

Navigating Change and Uncertainty

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Disclosures

Gyll Turteltaub, PsyD

- Has no relationships to disclose.



PRIMARY CARE HAWAII CONFERENCE

JULY 31- AUGUST 4, 2023

GRAND HYATT HOTEL, KAUA'I HAWAII



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20 Hours of AAFP CME Credit



Agenda

- Acknowledge and understand the impact of change
- Review principles of change management and a framework for adapting to change and transition
- Identify elements of adaptive leadership that can help you create a healthy perspective and practices

Change vs Transition

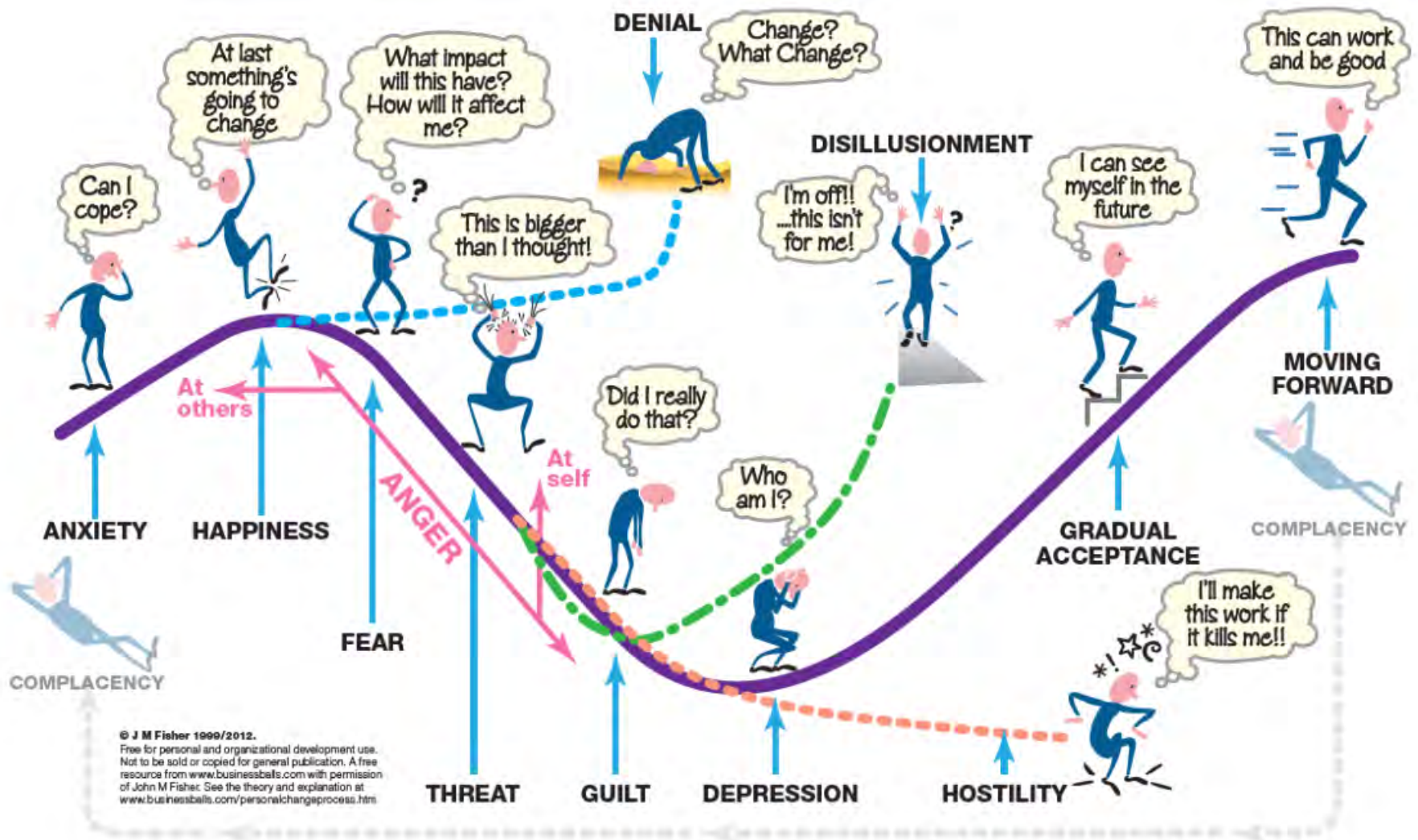
Change

- External event or situation
- Focus is on the desired outcome that the change will produce, generally in response to external events

Transition

- Internal, happens inside
- Inner psychological process that people go through as they come to terms with the new situation that the change brings about

The Process of Transition



Transition is a 3-phase process



Strategies to Cope & Manage

Mindset Shift

By labeling the situation/feeling you start to acknowledge and learn that you can release and reframe.

