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Managing the Transition: How to control anxiety, depression and uncertainty without psychiatric medications

DHITS 29-30 July 2014



“Medically Ready Force...Ready Medical Force”

Learning Objectives



- Describe the three key principles of change management leaders must address
- Discuss the importance of being attuned to potential loss of expertise during a transition
- Understand three key actions leaders can take to ensure that major transitions go smoothly

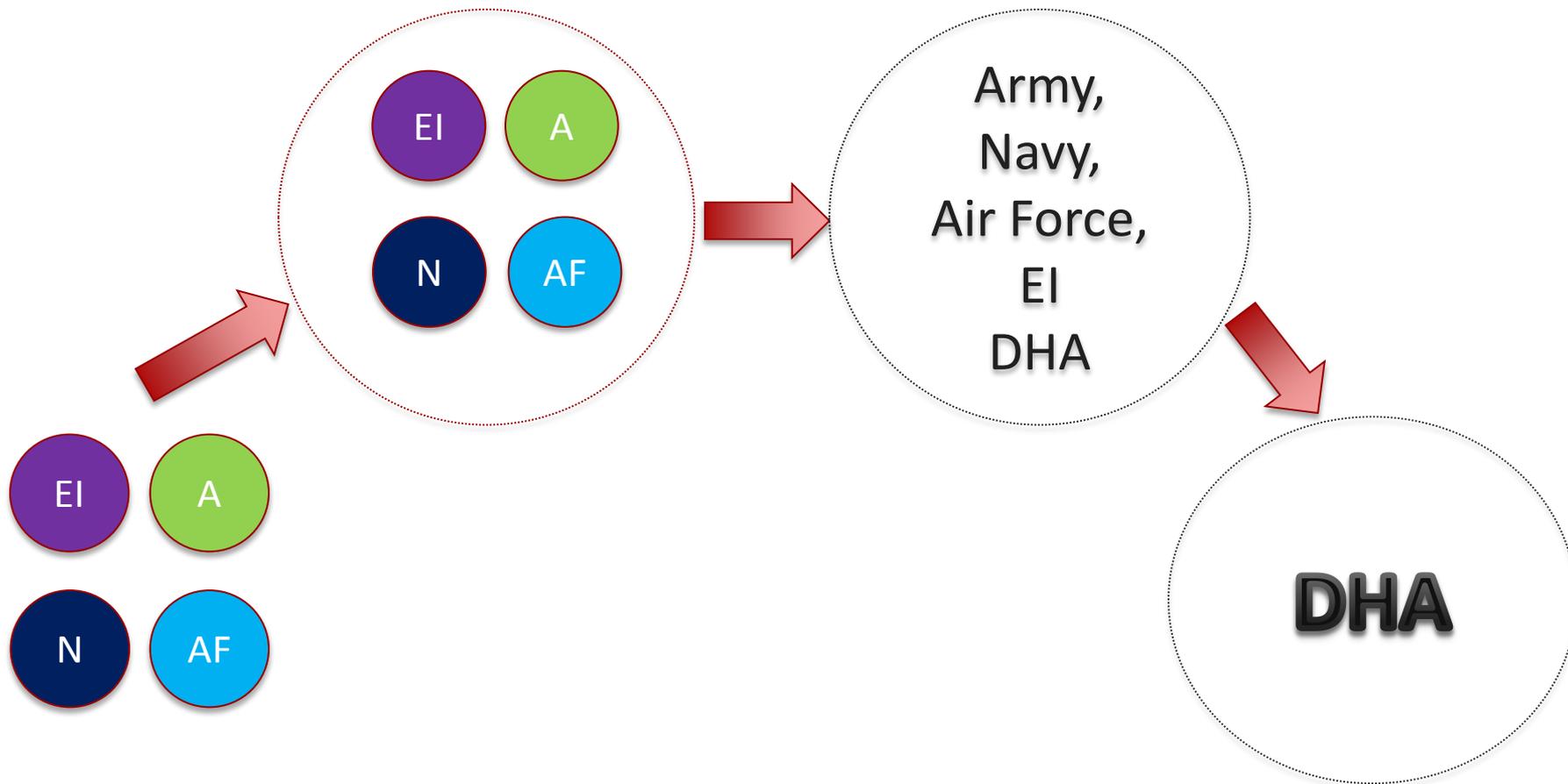
Agenda



- Purpose of this talk is to highlight the importance of the transition process
- Nature of the task before us
- Describe the challenge of doing transition well
- Explore the elements of successful transition
- Discuss implications for DHA HIT

