

Welcome!

Managing Through Disruption



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Agenda

- The Brain on Change
- VUCA Environment
- VUCA Prime
 - Vision of the Future State
 - Behaviors and Mindset for Leaders
- Next Steps and Q&A

What Thinking is Driving My Behavior?

Hint: Insights Can Shift My Thinking



Principle: Results Cone

Your Brain on Change: Why Change is Hard for People

Four Scientific Truths

1.

Biologically speaking, your brain is hardwired to seek stability and security.

2.

Your brain must learn and unlearn things during change.



3.

Your brain reacts to the magnitude, frequency, and type of change.

4.

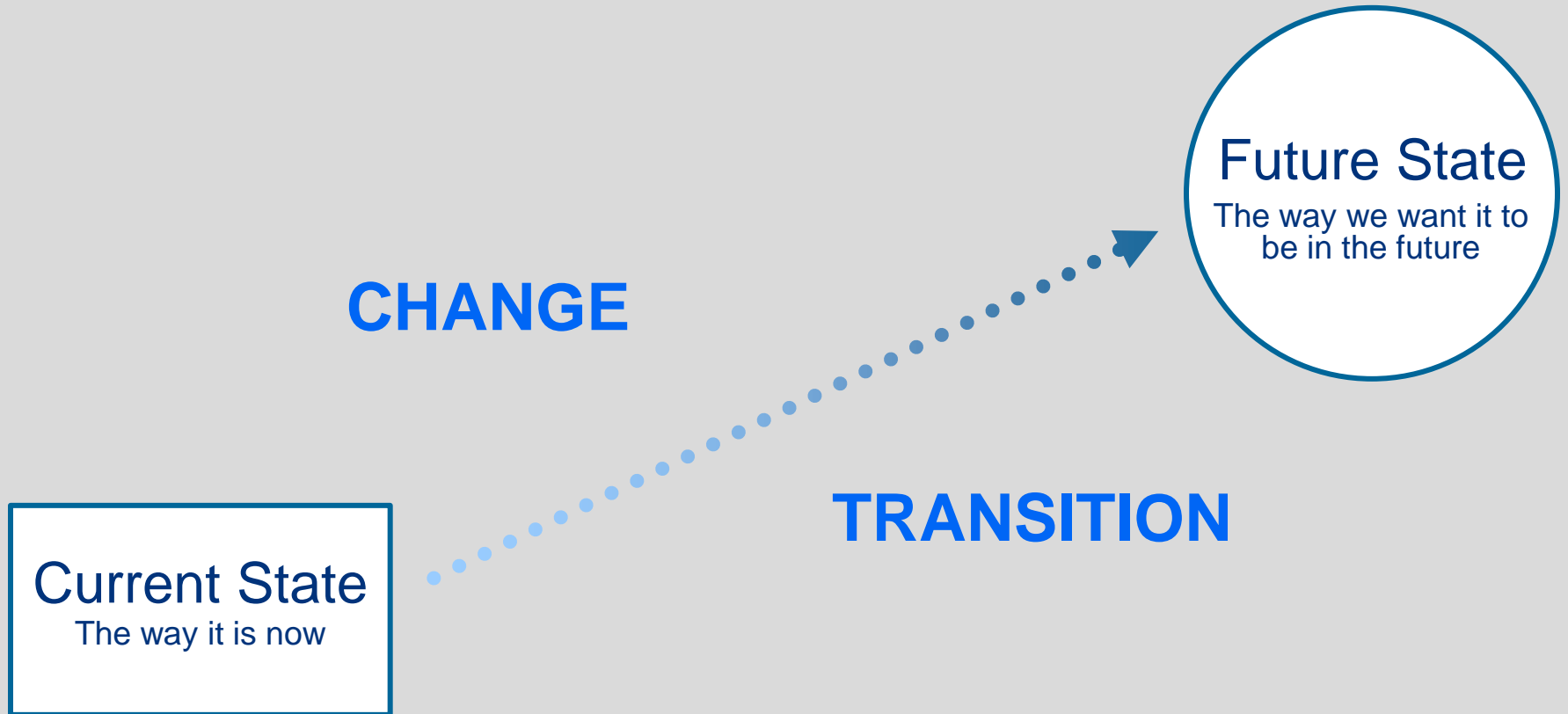
Your brain has two independent operating systems: the rational and the emotional.

It doesn't perceive big change, fast change, or more change as a good thing.

