

American Association for

**PHYSICIAN  
LEADERSHIP**

Inspiring Change. **Together.**

# Physicians Leading Change: The Balancing Act

William “Marty” Martin, MA, MS, MPH, PsyD, CHES  
Rebekah Apple, MA

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**If you're in a bad situation,  
don't worry it'll change.**

**If you're in a good situation,  
don't worry it'll change.**

*~John A. Sim*

# Session Objectives

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**Balancing Act: Leadership vs. Management**

**Physician Leadership Development: Skillful Change Management**

**Optimize Your Personal Change Style**

**Successful Failures**

**30-60-90-day Action Plan**

**What Your Practice and Institution Need in Physician Leadership**

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# Balancing Act: Leadership vs. Management

# Our Journey Continues

Perfection is not attainable.  
But if we chase perfection,  
we can catch excellence.”

*Coach Vince Lombardi*

# Medicine vs. Leadership

## THE NATURE OF MEDICINE

Prescribe and expect compliance

Immediate and short-term focus and results

Procedures/episodes

Relatively well-defined problems

Individual or small-team focus

Being the expert and carrying the responsibility

Receiving lots of thanks

Respect and trust of colleagues

## THE NATURE OF LEADERSHIP

Lead, influence and collaborate

Short-, medium- and long-term focus and results

Complex processes over time

Ill-defined, messy problems

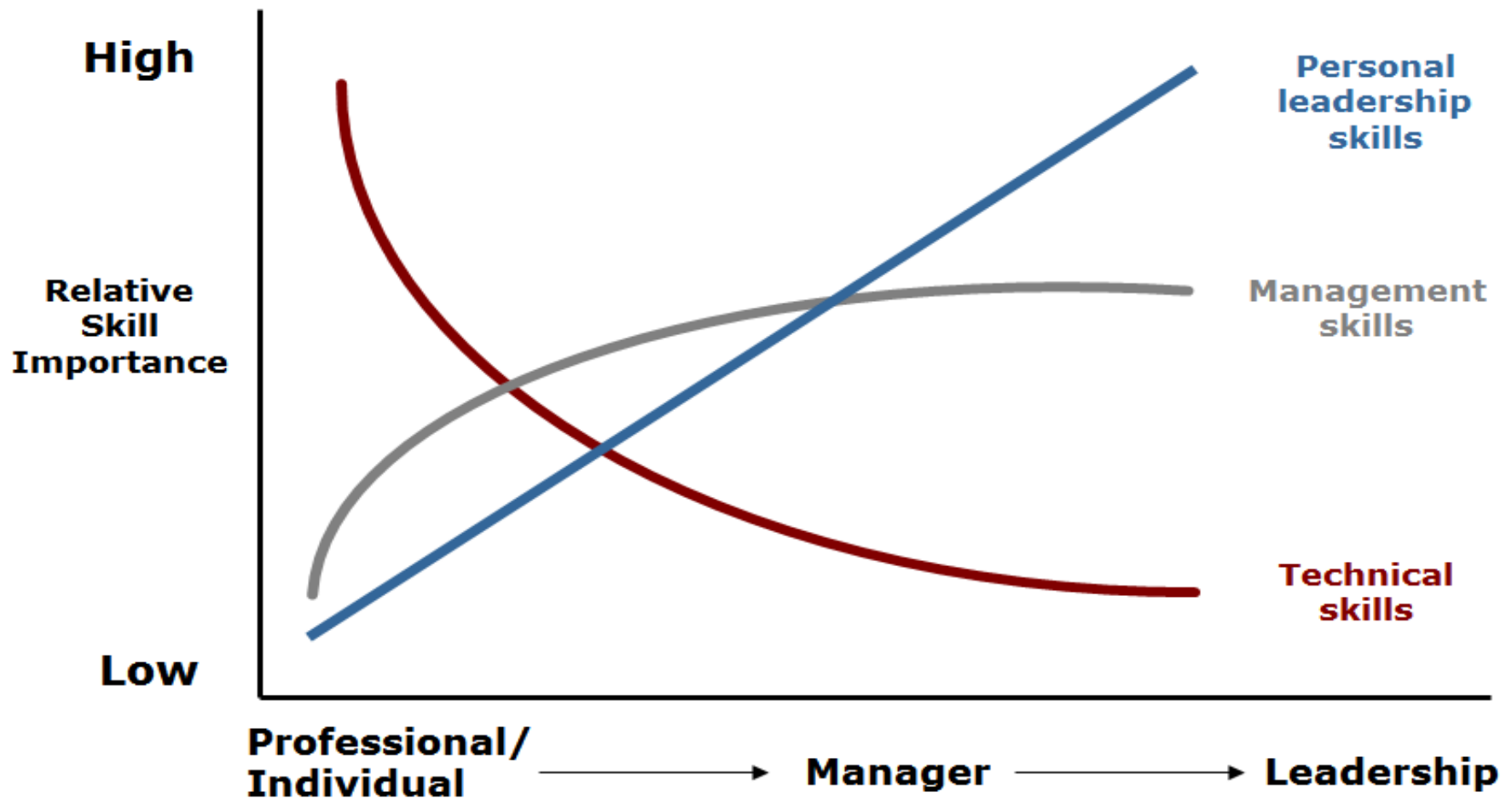
Larger groups crossing many boundaries, integrated approach

