

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

1

**NYSVARA PULSE CHECK
2014
ANNUAL EDUCATION CONFERENCE**

September 13, 2014

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

2

© Randy Glasbergen / glasbergen.com



“Welcome! Today’s topic is ‘How To Give A Presentation Without Losing Your Audience’s Attention’. The End. Thank you for coming.”

EMS Leadership of the Future

3

○ Objectives-

1. Understand what change is, where it comes from, and why it exists;
2. Appreciate what is needed to establish an organizational culture that embraces change
3. Gain the leadership skills required to embrace and implement change

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

4

Change happens before your very eyes!

<https://www.youtube.com/watch?v=oRH0ZpjbGgs&authuser=0>

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

5

But first...

A Quick Review on Management and Leadership

- Management consists of planning, organizing, staffing, leading, directing and controlling a group of one or more people or entities or effort for the purpose of accomplishing a goal (Murphy, 2009).
- Leadership is about influencing the activities of others in efforts toward goal achievement in a given situation (Hersey & Blanchard, 1981).
- Leadership can be thought of as a blending or fusion of different values, styles, attributes, and behaviors (Mineo, 2009).



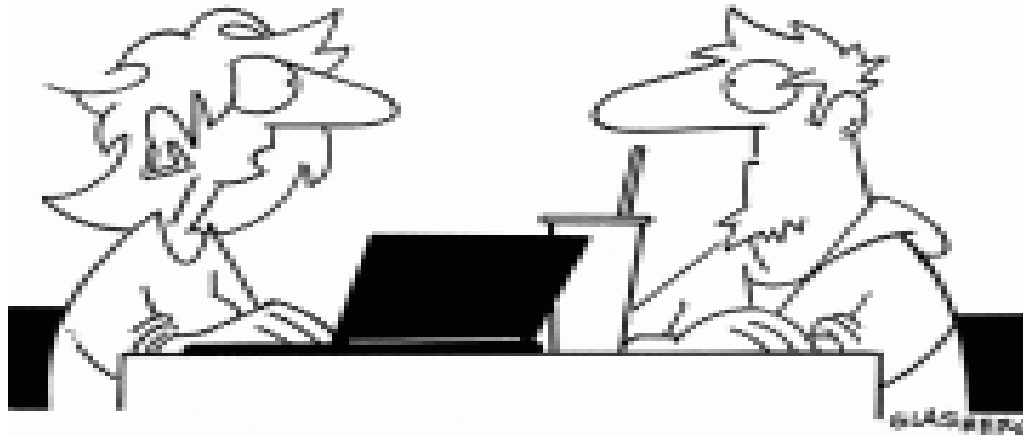
"Is it just me, or does it seem like I've taken my leadership skills to the next level?"

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

8

andy@clashbergen.com
bergen.com



**"I have plenty of management experience. I spent
18 years telling my parents what to do."**

Styles of leadership practiced in EMS

- **Situational**-contingency theory is a model that seeks to better align the leaders to the situation. The term *contingency* is used to describe the style because the leader's effectiveness is contingent on the setting (Fiedler, 1964)
- **Transactional**-often referred to as the reward/punish style.

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

10

Styles practiced in EMS (cont.)

- **Transformational**-a style that encourages followers to perform above and beyond expectations, combining their own self-interests with those of the leader, the group, or the organization as a whole
- **Servant**-a theory is one in which the leader brings out the best in followers by trying to better understand their individual characteristics and interests. Servant leadership is not about the leader, but rather the relationship between leader and follower.
- **Authentic**-a people-oriented leadership style, which sees qualities such as honesty, integrity, and credibility blended as one.

