THRIVING THROUGH CHANGE

Rockcastle Regional

June 2025

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THRIVING THROUGH CHANGE

OBJECTIVES

1. Execute better management of timelines and communication during change

2. Learn how to lead and communicate through ambiguity

3. Evolve your employee engagement strategies as a leader and participate differently as staff

4. Deploy the basics of appreciative inquiry

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BY JUNE 30th

Our Goal For You Today:

- Pick ONE leadership strategy and apply it relentlessly over the next month!

- Learn to hardwire and embed that leadership competency and behavior in your everyday work!

- Come prepare to discuss the outcome of your tactical application during your next MMM / 1:1.

CHANGE ICEBREAKER

Key moments in change

- Think back on your career in healthcare

- Identify 2-3 significant changes you've experienced (personal, team-wide, hospital-wide, or industry-wide).

- Plot them on the timeline below.

- For each, note:

  - What the change was

  - Your role in it

  - How it felt

  - What contributed to its success or difficulty
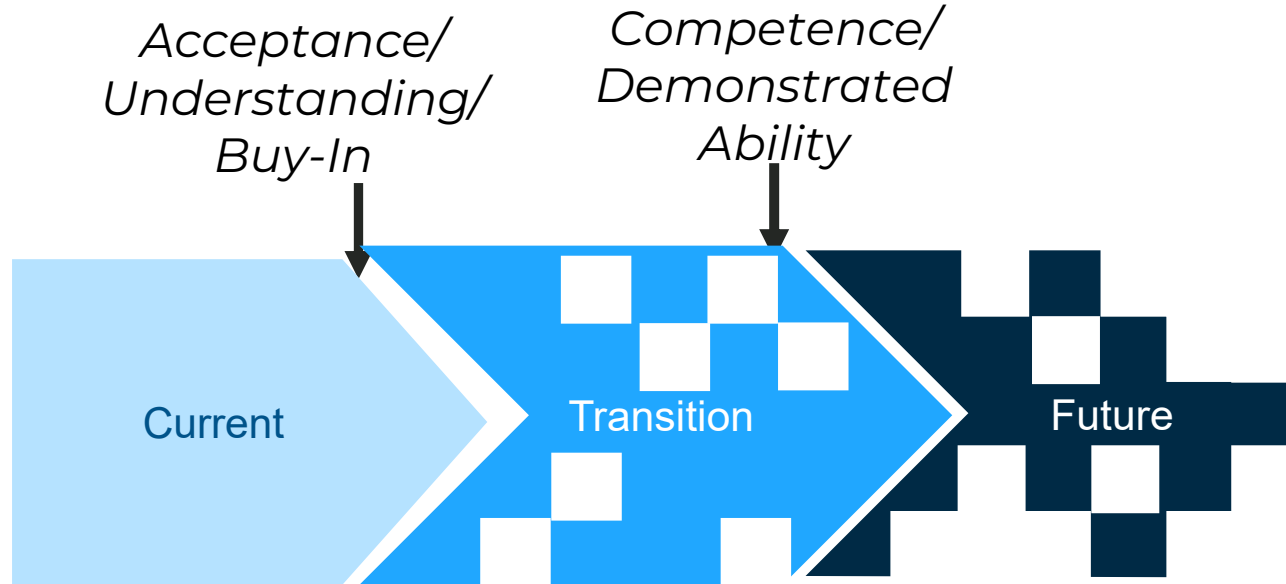
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How Humans Respond to Change
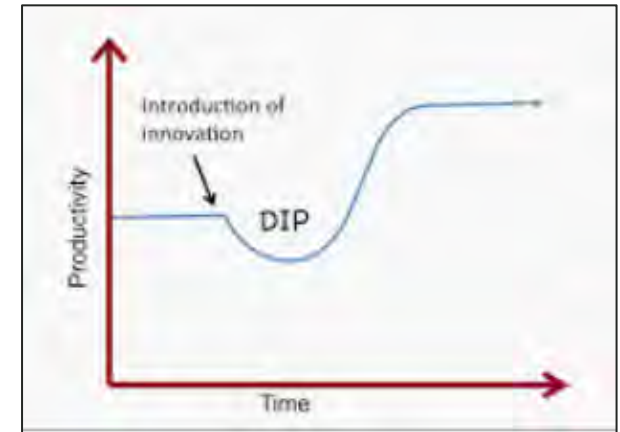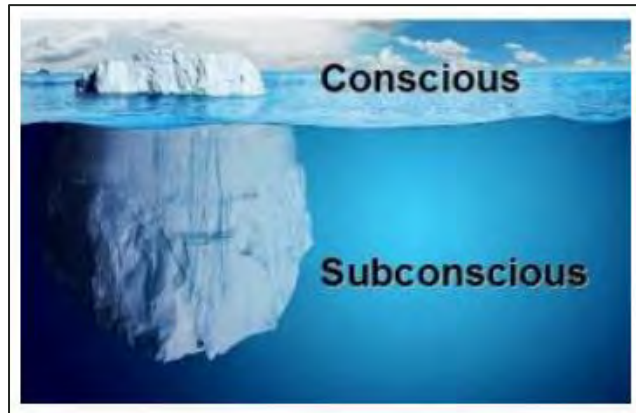
Our role as leaders is to support people to **reduce the duration and depth** of their productivity dip leading to **sustained change sooner**

Moving from Current Future State

Acceptance/ Understanding/ Buy-In

Competence/ Demonstrated Ability

An **organization** is successful when **each individual starts working in the new ways**

| Current | Transition | Future |

An **individual** moves along their **own journey** to the future state

| Current | Transition | Future |
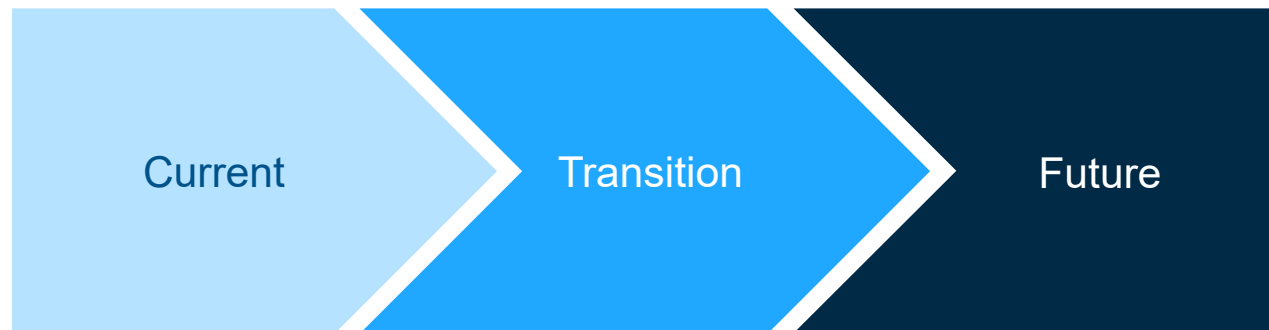
Every person has their own way of responding to change

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How Humans Process Change:

While every individual is unique, studies show response to change are influenced by:

Reaction vs. Response:

A reaction is a spontaneous and immediate feeling, while a response is a conscious choice made after processing the situation.

Individual Differences:

People respond differently to change based on their personality traits, coping mechanisms, and individual experiences.

Emotional Stages:

Many people go through distinct emotional stages, such as shock, denial, anger, bargaining, depression, and eventually acceptance.
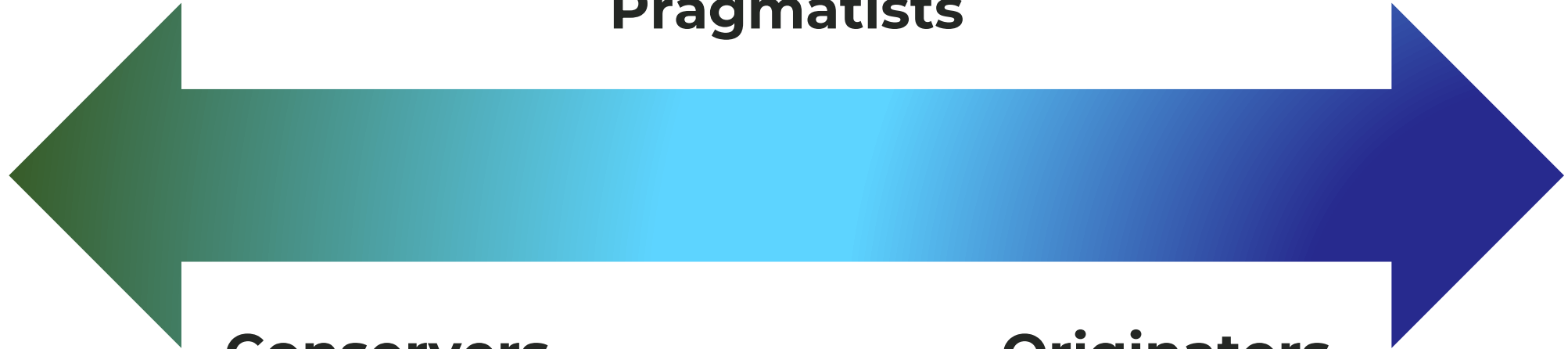
Psychological Impact:

Change can be stressful and affect mental and physical well-being, potentially leading to anxiety, sadness, or other symptoms.

