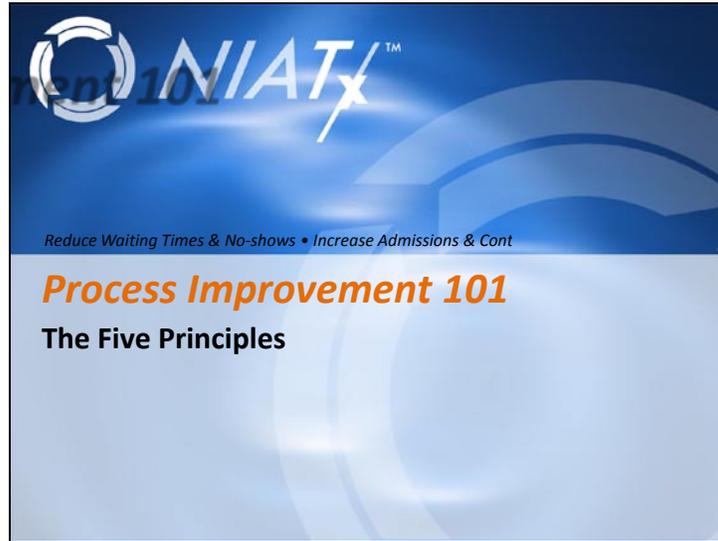
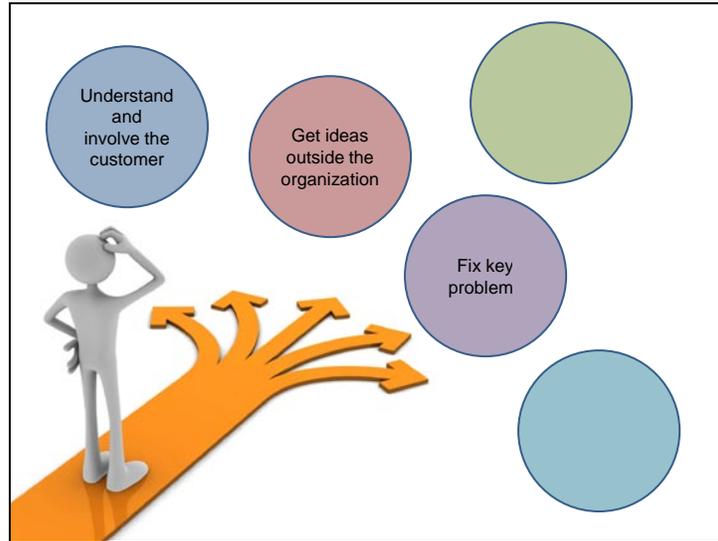


Slide 1



In the last lesson, you explored the 4 aims of our process improvement model, and you learned to choose just one aim at a time, to help you focus your vision for success.

Slide 2



In this section, you will learn about 5 principles designed to help guide your change project.

A change project is the NIATx model for how we implement process improvement.... You will learn more about it later in the course.

Slide 3



Before NIATx began, we turned to research on process improvement to find evidence for what we considered to be the essential ingredients of process improvement.

We asked ourselves, what is it that separates organizations that are successful at implementing change from those that are not?

We found three studies that had analyzed organizational change across 13 industries.

(Gustafson and Hundt; 1995.)

Slide 4



The three studies looked at 640 organizations total. Eighty different factors were explored to see why some organizations were successful at leading change, while others floundered.

Out of those 80 factors that were studied, only five factors emerged as significantly important in organizational change. These factors became the five NIATx principles.

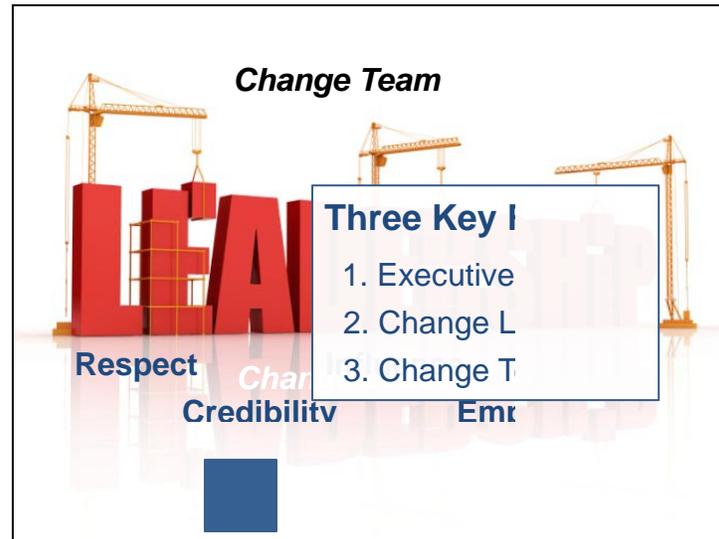
(Gustafson and Hundt; 1995.)



