

- Title:** **Group Exercise**
Real-play: Leadership
Waking To Change
- Goal:** To examine effective ways of introducing change and exploring the issues that need to be addressed to make a change successful.
- Description:** Have eight copies of the script, one for each role and one for the narrator. For each role, highlight the part so people can easily find their lines. Ask for seven volunteers, one for each part. Ask volunteers to come to the front of the room. Give them each a copy of the role-play with their portion highlighted. The narrator sets the stage by reading the explanation of where this takes place.
- Discussion:** After the role-play, use group discussion to process what happened. Possible questions to support the group's discussion include:
1. Does this look familiar?
 2. What happened here?
 3. What do you think of how the leader introduced the idea?
 4. How about how the leader worked with the concerns raised by the department heads?
 5. What do you think about these concerns?
 6. What could have been done differently?
- Two key points to take away from this role-play:
1. How a new idea is presented and talked through can make all the difference in whether or not it can be implemented.
 2. The concerns that each member of the leadership team brings up are real and need to be viewed as clues, not as resistance. They are doing their job by raising these concerns.
- Time needed: Approximately 15 to 30 minutes, depending on amount of time allowed for discussion.**

Narrator:

It's the 8:00 Monday morning leadership team meeting. The administrator comes in bubbling with excitement and starts the meeting.

Administrator:

I just came back from a QIO training session and I heard a great idea. You're going to love this. I know all of you have been talking about culture change. But I just heard how it's really done, a program called Waking to Change. I want to start it as soon as possible. We'll let everyone get up when they want to. We'll let them sleep as long as they like and eat their breakfast whenever they want. And they can go in their jammies – we can call it Johnnies to Jammies. Isn't it great! Can we start it next week?

Director of Social Work:

This sounds like a great idea!!

Director of Nursing (interrupts):

Maybe this *sounds* like a good idea, but it's just not realistic. How are we going to get everything done if people just get up whenever they want to? It will be chaos! I'll have staff sitting around waiting for them and then having to hurry up and get everyone ready. This is a scheduling nightmare. There are reasons why we have to keep to a schedule—what about the people with diabetes, we need to give them their insulin?

Director of Food Service:

Yeah, I think we need to think this through a little bit more. I've got staff coming in to make breakfast—how will I know when to serve it? The food won't keep. We can't start being short order cooks. Besides, state regulations require us to get them food within 14 hours of dinner. We'll be opening ourselves up for a whopper of a deficiency.

Director of Social Work:

Maybe we could have a breakfast cart with coffee and muffins on the units.

Director of Housekeeping:

What a mess that would be—I can't have my staff cleaning up food all over the units. And besides, when are my staff supposed to go in and clean all the rooms if everyone's sleeping. I can't have them hanging around with nothing to do.

Director of Nursing:

And what about bathing? We have a tight schedule for bathing as it is. You know what that schedule's like.

Director of PT:

Not to mention my therapy appointments. How late will I have to wait before I can start?

Director of Activities:

We don't want them to stay in bed all day—they'll just be depressed. We need to get them up and moving.

Administrator:

Oh—it's more complicated than I thought—maybe we can't do it. Let's table it for now.