

Leading Change

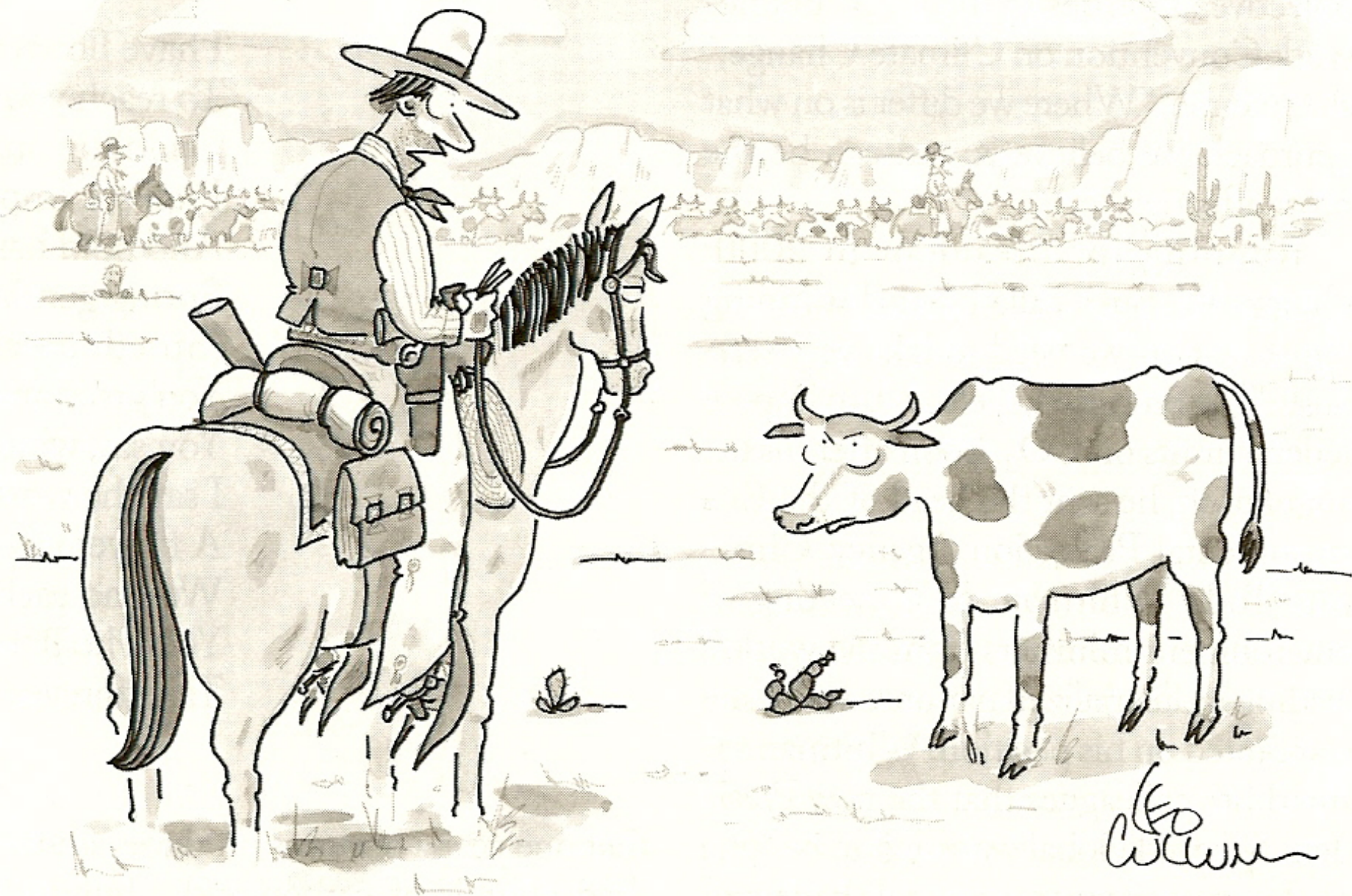
Edward O'Neil, PhD, MPA, FAAN

How we wish we could lead ...



"This is your wake-up call—change or die."

How it really is...



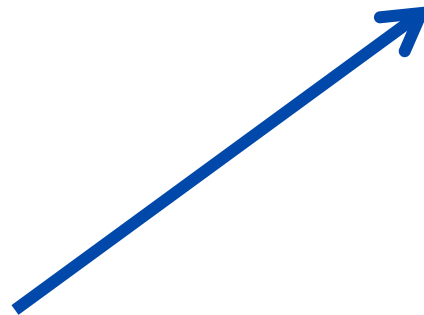
"No one is making you do anything you don't want. I'm just saying we're all headed for Dodge City and we think you should come along."

Difference between management and leadership?

Change Means Leadership

Interdependence

- Stable
- Complicated
- The Best
- Policy
- Management

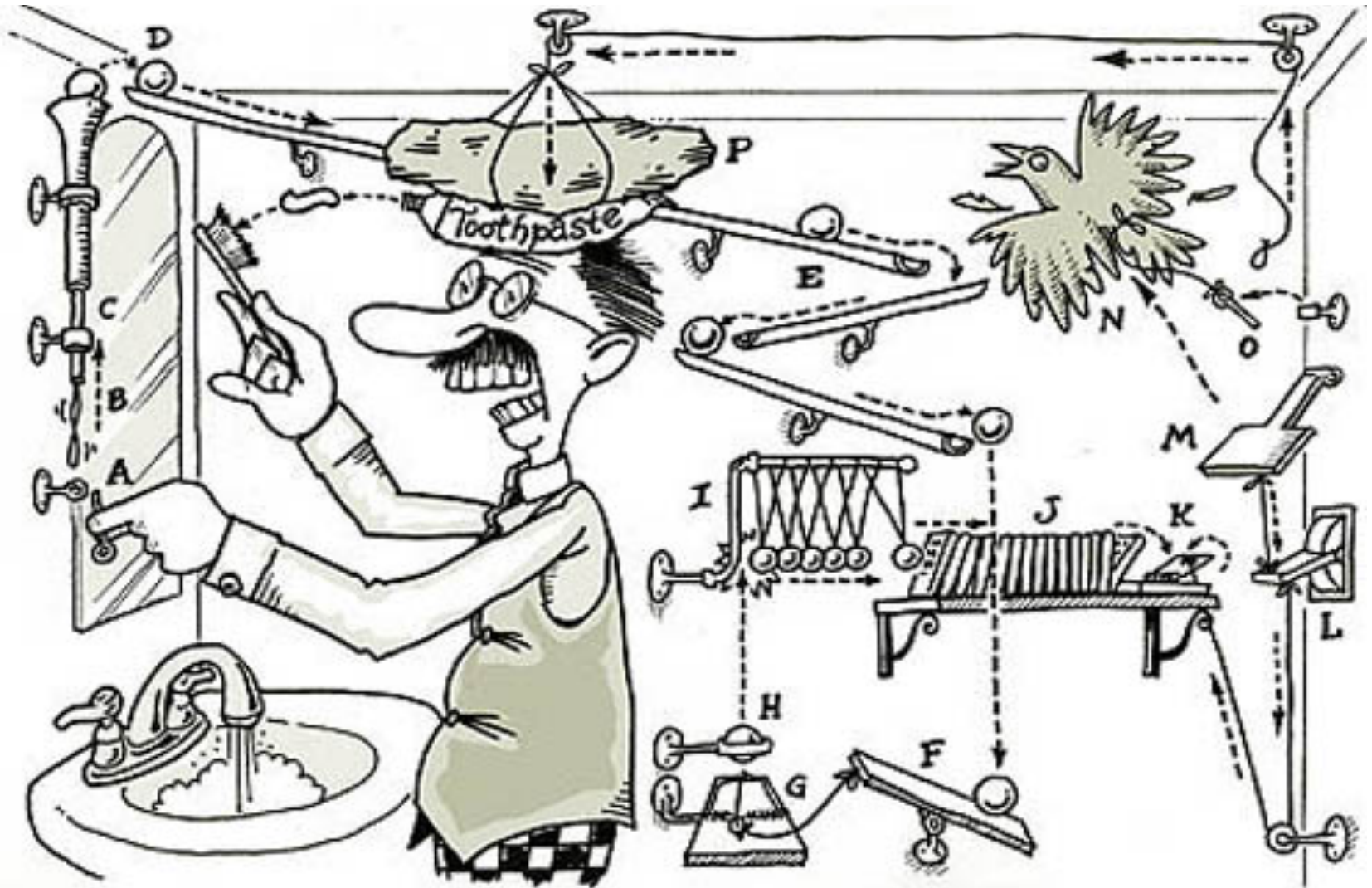


Diversity

- Unfolding
- Complex
- The Good
- Politics
- Leadership

L = Vision + Task + Relationship

Why Is Change Hard?



