

Developing Leadership Skills in Implementing Developmental Care

Robert Cicco, MD
West Penn Hospital
Pittsburgh, PA

Scenario

You have just relocated and find yourself in an NICU with a different "philosophy" regarding developmental care. Although you and many of your coworkers are convinced that developmentally appropriate care is critical to the care of newborns, you are told by other workers that "It'll never happen here -- our doctors don't believe in it." Describe ways (short of quitting!) to promote the implementation of developmental care into your workplace.

Leadership Myths

- You are either a leader or a follower
- There are “born” leaders

Opening Exercise

Become an effective
change agent!

Developmental Care

- **Why change?**
- **What needs to be changed?**
- **Who do I need to change?**
- **How can I affect change?**
- **How can I maintain change?**

Why Change?

“If the other guy is getting better, then you better be getting better faster than the other guy is getting better... or you’re getting worse.”

Tom Peters

The Circle of Innovation

Why Change?

“A definition of madness is... To keep doing the things the same way and expecting different results.”

Barriers to Change

- Lack of a plan
- All talk and no action
- No buy-in
- Lack of good ideas
- Budgetary constraints

The Components of Change

Vision + Skills + Incentives + Resources + Action Plan = Change

~~Vision~~ + Skills + Incentives + Resources + Action Plan = Confusion

Vision + ~~Skills~~ + Incentives + Resources + Action Plan = Anxiety

Vision + Skills + ~~Incentives~~ + Resources + Action Plan = Resistance

Vision + Skills + Incentives + ~~Resources~~ + Action Plan = Frustration

Vision + Skills + Incentives + Resources + ~~Action Plan~~ = Treadmill

Adapted from Knoster, T. (1991) Presentation at TASH Conference, Washington, D.C. (Adapted by Knoster from Enterprise Group, Ltd.)

**What needs to be
changed?**

Goal Setting Rules

- Never settle for average
- Overcome your fears

Goal Setting Rules

- Find your passion!!

**Who needs to be
changed?**

Stakeholder Analysis

Stakeholder	Strongly Against	Mod Against	Neutral	Mod Supportive	Strongly Supportive
Nursing Staff					
Doctors					
Administration					
Resp Therapy					
Parents					
Social Service					
OT/PT/Devel					

Stakeholder Analysis

Stakeholder Group	What Role Do We Expect Them To Play?	Needs & Wants	Potential Issues or Concerns	Influence Strategy
Nursing Staff				
Doctors				
Administration				
Resp Therapy				
Parents				
Social Service				
OT/PT/Devel				

Creating a Team

- Important to know who you need
- Assigning roles and responsibilities
- Holding people accountable
- Avoiding gaps or duplication of work
- Managing conflicts
- Enhancing communication between team members

Responsibility Charting

- Responsible “Doer” (R): Those performing an activity and reporting to accountable person
- Accountable “Buck Stops Here” (A): Only one “A” can be assigned to each activity or task
- Consulted “In the Loop” (C): Consulted prior to final decision or action
- Informed “FYI” (I): Individuals who only need to be informed of decisions after they have occurred. “I”s do not provide input into the decision making process