Behavior Shift

Find specific actions and ways you and the team can adapt to this this new way.

Routine Shift

Operating models, process, systems and routines are being put in place to adapt to this new normal.



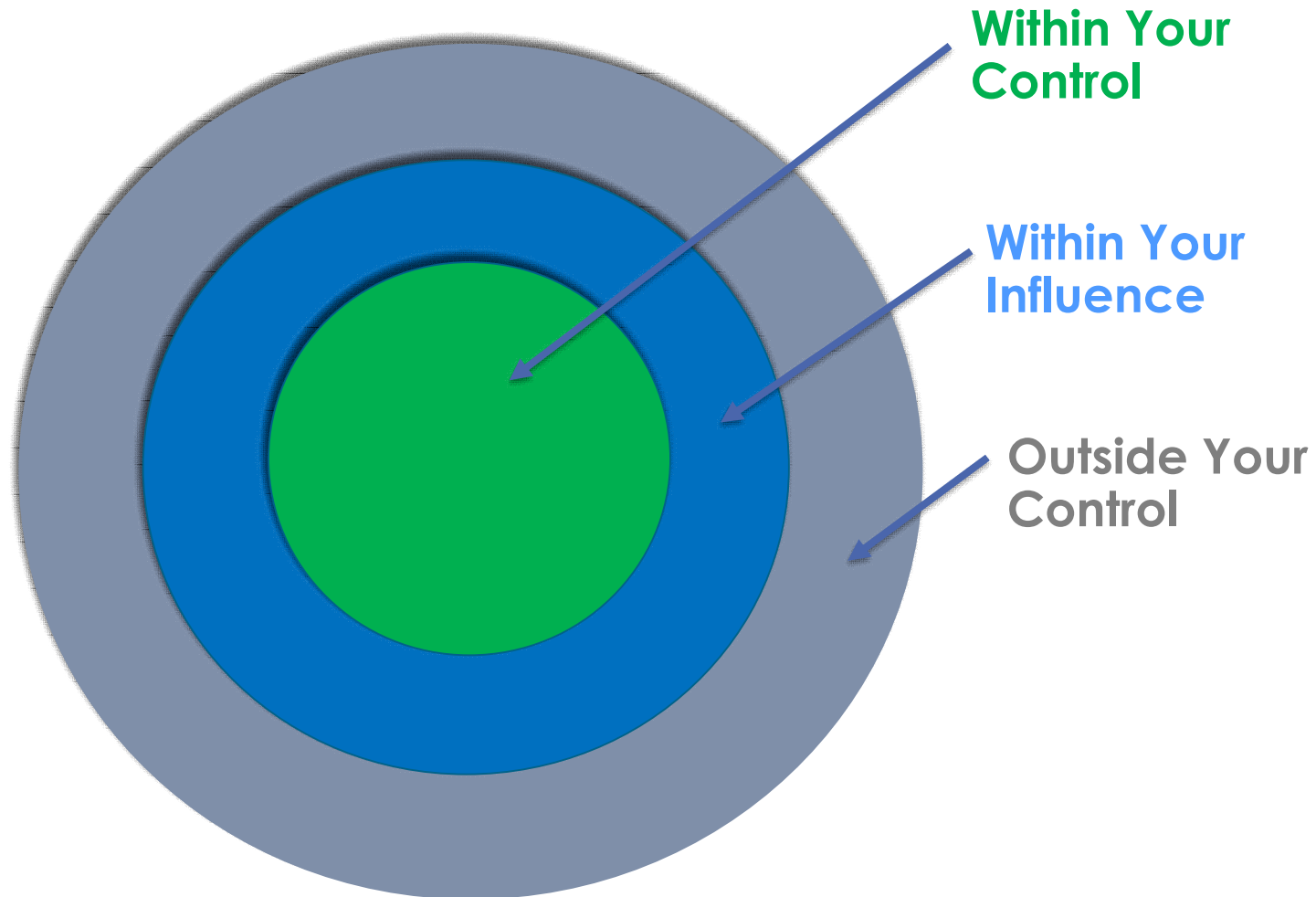
What changes you are experiencing?

Take 60 seconds to make a list of all the changes you are facing at work and home.