Paradigms

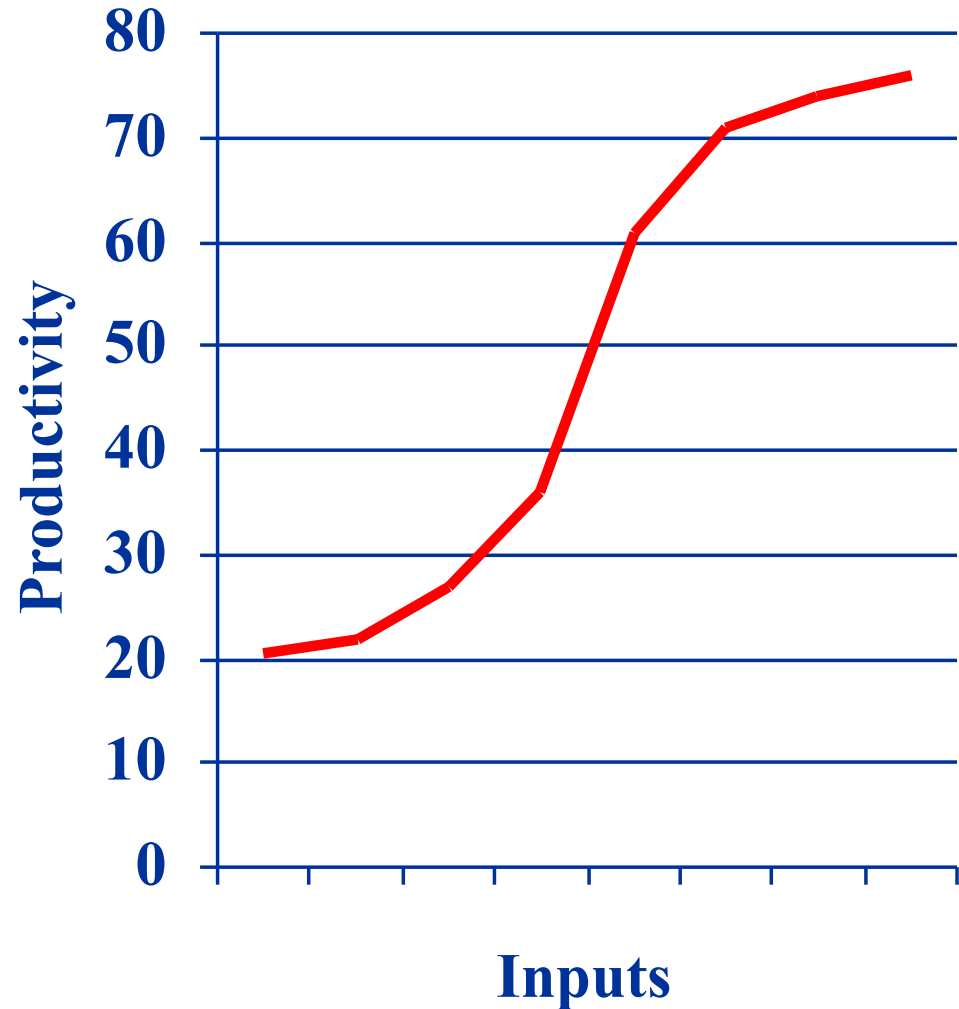
On November 30, 1971, five heavily armed men shot out the glass doors of a New York bank and entered the bank firing automatic weapons, wounding twelve people.

One of the bank tellers ran from the robbers and made it to an upstairs women's restroom.

One gunman chased her, but he stopped at the door to the ladies room shouting at her to come out. When she refused, he went downstairs to help his colleagues finish robbing the bank. *New York Post, 12/5/1971*

Paradigms

- Effective tools
- Make things work
- Provide coherence
- Eventually, limit what we think we can do
- Eventually stops working



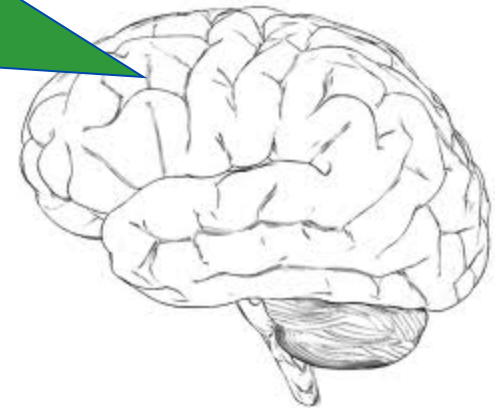
The Paradigm and Benefits of the SQ

Health work has provided:

- Worthy, fulfilling work
- Social meaning
- High social status
- Prestige
- Independence
- Good Incomes

And, at its very heart,

**Meaning,
Self-definition and Identity**



What are your paradigms?



Add These Numbers

Add These Numbers

1000

Add These Numbers

1000

40

Add These Numbers

1000

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Add These Numbers

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Add These Numbers

1000

40

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= 4100

1000

20

1000

10

What is out there?



Transition

Today

- Acute treatment
- Pay for transactions
- Cost unaware
- Professional prerogative
- In-patient
- Individual profession
- Traditional practice
- Information as record
- Patient passivity

PPACA
HCERA

Strategic Success

Market

Tomorrow

- Chronic prevention and management
- Pay for value
- Price competitive
- Consumer responsive
- Ambulatory - Home and Community Team
- Evidence based practice
- Information as tool
- Consumer engagement and accountability

When does Change Occur?

Change = Status Quo $<$ A x B x C

A = pain of maintaining status quo

B = vision of a different world

C = small steps to achieve the vision

Rosa's Big Change

What I Learned?

Influencing Essentials for Change Work

1. Self-awareness
2. Needs of others
3. Common ground
4. Relationship capital
5. Reciprocity and exchange
6. Follow through

Who we report to

Others up in organization

(Support/Loyalty)

Inside

Outside



(Transparency/Collaboration)

Who reports to us

Others down in organization

(Development/Motivation)

Influence: Up, Out and Down

Power Through Influence

Ways to Influence Up

Be loyal and supportive
Grasp and support the bigger context
Position your work
Perform
Communicate

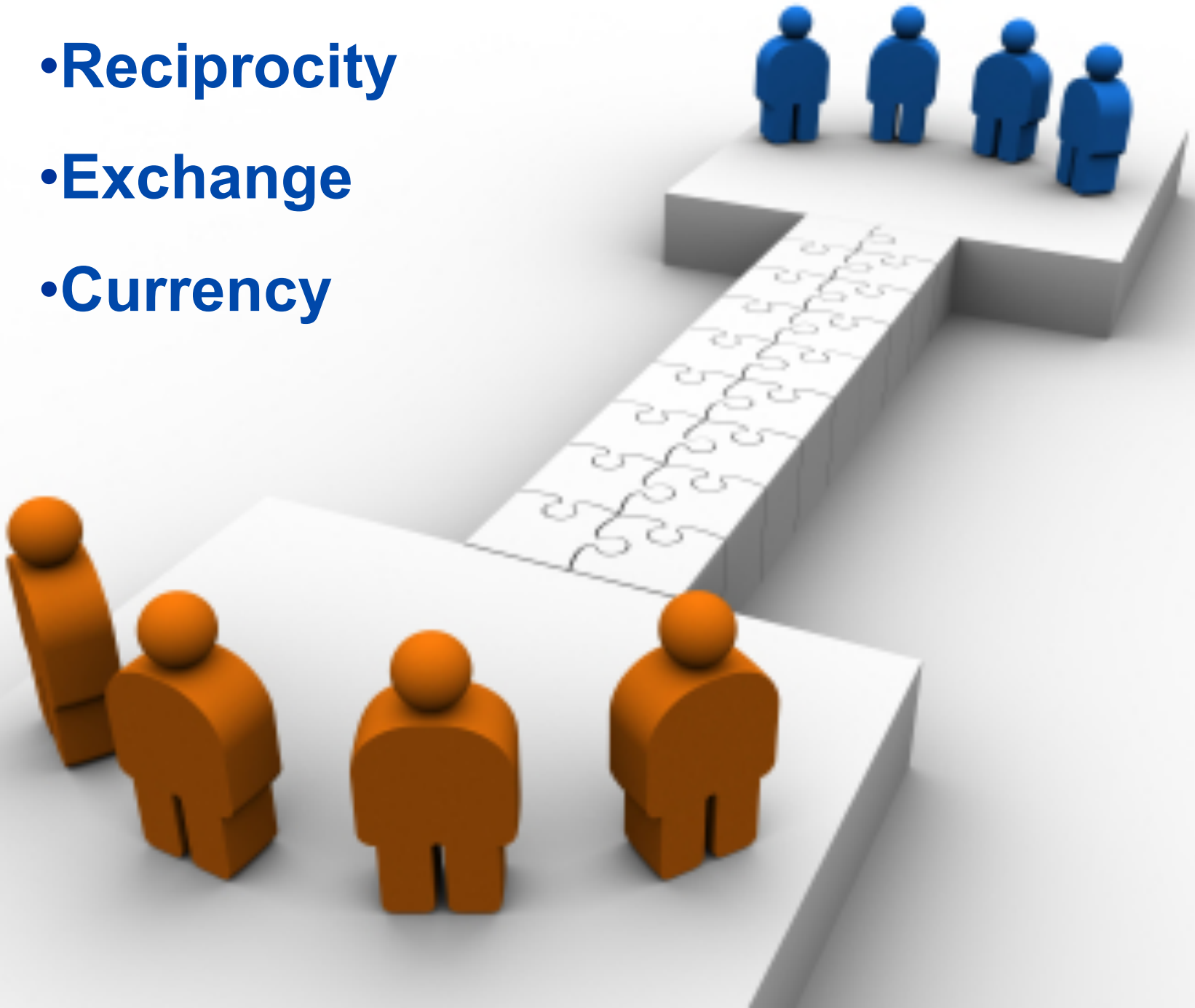
Ways to Influence Down

Direction
Motivation
Development
Delegation

Ways to Influence Out

Problem framing/solving
Conflict management
Smart decisions
Transparency
Accountability
Collaboration

