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Leadership Development Initiative (LDI) Curriculum

Make Change Happen and the Business of Relationships

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In Moore SY, Cameron-Lewis RG, Ferris FD (eds). Leadership Development Initiative
Curriculum, 2014. © The Leadership Development Initiative.
ISBN: 978-0-9884318-0-5

Originally Presented by Jerry Jellison

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The Leadership Development Initiative gratefully acknowledges the support of:

- International Palliative Care Initiative, Open Society Foundations, New York, NY
- National Cancer Institute Center for Global Health, Bethesda, MD
- The Diana Princess of Wales Memorial Fund, London, United Kingdom
- National Hospice and Palliative Care Organization, Alexandria, VA
- Pettus Family Foundation

The content is solely the responsibility of the authors and editors, and does not necessarily represent the official views of any of the funders.

Acknowledgment and appreciation are extended to faculty and staff of the OhioHealth and the Institute for Palliative Medicine at San Diego Hospice (which housed the International Programs and the Leadership Development Initiative from 2009 to 2012). Special thanks to the Mentors, Consultants and the LDI Team who contributed so much to the LDI Curriculum.

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Overview

Although change is all around us, the issue today is the rapid acceleration of change. This session concerned dealing with people who present barriers to change. The first aspect involved how one helps people change when they resist and the second involved the business of relationships.

In Dr. Jellison's "J-Curve" model of change, there are five stages to change. In Stage One organizations and people have been doing things the same way for a long time. Stage Two occurs when you get organizations and people to do something differently -- and performance drops off. This also applies in situations where people are using new technology. Stage Three involves things leveling off, but this can phase last a long time. In Stage Four, momentum picks up and in Stage 5, everyone is at the same level -- but higher than before.

When facing the unknowns in life, we imagine the worse, we distort reality and we have irrational expectations. But emotions don't respond to rational discussion. Rational debate includes describing goals, vision, the necessity of change, strategic plans, promises of support, and expressions of confidence.

Relationships involve the benefits each party receives and the costs each incurs. Good relationships involve a balance for both parties, while bad relationships are inequitable or exploitive. People keep track of how they are treated and when imbalances appear. This applies domestically as well as in the workplace.

Focus on changing behavior, not attitudes, motives and emotions. Be specific and create equitable relationships in order to gain control of your relationships and your life.

Objectives

After this presentation, participants will be able to:

1. Understand the exchange dynamics in any relationship
2. Be prepared to analyze why a relationship is, or is not, working
3. Know how to improve troubled relationships
4. Recognize the hidden power dimensions of any relationship
5. Become skilled at gaining leverage to influence people at higher levels in an organization

Important Teaching Points

- Resisters are not bad people; they just resist change
- Each of us is motivated by our own self-interest
- Going over the cliff when facing change is an emotional experience
- Most people want transformational change, not incremental change
- Get people to change what they do and then their opinions will change

- Activation tools break change into small steps, make it safe to make mistakes, remove obstacles, front load the benefits, and empathize with negative reactions and feelings
- Actions are powerful, i.e. a soft handshake versus a firm, two-handed and enthusiastic handshake
- Feelings change over time when benefits are imbalanced, and people keep score of these

Resources / References

Jellison, Jerald M. (2006). *Managing the Dynamics of Change*. New York: McGraw-Hill.