

CHANGE

The Campaign Approach

Entering new markets? Cultivating innovation? Speeding turn-around? Moving an organization in a new direction is hard. It means changing behaviors—the ways people work—and that’s the hardest part of all. Most change efforts stall as leaders try to “push” change through an already overloaded system. CFAR’s Campaign Approach to Change works differently, creating “pull” for new behaviors by tapping into energy and momentum already emerging in pockets throughout the organization.

To strengthen the new behaviors, we help you create the systemic supports that make them easier and more sustainable. That, in turn, attracts more people to the changes you want to make.

The CFAR Difference

The Campaign approach helps leaders discover signs of the future that are already present within the organization, and use them as building blocks for new ways of working. A Campaign locates practices and people who are beginning to act in ways that move your change agenda forward. We build on the idea that the energy and momentum for change are already present in your organization. In very real ways, the future is already here.

The Campaign approach is strategic, yet opportunistic. It focuses on:

- *Practice.* What people actually do, not what they say, is what will get results. Developing the supports for that behavior helps sustain it.
- *Passion.* “Tell me what to do, and I’ll do it,” is a statement no successful leader wants to hear. Engaging people’s passion creates change that sticks.
- *Pull.* “Pushing” change is hard and slow—and when you stop pushing, the changes stall. It’s much less work when others “pull” the changes through the organization for you.

With its emphasis on action and on learning by doing, the Campaign approach helps people “act their way to new thinking.” It clarifies and strengthens strategy as it implements that strategy. It builds the infrastructure for new ways of working. It produces faster, more effective results—and the skills to change again when the future demands it.

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The Campaign Method: Disciplined Flexibility

The Campaign Approach to Change is an organized, elastic process in three phases. In the first “*Quiet Phase*,” we work with you to lay a foundation for change by discovering and understanding places where the beginnings of the change are already showing up, identifying the strategic theme to which participants can attach their efforts, and building an early coalition of people passionate about the change. We help you map obstacles that stand in the way and identify “levers” for change, where effort will have the most effect.

Building on this foundation, the second phase, “*Sweeping People In*,” takes your change effort public—broadening and strengthening the new behaviors across

the organization. We help you meet the challenge of spreading local improvements enterprise-wide. Beachheads to demonstrate the viability of the new ways of working are supported, coalitions expanded, metrics for success implemented, and new skills and structures developed.

In the third phase, “*Consolidating the Gains*,” the changes move into the organizational mainstream. We help you institutionalize the practices and establish new coalitions. Special groups and arrangements are wound down, so the new ways of working are grounded in the accountability and authority of the organization’s regular reporting lines and structures. People at the top, middle, and front lines have the skills to continue changing as new challenges arise.

Case Studies

INCREASING RESPECT BY CHANGING THE WAY PEOPLE WORK

A large academic medical center was losing staff and seeing its employee satisfaction scores fall. CFAR was asked to help launch a professionalism initiative to increase respect and collaboration among caregivers. CFAR identified key problems— anonymity, the pressure of throughput, unstable teams—as well as promising practices already emerging, such as interdisciplinary rounding, orientation of residents by senior nurses, and team history taking. CFAR helped the organization leverage such practices to change the culture from the inside. By focusing on concrete, everyday work behavior, the organization increased respect by changing the way people work—in contrast to a more abstract effort to change people’s “values.” Not only did the changes foster collaboration and respect, but they improved patient safety and the quality of patient care.

PERFORMANCE IMPROVEMENT ACROSS A HEALTHCARE NETWORK

A major hospital system wanted to expand facilities and staff while cutting costs—but had been unable to implement an effective, system-wide approach to performance improvement. Some efforts had been too “top-down,” with no local ownership to keep them moving. Others were too local, stalling in the face of crisis. And some change efforts were simply too big for the culture to absorb all at once. CFAR is using the Campaign method to combine the strengths of working “top-down,” “bottom-up,” and “sideways” across sites. The health system is building improvement organically starting with four areas that already have energy and momentum: employee recruitment, innovation at the bedside, patient scheduling, and the revenue cycle. A core group of leaders is establishing structures to make the changes “stick” and spread across the system. CFAR will help the organization implement more efficient processes as it grows, building its capacity to meet new challenges as they arise.

INNOVATING WITH SIX SIGMA

The CEO of a multi-billion dollar aerospace company set an ambitious, double-digit growth target and the Six Sigma division wanted to make a major contribution, though the company had traditionally looked to Six Sigma to cut costs, not spur innovation. The company’s Six Sigma units identified places where Six Sigma was already beginning to contribute to growth and innovation. CFAR helped the company to expand those practices into a set of growth offerings that helped executives to diagnose growth opportunities, cultivate customer relationships, identify customer needs, define solutions, and develop winning proposals.

1 DIRECTION AND MOMENTUM

- Understand the stakes
- Locate “found pilots”
- Understand the new practice
- Create a strategic theme
- Locate the levers
- Create an early coalition

RESULTS

- A strong foundation for change

2 SWEEPING PEOPLE IN

- Identify beachheads
- Build capacity and infrastructure
- Connect and amplify momentum
- Evaluate results

RESULTS

- Performance gains, with organization-wide spread of new behaviors and the supports to sustain them

3 CONSOLIDATING THE GAINS

- Refresh leadership
- Create a new coalition
- Institutionalize the practice

RESULTS

- Change that sticks and the skills to change again as the future demands it