The Conserver

- **Preferences:** Consistent routines, incremental changes

- **Behavior:** Reluctance towards major changes, tendency to preserve existing systems

- **Reactions:** Fear of negative consequences, reluctance to deviate from established norms

- **Views:** Preference for stability, skepticism towards rapid or radical changes

- **Risk Perception:** Higher perception of risk associated with change

The Conserver

When you think of a classic Conserver:

Warren Edward Buffett
CEO of Berkshire Hathaway.

Fun Fact: He is the 5th wealthiest individual in the world.

Elizabeth II (Queen of the United Kingdom)

Fun Fact: Her reign of 70 years and 214 days is the longest of any British monarch

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Forbes; List of monarchs in Britain by length of reign – Wikipedia; Berkshire Hathaway

The Pragmatist

- **Preferences:** Practical solutions, evidence-based decisions

- **Behavior:** Willingness to adapt to changing circumstances, focus on immediate results

- **Reactions:** Openness to change with clear benefits, skepticism towards vague or poorly planned initiatives

- **Views:** Balancing stability with adaptability, seeking practical solutions

- **Risk Perception:** Moderate perception of risk, willingness to embrace change with tangible benefits

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The Pragmatist

When you think of a classic Pragmatist:

William Henry Gates III
American businessman and philanthropist.

Fun Fact: He became the first centibillionaire in 1999

Sheryl Sandberg, Former COO Facebook/ Meta Platforms

Fun Fact: Ranked one of the 50 "Most Powerful Women in Business" 8 times.

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The Originator

- **Preferences:** Innovation, disruptive change

- **Behavior:** Eagerness to experiment, willingness to take risks

- **Reactions:** Excitement towards new ideas, impatience with traditional approaches

- **Views:** Embracing change as an opportunity, seeking unconventional solutions

- **Risk Perception:** Lower perception of risk, seeing failure as a part of the learning process

The Originator

When you think of a classic Originator:

Mohandas Karamchand Gandhi
Indian lawyer, Anti-Colonial Nationalist, and Political Ethicist

Fun Fact: Gandhi's birthday, October 2, is commemorated in India as Gandhi Jayanti, a national holiday,

Barack Obama
American politician who was the 44th president of the United States

Fun Fact: Obama was awarded the 2009 Nobel Peace Prize for efforts in international diplomacy

Which one are You?
Let's Architect Your Personal Change Journey!

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DO YOU KNOW WHY I RESIST PAYING FOR MUSIC STREAMING SERVICES?
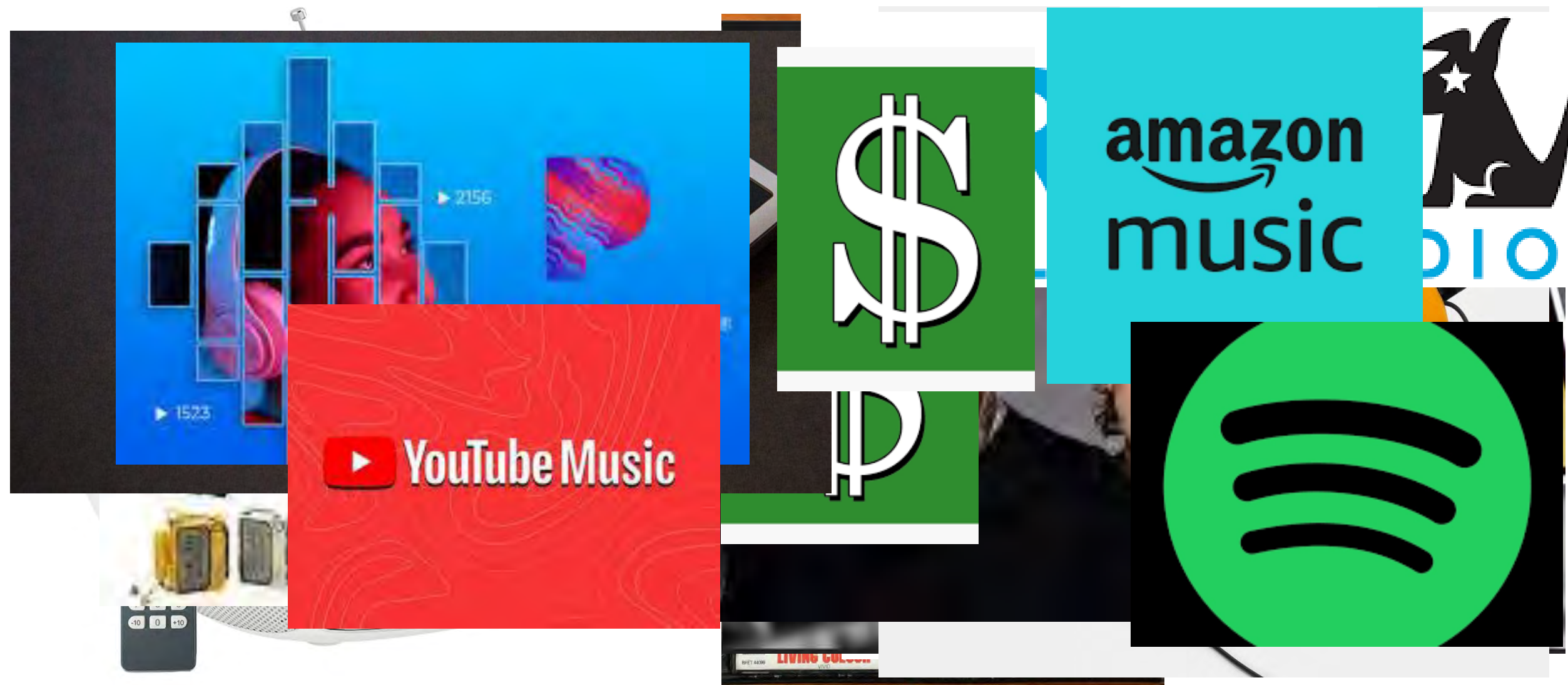
Each have had different experiences…

How many of each do you think you have in Rockcastle's workforce?

Traditionalists 1922 – 1945 — 55 million
Baby Boomers 1946-1964 — 74.9 million
Generation X 1965-1980 — 64.6 million
Millennials 1981-1997 — 75.4 million
Generation Z 1998-2014 — 69 million

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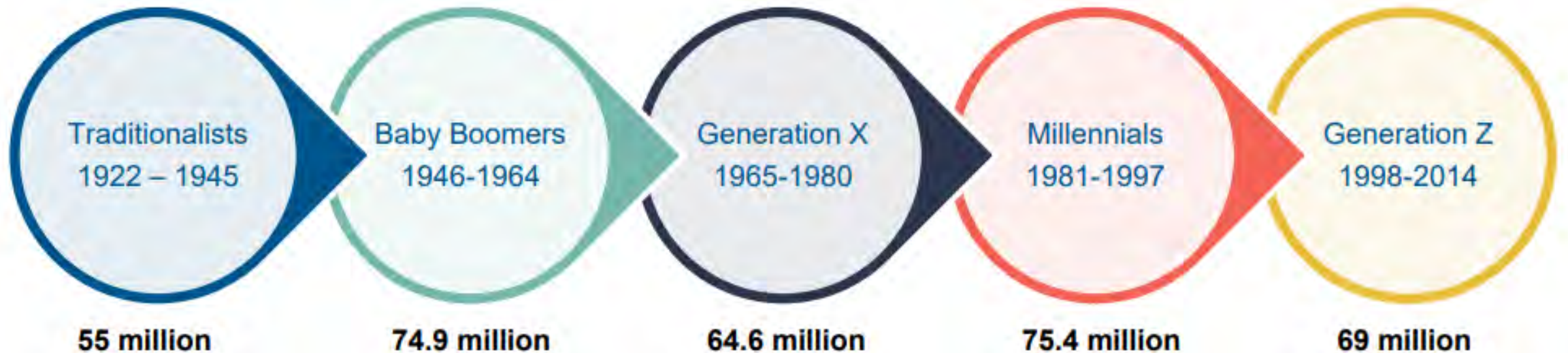
How Generational Mindsets Affect the Workforce

