

Leading Through Times of Transition

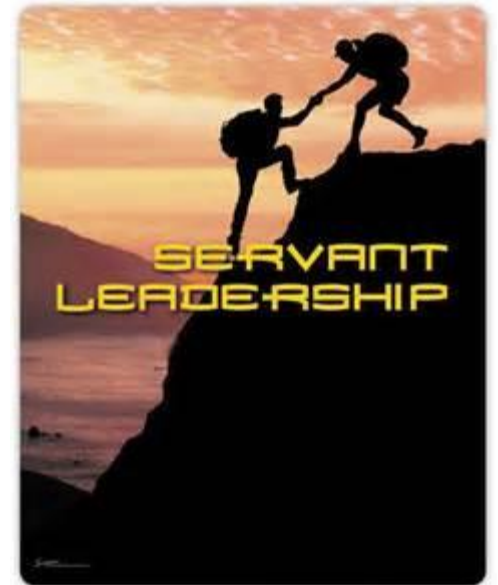
Brian P. Smith, MS, MA, M.Div.
Senior Director, Mission Integration
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a passionate voice

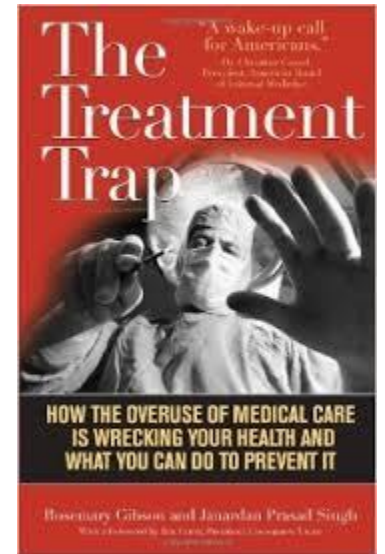
a valuable resource

a vibrant community

- Name a person who helped you through a time of change or a difficult time.
- What did that person teach you?



Health Care is Getting More Complex



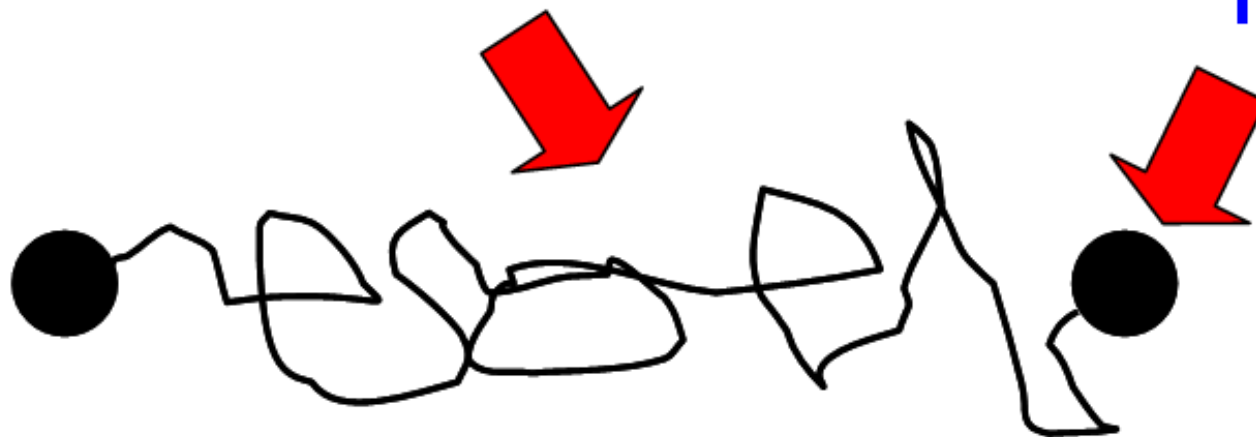
Change vs. Transition



- External task
 - Implementation plan
 - Timetable
 - Benchmarks/metrics
 - “Just do it!”
- Internal reorientation
 - No defined road map
 - Variable time frame
 - Culture and identity
 - Motivating hearts

