

ACRA 2017
27TH ANNUAL SCIENTIFIC MEETING

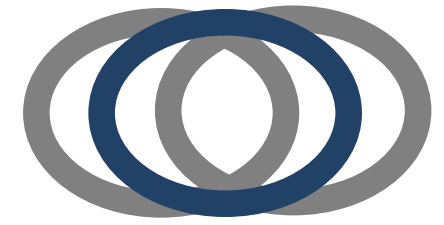


Australian Cardiovascular Health
and Rehabilitation Association



7 - 9 AUGUST 2017

RENDEZVOUS HOTEL
PERTH SCARBOROUGH WA



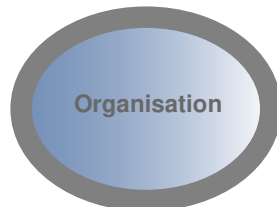
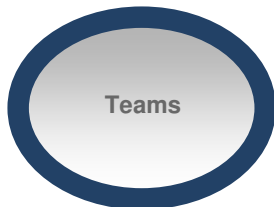
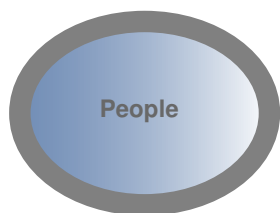
andrealloyd
& ASSOCIATES

