



Leading Change in Health Care

*Building Deep Individual and Collective
Change Capability*

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Change Catalysts, LLC

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The Business Case for Building Change-Capable Leaders *AND a Change-Capable Culture*

90% Weak Leadership Pipelines =
Critical Business Challenge

50% Leaders Able to Drive Change

What's Missing?

**CHANGE
LEADERSHIP
CAPABILITY!**



Human Response to Change

- ✓ People fear change
- ✓ Fear Network in brain becomes active
- ✓ Decision making becomes more difficult
- ✓ Capacity to think clearly and openly becomes impaired
- ✓ Ability to work at their best is diminished
- ✓ Good judgement decreases
- ✓ Less control over emotions
- ✓ Grieve what is being lost
- ✓ Difficult to let go of what is safe or known

The Change Choice: Get Through It OR Grow From It!

Fixed Mindset
=
Change is a Threat

"I might fail"
"I might not be good at it"
"My potential is predetermined"

Growth Mindset
=
Change is a Challenge

"Challenges help me grow"
"A chance to develop new skills"
"A year ago, I wouldn't have
done this well"

*[Adapted from: Carol Dweck,
Mindset: The New Psychology of Success]*

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An Enabling Foundation to Lead Change: *Change Capable People & Culture*

Learning to Change – *Ask Yourself, Challenge Your Leaders.....*

<i>Cope With Change</i>	<i>Manage Change</i>	<i>Lead Change</i>
<p>We train people to:</p> <ul style="list-style-type: none">✓ Deal with the stress of the changes they are facing✓ Adopt a positive mindset and attitude toward change✓ Build personal resilience	<p>We teach people about:</p> <ul style="list-style-type: none">✓ Change management models and methods✓ Change management processes and tools✓ How people react to change and how to overcome resistance in others	<p>We mentor leaders:</p> <ul style="list-style-type: none">✓ About their styles of leading change and how to make a meaningful impact NOW✓ How to foster partnerships and build change teams✓ How to become change agents savvy in coaching and mentoring fellow leaders

Health Care Industry Challenges



Transition to Health Care vs. Sick Care Models

Healthcare Competition

Value-Based Purchasing

Care Coordination

Consumer-Driven

ACOs

Insurance Exchange

Mergers & Acquisitions

PANDEMIC!