“Medically Ready Force...Ready Medical Force”

Transition Evolution



“Medically Ready Force...Ready Medical Force”

DHA HIT Mission

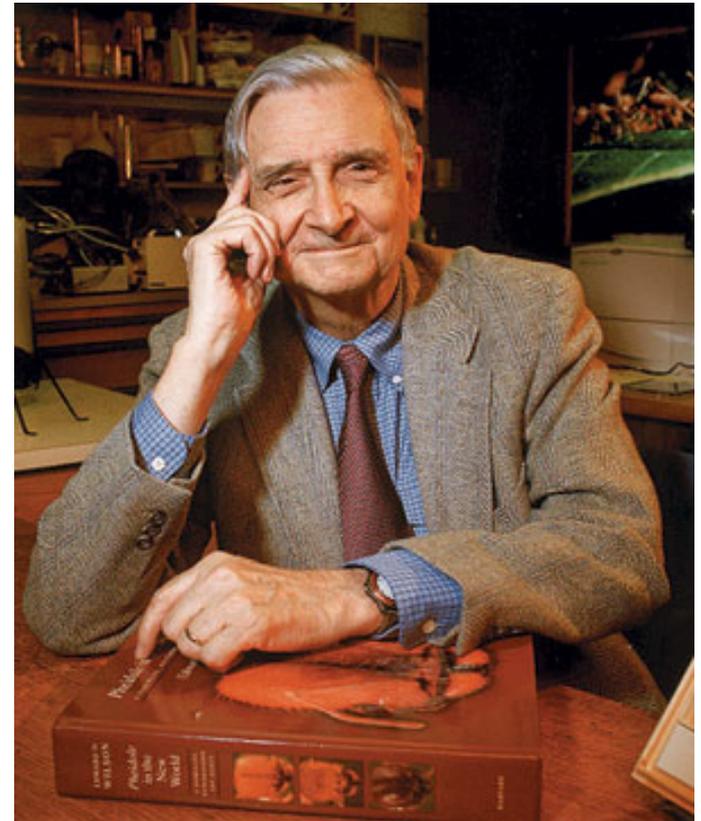


HIT Mission - Implement, manage and sustain an integrated and secure medical information enterprise in order to ensure the right information is accessible to the right people at the right time and in the right way.

Purpose

We are drowning in information, while starving for wisdom. The world henceforth will be run by synthesizers, people able to put together the right information at the right time, think critically about it, and make important choices wisely.

E. O. Wilson





**The Nature of the task
before us
or
Why is this so hard?**

“Medically Ready Force...Ready Medical Force”

Lessons from Owen the Hippo and Mzee the Tortoise



“Medically Ready Force...Ready Medical Force”

The Laws of Nature and Human Nature



■ Physics

- Inertia and Momentum

■ Human Nature

- Freud and Klein - Object Relations Theory
- Bowlby - Attachment Theory
- Kubler-Ross - Grief and Loss

Bowlby and Attachment Theory

- Infant's need for secure relationships
- Parental responses set up infants for later attachments in life
- Lead to development of normal social and emotional development



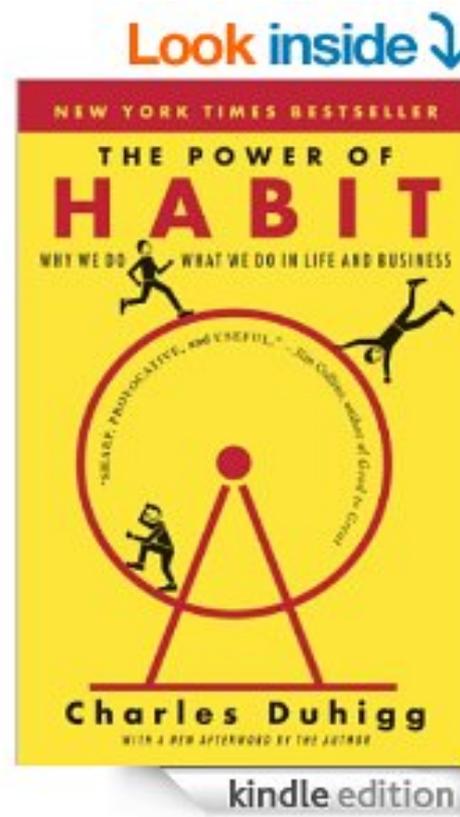
Kubler-Ross Stages of Grief

- Denial
- Anger
- Bargaining
- Depression
- Acceptance



Neuroscience of Habit

- Strong attachments
 - Spouse
 - Family
 - Lifetime friends
- Loose bonds
 - Neighbors
 - Co-workers
 - Supervisors