Being one of many experts and sharing the responsibility

Encountering lots of resistance

Suspicion of being a "suit"

# Changing Skill Requirements





# Cardiovascular Position Descriptions

## Departmental Leadership Team Positions

### Manager and Medical Directors

#### Cardiovascular Patient Care Center Leadership Team

The leadership team of the cardiology services areas will include a Medical Director and a manager. The team is responsible for the

**CREATION** of a **patient focused, high performance, high commitment work team** which supports the mission, vision and credo of the Cardiovascular Patient Care Center and the Clinical Enterprise. The **leadership team will collaborate to meet the established goals** of the Patient Care Center and the Clinical Enterprise of Vanderbilt University Medical Center.

# Leadership and Change

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*The changes required will be not only in our organizations but in ourselves as well.*

*...Only by changing how we think can we change deeply embedded policies and practices.*

*Only by changing how we interact can shared vision, shared understandings, and new capacities for coordinated action be established.”*

*Senge, P. M. (1990). The Fifth Discipline, p. xiv*

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# Physician Leadership Development: Skillful Change Management

# Some Salient Facts about Strategic Change

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- Change has never been easy.
- Humans are biologically hard-wired to resist change.
- The pace, size and complexity of change are greater than before.
- Past successes at managing change is no guarantee for dealing with future changes.

# Your Blueprint for Successful Change

- **Set the vision.**
- Assess readiness.
- Give voice to the vision.
- Conduct a force field analysis.
- Celebrate!



# Set The Vision

WHERE DO WE WANT TO GO?

HOW DO WE GET THERE?

WHAT DO WE NEED TO DO?

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The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.

*Michelangelo*

## Mission

## Vision

## Values

## Goals

### WHY?

*Why do we  
exist?*

### WHAT?

*What must we  
become to  
accomplish our  
purpose?*

### HOW?

*How must we  
behave to  
achieve our  
vision?*

**HOW WILL  
WE MARK  
OUR  
PROGRESS?**

*Fundamental  
Purpose*

*Compelling  
Future*

*Collective  
Commitment*

*Targets and  
Timelines*

*Clarifies  
Priorities and  
Sharpens  
Focus*

***Gives  
Directions***

*Guides  
Behavior*

*Establishes  
Priorities*

*Richard Dufour, et.al.  
Learning by Doing*





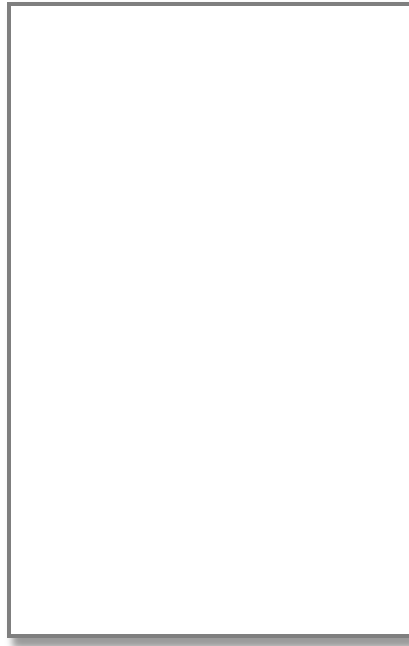
Identify one **BIG CHANGE** in your organization.



Identify **ONE CHANGE** to work on at your table.

