

# Physicians in the lead.....developing capacity

AFHTO Conference  
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CENTRE FOR  
STUDIES IN  
PRIMARY CARE

THE *IRIS* GROUP

'Leaders don't make plans: they don't solve problems, they don't even organize people. What leaders really do is prepare organizations for change and help them cope as they struggle through it'

John Kotter, Harvard Business School

- Leadership in the current landscape (FHTs, LHINs and regionalization, HealthLinks, OMA, RCPSC and CanMEDS)
- Leaders – born or made?? ('do leadership to learn leadership')
- Clinical leadership – honorable or not?
- Impact of good leadership on clinical care
- Traditional notion of leadership vs leadership for CAS (machine-age to knowledge-age)
- Leader with small 'I'

## **Why the focus on Leadership?**

- ↑ Self-awareness as leader (that's why you're here)
- ↑ Change dynamics (understanding affects of change)
- ↑ Systems thinking (understanding nested systems)
- Exercises, discussion, minimal didactic but enough to prompt 'take-away thinking'

## **Objectives for tonight's session**

- Identify a situation where you would like to enhance your leadership and influence
- Share what you are already doing well and how you know that is the case

**With a partner**

# Why Reflective Practice?



**Reflection** creates  
awareness  
creates **choice**

# Reflex



- Reaction
- Downloading
- Denial
- Scripts
- Cultural Norms

# Rumination versus Reflection

*Rumination* is the compulsively focused attention on the symptoms of one's distress, and on its possible causes and consequences, as opposed to its solutions.



# Value of Reflective Practice



- Surfaces personal beliefs, perspectives, biases, oversights or blocks
- Identifies mindsets
- Provides space to wrestle with complexity, residual uncertainty and the element of unknowability

# The Ladder of Inference



I take **A**ctions based on my conclusions.

I reach **C**onclusions.

I make **A**ssumptions.

I add **M**eaning (based on mental models).

I select **D**ata from what I observe.

**A** Pool of **D**ata is available.

# The Ladder of Inference



What may be another approach?

What other options are there?

What assumptions am I making?

Why am I interpreting the data this way?

What data do I tend to select?

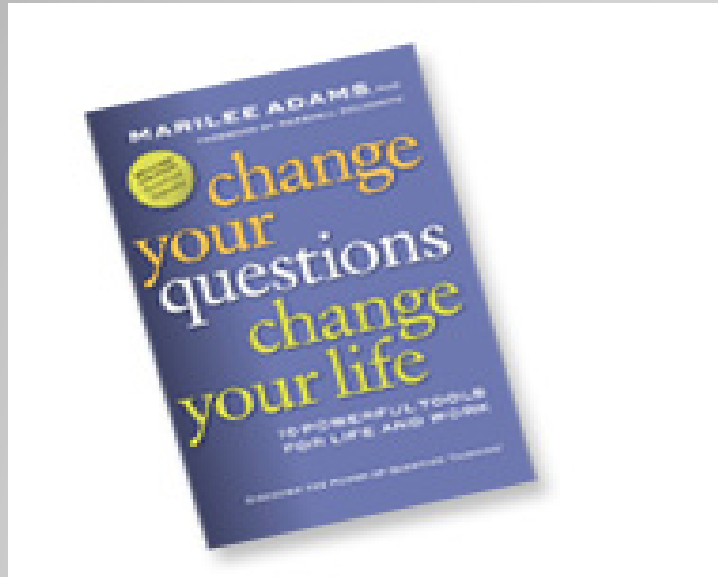
What may I have missed?

- Revisit the situation you have identified.
- Ask questions that will deepen your partners awareness and their options

**With your partner**

- The quality and effectiveness of the reflective practice is directly attributable to the quality of the questions
- Better questions leads to better outcomes

## **Inquiry and Reflective Practice**



- Marilee Adams
- How to create intentionality about personal awareness and reflection in the face of change

**Change Your Questions Change Your Life**

- Reactive / automatic
- Know-it-already mindset
- Inflexible / rigid / fears differences
- Personal point of view
- Intolerant / Judgmental
- Feedback seen as rejection
- Relationships are win/lose
- Seeks to attack or defend
- Primary mood is protective

## **Judger Mindset**



- What's wrong?
- Who's fault is it?
- How can I stay in control?
- How could I lose?
- How could I get hurt?
- Why bother?

## **Judger Questions**





- Defensiveness
- Inflexibility
- Despair
- Inactivity
- Failure

## Judger Results



- Low energy
- Low self-control
- Low self-esteem
- Pessimism
- Depression

## **Judger Turned Inward**

- Revisit the original situation
- Where did the Judger mindset show up
- What impact did the Judger mindset create
- What might the consequences be if this Judger mindset persists

**With your partner**

- Responsive / thoughtful
- Flexible / adaptive / supportive
- Accepting / multiple perspectives
- Researcher mindset / Inquiring
- Values differences
- Feedback seen as helpful
- Relationships win/win
- Seeks to resolve and create
- Primary mood curious

## **Learner Mindset**



- What's going right?
- What am I responsible for?
- What are my choices?
- What's useful about this?
- What can I learn?
- What's possible?

