Leadership and Change

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Objectives

• Discuss leadership behaviors and styles
• Review importance of leadership and simple behaviors leaders can perform
• Develop a structured approach to change in large organizations
• Take away lessons on leading and managing change
• Grab a Pen:
  - Describe a good leader that you have worked with
    • What were the characteristics
  - Describe a bad leader you have worked with
    • What were the characteristics
  - Have you seen an impactful change?
Leadership Theories

- Transformational Leadership
- Situational Leadership
- Servant Leadership
## Five Components of Emotional Intelligence at Work

*Daniel Goleman What Makes a Leader. HBR 2004*

<table>
<thead>
<tr>
<th>Component</th>
<th>Definition</th>
<th>Hallmarks</th>
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<tbody>
<tr>
<td>Self-Awareness</td>
<td>the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others</td>
<td>self-confidence, realistic self-assessment, self-deprecating sense of humor</td>
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<tr>
<td>Self-Regulation</td>
<td>the ability to control or redirect disruptive impulses and moods, the propensity to suspend judgment – to think before acting</td>
<td>trustworthiness and integrity, comfort with ambiguity, openness to change</td>
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<tr>
<td>Motivation</td>
<td>a passion to work for reasons that go beyond money or status, a propensity to pursue goals with energy and persistence</td>
<td>strong drive to achieve, optimism, even in the face of failure, organizational commitment</td>
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<tr>
<td>Empathy</td>
<td>the ability to understand the emotional makeup of other people, skill in treating people according to their emotional reactions</td>
<td>expertise in building and retaining talent, cross-cultural sensitivity, service to clients and customers</td>
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<tr>
<td>Social Skill</td>
<td>proficiency in managing relationships and building networks, an ability to find common ground and build rapport</td>
<td>effectiveness in leading change, persuasiveness, expertise in building and leading teams</td>
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“Dictator”

- Atmosphere that inhibits:
  - Flow of information
  - Action

Complete control
Input not welcome

Autocratic
Intimidating
Rude
Hostile
Intimidation and Hostility

• ISMP Survey 2003 (n=2095)
  - 88% - condescending language or voice intonation
  - 87% - impatience with questions
  - 79% - refusal to answer questions or phone calls
  - 48% - strong verbal abuse

“75% Nurses and Pharmacists use avoidance techniques to clarify orders”
Intimidation and Hostility

• The Silent Treatment: Why Safety Tools and Checklists Aren’t Enough to Save Lives (2010)

  85% work with people who demonstrate disrespect
  – Condescension
  – Insults
  – Rudeness
  – Yelling
  – Shouting
  – Swearing
  – Name calling

Leaders Create High Functioning Teams

1. Interpersonal Skill (NASA Study 1990)
2. Invite Participation – “please speak up”
3. Strategic Open-Ended Questions
4. Set Acknowledgement Expectation
5. Briefings
6. Debriefings
How do Leaders build Teamwork?

(1). Interpersonal Skill

- NASA Study 1990
- Weick & Sutcliffe, *Managing the Unexpected* (2001)
  - “friendliness and skill in interpersonal relations”
- Greet Team
- Practice Civility – Be Polite
- Set Tone
  - “The Leader sets the Tone”
  - USE FIRST NAMES
- Use appropriate Body language (Non-Verbal)
(2). Invite and expect participation
   - “If you see anything....please speak up”
   - “I expect you to speak up”
   - Humble yourself – the “3D’s”

(3). Use strategic open-ended questioning (*time permitting*)
   - Ask “What do you think about..?”
   - “What” vs. “Do” questions much better
How do Leaders build Teamwork?

(4). Set Acknowledgment Expectation

- Used closed loop communication
- NASA Research
How do Leaders build Teamwork?

(5). Briefings

• Initiated by leader
• Accomplished early - after team first forms
• Short – a few minutes
• Guided by Checklist
• Covers:
  - Expectations
    1. For work
    2. For communication
Team Briefing Checklist

☐ Greet team
☐ Goals
  • Safety
☐ Rules
  • Follow Standard Policy and Procedure -- “NO SHORT CUTS”
  • Speak Up
  • Acknowledge Communications
☐ Roles
☐ Expected threats
☐ Any questions
How do Leaders build Teamwork?