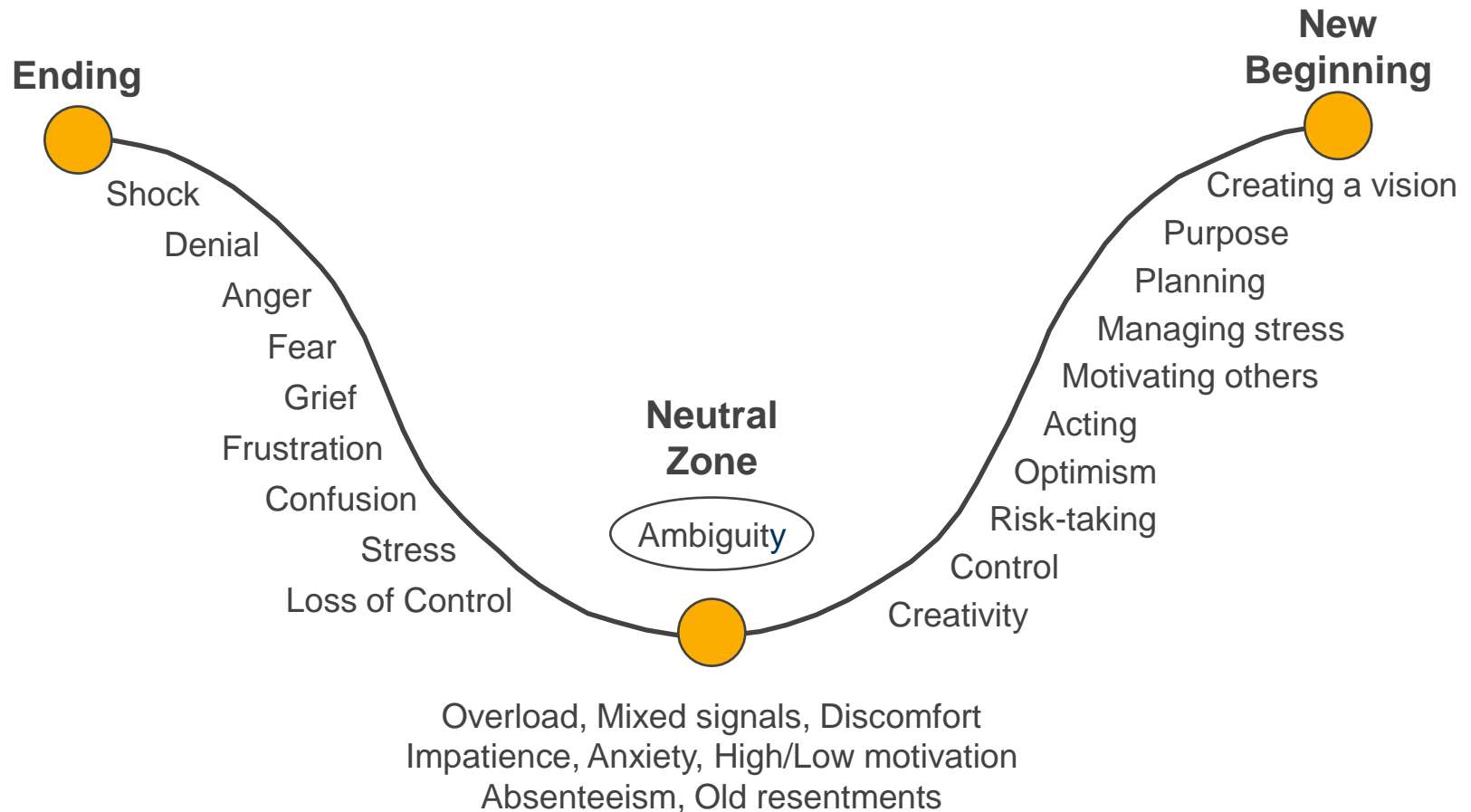
During change, these systems are engaged in a fierce tug-of-war

Taken from *Switch: How to Change Things When Change is Hard* by Chip Heath and Dan Heath

Change and Transition



Emotional Response to Change



Bridges, William. *Managing Transitions*, DeCapo Press, 1995.

VUCA Environment

**WE LIVE
IN A**

VUCA

WORLD

Volatile | Uncertain | Complex | Ambiguous

When Conditions Are:

Leaders Must Provide:

Volatile



Vision

Uncertain



Understanding

Complex



Clarity

Ambiguous



Agility

Finish the sentence: A Vision Statement...

