

UNIVERSITY OF
ARKANSAS®

Sam M. Walton College of Business
Executive Education



MILESTONE
L E A D E R S H I P

LEADERSHIP CIRCLE FOR HEALTHCARE
Leading Change
•••

According to a McKinsey & Co study in 2017, “change transformation” success rates within organizations are _____%.

30%

Change



2000

2020



12% of population

66% of population



0 users

1.5B users



2486 stores
#3 US Retailer

70 stores left



\$2.8B Sales

\$232B Sales



\$165B Sales

\$521B Sales



8,664 Banks

4,561 Banks

LEADERSHIP CIRCLE FOR HEALTHCARE

Change



Best Hospitals Rankings



Change

10 Newer/Expanded Roles in Healthcare the Last 10 years

- Chief Diversity Officer
- Chief Experience Officer
- Chief Innovation Officer
- Chief Medical Information Officer and Chief Nursing Informatics Officer
- Chief Pharmacy Officer
- Chief Quality Officer
- Chief Revenue Officer
- Chief of Staff
- Chief Strategy Officer
- Chief Wellness Officer

Discussion



What Key Points Caught Your Attention?

“Switch”

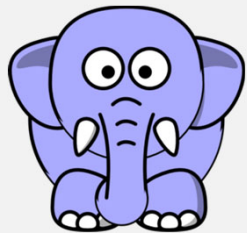


**Direct
the Rider**

Rational
Planner
Leader

Spin Wheels
Analysis Paralysis

Caution: “Direction without motivation”

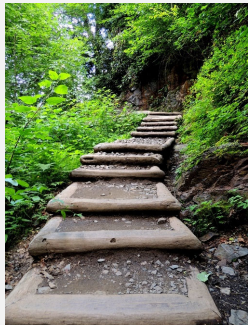


**Motivate
the Elephant**

Emotional
Energy
Passion


Looking for quick payoff

Caution: “Passion without direction”



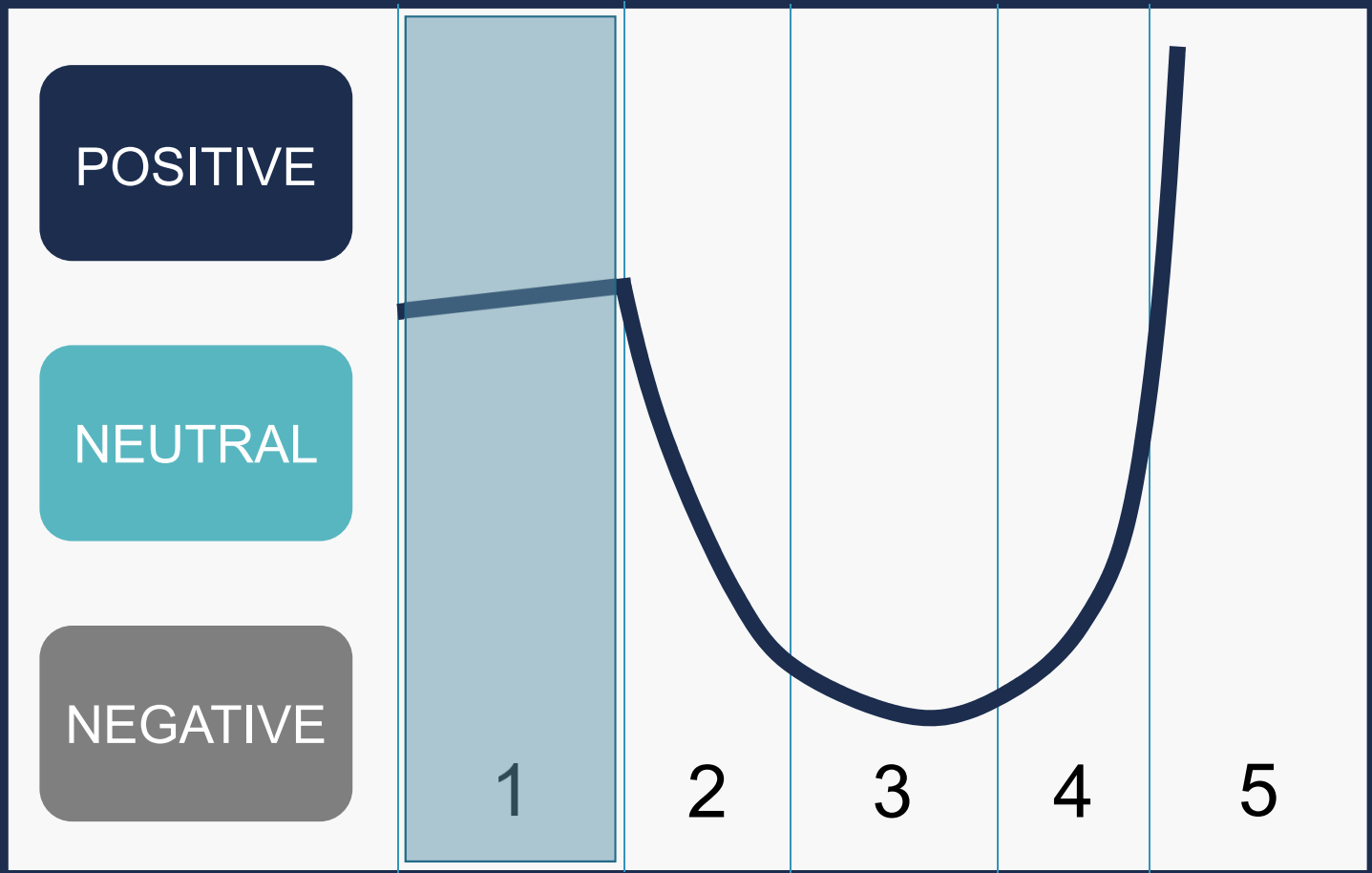
**Shape
the Path**

Clear the barriers
Reinforce behaviors
Find the culture champions



LEADERSHIP CIRCLE FOR HEALTHCARE
J-CURVE

J-Curve



Fear, Anxiety, Anger

“Why do I have to change?”

“What does this mean for me?”

“Nothing good and a lot of hurt.”