# The Future Perfect

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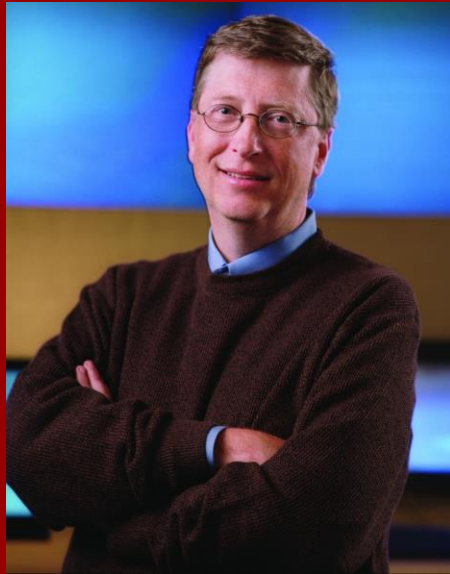
*(Workbook)*

# Vision Gap Analysis

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LIST THE KEY PARTS OF YOUR VISION	DESCRIBE WHERE YOU ARE NOW	ACTION PLAN TO GET TO THE GOAL

*(Workbook)*



*We always overestimate  
the change that will occur  
in the next two years and  
underestimate the change  
that will occur in the next  
ten.”*

*--Bill Gates Jr.*

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# Your Blueprint for Successful Change

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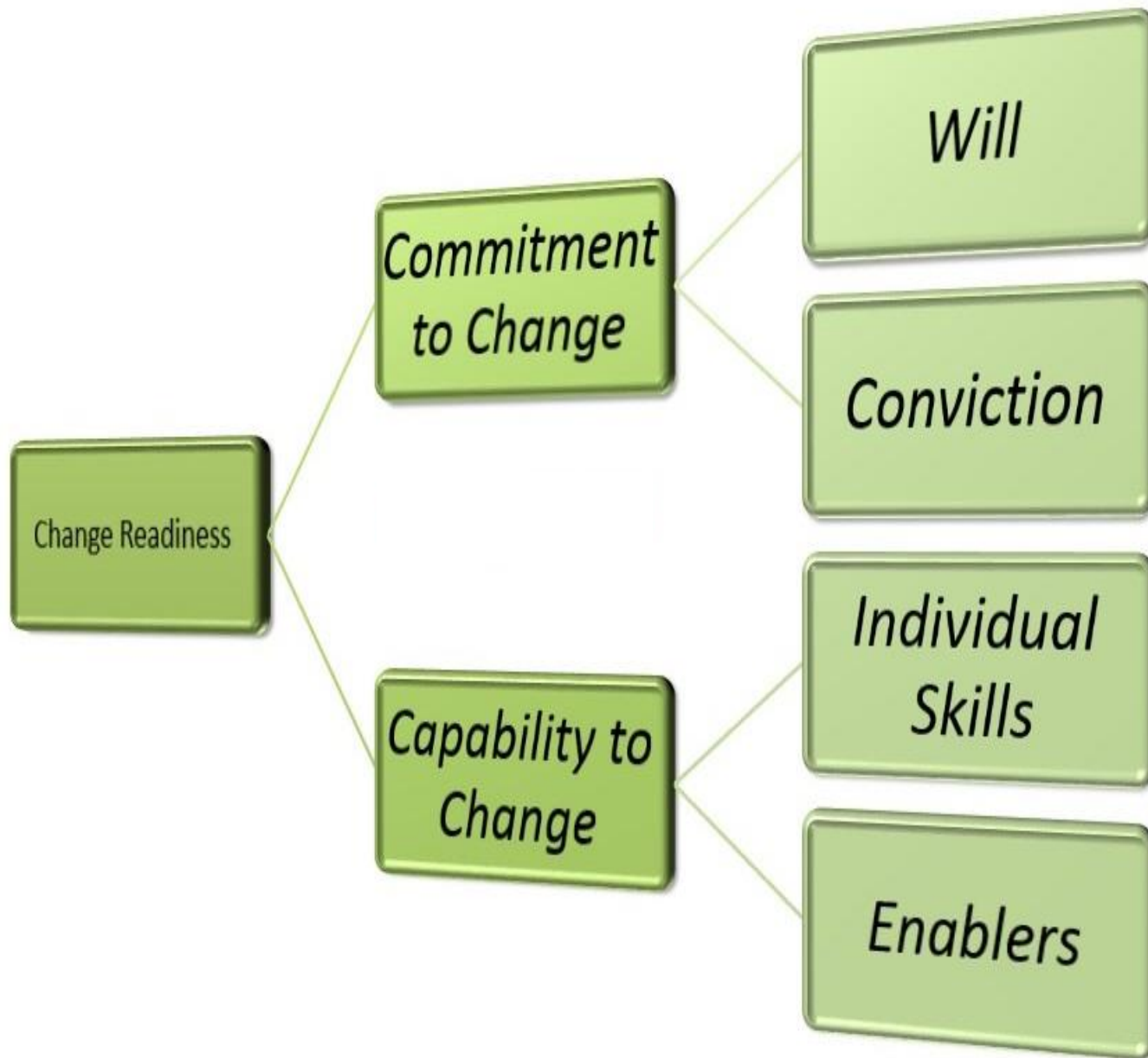
# Assess Readiness

AM I READY?

