

**High Definition People® –**  
*Be Vivid, Be Vibrant, Be Valued!®*

**The Key to Embrace Change,  
Boost Performance and Experience  
Life and Work in Vivid Color!**



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PRESENTED BY  
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***“When you’re finished changing, you’re finished.”  
Benjamin Franklin***

**Two basic rules of life**

1. Change is inevitable.
2. Nearly everyone resists change.

**Some changes are welcome while others may cause anxiety or apprehension.** Military personnel are used to change. Long timers and civilians may not be as quick to adapt.

**Two types of change**

1. **Change we control or initiate** – changing a job, moving, getting married, volunteering for a big project
2. **Change out of our control** – reassignment, reorganization, government regulations, new boss, death, divorce,

**Organizations don’t change – people in the organization change!** We may have a vision of what we want to implement or change in our company, our division or command. However, we cannot successfully make and sustain any change until we help people through their own *individual change* process. It’s all about having the right MINDSET!

**We can each take responsibility for our response to change** – how we *think*, how we *feel*, how we *act* and how we *relate* to our colleagues.

**It’s all about our perspective!**

Is it a problem or an \_\_\_\_\_ ?

## Change Self-Assessment

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**Rating: 3 = major change and impact**  
**2 = moderate change and impact**  
**1 = minor change and impact**  
**0 = no change at all**

**Note: Change can be positive or challenging**

### 1. Work

**Rating**\_\_\_\_\_

(new type of work, job change, promotion, laid off, reorganized, new technology, hours, employee challenges, regulatory and compliance issues, health care reform)

### 2. Health

**Rating**\_\_\_\_\_

(illness, injury, sleeping, exercise, eating, medication, life style changes)

### 3. Financial

**Rating**\_\_\_\_\_

(major purchase, mortgage, debt, financial loss, decrease or increase in income, retirement planning)

### 4. Home and Family

**Rating**\_\_\_\_\_

(moved, health issues or challenges with family members/in-laws/children, home improvement, death, divorce, marriage, birth, adoption, caretaker, marital problems)

### 5. Personal and Social

**Rating**\_\_\_\_\_

(new relationship, friends, major decisions about the future, personal achievement, education, legal challenges, change in religious beliefs, new hobby, had an accident, vacation)

0 – 5      You're having a manageable year  
6 – 10     Your year is challenging – hang in there!  
11 – 15    Yikes! Find someone to help you cope

**Total**\_\_\_\_\_

## ❑ Why do we resist change?

- Fear loss of \_\_\_\_\_
- Fear of \_\_\_\_\_ – “Will I meet expectations?”
- Unwillingness to learn
- Concern – “How will it impact me personally?”
- Perceived obstacles – “That will never work!”
- Feeling overwhelmed
- Disagree with the need for the change – status quo is fine

## ❑ Change occurs at three levels 1) Organizational 2) Department / team and 3) Individual levels

## ❑ Six Key Ingredients for Successful Organizational and Team Change

1. **Have a clear vision** of what you want to accomplish and how it will benefit your hospital or organization, patients, employees, etc.
2. **Share the vision and create a sense of urgency** – sell the “why” we need to do this now! What if we don’t change? What’s in it for them? Stress the benefits!
3. **Get an implementation team** together representing all areas impacted – anticipate possible resistance and plan for it.
  - Organize a fun *kick-off meeting* for managers and staff to explain the “big picture”, overall strategy, how they fit in and what’s in it for them.
  - Ask senior management to serve as change champions by conducting **fireside chats** and small employee focus groups.
4. **Get buy-in and commitment** – educate, communicate, listen to ideas and encourage participation and involvement. **Note** – Be sure to include possible *resisters* on teams.
  - Ask a satisfied patient to share a positive experience with your team. Invite them to your staff meeting and thank them with lunch or a small gift.