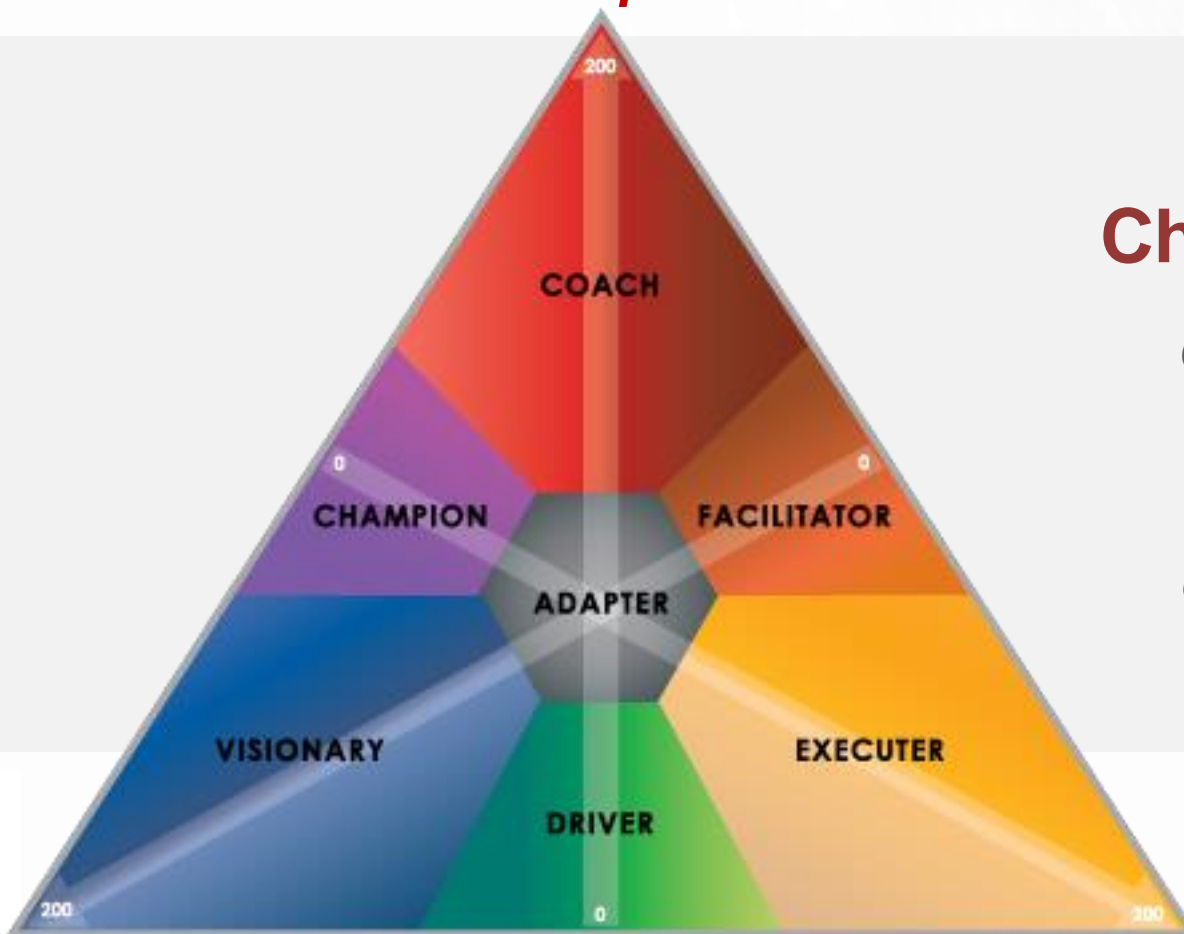
UH Leadership Promise

OUTCOMES	Inspire	Innovate	Achieve
COMPETENCIES	Talent Developer Communicator	Change Agent Pioneer	Value Creator Collaborator
OUR LEADERSHIP PROMISE INSPIRE.	OUR LEADERSHIP PROMISE INNOVATE.	OUR LEADERSHIP PROMISE ACHIEVE.	



High HEART
“People”

High HEAD
“Purpose”