- **Reciprocity**
- **Exchange**
- **Currency**





- **Mutual**
- **Delayed**
- **Compensated**

Currency



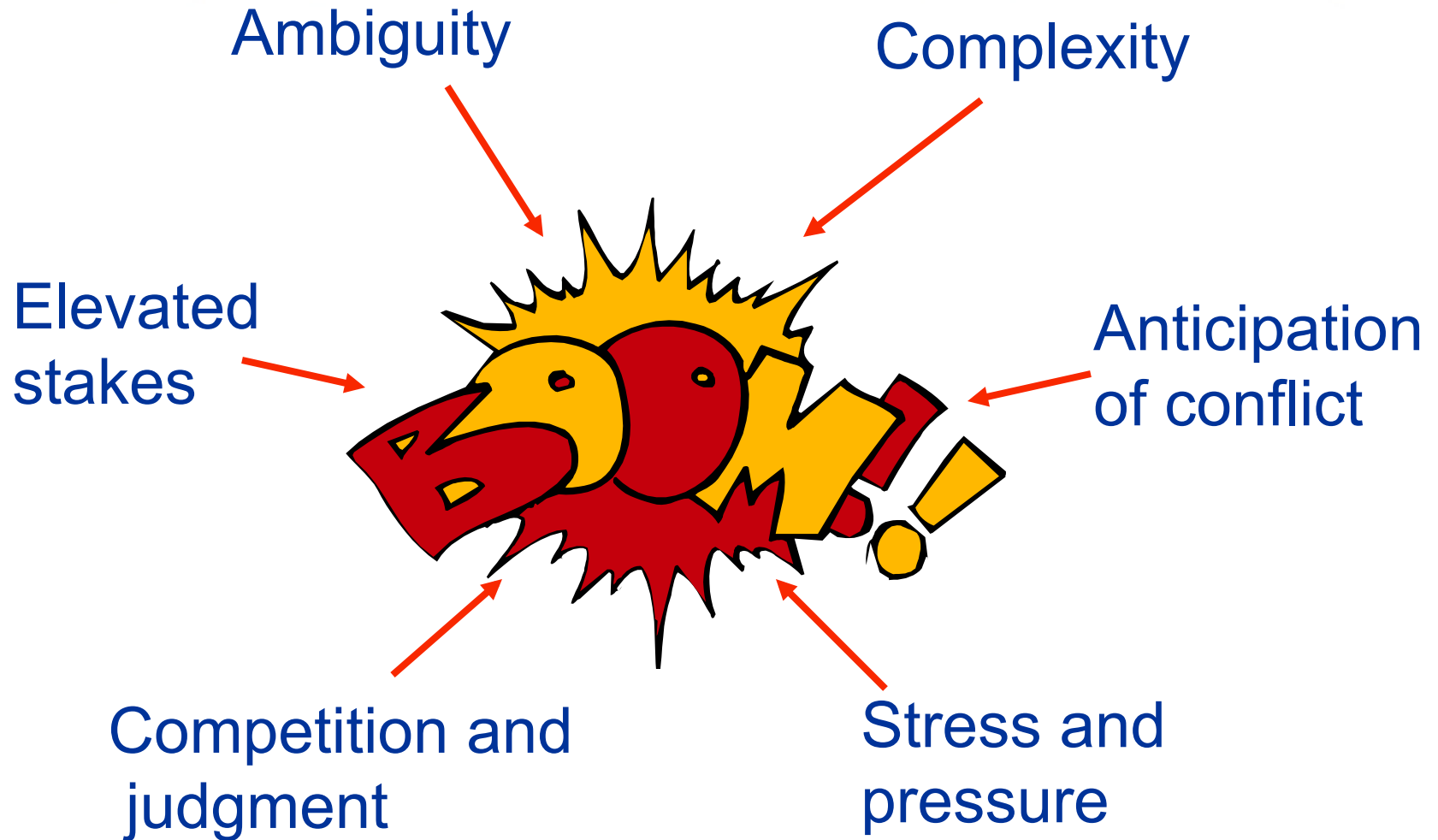
Conflict

Any situation where your concerns or desires differ from another person's.

Resolved or Managed



What Produces Conflict?



Why Do We Have So Much Conflict?

- Increasing heterogeneity
- Diffusion of power
- Fixed resources
- Competitive environment
- Lack of clarity about goals
- Lack of a common context

Bill and Mary: Conflict in Action

- What are the sources of their conflict?
- What was positive about their conflict?
- What was negative?

Conflict Can...

- Be constructive or destructive
- Be stimulating or unnerving
- Produce higher quality results or stifle a project
- Lead to original thinking or cause destructive power struggles

Constructive Conflict

- Taps creativity and problem solving
- Generates new solutions
- Increases involvement
- Improves communication
- Releases pent-up emotion
- Builds cohesiveness
- Helps individuals and teams grow

Destructive Conflict

- Reduces productivity
- Diverts energy
- Destroys morale
- Polarizes groups
- Deepens differences
- Spawns additional conflict
- Produces regrettable behavior (acting-out)

Balance

“The key to effectively managing conflict is balance. Balance your emotions with reason. Remain balanced when attacked. Balance your desire to win with the need to bring all along. Balance confronting with knowing when to let it pass.”

A great way to get there is to move from positional authority to inquisitive authority.

Address Conflict: Four Steps

To move away from conflict to a more cooperative stance requires:

1. Identify common ground
2. Acknowledging and addressing emotions
3. Understand the real problem and identify solutions
4. Set a course of action

Step One: Build Common Ground

1. Team success
2. Workplace harmony
3. Shared values
4. Individual success
5. Build relationship capital

Step Two: Acknowledge and Address Emotions

Step one – Recognize your feelings

Step two – Acknowledge your feelings

Step three- Acknowledge their feelings

Step four- Take responsibility for your feelings

Step five – If the emotions are hot, cool off

Step Two: Acknowledge and Address Emotions

1. Acceptance of two way reality
2. Fear – failure of all stripes
3. Acknowledge past problems and move on
4. Avoid Blame
 - Judgments: “If you were a good friend you would have...”
 - Explanations: “Why are you trying to hurt me...”
 - Characterizations: “You’ re always like this.”
 - Directives: “Just behave...”

Step Three: Understand the Real Problem/ Identify Solutions

1. When emotions are cooled, then...
2. Without fixing blame identify the issue
3. Gain agreement
4. Identify multiple solutions
5. Select a new approach

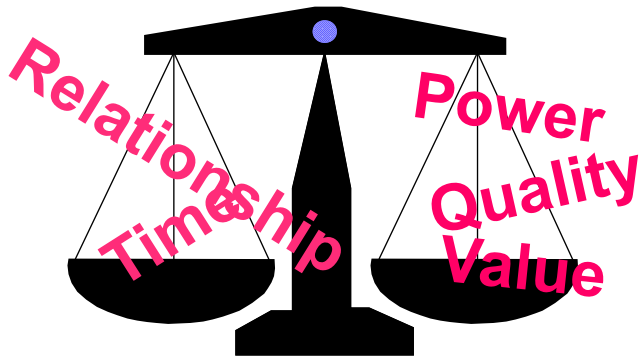
Step Four: Set a Course of Action

1. Specify actions, behaviors and accountabilities for each party – IN WRITING.
2. Check in soon with all concerned as to progress.
3. Renew the “contract” and keep to it.
4. A word of celebration.
5. Use new good will to avoid future conflicts or solve them as they arise

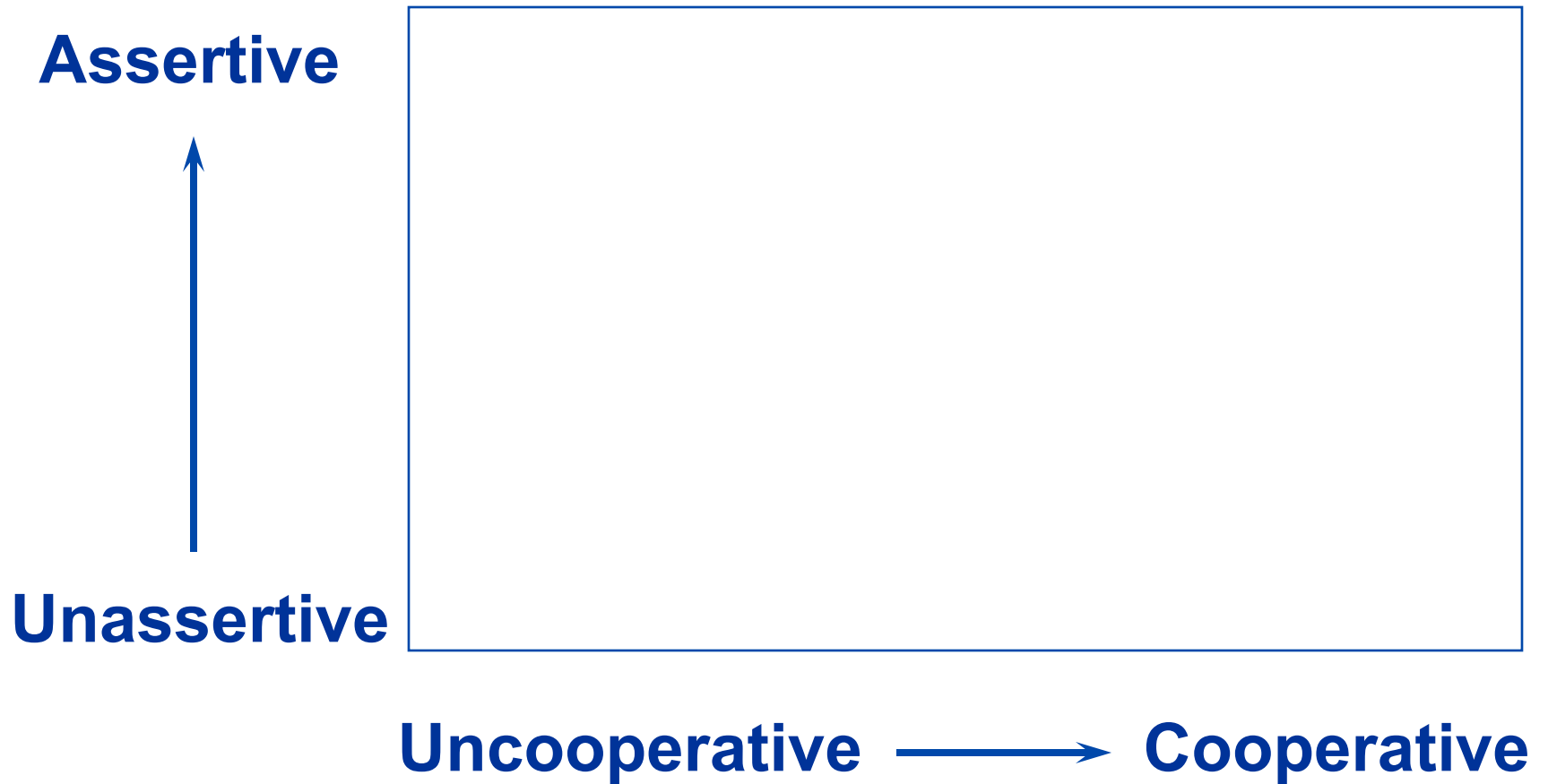
Factoring Conflict

- Assess of the problem
- Identify your interests
- Assess their interests
- Acknowledge constraints
- Select strategy that balances:

