



OhioHealth

BELIEVE IN WE™

Growing Global Leaders... Advancing Palliative Care





Leading Change

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Leadership Development
Initiative

LDI C2 RC3
October 13-18, 2013

Malnutrition in Vietnam

“ make it better ! ”

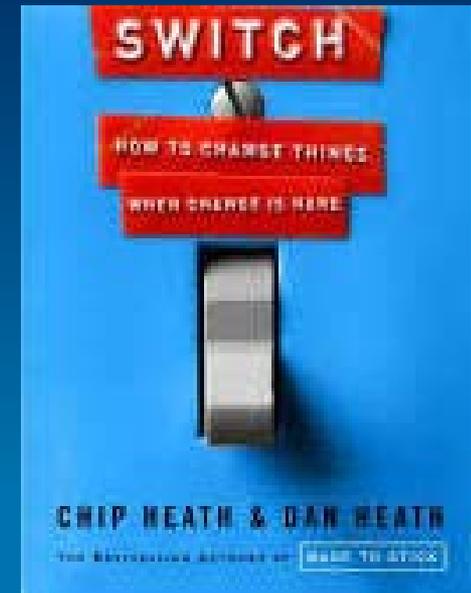


Realities:

- Poor resources
- Few staff
- 6 month time frame
- No language skills
- Baseline knowledge
 - Poor water supply, sanitation
 - Poverty
 - Poor education

Objectives

- Understand why leading and implementing change is difficult
- How to make change efforts 'work'
- How to sustain change efforts
- Switch: How to Change Things When Change is Hard Dan and Chip Heath



Requirements for Change:

Change in BEHAVIORS !

Successful changes follow a pattern.

Must address and satisfy:

Rational Side

Emotional Side

Circumstances or Situation

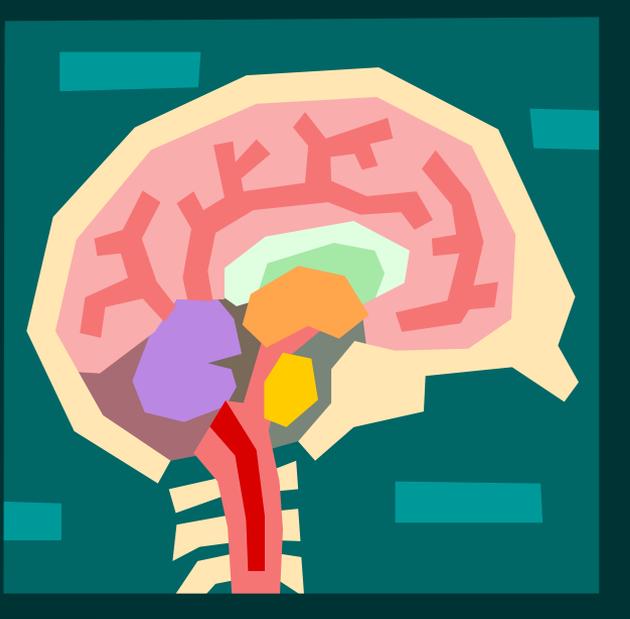




RATIONAL PART

EMOTIONAL PART

PATH



- Make lives easier
- Detect change



- Human brain and wiring
- Human nature
- Biases, irrationality
- Wired to act foolishly sometimes

1540 kcal

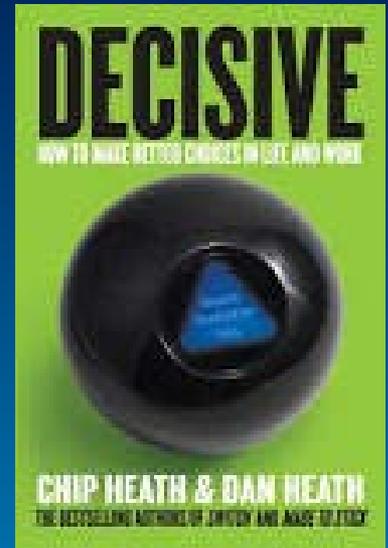


Why is change so hard ?



Why *else* is change so hard?

