



Three Paradoxical Secrets for Leading Organizational Change

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Faculty/Presenter Disclosure

Faculty: Anthony L. Suchman, MD, MA

Relationships with commercial interests: None



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“You knew?”



What do we want to change about organizations to make them healthier?

- Aligned values between clinicians and leaders
- Streamlined, organized and adequately-resourced work processes
- Clinician involvement in decision-making about work processes
- Relational work environment marked by cohesiveness, trust and support
- Meaningful work

(Friedberg 2014, Linzer 2017, Shanafelt 2017)



How do we think about how to change organizations?

- Organizations as machines
- Organizations as conversations
- Conversations comprised of:
 - patterns of meaning (eg: mission, vision, strategy, know-how)
 - patterns of relating (eg: power relations, organizational culture)

(Stacey 2003, Suchman 2011)



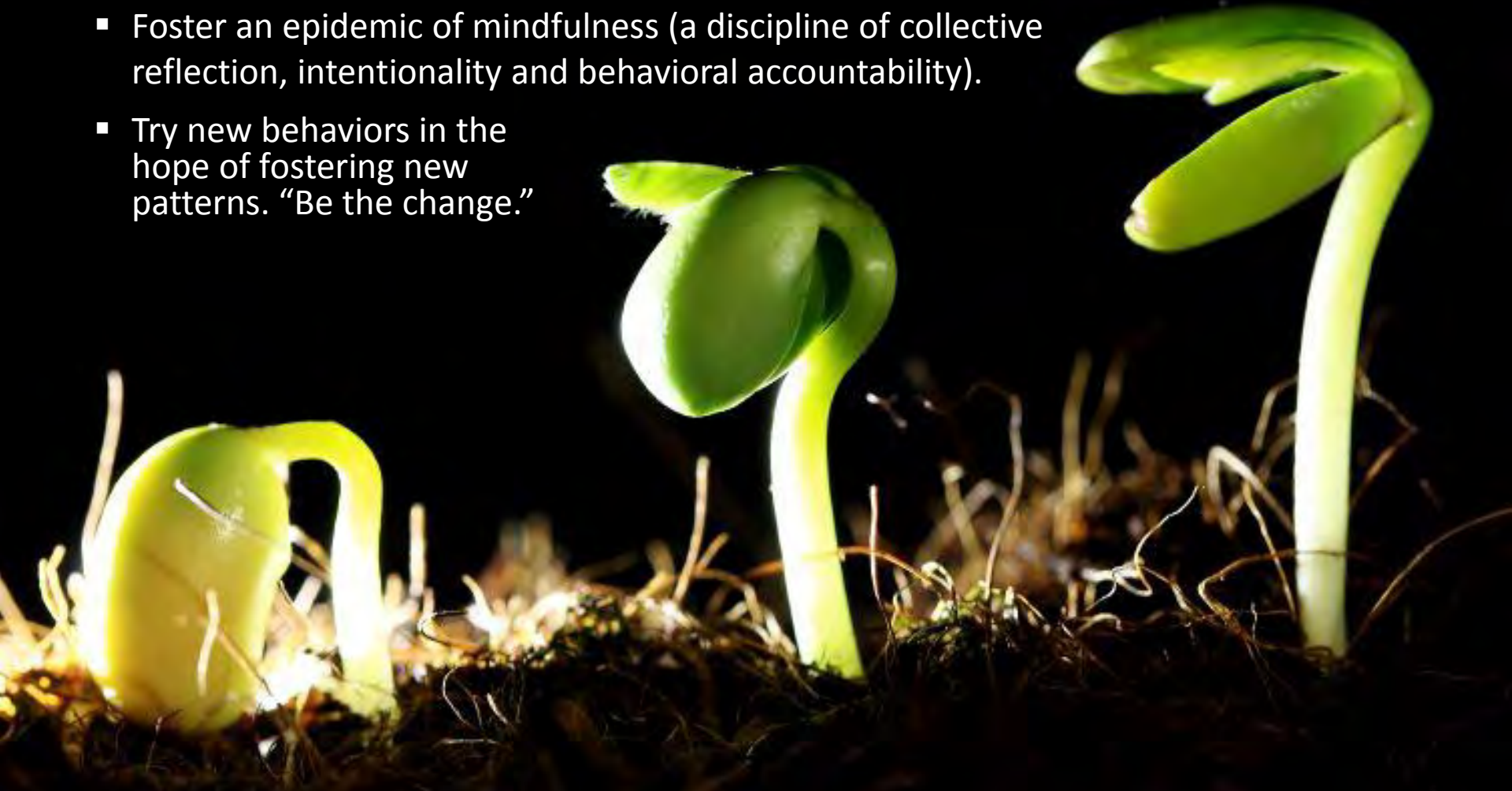
A complexity perspective on pattern-making