9/13/2014

Proprietary Information- Dr. Frank Mineo, 2014

EMS Leadership of the Future

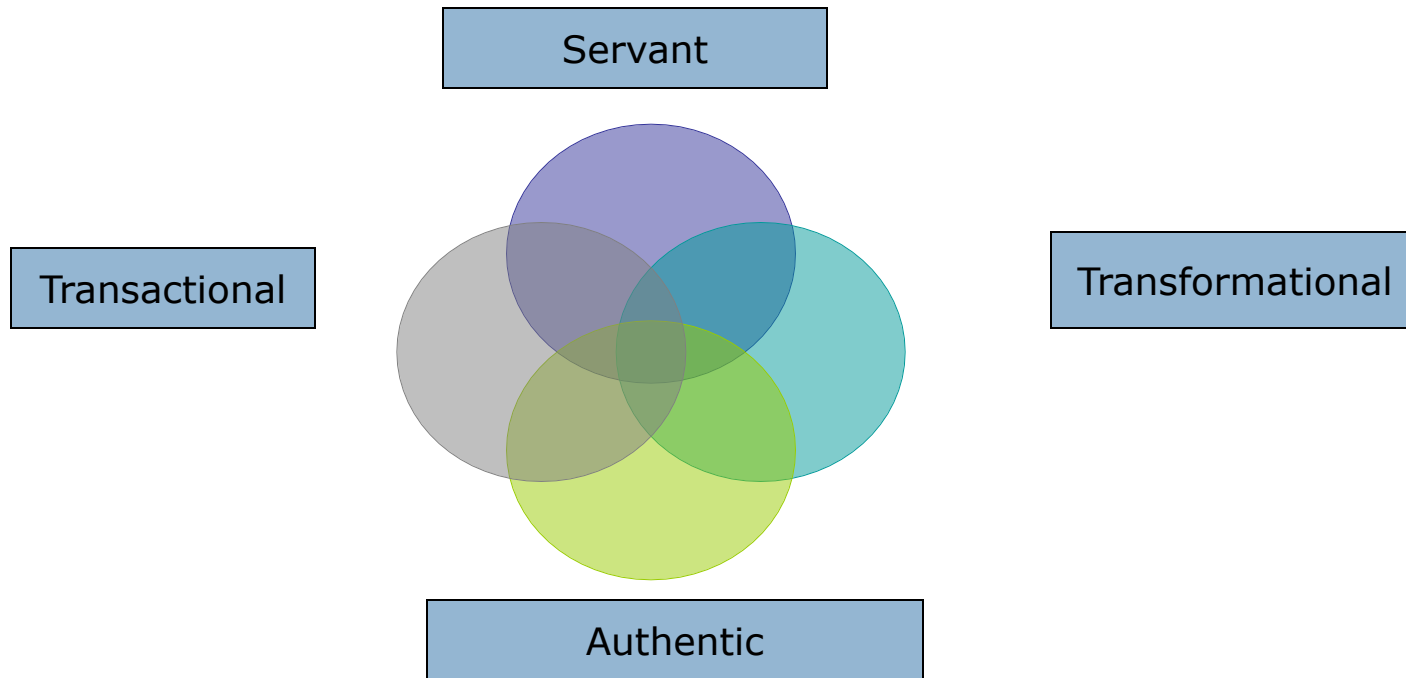
New Philosophy/Style

- Blend of transactional, transformational, servant, and authentic.
- More listening, less talking, more cooperation.

Philosophy of Leadership

12

(new style-Mineo, 2009)



Blend of four styles=new
philosophy

9/13/2014

Why is Change Hard?

<https://www.youtube.com/watch?v=JhBzxy7CneM>

- **Change is part knowledge (knowing what to do); but as importantly...**
 - **Change is about feelings, understanding how to get people to follow you.**
 - **In short, its about LEADERSHIP!**

EMS Leadership of the Future

- It has been said that a person is **revealed**; not **defined** by challenges (*change*).
- It is stepping outside one's "**comfort zone**;" (**otherwise known as change**) allowing them to better understand the impact of what is being communicated.