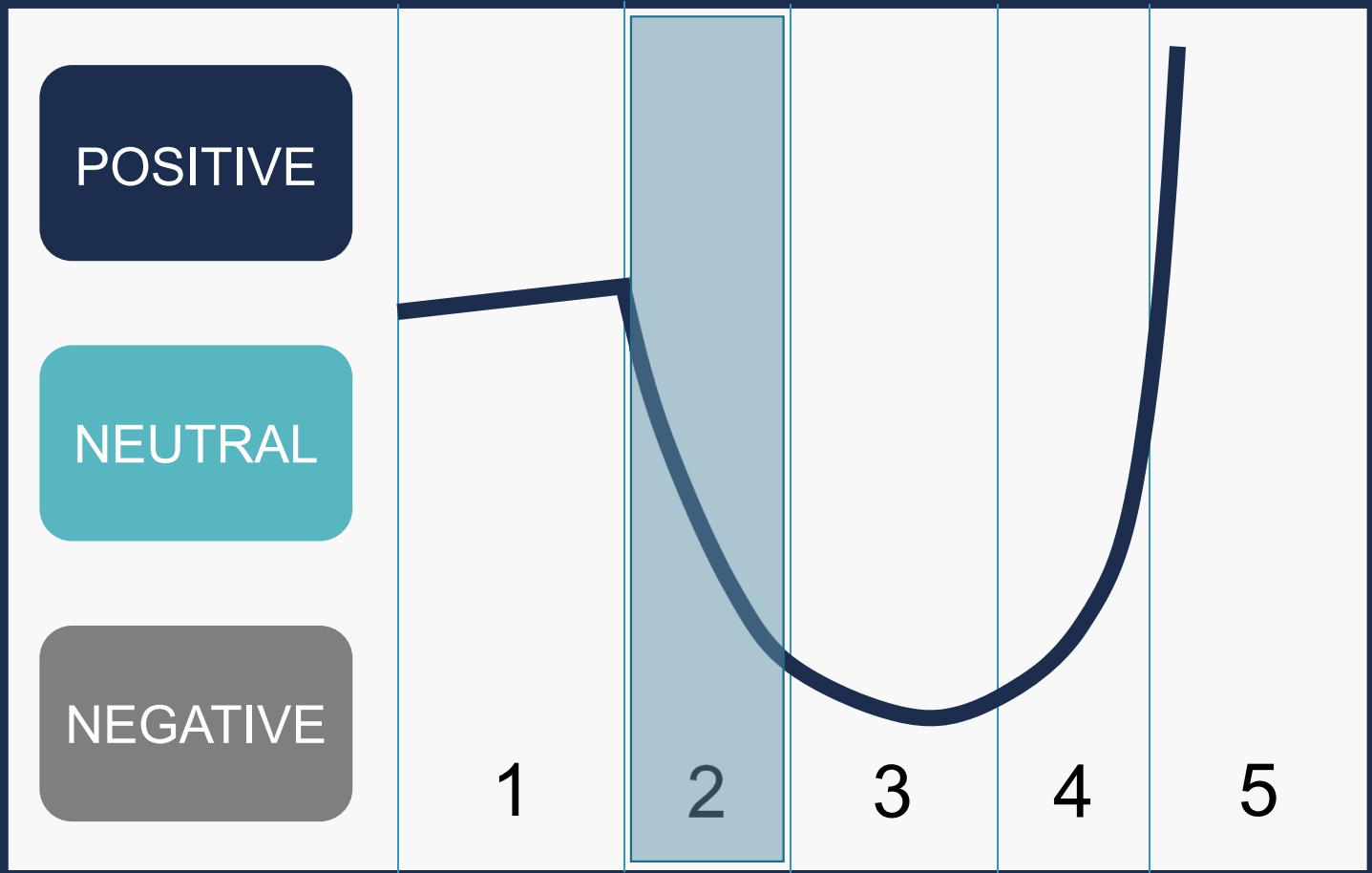
“If it’s not broken, why change it?”

“This is a mistake because...”

“I’ll never be able to do this.”

Jerald M. Jellison, PhD

J-Curve



Imagine the worst
Distort Reality
Dire expectations
Anticipation- Suspense
Say anything to escape