- WE can't figure out WHAT to change
- Decision making is poor
 - Gut
 - Analysis
 - Poor decision process
 - Either / or (narrow frame)
 - Seeking out information that supports your biases
 - Influenced by short-term emotions



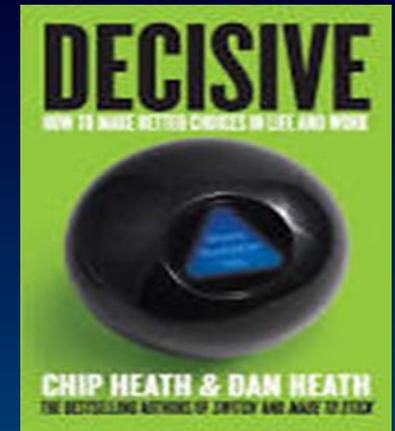
Decisive : How to Make Better Choices in Life and Work

Chip and Dan Heath, 2013

“ WRAP “

Widen Your Options

- Avoid a narrow frame
- Think **AND** not **OR**
- Find someone who's solved your problems



Reality-Test Your Assumptions

- Consider the opposite; fight confirmation bias
- Zoom out, zoom in

Attain Distance Before Deciding

- Overcome short-term emotion
- Honor your core priorities

Prepare to Be Wrong

- Bookend the Future
- Set a Tripwire

To make progress, understand . . .

- Elephant and Rider are in constant struggle
- Rider is much brighter than Elephant
- Elephant is stronger than Rider
- Coordinate
- Communicate





Finding the Bright Spots

- **Exceptional Question**
 - When does the problem NOT happen?
- **“Miracle” Question**
 - Concrete observation, first small sign
- **About YOU, YOUR success**
 - Not ‘benchmarking’, not about another country, or organization

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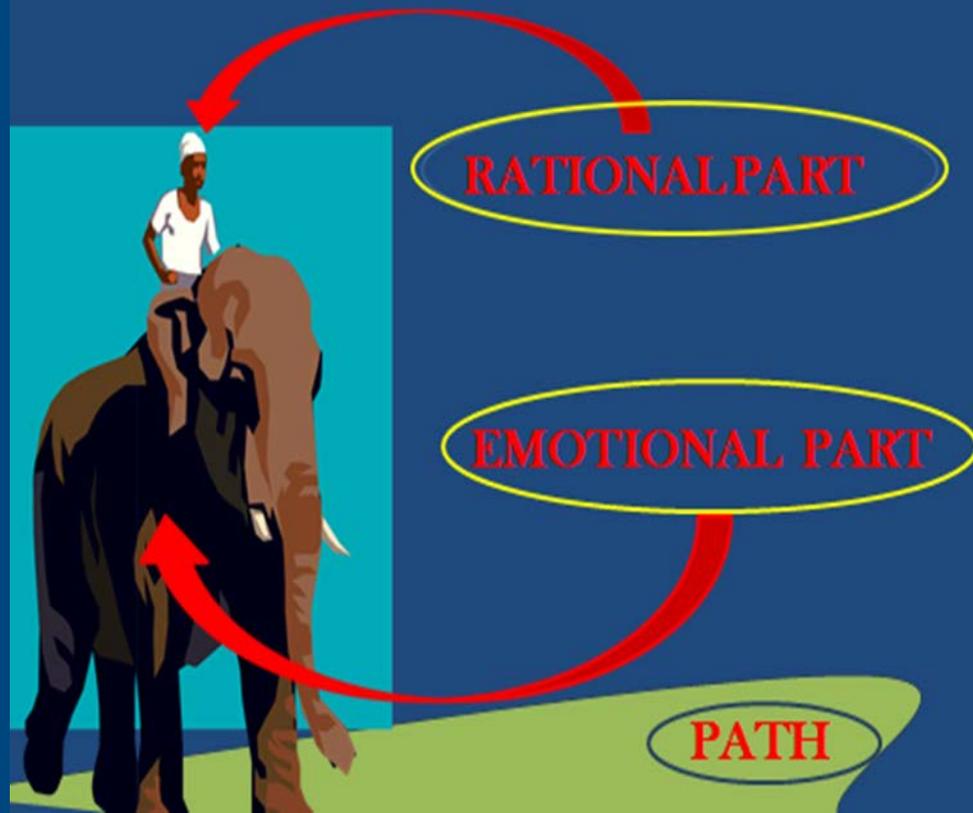
- Poor resources
- Few staff
- 6 month time frame
- No language skills
- Common knowledge
 - Poor water supply, sanitation
 - poverty
 - Poor education

Malnutrition in Vietnam

“ make it better ! ”



What is the “problem” with this problem?





Recipe for Bright Spots

- Gather data on the issue
- Study the data to find the “unusually positive” (bright spot)
- Understand the baseline norms (Situ. Analysis)
- Compare the difference
- Normalize and validate the ‘exceptional’
- Find a way to reproduce the bright spot

Results . . .

- Focus on 'bright spots'
- Integrate rider, elephant and path . . . Need all 3
- 6 months later, 65% improved nutrition
- Newly born children also well nourished
- Village to village education
- Touched: 2.2 mil / 265 villages
- Knowledge does not change behavior
 - Requires practice – cooking circles
- **Changing behavior changes behavior !**



For change to 'stick' . . .