Waves of Change, Oceans of Possibility

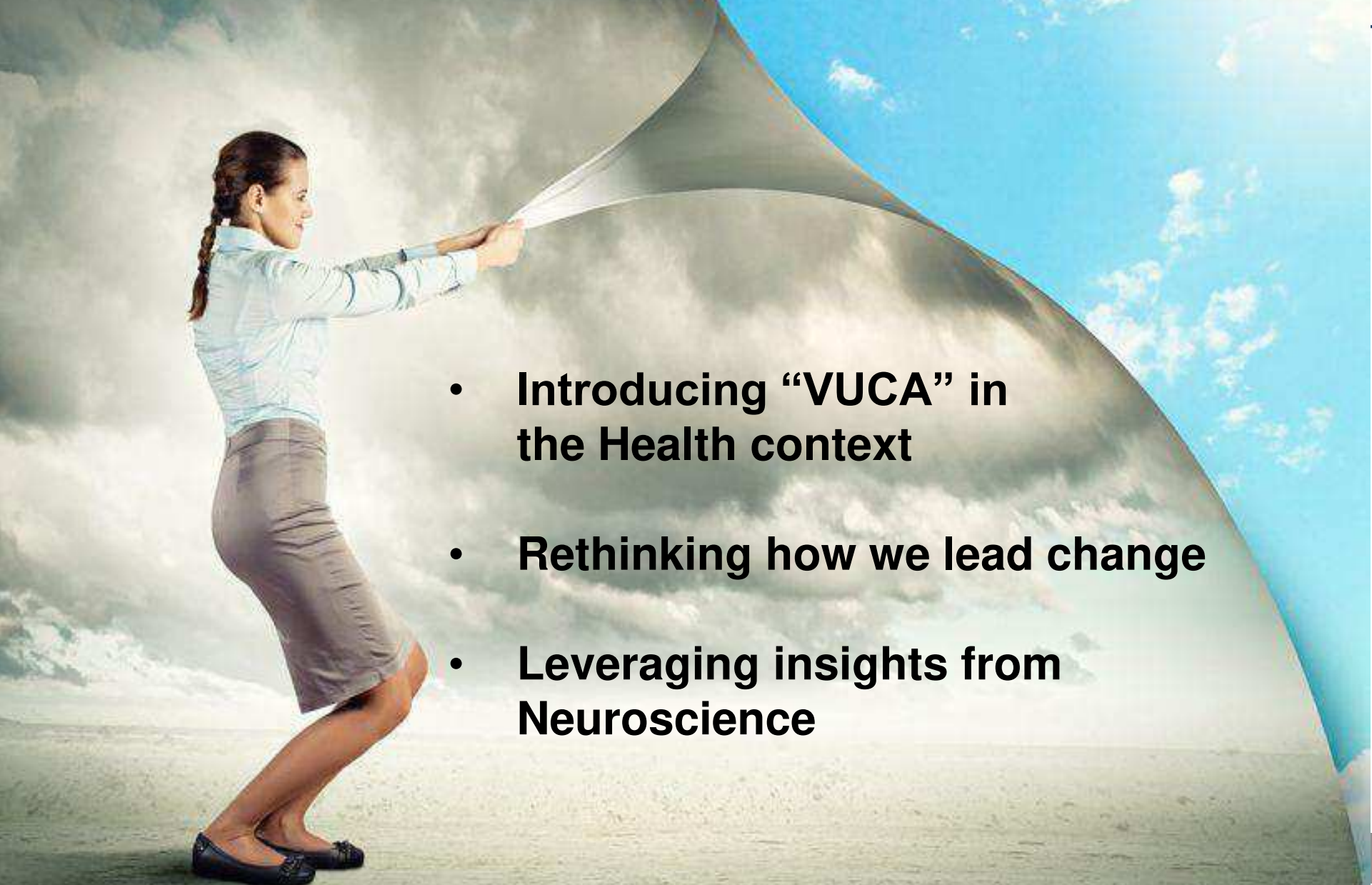
Change and Opportunity in Healthcare

Presented
By Andrea Lloyd

August 2017



Opportunities in a Changing Landscape

- 
- **Introducing “VUCA” in the Health context**
 - **Rethinking how we lead change**
 - **Leveraging insights from Neuroscience**



Calm Waters

steady, predictable, smooth



Turbulent Waters

continuous, chaotic, unpredictable ...

It's a VUCA world



Volatile

- Pace and speed of change - exponentially accelerating
- Rapid advances in technology
- Unprecedented access to knowledge

Uncertain

- Lack of predictability
- Likelihood of surprise events
- Inability to know everything

Complex

- Multiple key decision factors
- Chaos and confusion that can surround an organization or environment
- Boundary spanning requirements

Ambiguous

- Lack of clarity about situation or event
- Differences in interpretation when contextual clues are insufficient to clarify meaning



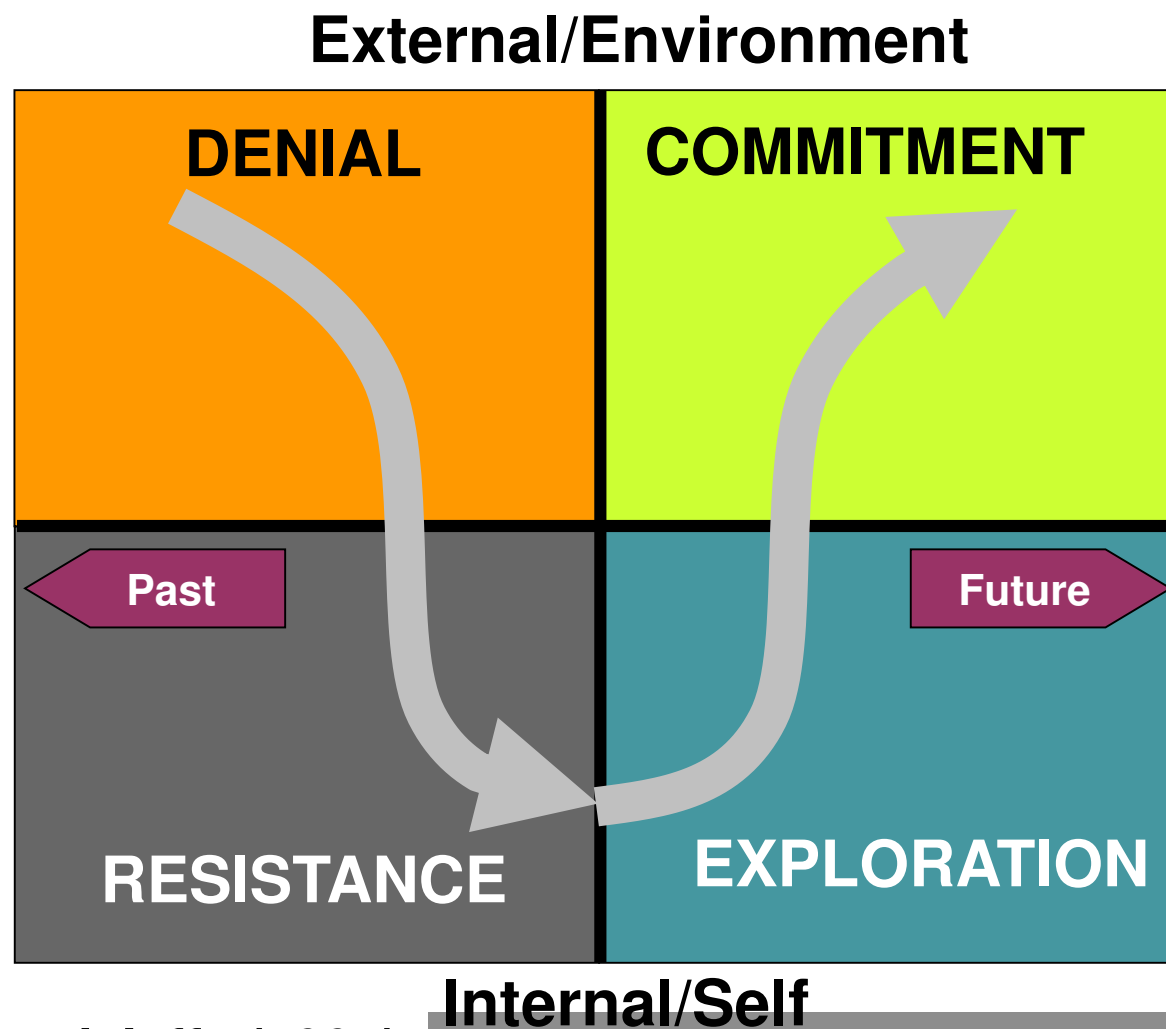
VUCA - The New Normal!