Jerald M. Jellison, PhD



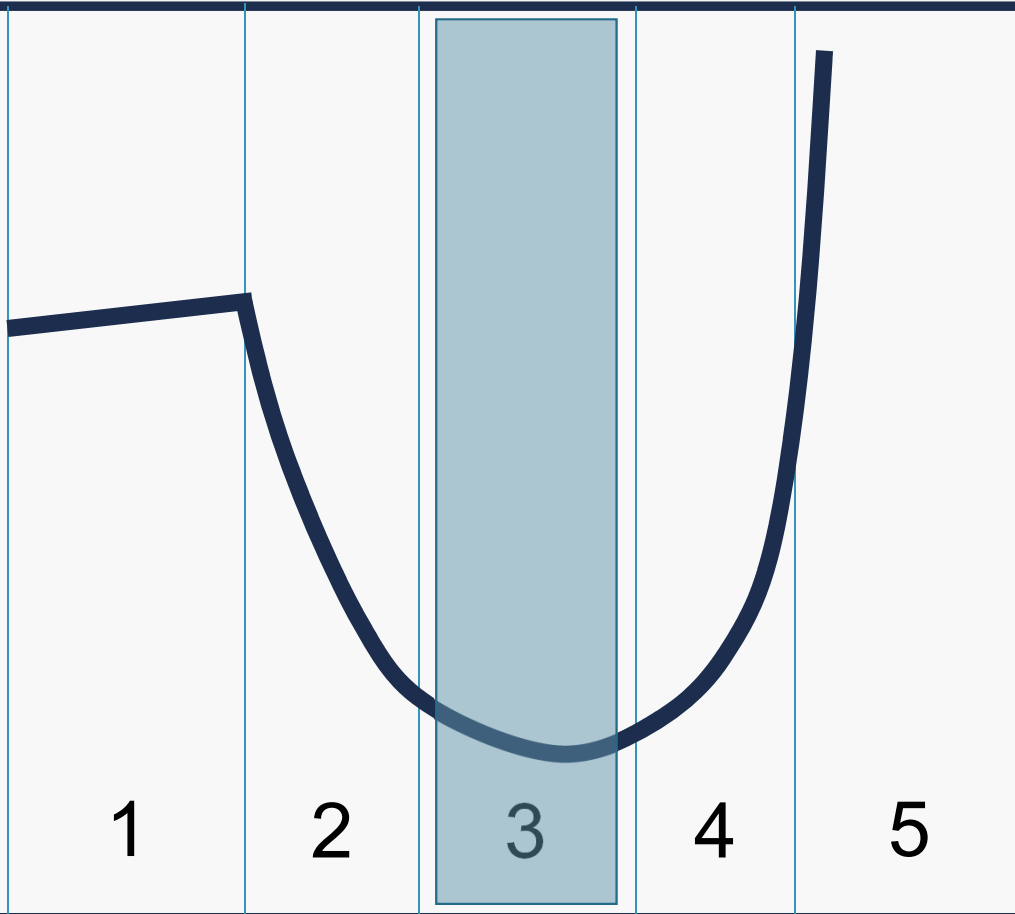
J-Curve



POSITIVE

NEUTRAL

NEGATIVE



Failure, Panic, Escape

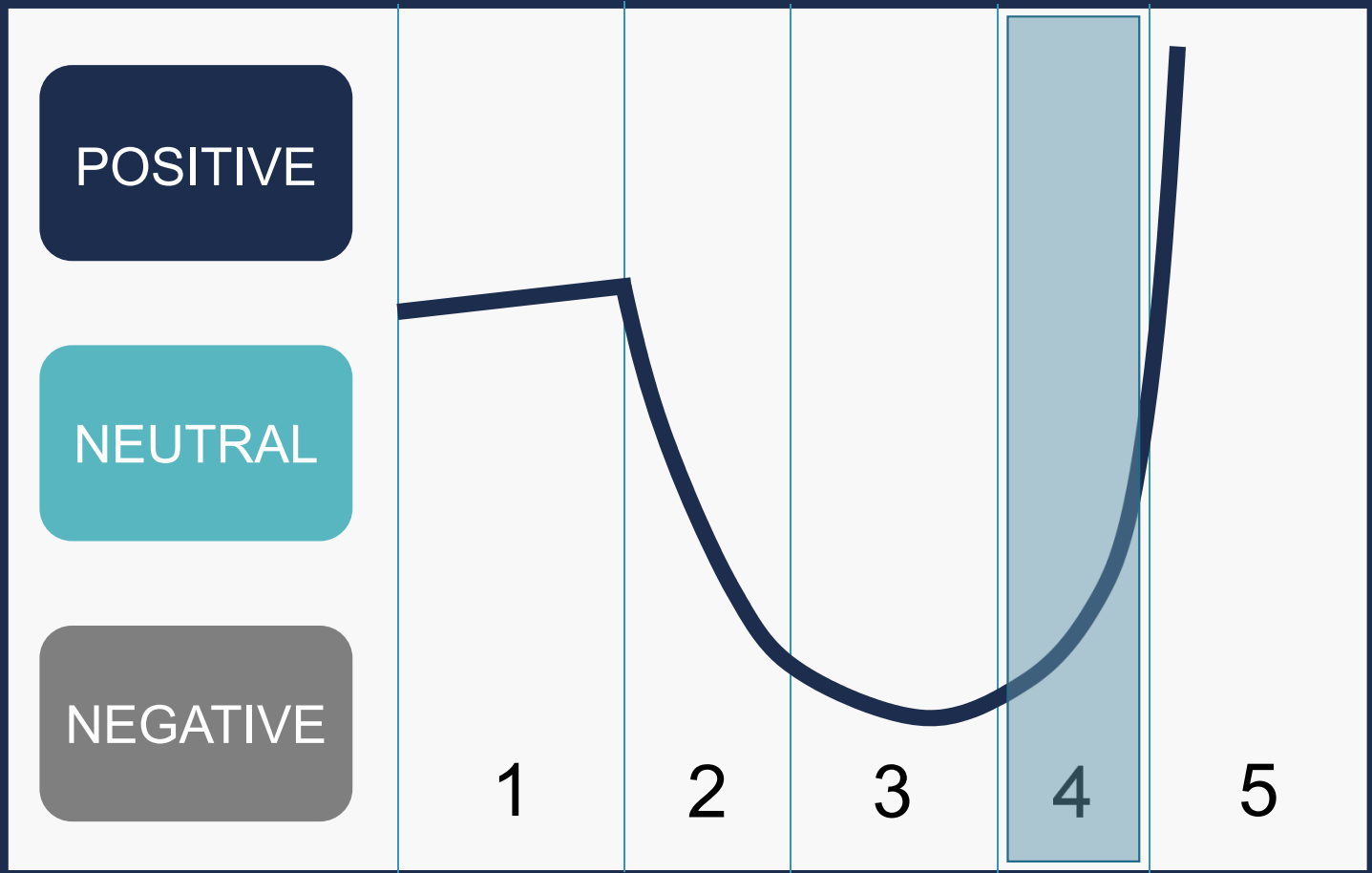
"I told you so."

"I knew this was a mistake."

"I'm doomed."

"It's only going to get worse."

J-Curve



Uncertainty, Relief

“At least I’m not failing every time.”