## Learner Questions



- Curiosity
- Learning
- Energy
- Inspiration
- Success

## Learner Results



- High energy
- High self-confidence
- High self-esteem
- Optimism
- Enthusiasm

## **Learner Turned Inward**

# It's Your Choice



Anything that impacts us at any moment  
Thoughts Feelings Circumstances



START

**Choose**

Learner Path  
Judger Path

**React**

What assumptions am I making?  
What are they thinking, feeling, and wanting?  
What can I learn?  
What am I responsible for?

What happened?  
What do I want?  
What are the facts?

What are my choices?  
What's best to do now?  
What more is possible?

**LEARNER**  
• Thoughtful Choices  
• Solution Focused  
• Win-Win Relating

Whose fault is it?

Switching Lane

**SWITCH**  
Ask Learner Questions To Avoid Judger Pit

What's wrong with me?  
What's wrong with them?

**JUDGER**  
• Automatic Reactions  
• Blame Focused  
• Win-Lose Relating

Why can't I ever win?  
Why are they always so dumb & irritating?  
Why bother?

Judger Pit



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Choice Map™



- Once again, revisit the situation
- Where is the Learner mindset already present
- Where is the opportunity to switch lanes?
- How might things change if you switch to a Learner mindset?

**With a Partner**

- Organizational change: rate of failure
  - Study of ~ 100 efforts in organizations to produce large scale change, failure rate over 70%
- Reason for failure? Inability to predict, understand and manage the human dynamics of change
  - Sense of loss, ambiguity or confusion, self-preservation, loss of productivity

## **Dynamics of change**

- Think about one recent 'change effort' in your own organization. Was it successful or not and why?

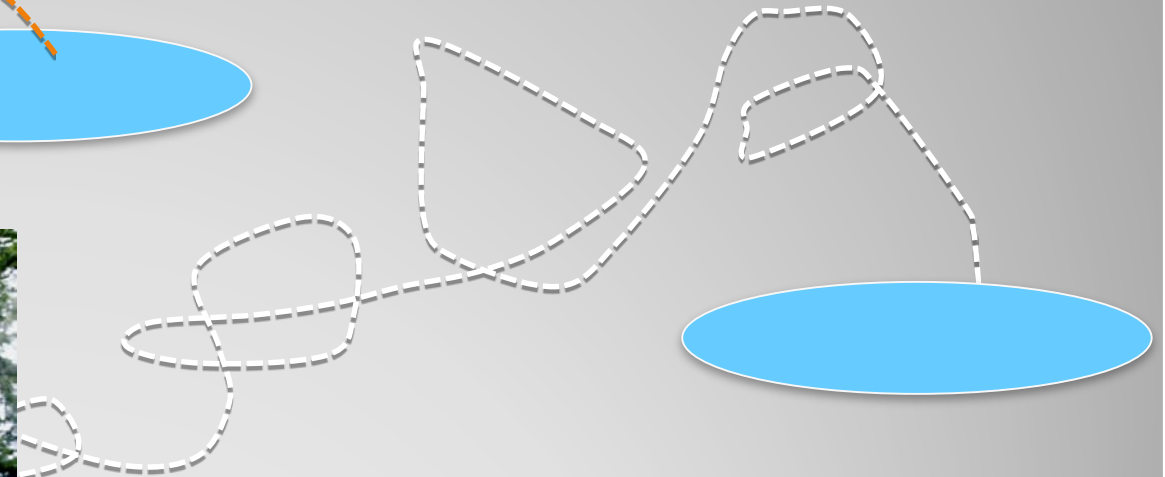
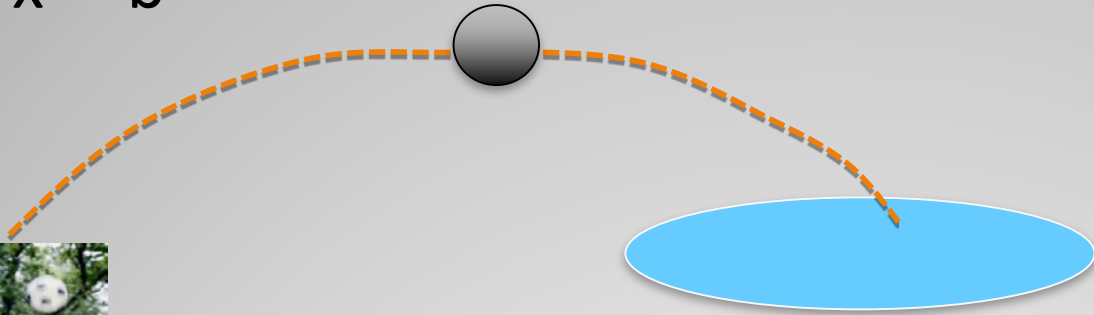
**Discussion**