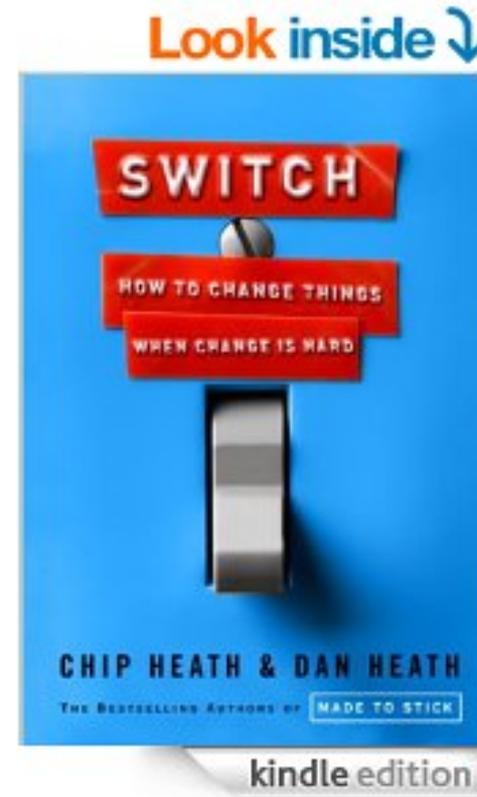
The Elements of a Successful Transition



Elements of a Successful Transition

Change when Change is Hard

- *Switch: How to change things when change is hard*
 - Dan and Chip Heath
- Direct the Rider
- Motivate the Elephant
- Shape the Path



John P. Kotter's Eight Steps



- Urgency
- Guiding coalition
- Vision
- Communicate vision
- Empower action on the vision
- Short term wins
- Consolidate improvements
- Institutionalize the change

Establish a Sense of Urgency



- Actions
 - Potential crises
 - Potential opportunities
 - Convince 75% status quo is more dangerous than the unknown
- Pitfalls
 - Underestimating difficulty
 - Paralyzed by risk or unknown

Form a Powerful Guiding Coalition



■ Actions

- Assemble group with shared commitment
- Power
- Teamwork outside normal hierarchy

■ Pitfalls

- No prior experience in top tier teamwork
- Relegating team leaders to HR, Quality or Strategic Planning



Create a Vision



■ Actions

- Create a vision to direct the change effort
- Develop strategies for realizing the vision

■ Pitfalls

- Presenting a vision that is too complicated or vague
- 5 minute rule

A vision without a task is but a dream

A task without a vision is drudgery

A vision and a task is the hope of the world

From an English Church Wall c. 1730

Communicate the Vision



- Actions
 - Use every vehicle possible
 - Example of guiding coalition
- Pitfalls
 - Under communicating
 - Behaving in ways antithetical to the vision

Empower Others to Act on the Vision



- Actions
 - Remove or alter systems or structures that undermine the vision
 - Encourage risk taking
- Pitfalls
 - Failing to remove powerful individuals who resist the change effort

Plan for and Create Short-Term Wins



- Actions
 - Define and engineer visible performance improvements
 - Recognize and reward contributions to improvements
- Pitfalls
 - Leaving short-term success to chance
 - Failing to score success early enough

Consolidate the Improvements and Produce More Change

- Actions
 - Use early wins to change systems, structures, policies
 - Hire and promote those who implement the vision
 - Reinvigorate the change process
- Pitfalls
 - Declaring victory too soon
 - Allowing “Resistors” to convince the troops the war is won



Institutionalize New Approaches

- Actions
 - Articulate connections between new behaviors and organizational success
 - Create leadership development and succession consistent with the new plan
- Pitfalls
 - No creating new social norms
 - Promoting people who don't personify the new approach



The Way Ahead



- Remember the human factors that will both hinder and help the change
- Remember the vision
- Remember the need to **lead** change
- Go forth and lead

Final Words



The basic difference between an ordinary man and a warrior is that the warrior takes everything as a challenge while an ordinary man takes everything as a blessing or a curse.

Carlos Castaneda

Evaluations



Please complete your evaluations

Contact Information



Thank You

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