- Best to come from inside
 - Will be realistic and sustainable
- Knowing solution was not enough
 - Lots of moms needed to change cooking methods
 - Knowledge does not change behavior
- Community designed program to change behaviors (cooking group)





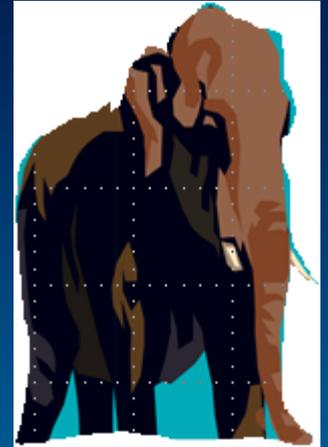
Design the critical moves

- Clear focus on ACTION
- Pick one place to start
- Simple, simple, simple



“Every 4 hours”

Point to the Destination



- Paint a detailed picture
 - Concrete AND Motivational
 - SMART goals
 - “Champagne test”
 - Define in terms of OUTCOME
 - 100 % hand-washing (process) vs. 0 % infections (outcome)
- Rider is confused when there is ambiguity
- Not enough to know there is a problem
- Need to define how to change behaviors



Motivate the Elephant

Focus on the Feeling

What kind of change do you want to see?

- Short-run forceful concrete actions ?
 - Negative emotions
- Seeing > reading



Change comes from Emotion Not Information



**SURGEON GENERAL'S WARNING: Cigarettes
Release Carbon Monoxide**



Cigarette Health Warnings

SURGEON GENERAL'S WARNING: Smoking Causes Lung Cancer, Heart Disease, Emphysema, And May Complicate Pregnancy.

SURGEON GENERAL'S WARNING: Quitting Smoking Now Greatly Reduces Serious Risks to Your Health.





ARE YOU POURING ON THE POUNDS?

DON'T DRINK YOURSELF FAT.
Cut back on soda and other sugary beverages.
Go with water, seltzer or low-fat milk instead.

NYC Department of Health & Mental Hygiene
Thomas Fano, M.D., M.P.H., Commissioner
Ulrika N. Stenberg, Mayr

SEE

FEEL

CHANGE

- NOT analyze → think / teach → change

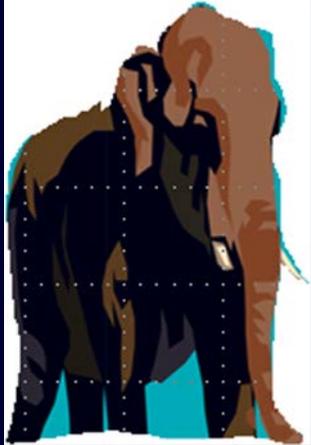


Motivate the Elephant

- Seeing > reading
- Negative emotions for short-run forceful actions

Focus on the Feeling

- Use bright spots for positive, creative actions
- Imagine camera crew
- Pivotal testimonial



Motivate the Elephant

“Shrink the Change”

- Review past successes
- Plan for small wins, clear milestones
 - Easier to celebrate (encourage the heart !)
- Don't let success be too far away
 - Set more immediate goals . . . Hours or days
 - Stay in your Circle of Influence



Motivate the Elephant

Grow your People

- Cultivate an ‘Identity’
 - Healers ? Compassionate? (shared visions)
- Public action against an ‘enemy’ ?
 - Morphine Manifesto
 - Compare and contrast “Treat the Pain”
- Build a growth mindset
- “ You can win, or you can learn . . . “
 - » (John Maxwell, unpublished)





Shape the Path

- **“Tweak” the Environment**

- Environment change = Behavior change
- What is the one change that will make right behaviors more likely ?
- Eliminate distractions and steps ; make it easy to be ‘good’





Shaping the Path - Easier

- Situations produce behavior
- “that is the way they are”



- We misunderstand the situation of others
- If you want people to change:
 - provide clear direction (rider)
 - Boost motivation and determination (elephant)
 - Make journey easier (path)



Examples of Easier Path

- Research: More concrete instructions (college charity)
- Tweaking the environment; making 'right' easier and 'wrong' harder



Amazon 1 - Click



Shape the Path

- **“Tweak” the Environment**
 - Environment change = Behavior change

- **Build Habits (7 Habits of Highly Effective . . .)**
 - Uses less energy, behavioral ‘auto-pilot’
 - Use ‘action triggers’
 - Use checklist



Shape the Path

- **“Tweak” the Environment**
 - Environment change = Behavior change
- **Build Habits (7 Habits of Highly Effective . . .)**
- **Rally the Herd**
 - Behavior is contagious. Help spread it.
 - Not “why are these people behaving so badly?” BUT “how can I set it up to bring out the good?”