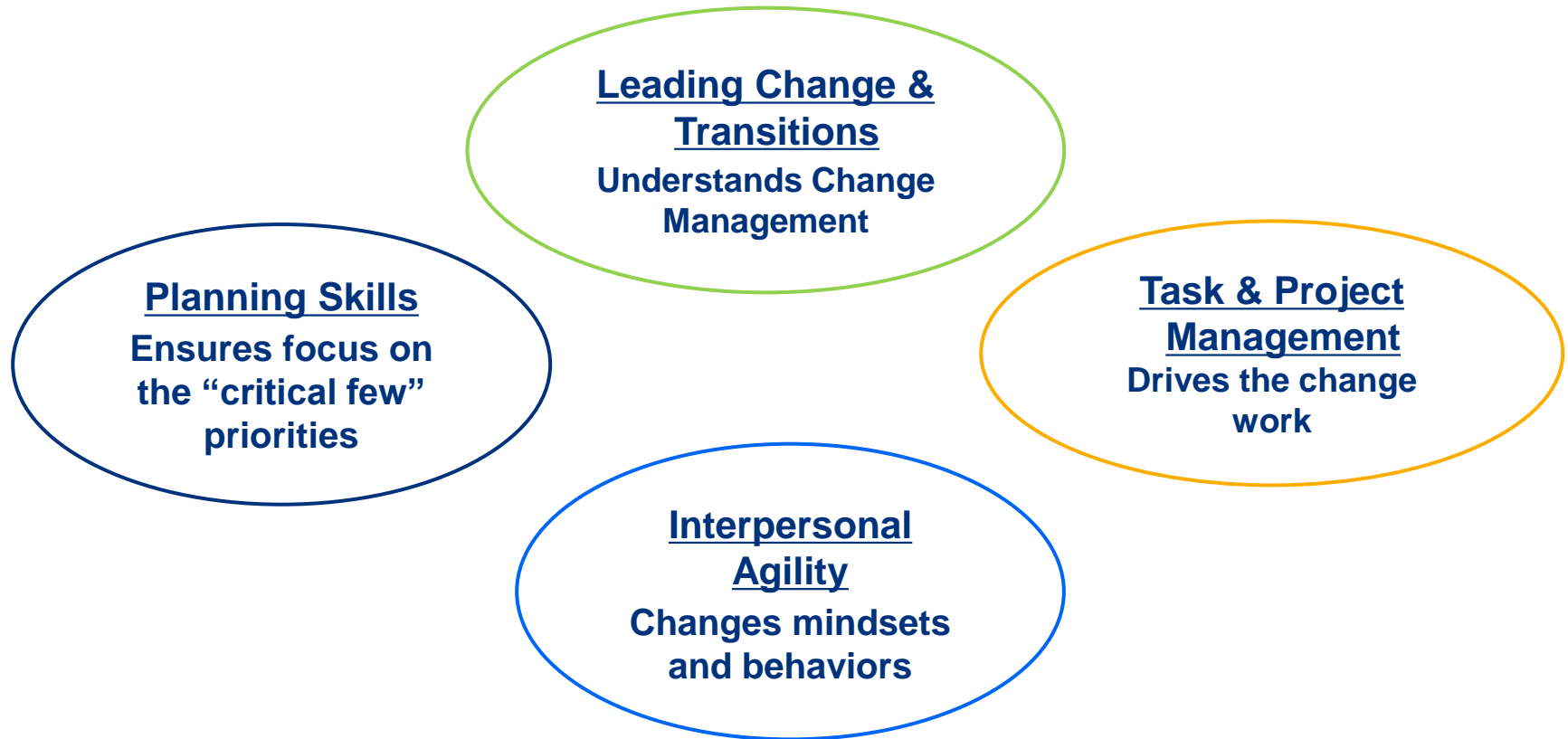
1. Answers the questions: Where are we going? Toward what?
What does success look like?

2. Paints a compelling picture, in words, that appeals to the
head and hearts of those we are sharing with
(rational/emotional).

3. Is the motivational pull (influence) into the future state.

What does success look like for your organization as it aligns itself to the 1115 Waiver and the ASO? What's the Vision?

