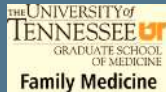


# ***Effectively Leading Change... Avoiding the Bumps in the Road***

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## ***Poll Question #1***

**Which job title best describes your current position in your residency program?**

- 1. Program Director**
- 2. Associate Program Director**
- 3. Physician Faculty**
- 4. Program Coordinator/Administrator**
- 5. Nursing Staff**

**President's Column**

## Leadership for Change: A Vital Area for Faculty Development, Continuing Education, and Resident Education

W. Perry Dickinson, MD

During the biannual meeting of the leaders of our family medicine organizations in late August, there were several discussions that touched on the coordination of our various leadership development efforts. A repeating theme that arose in those and other discussions was that a primary area of need during this time of transformation of our health care system and our discipline is training in leadership for change. This need clearly touches all members of our organizations as well as

toward becoming medical homes, and below is the list of those characteristics. While this list particularly refers to clinician and staff leaders within practices attempting to become medical homes, I believe it has great applicability to leaders on multiple levels within our practices, programs, and organizations.

### Characteristics of an Effective Leader in a Medical Home

An effective leader for change in a medical home does the following:

allowing them to be successful and to be recognized.

(9) Helps everyone figure out how they can contribute to the vision.

(10) Gives recognition and rewards to those from the team who contribute.

(11) Establishes accountability—for self and for everyone else.

(12) Buys into a true team approach.

(13) Supports an open flow of ideas—an environment where everyone's best ideas are heard.

CIANS

## Video

## ***Change...Ugh!!!***

- No one likes change! Its hard!!
- But change is everywhere...
- What changes are you facing??



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## ***Leadership***

**A process whereby an individual  
influences a group of individuals to  
achieve a common goal**

**Any person, group, or organization that  
exercised influence**

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## ***Poll Question #2***

**I believe the most important quality of a good leader is:**

- 1. Gets things done**
- 2. Integrity**
- 3. Approachable**
- 4. Good communicator**
- 5. Visionary**

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## ***Qualities of Leaders***

### **Vibrant Vision**

- Are diligently committed to the organization's success**

### **Integrity**

- Are honest and forthright**



■ Stephenson, 2011

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## ***Qualities of Leaders***

### ***Process of Evolving Change***

1. **Leads through influence**
  - network of partnerships
  - understands other's culture
2. **Decides quickly despite ambivalence**
  - are open, transparent, and careful about their ethical, environmental, and political actions
3. **Visualizes big picture**
  - understands how parts of organization works
  - gets out of office and listens

- Stephenson, 2011

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## ***Leadership:***

### ***What Others Say***

**“A leader always leads from the front and keeps the moral and ethical high ground while setting a positive example”**

*Salvatore Guinta*

*Medal of Honor Recipient*

**“Leadership is a potent combination of strategy and character. But if you must be without one, be without strategy”**

*Norman Schwarzkopf*

*Commander, Operation Desert*

*Storm*

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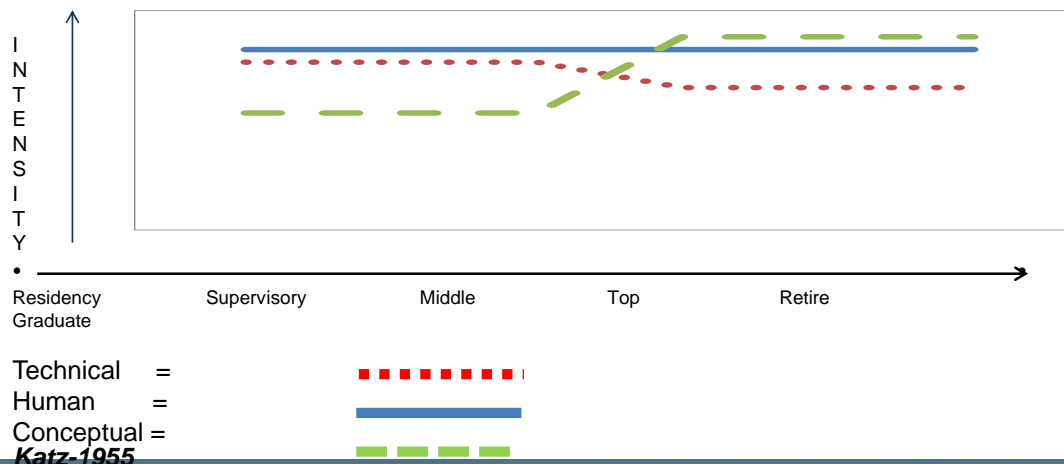
## ***Leadership Skill Approach***