We'll save the most important principle for last... and start instead with the second principle. Since successful change requires support from the top, the second principle is to solve a problem that is important to the leadership of your agency. We like to call it, a problem that keeps your CEO awake at night.

These kinds of problems are usually related to the financial health of the organization, and affect the bottom line. Our model of process improvement helps member organizations improve the quality of care their clients receive, as well as the organization's finances, workforce development, or competitive advantage.

This is a tried and true principle, and is supported by research.



The third principle is to choose a powerful change leader.

Part of the NIATx model for successful process improvement involves filling three key roles: the Executive Sponsor, the Change Leader and the Change Team.

We won't go into a lot of detail about any of these roles in this course... Just keep in mind that our model involves staff members working together to improve business processes.

The person who leads the change in an organization is called the “change leader”. This leader needs to have the “ear” of the top management and feel comfortable discussing all sorts of issues.

Here's a quick question.... Is the best change leader the person who has time on their hands and is open to tackle another project?

No.... You need someone who has respect, credibility, and the influence to keep the change project moving. This person must also have empathy for the staff. These qualities truly make a difference.



The fourth principle is to get ideas from outside the organization or field.

Great ideas can be found in unlikely places and...it's important to learn from others. Keep in mind – every industry feels they are different, and while there are always differences, there are also similarities.

For example..... Why would you look at the cement industry to see how to improve your intake? You don't look at the exact solutions, but think about the bigger picture or the main objective. When you work with cement, it dries so rapidly that you have to do it right the first time. Move quickly.

What about intakes? Can you ensure they are also done correctly, and quickly?

Real solutions can be found when you keep your eyes open for success on all fronts. Reaching outside of your organization and your industry, to get ideas for improvement, is another important predictor of success.



Test a
Change *s quickly !*





Now let's talk about the most important principle: *Understand and involve your customer.*

In every industry that's been studied, it's been proven that you need to walk in the shoes of the customer OVER AND OVER AGAIN. You must assume you don't know what their problems are and that you don't understand what they need.

Jump over the desk... see what it feels like to be your customer, walking in the door. What is your customer's first impression? Think about the first phone call.... How about the intake process?

When you look at how you do business – from the first phone call through discharge- you can begin to see and understand how your customer feels.

Take the time to involve customers, get their reactions and seek their advice about improvements.



When you understand the customer, you can discover how to make improvements that will serve the customer better.

Understanding the customer is not just the most important principle, this factor had more predictive power in determining successful change than all other factors combined.

Surprising to many people, the second most important principle ends up being getting ideas from outside your organization or field.



In this course, we encourage you to begin your change effort by taking a walk in your customer's shoes. You will learn more about how to conduct what we call a “walk-through” in an upcoming lesson.

But first, take a minute and review the 5 principles.

- Understand and involve the customer;
- Fix key problems that keep the CEO awake at night;
- Pick a powerful change leader;
- Get ideas from outside the organization or field;
- Use rapid-cycle testing to establish effective changes.

Now, take a moment to complete the following quick quiz.

Match each NIATx principle with a key phrase that helps to describe it and then click Submit.

NIATx Principles	Key phrase
1 Understand and involve the customer.	1. Walk in their shoes
2 Get ideas from outside the field.	2. Learn from others
3 Fix key problems	3. What helps?
4 Pick a powerful change leader.	4. Respect, create
5 Use rapid-cycle testing to establish effective changes.	5. Adopt, adapt

Correct - Click anywhere to
Your answer:

Feedback

This is just for you to check your knowledge – we'r
not keeping score!



Now take a minute and reflect....

How do think your customers view your agency?

Ask this question of your colleagues and supervisors. Consider their response.



Next steps

Continue to
The NIATx Change Process



The slide features a blue header with the NIATx logo, which consists of a circular icon with three curved segments and the text "NIATx" with a trademark symbol. Below the header, the text "Next steps" is written in an orange, italicized font. Underneath, the text "Continue to" is in a smaller black font, followed by "The NIATx Change Process" in a larger, bold black font. A small black footprint icon is located to the right of the text. The background of the slide is a light blue gradient with faint, overlapping circular patterns.

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Thank you.