Organizational  
Readiness



Are  
you  
Ready?



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# Optimize Your Personal Change Style



# Change Styles & Preferences

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MAXIMIZING & MOTIVATING

A solid orange horizontal bar spanning the width of the slide at the bottom.

“If you want to make  
some enemies,  
change something.”

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- WOODROW WILSON

Once I've completely  
changed you, we'll be  
perfect for each other.



som<sup>ee</sup>cards  
user card

# People don't resist change.

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They resist  
*being*  
changed.

It's about  
comfort  
zones.



# Change Style Indicator® (CSI)

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## WHAT IT IS:

- Explanation of preferred style regarding change
- Description of 3 personality (not situational) change style preferences
- Intended to create appreciation for style diversity

# CSI

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## WHAT IT ISN'T:

- Description of right or wrong style
- Evidence of competence regarding initiation or management of change
- A way to limit individuals due to their predetermined preferences

# The Three Style Preferences

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Accept  
structure

Prefer  
incremental  
change

**Conservers**

Explore  
structure

Prefer  
functional  
change

**Pragmatists**

Challenge  
structure

Prefer  
expansive  
change

**Originators**

Conservers and  
Originators are  
polar opposites

They exhibit  
most drastic  
reactions to  
change

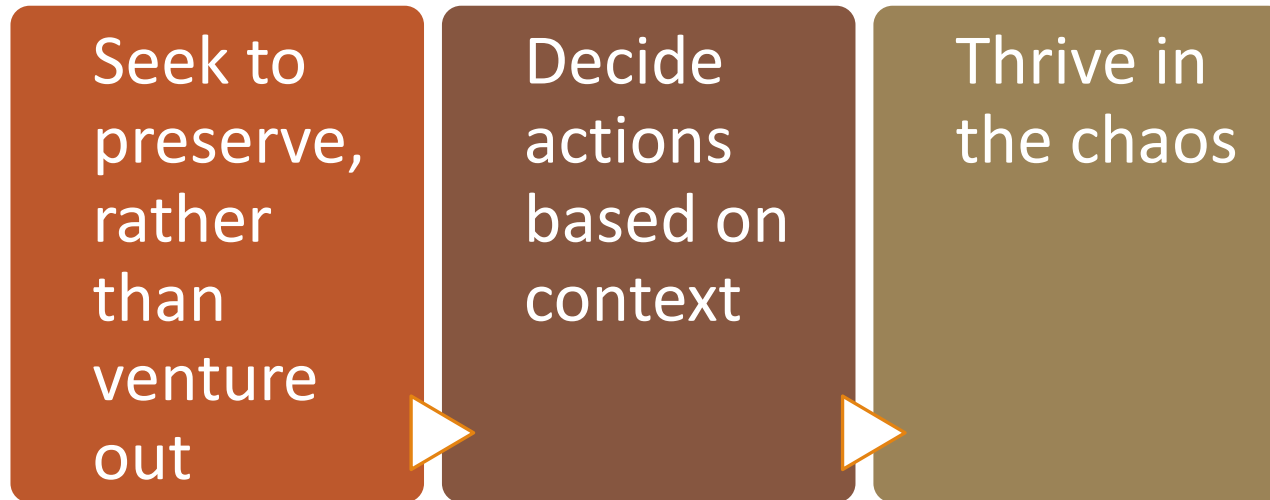
Quick  
Facts

Pragmatists are  
excellent guides  
through change

They are at  
increased risk of  
burnout

# In the face of change, do you ...

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Change styles exist on a spectrum – we may exhibit characteristics of all styles at different times



# General Population

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25% - Conservers

50% - Pragmatists

25% - Originators

# Your Results

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- 1. Divide into preference groups**
- 2. List three things you appreciate about those with other styles**
- 3. List three things you rely on from those with other styles**