- People change in their own time for their own reasons
- Difficult to predict
- Situation specific
- Complex human factors

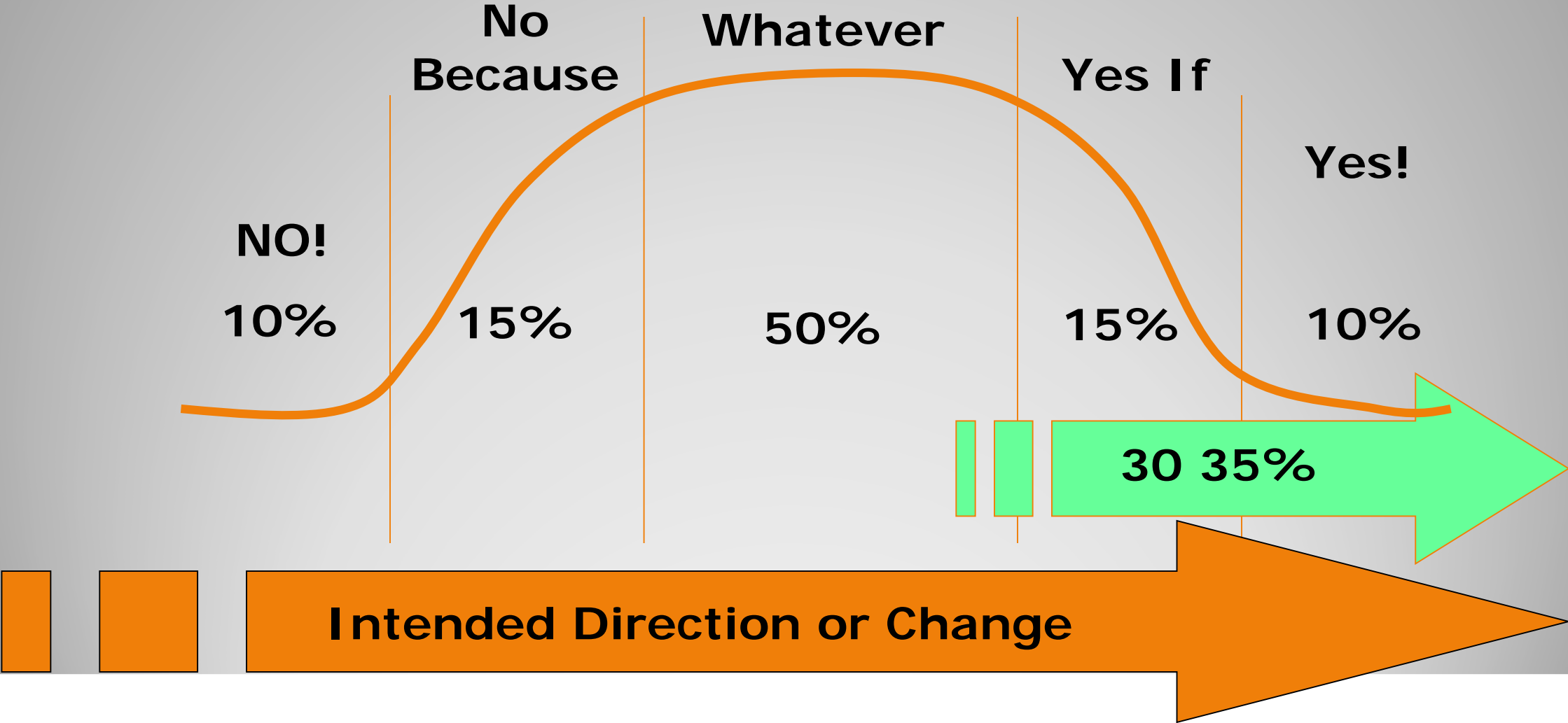
## **People and Change**

$$y = x^2 - b$$
$$f = ma$$



# Attracting People to Change

# Bell Curve Distribution



- Systems thinking is when you visualize a system (your organization) as a collection of interrelated parts (groups of people) bound together to achieve a purpose (deliver a product/service) It is recognizing that the relationships between parts are as important as the parts themselves. It is viewing the whole organization where the independency, connectivity and feedback loops continually impact the system's behaviour.

## **Systems thinking**

- Taking the 'balcony perspective' (Heifetz)
- Thinking broadly – internal and external factors (strategic planning?)
- The FHT and the FHO
- Shared goals/values – what does this look like?

## **Systems thinking**



- Physicians not 'the glue that holds together a dysfunctional team on behalf of their patient, but the catalyst that accelerates change'
- Motivation theory /Carrots and sticks
  - Daniel Pink – DRIVE: What motivates us
  - Autonomy, Mastery, Purpose
- Physician engagement

**The 'system' that is the team**

- Three things.....
- Two things.....
- One thing.....What's the one thing that you'll do differently within the next 48 hours?
- Resources
- Contact info

**Wrapping up.....**

*Thank you!*

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