EMS Leadership of the Future

Successful leaders:

- ▣ Understand that positive relationships are key
- ▣ Learn to interact with people personally and professionally
- ▣ Value and respect the concerns of others
- ▣ Demonstrate integrity
- ▣ ***Are agreeable to change***
- ▣ Listen first, then listen again
- ▣ Engage, accept and support (mentor)
- ▣ Resolve Conflict
- ▣ Use Power Wisely

Successful leaders recognize:

- Its all about the relationship
 - ▣ Productive relationships drive success
 - ▣ Interacting with people is a good thing
 - ▣ Time and energy is required
 - ▣ Value and respect for the concerns of others is a must

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

18

The Leadership Practices-A self-awareness model of leadership (Kouzes & Posner)-Comprised of 30 behavior related questions divided into the following five practices:

- **Model the Way**-set an example and live by it!
- **Shared Vision**-what it is, why its important, what will it take!
- **Challenge the Process** (*this means Change!*)
- **Enable Others to Act**-foster teamwork and trust (*no I in Team!*)
- **Encourage the Heart**-recognize and celebrate!

Each of these contributes to being a successful change agent

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

19

Challenge the Process

- All about Change, and are you willing to try something different!
- Change can be small or large-you decide!
- Search for opportunities by seeking innovative ways to change, grow, and improve.
- Experiment and take risks by constantly generating small wins and learning from mistakes!

9/13/2014

Proprietary Information- Dr. Frank Mineo, 2014

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

20

- What is change, and how does it affect the EMS leader?
- Why embracing "lasting" change is so important in this day and age?

9/13/2014

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

21

Understanding Change in 30 seconds (really)?

https://www.youtube.com/watch?v=fpuHUiY_xog&authuser=0

9/13/2014

Proprietary Information- Dr. Frank Mineo, 2014

EMS Leadership of the Future

EXERCISE

- Think of some work related activity you do each and every day, something you have been doing for as long as you can remember?
 - If you were asked to stop that activity right now and do it a different way...what would you do? What reaction would you have?
 - How would you feel about the person or entity that told you to make the change?
 - Finally, could you do it?

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

23

- EMS Leaders are faced with significant changes each and every day, whether brought on by new rules and regulations, technology, patient care/safety advances, economics, and/or politics.
- Accepting that change is a part of everyday life, EMS leaders must understand that how they respond to change has a significant impact on one's ability to lead their people and organization through such change; especially if their goal is to be a successful leader.

EMS Leadership of the Future

5 changes affecting EMS in 2014

By Arthur Hsieh

- EMS is now recognized as a subspecialty practice of emergency medicine.
- Despite numerous studies that show certain practices make no difference in patient outcome in cardiac arrest, overall survival rate is increasing.
- EMS healthcare data is being connected to the rest of the medical profession.
- 2014 has to be the year that EMS embraces a culture of safety
- As health care reimbursement continues to pressure medical providers to demonstrate effective care, EMS is poised as a community partner
- to fill current gaps in that care.

EMS Leadership of the Future

25

Change Management Model

https://www.youtube.com/watch?feature=player_embedded&v=uhrbO7lrHro

EMS Leadership of the Future

26

- **Unfreeze**
- **Change**
- **Refreeze**

Are you willing to change?

1. Can you speak out your own need to change in an open and transparent way?
2. Do you have the capacity (team that supports you, financial and political strength)?

3.

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

28

Succeeding in a Changing World

<https://www.youtube.com/watch?v=7ohEBDLPaTE&authoruser=0>

9/13/2014

EMS Leadership of the Future

“A true leader does not set out to be a leader; but rather becomes one by virtue of their actions and the integrity of their intent” (author unknown).

Last, but not least...Be Transparent

Be truthful

Keep your promises

Take ownership of your mistakes

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

31

Some almost final (better word would be closing since EMS never stops learning) bits of advice!

<https://www.youtube.com/watch?v=Qn8KGBwa0BY&authuser=0>

9/13/2014

Proprietary Information- Dr. Frank Mineo, 2014

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

32

A final tribute; and something to keep in mind throughout the rest of the conference and beyond!

<https://www.youtube.com/watch?v=veYR3ZC9wMQ&authuser=0>

EMS Leadership of the Future

Ladies and Gentlemen-

“You are the future of EMS!”

Thanks for sharing time with me this morning!

Embracing a Culture of Change & Knowing What to Do

EMS Leadership of the Future

34

Dr. Frank P. Mineo

Dr.mineo@gmail.com

914.703.2110