# Contributions

Conservers  
follow  
through,  
model  
efficiency,  
remember  
details

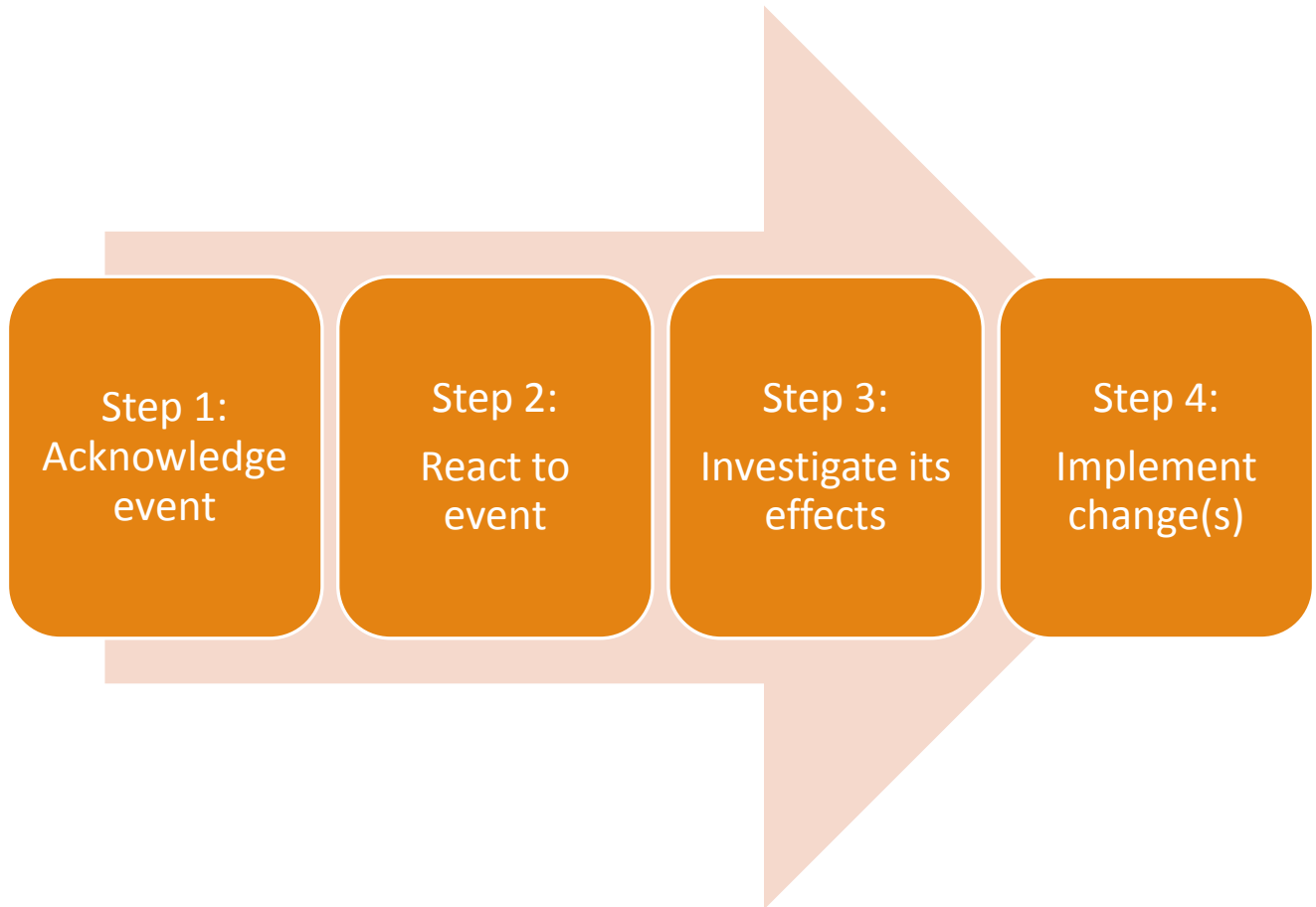
Pragmatists  
are realistic,  
practical, able  
to weigh  
short vs long  
term benefits

Originators  
deal well with  
complexity,  
push  
organizations  
to understand  
system as a  
whole

# Change Process Model

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**After a  
change  
event ...**





**The rate of moving  
from step to step is  
not predictable**

Leaders can help  
during the  
change  
process ...

and increase  
their reputation  
for accountability  
at the same time



# Ask team members what they need to move forward.

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This decreases resistance by ...

