

# Tool – 14 Moving through change

## Why you should use this tool

It is human nature for many people to resist change, especially when they work in a busy NHS setting. The equation overleaf helps to address this resistance and work people through the change.

## When to use this tool

When you are planning to make a change, such as develop a culture to support self care in your PCT, practice or care agency.

### What to do

Look at the equation in the box overleaf. Work through what you can do about the four factors on the left-hand side of the equation.

(dissatisfaction x vision x capacity x firststeps  $\propto$  lower resistance)



### Dissatisfaction

Ask the questions below.

- How satisfied with the current situation are you and the other people who will be affected by the change?
- Is any dissatisfaction shared with your colleagues?
- How is the dissatisfaction understood and experienced?

### Vision

Ask the questions below.

- What do you want for your patients, yourself and your colleagues?
- What are your values, beliefs, goals and desires?
- What could the new system look like?

### Capacity

Ask the questions below.

- What resources are needed to achieve the change? Don't forget resources such as capacity and capability.
- How can the resources be generated or shared?
- Have colleagues shown in the past that they are willing to try out new ideas? It has been shown that the most effective way to test out new ideas is with people who are willing to try new things.
- Is there anyone within your organisation who has demonstrated the energy and capability to make changes? Could you put them in contact?

### First steps

Ask the question below.

- What first steps could people undertake that everyone agrees would be moving in the right direction?



**Time:** an hour initially, with ongoing review in the course of the change process.

## How it works

Generally, it is better to pull people towards a change rather than push people into it. People must realise that the costs and risks of maintaining the status quo outweigh the risks and uncertainty of making the change. People who have conducted successful changes stress the importance of this point.

## What to do next

Organise review meetings as the change gets underway to look for positive drivers to keep up the momentum for change.

For more information on this tool, please click on [Tool 14](#).



Working in Partnership  
Programme

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*self care* • •  
...because health matters •

## Moving through change – the equation

Dissatisfaction x vision x capacity x first steps  $\propto$  lower resistance

### Dissatisfaction

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### First steps

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