest
		3. Assess change agent's motivation and resources	3. Acquire resources	3. Evaluation
	2. Moving	4. Select progressive change objectives	4. Choose solution	4. Trial
		5. Choose appropriate role of change agent	5. Gain Acceptance	
	3. Refreezing	6. Maintain change	6. Stabilize and self-renew	5. Adoption
		7. Terminate helping relationship		
Use in Change Projects	General model for most situations	Good for changing a process and general change	Often used for educational or cultural change	Used in organizational, individual, and group change

Responses to Innovation

OF THE



Source: Everett Rogers, Diffusion of Innovations model

Determinants of Successful Change

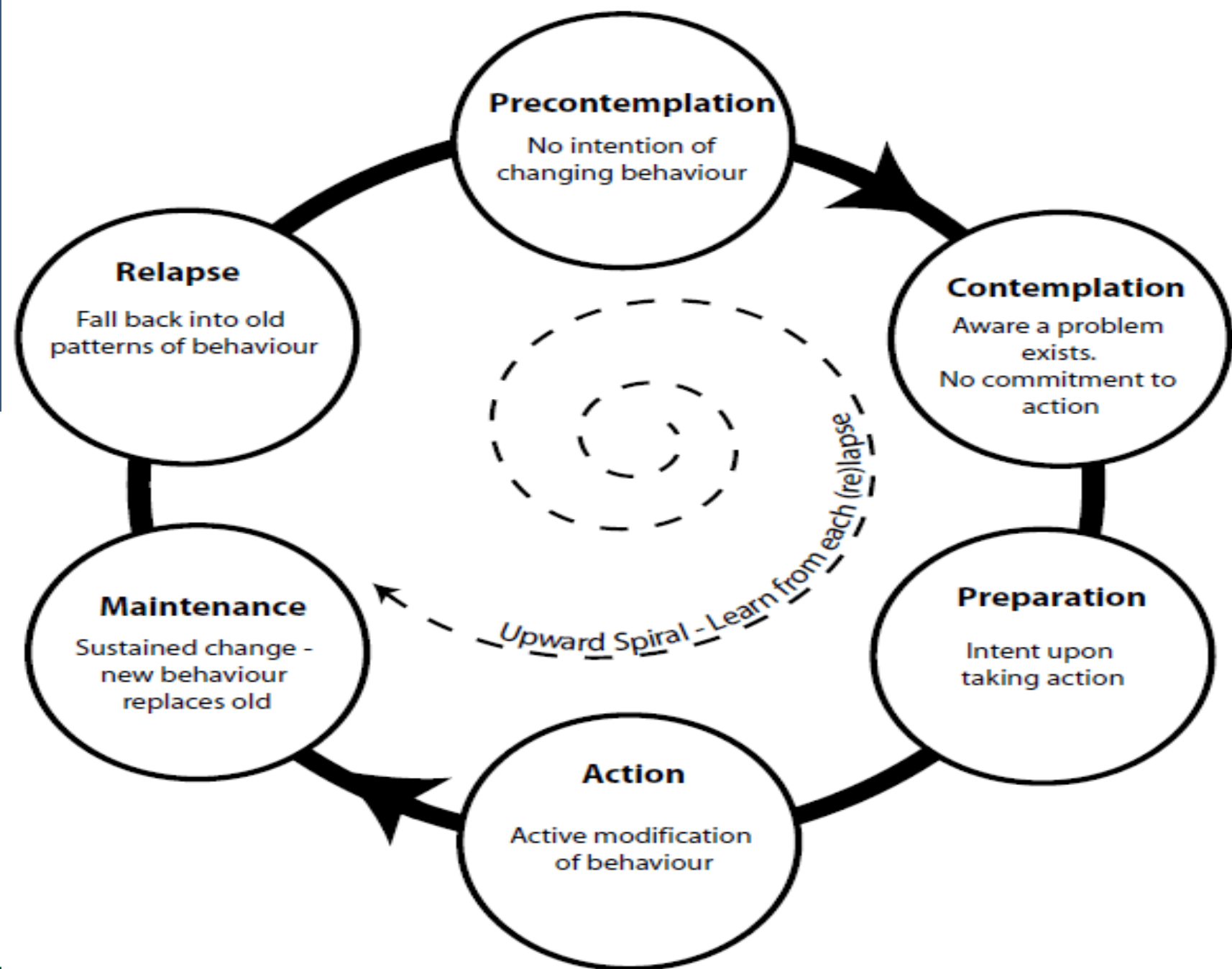
- **Relative advantage** – the degree to which change is perceived to be better than the status quo
- **Compatibility** – degree to which the change is compatible with existing values/ experiences of the individuals or group
- **Complexity** – degree of perception of change as difficult to use or understand
- **Trialability** – degree to which change can be tested out on a limited basis
- **Observability** – degree to which results of change are visible to others