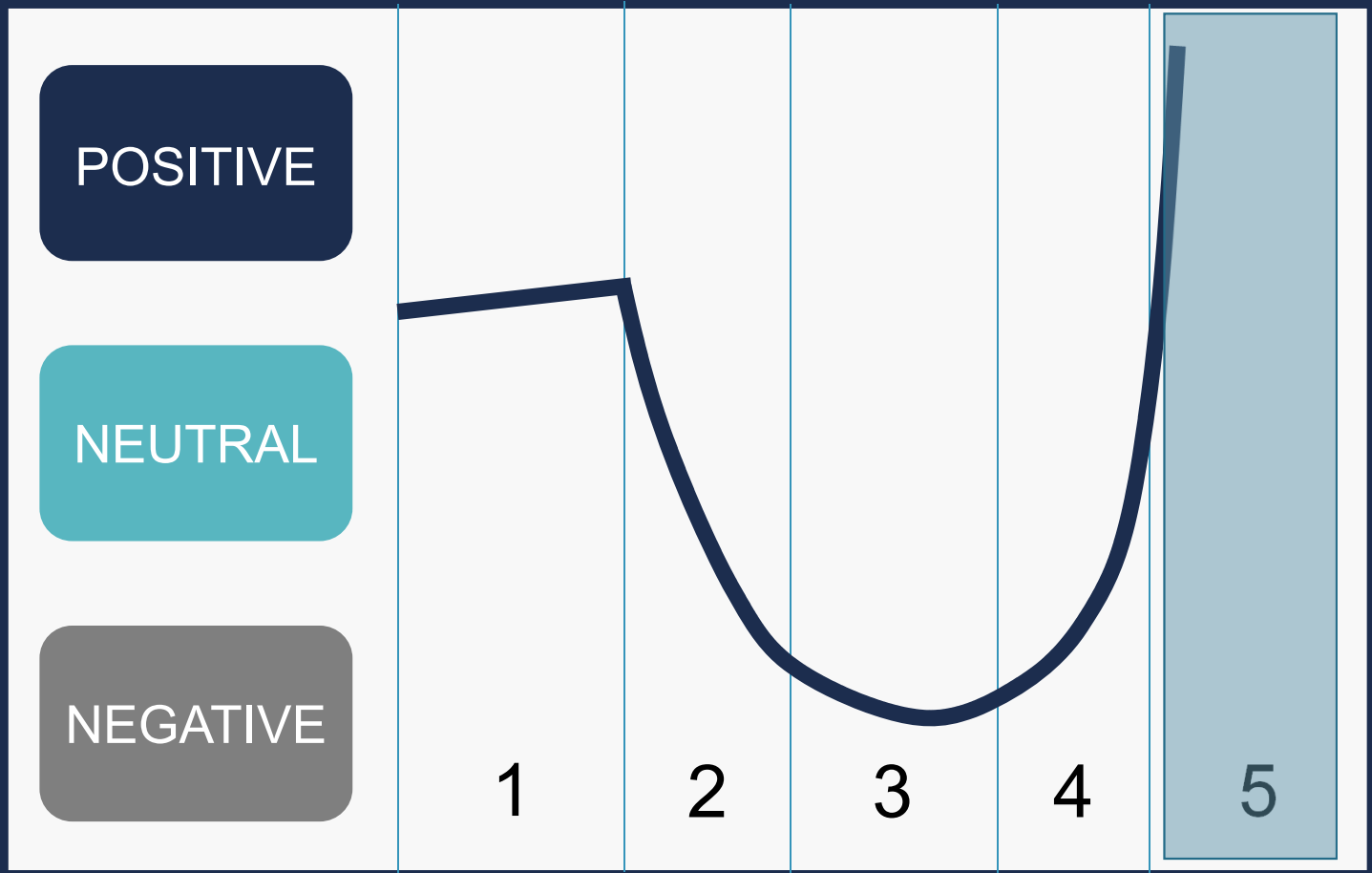
“This is just luck.”

“I still don’t know what I’m doing.”

“Maybe I can sort of do this.”

Jerald M. Jellison, PhD

J-Curve



Joy, Validation

“Yes!”

“I love it, this is great.”

“Why did I wait so long?”

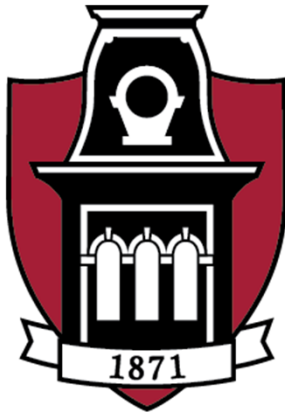
Jerald M. Jellison, PhD

LEADERSHIP CIRCLE FOR HEALTHCARE

Act On What You Believe



JOHN PEPPER
CEO, RETIRED
PROCTER & GAMBLE



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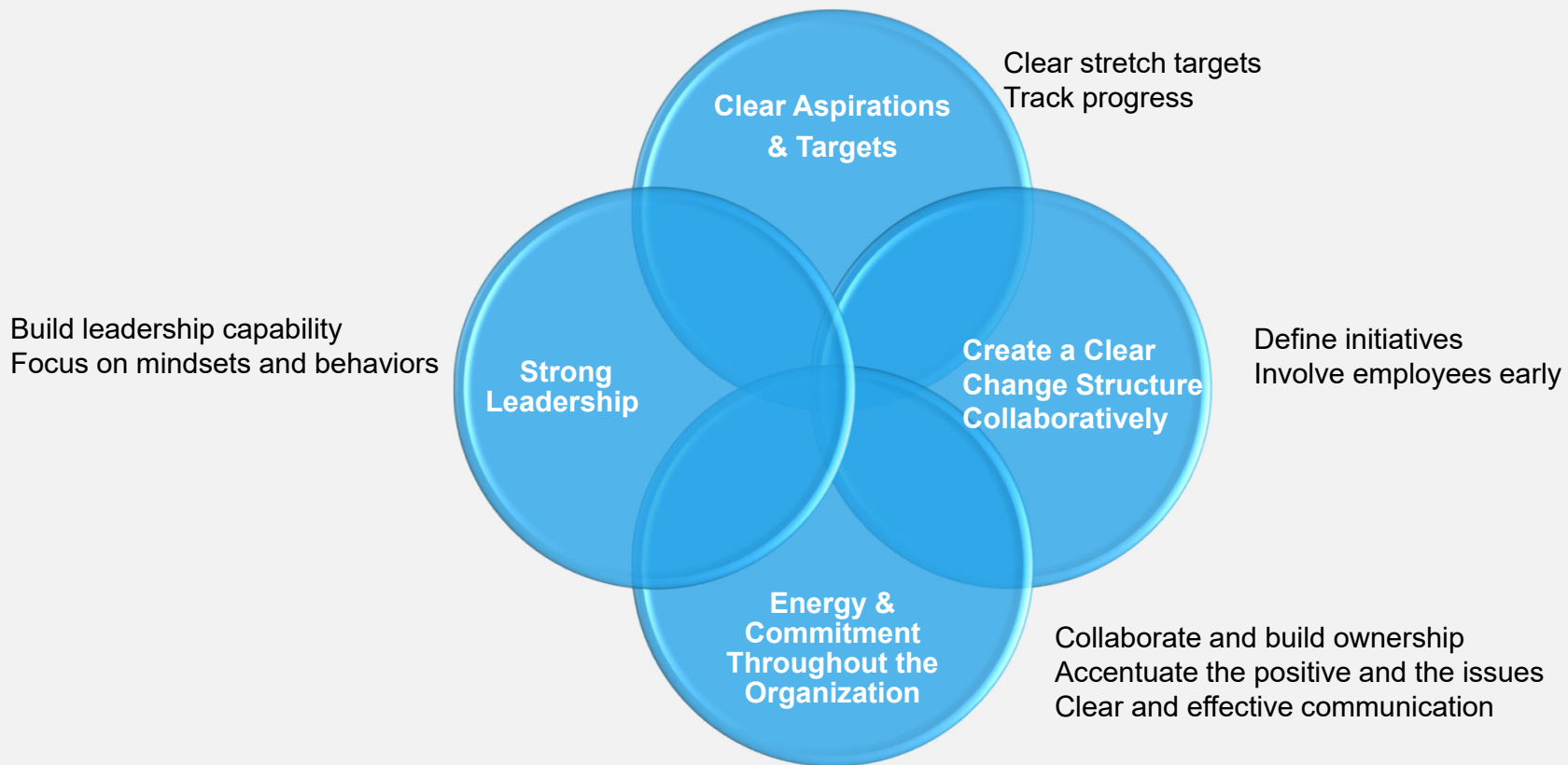


