Many models of change have been developed as practical guidance to help you understand and implement change.

Models of change help us to understand:

- Change processes and people
- How to implement change
- The stages of change initiatives
- Drivers for change
- Resistance to change

Understanding these various models will help you to design a change initiative to suit your needs and make sure you consider all angles.

This paper provides summaries of the following Models of Change:

- Model 1: Plan-Do-Study-Act Cycles
- Model 2: McKinsey 7S Model
- Model 3: PEST Analysis
- Model 4: Tipping Point Leadership

**Model 1: Plan-Do-Study-Act Cycles**

The Plan-Do-Study-Act (PDSA) Cycle method is a tried and tested approach to developing and implementing change, and is widely used in the healthcare field.

PDSA can be used to break down a programme for change into manageable chunks with minimal disruption.

PDSA Cycles are small-scale, reflective tests used to try out ideas for improvement. They can be repeated and built upon to achieve more significant changes.

They generate the information upon which to base practical service delivery decisions as ideas for improvements can be monitored and implemented over time.

This commonsense approach is particularly beneficial, as change can be adapted specifically to local settings and agendas.

**Advantages of PDSA Cycles**

- Uncomplicated yet highly effective
- Small changes mean small risks and small expenditure
- Changes can be quick and immediately evident
- Employees can provide input so strategies can be tailored to their needs
- Changes can be focused at the local level
Successful implementation of PDSA cycles requires you to first consider some initial questions:

- What are we trying to accomplish?
- How will we know that a change is an improvement?
- What changes can we make that will result in improvement?

Any ideas for change can then be tested through the use of PDSA Cycles:

1. Plan

This stage of the cycle involves identifying the changes that will be made, setting objectives, making predictions and planning how to measure the outcomes. It will also involve identifying what is to be done, roles and responsibilities, and timescales. The results of the PDSA cycle are dependent on the quality of the plan.

2. Do

This is the stage where the plan is put into action. Data for monitoring and measuring the changes will be collected and observations recorded.

3. Study

This is where progression is reviewed and reflected on. The collected data will be analysed and compared with predictions. Any ideas for improvements to the cycle should be raised here.

4. Act

This stage involves looking forward to the next stage. It may be that the cycle should be run again with improvements made, or further cycles should be created to develop the changes.

The cycles should be small and simple. In this way, getting started is easy and you can move quickly through each stage and apply the learning quickly. It also reduces risk, as anything that goes wrong will not have a large impact. Running a few successive cycles will build on learning and allow effective, easily accomplishable and proven changes to the system.

Real value created through PDSA

The PDSA Cycle approach to change has been particularly effective within the Scottish Primary Care Collaborative.

This programme is aimed at improving access to primary care and reducing waiting times for patients to see an appropriate member of the primary care team.

Change was spurred through a response to patient wishes to reduce waiting times.

At present, 100 GP practices across Scotland have become involved in the programme. To achieve the desired small, rapid improvements to patient service, the programme involves workshops with sessions devoted to PDSA for clinicians.

Once trained to use PDSA, clinicians return to their practices to implement the approach, usually starting with one or two colleagues. Individuals typically carry out small changes in working practices, for example, allotting time for GPs to take telephone consultations. They then tweak the changes and bring more colleagues on board, so that gradually momentum builds and significant changes towards the overall agenda are made.

This programme has resulted in a 63% improvement in waiting times to see a GP along with improved services in this first group.
Model 2: McKinsey 7S Model

Developed by Waterman, Peters and Phillips (1980), the 7S model can be used as a framework for thinking constructively about the complexity, interdependence and fragmentation of a change programme.

It is based on the concept that there are seven areas of an organisation that need to work in harmony with one another. These areas comprise both hard and soft components:

**Hard Ss**
- Strategy: a plan to reach identified goals
- Structure: the main features of the organisational structure and the interconnections between them which are influenced by strategy and organisational size and diversity
- Systems: procedures and processes that support the strategy and structure.

**Soft Ss**
- Style/culture: organisational culture and management style (values, beliefs, norms and behaviours)
- Staff: the people within the organisation
- Skills: the capabilities of the organisation and people within the organisation
- Shared values: guiding concepts and fundamental ideas imbedded within the organisation.

These elements all interlink and are therefore affected by one another. When a change is made to one or more of these areas, there will be an impact on all of the other areas.

Therefore, a change in one will necessitate complementary changes in the others.

A common mistake in change programmes is that attention is on the Hard Ss, with little done to align the Soft Ss with the change.

However, the Soft Ss can make or break a change programme. Imagine, for example, a change initiative to empower teams within an organisation, creating a flatter organisational structure.

The strategy, structure and systems can be established, but if managers and individuals are not trained in the appropriate skills, it cannot be successful.

(Ref: Valerie Iles and Kim Sutherland, Managing Change in the NHS – Organisational Change: A Review For Health Care Managers, Professionals and Researchers (sdo, May 2001); The 7-S Model at: [http://www.themanager.org/Models/7S%20Model.htm](http://www.themanager.org/Models/7S%20Model.htm))

Model 3: PEST Analysis

PEST Analysis is a framework that can be used to analyse aspects of the external environment, which could either assist or impede the aims of a change initiative.

It can be used to review a situation, as a planning tool or to aid decision-making.