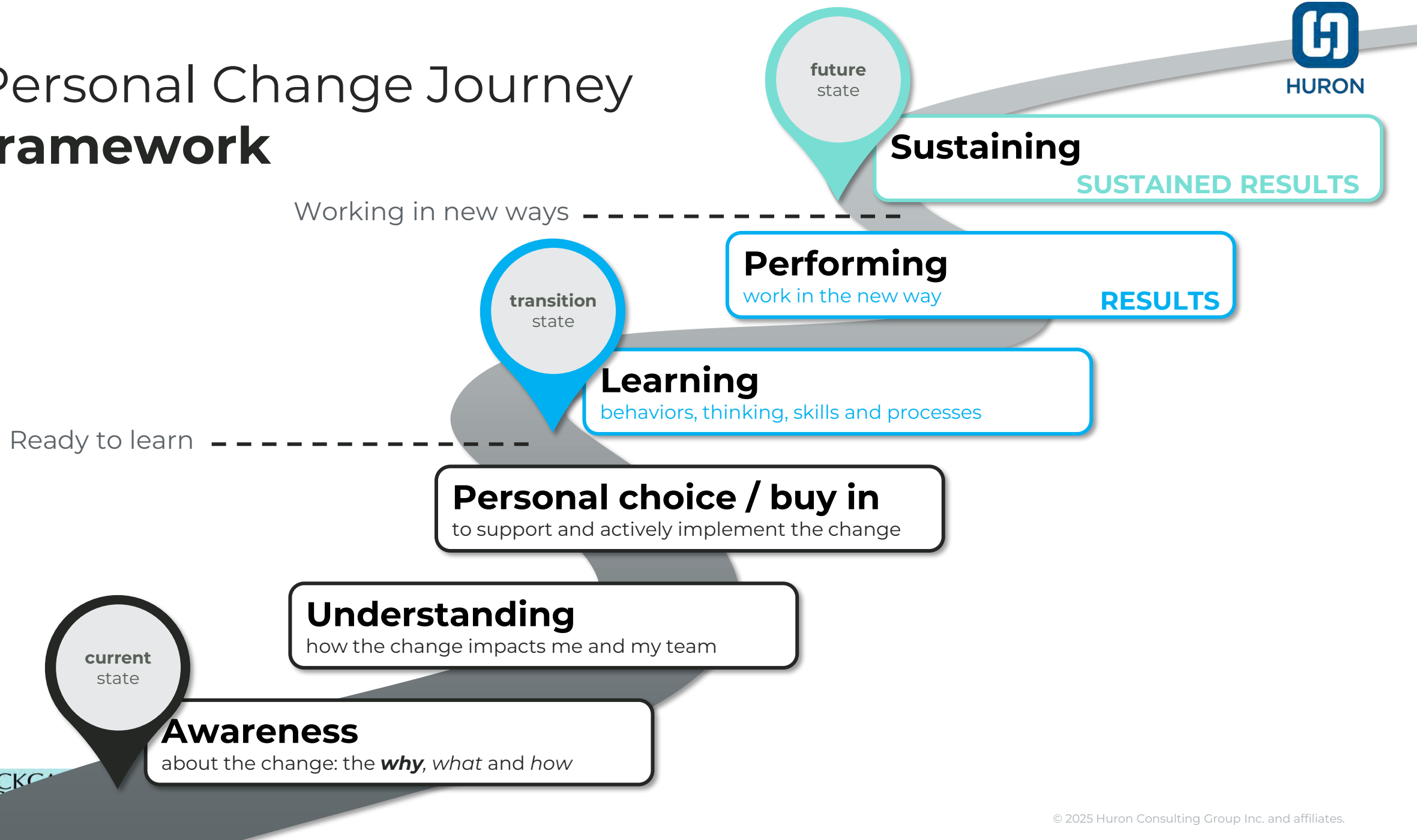| May have a different…	Baby Boomers 1946-1964	Generation X 1965-1980	Millennials 1981-1996	Generation Z 1997-2012
relationship with **organization**	loyal to **team**	loyal to **manager**	loyal to **colleagues**	loyal to **experience**
relationship with **authority**	challenge authority and desire flat, democratic organizations	unimpressed with authority, expect their own competence and skills to be respected	respect authority who demonstrate competence	respect process and follow authority but want to be engaged
perspective	"let me show you what I can do for you"	"tell me what you can do for me"	"show me what you can do for me right now"	"let's have a conversation"
work style and **rule preference**	structure, challenge rules	flexible, change the rules	fluid, create the rules	agile, seek balanced rules
change preference	be cautious	view change as an opportunity	see change as equaling improvement	understand change is simply reality

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Top challenges & stereotypes

Career expectations: different expectations regarding career progression and feedback between generations, with younger workers often seeking rapid advancement

Leadership styles: adapting leadership approaches to cater to the diverse needs and expectations of different generations.

Communication styles: different generations favor different communication methods, like face-to-face for older workers, and digital messaging for younger employees

Technology adoption: younger employees may adapt quickly to new technologies, while older workers might struggle to keep up, creating a divide

Different priorities: generations value different things (e.g., baby boomers → job security, millennials → career progression, gen X → work/life harmony)

Work-life balance: varying expectations regarding work-life balance, with younger generations often seeking more flexibility compared to older generations

Embracing change & innovation: different levels of openness and adaptiveness to new ideas and changes to the organization (more vs. less interest in evolving)

Varying training needs: different people have different styles of learning and developing (e.g., online courses, face-to-face seminars, and virtual meetings)

How do you successfully address these challenges?

Self-awareness

Communication

Engagement

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9

Personal Change Journey
framework

HURON

future state

Sustaining
SUSTAINED RESULTS

Working in new ways – – – – – – – – – – – – – –

transition state

Performing
work in the new way
RESULTS

Learning
behaviors, thinking, skills and processes

Ready to learn – – – – – – – – – – – – – –

Personal choice / buy in
to support and actively implement the change

Understanding
how the change impacts me and my team

current state

Awareness
about the change: the **why**, *what* and *how*

ROCK...
REG...

According to Prosci research, these are some of the reasons people resist change.

- **Lack of awareness** of why the change was being made

- **Impact** on current job role

- **Fear** rooted in uncertainty due to past failed changes

- **Lack of visible support from and trust** in management or leadership

- **Lack of inclusion** in the change

https://www.prosci.com/resources/articles/tips-for-managing-resistance-to-change

Personal Change Journey

Awareness
about the change: the **why**, *what* and *how*

Frame the work
- Connect **meaning** to the work
- Remind team members the nature of the work is *uncertain* and *inter-dependent*

Amy Edmondson and IHI Psychological Safety in Health Care

Personal Change Journey

Understanding
how the change impacts me and my team

Tips

Use individual strengths

- Ask: How might you use your strengths to engage in this change effort?

- What's already working well that you / we can build upon?

Personal Change Journey

Personal choice / buy in
to support and actively implement the change

Tips

Model fallibility and invite input
- "I may miss something. I need your help."
- "[Use name], what do you think?"

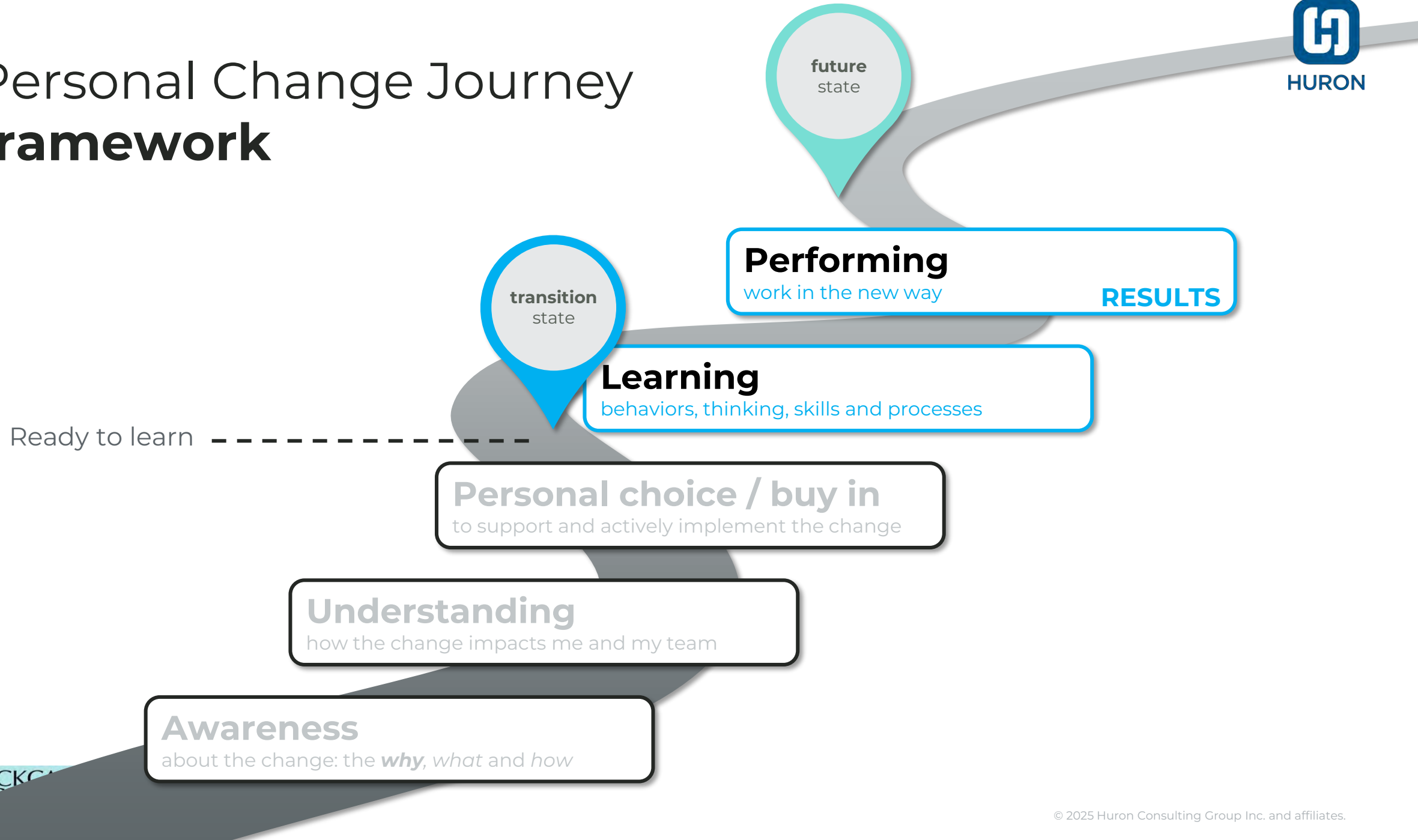Amy Edmondson and IHI Psychological Safety in Health Care

Avoid
- Sell, tell, yell

Ask questions
- "What's helped you during other changes?"
- "How can you make this work?"
- "What obstacles do you see?"
- "What obstacles can you remove? What obstacles do I need to remove?"
- "What do you need from me?"

