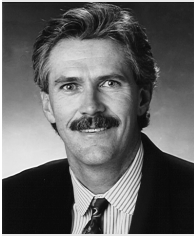


"Nothing is so well learned as that which is discovered." - Socrates

Vol. II, No. 3, Fall 1999

Welcome



By the time you read this newsletter we will have buried my favorite aunt who is in the final stage of her battle with cancer. Just a couple of days ago I sat with my cousins as the doctor told them their mother had from a few days to

a couple of weeks to live, not the months they were expecting. At such a time it's hard to think about the business side of medicine. We know the statistics; on average three fourths of the lifetime health care dollars spent on an individual are spent in the final six months of life. How else could the money be spent? Who takes the financial hit? The answers follow an obvious logic until it involves your family.

Leaders in the health care industry today have the enormous challenge of balancing the human and the business sides of health care. My experience with leadership teams in the health care industry over the past few years has revealed noticeable differences in the executives who come from a care provider background and those from a straight business background. In one organization those with a non-health care business background are referred to as the "suits." The leadership challenges are significant: Sensitizing business people to the core values associated with providing care; educating health care providers turned-manager about the need to maximize limited financial resources; directing mergers and acquisitions with the complications of cultural integration; overseeing the dismantling of the patriarchal structure of health care; maintaining morale when the bottom-line competes with the natural urge to recommend one more test for surer diagnosis or one more procedure to extend a life for a few weeks. For those with the challenge of developing leadership in a health care organization, I hope this newsletter will give you some useful ideas for meeting this fascinating and complex challenge.

Chris Musselwhite, President

A Healthy Dose of Leadership Development

Article and interviews by Randell Jones

Recent interviews with Anita Novara of Olsten Health Services and Becky Edmunds of The Edmunds Group provide interesting insights to the leadership challenges currently facing the health care industry.

"It is an exciting time to be working on organizational developmental issues in the health care industry," declares Becky Edmunds, president of The Edmunds Group and consultant to manufacturers, banks, insurance companies and the health care industry. "Competitive pressures are changing the whole landscape of the industry and this is very new learning for some of these people. Only recently have many health care executives sought a whole new understanding of what is happening in their organizations."

"Now is a time for senior executives . . . to take visible leadership roles . . ."

- Becky Edmunds

Anita Novara, vice-president of Training and Development for Olsten Health Services (OHS) concurs with this assessment of the industry as a whole but adds, "I don't think the pressures we are experiencing in our business are unique to the health care industry. The major challenge we face in providing alternate-site and home-based health care is in managing change. Most businesses and industries have already had to deal with that to a greater extent than we have. Now it's our turn."

Indeed, the health care industry in recent years has been forced to look at itself with a strong business focus. Operating historically in a paternalistic industry often as independent, nonprofit institutions, hospitals now find themselves competing for both customers and health care professionals in their efforts to deliver streamlined services more efficiently. In fact, most all service providers in health care find themselves continually responding to federal regulations and changing market pressures. Some are responding by focusing on market segments that serve special populations or deliver specialized services. Many are joining forces with other institutions to create cost efficiencies and strategic alliances for competing in geographic regions to maintain an adequate market share. These mergers are creating additional management issues around consolidation, redundant services, downsizing and restructuring. As a result of all these pressures, leaders in the industry are being called upon to pay attention to how these issues and more are affecting their employees.

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A Closer Look

Discovery Learning's Paper Planes, Inc. (PPI) simulation utilizes a work-redesign scenario, and in the process goes far be-



yond that level of application. As consultant Linton Deck said, "The utility of PPI is demonstrated by the fact that we have never had any person not see applications from the simulation to his or her work back home."

As employees of a plane manufacturing company participants have the opportunity to sell as many planes as they can manufacture meeting given quality standards. Participants experience the effects of system and process improvement while gaining knowledge about the cost and waste inherent in dysfunctional systems. Uncovering barriers to change and developing new paths to continuous improvement, the participants are able to make the connection between systems thinking, total quality, and customer orientation.

PPI is equally as effective in the boardroom as on the shop floor. It has been used with NASA engineers, with corporate executive teams, in Public Education and in executive leadership programs like the Center for Creative Leadership's LeaderLab. The simulation can be facilitated with 10 to 30 participants in 3 1/2 to 5 1/2 hours.