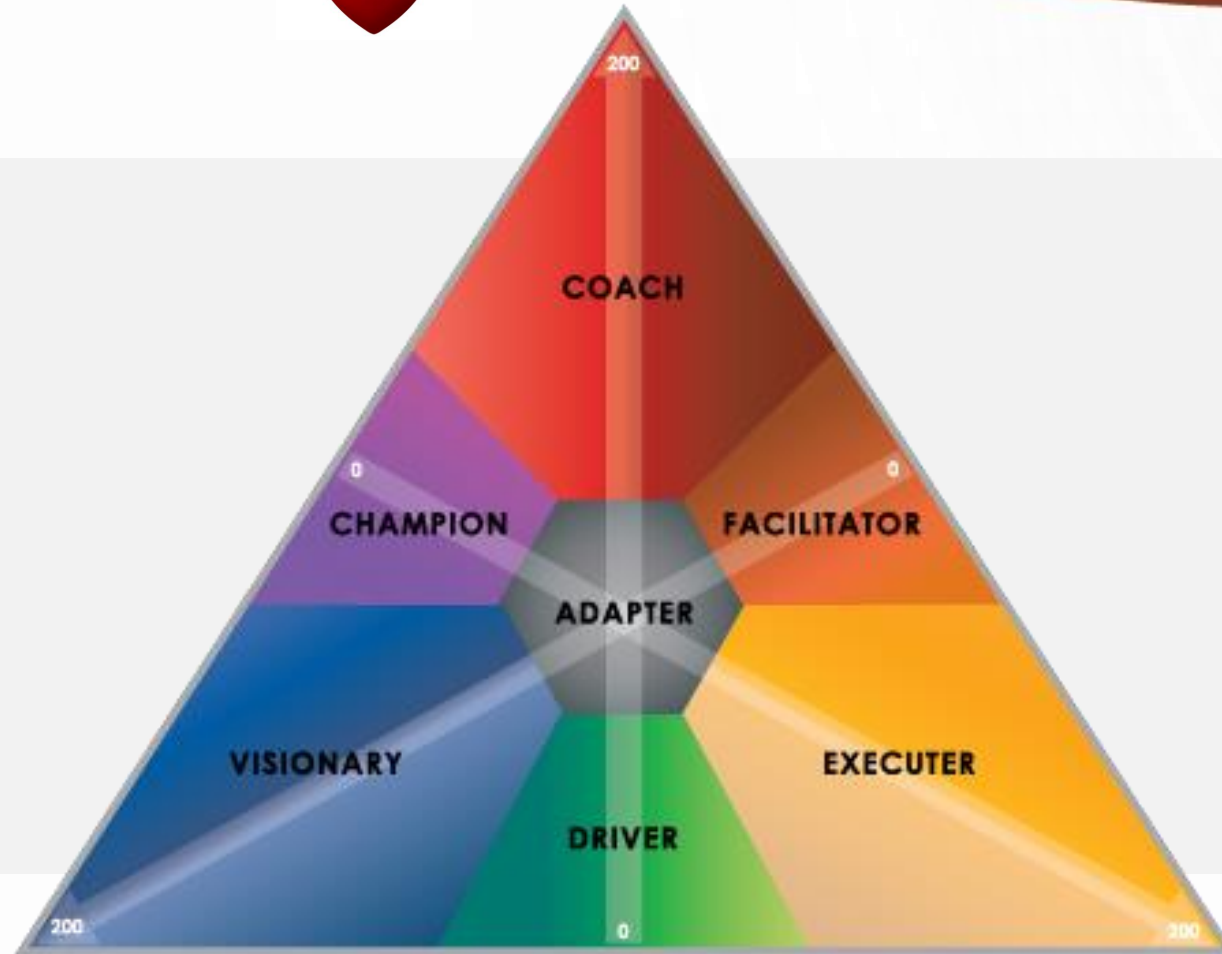
What is CQ[®] /
Change Intelligence[®]?

CQ (or Change Intelligence) is the awareness of one's own Change Leader Style, and the ability to adapt one's style to be optimally effective in leading change across a variety of people and situations



High HANDS
“Process”

 **INSPIRE**



Humanistic
Alignment



INNOVATE

ACHIEVE





High HEART
“People”



High HEAD
“Purpose”



High HANDS
“Process”

CQ[®] FOR YOU!

Build YOUR CQ[®] NOW!

*What are your **STRENGTHS** as a Change Leader?*

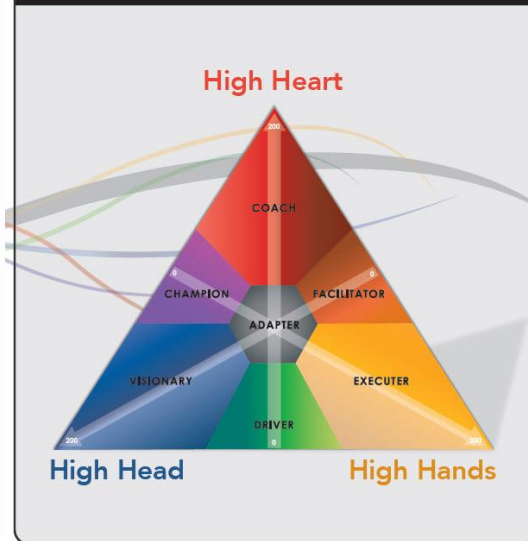
*What are your **STRUGGLES** as a Change Leader?*

*How can you **ADAPT** to engage for Change?
Implications for leading with your team, peers, leaders?*

Designing a Custom Experience

CQ® (Change Intelligence®) Assessment Report

Change Intelligence (CQ) is the awareness of one's own Change Leader Style, and the ability to adapt one's style to be optimally effective in leading change across a variety of people and situations



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ALL CHANGES NEED HEAD, HEART, AND HANDS!