MILESTONE
L E A D E R S H I P

LEADERSHIP CIRCLE FOR HEALTHCARE

When Change Works

•••



2 Dimensions of Change



Structural Event:

- New job
- New boss
- Reengineering
- New Technology
- Merger/Acquisition
- New systems
- Revised job
- Personal

2 Dimensions of Change



Structural Event:

- New job
- New boss
- Reengineering
- New Technology
- Merger/Acquisition
- New systems
- Revised job
- Personal

Psychological Response:

The process we go through to adjust to the new situation (fear, excitement, anxiety, suspense and disappointment)

“Emotions”

Change Style Preferences



CONSERVERS

ACCEPT the structure

Prefer change that is **INCREMENTAL**

EVOLUTIONARY

PRAGMATISTS

EXPLORE the structure

Prefer change that is **FUNCTIONAL**

SITUATIONAL

ORIGINATORS

CHALLENGE the structure

Prefer change that is **EXPANSIVE**

REVOLUTIONARY



Change Style Preferences



CONSERVERS

Rules & policies provide order and thus have intrinsic value.

PRAGMATISTS

Rules & policies are a fact of life, be selective and prudent.

ORIGINATORS

Rules & policies are the problem and often have negative value.



Characteristics



When facing change **CONSERVERS**

- Generally appear deliberate, disciplined, and organized - Focused
- Prefer clearly defined structure
- Start with traditional ideas when problem solving
- Focus on details and implementation
- Value tradition and best practices
- Don't like surprises and uncertainty
- May appear cautious and inflexible
- Convergent thinkers

CHANGE STYLE PREFERENCES - CONSERVERS

Characteristics



When facing change **ORIGINATORS**

- Challenge existing structure
- Enjoy risk and uncertainty
- Dismiss traditional ideas when problem solving
- Appear systemic in their thinking
- Can dismiss established practices with little regard
- May appear impractical and miss important details
- May appear unorganized, undisciplined, unconventional and spontaneous – React in the moment
- Divergent thinkers

CHANGE STYLE PREFERENCES - ORIGINATORS

Characteristics

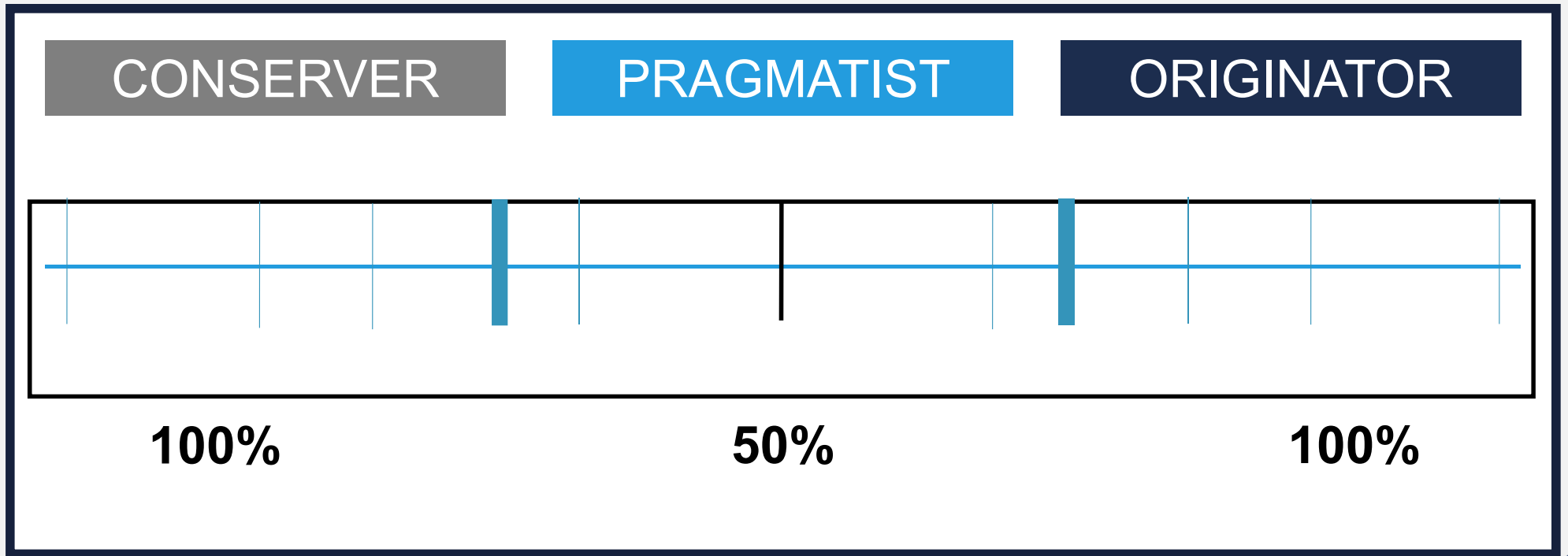


When facing change **PRAGMATISTS**

- Generally appear practical, agreeable, and flexible
- Value change that produces readily visible benefits
- More interested in functionality than tradition or novelty
- Operate as mediators and catalysts for understanding
- Are open to both sides of an argument
- Take more of a middle-of-the-road approach
- Appear more team oriented to their co-workers