Personal Change Journey
framework

future state

transition state

Performing
work in the new way
RESULTS

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behaviors, thinking, skills and processes

Ready to learn

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Understanding
how the change impacts me and my team

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about the change: the **why**, *what* and *how*

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Before You Ask Others to Change…

Look in the Mirror… Are You a Barrier or Facilitator?

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Understanding You Own Emotions

Are you being asked to change and find yourself at odds with the change?

Hold up the mirror and see if you're experiencing any of these same emotions: Confusion, anxiety, frustration, etc.

Work backwards to identify the problem(s)

How can you fix the problem? Or what can you ask to have changed/added/removed to make the change work?

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Improve Ability to Model and Communicate in a Culture of Change

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Leaders Who Influence Lead Change Successfully

SAY
Communicating about the change

ACT
Modeling behaviors, making decisions that prioritize the change, providing consequences for failure to change

REWARD
Rewarding positive responses to change

Successful Change

Prioritizing the Change

- Make decisions that prioritize the change

- Show ongoing support of the change

- Provide consequences for failure to change

- Allocate necessary resources to enable the change

- Listen and act on feedback received from staff

The Compelling "Why"

Influential Communication Sequence

WHY
WHAT
HOW

- Aligns with stakeholders' personal **frame of reference** (Head vs. Heart)

- Confirms the "**higher purpose**" in their contribution

- Creates a driving force for the inevitable **disruption** of change

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The Definitive "What"

Influential Communication Sequence

WHY
WHAT
HOW

- Establishes guidelines for what the **effort is, and is not**

- Assures all stakeholders start with an aligned understanding

- Define with **Relevancy**
  - Regularly guideline vs. behavior to modify

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The Definitive "How"

Influential Communication Sequence

WHY
WHAT
HOW

- Defines the immediate **actions** stakeholders should take

- Provides a pathway for the **pace** and **sequence** of the effort

- Establishes what will be **new, different,** or the **same** so stakeholders know what to expect

Activity

Individual Reflection

Use the Personal Change Journey Self-Assessment Document

- Page 1: Define a change from your perspective

- Page 2: Identify where you are on your change journey

For another LDI...

Bringing Your People / Peers Along the Journey

Understanding Where Your People Are

Meet them Where They Are At

Awareness	Can they clearly articulate the **WHY, WHAT**, and **HOW** of the change?
Understanding	Can they describe/show the **IMPACT** on their daily work?
Buy In	Is there a **disconnect** between what they are **SAYING** and **DOING**? Have I articulated the WHY through their lens?
Learning	Have I provided multi model **TRAINING** and support for individuals to acquire new **knowledge**, **skills**, and **abilities** to successfully operate?
Performing	Have I observed individuals working in the new way and provided **RECOGNITION** and **FEEDBACK**?
Sustaining	Am I providing **ACCOUNTABILITY** to continue to work in new ways? Am I ensuring people feel **SAFE** to voice concerns?

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BREAK

Leading (and communicating) Through Ambiguity

ICE BREAKER: BEST OF ME

COLLEEN

"FUN" IS A CORE VALUE

PREFERS TO REACT TO SOMETHING RATHER THAN CREATE FROM SCRATCH

TRAVELS OFTEN. APPRECIATES **EFFICIENCY—DOES NOT LIKE IDLE TIME**

NOT INTO DETAILS. LIKES **BULLET POINTS**

ADORES **HOT** COFFEE WITH CREAM

BEST MENTAL CAPACITY IS **EARLY MORNING!**

LIKES TO TAKE EXISTING PROCESSES AND MAKE THEM BETTER!

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Consider these questions:

CREATE YOUR BEST OF ME PROFILE AND SHARE IT WITH US!

1. I am at my best when….

2. I am at my worst when…

3. You can count on me to…

4. What I need from you is….

5. I value / appreciate from my peers (or staff)..

6. Activities the energize me…

7. How I like to be recognized…

Open Discussion

Share examples/scenarios where you've experienced ambiguous times as a leader or staff member.

It's okay if you don't have the answer…

A **brave leader** is someone who says I see you.
I hear you. I don't have all the answers, but I'm
going to keep listening and asking questions.

– Brené Brown

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Key Words to Keep Staff Focused in Times of Ambiguity

- I understand that there are many questions and uncertainties right now. **While we don't have all the answers at this moment, please know that we are committed to keeping you informed on these important issues** as soon as we have more information.

- Our **primary focus remains on providing the best care for our patients** (and/or best service to our customers). Let's continue to concentrate on the important work we do every day, even as we navigate these uncertainties together.

- It's natural to feel concerned about the unknown, but **let's channel our energy into what we can control**—delivering excellent patient care (and/or excellent service to our customers) and supporting each other as a team.

- We are **actively working to gather more information and will share updates with you as soon as we can.** In the meantime, let's stay focused on our responsibilities and maintain the high standards we are known for.

- I appreciate your patience and dedication during this time. While we may not have all the answers right now, **your commitment to our mission is what makes us strong and resilient**.

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Strategy:
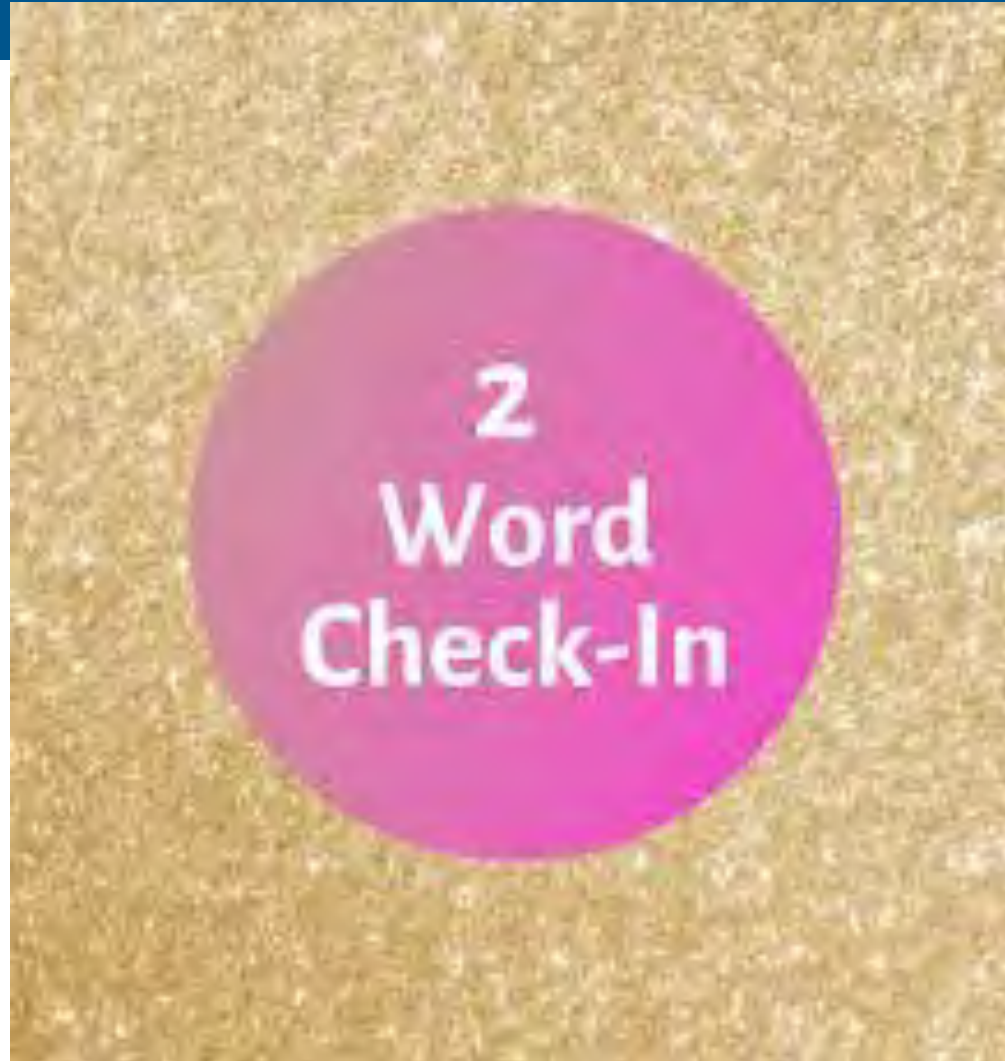
Scenario-Based Application

Leading Through Ambiguity

1. You have a leader who is continually concerned about his/her credibility when she doesn't know the answer to a question. **How would you coach this leader?**

2. A leader you know has shared that they bend over backwards to create a great environment for employees, however, the union reps continually hear complaints from their staff on engagement. **How would you advise this leader?**

3. Many of your people share during the 2-word check in that they are "anxious" and "nervous." **How do you respond as a leader?**

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Advancing Employee Engagement

It Starts with YOU!