- Get employees involved in the *customer/patient experience* by measuring internal or external service and getting feedback. Conduct periodic exit interviews as patients leave the office.
5. **Provide training, coaching, tools and support** to those impacted – Develop servant leaders committed to help each individual through the change.
  6. **Recognize and celebrate successes** – Realign your reward systems with the desired changes. Identify heroes, share stories, acknowledge progress and celebrate milestones. Anchor the change with positive reinforcement.
    - Give coupons to patients and employees to praise or nominate staff members exhibiting the desired behaviors.
    - Create a visible, fun, on-the-spot, *change agent* award (mugging program)

**Exercise: Best practice sharing – finish these sentences.....**

From my experience, the *most important thing to do* in leading successful change is to be sure you \_\_\_\_\_

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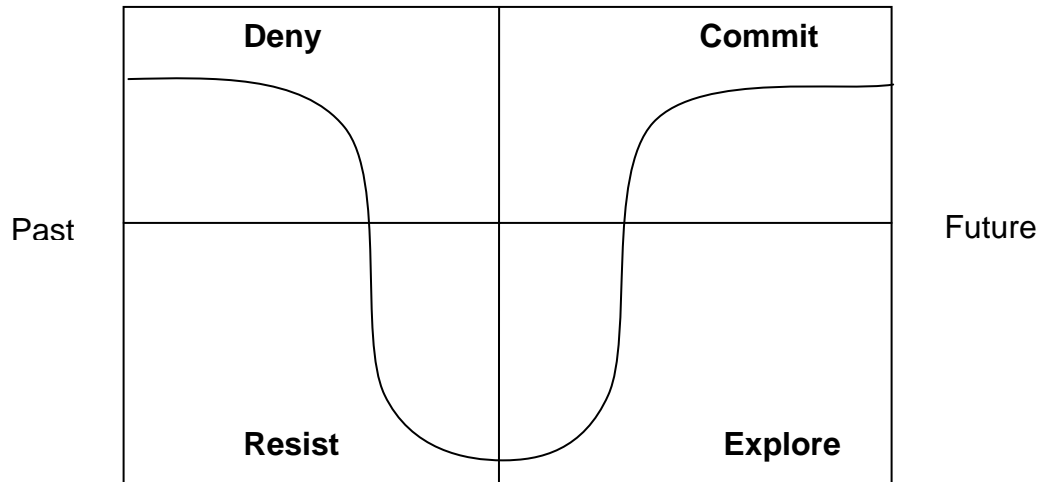
The biggest obstacle or pitfall to avoid in leading change is

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## □ Understand The Four Emotional Stages of Individual Change

**Exercise:** Where are you in the change process?



1. **Denial** – “It won’t happen to me”, “this will pass”, “they’ll never make this work”, “this will blow over”, “this can’t be happening”, they’re in shock.

**Solution:** Help people get out of this stage as quickly as possible. Give them a chance to prepare, time-frame, over-communicate.

2. **Resistance** – Anger, blame, passive/aggressiveness, illness, complaints, stubbornness.

**Solution** – Don’t say snap out of it—listen, empathize, they don’t want solutions—acknowledge feelings.

3. **Exploration** – Get involved in the change and move forward, invite participation, explore alternatives, experiment with possibilities, take action.

**Solution** - Talk to people, get training, provide support, learn more about the change, look for observable benefits and promote them!

4. **Commitment** – Let go of the old ways (past) and start focusing on new ways of doing things (future). Cooperation, teamwork and focus.

**Solution** – Commit to a new course of action, reward and recognize success, growth has taken place.

This page and graph partially adapted from, *Managing Personal Change*, by Cynthia Scott and Dennis Jaffe.

## ❑ Common Pitfalls in Managing Change

Exercise: Check all the pitfalls that may apply to you, your team or organization.

- \_\_\_ Lack a clear *vision* and *sense of urgency* for the change
- \_\_\_ Lack a written plan and *structured process* for implementing the change
- \_\_\_ Lack of *participation* and *two-way communication* causes a lack of *buy-in*
- \_\_\_ Shortage of *inspired, servant leaders* and mentors to lead the change
- \_\_\_ Unwillingness to change the players – *tolerate resisters* or complacency
- \_\_\_ Avoid dealing with *staff engagement* and morale issues
- \_\_\_ Ignore the *mindset*, behaviors, feelings and emotions!
- \_\_\_ Lack of celebration and *recognition* of progress

## ❑ Action Items

- If you are about to implement a change remember to plan for it and include the six key ingredients of organizational change
- Once you begin the change, share the four stages of individual change with your team. Ask each person to decide which stage they are in and what do they need to move to commitment.
- Be aware you are dealing with behaviors and mindsets. You'll get some insight on that next in Part 2 after the break!

