A CONSTANT STATE OF CHANGE: ARE YOU READY?

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DISCLOSURES

No relevant commercial relationships to disclose.

LEARNING OBJECTIVES

- At the conclusion of this session, participants should be able to:
  - Describe behavioral characteristics that may make a leader more successful during times of change.
  - Recognize some common change models used in healthcare.
  - Develop strategies to demonstrate leadership during time of change.

"TO IMPROVE IS TO CHANGE; TO BE PERFECT IS TO CHANGE OFTEN"
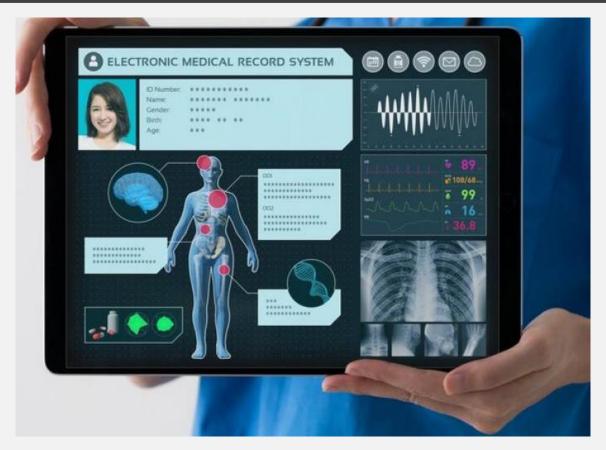*WINSTON CHURCHILL*

CHANGE IS ALL AROUND US…

CHANGE IS ALL AROUND US…

HEALTHCARE IS CONSTANTLY CHANGING, INNOVATING, EVOLVING...

Kruse CS, Beane A. Health Information Technology Continues to Show Positive Effect on Medical Outcomes: Systematic Review. J Med Internet Res. 2018 Feb 5;20(2):e41. doi: 10.2196/jmir.8793. PMID: 29402759; PMCID: PMC5818676.

"CHANGE IS HARD AT FIRST, MESSY IN THE MIDDLE AND GORGEOUS AT THE END."
ROBIN SHARMA

TRADITIONAL MODELS OF CHANGE MANAGEMENT

- Linear multi-step models/maps

- Good for relatively stable and mostly predictable change initiatives

- Most literature focuses on the qualities, skills, and abilities of the individual leader of the initiative

- Unfortunately, our world is like the "high seas" and not so predictable

KOTTER 8 STEP PROCESS FOR LEADING CHANGE

PROSCI ADKAR MODEL

A	**Awareness** – Of the need for change
D	**Desire** – To participate and support the change
K	**Knowledge** – On how to change
A	**Ability** – To implement desired skills & behaviors
R	**Reinforcement** – To sustain the change

https://www.prosci.com/methodology/adkar

2020 WAS THE YEAR OF CHANGE

- It goes without saying, our lives changed in almost every way
  - Educating our kids
  - Managing our health
  - Working from home
  - Meeting our friends and family
  - Shopping for groceries

Change was constant, rapid and unanticipated

Leadership

What It Takes to Lead Through an Era of Exponential Change

by Aneel Chima and Ron Gutman

October 29, 2020

https://hbr.org/2020/10/what-it-takes-to-lead-through-an-era-of-exponential-change

DIMENSIONS OF CHANGE

- It's **perpetual** – occurring all the time in an ongoing way.

- It's **pervasive** – unfolding in multiple areas of life at once.

- It's **exponential** – accelerating at an increasingly rapid rate.

SAPIENT LEADERSHIP

- Sapient leaders are **wise**, **sagacious** and **discerning** in navigating change.

- Sapient leaders are **humane** in a way that might feel alien.

- Sapient leaders exhibit **authenticity**, **humility** and **vulnerability**.

- Sapient leaders inspire **trust** and **psychological safety**.

PRACTICE SAPIENT LEADERSHIP

1. Leader humility, authenticity, and openness instills trust and psychological safety.

2. Trust and psychological safety empower individuals and teams.

3. Continuously learning teams enable effective navigation of three dimensional change.

4. Shared purpose and values enhance focus, cohesion, and resilience during three dimensional change

CHANGE LEADERSHIP IN PRACTICE

PA Response to COVID-19

PAs across the NYU Langone Health system joined the battle against COVID-19

TAKE HOME POINTS

- Change is perpetual, pervasive and exponential.

- Change models are great tools but successful change is dependent on people.

- Your behaviors, as leaders, will help to drive change. Practice self awareness, build on your weakness and champion your strengths.

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- https://www.kotterinc.com/8-steps-process-for-leading-change/

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QUESTIONS

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