

Creating Partnerships to Lead Systems Change

Opening Doors and Creating Momentum



Health Home Outcomes

- Lower Blood pressure, Cholesterol, and better Blood Glucose control
- Better Medication adherence
- Lower ER and Hospital utilization
- Healthier Lifestyles – less smoking, more active,
- Saved \$59.1 Million
- Better working relationships between Healthcare Providers



What Makes it Possible?

- A Relationship of basic trust between:
 - Department of Mental Health
 - MO HealthNet (Medicaid)
 - State Budget Office
 - MO Coalition of CMHCs
 - MO Primary Care Association
- Transparent use of data instead of anecdotes to explore and discuss issues
- Willingness of all partners to tolerate and share risk
- Principled negotiation and Motivational Interviewing



Partnership Principles

DO

- Ask about their needs first
- Give something
- Assist wherever you can
- Make it about the next 10
- Pursue common interest
- Reveal anything helpful
- Take one for the team

DON'T

- Talk about your need first
- Expect to get something
- Limit assistance to a project
- Make it about this deal
- Push a specific position
- Withhold information
- Let them take their lumps



Partnership Strategies

- Systematically discuss the long term relationships as more important than the current project
- Seek to build mutual dependency and vulnerability. Automotous invulnerable organizations usually behave badly
- Hire each others middle managers whenever the opportunity arises



Partnership Mentor - Dancing



- You have to know your partners location, center of gravity, and velocity before doing anything
- It's about opening doors and getting out of the way, not by pushing or pulling in a particular direction
- Successful motion is about where your center goes not what happens with your extremities (demonstration projects are a waste of time)

Partnership Mentor - Dancing

- Communicating clear and consistent intentionality is essential
- You have to lead at the level that your partner is able to follow
- Really skilled partners switch off who leads and who follows
- If your partner doesn't look good it's your fault
- Always thank your partner no matter how well or poorly things went



Leadership Mentors

- The Boy Scouts
 - Often the most effective way to lead is being the first one to very publicly follow someone else's direction
 - Make it fun
- Keith Schafer - Keep communications clear and simple. A single page that your aunt or store clerk could read and understand.
- Dorn Schuffman - Character makes it happen both for individuals and organizations
- Getting to yes – Principled negotiation



What We Learned

- Effective Leaders Are Unrealistically Optimistic
- Rituals are important and powerful
- Reserve time to get to know ostensibly unrelated organizations and industry sectors - you will discover resources and opportunities that you never knew existed
- Organizational culture and professional culture are really important



Creating New Professional Cultures

- Every profession or trade has its own culture
- A living culture automatically trains its members in their roles, skills, and expectations
- Creating and maintaining culture requires regular group contact and discussion of their common experience to form a guild identity
- The new Health Home professions that need their own culture are:
 - Nurse Care Manager
 - Health Home Director
 - Primary Care Consultant



Most Important Principle

- Perfect is the enemy of good - Error on the side of Action
- Move opportunistically - it is easier to influence the direction of momentum than to create momentum
- Focus on continuous incremental change - big sweeping change scares people
- If you try to figure out a comprehensive plan first you will never get started
- Apologizing for a failed prompt attempt is better than apologizing for missed opportunity





DYSFUNCTION

THE ONLY CONSISTENT FEATURE OF ALL OF YOUR DISSATISFYING RELATIONSHIPS IS YOU.

Transformation

*Changing Who You Are
It's About Character*



Character

- From GR *charakter* – to engrave
- The essential quality or nature
- Reputation
- The complex accustomed mental and moral characteristics and habitual ethical traits marking a person, group, or nation, or serving to individualize it



Character

Your Character is your propensity to
behave in certain ways

Character = Habits



Character



It is both revealed
and formed by
how we respond to
opportunities or
crises



Serving the Whole Person

- Seeing people differently will change:
 - how you behave
 - your habits
 - who you are
 - your character



Behaviors that Promote Trust

- Character
 - Talk Straight
 - Demonstrate Respect
 - Create Transparency
 - Right Wrongs
 - Show Loyalty
- Competence
 - Deliver Results
 - Get Better
 - Confront Reality
 - Clarify Expectations
 - Practice Accountability
- Character & Competence
 - Listen First
 - Keep Commitments
 - Extend Trust



Leadership Mentor - Pharma

- Repeat your message relentlessly
- Segment your audience and tailor your leadership message for each audience - everyone doesn't respond to the same images and motivations
- Communicate a lot more about the successes than the shortcomings
- Small gifts help a lot
- Sometimes reality is a group consensual delusion - if you can get everybody to agree that something is so, then it becomes so



What I Figured It Out On My Own

- Organizational culture and professional culture are really important
- Error on the side of Action
- Effective Leaders Are Unrealistically Optimistic
- Most people are surprisingly hungry to get some good leadership - and ready to follow
- Consistent immediate responsiveness increases your influence and power
- Rituals are important and powerful



What I Figured out on My Own

- Focus on continuous incremental change - big sweeping change scares people
- Strategy is about a broad a general direction and not a detailed roadmap
- Move opportunistically - it is easier to influence the direction of momentum than to create momentum
- Reserve time to get to know of sensibly unrelated organizations and industry sectors - you will discover resources and opportunities that you never knew existed



Most Important Principle

- Perfect is the enemy of good
- Use an incremental strategy
- If you try figure out a comprehensive plan first you will never get started
- Apologizing for a failed prompt attempt is better than is better than apologizing for missed opportunity





PLANNING

MUCH WORK REMAINS TO BE DONE BEFORE WE CAN ANNOUNCE
OUR TOTAL FAILURE TO MAKE ANY PROGRESS.

