



BETTER IMMUNIZATION DATA  
INITIATIVE



# Change Management Short Course

7 Dec. 2015





## Short Course Objectives

- 1 Be familiar with the steps or phases involved in change management models and methodologies,
- 2 Understand some of the lessons learned from BID's activities in Tanzania and Zambia,
- 3 Understand how stakeholder analyses can be applied to project implementations,
- 4 See firsthand how communication channels and feedback loops support improved performance, and
- 5 Be introduced to journey maps and go through the process of developing one
- 6 Complete a communication plan for a case study: introduction of an immunization registry



# Change management

the management of change and development within a business or similar organization.

- Oxford Dictionary

Change management is a systematic approach to dealing with change both from the perspective of an organization and the individual.

- TechTarget

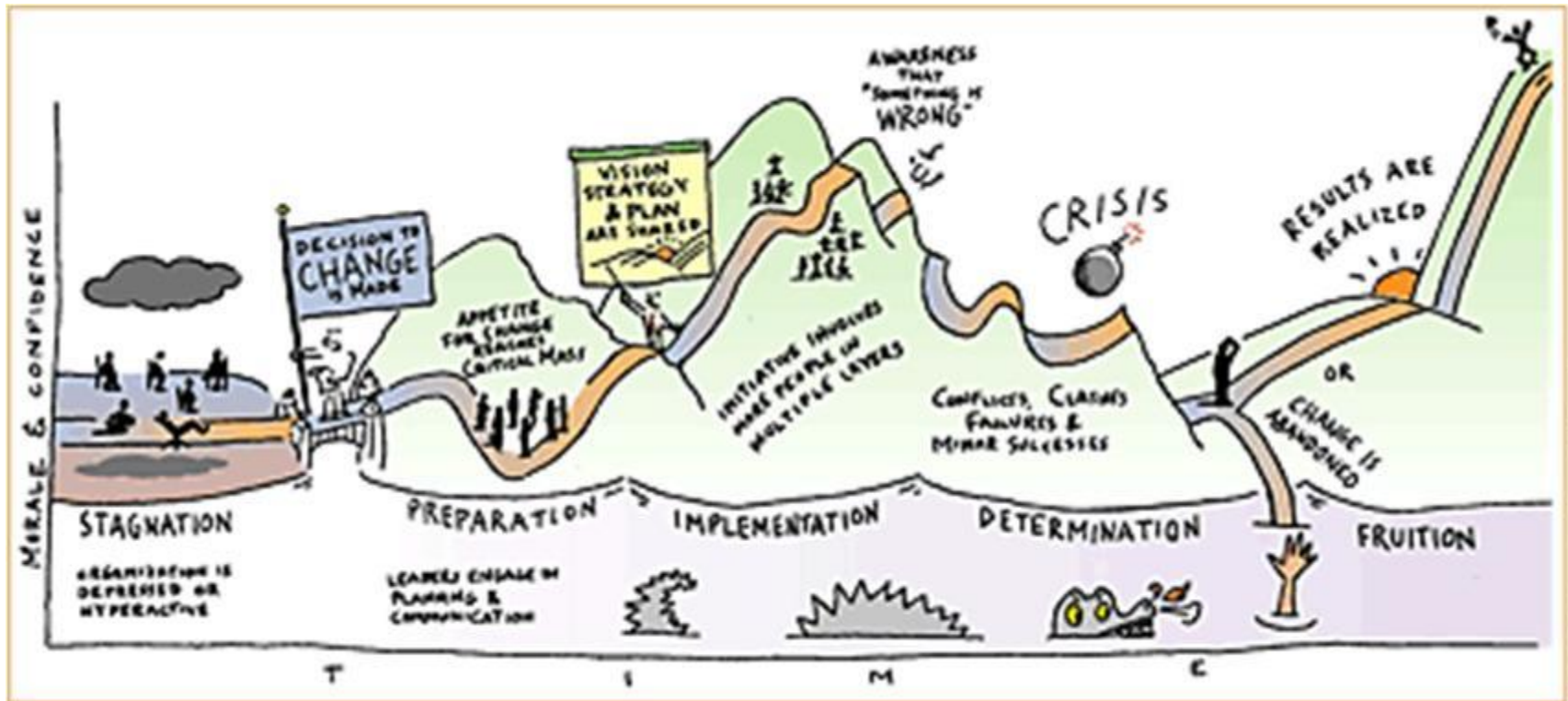


# John Kotter's 8-Step Change Management





# Jeanie Duck's Change Curve



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Illustration by Gene Mackles