- ✓ Importance
- ✓ Time
- ✓ Power
- ✓ Relationship
- ✓ Quality
- ✓ Buy-in



Conflict Model



Conflict Model

Assertive



Unassertive

Useful for:

- *Issues of low importance*
- *Reducing tensions*
- *Buying time*
- *Low power*

“I’ll think about it tomorrow”

Avoiding

Uncooperative —————> **Cooperative**

Avoiding

- Avoiding is unassertive and uncooperative. When avoiding you sidestep the conflict without trying to satisfy either person's concerns.



Conflict Model

Assertive



Unassertive

Useful for:

- *Creating good will*
- *Keeping the peace*
- *Retreating*
- *Low importance*

“It would be my pleasure”

Accommodating

Uncooperative —————> **Cooperative**

Accommodating

- Accommodating is unassertive and cooperative. You attempt to satisfy the other person's concerns at the expense of your own.



Conflict Model

Assertive



Unassertive

Competing

“My way or the highway”

Useful for:

- *Quick action*
- *Unpopular decisions*
- *Vital issues*
- *Protection*

Uncooperative —————> **Cooperative**

Competing

- Competing is assertive and uncooperative. You try to satisfy your own concerns at the other person's expense.



Conflict Model

Assertive



Unassertive

Useful for: **Compromising**

- *Moderate importance*
- *Time constraints*
- *Temporary solutions*
- *Equal power & strong commitment*

“Let’s make a deal”

Uncooperative —————> **Cooperative**

Compromising

Compromising is intermediate in both assertiveness and cooperativeness.

You try to find an acceptable settlement that only partially satisfies both people's concerns.



Conflict Model

Assertive



Unassertive

Collaborating

“Two heads are better than one”

Useful for:

- *Integrating solutions*
- *Learning*
- *Merging perspectives*
- *Gaining commitment*
- *Improving relationships*

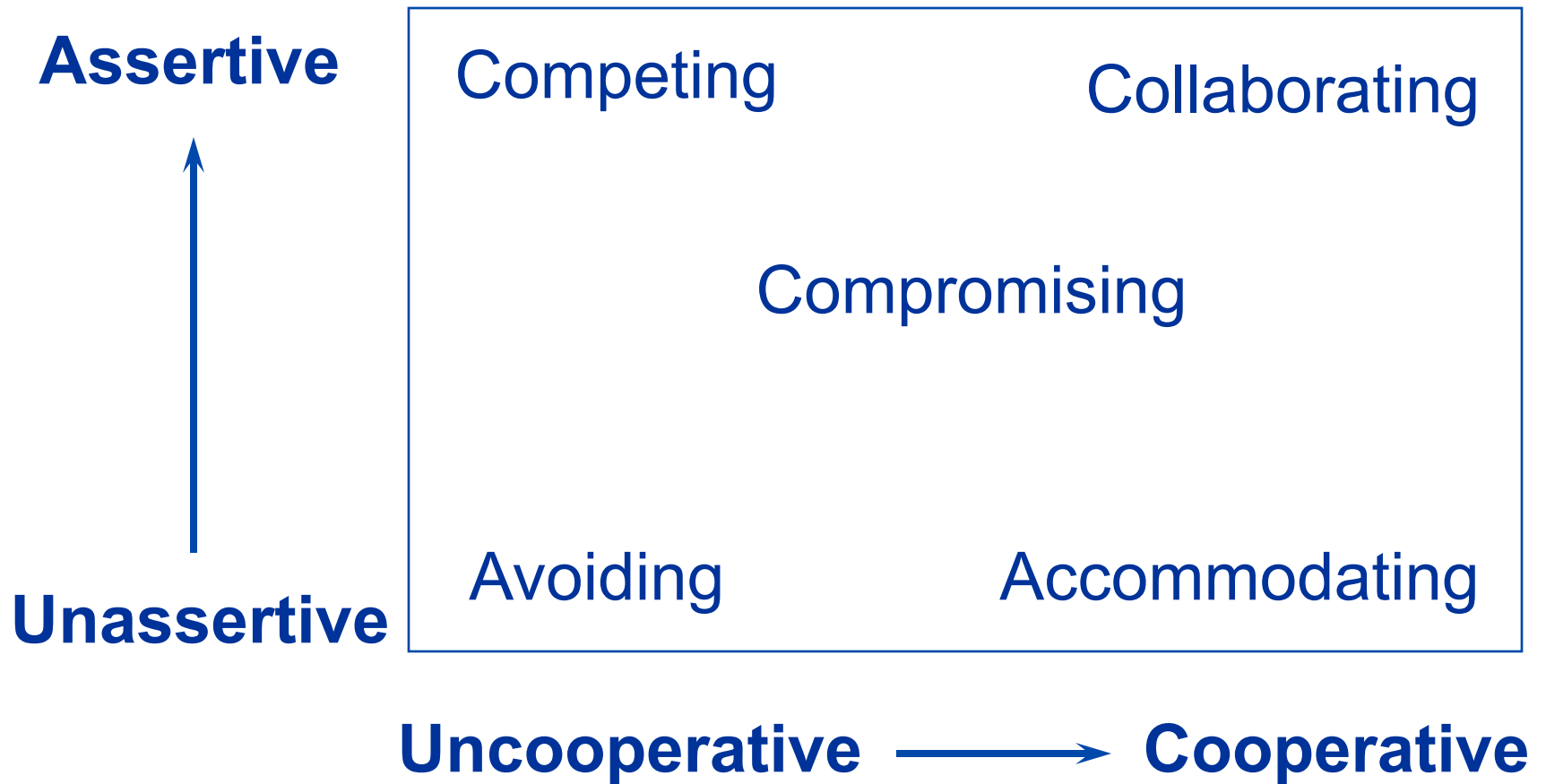
Uncooperative —————> **Cooperative**

Collaborating

- Collaborating is assertive and cooperative. When collaborating, you try to find a win-win solution that completely satisfies both people's concerns.



Thomas-Kilmann Conflict Model



Principle #1

Collaborate when you can on important issues.

- Seek ways to satisfy both your own and the other person's concerns.

Principle #2

Don't push a position unless you have to.



Principle #3

When you get resistance, use “firm flexibility” to set up collaborating.

(The term ‘firm flexibility’ was first used by D. Pruitt and J. Rubin in their book, *Social Conflict*, 1986.)

Negotiation and Conflict

Negotiation skills are tools to use to defeat the enemy in competition.

Negotiation and Conflict

Negotiation skills are tools to use to defeat the enemy in competition.

Negotiation skills are tools to use to improve the quality of the organization.

Negotiation in Health Care

- **Cost pressures**
- **Disperse authority - Mixed interests and outcomes**
- **Complexity and Interdependence**
- **Diversity- professional, ethnic, generational**
- **Rate of change**
- **New rules**
- **Perceived winners and losers**

Negotiation Tradeoff

- Getting what you want
- Giving others what they want

Distributive Negotiation

- **Win-lose**
- **Fixed sum**
- **Issues as agenda**
- **Positional**
- **Adversarial**
- **Power or hardball tactic**
- **zero sum game - *Transactional***