- **Technical Skill** – Knowledge about specific work
  - hands-on ability with product/process
  - important at lower management levels
- **Human Skill** – Being able to work with people
  - creating atmosphere of trust and member empowerment
  - important at all levels of organization
- **Conceptual Skill** – Shaping organizational policy on issues
  - works easily with abstraction and hypothetical notions
  - most important at top management levels

Katz, 1955

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## ***Leadership Using Skills to Manage***



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## ***Poll Question #3***

**I believe that the most important strategy for leading change is:**

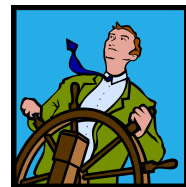
- 1. Establishing a sense of urgency**
- 2. Good communication**
- 3. Clear vision and strategy**
- 4. Empower and reward change agents**
- 5. Fire anyone who says, “We’ve always done it that way!”**

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## ***Stages of Leading Change***

- Establish a sense of urgency**
- Build the guiding team**
- Develop a vision and strategy**
- Communicate the change vision**
- Empower broad-based action**
- Generate short-term wins**
- Consolidate gains and produce more change**
- Anchor new approaches in the culture**



- from Kotter, John P. *Leading Change*

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## ***Leadership Life Support***

- Faith
- Family
- Friends
- Fitness (physical and mental)
  - Exercise
  - Intellectual diversions



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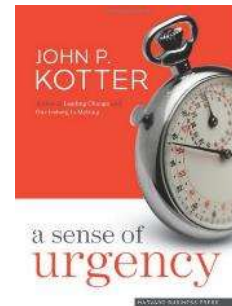
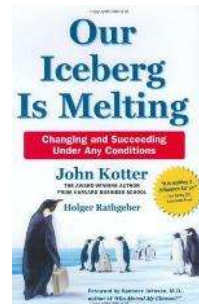
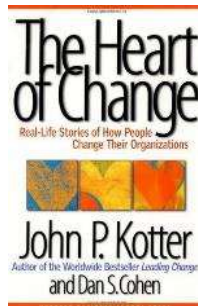
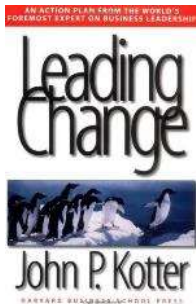
## ***What Have Been Your Problems Leading Change?***



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# Recommended Reading



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## Poll Question:

Enter your email address to be included in any follow-up communication from the presenter(s).



# Social Q & A

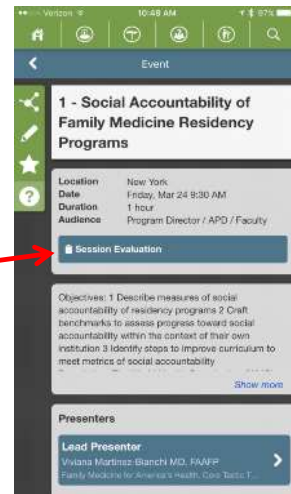
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Please...

Complete the  
session evaluation.

Thank you.



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## ***Supplementary Slides***

## ***Leadership and Management Influence vs Authority***

### **Managers – Unidirectional Authority**

- Tend to be reactive
- Prefer to work with people on problem solving
- Displays low emotion

### **Leaders – Multidirectional Influence**

- Are emotionally active and involved
- Shapes ideas
- Expands options available
- Changes people's thoughts on the "possible"



- Zaleznick, 1977

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## ***Leadership and Management Activities***

### **Management**

**"Produces order and consistency"**

- Planning and budgeting
- Organizing and staffing
- Controlling and problem solving

