

LEADING CHANGE: ROLE OF THE LEADER IN CHANGE PROCESS

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Abstract

Change is an ongoing commitment that involves diffusion of the idea. Change is always occurring within health care, whether it is the update of a hospital policy or the implementation of an evidence base practice technique. Nurse leaders need to act as agent of change, to implement changes that will benefit nursing practice and improve quality of patient care. Kurt Lewin developed a change model involving three steps: unfreezing, changing and refreezing. Another approach that can be done is to adopt the ADKAR model. The ADKAR model outlines five milestones that an individual, unit, or group must achieve to change successfully: Awareness, Desire, Knowledge, Ability and Reinforce.

Keywords : *Change, ADKAR model, change process*

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Introduction

Change is a matter of course. We will see that process of change occur in our daily life cycle. With that process of change, a human being becomes more developed, and the individual becomes more mature in thinking and facing life. This process of change also occurs in nursing organizations both nursing services and nursing education. In the world of service, there are obviously so many standards or indicators that must be met in creating quality health services. Likewise, in the world of education, several indicators must be met to create quality graduates.

Change is an ongoing commitment that involves diffusion of the idea. Change is always occurring within health care, whether it is the update of a hospital policy or the implementation of an evidence base practice technique. Nurse leaders need to act as agent of change, to implement changes that will benefit nursing practice and improve quality of patient care. Change does not always come easily and is often followed by resistance from many involved. The change process disrupts the normal balance that is occurring in a group so a certain level of resistance is to be expected (Curtis & White, 2002). The challenge in change is being able to see past this resistance, motivate nurses to understand the reason for change, and involve them in the process. This aim of the article is to describe the role of the leader in leading process in nursing organization.

Discussion

Nurse leaders need to act as agent of change, to implement changes that will benefit nursing practice and improve quality of patient care. Change does not always come easily and is often followed by resistance from many involved. According to Marquis & Houston, 2009, all major change brings feelings of achievement and pride as well as long and stress. According to Barrow, 2019, change is inevitable in health care. A significant problem specific to health care is that almost two-thirds of all change projects fail for many reasons, such as poor planning, unmotivated staff, deficient communication, or excessively frequent changes.

To enable sustainable change, nurses need to take the lead in managing it. Recent national initiatives have emphasised the importance of frontline staff in service improvement. The ability to influence and manage change has been identified as an essential skill for delivering new models of care. Managing change in nursing require a strategy assessing organizational readiness. Developing a change impact assessment. Creating a change communication plan. Managing resistance to change and barriers to change in nursing. change should be seen as never completed, but as an ongoing process that needs to be created and managed. Before nurses can lead others, they need to be able to lead themselves. Nurses need to understand and acknowledge how social determinants affect them personally, and to be aware of implicit biases that may influence the decisions they make and the outcomes of the people and communities they serve. They must understand and manage their own emotional responses, invest in their own physical and mental health, serve as role models for others, and continue their personal and professional development. Nurses can lead at this level by advocating for themselves and others in the workplace, functioning as effective team players, and developing coping and self-care skills (NASEM, 2020).

Leaders leading change. Leaders in a position to influence members of their organization to produce change are seen as change agents. "The leader is an agent of change, responsible for providing others with a vision of change and ensuring that their response to the demand for change is appropriate". Not only does a leader inspire individuals with their words to change, but also demonstrate through their actions, and their behaviour, the benefits and

process for change. Leaders must review the readiness of the organization to change. Kurt Lewin's theory of change can be used as a basis for carrying out the process of change.

Kurt Lewin developed a change model involving three steps: unfreezing, changing, and refreezing (Whitebeads, 2010). The process of change entails creating the perception that a change is needed, then moving toward the new, desired level of behaviour and finally, solidifying that new behaviour as the norm. Unfreezing should be done before a change can be implemented, it must go through the initial step of unfreezing. Because many people will naturally resist change, the goal during the unfreezing stage is to create an awareness of how the status quo, or current level of acceptability, is hindering the organization in some way. Old behaviour, ways of thinking, processes, people and organizational structures must all be carefully examined to show employees how necessary a change is for the organization to create or maintain a competitive advantage in the marketplace. Communication is especially important during the unfreezing stage so that employees can become informed about the imminent change, the logic behind it and how it will benefit each employee. The idea is that the more we know about a change and the more we feel it is necessary and urgent, the more motivated we are to accept the change.

