

Leading from the Middle



LEADERSHIP & ORGANIZATIONAL EFFECTIVENESS

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Our focus today... Tools & Perspectives to deal with the complexity of **Leading From the Middle**

Developing capabilities for:

- ✓ Managing change
- ✓ Balancing tensions
- ✓ Unleashing the energy in your organization



WELCOME

1. Name
2. Where I'm From
3. One Word or Phrase That Describes My Relationship to Change



Why Lead
Change from
the Middle?

70%?

70% or more of change efforts typically fail.

Bill Pasmore, The Tipping Point

Reflect and write: (for a minute at your table)

What does it feel like when change is '**done to you**'?

What does it feel like when change is '**done with you**'?

What is the difference? Why does it matter?

What do we know about Change?



- ❖ It's constant
- ❖ The “human” side of change needs attention – it doesn't ‘take care of itself’ with a good operations plan or *just* the “technical” side getting attention

So what's a leader to do?

Successful change leaders...

Manage task AND relationship – focusing on both/and not an either/or approach

What have you seen in your organizations?

Rule #1

Don't wait for 100% clarity
Instead...embrace ambiguity

**One of the best thing change
leaders can do?**

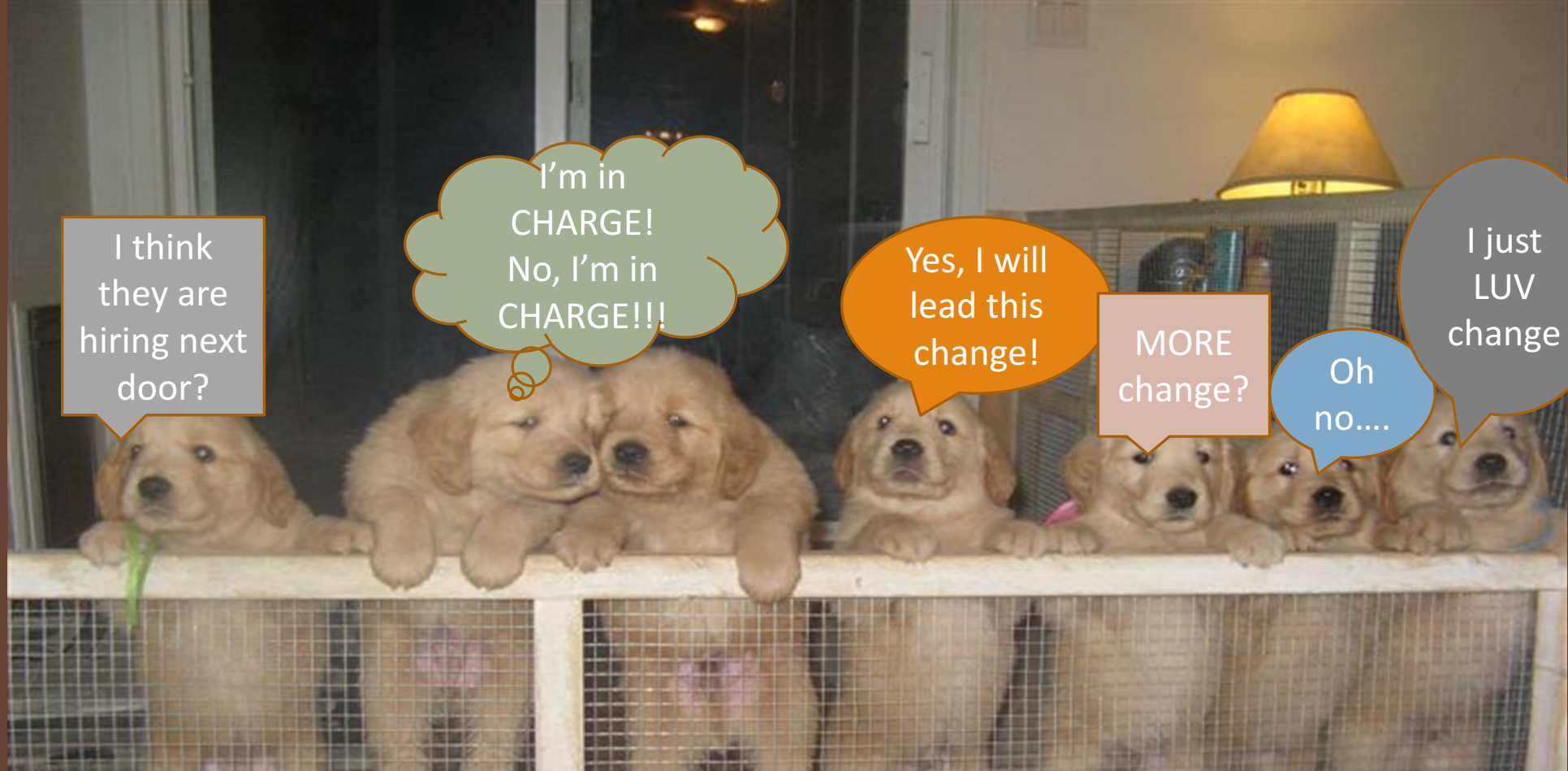
**MAKE CHANGE
DISCUSSABLE!**



What doesn't belong in the change conversation?

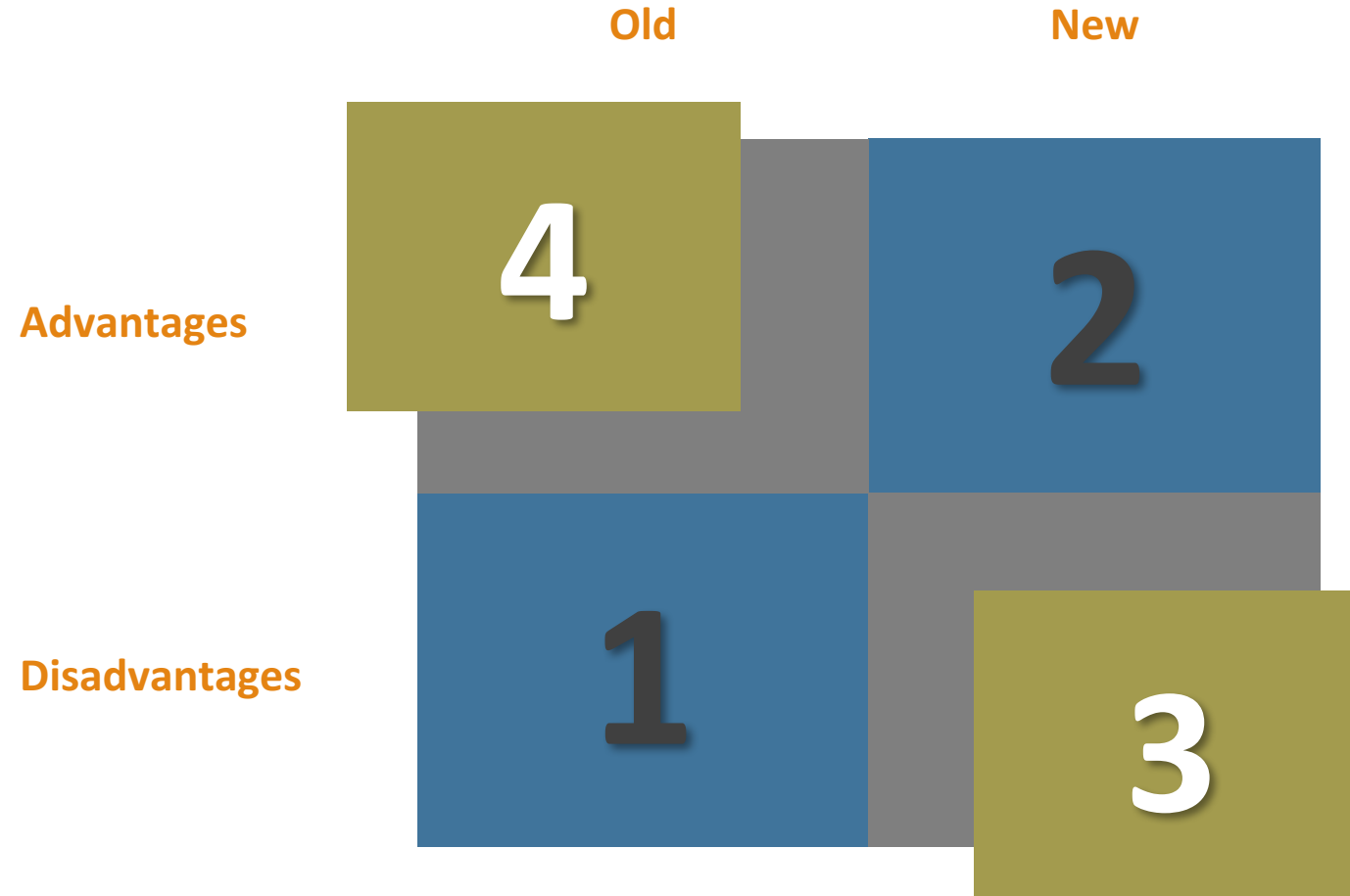
- ❖ Politics?
- ❖ Emotions?
- ❖ Questions?
- ❖ Style?
- ❖ Challenge?
- ❖ Aspirations?
- ❖ Mindsets?

