

# Advanced Practical Skills for Union and Management Culture Change Leaders

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# Session Objectives

- ▶ To have participants develop an understanding that their capacity to effectively lead organizational culture change directly depends on their ability to:
  - Model desired behaviors
  - Problem-solve based on information and interests,
  - Have effective communication (emphasizing discussion and dialogue, in addition to simple information sharing) and listening capabilities focused on the development of deep organizational relationships based on:
    - Shared goals
    - Shared understanding
    - Mutual respect
- ▶ To participants practice those skills in support of the above

# Session Objectives

- ▶ To focus on an attitude of curiosity (“I wonder?”) keeping discussion and dialogue open rather than an attitude of certainty and judgment (I know!) that ends discussion and begins arguments

# AN ANCIENT TALE

LONG AGO IN AN ANCIENT KINGDOM THERE LIVED A PRINCESS WHO WAS VERY YOUNG AND VERY BEAUTIFUL. THE PRINCESS, LIVED IN A LARGE AND LUXURIOUS CASTLE WITH THE POWERFUL AND WEALTHY LORD. THE PRINCESS WAS NOT CONTENT, HOWEVER, TO SIT AND EAT STRAWBERRIES, SING SONGS, AND FEED BIRDS BY HERSELF WHILE THE LORD TOOK FREQUENT AND LONG JOURNEYS TO NEIGHBORING KINGDOMS. SHE FELT NEGLECTED AND BECAME QUITE UNHAPPY. ONE DAY, WHILE SHE WAS ALONE IN THE CASTLE GARDENS, A HANDSOME YOUNG VAGABOND RODE OUT OF THE FOREST BORDERING THE CASTLE. HE SPIED THE BEAUTIFUL PRINCESS, QUICKLY WON HER HEART, AND CARRIED HER AWAY WITH HIM.

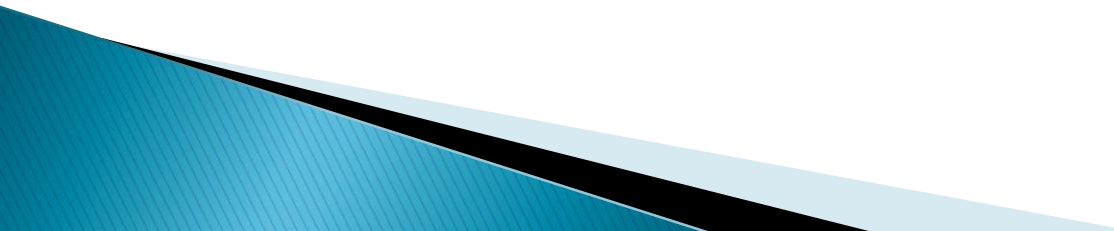
# AN ANCIENT TALE

FOLLOWING A DAY OF DALLIANCE, THE YOUNG PRINCESS FOUND HERSELF ALONE AGAIN. THE HANDSOME YOUNG VAGABOND HAD VANISHED. ONLY THEN DID SHE REALIZE THAT THE ONLY WAY BACK TO HER HOME AND CASTLE WAS THROUGH THE BEWITCHED FOREST OF THE WICKED AND EVIL SORCERER. FEARING TO VENTURE INTO THE FOREST UNACCOMPANIED, SHE CALLED OUT TO HER KIND AND WISE GODFATHER. WHEN HE APPEARED, SHE EXPLAINED HER PLIGHT, BEGGED FORGIVENESS FOR HER WANDERING WAYS, AND ASKED FOR HIS ASSISTANCE IN GETTING BACK HOME BEFORE THE LORD RETURNED. THE GODFATHER, HOWEVER, SURPRISED AND SHOCKED AT HER BEHAVIOR, REFUSED TO BE PART OF HER COVER UP AND DISAPPEARED.

# AN ANCIENT TALE

DISCOURAGED BUT STILL DETERMINED, THE PRINCESS DISGUISED HER IDENTITY AND SOUGHT THE HELP OF THE MOST NOBLE OF ALL THE KINGDOM'S KNIGHTS. AFTER HEARING THE SAD STORY, THE KNIGHT PLEDGED HIS UNFAILING AID--FOR A MODEST FEE. BUT, ALAS, THE PRINCESS HAD NO MONEY AND THE KNIGHT RODE AWAY.