If you want to improve employee engagement, let's talk about how you are leading your team!

But also: Four Steps to Moving Data to Solutions

Accept the data.
Accept the problem.
Accept the solution.

Accept the data and the problem but think a solution can't be found.

Accept the data, but think it is someone else's problem.

Deny the data.

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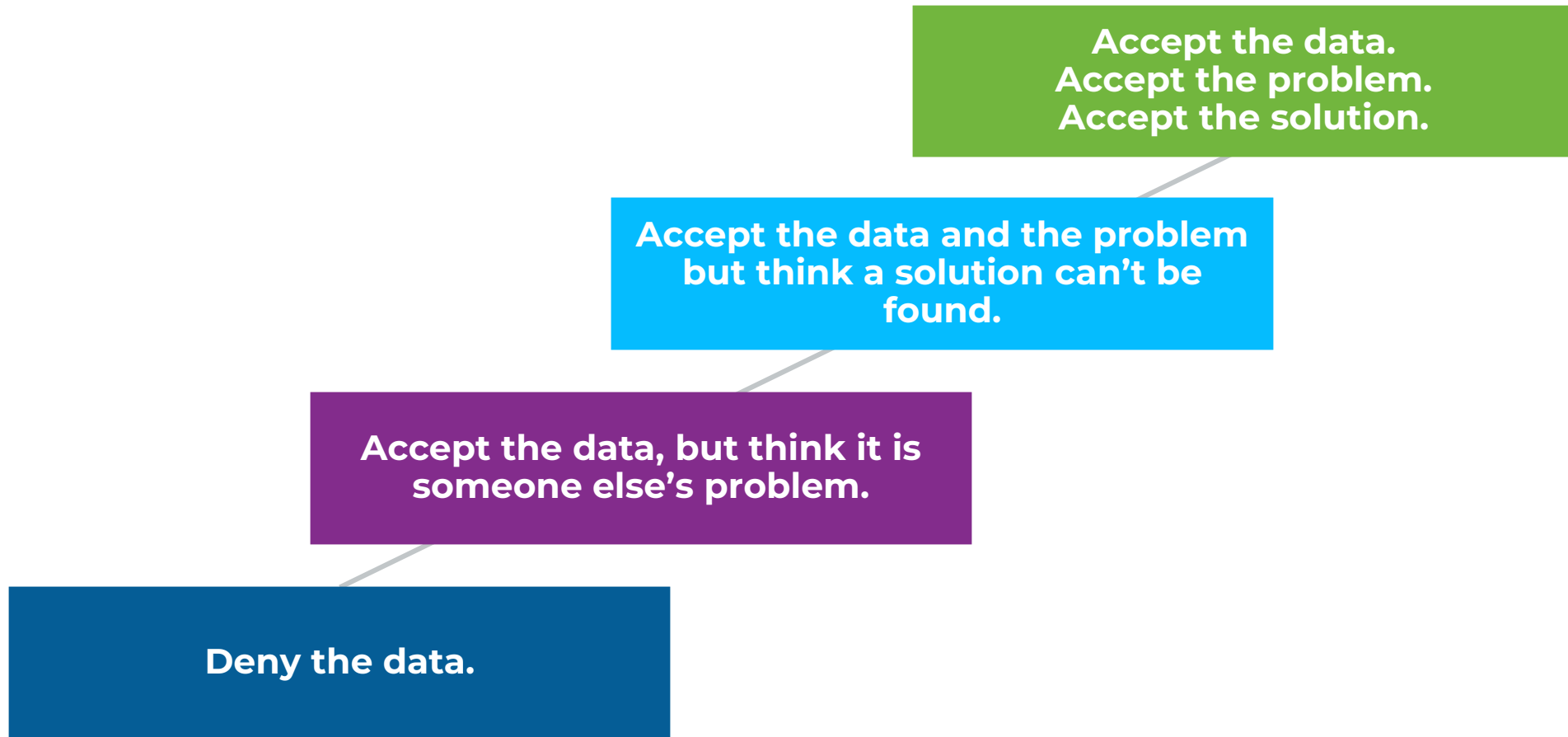
ROUNDING is probably the single most important strategy required for high rates of **ENGAGEMENT***

*(even virtually!)

You Know the Basic Framework

Align Questions to fit Desired Outcomes of the Organization	Concern and Care
	What is Working Well
	People to Recognize
	Systems to Improve
	Tools and Equipment
	Follow-up

Yes, you will ask the <u>same</u> questions every month...

...and then some!

Listen and Round for **Engagement**

Concern and Care	• How are you doing? How is your family doing?
What's working well	• What's working well in our medical practice in your opinion?
People to Recognize	• Are there any staff who you feel deserve to be complimented or recognized? And why?
Systems to Improve Tools to Do Job	• What systems or processes could be working better and what ideas do you have to solve them? • Do you have the tools and equipment you need to do your job?
Supportive Leadership	• As your leader, how can I support you?

Listen and Round for **Retention**

Concern and Care	• How are you doing? How is your family doing?
What's working well	• What makes you jump out of bed in the morning to come to work?
People to Recognize	• Is there someone who has shown you support and made your daily work enjoyable? • Who are ROCKSTARS on our team I can recognize? What do they do?
Systems to Improve	• What makes you want to hit the snooze button instead of coming to work? • As your leader, what can I do a little more of? A little less of? Continue to do?
Turnover and Engagement	• As your leader, how can I support your professional development? • What are the reasons you would consider leaving our organization (or our department)?

Listen and Round for **Resilience**

Concern and Care	• How are you and your family doing?
What is Working Well	• What is working well for you in self-care (meditation, exercise, PTO, etc.)? • What is working well with our wellness programs?
People to Recognize	• Is there someone who has shown you support or empathy during a tough time I can recognize? • Is there a team member / physician you saw show compassion or empathy to a patient I can recognize?
Systems to Improve	• Are there things we could be doing better as an organization to support your resilience during challenging times? • Are there things I could be doing better as your leader to support your resilience during challenging times?
Tools and Equipment	• Are there any quality or safety issues that keep you from feeling resilient at work? • What tools or resources would be helpful to foster resilience for you?

Change it Up

Customize Your Employee Rounding Questions

- Add in a question(s) to your rounding log based on 1-3 items you are working to improve

  - Example: *"As you may recall, during our Employee Engagement Survey, our team identified that I need to do a better job at _____. How am I doing with that since the last time we spoke?*

  - Example: *"A key driver in our employee engagement survey is "when the environment makes employees in my work unit want to go above and beyond what's expected of them." What are your ideas for how we can encourage that in our department/unit?*

  - Example: *"At Rockcastle Regional, we want to make sure all employees feel they have the necessary training to get their job done. What training might you need to further your impact on patients, colleagues or our organization as a whole?"*

Employee Engagement Action Planning

SHARE:

How did you approach action planning with your most recent survey results?

Analyze Data Provided to You

As a Leader – Prep by Analysis

- Review organizational results

- Review departmental results

- Compare department to other departments or organization as a whole

- **STRENGHTS/WINS**
  - Did you perform better than prior year or better than org average?

OPPORTUNITIES
- Did you perform below the org average or significantly decrease performance in prior year

- Identify themes that emerge

- Prioritize results by importance

- Prepare charts and slides to present the results *(Please note that some of these steps might be pre-completed for you by the survey vendor or might differ based on vendor formatting of the survey and/or its results).*

ACTIVITY:

What are your top 10 areas of concern and why?

Use your employee engagement results to determine top ten.

Dot Exercise: DEFINED

Opportunity #1
Opportunity #2
Opportunity #3
Opportunity #4
Opportunity #5
Opportunity #6
Opportunity #7
Opportunity #8

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Prompting Better Participation / Input

- Ask for employees to give input...**SOLUTIONS ONLY!**

- There are no bad solutions!

- Allow everyone the chance to respond to ensure that one employee does not dominate the discussion.

- Guide the discussion to open and positive feedback.

