

# DO YOU RECOGNIZE

these potential 'blindspots' that impede lasting change and continuous improvement



## BLINDSPOT

**Communication is critical.**

Actions are even more critical. ✦ Communication is necessary, but insufficient. ✦ If you ask the organization to change, yet you don't, that's a barrier. ✦ Your team and associates throughout your organization pay as much attention (possibly more) to what you do (and do not do) as they do to what you say. ✦ If you say you want the organization to learn from failure, but you find failure unacceptable, they won't learn. Feeling change often happens first.

### ACTIONS

\* Lead the culture change by actions and words. Ultimately, your work will succeed you—a culture change that is leader-led, but not solely dependent on you.

**Data will motivate change.**

- \* Develop staff.
- \* Provide clear organizational direction.
- \* Create milestones to track progress.
- \* Memorialize stories of frontline change.

## BLINDSPOT

**We need to focus on the big problems.**

Most big problems are an aggregation of lots of small problems. ✦ Quarterly data can be directional, but it cannot provide enough information for improvement efforts. In fact, gathering lots of data to understand the magnitude of related problems may have an inverse effect on staff's perception and satisfaction with management's support and focus on improvement

### ACTIONS

\* Act your way to a new way of thinking.

\* Narrow the gap between problem identification and problem resolutions.

\* Tackle small problems when they occur.

\* Adopt a "small is big" philosophy.

\* Protect time on your calendar regularly for improvement learning at the frontline. Small regular doses are better than infrequent larger blocks.

**Act in 'Big' Ways & then roll it out.**

## BLINDSPOT

# Being certain.

However, we know things are unpredictable. ✦ Map out future predictions. Realize roadblocks are inevitable. Learn from them. ✦ Healthcare is complex; learn from problems that occur. ✦ Exploit the power of uncertainty and be opportunistic. ✦ If you think you know, you tend to not pay attention any more.

## ACTIONS

- \* Be curious, no one person has all the answers.
- \* Cede decision rights to those closest to the problem.
- \* Don't assume your data is telling the whole truth.
- \* Setting a clear direction for ideal patient care is critical.
- \* Leaders need to know where to find answers &/or how to discover the answers
- \* Leaders are responsible for the system, not the solutions.

My 'Dashboard' is my Best Friend.

- ✦ If you spend time learning about improvement throughout your organization, the 'answers' you seek become self-realized.
- ✦ A learning organization learns from problems. Make opportunities to learn every day.
- ✦ Improvement cannot be sustained by leaders & executives even if they spent 24/7 on it.
- \* Go to the workplace to see how the work actually happens and what problems occur. Develop this habit in your direct reports.

## BLINDSPOT

# We just need the right people.

Empower and train people to act as change agents. ✦ We need the right people with the right skills. ✦ Leaders must build capacity for continuous organizational improvement (a community of scientists) ✦ Create the environment to make this happen by those who do the work everyday through training, coaching, and mentoring in order to improve care processes and improve culture. ✦ Would you classify your institution as a 'learning organization' whereby the focus is on learning from from successes as well as errors?

## ACTIONS

- \* Hire for values & provide skills development.
- \* Build your direct reports ability to coach and teach problem solving in the course of work—a true learning organization.
- \* Nurture the values & coach the skills to improve in daily work.
- \* Ask people to "show" you problems instead of "telling" you about them. Ask folks how do they know about problems. Have they seen them?
- \* Make trips to the frontline to learn about how their work happens and what problems they encounter.

We just need to hold people accountable.

## BLINDSPOT

# Change is an event.

Within a year, progress can be made, however, for sustainable change, you need to invest over a longer time horizon.

## ACTIONS

- \* Provide clear organizational direction, create milestones, so you and your team can feel and see progress and set expectations that this is a multi-year endeavor.
- \* Remember feeling change often happens first, so memorialize stories of how the change is feeling on the frontline close to patients.

Data alone will motivate change.

## AUTHORS



**STEPHEN POWELL** | 678.369.6317  
spowell@healthcareteamtraining.com  
Healthcare Team Training



**DOROTHY BELLHOUSE** | 302.584.2771  
dbellhouse@rule4consulting.com  
Rule 4 Consulting



**BARBARA BALIK** | 505.797.8933  
balik.barbara@gmail.com  
Common Fire

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