This stuff has value

The end result has value



Point A

Point B

Endings

- Celebrate what was
- Time to grieve
- Claim the identity that moves forward

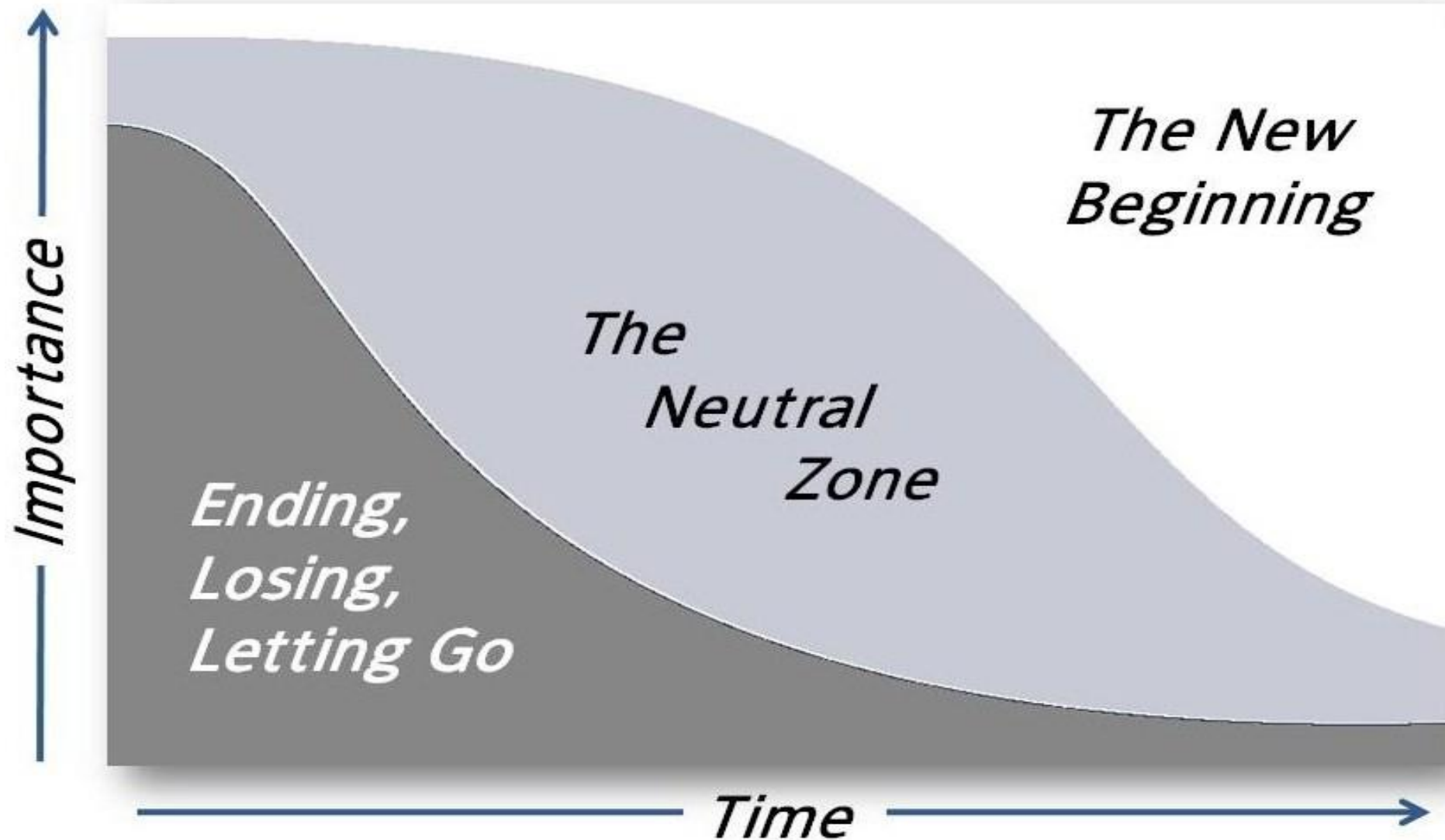
Neutral Zone

- Awkward, uncomfortable phase
- Cannot be rushed through
- Place where hopes and dreams emerge