### **Leadership**

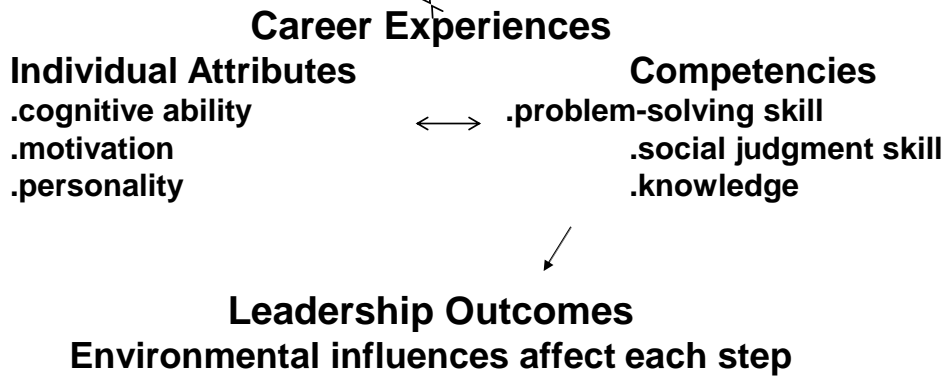
**"Produces change and movement"**

- Establishing direction
- Aligning people
- Motivating/inspiring

- Kotter, 1990

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## ***Components of the Skill Model***



- Mumford, et al, 2000

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## ***Individual Attributes***

- **Cognitive ability**
  - Includes person's intelligence and learned intellectual ability
- **Motivation**
  - Willingness
  - Dominance
  - Social Good
- **Personality**

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## ***Social Judgment***

- **Perspective taking**
- **Social perspective**
- **Behavioral flexibility**
- **Social performance**



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## ***Dispositionally Resistant Leaders***

- **Encourage/reward maintaining strict routines**
  - **Signal positive value of consistency**
  - **Negative attitude towards change**

■ Oreg, Berson, 2011

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## ***Transformational Leaders***

- **Are oriented towards dealing with crisis and change**
  - Obtains information from external stakeholders
  - Reframes perception of change from a threat to an opportunity
  - Inspires followers with a compelling vision
- **Behaviors: not associated with cynicism**
  - Associated with:
    - Creative thinking
    - Goal clarity

- Oreg, Berson, 2011

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## ***Sense of Urgency***

- **Must paint a picture why change is needed urgently**
- **Look at environment and what others are doing**
  - Listen to customers and competition
  - Get consultants' perspective
- **Must overcome complacency**
- **Appeal on a feeling level**
  - See – Feel – Change
  - Data doesn't work to convince people

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## ***The Guiding Team***

- **Leading change is a team sport**
- **Find the right people**
  - **Power, expertise and credibility**
  - **Enthusiasm and commitment**
- **Build trust and teamwork**
- **Meetings to minimize frustration and build teamwork**
- **Craft a common goal**



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## ***Vision and Strategy***

- **An effective vision is:**
  - **Imaginable**
  - **Desirable**
  - **Feasible**
  - **Focused**
  - **Flexible**
  - **Communicable – stated in one minute or less**



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## ***Vision and Strategy***

- **Vision** is the end state – where you want to be
- **Strategy** shows how to achieve the vision
- **Plan** is the detailed, step by step means to implement
- **Budget** specifies the financial foundation of the plan

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## ***Communication***

- Simple, straightforward (KISS)
- Speak from the heart - passion
- Honest and timely – speak to:
  - Fear, anxieties, anger
  - Mistrust and confusion
- Multiple media
- Repeat over and over again...
- Get rid of junk communications
- Give and take - listen



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## ***Empower Action***

- **Utilize individuals who can bolster self-confidence**
- **Re-tool disempowering managers**
- **Align structures and rewards in direction of change**
- **Provide the training and feedback people need**
- **Face “We’ve always done it this way” head on.**

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## ***Create Short Term Wins***

- **Produce some early short term wins which will:**
  - energize change agents
  - enlighten pessimists
  - diffuse cynics
  - build momentum
- **Fast, meaningful and unambiguous**
- **Provide evidence that the sacrifice will be worth it**
- **Don’t try for too much or too many**

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## ***Don't Let Up***

- **Keep up the sense of urgency**
- **Build on your momentum**
- **Shed unproductive work and old habit patterns**
- **Tackle the big projects**
- **Don't declare victory prematurely**
- **Keep your balance**

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## ***Build It In Your Culture***

- **Danger to default to old values, norms and ways**
- **Traditions die hard**
- **Culture change will be driven by results**
- **May involve turnover in key people**
- **Build it into the orientation and promotion processes**

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