
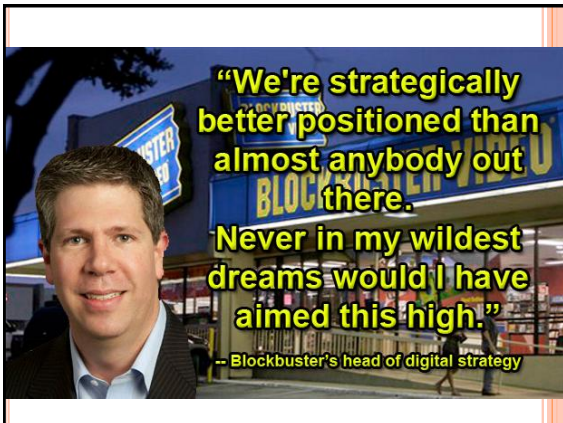



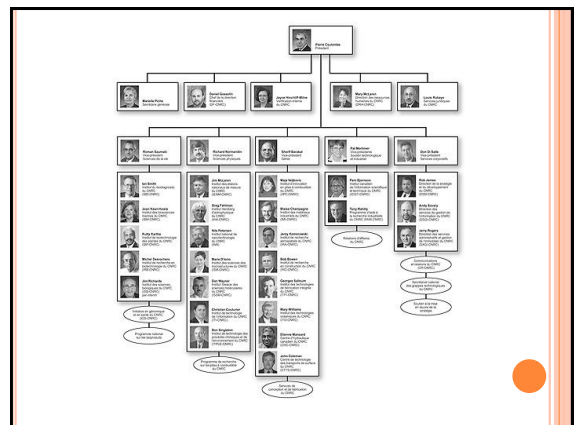


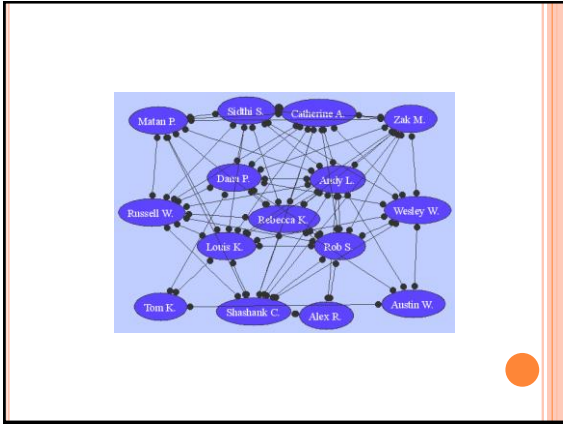
**LEADING CHANGE AND INNOVATION**  
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HOW WILL YOU LEAD CHANGE?

- HOW DO YOU KNOW IF YOU ARE READY TO LEAD INNOVATION?
- Can you deal with ambiguity?
  - Can you create and support constant change?
  - Can you build relationships with people?
  - Can you give up authority and control?
  - Can you see the organizations trajectory?
- 





### LEADERS OF INNOVATION

- Lead at the intersections

This is where innovation occurs

### HOW DO YOU LEAD AT THE INTERSECTIONS

- Build relationships (90% of leader behavior)
- Set the table
- Influence meaning
  - Actions, artifacts, information, ways of thinking
- Impact org culture
- Create a case for change---start dialogue (conversations)
- Share accountability

### SUSTAINABLE ORGANIZATIONS

Dynamic oscillations (Lorenz Attractor)

Point attractors

### INNOVATION LEADERS SET PARAMETERS

### IF YOU DON'T SEE THE SYSTEM.....



Patient satisfaction (only)

### INNOVATION LEADER BEHAVIORS

Caring strategy	Activity/Type of Intervention examples
Caring strategy 1: <b>Openness and autonomy:</b> Recognize innovation and the innovator as value added rather than value disruptive	Awards, specialty programs, and recognition among peers Cross-train to increase competencies Seminar attendance and educational opportunities specific to innovation and change
Caring strategy 2: <b>Supportive and respectful:</b> Support a culture that balances innovation and stability	Communicate regularly about new ideas Promote and facilitate idea creation during a performance improvement session Encourage and expect individuals to share their vision and ideas for innovation and methods for creativity with management in official settings Provide space to model, invent, and test innovative ideas. This can be physical or virtual space
Caring strategy 3: <b>Openness and sensitivity:</b> Anticipating outcomes	Develop innovative project plans with timelines and desired outcomes Identify areas of potential negative impact and monitor closely
Caring strategy 4: <b>Patience and honesty:</b> Openness to recognize the barriers to innovative ideas	Identify and openly discuss barriers in each department Create strategies to remove or diminish each of the identified barriers
Caring strategy 5: <b>Patience:</b> Value missteps	Create a just culture: Remediate rather than punish Identify missteps as important to the process. Share learnings from missteps with others Recognize the importance of spiritual healing

### ESSENTIAL SKILLS

- Seeing with different eyes
- And
- Hearing with different ears

### MEASURING INNOVATION

- Define the outcome
- Determine our measures
- Determine the data
- Evaluate the connections