- Do those involved in the change know I appreciate their efforts?
- Am I bringing appropriate tone and attitude to reduce stress during challenging times?
- Have I solicited input from others?
- What might my team see as negative?
- Am I being a good listener while working with others?

- Do I understand how this change will impact my team?
- Have I communicated this impact to my team?
- Have I stopped to think about the long-term impact of this change?
- Have I assessed any market trends that might impact my team?
- Do I have the long-term end in mind?

- Do I share information freely to help others succeed?
- Have I compiled a complete project plan?
- If I said I was going to complete a project, did I do it?
- Have I given proper attention to the details of the project?
- Have I communicated how we will measure success?



Build Muscle where you have blind spots or opportunities to improve. Embrace the growth mindset to unleash your potential to learn!



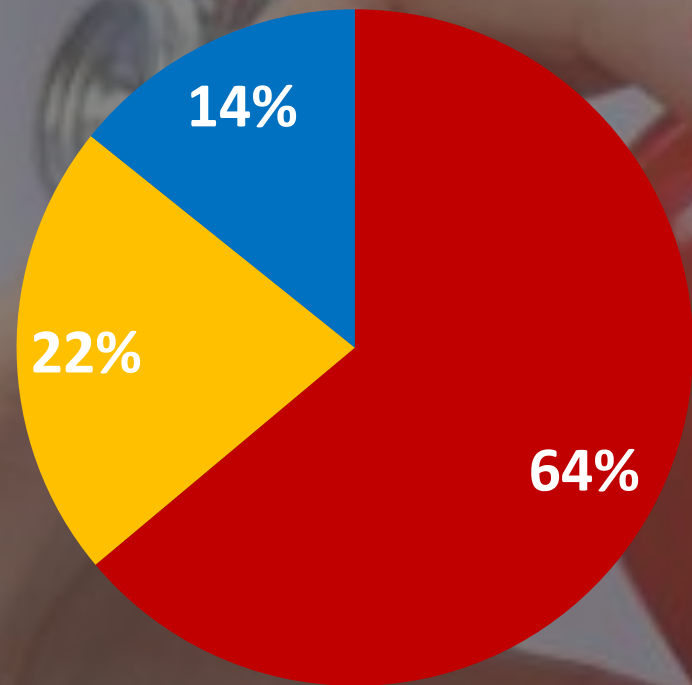
Create a Network by reaching out to someone of a different style who brings the skills you need. Collaborate with others on change initiatives.



Design systems and structures to keep your blind spots on your radar. Example, schedule periodic check-ins with team members to gauge what people are thinking or feeling throughout all change initiatives.