Interest Based Negotiation

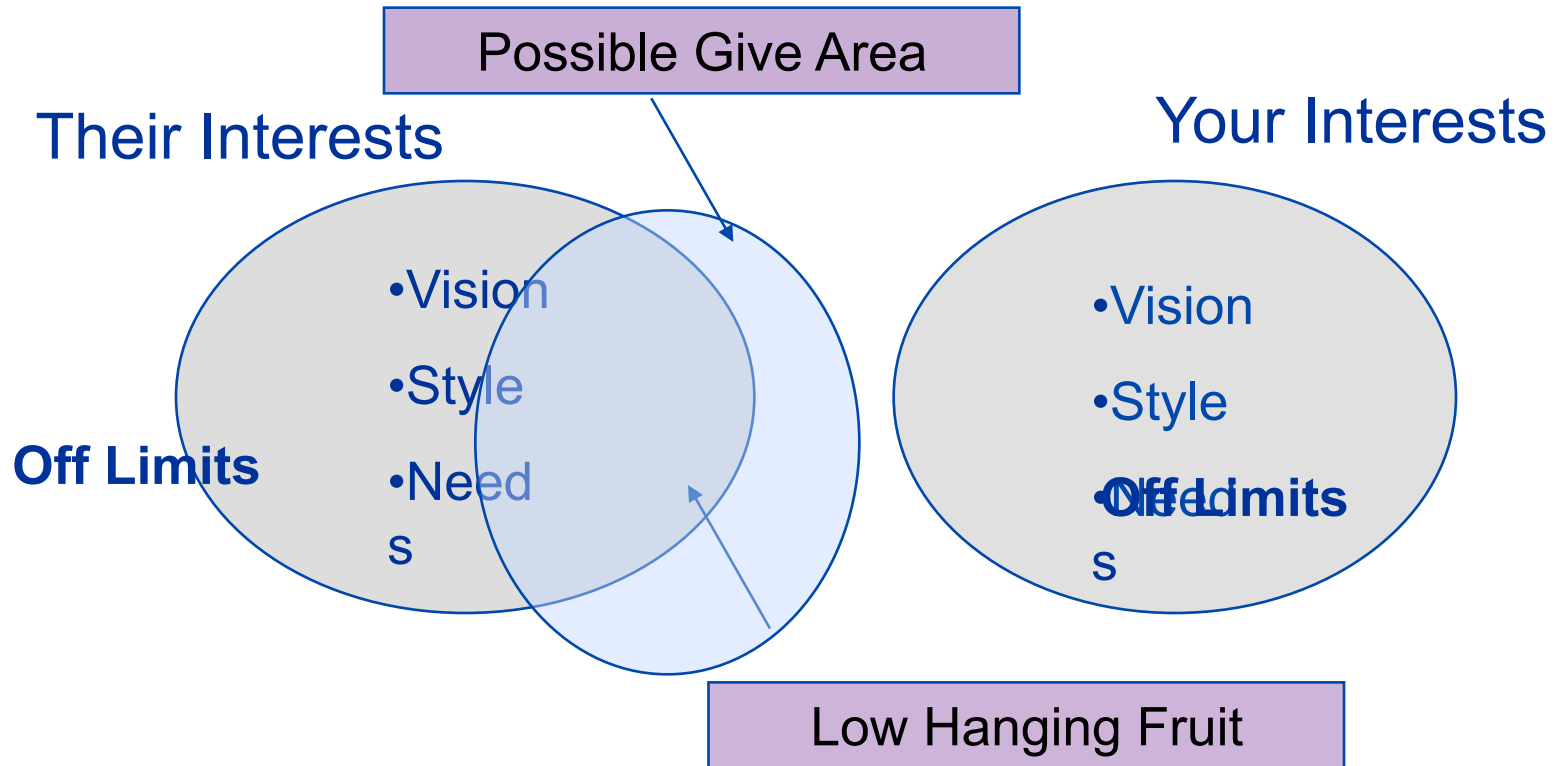


- **Cooperative**
- **Win-Win**
- **Variable sum**
- **Problems as agenda items**
- **Interest based**
- **Mutual gains**
- **seeks new solutions and reframing - *Transforming***

Six Important Considerations

- ✓ **Power**
- ✓ **Importance**
- ✓ **Time**
- ✓ **Relationship**
- ✓ **Buy-in**
- ✓ **Quality**

Interest Based Negotiation Process



Stages of Negotiation

Analysis and planning

- ✓ Your vision
- ✓ Your needs
- ✓ Your style
- ✓ Six Considerations
- ✓ Possible common ground

Discussion

- ✓ Relationship
- ✓ Common ground
- ✓ Agenda check
- ✓ Problem not issue
- ✓ Their vision, needs, style

Agreement

- ✓ Checked
- ✓ Next steps
- ✓ Celebration of progress

How to Get To Their Interests

- Ask why and try to understand?
- What assumptions and experiences do they bring?
- Ask why not? Think about their choice
- Realize that each side has multiple interests
- Most powerful interests are basic human needs
- Don't make it personal

Eight Common Mistakes

- **Irrational commitment to initial course**
- **Anchoring your judgments on irrelevance**
- **Being overly affected by how information is presented**
- **Ignoring relevant data**

Eight Common Mistakes

- **Failing to learn by focusing from the other perspective**
- **Being overconfident**
- **The mythical fixed pie**
- **Best defeats the good**

Leading in Uncertain Times

- Be present
- Be transparent
- Be positive
- Be empathetic
- Be self-aware
- Remember leadership lessons

Committed Core



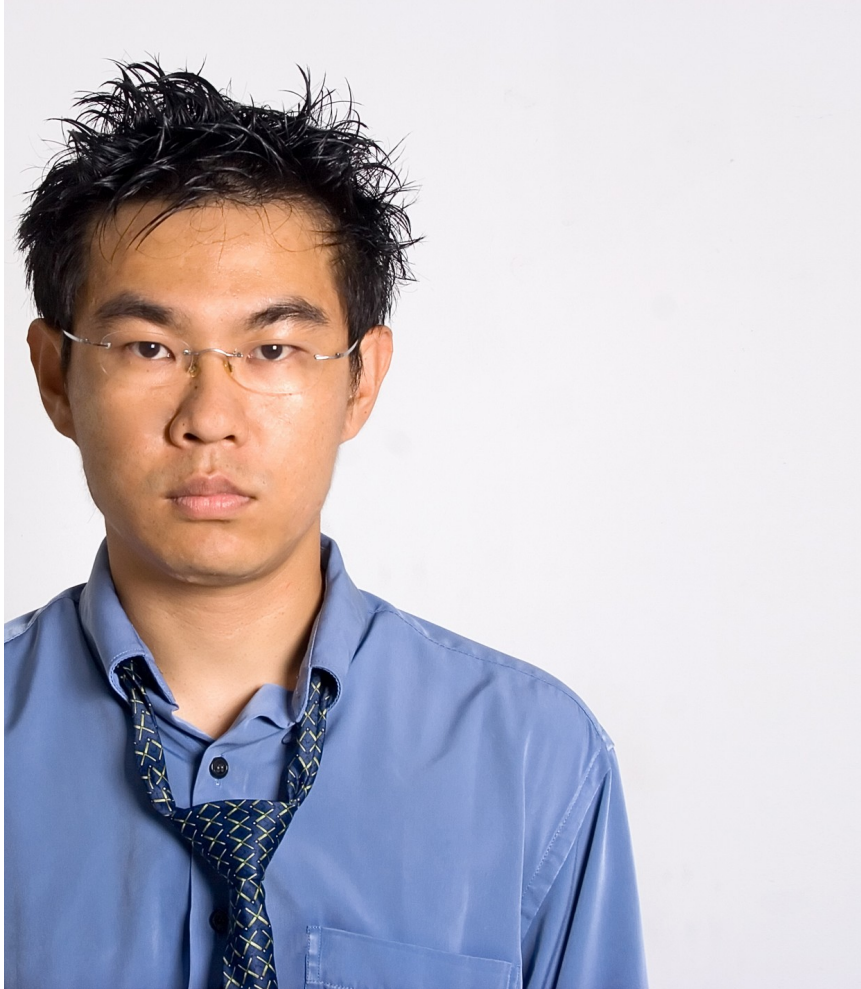
- Get it
 - Feeling
 - Understanding
- See their success
- Identify with the change
- Committed to you

Working with Committed Core

- Working with the Core

- * Ensure their ongoing engagement by checking in.
- * Focus their work on particular achievable improvement- their leadership, practice and larger issues.
- * Get them to understand and tell the stories of their transition.

Muddled Middle



- Uncertain
- Conflicted
- Uneven
- Some pain; but no real new direction

Working with the Middle

Working with the Middle

- * Segment and actively develop each group or individual.
- * Repeat tales of success- patients, financial, work-life of the committed core.
- * Pair those ready to change with mentors who connect to them.
- * Have them assist with larger undertakings.
- * Provide new skills, but “just in time”.
- * Teach them how to solve problems in the new paradigm.

Distant Detractors



- Don't see value
 - Deeply attached to SQ
 - Do not see themselves in the future
 - Judgmental
-
- Faithful to the “true cause”

Working with Detractors

- Ask questions to understand; not convince
- Decide who is essential
- Develop individual plans for each
- Remember
 - Emotion
 - How they see it
- Investing your time
- Do not ignore attacks
- Digital wisdom

Motivation

- *Most people want to be successful*
- *Systems can engage this natural motivation or it can extinguish it*