- Giving people the chance to communicate their preferences
- Allowing others to change in their preferred way



## Conservers Common Pitfalls

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- Overly focus on details
- Discourage innovation by focusing on rules

## Pragmatists Common Pitfalls

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- Try to please too many people at once
- Appear indecisive, noncommittal

## Originators Common Pitfalls

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- Appear unyielding, discourage others from challenging them
- Forget current realities, move from one project to another

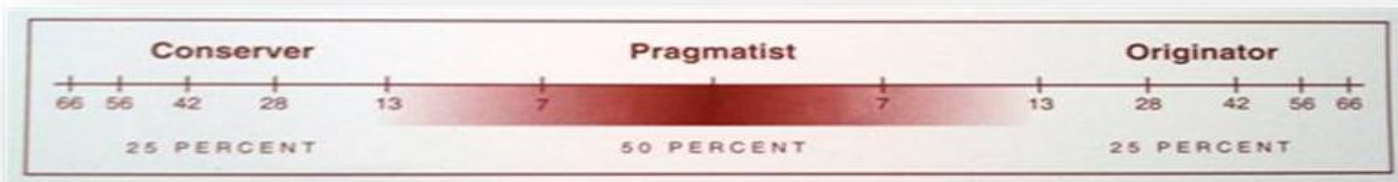
# Your Blueprint for Successful Change

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# Give Voice To The Vision

MMMM

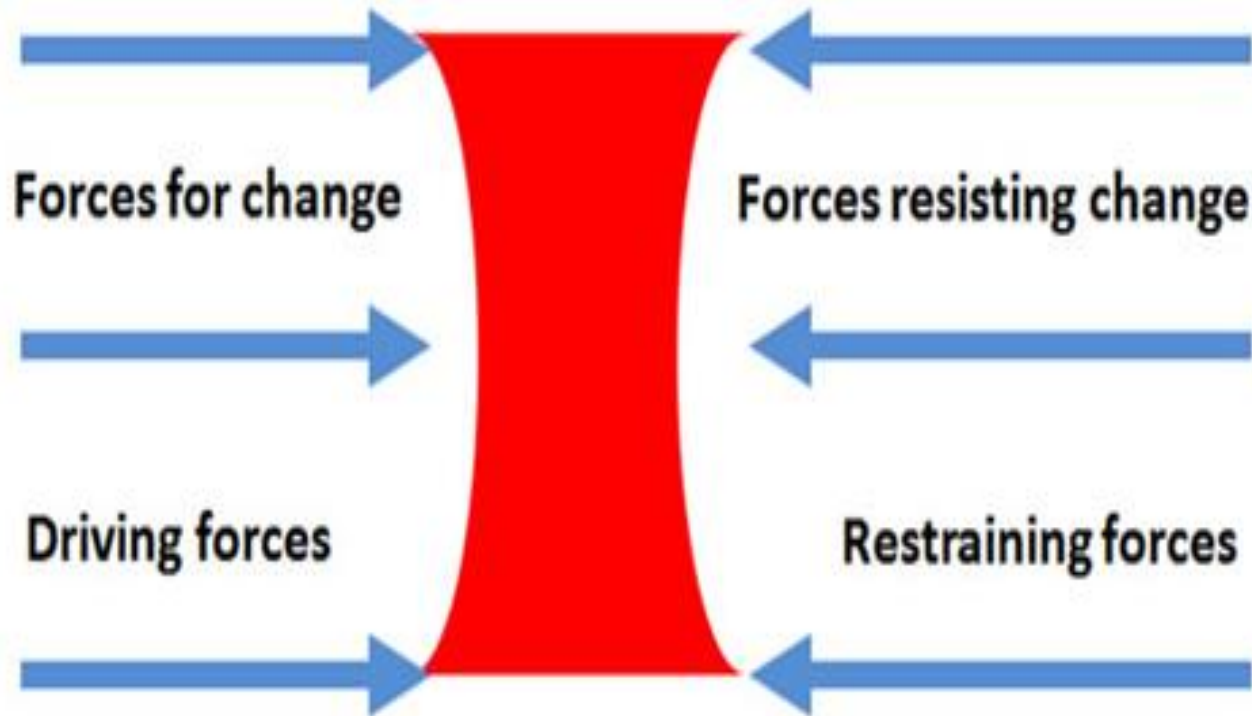


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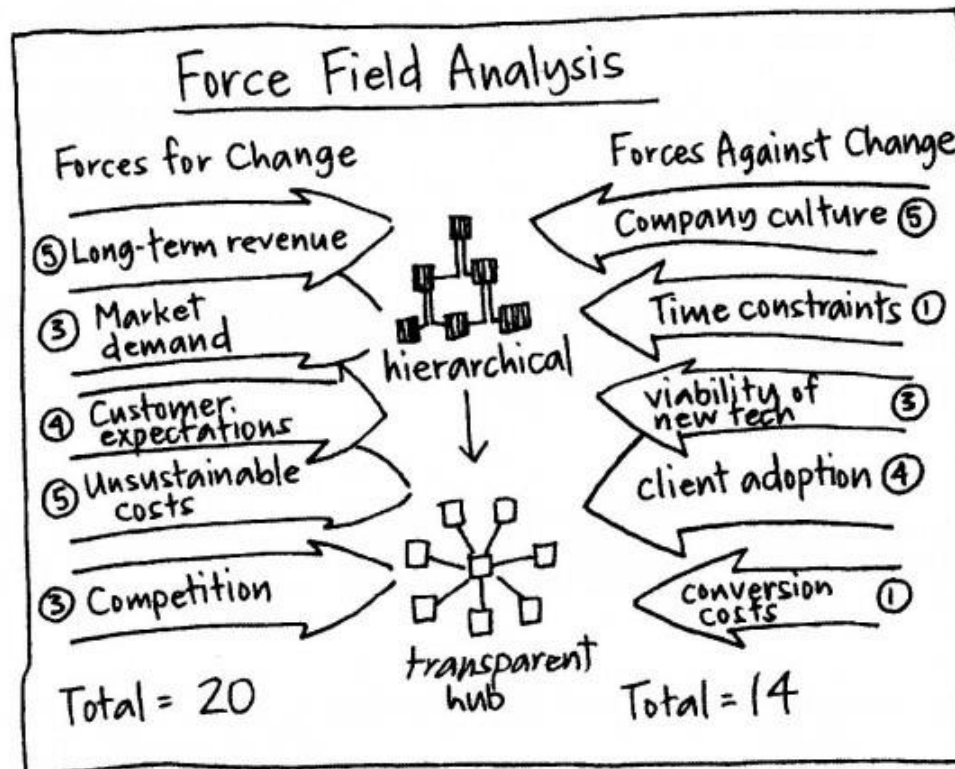


# Conduct A Force Field Analysis





# Force Field Analysis



### **FORCE-FIELD ANALYSIS**

Describe the current situation.

*Describe the desired situation.*

<b>DRIVING FORCES (+)</b>	<b>RESISTING FORCES (-)</b>
A.	A.
B.	B.
C.	C.
D.	D.
E.	E.
F.	F.
	G.

*(Workbook)*