# AN ANCIENT TALE

- ▶ THE BEAUTIFUL PRINCESS HAD NO ONE ELSE FROM WHOM SHE MIGHT SEEK HELP AND DECIDED TO BRAVE THE GREAT PERIL OF THE BEWITCHED FOREST ALONE. SHE FOLLOWED THE SAFEST PATH SHE KNEW, BUT WHEN SHE WAS ALMOST THROUGH THE FOREST, THE WICKED SORCERER SPIED HER AND ORDERED THE FIRE-BREATHING DRAGON TO DEVOUR HER. AND SO ENDS THE STORY OF THIS PARTICULAR PRINCESS.
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# AN ANCIENT TALE

1. Who is most responsible for the death of the beautiful princess?
2. Who is next most responsible?
3. Who is least responsible?
4. What is your criterion for the above decisions?

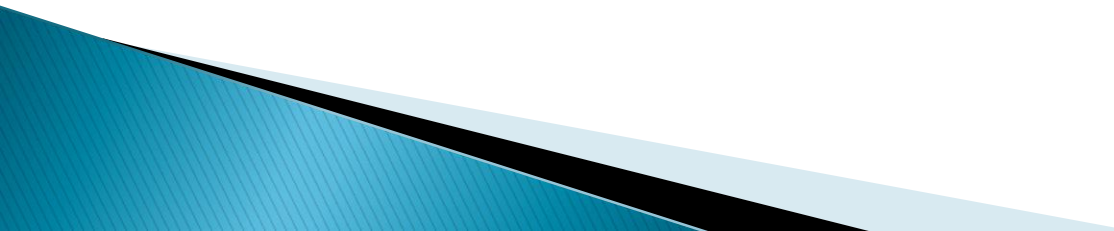
J.B. Ritchie and Paul Thompson. ORGANIZATION AND PEOPLE: Readings, Exercises, and Cases in Organizational Behavior. Copyright 1988 by West Publishing Company.



# AN ANCIENT TALE

What if I told you the princess was 12, the King was her older brother, the vagabond was only 10? What if the dallying was merely picking flowers and playing tag, and he only disappeared to try to find the princess food and got lost. What if I told you that the godfather had returned her back to the castle 35 times in 35 days and wanted her to stop her running away, and planned to check on her in an hour, but when he came back she was gone. And what if I told you that the knight had been ordered by the king NOT to help his sister if she misbehaved again? What if I told you that the dragon only ate the princess when the sorcerer threatened to cut off his tail? What if I told you that the sorcerer was the true king of the kingdom but had been thrown out and made to live in the forest with no food or water by the princess and her brother and all his family was killed?

# AN ANCIENT TALE

- ▶ What role do assumptions play in our decisions?
  - ▶ How quick are we to blame?
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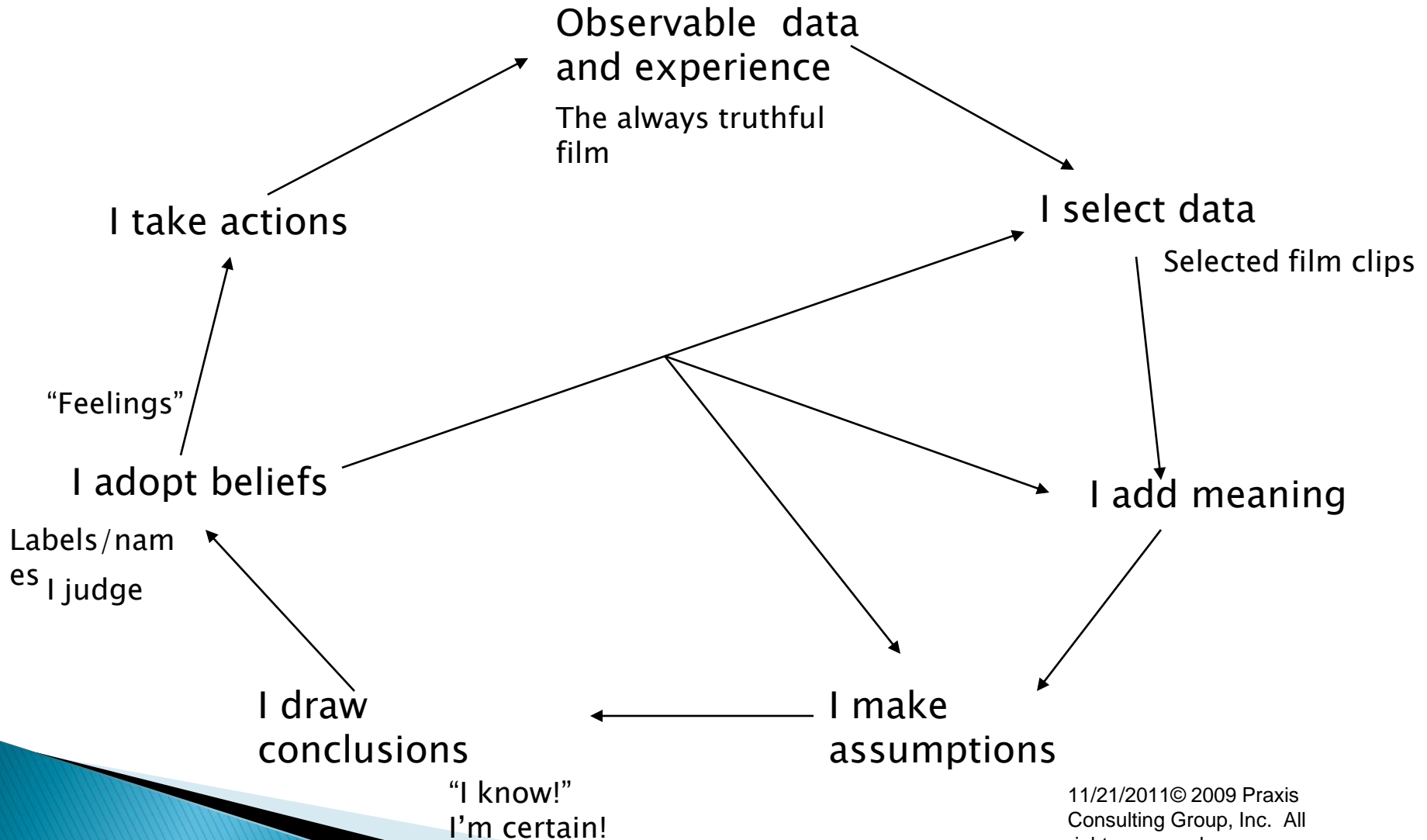
# Role That Assumptions Play