Why Study Negotiation

- It's ubiquitous – daily it can involve
 - Spouses – bosses – third-parties
 - children – patients – colleagues
- It's unavoidable unless you are omnipotent or completely passive
- Like any skill, study and practice will improve your ability
- It's fun



Common Methods of Negotiation

- Positional bargaining
- Hard negotiation
- Soft negotiation





GOALS

IT'S BEST TO AVOID STANDING DIRECTLY BETWEEN A COMPETITIVE JERK AND HIS GOALS.

www.despair.com



Getting to Yes: Negotiating Agreement Without Giving In

- 1991 by Roger Fisher, William L., Bruce Patton
- One of the primary business texts of the modern era
- Based on the work of the Harvard Negotiation Project, a group that deals with all levels of negotiation and conflict resolution.
- Offers a proven, step-by-step strategy for coming to mutually acceptable agreements in every sort of conflict.



Criteria for Judging Negotiation Methods

- Produces a wise agreement if possible
- Efficient
- Improves or at least doesn't damage the relationship between the parties



A Wise Agreement

- Meets legitimate issues of each side to extent possible
- Resolves conflicting interests fairly
- Durable
- Takes community interest into account
- Is better than your BATNA



The Problem with Taking a Position

- Locks you in
- Bad incentives – start extreme, be stubborn, many small concessions, stalling is productive
- Becomes a contest of wills



Principled Negotiation

The Method

1. Separate people from the problem
2. Focus on interests, no positions
3. Invent options for mutual gain
4. Insist on using objective criteria



Separate the People from the Problem

Principles

- When dealing with long term associates that the relationship is more important than the particular deal
- Substantive concessions don't solve people problems
- Be tough on the problem and soft on the people



PERCEPTIONS

Put yourself in their shoes

- Understand empathetically the power of their point of view
 - Understanding is not the same as agreeing
- Don't deduce their intentions from your fears
- Don't blame them for your problem
- As much as you honestly can – emphasize what they would like to hear
- Look for opportunities to act inconsistent of their perception
- Involve them in the process



Communication

- Listen actively – repeat their point of view
 - Understanding is not the same as agreeing
- Speak about yourself, not them



Emotion

- Recognize and understand it
- Explicitly discuss emotions
- Allow the other side to let off steam and don't react to emotional outbursts
- Use symbolic gestures



Focus on Interests – Not positions

Principles:

- Interests define the problem
- When you defend a position to the other party you commit yourself and lose flexibility
- Behind opposed and conflicting positions there are usually some shared interests



Method

Identify Interests

- Put yourself in their shoes
- Ask “why” and “why not” often
- Multiple interests always exists
- Consider Basic Needs:
 - Security – sense of belonging – economic well being
 - Recognition – sense of control over own life
- Make a list of interests of both sides
- Talk about your interests – always put interests and reasoning before proposal
- Acknowledge and talk about their interests
- Talk about the future, not the past



Invent Options for Mutual Gain

Four Obstacles to Inventing Options for Mutual Gain

1. Premature judgment
2. Searching for a single answer – broadening options is better than narrowing the gap between positions
3. Assumption of a fixed pie
4. Thinking that “solving their problem is their problem”, it’s your problem too if you want an agreement



Method to Invent Options

Separate inventing from deciding – postpone all criticism and evaluation of ideas

Brainstorming:

Define purpose

Sit side by side

Choose participants

No criticism

Change place of meeting

Record all ideas in full view

Go informal

Get a facilitator



Broaden Options

Consider stronger and weaker agreements:

Substantive

Procedural

Permanent

Provisional

Final

In principle

Change the scope of agreement – fractionate or extend



Use Objective Criteria

Advantages:

- Often wiser
- Speeds process
- More efficient
- Reduces contest of wills
- Preserves relationship



Method

1. Fair standards

| | | |
|----------------|--------------------|-----------|
| Market value | Professional study | Cost |
| Precedent | Efficiency | Tradition |
| Expert opinion | | |

2. Fair procedure

| | |
|--------------------------------|-----------------------|
| “one cuts – the other chooses” | Draw lots – flip coin |
| Taking turns best offer | Arbitration – last |

3. Negotiate objective criteria

Ask why that criteria, how did they decide
Be open to reason – discuss multiple criteria
Never yield to pressure, only principle



If the Other Side is More Powerful

Principle

Know your BATNA: Best Alternative To a Negotiated Agreement

- Protects you from accepting an agreement you should reject
- Protects you from rejecting terms that are in your interest
- The better your BATNA the more power you have in negotiation
- The better you know the other side's BATNA the more power you have in negotiation



If the Other Side Won't Play Fair

Principles

- Avoid reaction, don't push back
- Use questions, not statements

If They

Assert their position

Attack your ideas

Attack you

You Don't

Reject it
for them

Defend your ideas

Counter attack them

You Do

Ask why it's a good solution

Ask for criticism and advice

Reframe it as an attack or
the problem

OR – Use the all-purpose alternative response: remain silent!



Trust and Collaboration

- Trust promotes collaboration
- Collaboration promotes trust
- Trust and collaboration promotes common problem solving and system successes
- Trust and collaboration decrease parochialism
- Parochialism is the seed of failure





CHANGE

WHEN THE WINDS OF CHANGE BLOW HARD ENOUGH,
THE MOST TRIVIAL OF THINGS CAN TURN INTO DEADLY PROJECTILES.