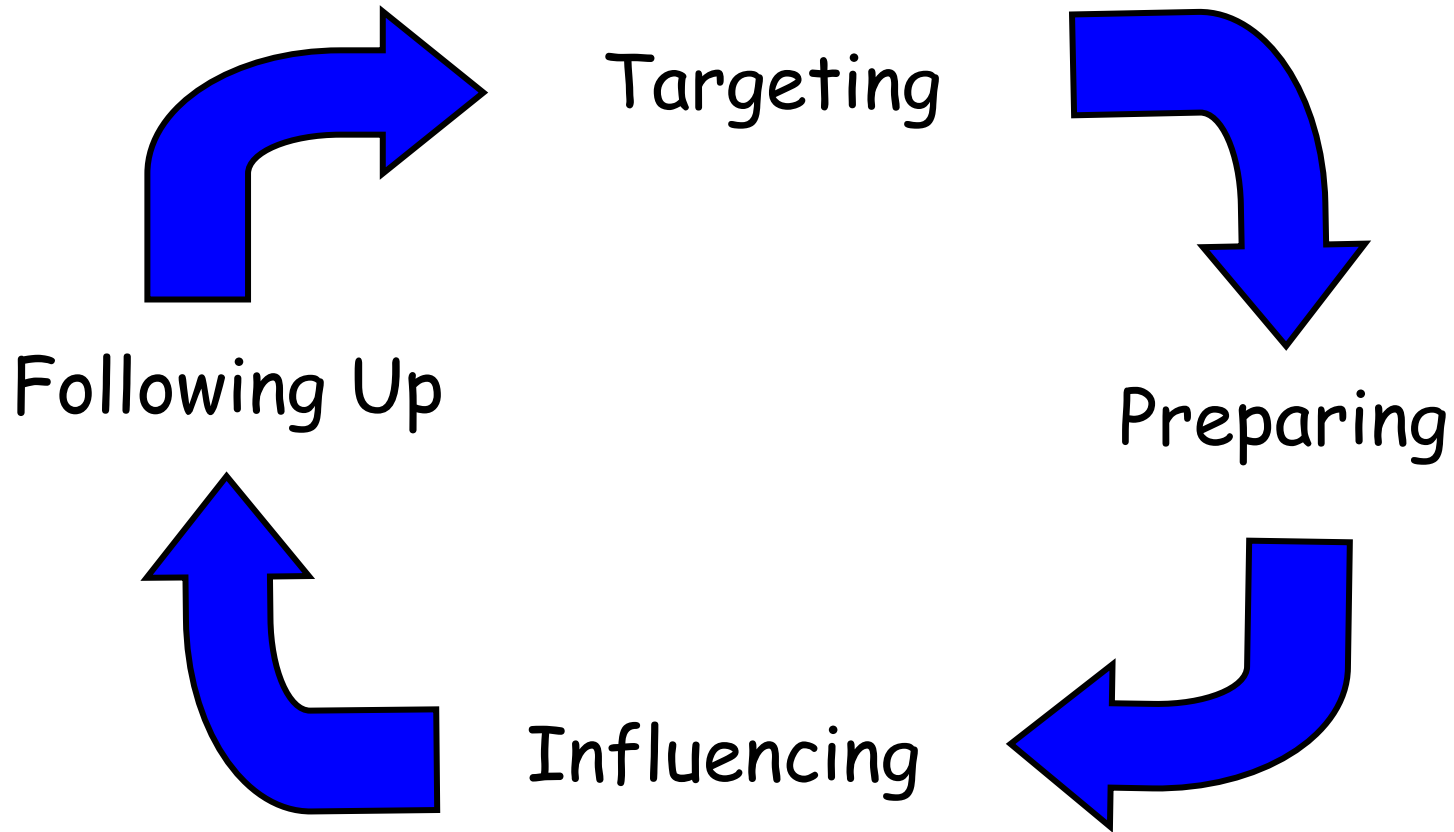
Responsibility Charting

Activity/Task	Bob	Sue	Mary	Bill	Joe	Jill
Write policy on positioning and safe sleep		A		R		C
Work with admin about \$\$ for products	A	C	R	R		
Develop noon lecture series		I		A	R	R
Work with parent support reps	R		R		A	
Meet with MDs about parents on rounds			C		R	A

How can I affect change?

Change:
Bottom Up,
Top Down,
or Both??

The Advocacy Cycle



The Advocacy Cycle

Targeting

The process of identifying policies and therapies in the NICU which may require change, and the staff and hospital departments which will need to be involved in implementing this change.



The Advocacy Cycle

Preparing

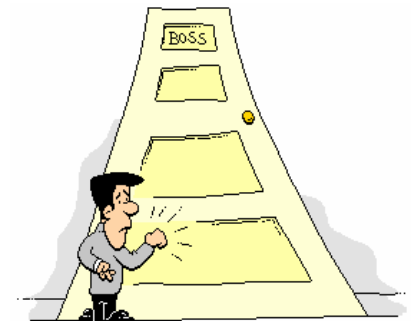
The development of a plan or process by which the change can be implemented within the NICU and the steps necessary to proceed with this plan.