- *Take a minute and write down what motivates you?*

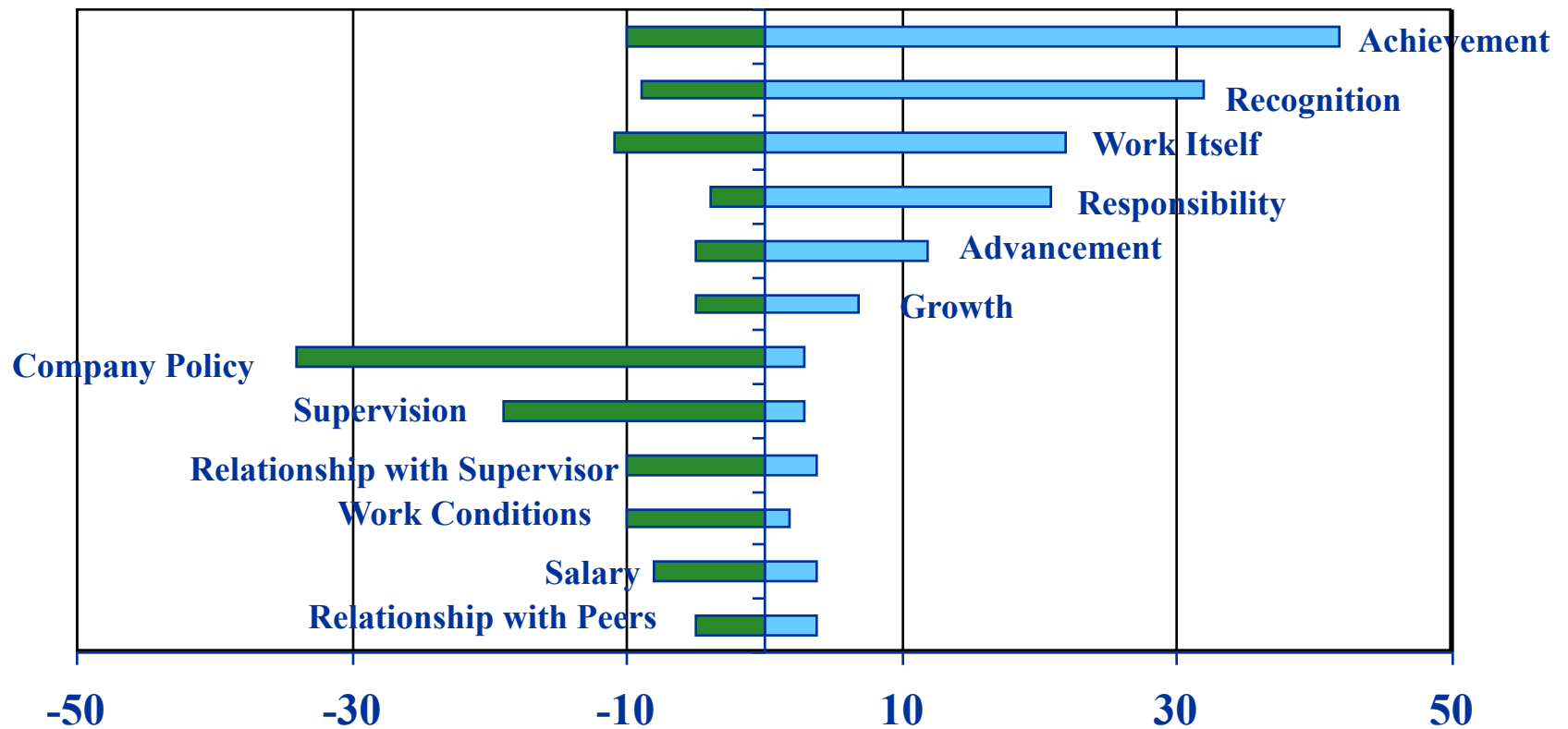
Motivation Factors

Factors leading to extreme dissatisfaction

Hygiene

Factors leading to extreme satisfaction

Motivators



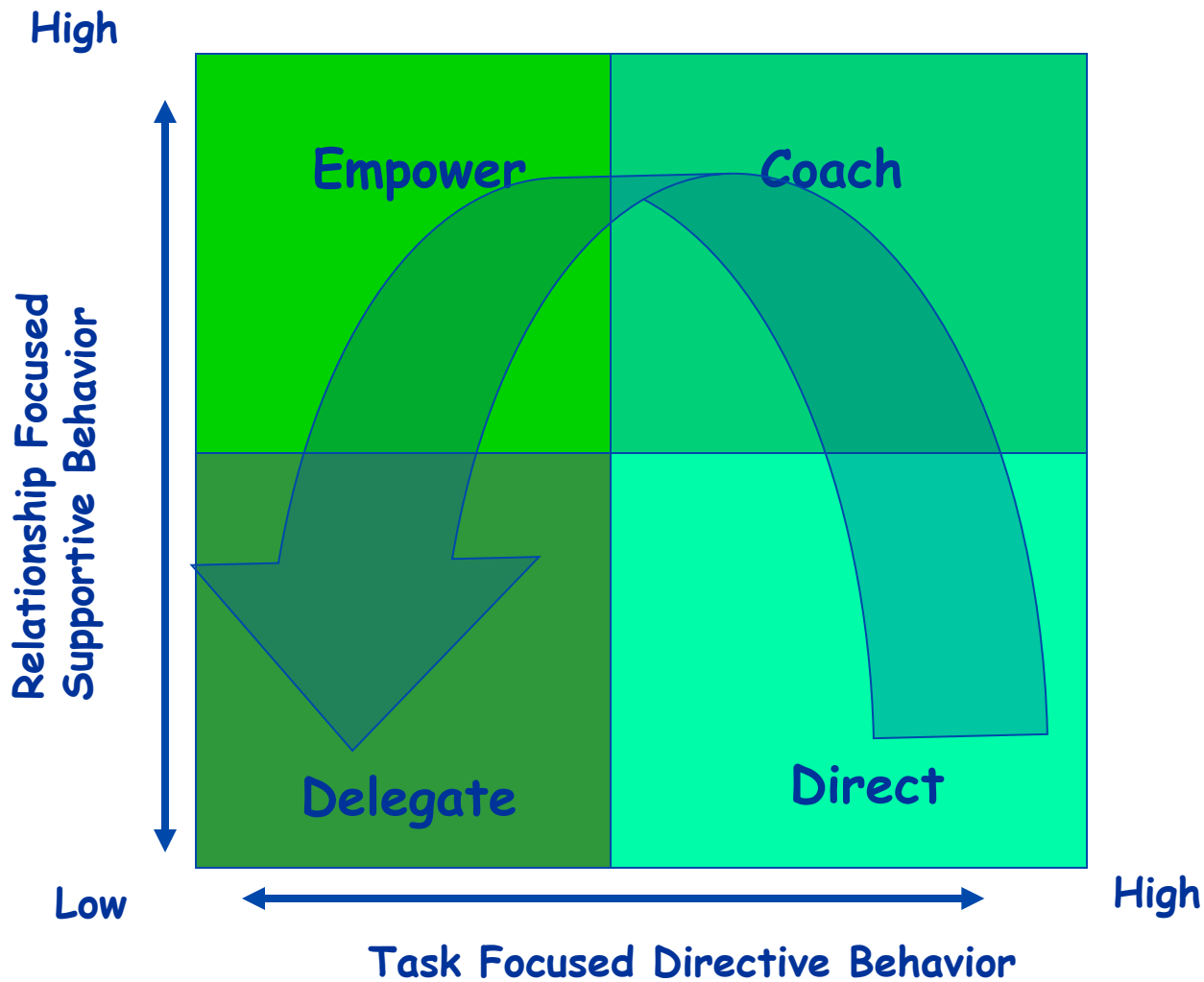
Keys to Motivation

- Competence – the skills to do the task successfully
- Meaningfulness – comprehension and value for the work that is done
- Choice – some involvement in deciding what and how the work is to be done
- Progress – feedback on work; even constructive feedback for improvement

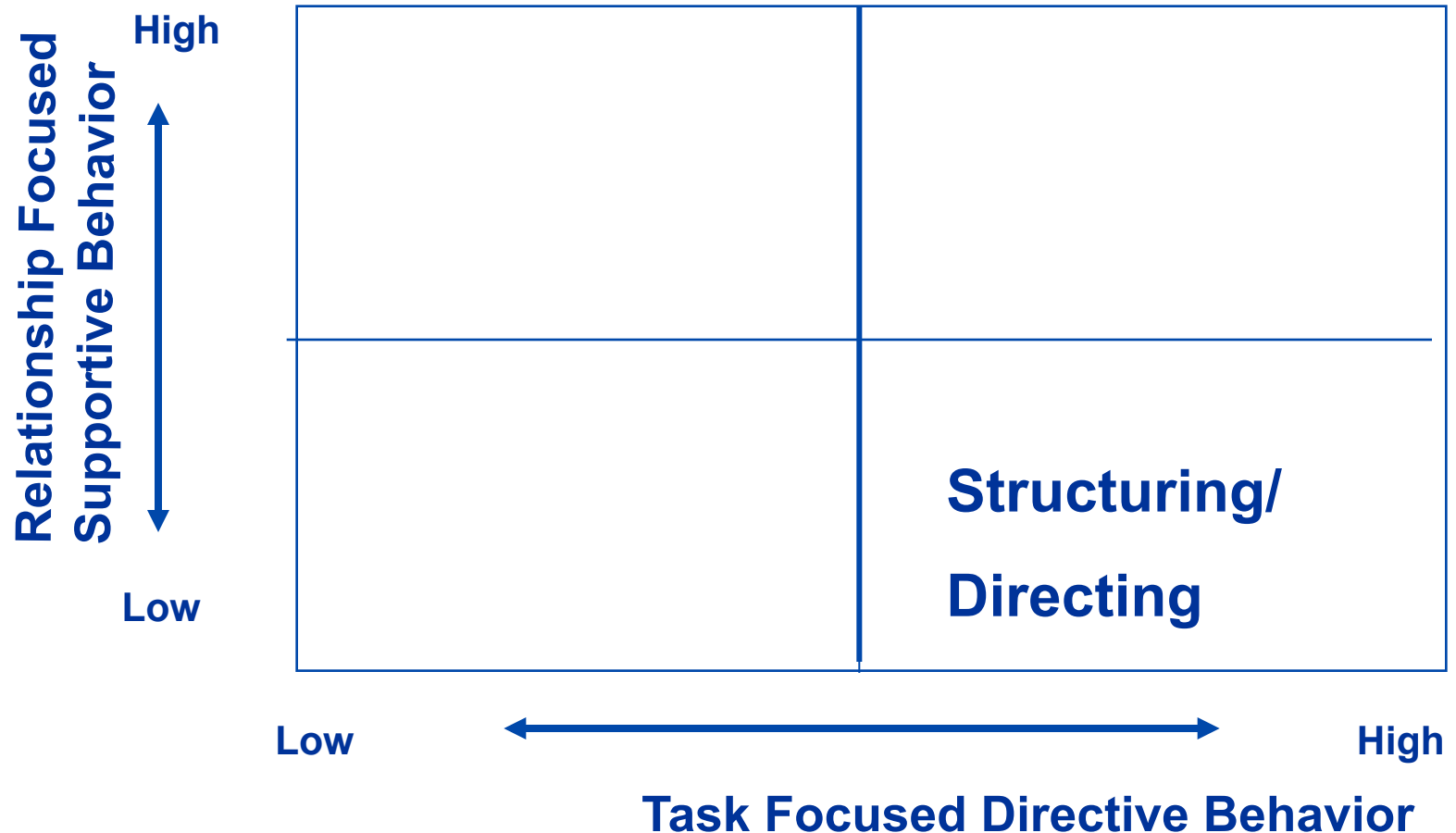
Developing Them

- **Directive Behavior** involves clearly telling people what to do, how to do it, when to do it and then closely monitoring behavior. It relates to the task function of leadership and Thinking (T) in MBTI.
- **Supportive Behavior** involves listening to people, providing support and encouragement for their efforts, and then facilitating their involvement in problem-solving and decision making. It relates to the relationship function of leadership and Feeling (F) in MBTI