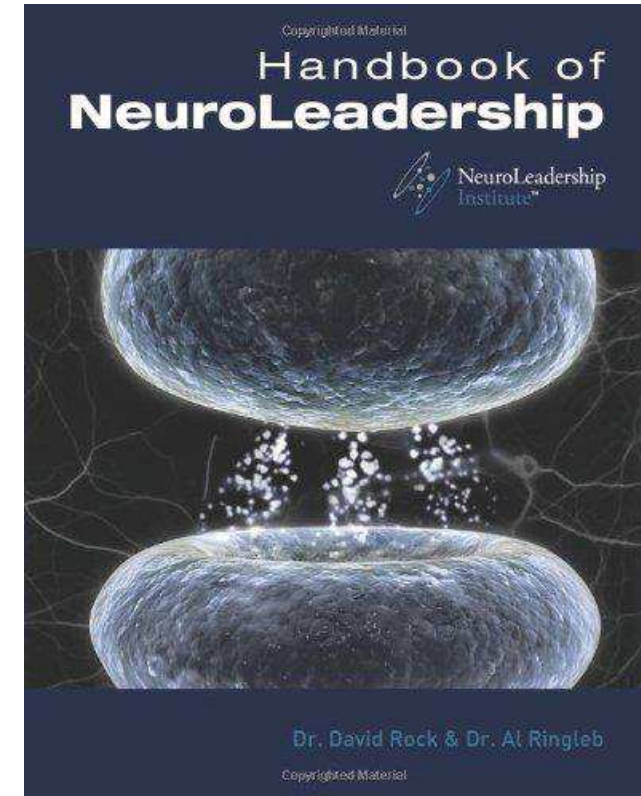
**THE NEW WORLD OF
WORK =
NEW LEADERSHIP
APPROACHES**

