Physicians Leading Change: The Balancing Act

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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

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
Balancing Act: Leadership vs. Management
Perfection is not attainable. But if we chase perfection, we can catch excellence.”

Coach Vince Lombardi
# Medicine vs. Leadership

<table>
<thead>
<tr>
<th>THE NATURE OF MEDICINE</th>
<th>THE NATURE OF LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prescribe and expect compliance</td>
<td>Lead, influence and collaborate</td>
</tr>
<tr>
<td>Immediate and short-term focus and results</td>
<td>Short-, medium- and long-term focus and results</td>
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<tr>
<td>Procedures/episodes</td>
<td>Complex processes over time</td>
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<tr>
<td>Relatively well-defined problems</td>
<td>Ill-defined, messy problems</td>
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<tr>
<td>Individual or small-team focus</td>
<td>Larger groups crossing many boundaries, integrated approach</td>
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<tr>
<td>Being the expert and carrying the responsibility</td>
<td>Being one of many experts and sharing the responsibility</td>
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<tr>
<td>Receiving lots of thanks</td>
<td>Encountering lots of resistance</td>
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<tr>
<td>Respect and trust of colleagues</td>
<td>Suspicion of being a “suit”</td>
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Changing Skill Requirements

- **Personal leadership skills**
- **Management skills**
- **Technical skills**

Relative Skill Importance vs. Skill Type:
- **High**
- **Low**

Skill Levels:
- Professional/Individual
- Manager
- Leadership
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

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.”

Physician Leadership Development: Skillful Change Management
Some Salient Facts about Strategic Change

• 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.
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?
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
<table>
<thead>
<tr>
<th>Mission</th>
<th>Vision</th>
<th>Values</th>
<th>Goals</th>
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</thead>
<tbody>
<tr>
<td>WHY?</td>
<td>WHAT?</td>
<td>HOW?</td>
<td>HOW WILL WE MARK OUR PROGRESS?</td>
</tr>
<tr>
<td>Why do we exist?</td>
<td>What must we become to accomplish our purpose?</td>
<td>How must we behave to achieve our vision?</td>
<td></td>
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<tr>
<td>Fundamental Purpose</td>
<td>Compelling Future</td>
<td>Collective Commitment</td>
<td>Targets and Timelines</td>
</tr>
<tr>
<td>Clarifies Priorities and Sharpens Focus</td>
<td>Gives Directions</td>
<td>Guides Behavior</td>
<td>Establishes Priorities</td>
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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

(Workbook)
Vision Gap Analysis

<table>
<thead>
<tr>
<th>LIST THE KEY PARTS OF YOUR VISION</th>
<th>DESCRIBE WHERE YOU ARE NOW</th>
<th>ACTION PLAN TO GET TO THE GOAL</th>
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*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.
Your Blueprint for Successful Change

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

Are we ready?

Are you ready?
Optimize Your Personal Change Style
Change Styles & Preferences

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

- WOODROW WILSON
Once I've completely changed you, we'll be perfect for each other.
People don’t resist change.

They resist *being* changed.

It’s about comfort zones.
Structure of change + How we’re told of the change = How we react to the change
Change Style Indicator® (CSI)

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

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

- Conservers
- Pragmatists
- Originators
Conservers

- Accept structure
- Prefer incremental change

Pragmatists

- Explore structure
- Prefer functional change

Originators

- Challenge structure
- Prefer expansive change
Conservers and Originators are polar opposites. They exhibit most drastic reactions to change.

Pragmatists are excellent guides through change. They are at increased risk of burnout.

Quick Facts
In the face of change, do you ...

Seek to preserve, rather than venture out

Decide actions based on context

Thrive in the chaos

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

25% - Conservers

50% - Pragmatists

25% - Originators
Your Results

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

Step 1: Acknowledge event
Step 2: React to event
Step 3: Investigate its effects
Step 4: Implement change(s)

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.

Accept that some move quicker than others.

In step 1, give info repeatedly. Don’t push.

In step 2, lead by listening. Avoid: “Change is good!” line.

In step 3, reward exploration.

In step 4, clarify desired outcomes. Don’t change ground rules.
Ask team members what they need to move forward.

This decreases resistance by ...

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

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

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

Originators
- Appear unyielding, discourage others from challenging them
- Forget current realities, move from one project to another
Your Blueprint for Successful Change

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

MMMMM
Your Blueprint for Successful Change

- Set the vision.
- Assess readiness.
- Give voice to the vision.

**Conduct a force field analysis.**

- Celebrate!
Conduct A Force Field Analysis
Force Field Analysis

Forces for Change

5. Long-term revenue
3. Market demand
4. Customer expectations
5. Unsustainable costs
3. Competition

Total = 20

Forces Against Change

5. Company culture
1. Time constraints
3. Viability of new tech
4. Client adoption
1. Conversion costs

Total = 14
**FORCE-FIELD ANALYSIS**

Describe the current situation.

Describe the desired situation.

<table>
<thead>
<tr>
<th>DRIVING FORCES (+)</th>
<th>RESISTING FORCES (-)</th>
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<td>A.</td>
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Your Blueprint for Successful Change

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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
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?
Managing Resistance = Managing Transition

The New Beginning

The Neutral Zone

Ending, Losing, Letting Go
30-60-90 Day Action Plan
✓ 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

<table>
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<tr>
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<th>30 Days</th>
<th>60 Days</th>
<th>90 Days</th>
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<td>Set the vision</td>
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<tr>
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<td>X</td>
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<td>Conduct a force field analysis</td>
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<td>X</td>
</tr>
<tr>
<td>Celebrate</td>
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Set a goal **SO BIG** that you can’t achieve it until **YOU GROW INTO THE PERSON WHO CAN.** ~ **UNKNOWN**
What Your Practice/Institution Needs in Physician Leadership
Quick Audit

- 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