Kotter's Model of Change - 1995



Prochaska & DiClemente's Transtheoretical Model of Behavioral Change - 1983



<https://www.researchgate.net/profile/Elahe-Tavassoli/publication/336126266/figure/fig1/AS:808392503353344@1569747200682/Fig1-Model-of-Stage-of-change-Prochaska-DiClemente-Norcross-1992-18.ppm>

Further Reading:

- **A Case Review: Integrating Lewin's Theory with Lean's System Approach for Change** by: Elizabeth Wojciechowski, PhD, PMHCNS-BC, Tabitha Pearsall, AAB, Lean Certification, Patricia Murphy, MSN, RN, NEA-BC, Eileen French, MSN, RN, CRRN
- <https://ojin.nursingworld.org/table-of-contents/volume-21-2016/number-2-may-2016/-integrating-lewins-theory-with-leans-system-approach/#:~:text=The%20Change%20Model.&text=Lewin's%20theory%20proposes%20that%20individuals,that%20causes%20change%20to%20happen.>

Planned Change-Nursing Process- Problem Solving

Change	Nursing Process	Problem Solving
Unfreezing	Assessing	Problem Identification
Moving	Planning and Implementation	Analysis and seeking solutions
Refreezing	Evaluation	Implementation and evaluation

Behavioral Strategies of Change

- **Rational - empirical approach** – uses knowledge to encourage change.
- **Normative – re-educative approach** – uses the individuals need to have satisfactory relationships in the workplace as a method of inducing support for change.
- **Power - coercive approach** – uses power, control, and authority when resistance is expected.

Responses to Change – Coetsee (1999)

Commitment	Involves a strong emotional attachment to the goals of the organization and the aims of the change agent
Involvement	Involves a willingness to participate in the behaviors being called for by the change effort
Support	Involves speaking on behalf of the change effort without taking any other explicit actions to promote the effort
Apathy	Represents a neutral zone in which individuals know about the change effort and engage in no behavior either to support or oppose it
Passive resistance	A mild form of opposition that involves a willingness to voice reservation or even threatening to resign if change goes through
Active resistance	Involves behaviors that block or impede change, usually behaving in ways that contradict the goals of the change effort
Aggressive resistance	Involves purposeful sabotage and subversion of the change effort

Reasons for Resistance - Hullman

- 1. Preservation of status quo** – individuals may be satisfied with the status quo as their needs are met and any change may bring about negative outcomes
- 2. Threat** – views change as a threat that may affect them in significant ways. It may lead to loss of a job, a decrease in salary, changes in level of responsibility and authority, changes in circles of interaction, etc.
- 3. Costs far outweigh the benefits**
- 4. Mishandling of the change process** – individuals may view the need for change but a negative approach by management or the change agent may create mistrust and negative feelings associated with the process
- 5. Skepticism** – individuals believe in the effort but still believe that change is unlikely to succeed

(Spector, 2007)

