



OhioHealth

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Growing Global Leaders... Advancing Palliative Care



Leadership: Being a Change Agent

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LDI C2 RC1

February 05-12, 2013



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Session Objectives

- Identify IDP Activities and “change” challenges
- Self-awareness of strengths and weaknesses in dealing with change according to the MBTI
- 4 Quadrant Change Model
- Steps for being a “Change Agent”

LEADERSHIP MAP

Leadership Mindset

- ❖ Viewpoints
- ❖ Beliefs

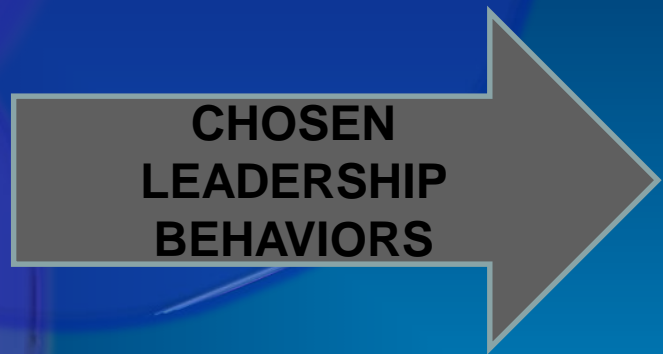
Skills

- ❖ Abilities
- ❖ Competencies



Style

- ❖ Who you are
- ❖ What you bring
- ❖ Habits of Behavior



Results

- ❖ Outputs
- ❖ Outcomes
- ❖ Measures
- ❖ Impact

Learning Loop

- INCREASE AWARENESS
- NEW IDEAS
- TRY NEW BEHAVIORS



Learning from the Past

- Think of a past change you were a part of.
- What went well?
- What, if anything, would you do differently ?

Write for 2 minutes

Share in Mentor Trios for 3 minutes each

EXTERNAL ENVIRONMENT

P
A
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DENIAL

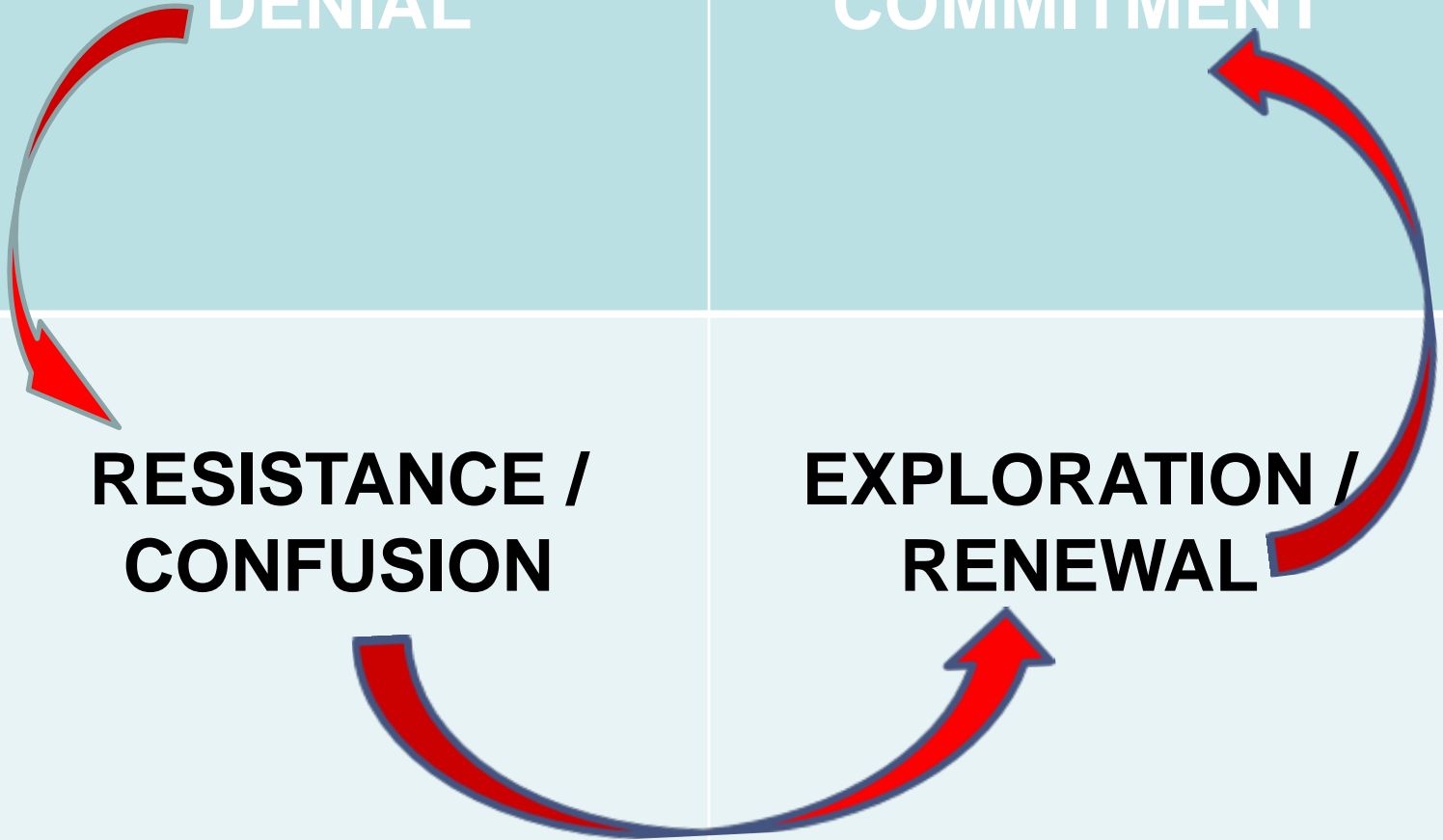
COMMITMENT

F
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RESISTANCE /
CONFUSION

EXPLORATION /
RENEWAL

INTERNAL / SELF



DENIAL

USUAL RESPONSE

- **Withdraw**
- **React with Disbelief**
- **Focus on the past**
- **Don't absorb the plan**