CHANGE STYLE PREFERENCES - **PRAGMATISTS**

Place Yourself on the Continuum



Perceptions

CONSERVERS SEE ORIGINATORS AS

- Impulsive and unfocused
- Overlooking or ignoring important details
- Lacking appreciation for tested ways of getting things done
- Starting but not finishing projects
- Not interested in follow through
- Wanting change for the sake of change
- Not understanding how things “really” get done

CONSERVERS → ORIGINATORS

Perceptions

ORIGINATORS SEE CONSERVERS AS

- Dogmatic and bureaucratic
- Yielding to authority and/or tradition
- Having their head in the sand
- Supporting the status quo
- Lost in the “weeds”
- Lacking new ideas
- Needing too much direction

ORIGINATORS → CONSERVERS

Perceptions

PRAGMATISTS CAN BE SEEN BY STRONG CONSERVERS AND ORIGINATORS AS

- Compromising and mediating
- Indecisive and/or flip-flopping on issues
- Easily influenced
- Noncommittal
- Playing politics
- Hiding behind their team

Group Discussion & Tip Sharing

In groups by Change Styles Conservers, Pragmatists, Originators

- What do you appreciate about other styles?
- What do you find challenging about other styles?
- What tips would you offer the other preferences to help you work together more effectively?

Communicating Change



C

CONSERVERS

- Know the details
- Don't start by presenting the big picture
- Pick one angle and build from there
- Present a minimum of information and ask what else is needed
- Let them guide you with what they need to know
- Ask about anticipated obstacles

P

PRAGMATISTS

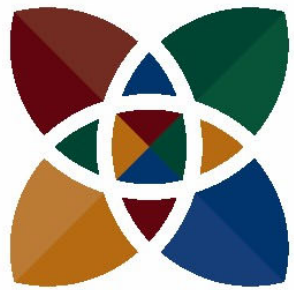
- Speak in terms of outcomes
- Talk about the consequences
- Ask for recommendations
- Talk about timelines
- Ask whose input is needed

O

ORIGINATORS

- Think in the future
- Ask what they would like to see happen
- Ask for ideas
- Ask what's effective in the current system (status quo) that they would not want to change
- Talk about the connection between the change and future effectiveness
- Give details as they are requested





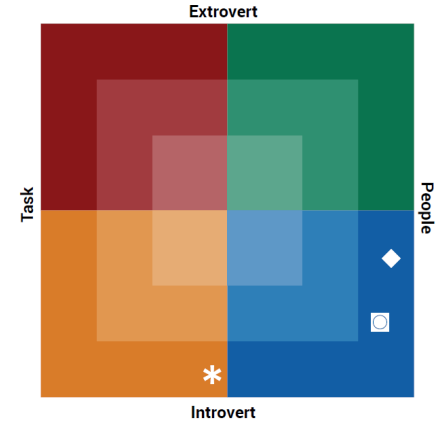
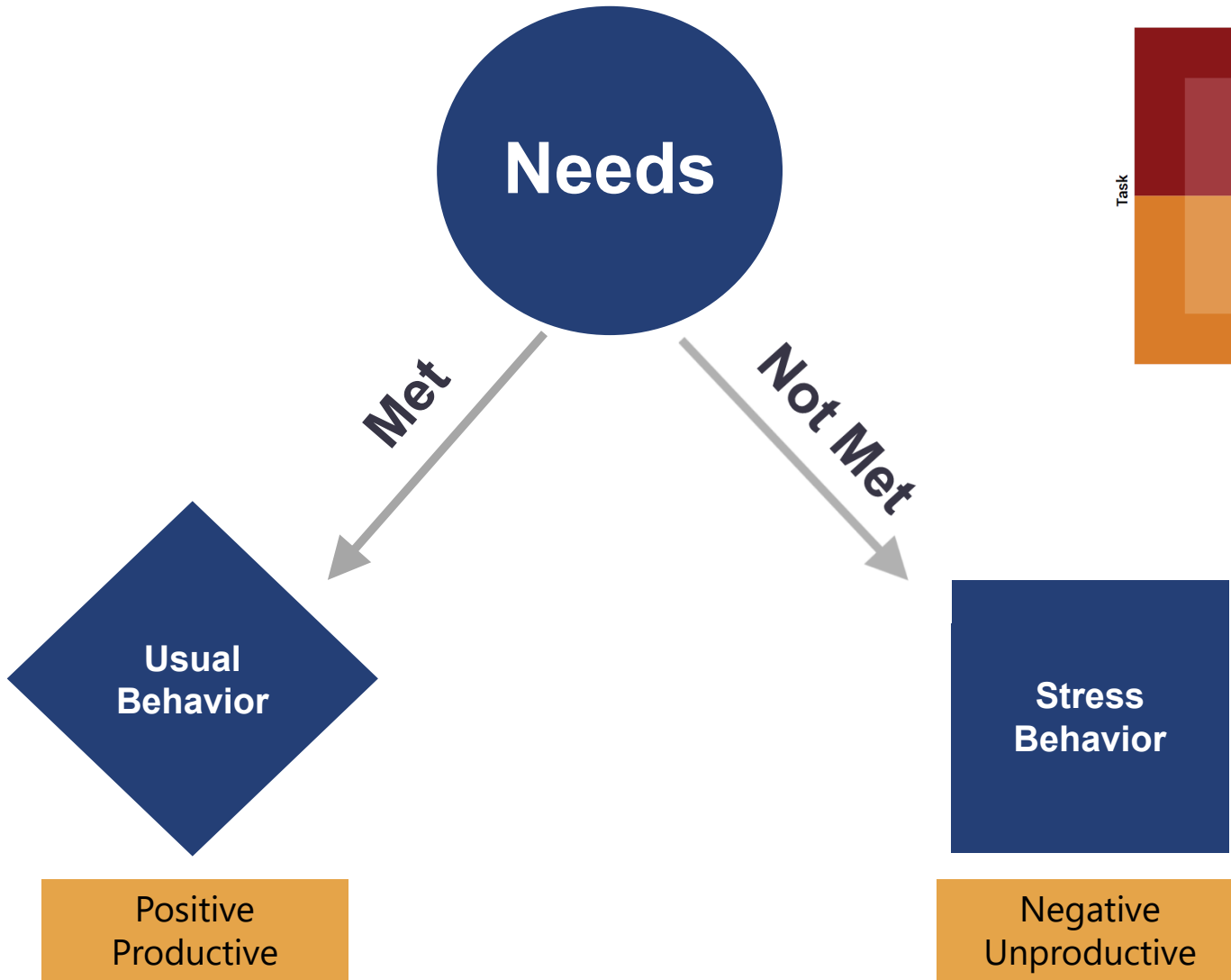
BIRKMAN®