- Patterns are created in each moment
- They are self-organizing
 - stability and change
 - Butterfly Effect (amplification of small differences)
 - Sand Pile Effect (Inverse Power Law)
- They cannot be predicted or controlled but can be influenced

(Suchman 2011)

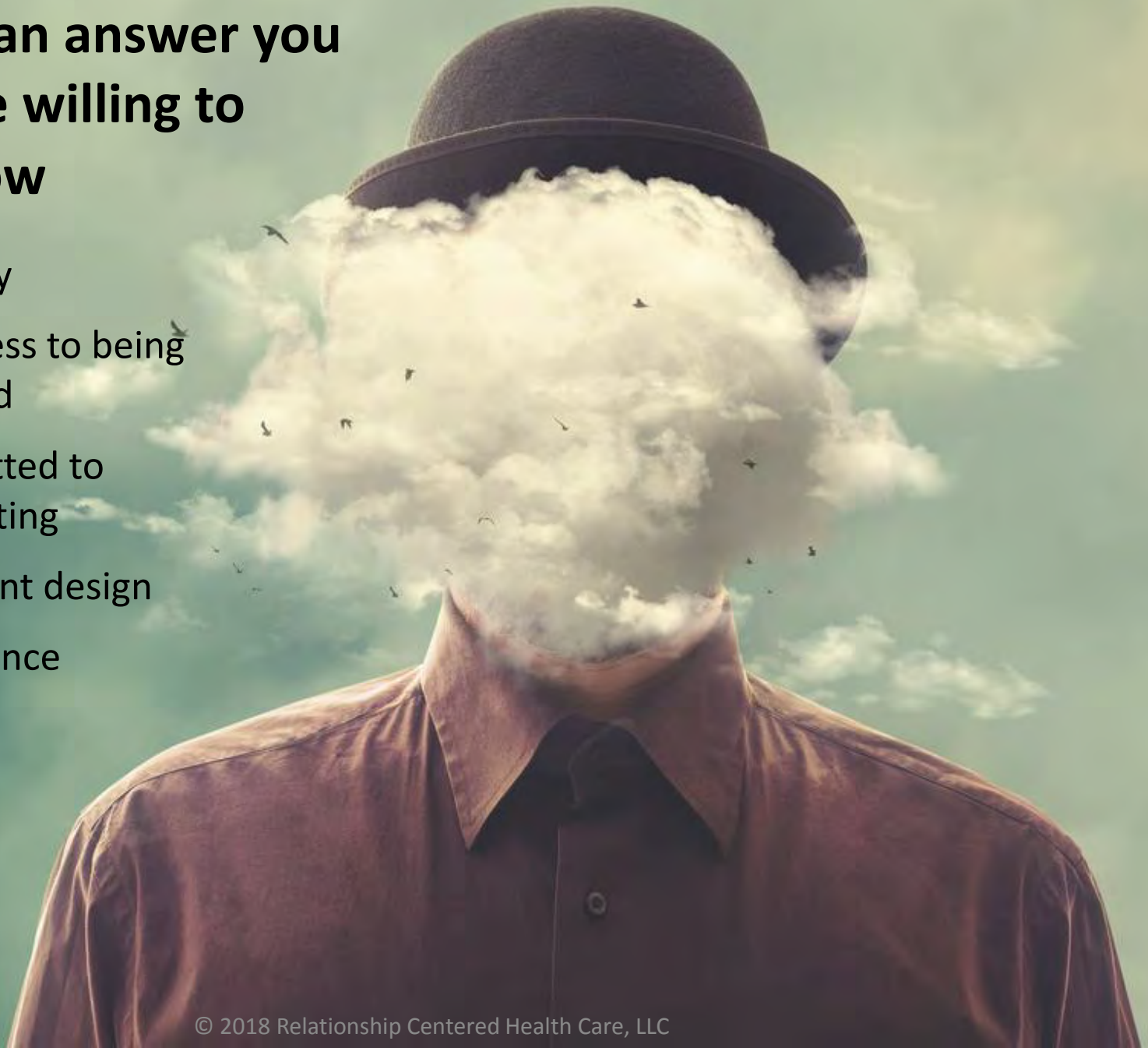
To make big changes you have to start small

- Notice how patterns are being made in each moment, and especially how you are contributing.
- Foster an epidemic of mindfulness (a discipline of collective reflection, intentionality and behavioral accountability).
- Try new behaviors in the hope of fostering new patterns. “Be the change.”



To find an answer you must be willing to not know

- Humility
- Openness to being changed
- Committed to co-creating
- Emergent design
- Confidence



You have to feel bad to feel good



Three stages of transitions:

- Ending (loss)
- Neutral zone
- New beginning

(Bridges 2003)

Resources

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