- ▶ Cycle of Inference and developing a story (myth/rumor)
  - A story that is usually founded in
    - Fear
    - Mistrust and
    - Emphasizes the “difference” of the “other”

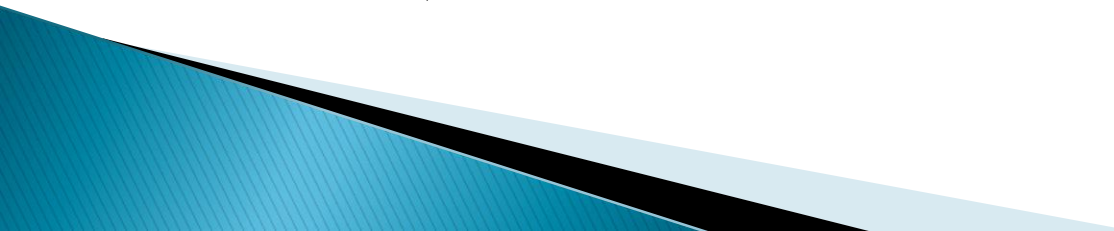
# Role That Assumptions Play

- ▶ Cycle of inference
  - Jeans, leather coat, man and woman, dark glasses at night, and the “meeting”

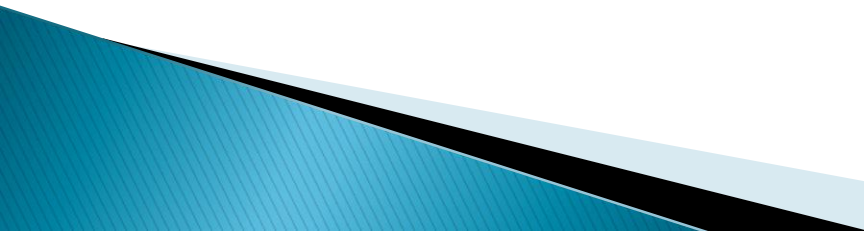
# Cycle of Inference



# Critical Change Leadership Competencies

- ▶ Self-awareness
    - I am aware of my feelings and how my feelings may “play out”
  - ▶ Self-management
    - I am responsible for how my feelings play out
  - ▶ Role of empathy
    - I imagine walking in the shoes of the other stakeholders
    - I imagine how my actions feel to the other stakeholders (What would I be feeling if I was them?)
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# Critical Change Leadership Competencies

- ▶ Hitting the pause button
  - ▶ Stepping back and reflecting
    - What am I feeling
    - How are my feelings playing out
    - What do my actions feel like to the other stakeholders
  - ▶ Active listening
  - ▶ Asking open ended questions
  - ▶ Testing for understanding
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# Critical Change Leadership Competencies

- ▶ Frequent, timely, accurate, problem-solving based communications
  - Focused on dialogue and discussion inviting engagement and participation, in addition to other acts of information sharing
  - Generating shared knowledge, shared goals, mutual respect and trust



# Critical Change Leadership Competencies

- ▶ Working from interests rather than positions
  - Interests are the needs
  - Positions are solutions
- ▶ Example
  - 8:00 pm curfew for all individuals under the age of 18

# Summary