Reaching Further

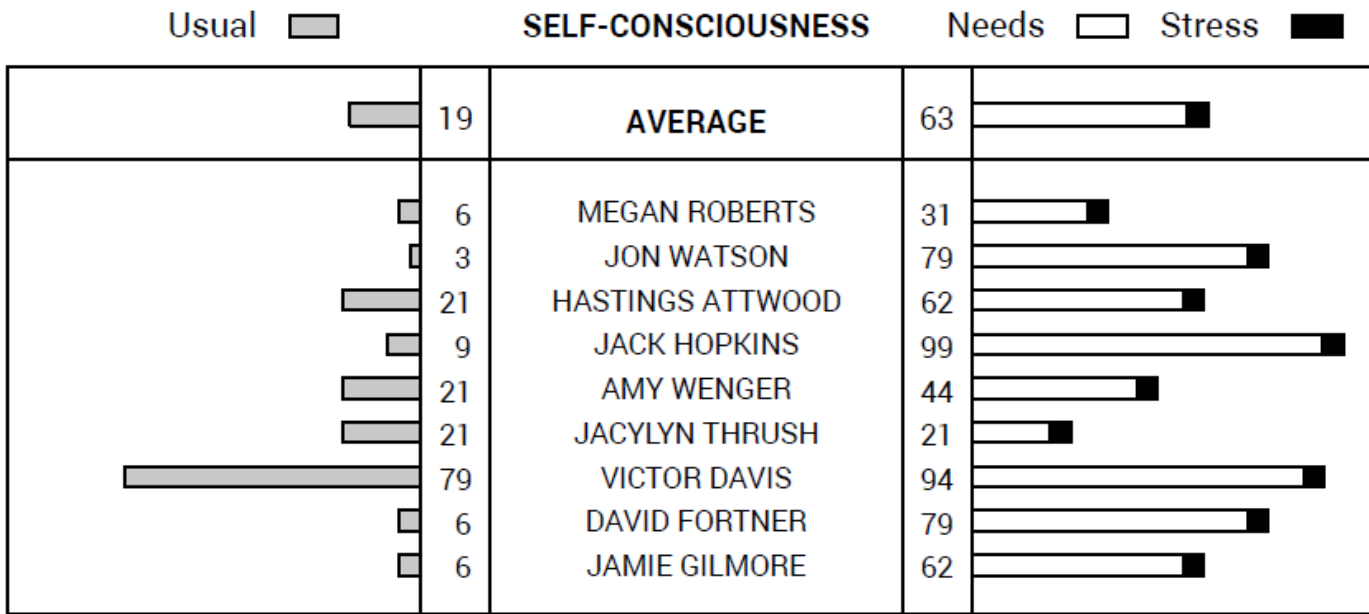


Slide 30

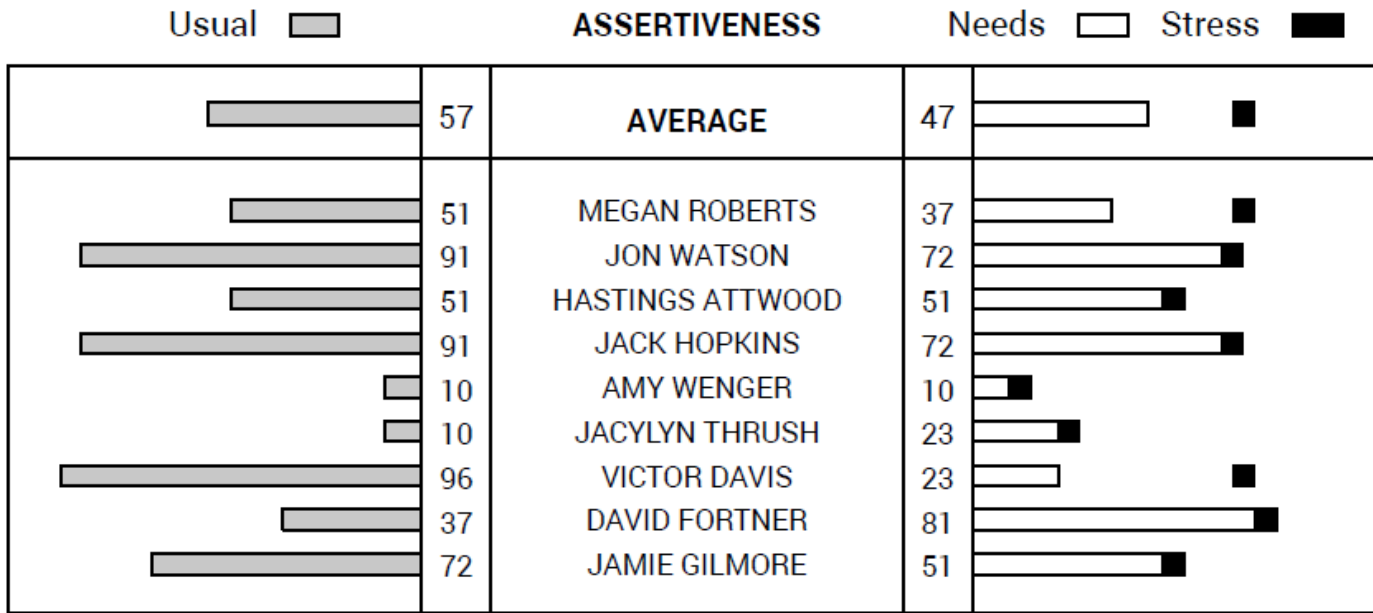
MR2 This birkman logo is a little blurry. Would it look better if the background was transparent? (PNG)
Meaghan Ranz, 1/29/2019