# Your Blueprint for Successful Change

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# From The Inside Out!

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I am convinced that if the rate of change inside the organization is less than the rate of change outside the organization, the end is in sight.

*Jack Welch, Former CEO, General Electric*

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# Successful Failures

# A Life Lesson for Physician Leaders: Failure



**Failure:**  
**A short-term,**  
**unexpected result**  
**that reflects a**  
**challenge in progress**  
**and provides an**  
**opportunity for**  
**creative change and**  
**innovation.**



**The experience of failure itself is not helpful. What matters is what is learned.**





**Success is based on going from failure  
to failure without losing eagerness.**

**Winston Churchill**



**It's fine to celebrate success  
but it is more important to  
heed the lessons of failure.**

**Bill Gates**







# Resilience

**An ability to recover  
from or adjust easily to  
misfortune or change.**

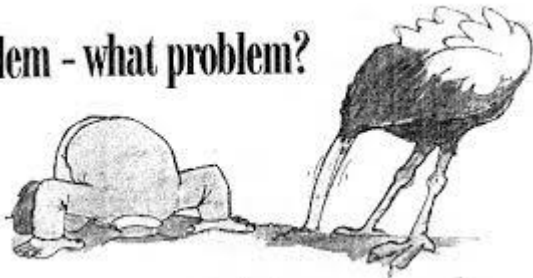
**Be bold! Be audacious!  
Embrace failure!**



# What about RESISTANCE to change?



Problem - what problem?