- If someone isn't contributing or is quiet, ask them for their input directly

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Next: Narrow down to 1-2 actionable (feasible) solutions for each focus question

The person I report to treats me with respect

solution

solution   solution
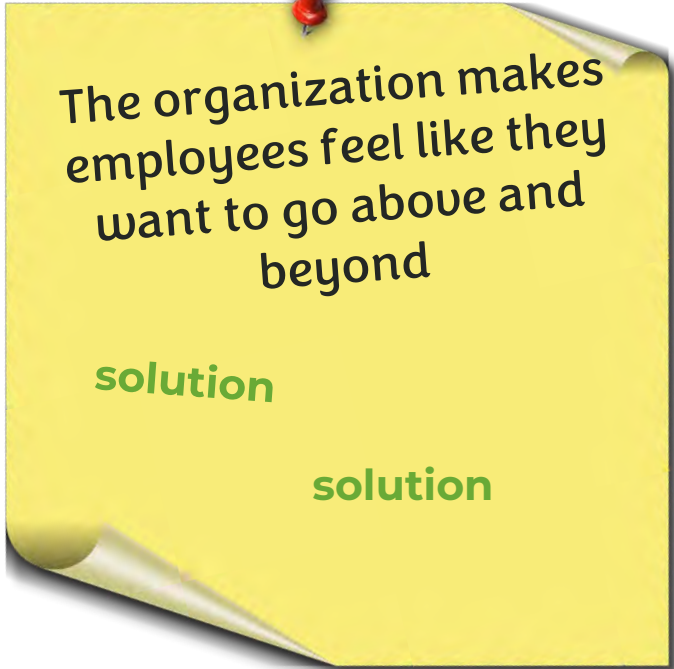
There is effective teamwork between physicians and nurses

solution

solution

solution

The organization makes employees feel like they want to go above and beyond

solution

solution
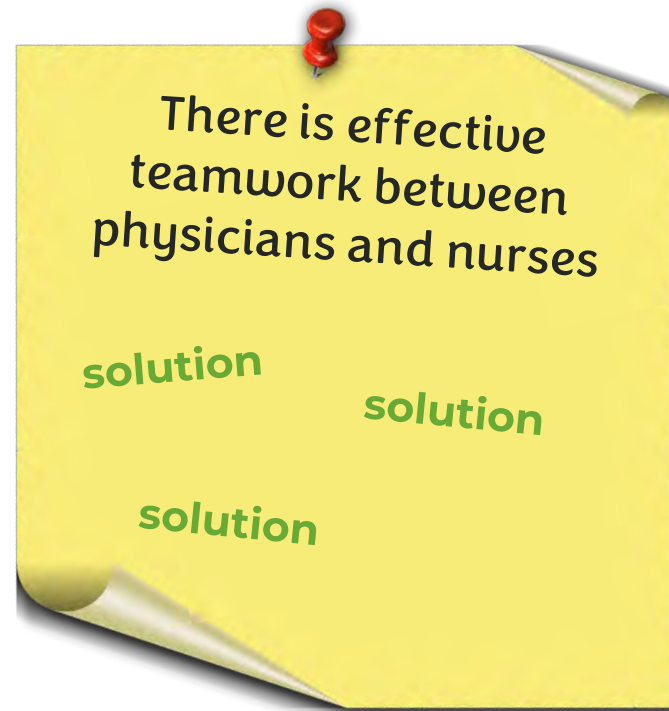
DISCUSSION:

How many of you have anxiety over involving staff in the action planning dot exercise and why?

Remind the Staff:

Key words: The dot exercise is live action-planning developed with staff involvement

- Restate and summarize all the top issues

- Harvest some quick wins

- Vote on the top issues

- Commit to focus on the top three issues

- Remind staff of their proposed solutions

- **Hard part:** update staff on progress over next 3-6 months! You must re-visit the action planning outcomes as part of your :

  - Rounding, team meetings, huddles, etc.

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Best Practice Tactics to Support Actions EVERYDAY

- During **LRE** - ask about impressions of improvements in specific areas (questions) from EE survey

- **Huddles** -reference a question a day from the survey and connect to improvements

- **Department Meetings** -reference a few questions from the survey and ask staff to share how they've seen improvements in the last year.

- **Communication** - drive attention to employee engagement/stoplight

- **BIG PINK ELEPHANTS!** Just ask! Be vulnerable!

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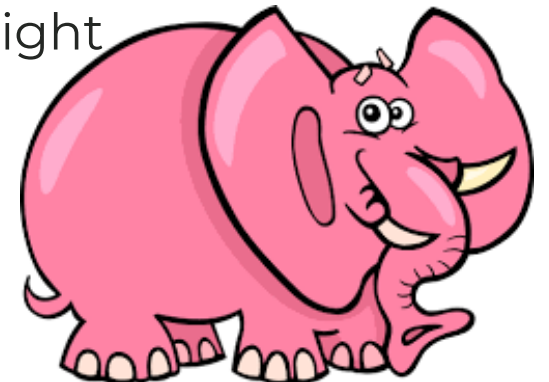
Action Plans and Execution: Staying Accountable

- Leader creates 90-Day Action Plan for engagement

- The action plans are posted in the unit/dept

- A copy is sent to the one-up leader / senior leader

- At the end of the 90 days, the leader sends a copy of the original plan with an update on progress to their one-up (or add to MMM / 1:1 Agenda)

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Beyond the Action Planning Session:

Ensuring EE communication ALL YEAR!

- Share survey success stories at employee forums/board meetings

- Share updates in the newsletters or posted announcements– Key words: "You Asked, We Listened."

- Conduct occasional mini-focus groups – with employees during team meetings or small group sessions. Ask for feedback on their perceptions of how you've improved certain focus areas in EE.

- Avoid the We/They when addressing employee engagement issues. Share your wins in your scouting report for senior leaders to reinforce what you've accomplished in engagement!

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Appreciative Inquiry

Definition of Appreciative Inquiry:

- A change management approach that focuses on ide[ntifying what] **is working well**, analyzing **why** it is working [well, and doing] **more** of it.

- *The basic tenet of [Appreciative Inquiry] is that an organization will grow in w[hichever direction] that people in the organization focus th[eir attention. If] all the attention is focused on problems, then [identifying] problems and dealing with them is what the [org]anization will do best. If all the attention is focused on strengths, however, then identifying strengths and building on those strengths is what the organization will do best.*

What type of LEADER are you?

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Open Discussion:

What are your strengths as an organization and leadership team?

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Underlying Assumptions of Appreciative Inquiry

People and organizations are full of assets, capabilities, resources, and strengths.

Leaders need a curiosity mindset and to be ready to hear ideas different from their own.

What we focus on becomes our reality.

To increase confidence to the future (the unknown), carry forward parts of the past (the known).

- **Unilateral decisions must be made**
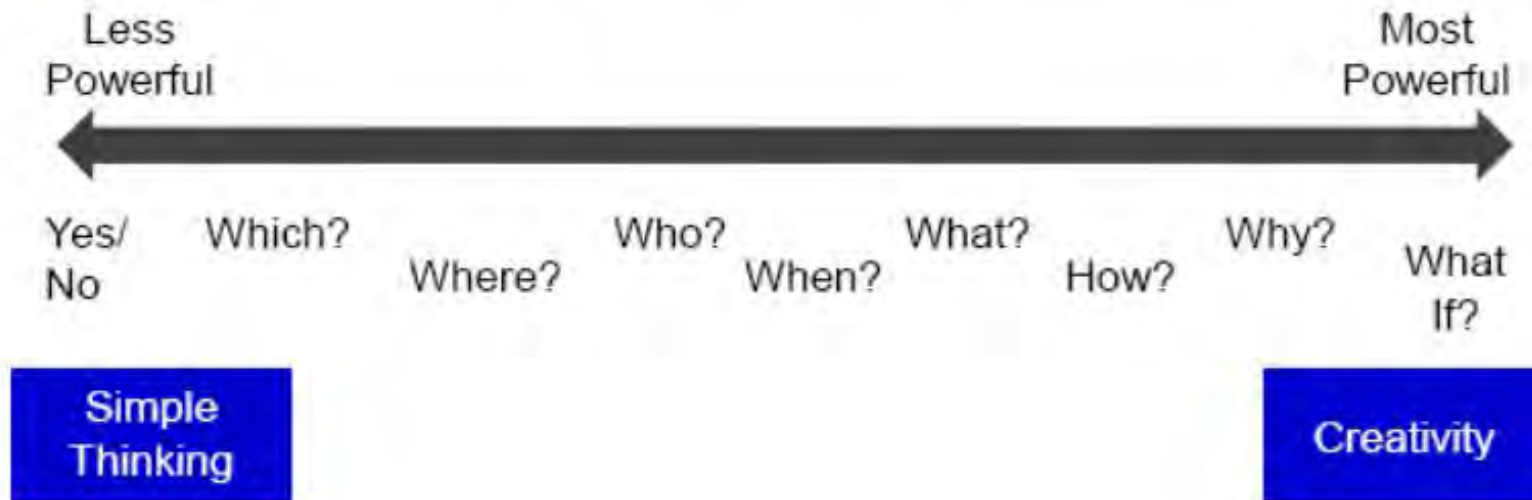- **Change needs to occur quickly**
- **Change is mandatory**

- **Fosters conversation**
- **Must have past success that can be applied**
- **Creates buy-in**

Traditional Problem-Solving	Appreciative Inquiry
Identify the problem. What is wrong?	Discover what has worked well in the past. When have we seen success with something similar?
Conduct a root-cause analysis. Who was responsible?	Dream about what is possible. How can we replicate past success factors?
Brainstorm solutions and apply their feasibility. How do we fix this?	Design a plan based on proven strategies. What specific steps, based on past success, do we need to take to improve?
Develop action plans to implement the solution. What vague steps will we take to improve?	Deliver on the plan to solve the problem (destiny). How can we execute and sustain this vision?