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Developing Leadership at the Top

"Now is a time for senior executives to initiate action and to take visible leadership roles in their organizations," Edmunds advises. "Historically, however, health care administrators as a group have not experienced a great deal of leadership development training. There is a need currently for helping these executives understand the components of effective leadership during times of change. In our consulting, we help them recognize their own personal strengths and weaknesses using a battery of assessment instruments including 360-degree feedback processes and some business simulation exercises such as Paper Planes, Inc."

Edmunds also helps her clients work on their self-awareness in part through the use of the Change Style Indicator. This model discerns and describes individuals' preferences for dealing with change on a continuum from Conserver to Originator. In general, Conservers prefer slow, deliberate incremental changes to an existing system. Originators generally prefer immediate, radical change that creates a new system of operation. Edmunds notes, "Neither approach is right or wrong, but the contrast of approaches and a lack of balance in their representation can certainly create conflict in an organization. For example, in one instance, a team of senior leaders has discovered that three-quarters of them approach change as Originators and that only one of them operates as a Conserver. This insight helps them understand some of the difficulty they have experienced in trying to agree on courses of action and in getting acceptance for implementation. Through using tools such as Change Style Indicator and Paper Planes, Inc.," Edmunds adds, "and through engaging them in other counseling and consulting activities, we strive to help these senior leaders see the potential value of managing less from a hands-on perspective and more from their strategic thinking in a visionary role."

"In fact," Edmunds continues, "one of the difficult issues organizational leaders face and especially when coming through a

merger is determining and championing the culture they want for the organization." Indeed, often large organizations may be attracted to and ultimately acquire smaller organizations because of positive cultural traits that are weak or absent from their own organization. In such cases, the intent may be to incorporate these positive culture traits into the new combined organization. However, without careful planning, the larger organization's culture sometimes becomes the dominant culture, completely suppressing the positive qualities that led to the merger initially. "Actually no organization," Edmunds notes, "can just assume that the culture in place or one that evolves on its own will necessarily carry them forward. In a number of situations, we have used the Denison Organizational Culture Survey to create a quick visual of the culture challenge senior leaders face so they can pull together and speak from one vision, one mission, and one strategy. Accomplishing that focus makes a huge difference in what the leaders can achieve."

Developing Leadership Throughout

"At Olsten Health Services, we are in a cost competitive environment with a strong need for effective leadership all throughout our widely dispersed organization," declares Novara. "We have over 6,000 employees throughout the US and Canada. We need to attract and to develop the kinds of leaders who can help us manage in this changing health care environment. Because the pool of experienced talent is small and our need is so great, we have decided to grow our own leaders."

Olsten Health Services develops its leaders in three phases of training. During their performance evaluations, employees create personal learning plans with their supervisors to strengthen their performance in their areas of responsibility. Then employees are given access to a virtual learning library (books, videos, CD-ROMs, etc.) created by OHS in conjunction with the American Management Institute. The second phase of leadership development involves

assistant vice-presidents, who have responsibility for a number of different branch offices or sites. To gain strategic leadership skills, these managers attend Personal Leadership and Organizational Effectiveness, a three-day leadership workshop in which they participate in team building experiences and learn about the management of change. They engage in assessments and self-awareness exercises including the Denison Organizational Culture Survey, Change Style Indicator, Paper Planes, Inc. and the RADMIS business simulation. Olsten Health Services follows-up with these individuals on their commitment to completing goals created through GoalGetter and seeks to reinforce the individual's commitment to personal learning. The third phase involves attending a five-day "mini-MBA" program at Babson College in Boston with a specific focus on finance, customer service, strategic marketing and sales. "This training has been unanimously well received," Novara adds. "Our employees really appreciate the opportunity to step back from their day-to-day activities and to get a feel for how they are doing personally as well as from an organizational perspective."

"Our mission in Training and Development," Novara continues, "is to give our associates the knowledge and skills and to build the behaviors that will let them be more effective and efficient in the delivery of services. We have a real commitment to continued training. We want our employees to understand that they aren't finished when they have earned a degree or completed some level of certification. Learning is a continuous process."