Behaviors and Mindsets of Leaders



Leading Change & Transitions

Understands Change Management

- Understands the stress and anxiety others feel during change and transitions
- Helps prepare people and groups individually for major transitions
- Applies best practice change initiatives and techniques
- Anticipates the need for change and times for transitions

Task & Project Management

Drives the Work

- Define goals and outcomes
- Align and deploy people, resources, tasks, and timelines
- Continually measure and adjust
- Provide on-time feedback and guidance

Interpersonal Agility

Changes Mindsets and Behaviors

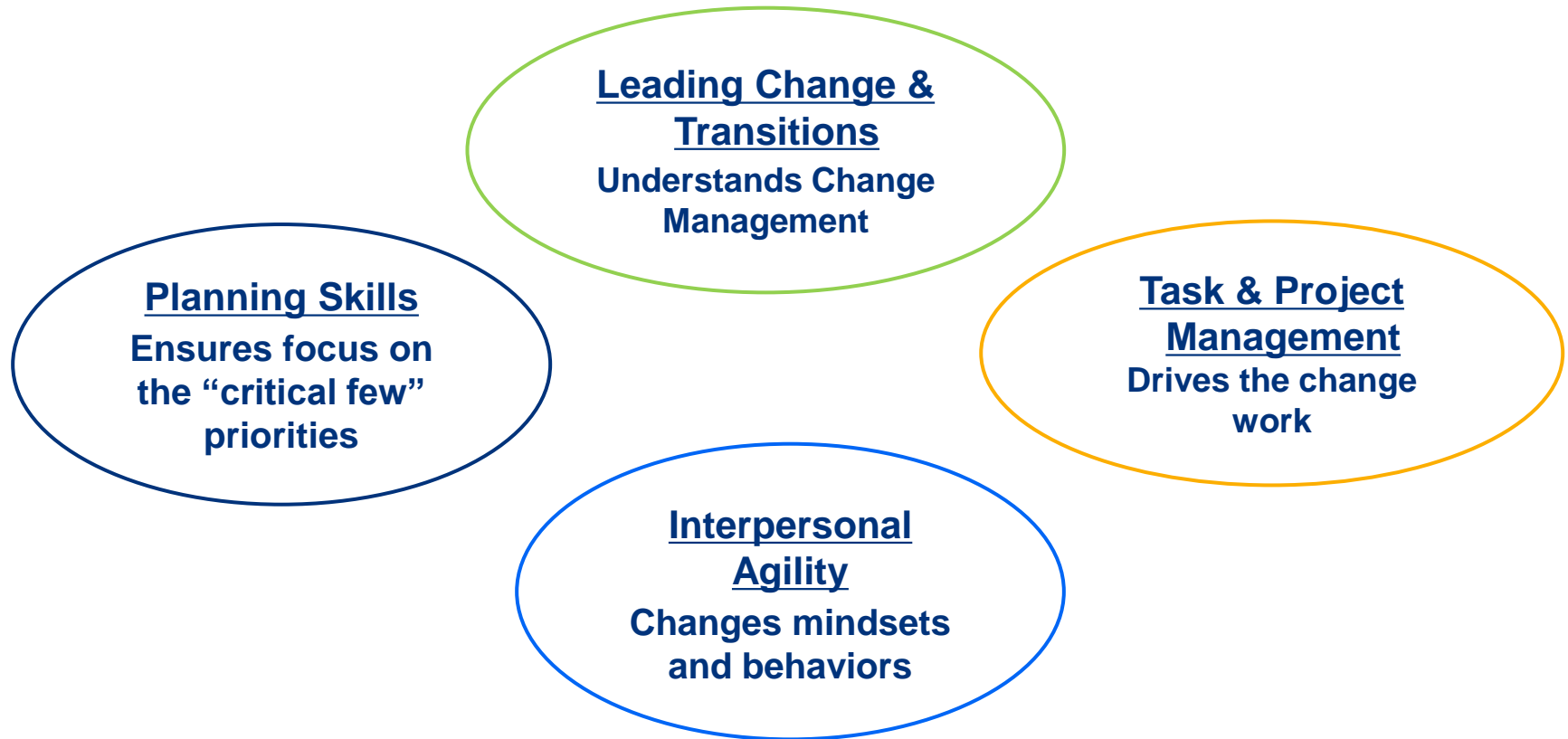
- Develop and use diverse people approaches
- Meet people where their needs are
- Be adaptive in the face of change
- Recognize and adjust interaction style according to people differences
- Demonstrate empathy and compassion as needed
- Respect differences and utilize diversity

Planning Skills

Ensures a Focus on the “Critical Few” Priorities

- Identifies opportunities
- Understands vision and strategy
- Assesses resources
- Deploys resources effectively
- Aligns tasks, people, resources, outcomes

Summary: Behaviors and Mindsets of Leaders



In closing...

“What leaders need in a crisis is not a pre-defined response plan, but behaviors and mindsets that will prevent them from overreacting to yesterday’s developments and help them look ahead.”

-Tier1 Consulting Group

**What questions
do you have?**

Thank you!