Barb Sanfilippo, CSP, CPAE and Bob Romano are marriage and business partners. **High Definition People®** is a catalyst for behavior change providing practical tools, motivation and inspiration to help employees succeed personally and professionally. We are committed to developing inspired leaders, instilling personal responsibility, igniting passion, encouraging a spirit of serving and helping people to experience life in high definition. Barb is also the author of *Dream Big! What's the Best That Can Happen?* For additional topics and information on inspired leadership, staff engagement, patient satisfaction, leadership retreats and service culture development programs or to order Barb's book, visit [www.Barbara-Sanfilippo.com](http://www.Barbara-Sanfilippo.com), email [Barb@RomanoSanfilippo.com](mailto:Barb@RomanoSanfilippo.com) or call 760.738.9100.



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### Part 2 Program Guide

## Channel 1 – Monitor What You Think About – Be Vivid!

***High Definition People® take responsibility  
for their thoughts and renew their minds.***

**Personal Responsibility** – We're all responsible for our own satisfaction and attitude. Our attitudes and behaviors are determined by what we think about. By creating awareness of their thoughts, we can encourage employees to take *personal responsibility* for their actions. We may not be able to control our thoughts, but we can control how we *react* to situations.

**Advocate** – The positive side of our internal conversation. Our advocate gives us clear direction and guidance, helps us make wise choices. What we hear is *constructive and encouraging*.

**Antagonist** – The negative side of our internal conversation. Our antagonist misdirects us and causes us to worry, get discouraged and dwell on obstacles. What we hear sounds like pros and cons but is actually *unconstructive and discouraging*.

**Help employees manage their internal conversation with two simple exercises:**

- **Constructive vs. Unconstructive Thoughts (Chair demonstration)**
- **Thought Awareness Exercise:**
  1. Ask, "How am I feeling right now"? (name the emotion)
  2. Ask, "What did I just think or say"? (repeat your thought or words)
  3. Change any negative thoughts to positive ones (rephrase it)
  4. Take action (ask a peer, boss, friend, do research, etc.)

## Channel 2 – Recharge for Performance – Be Vibrant!

***High Definition People® know how to rejuvenate themselves to feel alive  
and more vibrant which helps them be more creative and productive.***

**Cappuccino Moments™** - Brief time outs to re-energize and enjoy the moment.

**Recharge Days™** - A full day to do only what *rejuvenates* you. Do anything except what you consider work (or chores, errands, etc).

## **Channel 3 – Serve and Contribute – Be Valued!**

***High Definition People®*** are valued for their servant attitude.

**Servant Attitude** – To have the heart of a servant means we enjoy encouraging, serving others and building people up. When we contribute and serve, we are valued. We reap what we sow.

**Servant Leaders** believe it's a *privilege* and an honor to serve their team, their customers, co-workers and community. They don't believe they are *the most important* member of the team. They enjoy helping their team members succeed.

## **Bonus Channel - Take a Risk and Act as If!**

***High Definition People®*** get out of their comfort zone, believe they will succeed and “act as if” they already have succeeded.

**Act as If Principle™** – Act as if your goal or dream has already been achieved by taking steps towards it. Do something to demonstrate you have faith and *believe it's possible*.

**Dream Board** – A dream board is a visual statement of your goals and dreams. Create your own and facilitate your team in creating a department dream board (or call it a vision board). *To truly engage your employees, discover their personal dreams, goals and aspirations and help them move toward it.*

**BRAID™** – In order to make your dream or goal a reality, you must do the following:

Believe it will come true

Right for you – Be sure what you want comes from your heart

Action – Take action to move toward your goal including “acting as if”

Imagine the goal coming true. Play it over and over in your mind just like athletes do

Desire – Have a strong desire to see it through

## **Call us to learn more about the workshop version of this presentation**

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