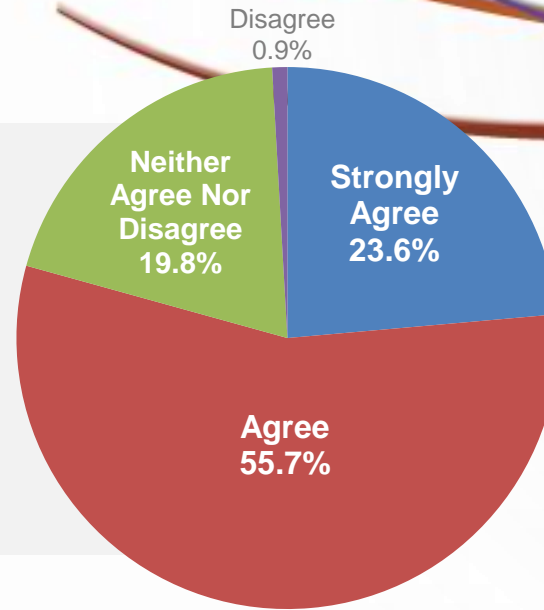


- Heart
- Hands
- Head

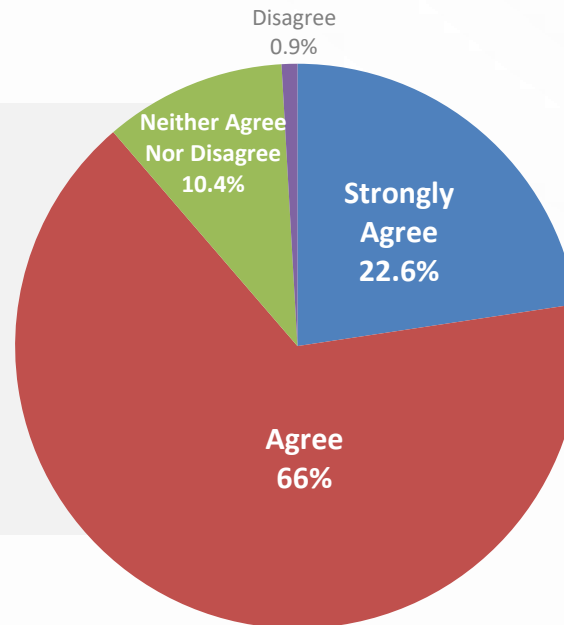


Our Organizational Profile

I am more confident leading change after participating in Leading Change in Health Care.



I lead change with a combination of the Head, Heart & Hands approaches as a result of Leading Change in Health Care.



Application & Impact at UH

Application & Impact at UH

Results Experienced

- ✓ Better communication among team members during change
- ✓ More engaged team members during change
- ✓ Increased collaboration among team members during change
- ✓ Expanded relationships and networking during change
- ✓ Further leveraged team members' strengths during change
- ✓ Quicker implementation of change initiatives
- ✓ More strategic approach to recruiting and selecting team members

Leading through the pandemic with greater engagement,
higher retention, and less moral injury

Our Path Forward

- ✓ **Reinforcing and sustaining** Leading Change in Health Care & Change Intelligence® (CQ®) throughout UH
- ✓ **Utilizing experiential tools & resources** for leaders to drive CQ® concepts within their teams and across the organization
- ✓ **Providing** 'just-in-time' learning to leaders and teams
- ✓ **Integrating** CQ® concepts, skills and tools to new employees during onboarding period
- ✓ **Blended learning solutions** for people leaders and individual contributors – common language for all

Change Intelligent[®] Leadership Bench Strength PLUS Collective Cultural Capability

PEOPLE



Engage the HEART
“I/We Want It!”

PURPOSE



Enlighten the HEAD
“I/We Get It!”

PROCESS

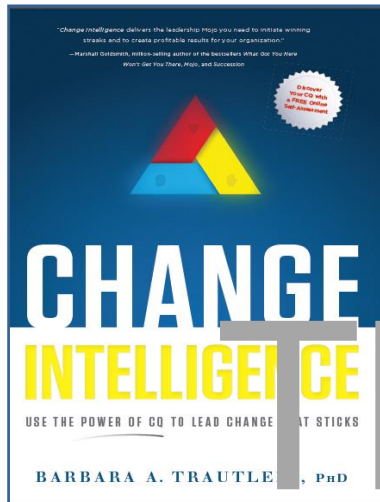


Equip the HANDS
“I/We Can Do It!”

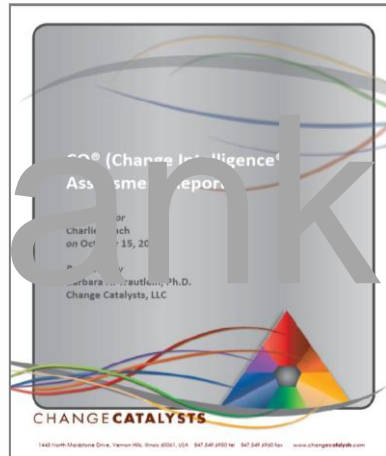


POP-UP Learning Lab

Change Intelligent® Resources for You!



Change Intelligence® Book
(2 FREE chapters & case studies!)



CQ® Assessment
(for individuals, teams
& organizations!)



CQ® Workshops and Certification
(ATD, HRCI & SHRM approved!)

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