The Advocacy Cycle

Influencing

The process of educating and influencing those who will be responsible for carrying out change in the NICU. This process will involve selling key personnel on the need for change and discussing with them implementation plans.



The Advocacy Cycle

Following Up

The process of following the implementation of change to assure that it becomes ingrained and part of nursery protocol. Follow up also ensures that there is continued buy-in from those necessary to maintain the change.



Leadership Rules

- Celebrate small successes

Communication Styles

- Team Player (Harmonious)
- Analytical/Structural (Traditional)
- Action Oriented (Adventuresome)
- Investigative (Curious)

To get buy-in from a:

Team Player

You need to:

- Be personable and friendly
- Exhibit concern for the welfare of others
- Interact face to face
- Demonstrate you are willing to help
- Maintain regular contact
- Seek harmonious solutions to problems
- Be supportive

To get buy-in from a:

Analyzer

You need to:

- Be well organized
- Be objective and factual
- Support your position with facts
- List pros and cons
- Pay close attention to details
- Do your homework
- Make thorough presentations

To get buy-in from a:

Pragmatist

You need to:

- Focus on immediate concerns
- Be positive
- Demonstrate competence
- Stress deliverables
- Be flexible
- Adopt a “can do” attitude
- Be achievement oriented

To get buy-in from a:

Investigator

You need to:

- Be open minded
- Be an innovator and thought provoker
- Emphasize the big picture
- Ask for input
- Take time to review their opinions
- Stress concepts
- Ask for feedback

Leadership Rules

- Be true to your leadership style
- Appreciate the leadership styles of others

Negotiation Skills

- **The goal of good negotiation is to develop win-win scenarios**
- **The art of compromise**
- **Assure adequate mix of different styles to enhance collaboration among the implementation team**
- **Promote assertive behaviors among the team**

Assertive Behaviors

- **Try to achieve a win for themselves but also for others**
- **Open about expressing their views, but also encourage others to do the same**
- **Are willing to listen to the opinions of others**
- **Try to see all sides of the debate**
- **“This is why I feel so strongly about pain management. How can we address some of your concerns about this policy?”**

Honing Your Communication Skills

- Don't just talk --- LISTEN!!
- Know when you're at your best
- Know your facts and present them well
- Use your advocacy style and work with the style of others
- Educate others about the need for change rather than imposing change for the sake of change
- Be prepared
- Respect the opinion of others
- Always remember that even a few committed people can affect change if they believe enough in their cause

Leadership Rules

- Promote Optimism
- Make the workplace fun

A Lifetime Of success

- At age 4 success is... not peeing in your pants
- At age 12 success is... having friends
- At age 16 success is... having a drivers license
- At age 20 success is... having sex
- At age 35 success is... having money
- At age 50 success is... having money
- At age 60 success is... having sex
- At age 70 success is... having a drivers license
- At age 80 success is... having friends
- At age 85 success is... not peeing in your pants!

Ways to Lighten your Life

- Start your next meeting with a group song.
- Take the time to REALLY listen to the laughter of children—better yet, join in!
- Look at yourself naked in the mirror to remind you that God has a sense of humor
- Ask for a standing ovation.
- Play “Go Fish” with a three-year-old. Win.
- Give yourself a gold star ... wear it on your forehead.
- Avoid rush hour stress. Drive slowly, honk, and wave at pedestrians.

Ways to Lighten your Life

- Write above the bathroom mirror, “This person is not to be taken seriously.”
- Place a mark on your body where you’ve had it up to.
- Invite someone to get in line in front of you and enjoy the wait.
- At a toll bridge, pay the dollar for the guy behind you
- Write a memo congratulating yourself on being so wonderful.
- And when you really can’t take it any more, go the laundry and throw in the towel!

Find your passion!