Emotional Reaction Change Cycle



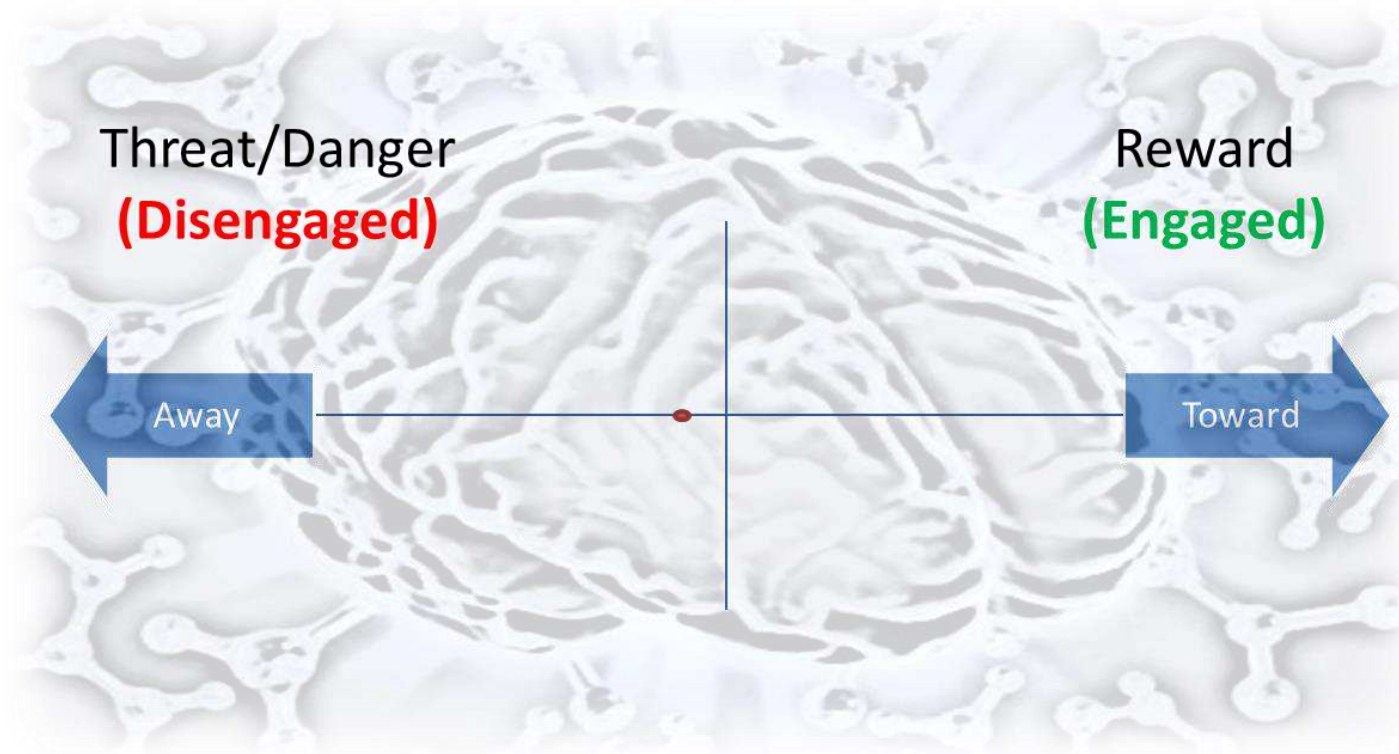
Source: Scott and Jaffe (1995)

