Leading Through Times of Transition

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Learning Partner Exercise

• 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
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
Change vs. Transition

This stuff has value

The end result has value

Point A

Point B
Three Transitional Elements

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

- Ending, Losing, Letting Go
- The Neutral Zone
- The New Beginning

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Transition is Part of Life
The Old Man and the Butterfly

Transitions Cannot Be Rushed
Learning Partner Exercise

- 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?
• Leaving a place of slavery and bondage
  o Outdated ways of thinking and doing things
  o Slaves to past because it’s what “we have always done”

• Announce a “change” and plagues will follow

• Ritualize our endings
  o Grieve what is left behind
  o Celebrate the identity being carried forward

• Every organization needs a “Red Sea” moment
  o No turning back
Where do you need a Red Sea moment?

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?
Table Exercise
Manna again!! If I only had meat, I'd eat it until it comes out of my nose!

Be careful what you wish for.
Neutral Zone – The Importance of the Wilderness Period

- 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
Self Care in the Wilderness

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

- Walk among the people – be visible
- Listen to their grumbling
- Opportunity for bonding and community
Identity 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?
Learning Partner Exercise

• 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?
New Beginnings – The Promised Land

• 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
Jesus Follows the Same Pattern

- 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
Table Exercise

• 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?