What HELPS:

- *Allow people to react*
- *Communicate big picture, not all the details*
- *People work through this at different rates*

RESISTANCE / CONFUSION

USUAL RESPONSE

- Self doubt, anxiety, anger, depression, frustration
- Focus on personal impact of the change
- Not productive, increased sickness
- Distrust

What HELPS:

- *Allow negative feelings*
- *Organization rituals ***
- *Have meetings, listen, provide updated information*



EXPLORATION / RENEWAL

USUAL RESPONSE

- Energy is released: focus on the future
- Renewed interest in work
- Creativity and focus growing
- Stress of uncertainty, chaos
- Excitement



What HELPS:

Information to make informed choices

COMMITMENT

USUAL RESPONSE

- Sees new possibilities ->ACTION
- Better Focus on goal and direction
- Cooperation
- Anticipation of next challenge



What HELPS:

- *Provide an overview; a 'map' of what to expect*
- *Information about ways to respond to next steps*



Managing your IDP Change

- Do you have “change” in your IDP?
- Considering your situation – what are the challenges you anticipate facing? (cultural norms, the way people respond to change)
- Write for 3 minutes.
- Share for 5 minutes each in Mentor Trio.

Be Clear about your Change Goal

- People don't fear change --- they fear the unknown
- Shine your light into the dark
- Begin with the end in mind



Choose to Lead

Leadership is a choice; if you see a problem, lead yourself and others to 'the fix'



Plant Lots of Seeds

Look for :

- Opportunities
for small wins
- New allies
- Ways to change:
your language
your approach



Develop a Network

Provides Support, Ideas, Encouragement

Enables you to be a more powerful change agent



Helps you 'plant seeds'

Reminds you . . .

You are not alone

Maintain your Optimism

*“The optimist sees opportunity
in every difficulty.”*

Winston Churchill

Optimism is infectious.

Supports the belief that
working with and through
others, we can make a difference.



Be Creative in your Planning



Keep the end goal in mind.

Find partners to help you.

Find ways to go over, under, around, or through the obstacles.

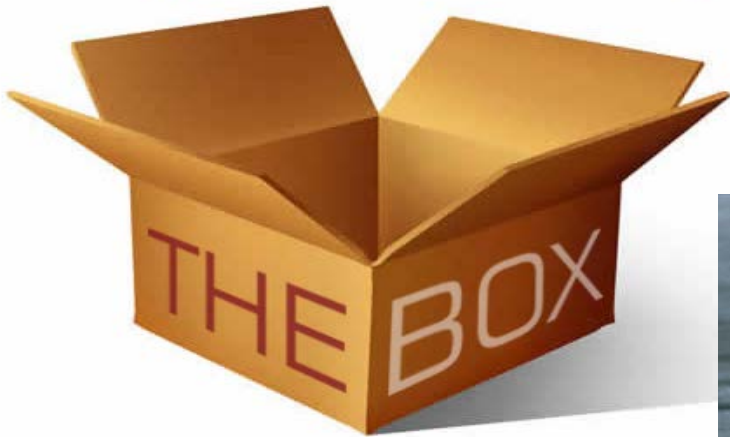
If you need “out of the box” ideas or solutions,

Find someone

who lives

“outside of the box” !

thinking



Create Trust

Knowledge x Follow-through x Safety
Time



Keep Asking Questions

Why are we doing this?

What problem are we solving?

Is this actually useful?

Are we adding value?

Will this change behavior?

Is there an easier way?

What's the opportunity cost?

Is it really worth it?

Do your Background Work

- Analyze your situation
- Check for “Readiness for Change”
- Seek to understand – beliefs
- Plant seeds
- Find a Network
- Find partners
- Be creative
- Ask questions
- How are YOU **being** as a leader of change?

MBTI and Managing Change

- Read page 10 in MBTI Report on Managing Change
- In the last column, select 2 things that would help you with managing your PC change.
- Share with your Trio
- Share in large group

Week in Review

- **SWOT – personal & organization**
- **Situation Analysis**
- **Individual Development Plan**
- **LPI – Leadership Practices Inventory**
- **MBTI – Myers-Briggs Type Indicator**
- **KOLB LSI – Learning Style Inventory**
- **Johari Window**
- **Time Management Quadrant (Covey)**
- **Presentation Skills**

The Leadership Frameworks

- The Leadership Challenge -The 5 Practices - (Kouzes and Posner)
- Ladder of Leadership (Maxwell)
- 7 Habits of Highly Effective People (Covey)
- Circle of Influence (Covey)
- WHO Public Health Strategy for Palliative Care (*Stjernswärd, Foley, Ferris*)

Mentoring Relationship

- Leadership Portrait
- 4 phases of the mentoring relationship
- Assumptions
- Roles and Responsibilities of the Relationship
- Accountability / Assurances Conversations
- Enabling: nurturing growth in the relationship
- Listening skills and feedback –tips for success
- Support, vision, challenges of the mentoring relationship
- Approaches to difficult conversations
- Accountability and check in conversation and strategies for success
- How to close a mentoring relationship

Leaders & Mentors

Thank you !!!!



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Gandhi...

*You need to be the change
you want to see in the world...*

**Kobacker House
Columbus, Ohio**

