Booklet – Change management

Pharmacy leaders must be prepared to not only adapt to new circumstances, but also to lead change (1). Change management is a competency that effective pharmacy leaders learn to master (2).

What change is?

We define change as a modification compared to a previous situation (3). Change management is "the process, tools and techniques to manage the people side of change to achieve the required business outcome. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change"(4).

There is an abundant literature published about change management with more than 5600 published titles in the getAbstract database alone (5). In PubMed®, change management is covered under the MeSH term 'Organizational innovation' and includes more than 23 000 titles (6).

Theories, models and systems used in change management

Guerin *et al*, in a previous article published in 2015, have presented 16 authors succinctly that are a reference in the field of change management and provides a brief statement theories, models, approaches or works of these authors (7)(Table 1).

Table 1. Presentation authors that are a reference in the field of change management and profile of their approaches

Authors (years) Country	Theories, models, approaches or works	Steps or key stages of their proposals and comments
Régol (8) (1986) Japan	KaiZen model. Kai means « change » and Zen means « good » (« better »)	Kaizen is continuous improvement that is based on certain guiding principles (e.g. good processes bring good results, go see for yourself to grasp the current situation, speak with data, manage by facts, take action to contain and correct root causes of problems, work as a team).
Kotter (9)(1995) United-States	Kotter's 8-Step Process for Leading Change	The Kotter's 8-Step Process for Leading Change are: create sense of urgency, build guiding coalition, form strategic vision and initiatives, enlist volunteer army, enable action by removing barriers, generate short term wins, sustain acceleration, and institute change.

Prosci (10) (1994) United-States	ADKAR model	The model includes 5 steps: awareness, desire, knowledge, ability, reinforcement.
Lewin (11) (1940s) United-States	3 phases change management model	Lewin defines three stage theory of change as Unfreeze (change preparation), Change, and Freeze (stabilization to allow production state).
Rondeau (12) (1998) Canada	Organizational transformation implementation model	In its implementation model, Rondeau suggests to determine keys conditions, conditions to install the agents of change and the transformation process.
Brio Conseils (13) (2010s) Canada	Method based on the acronym CAPTE	The method comprises five steps: understanding joins, participate, transfer, and change. This method was developed by a team from HEC Montreal and has 24 tools included to assess and complete each stage of change.
Bareil (14) (1997) Canada	Model of concern on changing phases	The model identifies seven stages of concern: no concerns, security of his position, willingness to change, nature of change, support available, working with others, continuous improvement of change.
Salerno (15) (2008) United-States	The change cycle	Salerno offers solutions to manage feelings related to changes and generating step changes.
Blanchard (16) (2006) United-States	Leading at a Higher Level	The book offers such solutions to obtain benefits related to the change, such as ways to effectively lead teams, to delegate authority and to develop procedures.
Drucker (17) (1995) United-States	Managing in a Time of Great Change	The book recalls how the changes affect the company and how managers must adjust their strategies; It is based in particular on the principles of Drucker.
Bridges (18)	Managing transitions	The book provides a managing organizational change and transition, as well as concrete steps for

(2003) United-States		successful change.
Hayes (19) (2003) United-Kingdom	The Theory and Practice of Change Management	The book defines the types of changes, explains how the change affects organizations and addresses change management successfully.
Weick (20) (2007) United-States	Managing the Unexpected	The book states that no organization can not foresee everything, explains how the highly reliable organizations manage unexpected crises and offers solutions to improve its organization.
Parkin (21) (2009) United-Kingdom	Managing change in healthcare using action research	The book, which is specifically dedicated to the management of change in the environment of health care, offers case studies, evidence and advice for change. Parkin addresses topics including organizational culture, leadership and conflict resolution.
Meier (22) (2007) France	Change management	The book provides many examples and business cases around four themes: strategy and change; organization and change; human resource management and change; change, process and technology innovation.
Pichault (23) (2009) Belgium	Change management, theoretical and practical perspectives	The book explains the challenges of change using theoretical approaches based on the five forces model; the book offers case studies to evaluate the process of change and it exudes practical methods to manage change.

We could add as presented in the workshop, Esther Derby model, who defines six rules for managing change: congruence : maintain a dynamic system in balance; honor what is working about the past and what is working now; assess the current situation and system; ascertain who is trusted and who people turn to for advice, and weave them into your network; guide the change; consider where global principles apply, and what can evolve locally; design experiments (pilots) in collaboration with the people who are involved with the change (24).

The importance of communication – the message

Simon Sinek, highlights the importance of communication (25). On his talk, he describes "how great leaders inspire action, why some people are able to achieve things, when others

are not. He explains the "Golden Circle", a new way of looking at how people approach what they do. How – in the center, surrounded by "Why", surrounded by a larger circle, "What". Everybody knows "what" they do 100%. Some know how they do it. But very few people know WHY they do it. Inspired people all think, act, and communicate from the inside out. In other words, when we communicate from the outside in, yes, people can understand vast amounts of complicated information, features and benefits and facts and figures, it just doesn't drive behaviour. When we communicate from the inside out we're talking directly to the part of the brain that controls behaviour, and then we allow people to rationalize it with the tangible things we say and do. Simon Sinek concludes there are leaders, and there are those who lead. Leaders are those who hold a position of power or authority. But those who lead are those who inspire us. Whether within organizations, we follow those who lead, not because we have to, but because we want to. Not for them, but for ourselves".

And in pharmacy practice …

Although there is an abundant literature published about change management, there are only a limited number of publications that deal with specific change management initiatives in pharmacy.

Barriers and facilitators to change

Guerin *et al* (2), identify 35 barriers to change in pharmacy practice. Top five barriers to change rated by 43 pharmacy leaders across Canada are: lack of leadership, lack of a common vision, lack of a clear game plan or strategic vision, lack of effective communication throughout the implementation and lack of formal support from the management team to make change a real priority.

In a qualitative study, Gastelurrutia *et al*. conducted 33 semi-structured interviews with community pharmacists and identified 12 factors that facilitated practice change in community pharmacies in Spain (26).

And some tools ….

Tsuyuki and Schindel proposed that the Kotter model of change management could be used as a tool for accelerating practice change in the pharmacy setting (27).

Guerin *et al* (7) after a literature review and some research works propose 10 principles to succeed a change in hospital pharmacy: 1) To present the best evidence for the proposed change; 2) Define a pharmacist to lead the change in the department; 3) Define the action priorities of the department taking into account the compliance gaps that cause greater impact on risk and quality; 4) Adopt guidelines in connection with the proposed change; 5) Set clear and measurable indicators of the impact of the proposed change and periodically measure these indicators to provide feedback to those involved in change; 6) Identify barriers to change present within the organization before the start of the project and define actions to reduce or eliminate these barriers; 7) Conduct a pilot test before large scale implementation;

8) Recognize neutral external collaborators who do not invest emotionally in current practice to change; 9) Plan ahead and achieve a timely assessment of the impact of the proposed change; 10) Take internal and external funding sources to support the management of change in pharmacy.

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