A Healthy Prescription

Many of the leaders of today's health care industry are facing new challenges. Amidst a continually changing industry environment, they must respond by organizing resources and creating systems that can deliver high-quality, affordable health care services in a competitive market. They know the importance of effective teamwork in meeting their goals and they value a culture that supports their vision and mission. By emphasizing leadership development in their business strategies, these leaders are adding a powerful capability to their organizations. In fact, it may just be what the doctor has ordered. ●

Tricks of the Trade

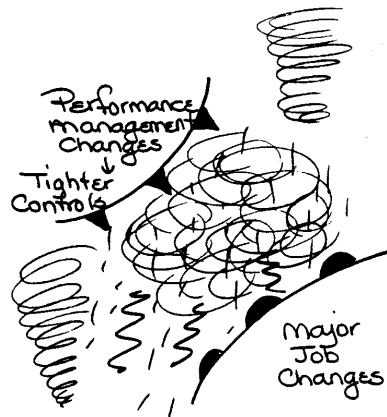
Art as a Feedback Form

Contributed by Nancy Probst, Log Cabin Consulting, Greensboro, NC

Most of the work we do is based upon some form of assessment. Assessments usually take multiple forms and can include surveys, instruments, interviews, paper reviews, focus groups and direct observation. The result is usually a WHOLE lot of data. The challenge then becomes selecting a way to feed back this data without overwhelming the client. Written reports often go unread while collecting dust in a drawer. Verbal reports can lead to glazed over eyes and numb minds. So how do we present our findings accurately, concisely and most importantly in a way that will quickly engage the client in dialogue as he begins to process the information?

Draw a picture!! No artistic talent required.

On a recent change project, I quickly began to learn during the assessment, that there were two strong, independent, opposing forces at work that were creating chaos and stalling any forward progress. A picture began forming of a cold front descending



from the north and colliding with a warm front ascending from the south. The resulting turbulence and severe thunderstorms depicted this group at the moment. Additionally, the knowledge that one front usually packs more power than the other raised the question, "Which one would win?"

This picture on a flip chart, as well as two others, became my feedback. Not only did the clients immediately understand what was happening but, went on to have a rich, four hour dialogue on how to proceed from here. The client group now carries three simple pictures in their minds that will serve as a constant reminder as they continue moving through this change.

And I have learned the value of an old saying - A picture is worth 1,000 (10,000?) words.

What's New at Discovery Learning?

Normative data is now available for downloading at our web site www.discoverylearning.net. The normative data page will be revised once per quarter. The new web page contains normative data for both the Change Style Indicator (CSI) and Paper Planes, Inc. (PPI). Norms for the CSI are available by industry, profession, nationality, Myers Briggs Type and others.

Visit our site and sign onto our e-mailing list to receive notification of normative updates and copies of new editions of Excursions electronically. Also, please remember to forward a copy of CSI and PPI normative data you collect during training to Discovery Learning. Your help in bolstering our database will benefit all users.

Product Pipeline. Look for our new product, the Decision

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Preference Inventory to be out sometime next year. Utilizing data from over 40,000 respondents the assessment tool will provide individuals with insight into their preferred decision styles; are they excessively inclusive or are they excessively exclusive in their decision making. If you have interest in previewing the instrument please call or e-mail us.

New Faces. We welcome Kristina Ingram, a recent graduate of the University of North Carolina, Chapel Hill to Discovery Learning, Inc. Kristina will manage our growing databases and will be involved in development and production of Discovery Learning's scoring software for the Change Style Indicator, GoalGetter and the soon to be available Decision Preference Inventory. ●

Train the Trainer

We will be holding our first Train the Trainer in 2000 on March 1-3 in Greensboro, NC. The session will be facilitated by Chris Musselwhite and will cover a number of Discovery Learning's tools, including Paper Planes, Inc, the Change Style Indicator, the Denison Organizational Culture Survey and others. Participants attending will be eligible for certification in the tools covered and will receive facilitator guides as part of their materials. For more information call 1.800.851.5118.

"Excellent products and facilitation. Everything was most informative and innovative in its approach. Bravo and Bravo!"

September '99 Train the Trainer Participant
Nancy Hall
Arthur Anderson

Next Edition

In the United States, as home schooling numbers increase, more states advocate for the creation of charter schools and Congress pushes for private school vouchers the pressure on educators to provide a good public school education has never been greater. While many decisions are still made at the federal and state level, more and more of those decisions are made at the local level.

"Accountability" seems to be the word for the day not only in business but also in public education. What leadership challenges face public educators today and how are school systems around the United States addressing these challenges? In the next edition of Excursions we will explore this important question through discussion with experts from inside and outside the public education system.

Discovery Learning, Inc.
909 North Elm Street, Suite 200
Greensboro, NC 27401
www.discoverylearning.net
336.272.9530
Fax: 336.273.4090