Changing is referred to as 'transitioning' or 'moving,' is marked by the implementation of the change. This is when the change becomes real. It's also, consequently, the time that most people struggle with the new reality. It is a time marked with uncertainty and fear, making it the hardest step to overcome. During the changing step people begin to learn the new behaviors, processes and ways of thinking. The more prepared they are for this step, the easier it is to complete. Refreezing is the act of reinforcing, stabilizing and solidifying the new state after the change. The changes made to organizational processes, goals, structure, offerings or people are accepted and refrozen as the new norm or status quo.

Another approach that can be done is to adopt the ADKAR model. According to Wong, 2019, the ADKAR model outlines five milestones that an individual, unit, or group must achieve to change successfully. It is consisting of awareness, desire, knowledge, ability and reinforce. The steps are 1) create awareness of the need to change. For employees to be truly aware of the necessity for change, they must not only understand the reasoning behind it but also come to agree with that reasoning. 2) Foster Desire to make the change. To foster desire, change leaders need to get specific about the benefits of the change as they apply to individuals or teams. When fostering desire, resistance to change is a major obstacle. The Leader needs to understand the core reason for it. Are people scared that they don't have the skills to make the change? Is that they are worried about how it will affect their job duties? Employees frustrated by the extra effort needed to learn something new. Once leader understand the root cause of the resistance, address it head-on and, if necessary, make adjustments to your change implementation plan.

3) Provide knowledge on how to change. The knowledge milestone in the ADKAR Model is primarily about training and education. To begin the transition, your team will need to understand how their responsibilities, skills, tools, and processes will be impacted. 4) Ensure that employees could make the change. Regardless of how well employees know *how to do something*, having confidence in their own competencies determines whether they *can* or even *will* do something. To bridge the gap between knowledge and ability, put change leaders in charge of coaching individuals or teams. Task change leaders with collecting feedback from their teams and bringing potential issues and obstacles to your attention. 5) reinforce the change: Celebrate success during and after the transformation so that you can build and maintain enthusiasm. in the meantime, continue to collect feedback. The change process may be "complete," but employee feedback is still valuable. Listen to employees to identify pain points and see where extra support would be beneficial. Lastly, include time for reinforcement in change management plan the leader should continue monitoring and reinforcing the change.

Change cannot be solidified overnight; reinforcement efforts should go well beyond the target completion date.

There is some process of changing in the organization, then the first stage is to carry out the Unfreezing stage according to Lewin or the Awareness and Desire stage in the ADKAR model. We must review the conditions and situations of the Lecturers. The extent of their readiness in the face of the changes to be made. Examines the problems found and the reasons that make them not want to change. I will also review the knowledge factor. The extent of their knowledge in the role of lecturers in creating quality graduates, knowing the indicators that must be achieved, the processes that must be carried out and the various operational standards that must be met. If most of them don't know, then the next stage is to give them quality improvement process training in nursing education.

The next stage is when this changing process is ready, it is included in the Changing stage according to Lewin (Whitebeads, 2010) and ability and reinforce according to the ADKAR model. The Supervision and Coaching process must always be carried out by the leader. The process of giving reinforcing must also continue to be carried out so that new behaviors become embedded, and this is the process of refreezing according to Lewin.

As a leader, there are tasks and role during change process (Salmela, 2011). First, Leading relationship: when the leader being a team player and interactive, coach and being parental figure. The second is leading a culture, when leader creating an open confirming evidenced based atmosphere. The third is leading processes, when leader being a coordinator, a conductor and the weaver of a tapestry. How nurse leaders lead change encompasses how leaders act as an objective observer, a generator of new ideas, a facilitator, a challenger, an advocate, an educator, an integrator of data, an adviser, and a coach and how they link resources. Leaders should also guide, motivate, set norms and standards; maintain open communication, invite and listen openly and actively to the opinions, attitudes and ideas of others; continuously re-evaluate facts, beliefs and positions; encourage two-way feedback; integrate the efforts of others; promote and sustain efficient performances; and delegate power and authority (Salmela, 2011). The leadership style that can use is a democratic leadership style. This style stated the process of change is difficult and will get many challenges faced especially from individuals who are about to make changes. What is needed at that time is a leader who is close to the subordinate, conducts two-way communication, often listens and receives input from the subordinate.

Conclusion

The process of change is something that will always be found in organizational life and processes. Leaders have a role in leading changes in the organization so that the goals of change can be achieved effectively and efficiently. in implementing changes need to be done gradually according to the conditions of the organization. The Kurt Lewin Model and ADKAR model approaches can be used as a reference in implementing changes.

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