## Lessons Learned from Arusha

- 1 Important to identify champions early, but it also is important for them to experience the change to amplify their influence
- 2 React quickly to challenges that arise
- 3 Communicate, communicate, communicate
- 4 Understand the breadth of your targeted stakeholders



## Iterations of interventions

- 1 Micro-training videos – focus on how to rather than super users
- 2 Data Use Campaign – barcode stickers and Freemasons
- 3 Continuity with facility trainers
- 4 User advisory group, district dissemination and communication plans

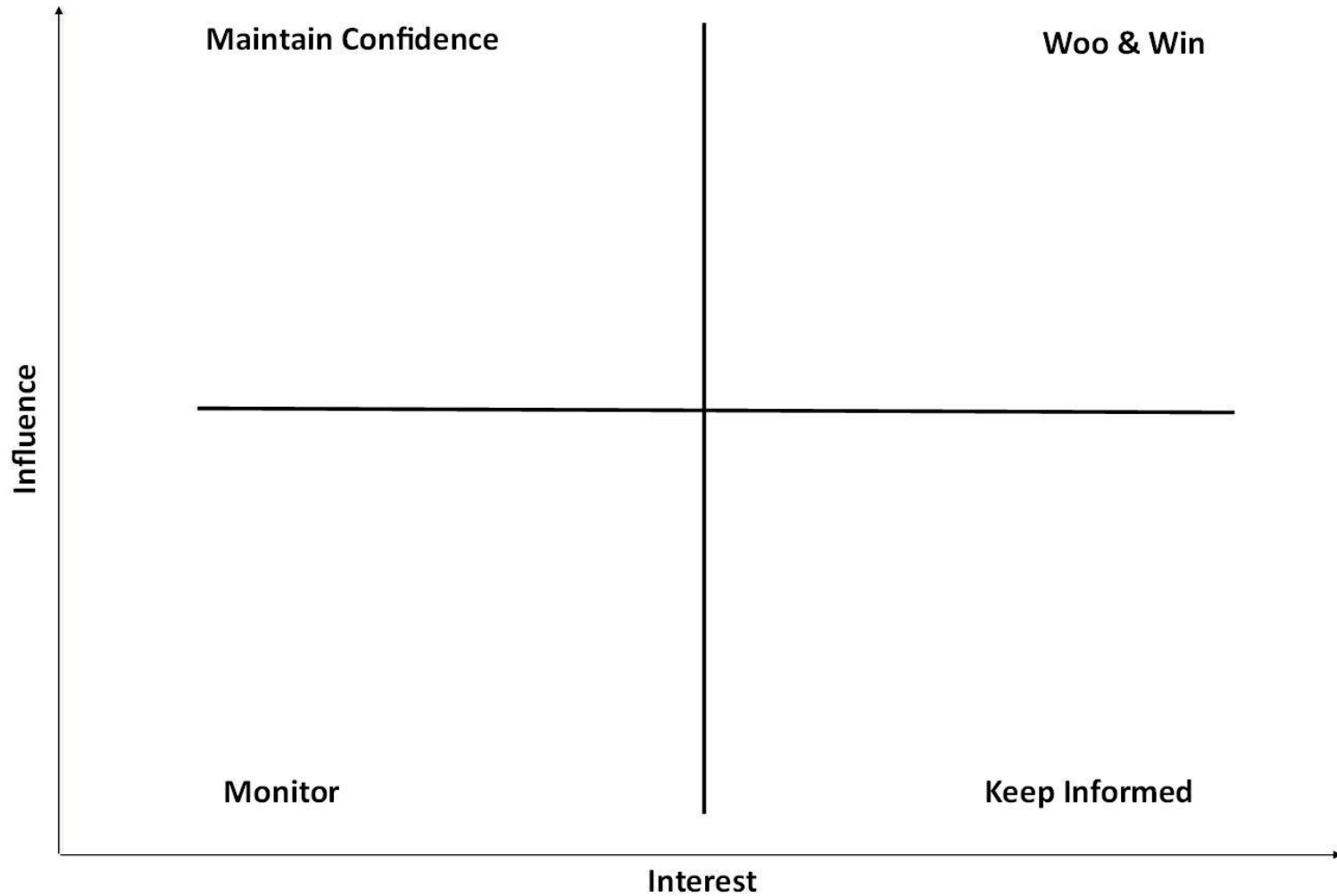


# Lessons Learned from Lusaka and Livingstone





# Stakeholder analysis



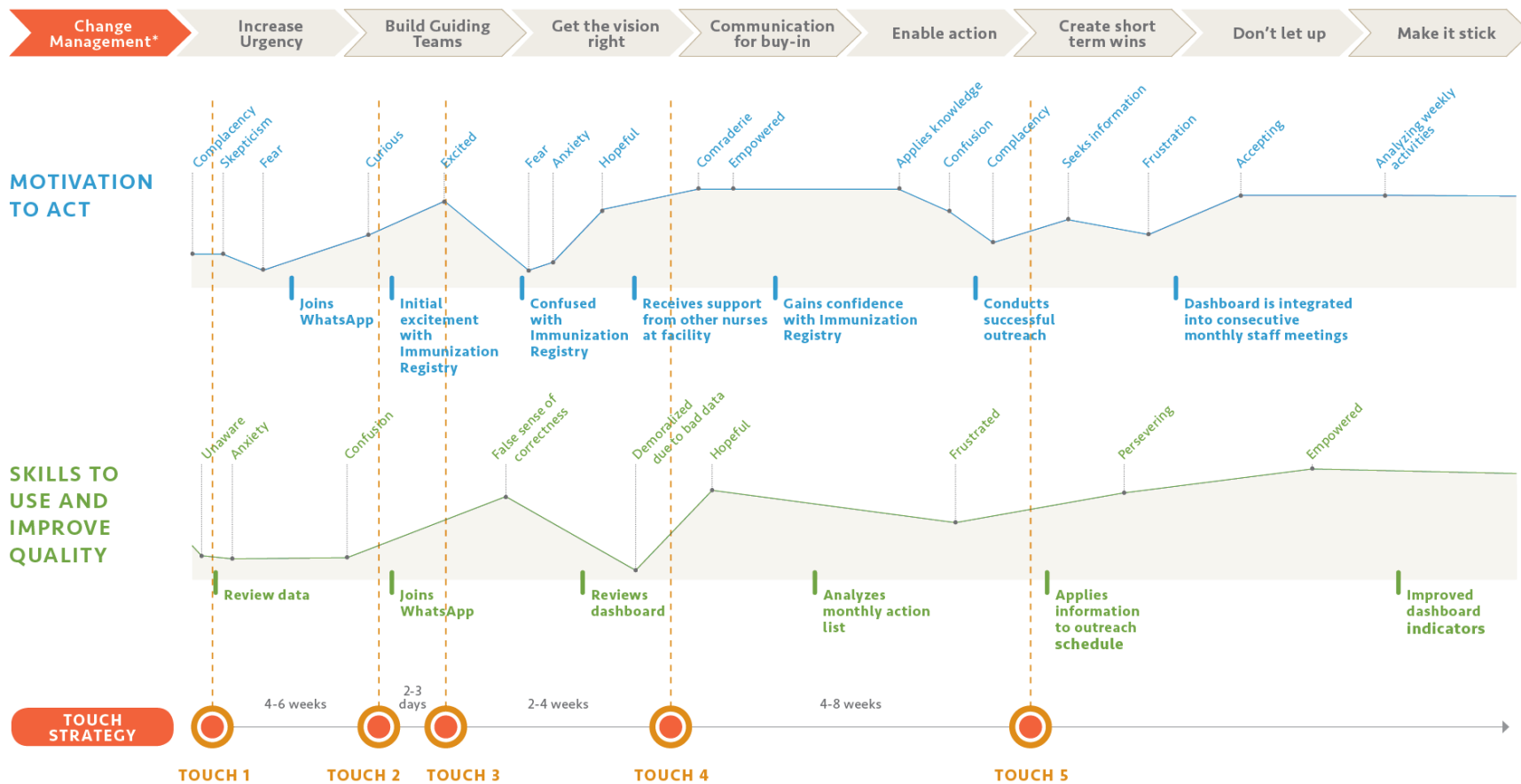


# Ping Pong Toss and Feedback Loops

- 1 What was the difference in performance from the 1 round of throws to the 3<sup>rd</sup> round of throws?
- 2 Was there any pattern of improvement between balls 1-5? 6-10? 11-15?
- 3 Which round achieved the best result?
- 4 How does this exercise translate to their day-to-day jobs and the work they try to accomplish?
- 5 What impact does the value of the communication and feedback have on the overall performance and the degree of improvement?



# Journey Map – Health Center Nurse



\* Based on John Cotter's 8 steps to change management, note that the phases are not always achieved subsequently or in a linear fashion



# Communication Plan

Communication /Action	Key Message/ details	Targeted Audience	Due Date	Who will Develop	Who will review/ approve	Status