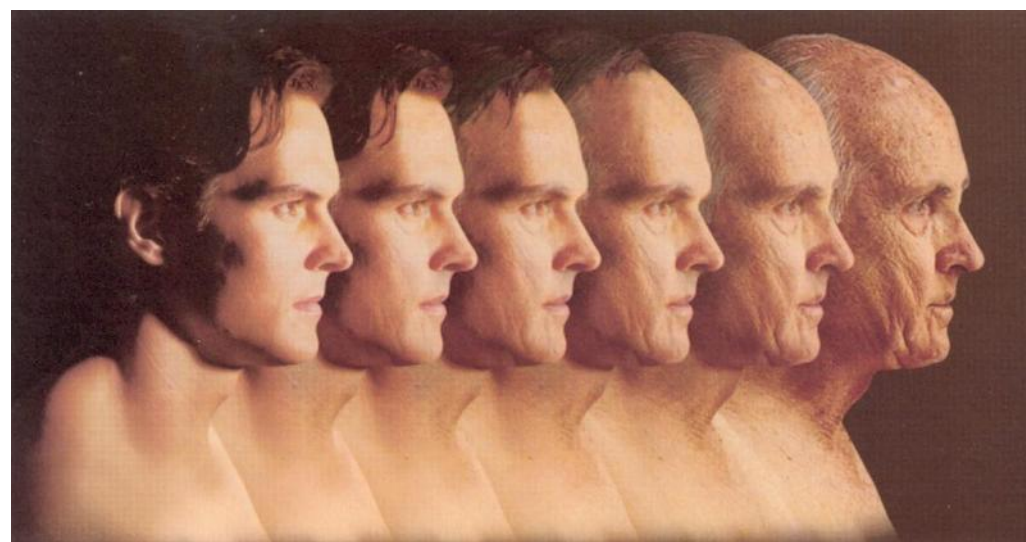
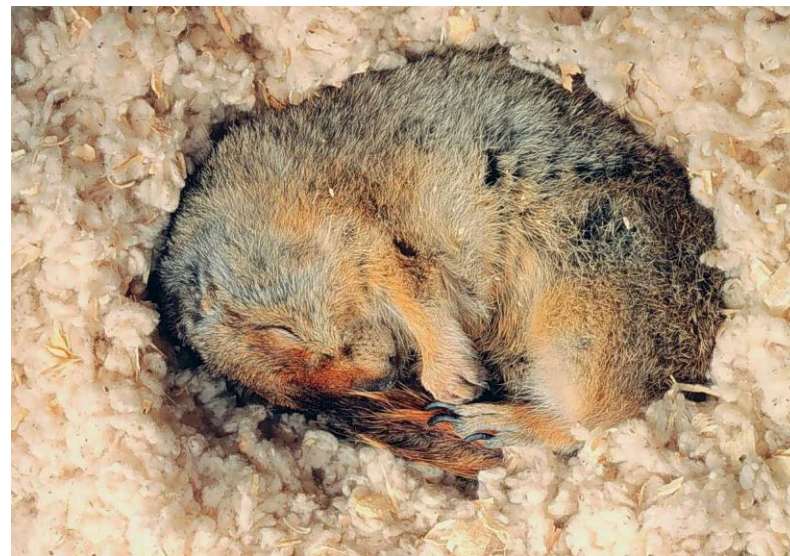
New Beginnings

- Articulated vision
- Creativity
- Behaving in a new way

Three Transitional Elements



Transition is Part of Life





Transitions Cannot Be Rushed

- Name an example of a time you had to let go without knowing what was on the other side. What did you learn in the awkward “in-between” time? Did the “neutral zone” make you stronger?
- What images of nature, life experiences or metaphors have helped you during times of transition?