Keeping the Change Going

- Catch someone doing something right
- Give encouragement (it's a process, not an event)
- Know about the 'Exposure Effect'
- Benefit from 'Cognitive Dissonance'



At your table . . .

- What ideas, concepts or examples resonated with you the most?
- What are examples of bright spots where you work?
- Why are they bright spots?
- Which parts of the framework do you see as the most challenging and why:
 - Direct the Rider
 - Motivate the Elephant
 - Shape the Path



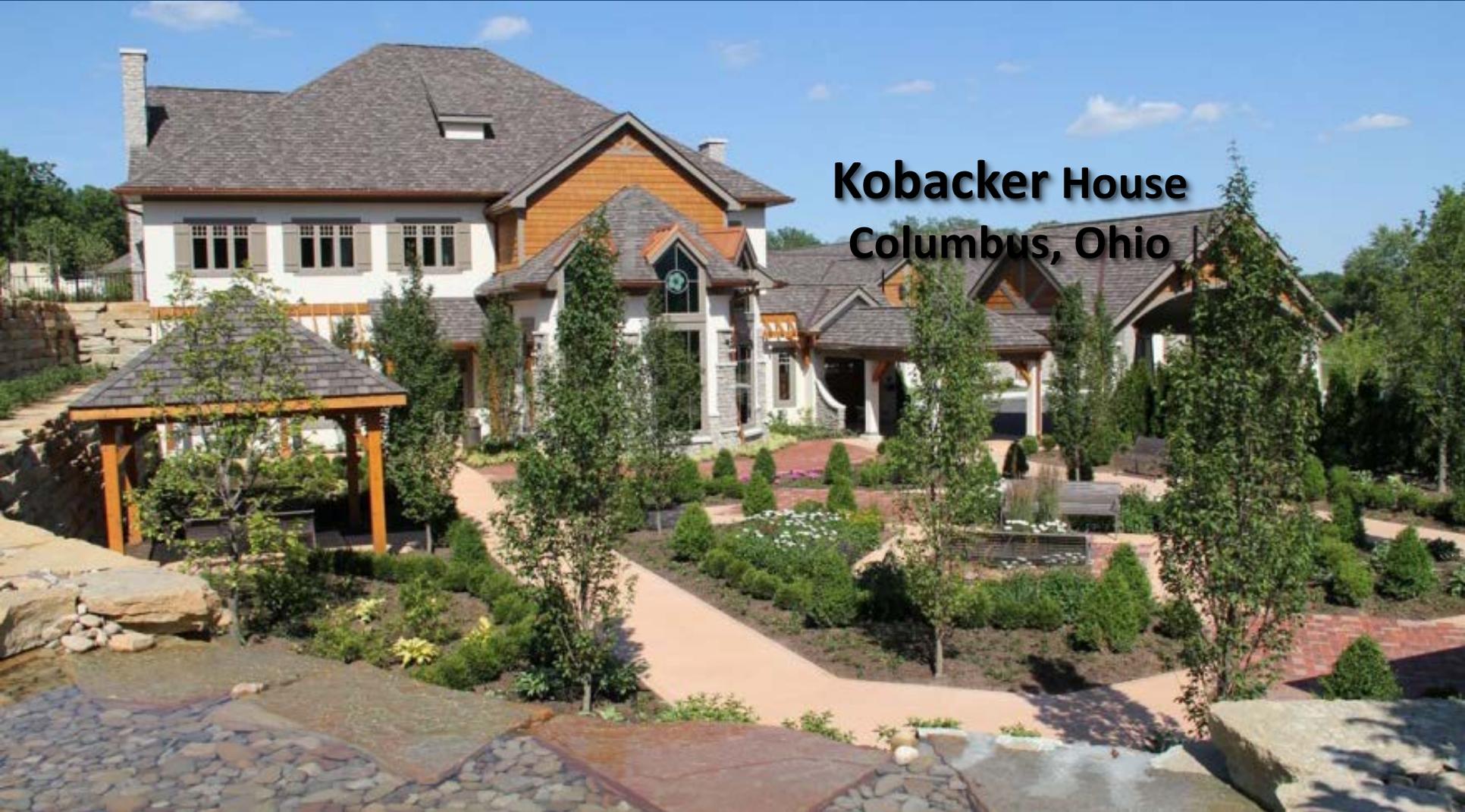


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Gandhi...

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



**Kobacker House
Columbus, Ohio**