Development Model



Blanchard Leadership Model



Leader-Follower Challenges

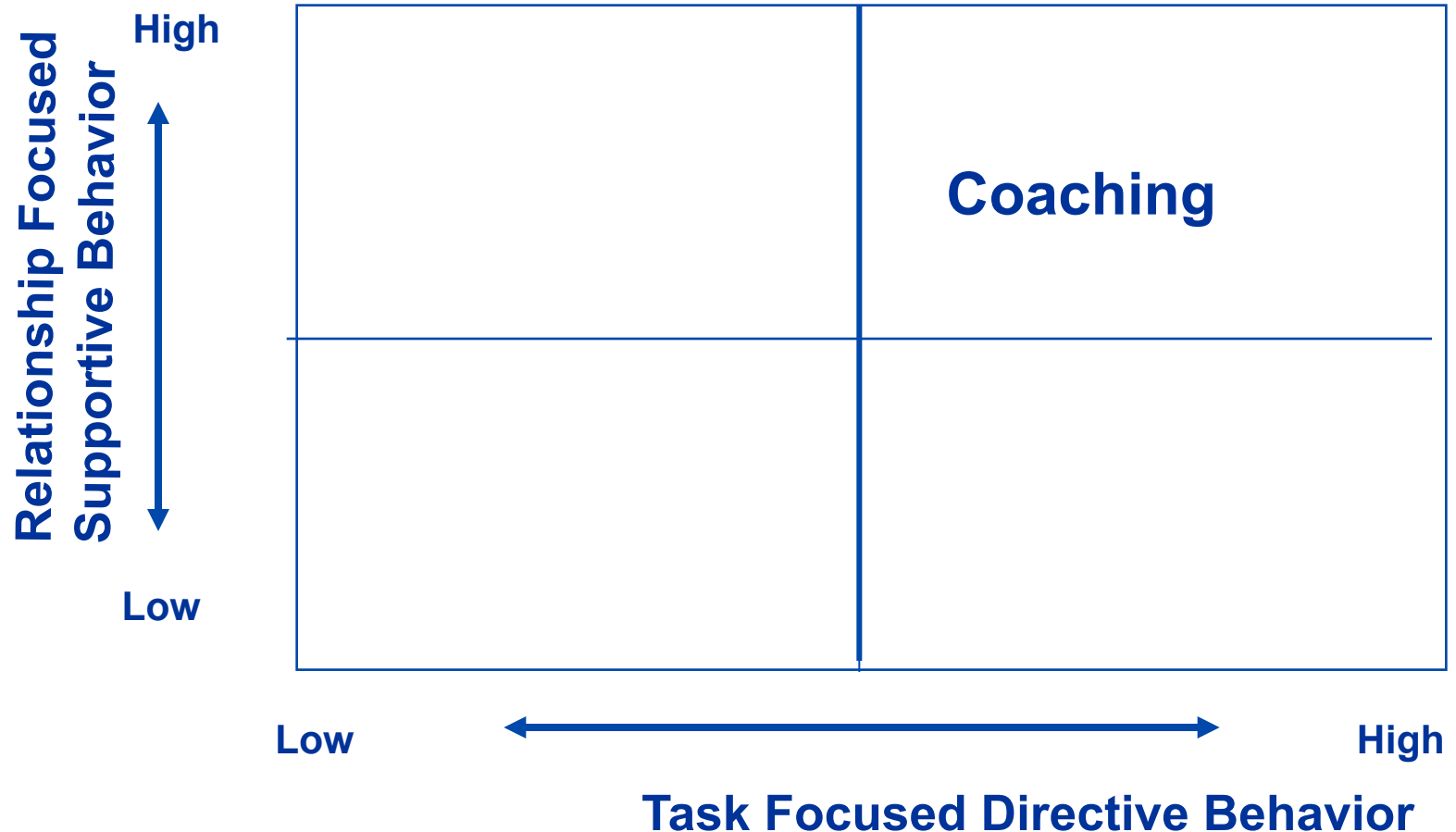
Follower:

- **New position, work setting or task challenge**
- **Needs to demonstrate or learn new skills and abilities**
- **Needs the capacity to master these**

Leader:

- **Defines work**
- **Assesses skills**
- **Teaches as needs**
- **Remains responsible for the work at hand**

Blanchard Leadership Model



Leader-Follower Challenges

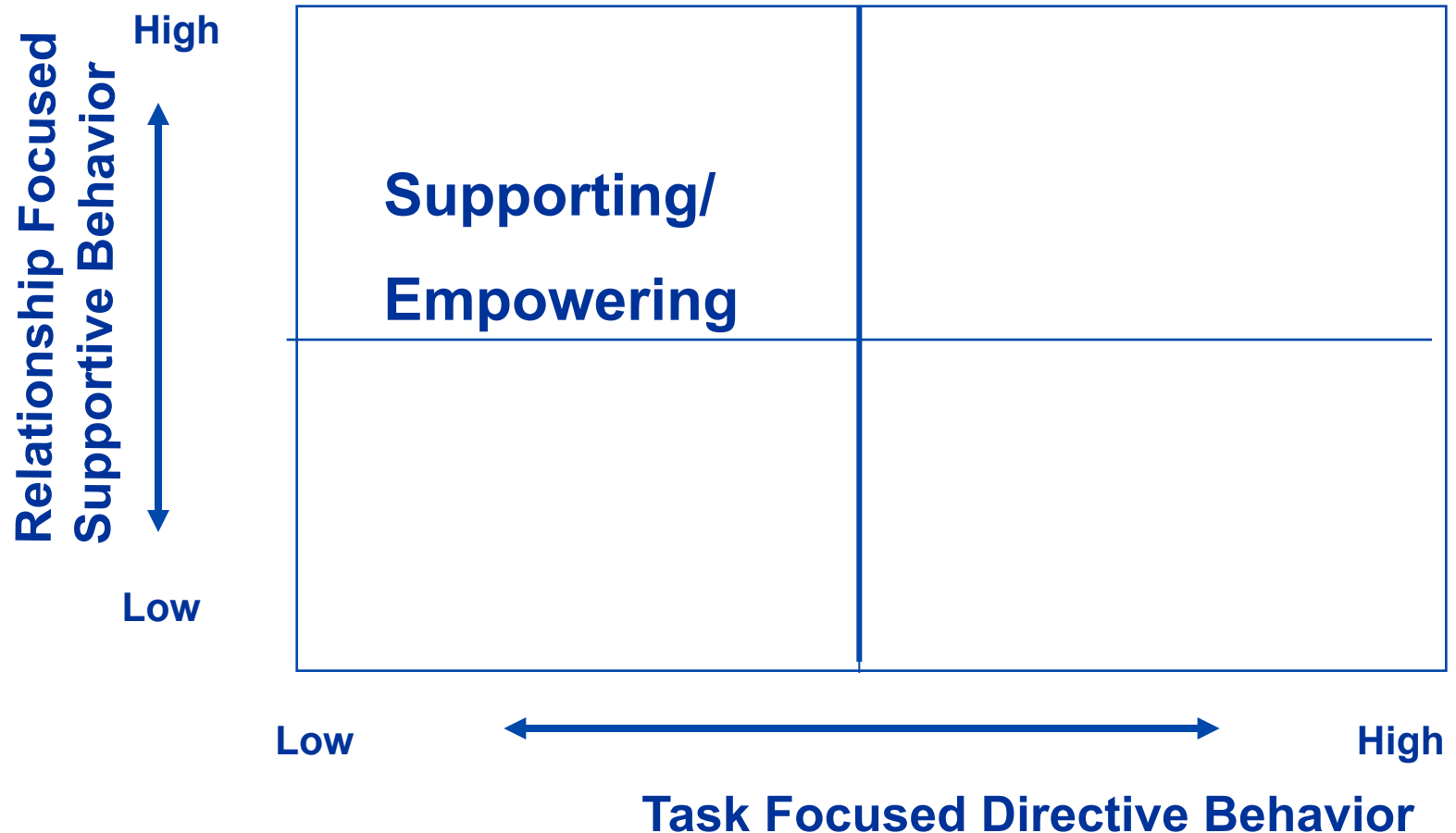
Follower:

- **Continues to learn new skills**
- **Applies them to new situations**
- **Develops broader sense of the scope of work**
- **Demonstrates good faith and openness**

Leader:

- **Leader continues to direct work, teach new skills**
- **Asks for input on process**
- **Provides broader context for work**
- **Develops more emotional investment in the follower**