Getting Through the Wilderness: Exodus as a Story of Transition – Endings



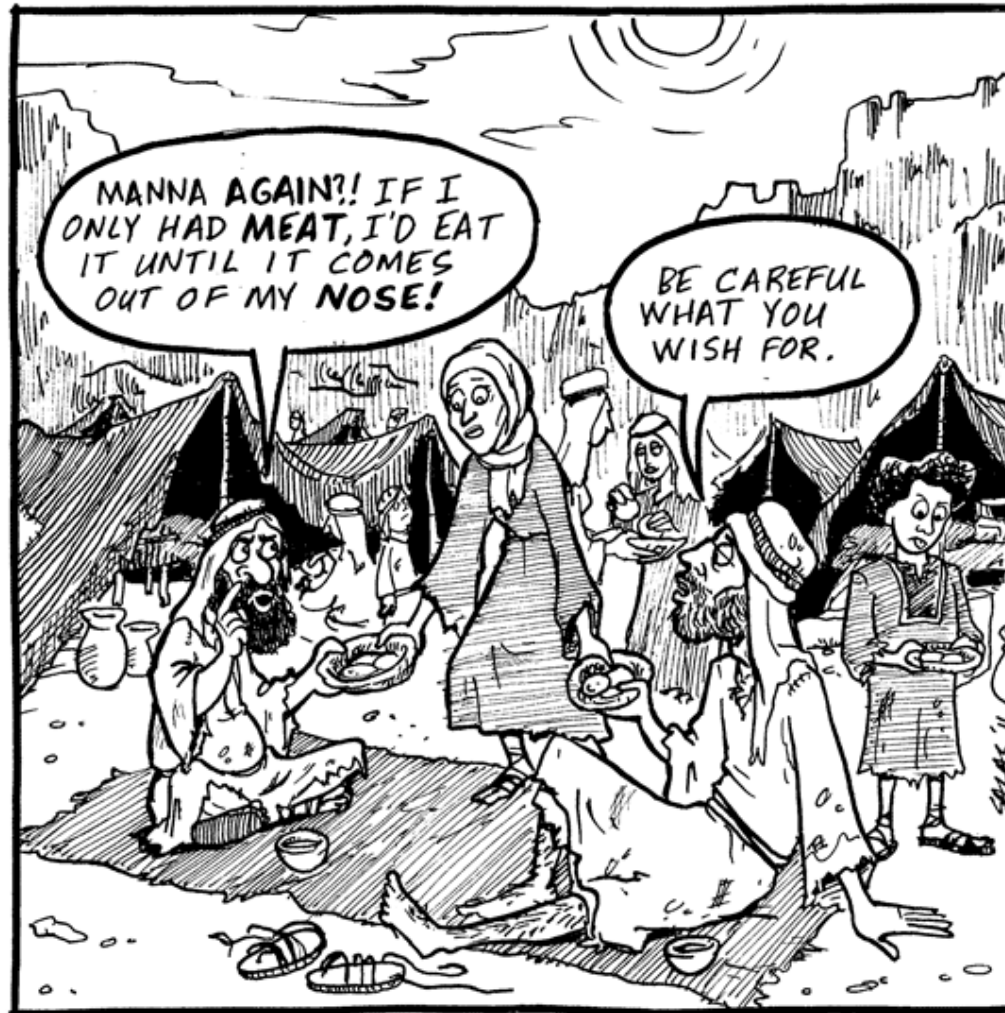
- Leaving a place of slavery and bondage
 - Outdated ways of thinking and doing things
 - Slaves to past because it's what “we have always done”
- Announce a “change” and plagues will follow
- Ritualize our endings
 - Grieve what is left behind
 - Celebrate the identity being carried forward
- Every organization needs a “Red Sea” moment
 - No turning back

Table Exercise

- Write down something in your life or work experience you need to let go or leave behind.
- Is anything keeping you in “bondage” or stopping you from making progress?



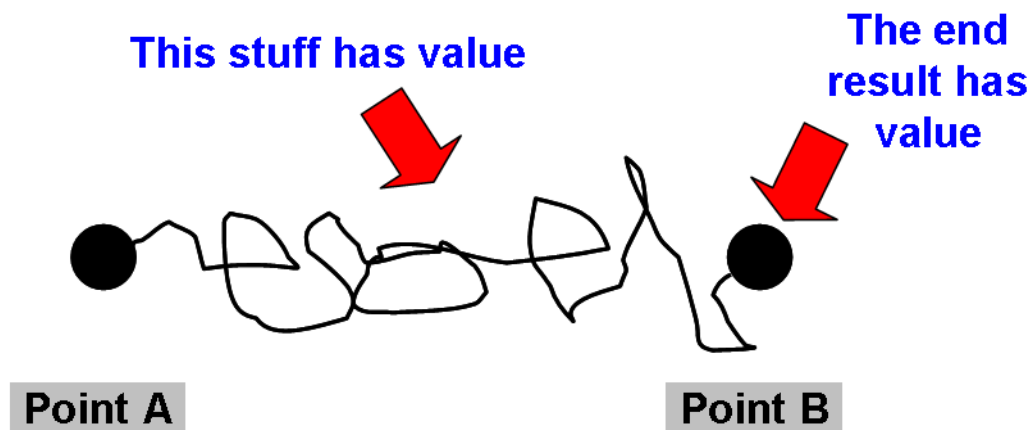




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- Unknown and unfamiliar may create anxiety and stress
- This takes time
- Keep people going
 - Lift up each other's spirits
 - Have a miracle or two up your sleeve



- How do we care for our soul in the wilderness?
 - Take time to speak with God daily
 - Does your face show your connection to God?
- Bring problems and questions to discernment
- God still feeds us in the wilderness
 - How is God sustaining you?
 - Do you give thanks for your daily bread?
- We are part of a ministry bigger than any one of us
 - God will not abandon us
 - Where is the pillar of fire guiding us?