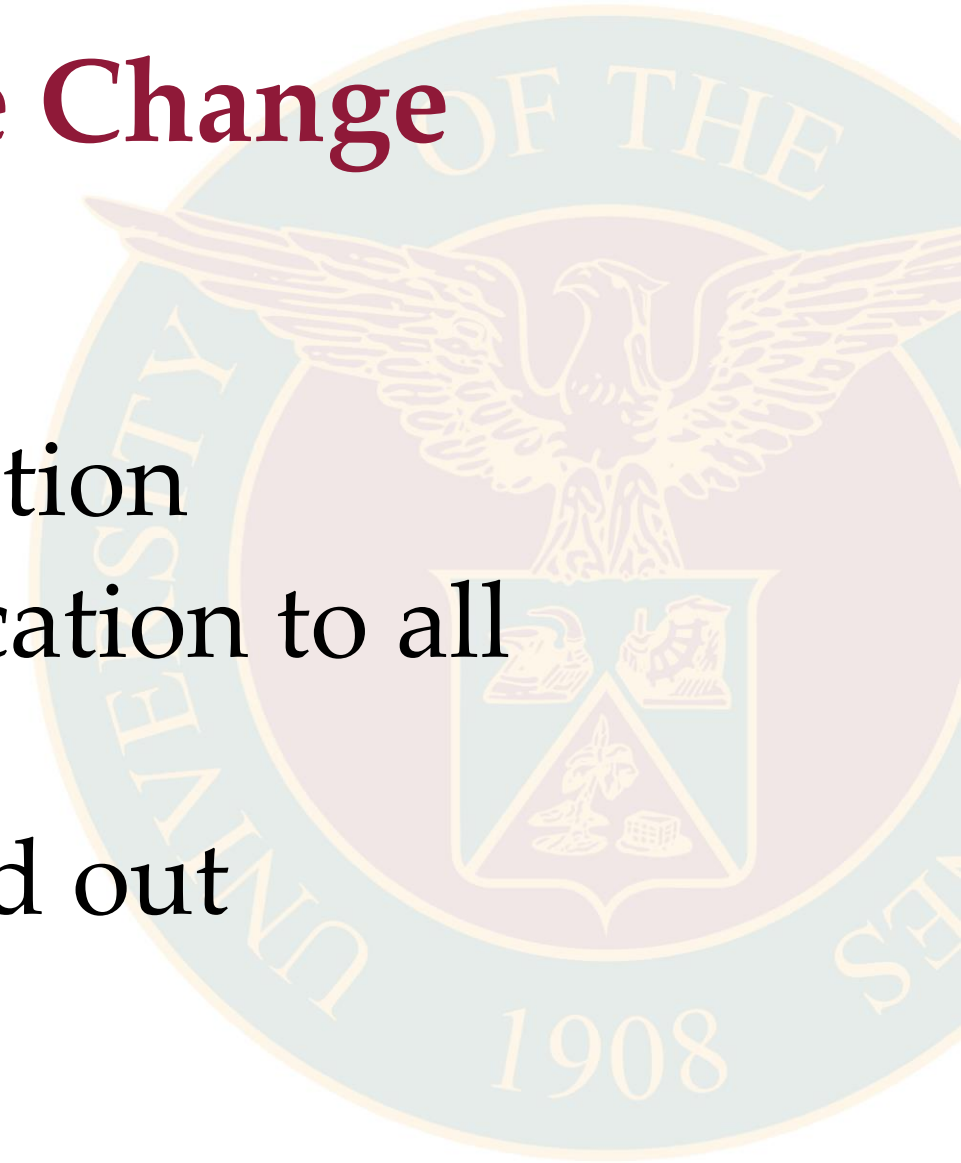
Change Agent

- Can be internal or external to the organization
- One who leads and manages the change
- Should have a knowledge of the organization
- Possesses excellent interpersonal skills, impeccable integrity
- Excellent communication skills
- Able to empower people
- Has good boundaries



Practical Tips for Effective Change

- Explain rationale for change
- Give participants all information
- Truthful, accurate communication to all concerned
- Allow emotions to be worked out
- Regular feedback



Practical Tips for Effective Change

- Invite participation of people affected in the different stages of the change process
- Maximize facilitators
- Empower people to cope with change (includes training and re-education)
- Encourage work teams
- Non-financial rewards or incentives for new behavior
- Create trusting interpersonal relationships

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Questions?

Thanks!