Self-Consciousness

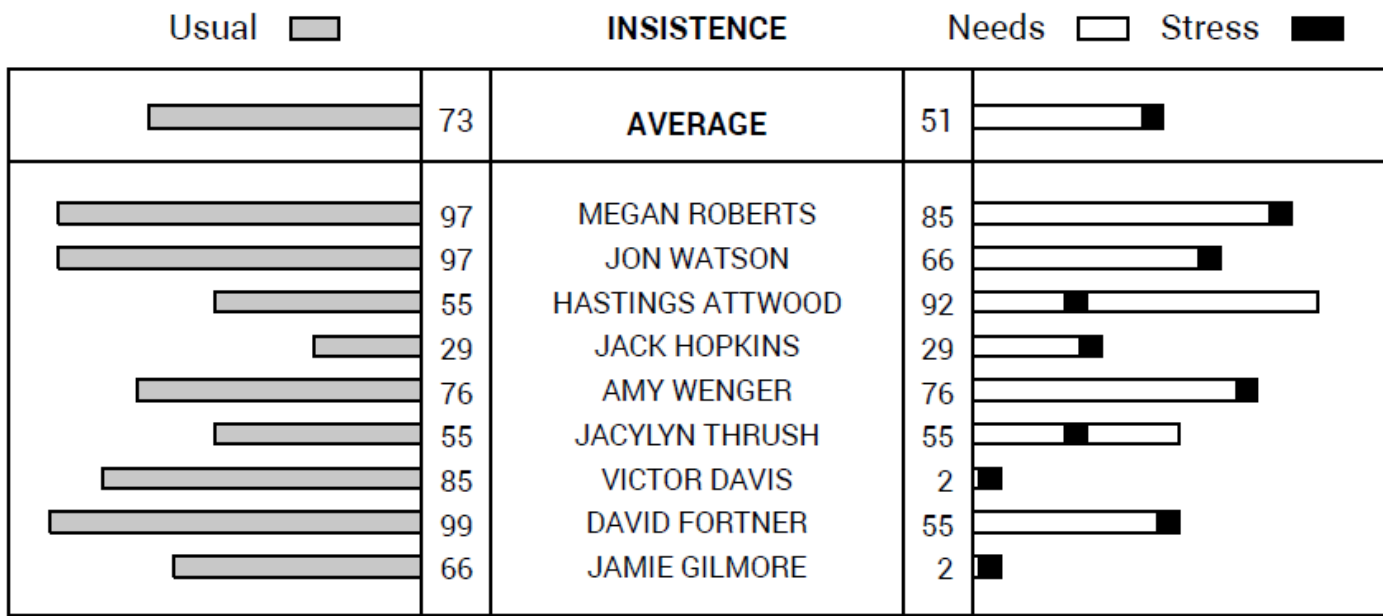


Assertiveness



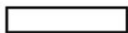
BIRKMAN METHOD

Insistence



USUAL BEHAVIOR

Low: Acts on personal initiative, makes simple broad plans
 High: Meticulous in planning and detail, operates on carefully calculated risks



UNDERLYING NEEDS

Low: Freedom from close control, minimal routine, easy access to others
 High: Defined systems and procedures, predictability, organizational support

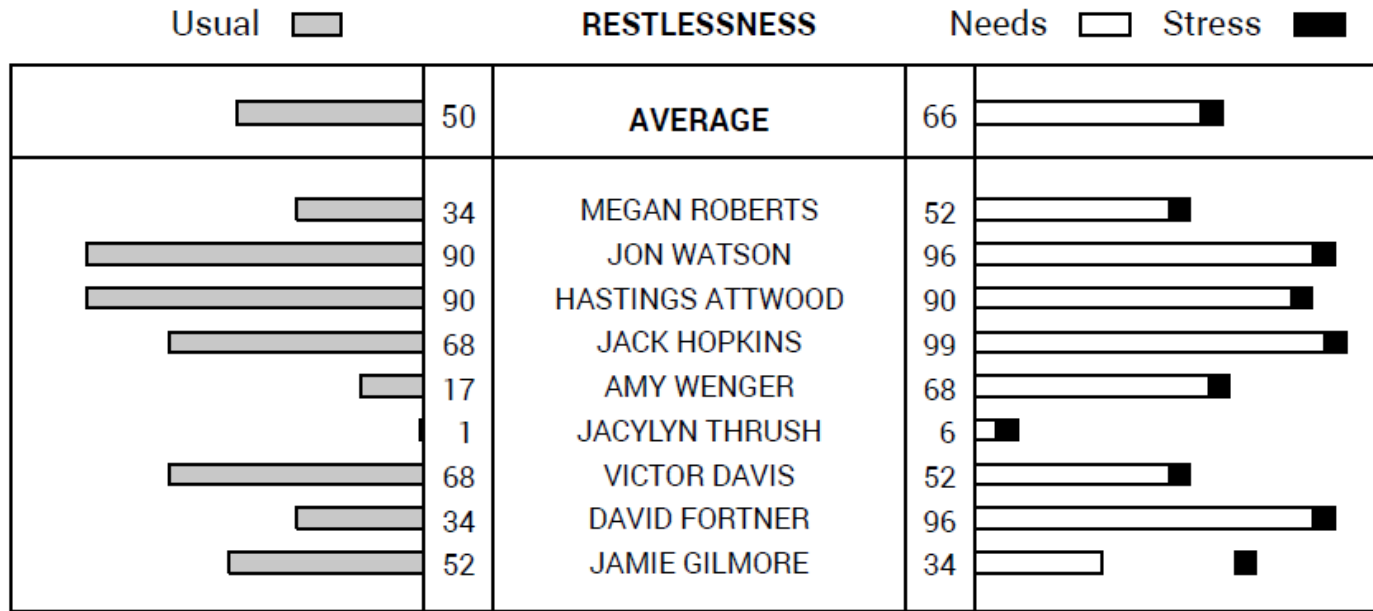


STRESS BEHAVIOR

Low: Could postpone and procrastinate, over-generalizes
 High: Dreads the unpredictable, over-emphasizes processes and controls



BIRKMAN METHOD
Restlessness



USUAL BEHAVIOR
 Low: Concentrative, not easily distracted, patient with long-range projects
 High: Ready to start new things, easy to stimulate, responsive and attentive

UNDERLYING NEEDS
 Low: Opportunity for input before changes are initiated, minimum of abrupt changes
 High: Alternating work responsibilities, opportunities to shift priorities when new interests arise

STRESS BEHAVIOR
 Low: Overly concentrative, inflexible in thinking and attitude
 High: Difficulty concentrating, restless for quick results, self-discipline may become difficult



At Your Tables ...

- 01 Explore your insights from your CSI report and your Birkman reports within your table group.
- 02 How can you apply these insights to your roles as leaders in your organizations?
- 03 What one action will you each commit to as you strive to be a Leader Worth Following?





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