Blanchard Leadership Model



Leader-Follower Challenges

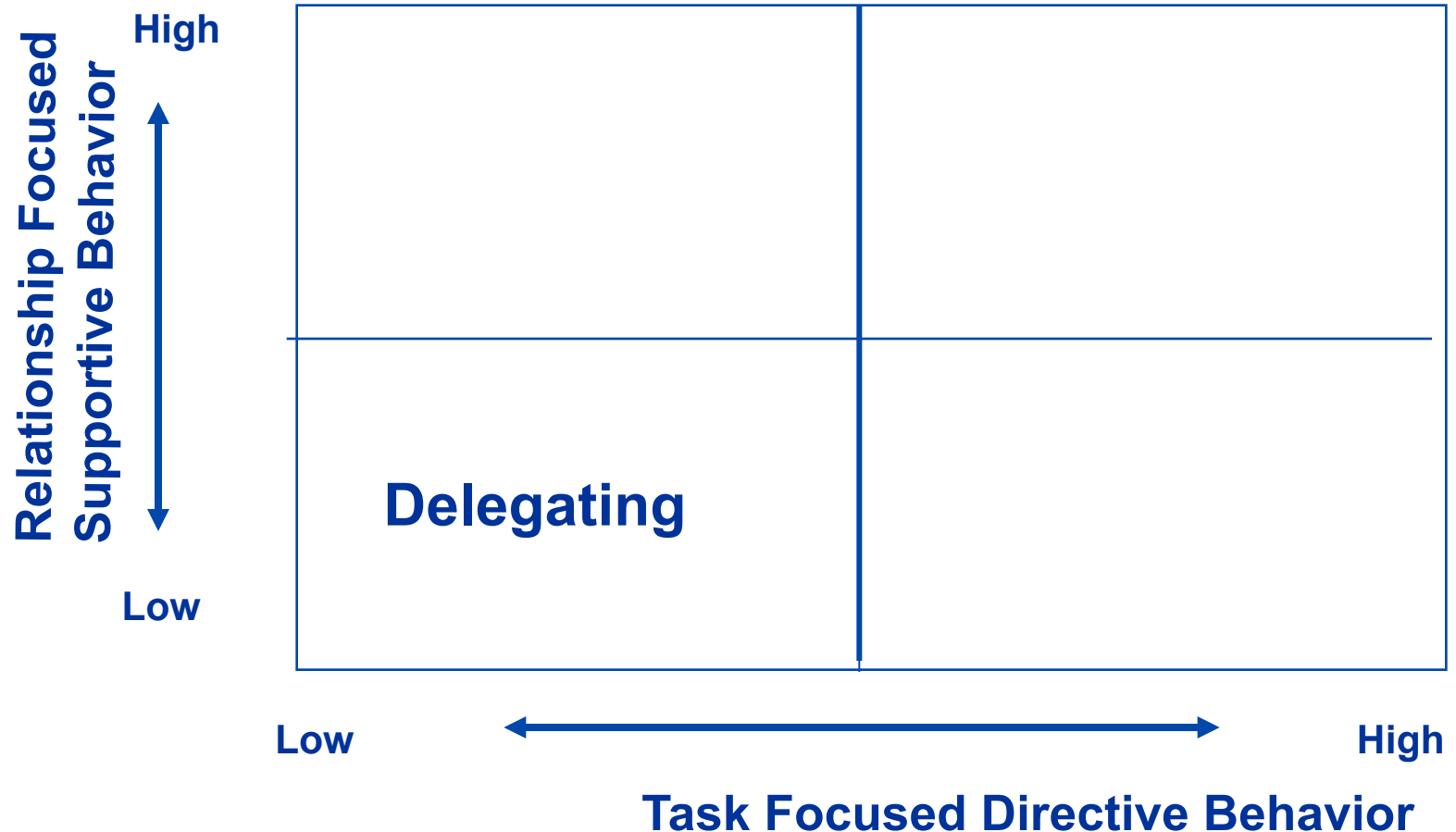
Follower:

- **Capable and experienced**
- **May lack confidence for independent action**

Leader:

- **Lessens daily operational oversight**
- **Sets general direction**
- **Provides more opportunity for independent action**

Blanchard Leadership Model



Leader-Follower Challenges

Follower:

- **Now works independently**
- **Contributes to new direction**
- **Directs personal and professional development**
- **Deepens trusting relationship**

Leader:

- **Provides progress reports and feedback**
- **Assists in strategic redirections**
- **Deepens trusting relationship**

Common Errors

- Moving to Coaching when the competence or skills can't be learned.
- Too long or too crowded in the Coaching box.
- Moving directly from Directing to Coaching.
- Inadequate distribution of people in all boxes
- Thinking that Delegating for one thing is Delegating for all things.
- Reluctance to keep those that perform well in Directing or Empowering.
- Falsely imprisoning in Delegating when they want to leave

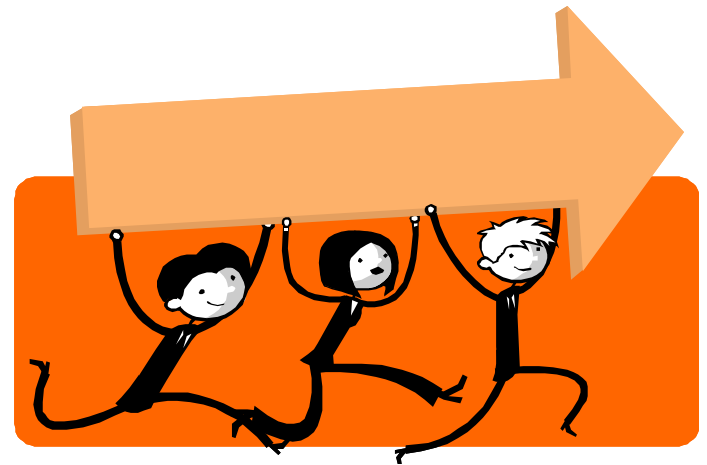
Six Cs for Guiding Behavior

- Common Context
 - Similar view of the end game/success
 - Shared values, culture, expectations
 - Comprehensive
 - Both give and receive feedback



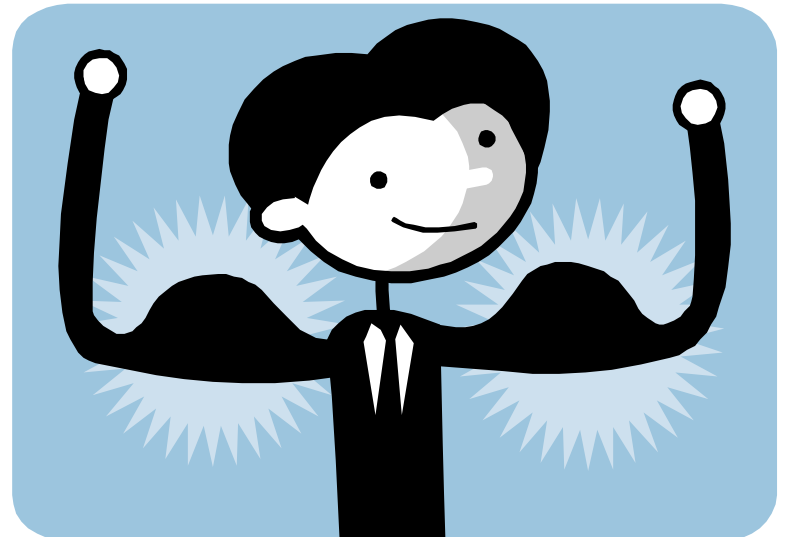
Six Cs for Guiding Behavior

- Clear Goals and Process
 - Linked to common context
 - Understood
 - Specific/written
 - Shared/of interest to us both
 - Systematic and universal



Six Cs for Guiding Behavior

- Capability
 - Skills in place
 - Attitudes aligned
 - Willing to make the effort



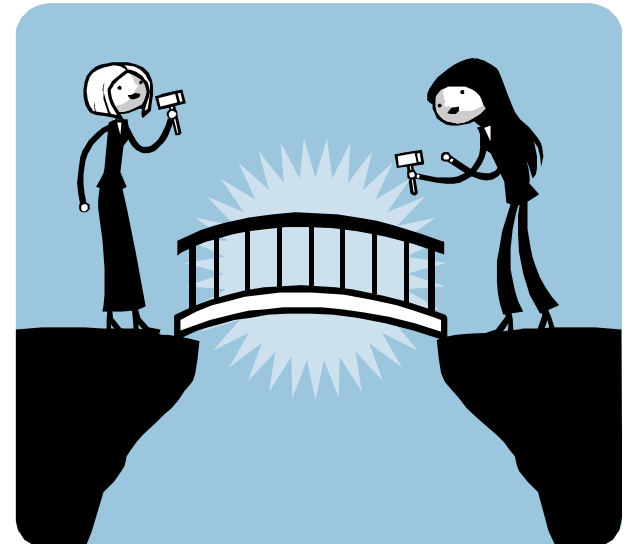
Six Cs for Guiding Behavior

- Coaching
 - Recognize gain
 - Focused on improvement
 - Instructive
 - Balance of reason and emotion
 - Informal and frequent



Six Cs for Guiding Behavior

- Confrontation
 - On a specific goal, commitment or behavior
 - Real data on performance or behavior and its impact on you or others
 - No speculation on your part as to motivation



Six Cs for Guiding Behavior

- Consequences

- Rewards
- Sanctions
- Consistency



Traps

- General discomfort in new role
- Hiding out in those past areas of activity where comfort was higher
- Failure to understand the continuum of doing-managing-leading
- Discomfort around new areas of required competence
- Ability to work through others – staff and consultants
- Ability to separate new role and maintain relationships
- Comfort with not knowing it all
- Developing executive perspective and presence
- Investing time for best return

Why Don't You Delegate?

Improving Delegation

- Give the person a whole task to do.
- Ensure person understands exactly what you want them to do.
- Share your vision with them.
- Identify milestones when you want feedback about progress.
- Identify the measurements or the outcome
- Thank and reward the staff person

Delegation Drill Down

Leading Change

- What is it that we do and how does the changing environment now challenge this?
- Do I understand these changes? How do I feel about the changes?
- How do both disrupt the status quo and bring coherence to the new direction?

Leading Change

- Who needs to be involved in the new direction? What do they want, need, fear and like and how does this fit into my change strategy?
- What influencing capital do I have?
- How does it fit with the needs of others?

Leading Change

- How does it fit with the needs of others?
- What is my plan for enhancing my influence and advancing the change?