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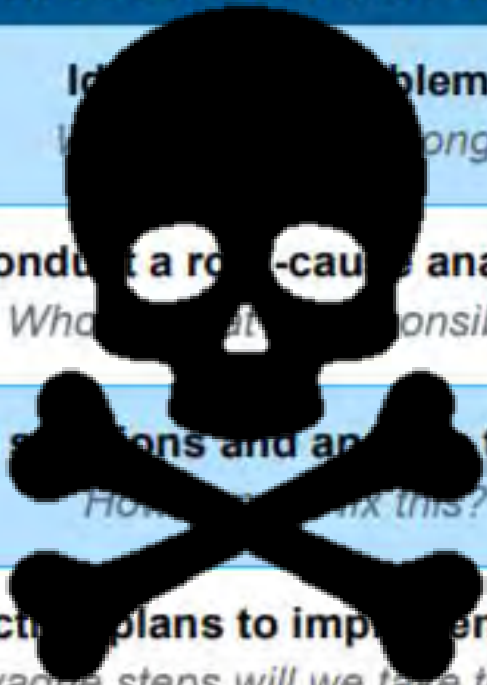
Constructing Appreciative Inquiry Questions

▼ Either Opens or Narrows Minds

Less Powerful ←——————————————————→ Most Powerful

Yes/No   Which?   Who?   What?   Why?   What If?
          Where?   When?   How?

Simple Thinking   **Creativity**

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Practical Application:

Constructing Appreciative Inquiry Questions During Rounding

1. "Tell me about a recent successful outcome with your colleagues. What were the things that worked so well that we should strive to bring to the team dynamic in the future?"

2. "Thanks for managing up Jennifer. Which of our values and standards of behavior does Jennifer most exemplify and why? What do you think we need to do as an organization to live our mission, vision, and values?"

3. "I know that wasn't the outcome your desired. What approach will you take next time to help achieve that desired outcome?"

4. "If we could do that better next time, what is the one most important thing you'd suggest for us to be more successful?"

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Individual Exercise: Scenario-Based Application

Appreciative Inquiry

- It's the end of the quarter and despite a flurry of activity and work done by the team, the overall goal was not met.

- The team feels defeated because they worked so hard to achieve the goal.

- **How would you debrief with the team's leadership using the appreciative inquiry model of questions?**

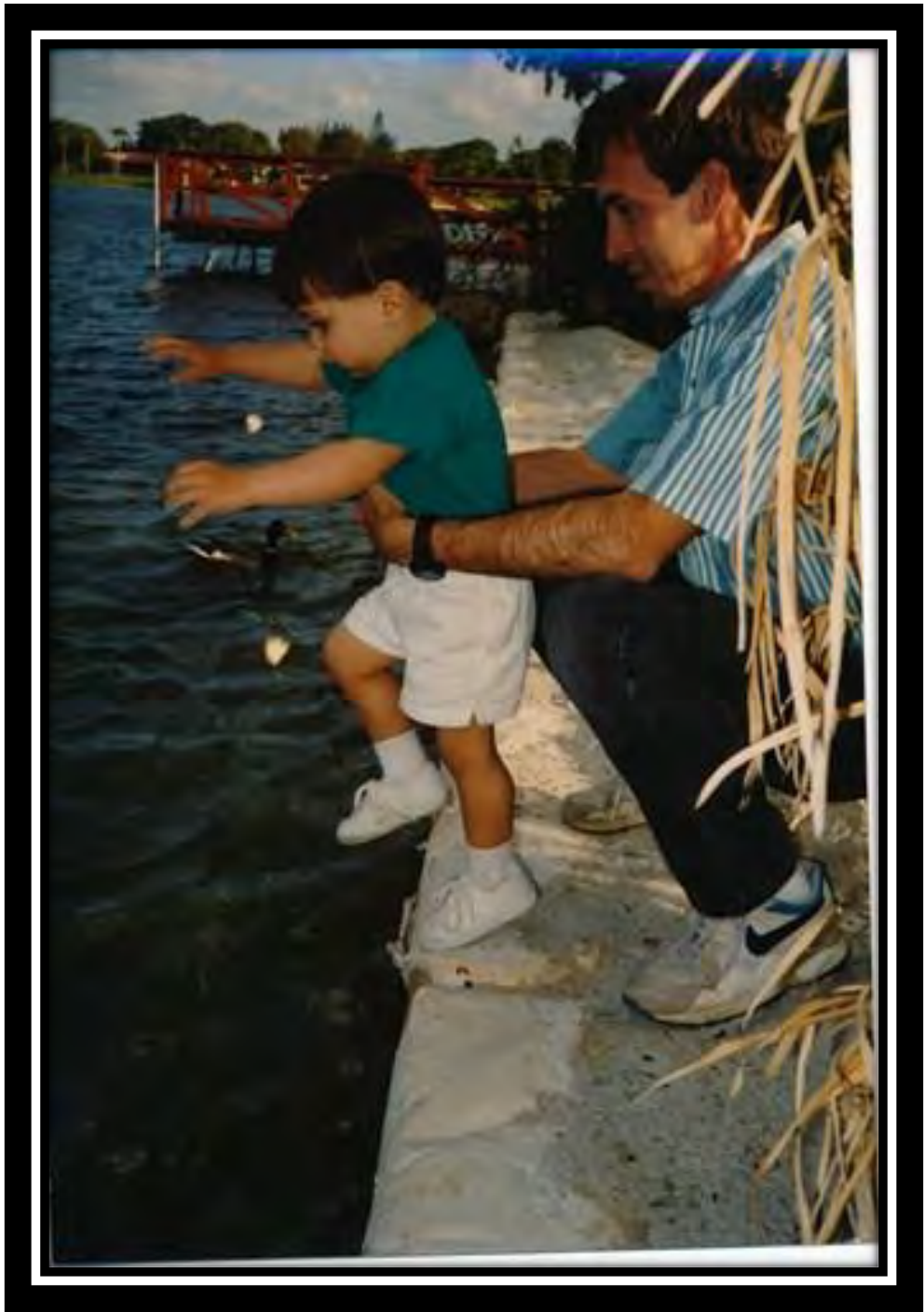# Putting it All Together to Drive Performance

DON'T RESCUE, EMPOWER!

DISCUSS AT TABLE

- REFLECT ON YOUR LEADERSHIP STYLE.

- WHAT DO YOU OFTEN SOLVE (or DO) FOR OTHERS BECAUSE IT'S EASIER FOR YOU RATHER THAN TEACHING/ EMPOWERING OTHERS?

Diver leaps into success

By WILLIAM ELLIOTT WARNOCK
Correspondent

CHAPEL HILL — Every parent knows That Voice.

As in, "your child was using that voice again today."

(It's always your child at these times, when they ask "wattaya mean I can't have a Playstation 64? Or "but MUH-ther, everyone is streaking their hair with magenta this fall.")

Why isn't that children ever tug on your sleeve and whine, "can't I stay up late conjugating deponent verbs so I can ace my Latin test, huh Mom?"

Hence, this is why parents turn on their kids and say something like, "why can't you be more like Nick McCrory?"

When Nick McCrory pestered his mother, Ana, a couple of years back, it was with requests to become a competitive diver. He wanted to compete on a national level, maybe even the Olympics. But first, he had to convince her.

"He came to me saying 'Gee Mom. Please, can I mom? Can I, please?'" she recalled.

And, Ana, like any good mother would in response to wheedling, said, 'Gee, Honey, I don't think anyone would let you join a team at age 6 or 7.'"

Except they could, and they would. Even at 6 years old, Nick loved doing flips off the diving board at the Duke Faculty Club in which the McCrorys are members.

Before long, friends were telling Ana and husband Doug that Nick "really should be on a team."

A few phone calls led them to Nunzio Esposto, the then-new diving coach at the University of North Carolina and also for the North Carolina Aquatic Club.

It didn't take Esposto long to realize Nick had potential

Nick McCrory, 9, placed 11th in the nation in the platform diving competition of the Speedo Junior Nationals in Indianapolis.

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2012 Bronze Medalist!

Synchronized Diving 10-Meter Platform

Do you think they practiced just once?