PEST is an acronym that stands for the Political, Economic, Sociological and Technological factors that can affect organisations.
• Political factors: the political forces affecting all areas of the organisation, e.g. Government legislation, international law, universal rights and taxation
• Economic influences: economic pressures, including financial resources, e.g. competitors, suppliers, wage rates and economic policies
• Sociological trends: demographic changes such as lifestyle changes, skills availability, business ethics and gender issues
• Technological innovations: new approaches to tackling new and old problems, e.g. the internet, changes in technology and new innovations

Often PEST is extended to PESTELI, which includes Ecological factors, Legislative requirements and Industry analysis. However, the basic PEST should cover all of these factors.

To apply PEST to a change process, it is useful to compile a checklist of factors which will be reviewed both before and during the change. An example of such a list is shown below.

<table>
<thead>
<tr>
<th>Political</th>
<th>Economic</th>
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<tbody>
<tr>
<td>ecological/environmental issues</td>
<td>economic trends</td>
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<tr>
<td>government legislation</td>
<td>taxation</td>
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<td>international law</td>
<td>seasonality</td>
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<td>universal rights</td>
<td>markets and trade</td>
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<td>taxation</td>
<td>customer forces</td>
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<td>regulatory bodies</td>
<td>interest and exchange rates</td>
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<td>government term and change</td>
<td>competitors</td>
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<tr>
<td>trading policies</td>
<td>suppliers</td>
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<tr>
<td>funding, grants and initiatives</td>
<td>employment rates</td>
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<td>pressure groups</td>
<td>policies</td>
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<tr>
<th>Social</th>
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<tr>
<td>lifestyle trends</td>
<td>technological development</td>
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<tr>
<td>demographic trends</td>
<td>research and funding</td>
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<tr>
<td>skills availability</td>
<td>information and communications</td>
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<td>consumer attitudes and opinions</td>
<td>innovation potential</td>
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<td>media</td>
<td>intellectual property issues</td>
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<td>laws</td>
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<td>trends</td>
<td>transport technology</td>
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<td>major events</td>
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<td>ethnic and religious factors</td>
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<td>gender issues</td>
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<td>business ethics</td>
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<td>environmental concerns</td>
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This is not a comprehensive list of factors and you should adapt it to suit your organisation and change agenda. The sections will vary in relevance depending on the size and type of your organisation.

**Conducting a PEST analysis**

Identifying the external forces is only the first stage in the analysis. PEST is only useful if what is revealed is properly analysed and action points are agreed as a result. These must be related to the organisation or department's wider aims and requirements.

All too often, PEST is used as an end in itself, meaning that little results from performing the technique other than wasted time.
A thorough PEST analysis should therefore comprise the following stages:

- **Identification** – what external factors have a potential impact on the organisation?
- **Verification** – which factors are more likely to have a real impact on the organisation? Have we missed anything?
- **Observation** – which of these factors are having the most impact right now?
- **Projection** – which of these factors are likely to increase/decrease in importance over the next 'x' years? What other factors might arise that we have not yet considered?
- **Planning** – what actions can be undertaken as a response to these factors, both current and potential future ones?
- **Implementation** – undertake action to counter the adverse effects of the appropriate/relevant factors.

Once the checklist has been reviewed and all the influential external factors have been identified, a suitable response can be planned to make use of any advantages and handle any challenges.

The prompts within the PEST framework need to be considered regularly, as external factors will constantly fluctuate and can drive change within your organisation.

**Model 4: Tipping Point Leadership**

W Chan Kim and Renee Mauborgne's model 'Tipping Point Leadership' explains the four hurdles that block change and how the 'tipping point' strategy knocks them over fast and at low cost.

The theory of tipping points centres on the idea that in any organisation, 'fundamental changes can happen quickly when the beliefs and energies of a critical mass of people create an epidemic movement toward an idea'.

Concentration, not diffusion

Unlocking an epidemic movement, however, does not need to be matched by the equivalent resources in terms of time and money. On the contrary, it relies on concentration of efforts.

So, tipping points is about investing your resources in the factors that will have the biggest impact on performance.

Kim and Mauborgne’s research identified four hurdles that typically prevent managers from effecting high performance:

1. Employees/managers do not understand why change is necessary
2. Limited resources
3. Employees are demoralised
4. Political opposition to change, both internal and external

The tipping point strategy outlines how to knock the hurdles over fast and at low cost:

**1. Wake up your organisation to the need for radical change**

To inspire fast change that is internally driven of people's own self accord, you need to make them experience harsh reality first-hand. Put your managers face-to-face with the problem/poor performance. They need to see the operational realities. After all, 'seeing is believing'.

**2. Focus on the hot spots**

Hot spots are the activities with low resource input but high potential performance gains. Tipping point leaders can achieve a great deal with the resources they have.

They do this by allocating the resources appropriately, to the hot spots (the actions that have the greatest
performance impact but are resource-starved) and away from the cold spots (the activities that consume the greatest resources but have little impact on performance).

3. Motivate your key influencers

Top-down organisational restructuring initiatives can often be unwieldy, costly and can take too long. In order to achieve real impact, quickly, employees at all levels have to move as one.

Concentrating your efforts on your key influencers will take less time and effort. They are the natural leaders, who are well respected and persuasive and/or have the ability to unlock or block access to resources.

When they are influenced, the rest of the organisation follows fast.

4. Knock down the political hurdles

Rather than fighting alone, Kim and Mauborgne advise getting a higher and wider voice to fight with you.

To build a broad coalition:

- Identify your 'angels'. These are the people who will naturally align with you. Perhaps they will gain most by the change.
- Anticipate who your 'devils' are likely to be. These are the people who are most likely to oppose you. They are often the people who stand to lose the most by change.

Use your angels to help isolate your detractors and garner support.