



HOW TO LEAD POSITIVE CHANGE



WHY CHANGE MATTERS

Will your practice be different this year than it was last year? Different this quarter than it was last quarter? People focus on the pace of change, but often the challenge is driving change that lasts.



Performance

The manner in which you coach and have conversations with those in your practice can affect how your team improves. With a destination, a reason, an intention, and a plan in place, your team can create lasting change. And with your support as their coach, your team can improve their performance and create a better future for the practice.



Engagement

Are your employees engaged, or are they simply satisfied? The answer could affect your company's ability to succeed. If you want your practice to grow, you need engaged employees. Engagement for engagement's sake doesn't drive growth, profits or accountability. However, the actions you get from an engaged team, do.



Culture

Culture makes most of the decisions in your practice. Your people will conform to it whether it's the one you want, or just the one that evolved because you didn't consciously build a better one. You can't execute tomorrow's strategy with today's culture.



Growth

As a leader, one of your biggest jobs is ensuring that, over time, your people are capable of accomplishing more. You only have a few levers to pull as it relates to improving what your practice can accomplish. The most effective investment you can make is in the talent that makes up your team. Nothing is more critical for the growth of your hospital than the growth of your people.

RESISTANCE TO CHANGE IS REAL

When we're leading change we will encounter resistance - it will always be present. But as leaders, we can do some things to minimize resistance and make change happen faster and more effectively.

Resistance occurs because:

- Habits are comfortable
- Our brains like to keep things the same
- We react to change as if it's life threatening
- Lack of control is scary

We can lead change and reduce resistance by:

- Asking questions
- Sharing stories, ideas, and thoughts
- Collaborating with our team



Remember:

People *will not* resist change done with them. They *will* resist change done to them. If authority is used to cause change, you will increase resistance. However, using influence that allows others to make choices related to the change, will encourage them to move towards it.

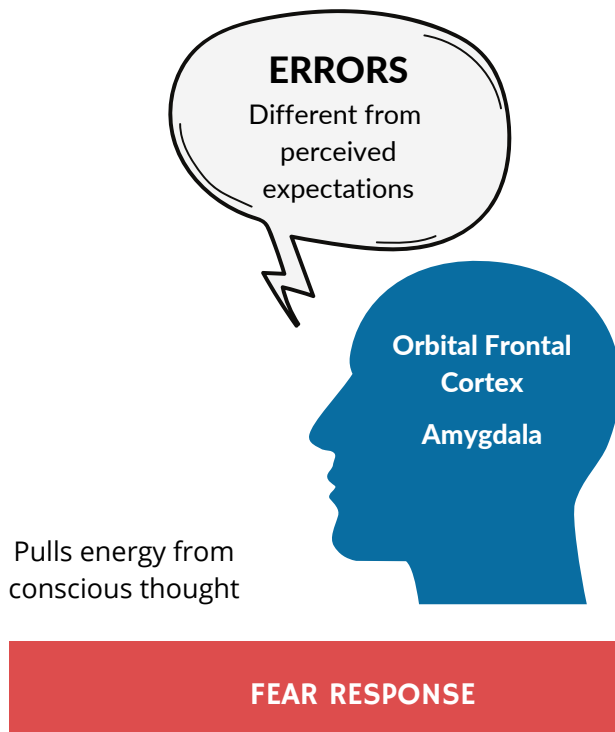
MOVING TOWARDS CHANGE

When we're moving toward change, we have insight of the possibilities that change will cause. Our brain now gives us motivation, and we can form a mental picture of how this change looks, what it will bring, and how we can contribute to it.

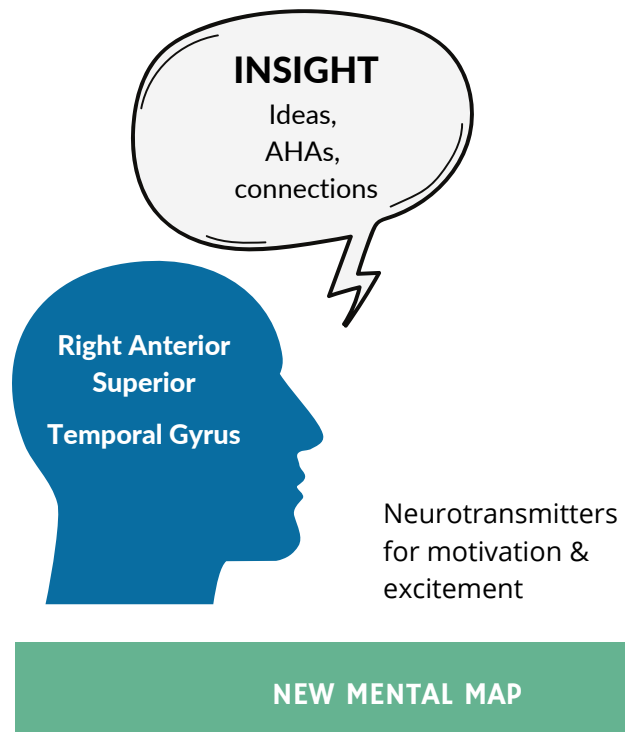
When others are working toward change, instead of resisting it, you'll notice:

- They're engaged
- They give their thoughts and ideas
- They're considering the change

RESISTANCE

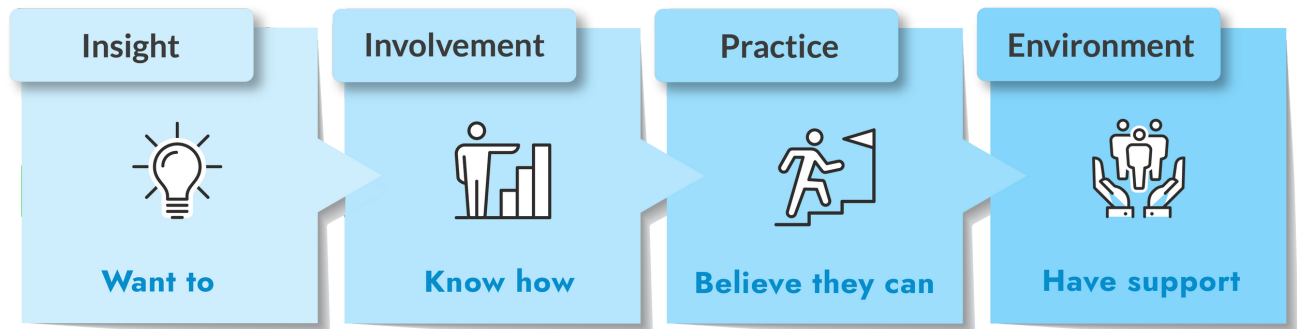


CHANGE



THE PATH TO CHANGE

How you define and communicate the path towards change will determine whether or not change happens and if it is sustainable.



Key Points

People do move toward change under the right circumstances.

Leaders have the opportunity to make change happen faster and easier.

Change is a 4-step process that we can practice, master, and execute for any change that's needed in our hospital.

When we focus on insight, involvement, practice, and environment we learn to lead teams through change effectively.

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