Driving Performance

DIAGNOSE | TREAT | ORGANIZE | TEACH | VALIDATE | REWARD | COACH | MONITOR

MONITOR
Ongoing Assessment of Hardwired Behaviors

PLAN PHASE

IMPLEMENT PHASE

HARDWIRE PHASE

SUSTAIN PHASE

RETURN TO DIAGNOSE WHEN IMPLEMENTING A NEW BEHAVIOR OR TAKING CURRENT IMPROVEMENTS TO THE NEXT LEVEL
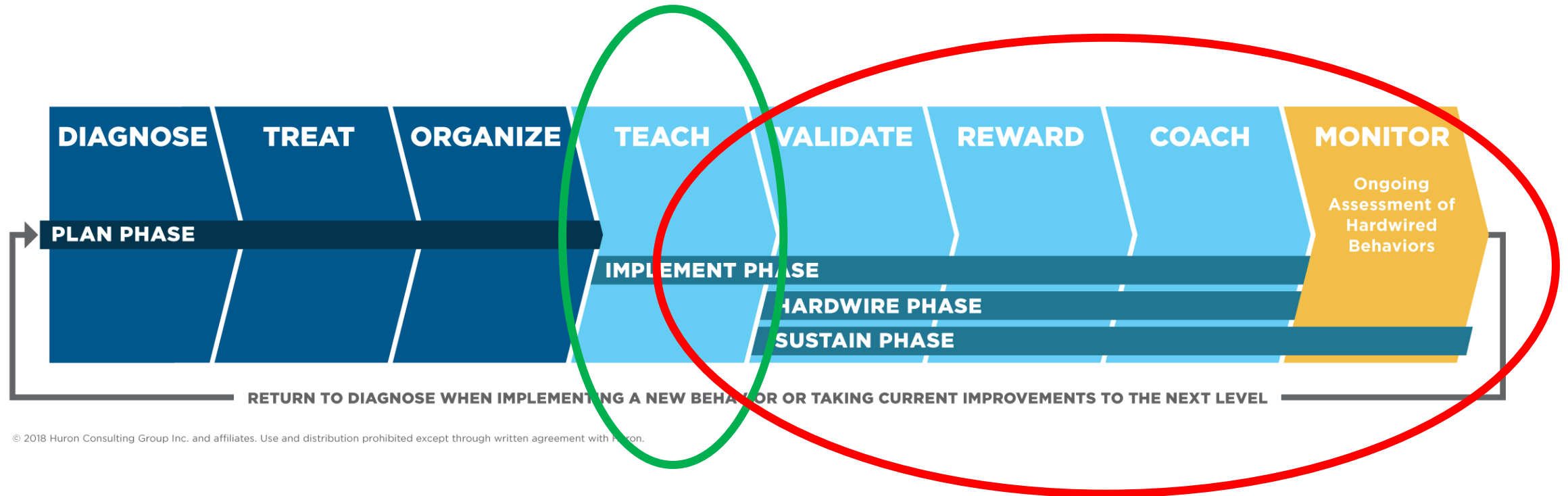
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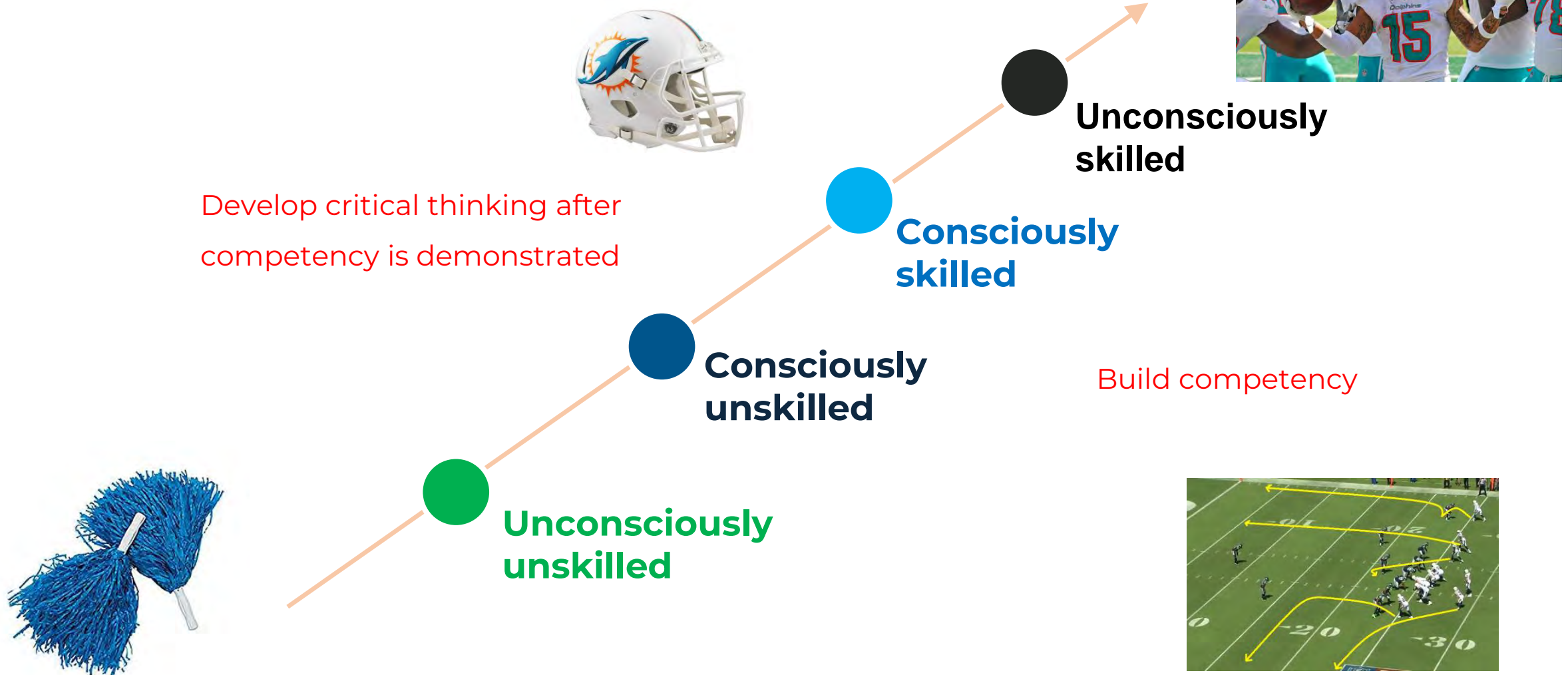
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Competency Development

Phases of Skill and Change – Individual

Reward and recognize. Have individuals mentor others & role model

Unconsciously skilled

Develop critical thinking after competency is demonstrated

Consciously skilled

Consciously unskilled

Build competency

Unconsciously unskilled

When it's Skill . . .

SKILL

Technical ability to do the job

When it's Will . . .

WILL

Attitude and Motivation

Motivation

DETERMINE WHAT YOU DO

Attitude

DETERMINES HOW WELL YOU DO IT

When it's Hill . . .

HI LL

Removing obstacles to performance

Resources

Inefficient processes

Access

Unclear accountability

Technology
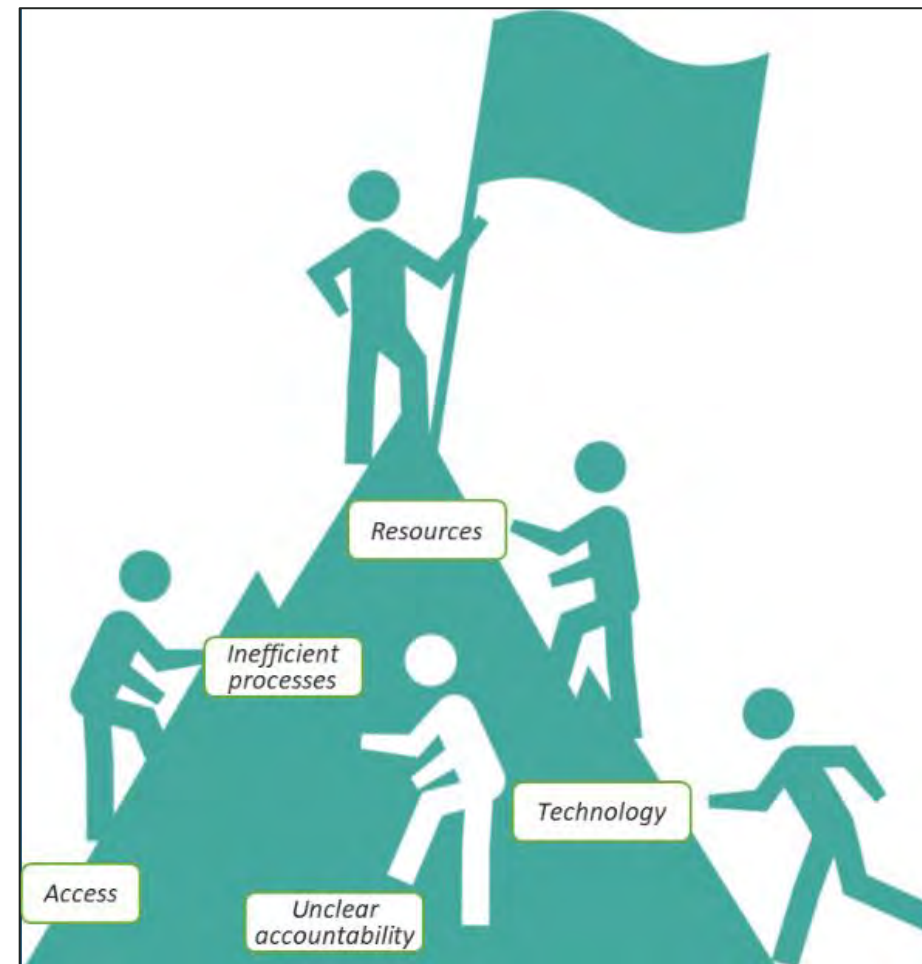
Self Reflection

HOW WILL YOU PERSONALLY BE MORE ACCOUNTABLE AS A LEADER IN 2025 and DRIVE PERFORMANCE OF YOUR TEAM AND PRACTICE?

Linkage

- Pick ONE strategy and apply it relentlessly over the next month!

- Learn to hardwire and embed that competency and behavior in your everyday work!

- Come prepare to discuss the outcome of your personal change journey worksheet during your next MMM / 1:1.

BY JUNE 30th

Thank You!

COLLEEN MCCRORY, MBA, FACHE
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Speaker, Senior Director, Coach

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