

Suggested strategies for leading and sustaining change

Individual strategies

- Seek input from frontline workers and engage them in the process
- Recognize contributions to small steps of the change (Patrick et al., 2011)
- Create shared values to anchor the change (Patrick et al., 2011)
- Understand and acknowledge that the uptake of change varies from individual to individual
- Work with colleagues in human resources, finance and quality improvement to get data to track outcomes of change
- Conduct a stakeholder analysis to determine who can promote or inhibit change (Block, 1987; Shea, 2001)
- Gather perspectives from stakeholders about how the change can be meaningful to them (Tourangeau et al., 2002)
- Be patient and open to opportunities to advance change (Cummings & McLennan, 2005)
- Develop a support network to sustain personal energy through the change process (McDowell, 2004)

Team and unit strategies

- Engage nurses in building a vision
- Share both the vision and the tactics of the change at open forums and through technology (McDowell, 2004)
- Offer skills training for new tasks and focus on strengths to build team confidence about managing the change (Gil et al., 2005)
- Discuss similar initiatives that were unsuccessful to identify what should be done differently (McDowell, 2004)

Organization strategies

- Communicate at regular intervals using multiple methods and strategies (Ingersoll et al., 2001; Lowe, 2004; Rousseau & Tijorwala, 1999)
- Link change to the organization's strategic goals (Lowe, 2004)
- Use communication strategies such as newsletters, meetings, open forums and one-on-one meetings between staff and leaders throughout the change process (Walston & Kimberly, 1997)
- Consult early and often with staff and labour groups
- Offer change-management workshops, including delegation and managerial skills (Walston & Kimberly, 1997) and team-building skills (Gelinas & Manthey, 1997; Ingersoll et al., 2001)
- Use implementation manuals (McDowell, 2004) to increase consistency (Heller, 2003)
- Use evaluation data from employee surveys and focus groups to track both processes and outcomes and inform decisions (Lowe, 2004)

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