The Emerging Field of NeuroLeadership



The Brain's Organising Principle

Minimize Danger, Maximize Reward



E. Gordon, 2000; Rock, D. 2008

We are wired to MINimise Threat and MAXimise Reward

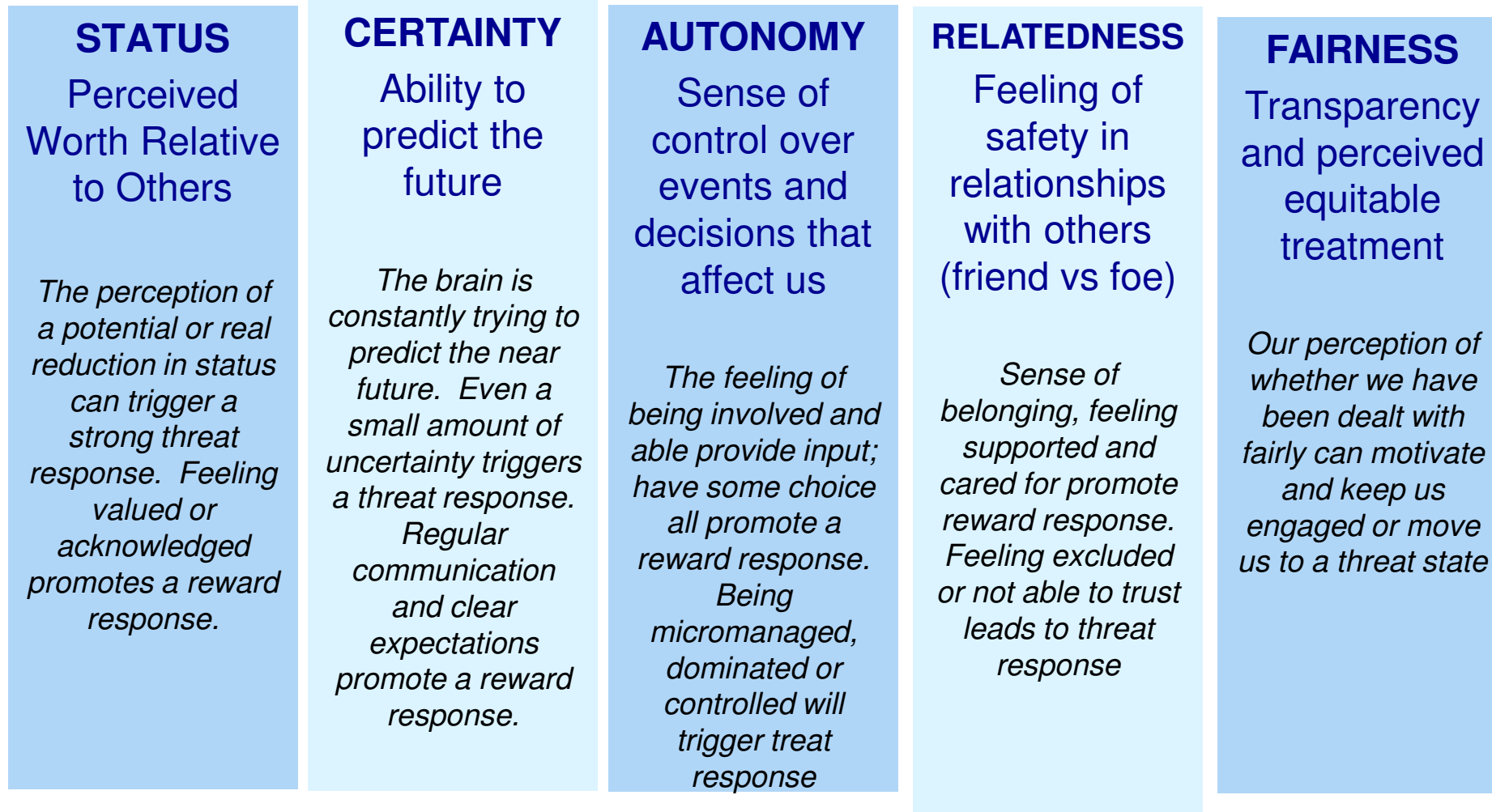


SCARF Model – THE 5 FACTORS THAT CAN TRIGGER THREAT OR REWARD RESPONSES















Source: David Rock (2008)

SCARF – A MODEL FOR COLLABORATING WITH AND INFLUENCING OTHERS



Source: Adapted from David Rock (2008)

Using SCARF as a Positive Change Tool

SCARF Domain	Response	
	1. Which domain(s) are currently being affected and to what degree? 2. Which domain(s) could be used to move towards a Reward response?	
Status – Importance relative to others	THREAT 	REWARD 
Certainty – Ability to predict the future	THREAT 	REWARD 
Autonomy – Ability to influence decisions that affect you	THREAT 	REWARD 
Relatedness – Sense of safety with others; friend or foe	THREAT 	REWARD 
Fairness – Perception of fair exchanges between people	THREAT 	REWARD 
Overall Threat/Reward Response	THREAT 	REWARD 

Source: Adapted from David Rock (2008)



The real voyage of
discovery consists
not in seeking new
landscapes but in
having new eyes

Marcel Proust