



# Stir It Up: Planning for Change and Growth

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# Fast Growth=Change

- To deal with growth, we are really talking about how we handle change in the workplace
- Change compels us to get out of complacency



# Is Your Practice Complacent?

- No highly visible crisis
- The practice measures itself against low standards
- Planning and control systems are rigged (or non-existent) to make it easy for everyone to reach goals
- The practice is not losing money - no big threats
- The practice compares itself to the industry average, not the industry leaders
- The typical manager or employee can work for months without encountering resistance or questioning



# Get Change “Ready”

- Push decision making down to the lowest possible level.
- Begin sharing information.
- Talk, but listen too. It is a 2-way street.
- Encourage participation.
- Get into the trenches with front line employees.
- Help people see the “why” of change, and work with them to discover “what.”



# The Voice of those Affected

- “What is in it for me”?
- “Why is this important”?
- “How do these people even know what the problems are - they don’t bother to even ask us”?
- “Do they really think they can change the entire practice at once”?
- “How much of our time and their money will they sink into this dry hole”?



# Step One: Mobilize Energy and Commitment

- Do this by sharing values and a clear vision. Compelling work alone, but usually forced to do so because of the “elephant in the living room.”
- People do not argue with what they help create. You will get buy-in through participation.
- The group who will implement change must agree on what the problems are and why they need to change.



# Why Not from the Top?

- People resist having solutions imposed upon them by individuals who lack familiarity with day-to-day operations.
- Resistance is expressed through lack of motivation and commitment to the change.
- **MUST** have top level support - not control.



## Step 2: Develop a Shared Vision

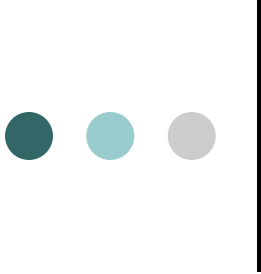
- Do you have a mission, vision and values?
- Is it just a sign on the wall, or do the owners and key managers inspire others in the organization toward a vision?
  - Vision is “what can be seen,” so focus on:
    - Specifics about how to improve the business
    - How those changes will benefit the employee and patients/clients





# Stats

- Price Pritchett at Pritchett and Associates says:
  - 20% of employees embrace change from the start 50% are fence sitters
  - 30% resist any kind of change/growth



# Components of Shared Vision

- Describe a desirable future
- Be compelling - much BETTER than the current state of things
- Be realistic within the grasp of the hard working folks who will make it happen
- Be focused on a manageable set of goals
- Be flexible
- Easy to communicate with all levels of employees



## Step 3: Hire Qualified Employees

- BIGGEST decisions - right people on the bus and the rest OFF!
- Answer the question: What isn't getting done well? What is holding the practice back?



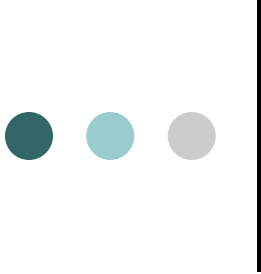
# Plan for Employee Turnover

- Would a key employee departure upset the applecart?
- As volume of business increases some people will not keep up.
- Without clearly defined roles, new employees will leave.
- Systems is the answer to this problem.



# Identify Leaders

- Good leaders will have three characteristics:
  - A persistent belief that revitalization and change is the key to competitiveness
  - They can articulate their conviction in the form of a credible and compelling vision
  - They have people and organizational skills to implement their vision.



## Step 4: Focus on Results, Not Activities

- If you cannot measure it, then you cannot manage it.
- Operations, experience and expertise is critical.
- Short-term goals must be identified and met, then discussed with regular, good communication.



# Step 5: Implement Systems

- Infrastructure for Growth
  - HR
  - Project Management
  - Quality Control
- Checks and balances for your practice
- Reduce stress and make workloads predictable and manageable
- Helps with managing turnover



## Step 6: Start Change at the Periphery

- Likelihood of success is greatest when change is implemented in small, autonomous units. Success breeds success.





# Change and Growth: What is in it for Me?

- Clear advantage over the status quo
- Compatibility with peoples' desires and values
- Requirements that are understandable
- Option for people to experience the change model at a small scale first
- The possibility of people observing the suggested change in another setting



# Step 7: Train Employees and Train Again

- Employees cannot read your mind
- Invest in training and supervision of the employee
- There is a direct correlation between training and productivity
- Our goal is **CONTINUOUS** improvement and change.
- This is a **PROCESS**, not an **EVENT**



# Step 8: Implement Technology to Support Operations

- Give people the tools they need to do their jobs
- Cannot run a business on a wing nut and a prayer
- Strategically plan and budget for technological improvements



## Step 9: Improve Quality

- Deliver a CONSISTENT client experience
- Develop checklists and scripts to recover from service failures
- “Process mapping”



# Increase Client Satisfaction (value)

- Listen more than ever to what employees and clients say about their experience with your business.
- If clients are negatively impacted by a system (or lack of), fix it quick!
- Complaints and surveys are a great thing.



# Increase Competitiveness

- Stay current with:
  - What is important to your clients?
  - What is happening in the marketplace?
  - What is your competition doing?
  - What is your practice doing well?
  - What do you need to improve?



# Step 10: Expand Services, Not Just Service

- Add new procedures and profit centers
- 80/20 - do you know the rule?



# Maintain Positive Cash Flow & Control Costs

- Don't "burn" cash. Running out of cash is the most common reason a business fails.
- Spend cautiously and get paid promptly.





# Implementation of Change and Growth

- The single biggest impediment to growth is the inability of the culture to change with the growth. We are often failures at IMPLEMENTATION.



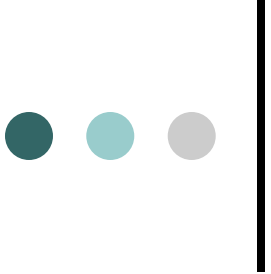
# 6 Implementation Problems

- It takes more time than we thought (76%)
- Major problems surfaced that we did not predict (74%)
- Coordination of activities was not effective enough (66%)
- Competing activities and crises distracted attention from implementing the strategic decisions (64%)



# Continued

- Capabilities (skills and abilities) of employees involved with change were not sufficient (63%)
- Training and instructions were not clear to lower-level employees (63%)



# Reaction to Change: A Sense of Loss and Anxiety

- The typical employee spends 8 hours a day doing, in general, fairly routine tasks; and, the completion of those tasks becomes the culture.
- CHANGE CREATES ANXIETY
- People will adapt, but there is a predictable series of responses



# Stages in Reaction to Change

- Shock
- Defensive Retreat
- Acknowledgement
- Acceptance and Adaptation



# Why?

- People get stuck for a couple of reasons:
  - Change is not a single event
  - Everyone comes to the table with a different level of experience relative to change and different coping skills
  - People who are emotionally fragile are particularly vulnerable during times of change (see rule # 3)



# Minimizing the Negatives of Change and Growth

- Keep your cool
- Handle pressure smoothly
- Respond non-defensively
- Develop creative and innovative solutions to problems
- Be willing to take risks and try out new ideas
- Be willing to adjust priorities
- Demonstrate enthusiasm for long term goals
- Be open and candid
- Participate
- When a decision needs to be made, make it