- Walk among the people – be visible
- Listen to their grumbling
- Opportunity for bonding and community

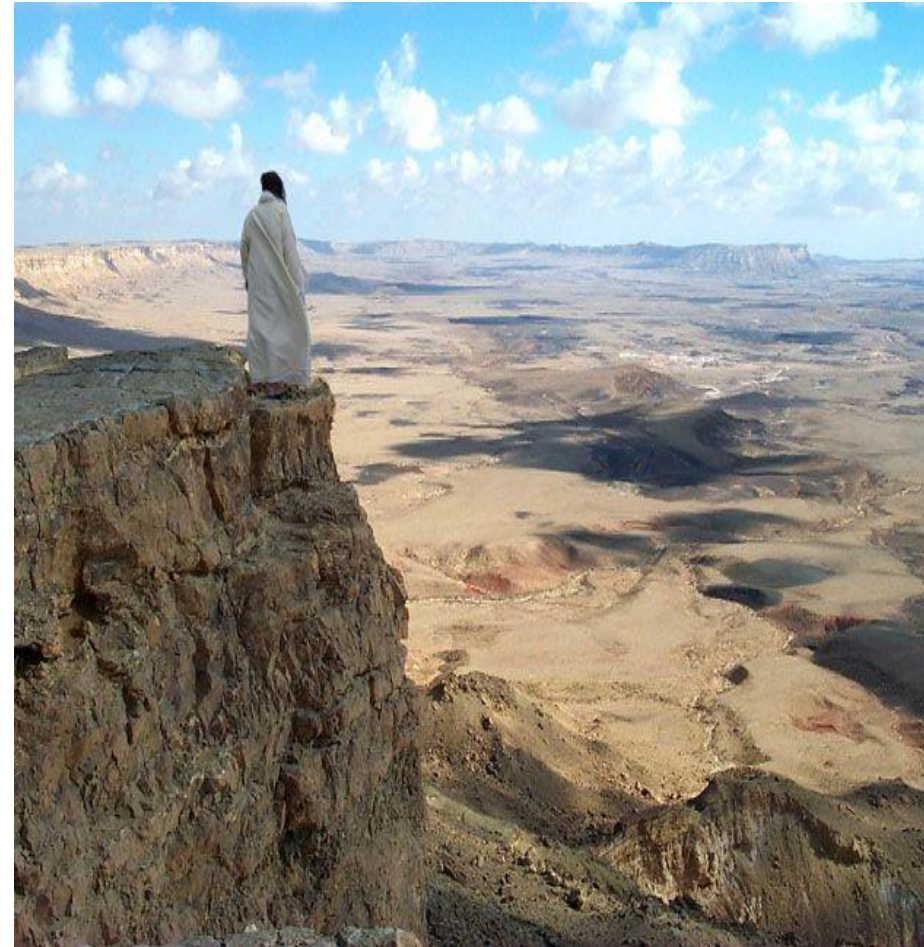


- What must we preserve to keep our identity?
- What is in our Ark of the Covenant?
- How does the wilderness time bring us closer together as a community of healers?
- Do we allow the time necessary to reflect on the deeper meaning of what is going on in the midst of change and transition?

- Where have you seen a co-worker taking care of another co-worker's spirit?
- Where do you experience community and teamwork at Mercy Medical Center?



- Leaders communicate the vision
- From grumbling, to questioning, to hope
- Associates are part of crafting the “new”
- Principle of subsidiarity
- Collect wisdom from this journey for the next time
- History shows change and transition is ongoing



- Philippians 2:6-11
- Paschal Mystery
 - Cross – Ending
 - 3 days – Wilderness
 - Resurrection – New Beginning
- Christians enter this mystery through baptism



Human Suffering Follows This Pattern



- **Endings:** Sickness, disease, loss of independence, wholeness
- **Neutral Zone:** Tests, consults, diagnosis, treatment
- **New Beginnings:** Cure; finding meaning while living with chronic illness or a terminal disease; reconciliation with self, families and God; death with dignity





“All change results from a change of meaning. Change occurs only when we let go of our certainty, our current views, and develop a new understanding of what’s going on.”

Margaret Wheatley

- How do we make sure we are paying attention to the transitions in the midst of the rapid changes occurring in health care?
- What are the mission, values, culture and Catholic identity questions we need to be asking?
- What are the non-negotiable “must have’s” for our organization going forward? What is our Ark of the Covenant?

Closing Reflection and Commissioning

