



Waves of Change, Oceans of Possibility

Change and Opportunity in Healthcare

Presented
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Opportunities in a Changing Landscape





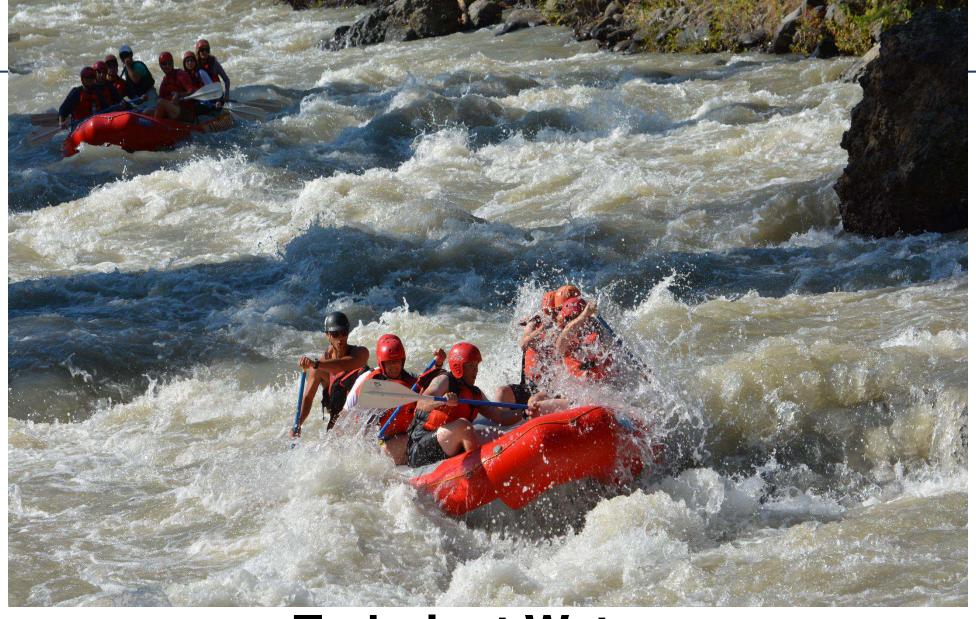




Calm Waters

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

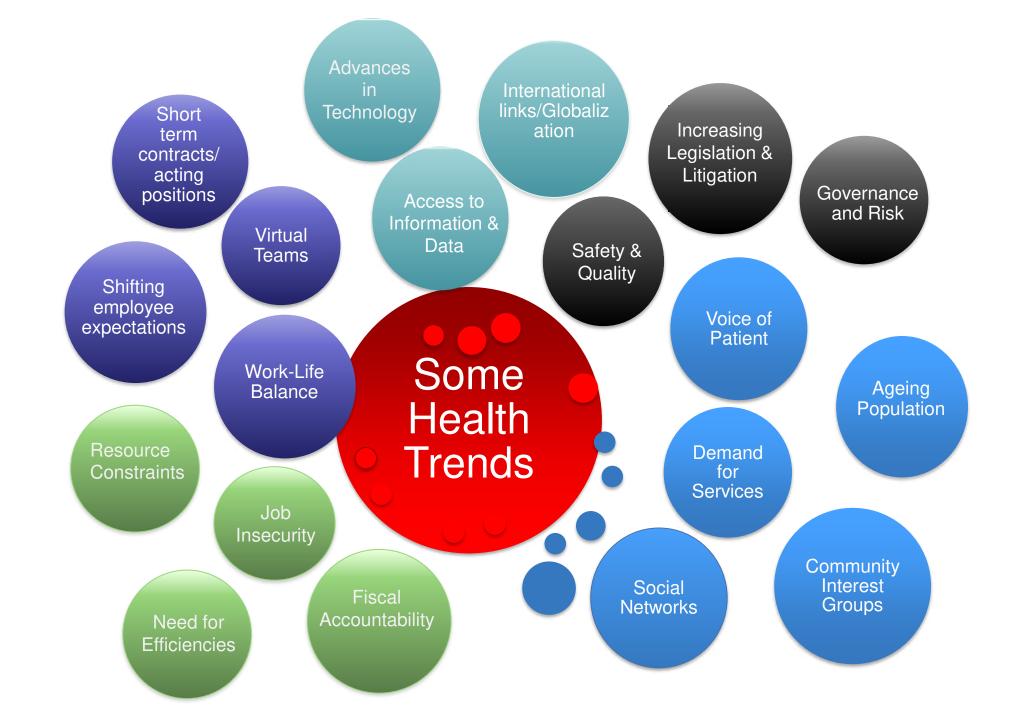
Complex

- 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





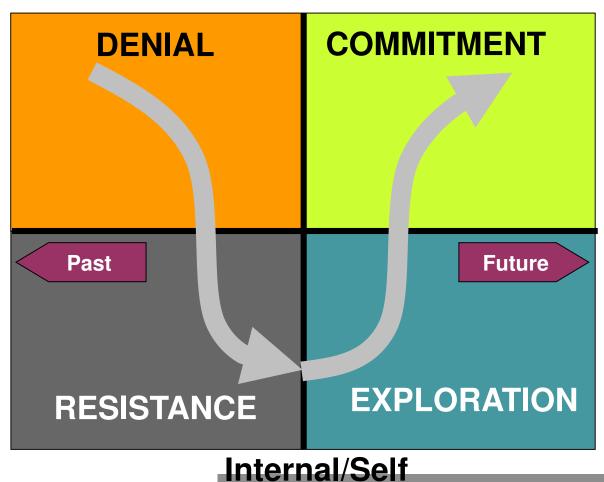








External/Environment

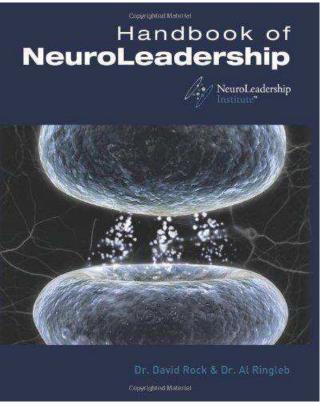


Source: Scott and Jaffe (1995)

The Emerging Field of NeuroLeadership



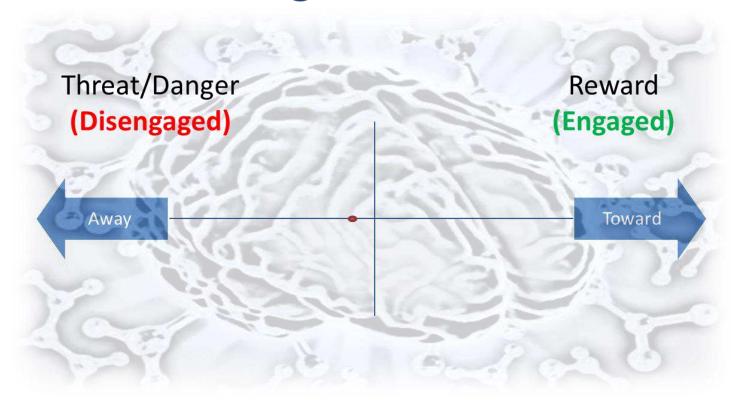




The Brain's Organising Principle



Minimize Danger, Maximize Reward



E. Gordon, 2000; Rock, D. 2008

We are wired to MINimise Threat and MAXimise Reward







Narrow focus – visual and auditory

Tunnel vision

Looking for more danger

Interpreting event as threat/ problem

Reliance on old habits

Blame

Pain

Problem solving (Using "old" know how)

Self protection/defensiveness

Increase in negative thinking

Fear and anxiety

Distortion of reality

Disengage/Resist



Reward

Pleasure

Broad focus – visual & auditory

Perspective

Innovation, creativity

Solution/possibility focus

Step out of comfort zone, take risks

Curiosity

Strategic, global view

Collaboration

Optimism, positivity

Trust, joy, playfulness

Realistic

Engage/Embrace





SCARF – A MODEL FOR COLLABORATING WITH AND INFLUENCING OTHERS

STATUS

Perceived
Worth Relative
to Others

The perception of a potential or real reduction in status can trigger a strong threat response. Feeling valued or acknowledged promotes a reward response.

CERTAINTY

Ability to predict the future

The brain is constantly trying to predict the near future. Even a small amount of uncertainty triggers a threat response.
Regular communication and clear expectations promote a reward response.

AUTONOMY

Sense of control over events and decisions that affect us

The feeling of being involved and able provide input; have some choice all promote a reward response.

Being micromanaged, dominated or controlled will trigger treat response

RELATEDNESS

Feeling of safety in relationships with others (friend vs foe)

Sense of belonging, feeling supported and cared for promote reward response. Feeling excluded or not able to trust leads to threat response

FAIRNESS

Transparency and perceived equitable treatment

Our perception of whether we have been dealt with fairly can motivate and keep us engaged or move us to a threat state

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
A utonomy — 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)