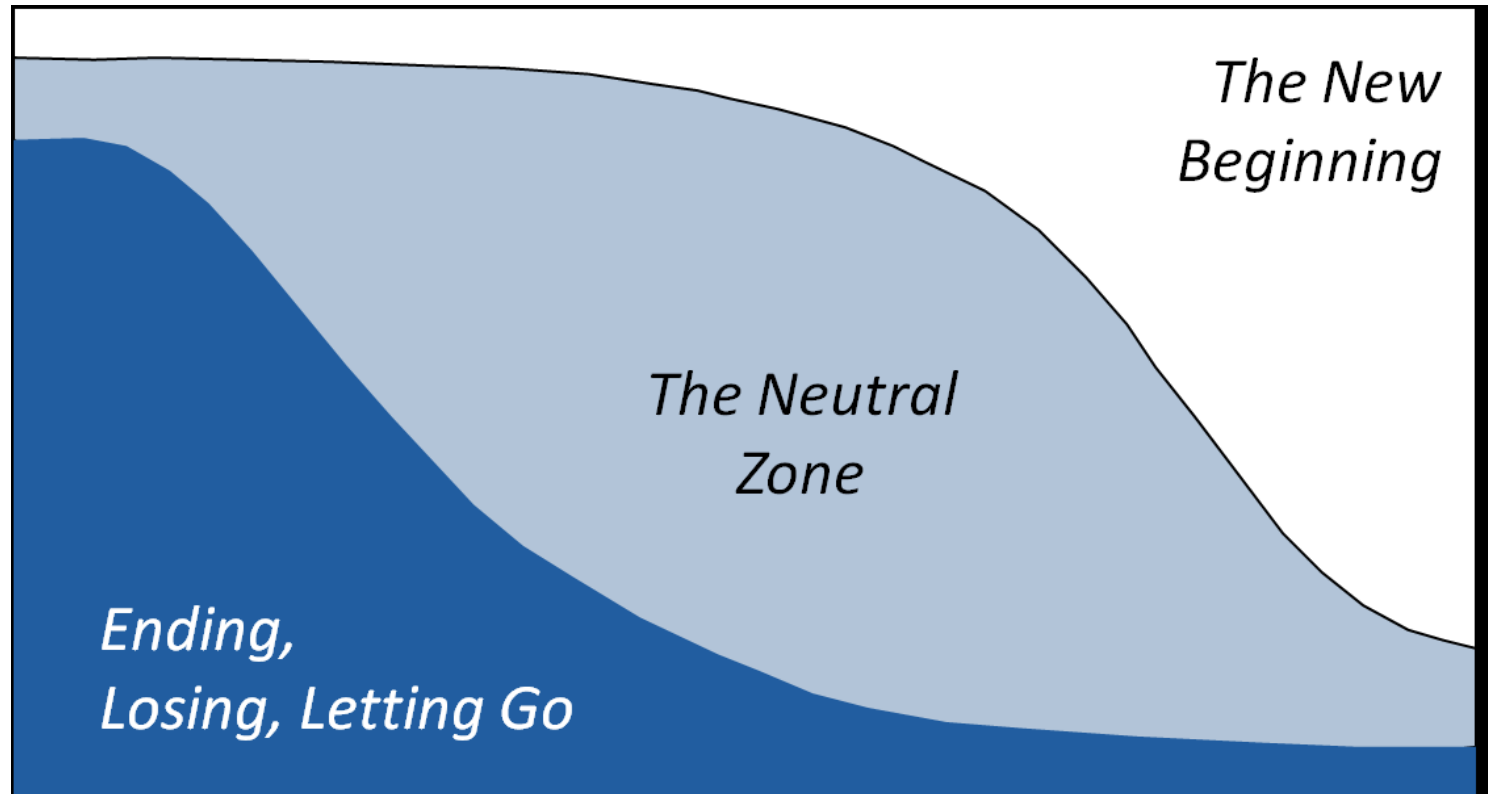
*What do I  
get?*

**"WE'RE  
GOING TO  
BE OK"**

**NOT  
EASY**

# Managing Resistance = Managing Transition

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# 30-60-90 Day Action Plan

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# Your Blueprint for Successful Change



- ✓ Set the vision **(30 days)**.
- ✓ Assess readiness **(30 days)**.
- ✓ Give voice to the vision **(60 days)**.
- ✓ Conduct a force field analysis **(90 days)**.
- ✓ Celebrate! **(everyday)**.



# 30-60-90 Day Action Plan

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	30 Days	60 Days	90 Days
Set the vision	X		
Assess readiness	X		
Give voice to the vision		X	
Conduct a force field analysis			X
Celebrate	X	X	X

# My Personal Leadership Next Step

Set a goal SO BIG  
that you can't achieve  
it until YOU GROW  
INTO THE PERSON  
WHO CAN. ~ UNKNOWN

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# What Your Practice/Institution Needs in Physician Leadership

# Quick Audit

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- ❑ Formal physician leadership development program.
- ❑ Formal physician mentoring program.
- ❑ Formal physician coaching program.
- ❑ Formal physician reward/recognition program tied to performance, creativity, innovation and change.
- ❑ Formal physician succession management program.
- ❑ Formal feedback mechanisms oriented toward high performance, high satisfaction, and low burnout.
- ❑ Formal opportunities to innovate.



*"When we are no longer able to change a situation - we are challenged to change ourselves."*

*Viktor E. Frankl*