Which of them excite you, challenge you, scare you – what is your emotional response to these changes?



Sphere of Control



Sphere of Control

Identify the changes over which you have *no control*. Draw a bold line through these



Identify the changes over which you have *Influence*. Put a check mark next to these



Identify the changes over which you have *sole control*. Put an X next to these

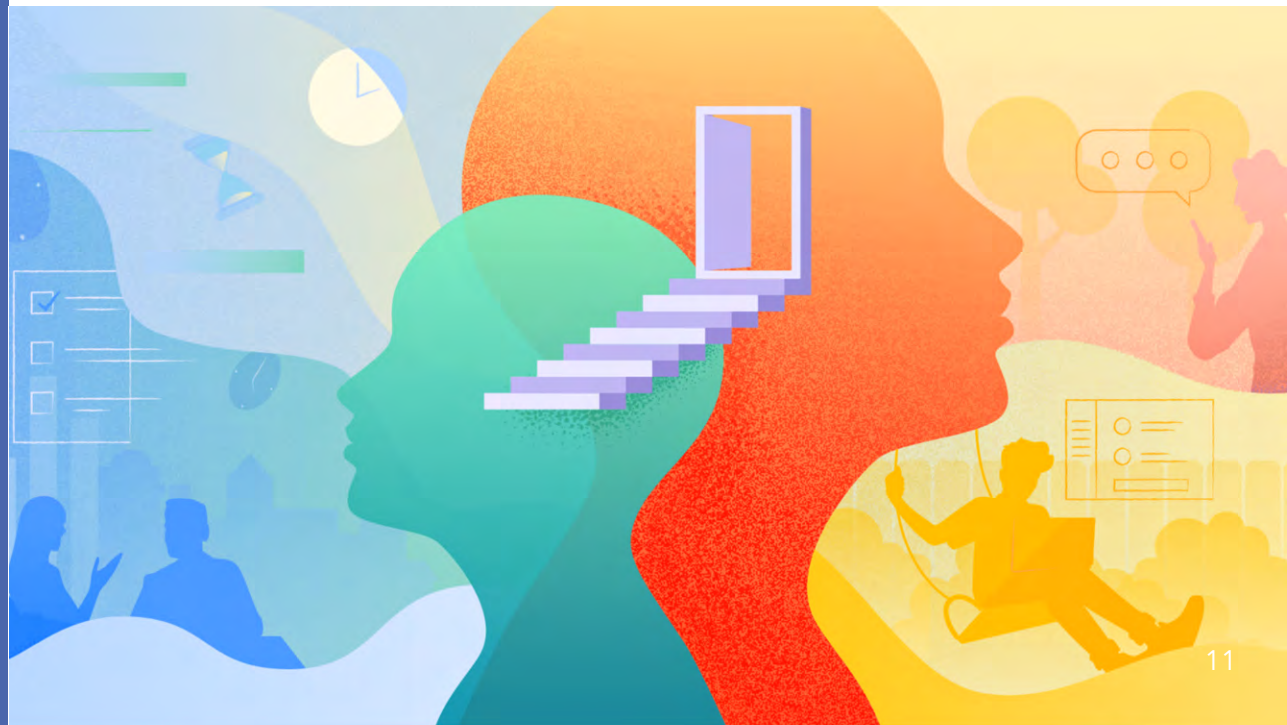


Of those, which are not work related? Put a star next to these.