(6). De-Briefings:

- Initiated by Team Leader
- Short – a few minutes
- Guided by checklist
- Reviews team performance / Safe environment
- Goal is improvement
Debriefing Checklist

☐ What went well?
☐ What did not go well?
☐ Did we have what we needed?
☐ Did equipment function properly?
☐ What can we do better next time?
☐ Other?
Effective Follower - Behaviors of an Engaged Advocate (also known as Leading from Below)

- Engaged and active in decision making
- Critical thinker & pays attention to details
- Takes ownership and responsibility for team decisions
- Provides honest and feedback & Cross Checks
- "Speaks up" when necessary regardless of one’s rank or title in the organization
- "Speaks up" even in the face of steep authority gradients
- Practices inquiry and advocacy on a consistent basis
- Takes action when necessary
- Is assertive but respectful
Managing Change
One Framework for Leading Change

John Kotter – lessons based on observing companies:

– Establish a sense of urgency (based on competitive realities & current or potential crisis)
– Form a powerful guiding coalition to lead the change
– Create a vision & strategy to direct the change
– Communicate the vision with words & examples
– Empower others to act on the vision by removing barriers, modifying systems
– Create short-term honest wins & celebrate
– Consolidate improvements by aligning structures, systems, policies & procedures
– Institutionalize new approaches by connecting new behaviors to corporate success
Change Process Overview

Unfreezing

- Establish need for change
- Understand the problem (do an RCA)
- Generate multiple change options

Issues:

Transformation

- Identify & manage sources of resistance
- Maintaining support & commitment
- Measure progress against milestones

Issues:

Refreezing

- Evaluating content & process for change
- Verifying overall fit with the organization
- Remaining poised for next cycle of change

Issues:

Constant communication & involve stakeholders at each step of the process

JR Edwards. Kenan-Flagler Business School, University of North Carolina
Need for change in an organization is established from a gap between current (where it is now) and future (where it should be).

Gaps may be different in terms of:
- Content: What is the target of the needed change?
- Size: minor or major change/problem?
- Importance: critical to success or helpful to success?
- Urgency: Now or soon?

Organizations assess/diagnose gaps through strategic planning relative to goals, measuring performance related to goals, benchmarking compared to competitors/similar organizations, assessments of the organization relative to its mission.
Start with “Why”

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en
Resistance to Change

Desire:
• Dislike or concern of direction
• Losses may exceed gains
• Low trust in change agent

Ability:
• Meaning of change not clear
• Lacking skills
• Too little time or energy

Opportunity:
• Bureaucracy, red tape
• Formal or informal constraints in the job or role
• Powerful others who act as obstacles
• Paralysis by analysis

Change Itself:
• Failure fatigue
• Forces of habit
• Apathy
• Fear of the unknown
Helping with Resistance

**Education:**
- Communicating information
- Provide training

**Facilitation:**
- Provide resources (time, people)
- Active removal of barriers

**Manipulation:**
- Pretend to listen, take no action
- Partial information

**Participation:**
- Input into planning
- Involvement in implantation

**Negotiation:**
- Emphasize/increase gains
- Deemphasize/reduce losses

**Coercion:**
- Direct or indirect threats
- Punishments
- Dismissal
ExperienceChange Framework

1. UNDERSTAND
   Understand the need for change.

2. ENLIST
   Enlist a core change team.

3. ENVISAGE
   Develop vision and strategy.

4. MOTIVATE
   Create a sense of urgency.

5. COMMUNICATE
   Communicate the vision.

6. ACT
   Take action.

7. CONSOLIDATE
   Consolidate gains.

www.experiencepoint.com
Exercise

Grab that Pen Again:

• Write down a change goal you have
• List three or four take home strategies for ways to address your leadership goal.
DISCUSSION