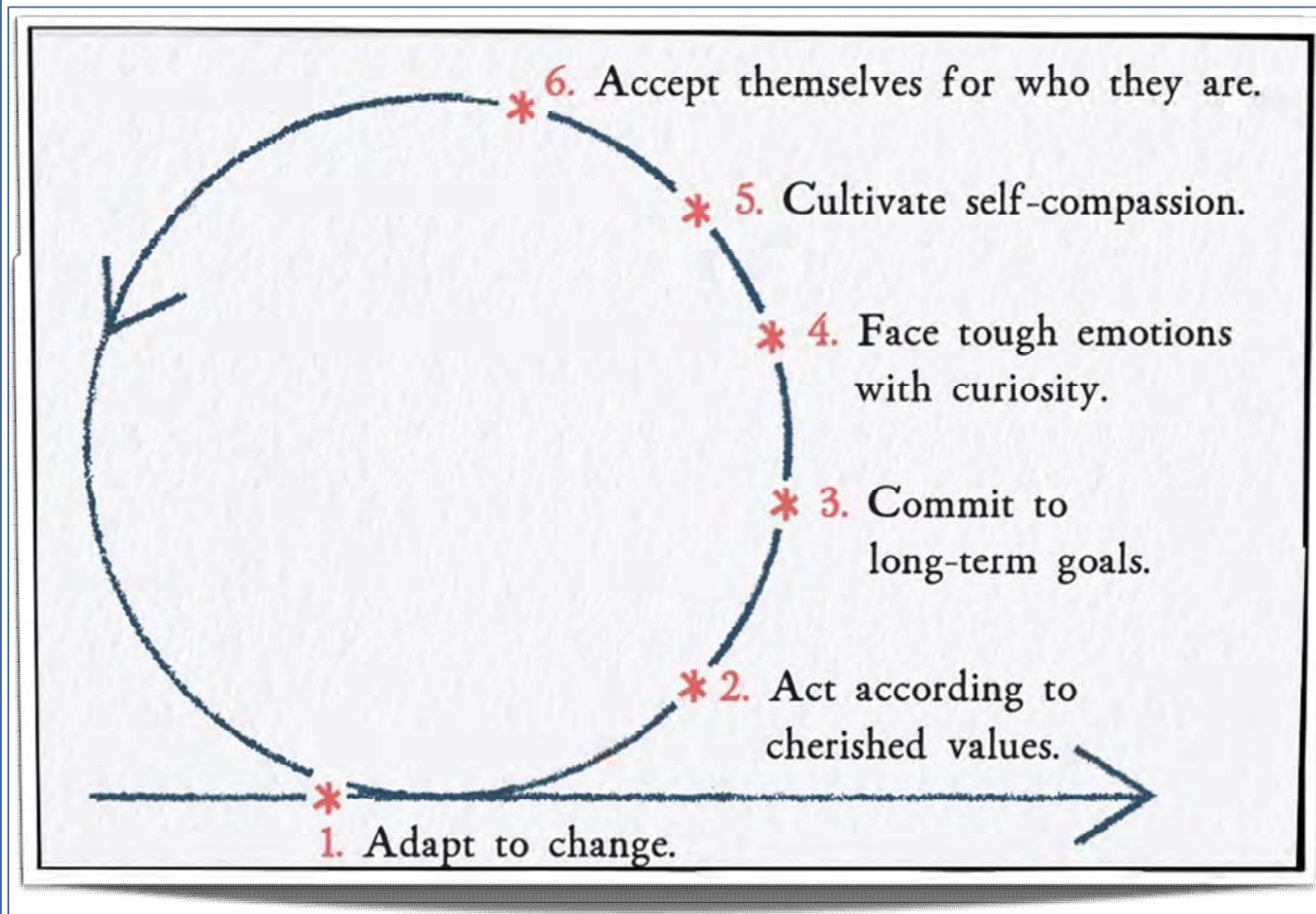
Reflections on this time of change and uncertainty:

From your list, share a change where you
where you have influence or control.

- How did/does it impact you?
- What were/are your coping mechanisms?



Emotional Agility



Name and Celebrate the Gains

- Plan for and then celebrate all wins
- Pause and reflect
- Look into the future
- Express authentic appreciation early and often
- Make space for “Caring Moments”
- Seek understanding as to why change is needed
- Identify the positive contributions needed from each member



Leading During Times of Change & Uncertainty



Adaptive leadership involves:

- **Anticipation** of likely future needs, trends and options.
- **Articulation** of these needs to build collective understanding and support for action.
- **Adaptation** so that there is continuous learning and the adjustment of responses, as necessary.
- **Accountability**, including maximum transparency in decision making processes and openness to challenges and feedback.

Traits of Adaptive Leaders

- Ability to link change to primary values & abilities
- Embracing diversity of views & collective knowledge
- Foreseeing and counteracting reluctant behavior
- Understanding that large-scale change is a gradual process, which calls for persistence and resilience
- Being proactive, looking opportunities, and investing in resources to achieve results
- Displaying humility and willingness to change or abandon non-productive strategies
- Openness to experimentation
- Encouraging creativity and inspiring innovation
- Displaying empathy and self-awareness



Adaptive Leadership: Get on the Balcony

The view from the dance floor:

- *Close-up view of day-to-day operations, tactics, tasks, and interactions.*



The view from the balcony:

- *Big-picture view of strategy, key partnerships, broader political landscape and dynamics*



Adaptive Leadership: Holding Zone

Maintain a safe space for ...

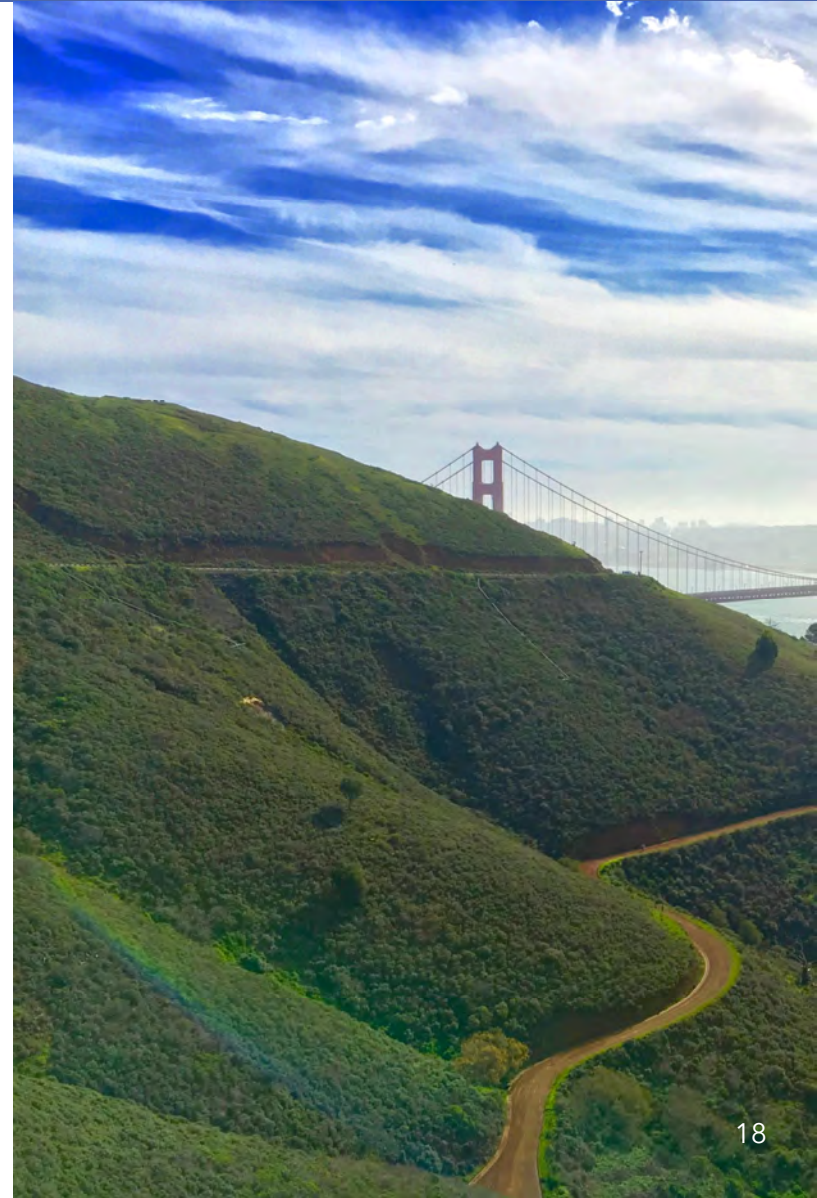
- Emotion
- Conflict
- Experimentation
- Ideas
- Questions
- Disagreement
- Dreams
- Mistakes
- Dialogue



Adaptive Leadership: Find Sanctuary

"A place to heal from the intense and sometimes scarring work of leading through adaptive change. If you don't have such a sanctuary, you will eventually crumble under the weight of your leadership responsibility."

Ronald Heifetz



What / Who / Where is Your Sanctuary?

- Hiking
- Meditating
- Reading
- Cooking
- Time with family and/or friends
- Gardening
- Connecting with peers
- ???



Pair & Share

Share personal strategies or techniques you use to maintain a healthy perspective during times of change and uncertainty.

- How can these practices contribute to your well-being and resilience?





References

- HBR's 10 Must Reads on Change Management (including featured article "Leading Change," by John P. Kotter)
- 5 Principles to Guide Adaptive Leadership (2020). Ben Ramalingam, David Nabarro, Arkebe Oqubay, Dame Ruth Carnall, and Leni Wild. 2020
- Managing Transitions (25th anniversary edition): Making the Most of Change. (2017) William Bridges, Susan Bridges
- Punit Renjen, "The journey of resilient leadership," Deloitte Insights, 2 December 2020



Questions