ANYTHING AND EVERYTHING GOES!!!



Change is coming...
What? Wait, **WHAT???**

CHANGE CONVERSATIONS



CHANGE CONVERSATIONS

	Old	New
Advantages	1	3
Disadvantages	2	4

CHANGE CONVERSATIONS

	Old	New
Advantages	What do we need to HOLD ON to?	What do we need to BUILD & GROW?
Disadvantages	What do we need to LET GO of?	What do we need to WATCH OUT for?

Change Conversations

Reflect and write: (for a minute at your table)

What does the 1, 2, 3, & 4 look like in your organization?

Which “BOX” needs attention?
Has been neglected?

What’s a change conversation
you can invite? First step?



HAVE A CONVERSATION WITH A PARTNER AT YOUR TABLE

Which side is better? Old vs. New?

	Old	New
Advantages	What do we need to HOLD ON to?	What do we need to BUILD & GROW?
Disadvantages	What do we need to LET GO of?	What do we need to WATCH OUT for?

ADDING TO THE PERSPECTIVE OF:
TO THE POWER OF:

either/or

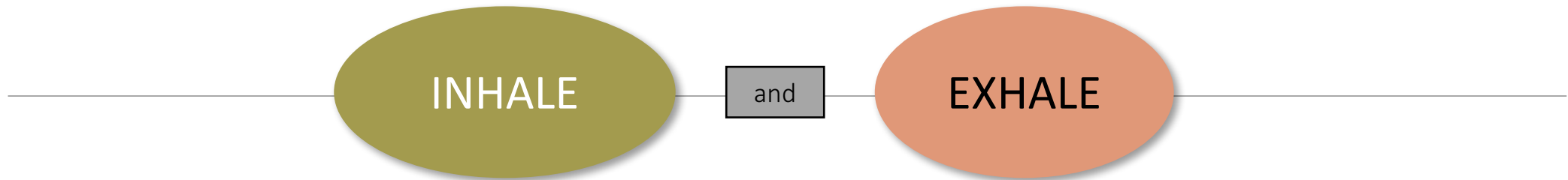
both/and



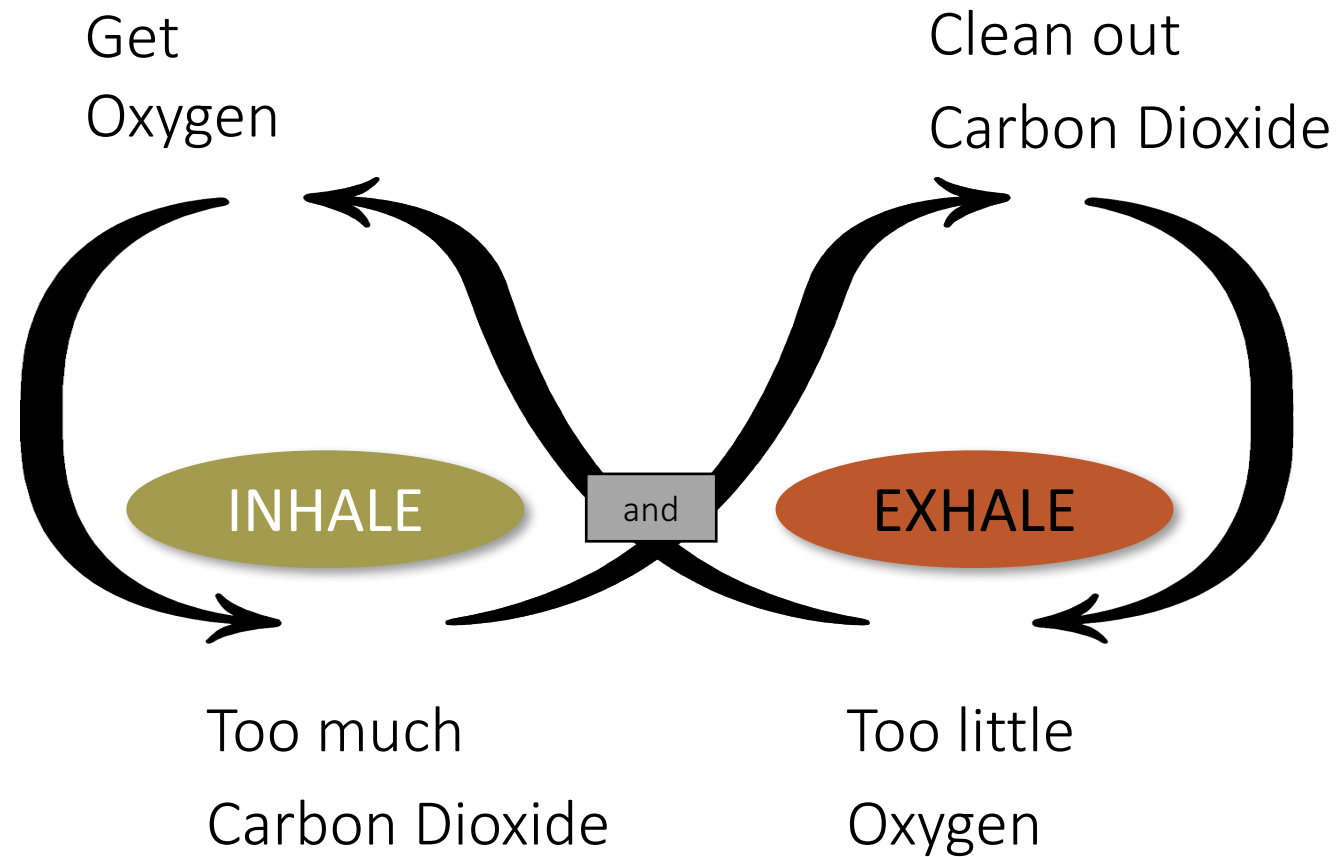


LEVERAGING POLARITIES

INTRODUCING THE CONCEPTS FEELING THE ENERGY



Energy System



Polarities exist:

When a “problem” has...

1. Two or more right answers
2. Interdependence
3. Energy flow



Problem or Polarity? Differentiating...

Problems to Solve	Polarities to Manage
1. Should we hire person A or B?	1. Task and Relationship
2. What is the appropriate radiation protocol for this patient?	2. Candor and Diplomacy
3. What is the appropriate level for the performance of this equipment?	3. Cost and Quality
4. What are the courses we need to provide this year for our new residents?	4. Centralize and Decentralize
5. Do we have the right controls in place for radiation hazards?	5. Strategic and Operational

When dealing with increased complexity
and resistance to change...

Polarity Management is an essential
perspective & tool

either/or



both/and

Is there a Polarity here?

	Old Stability	New Change
Advantages Values	What do we need to HOLD ON to?	What do we need to BUILD & GROW?
Disadvantages Fears	What do we need to LET GO of?	What do we need to WATCH OUT for?

10 Strategic Polarities

Living with contradiction, holding together polarities, making room for divergence leads to vitality and enables us to see opposites not as dead ends but as a series of open doors.

-- Elizabeth J. Canham

1	Stability	AND	Change
2	Cost	AND	Quality
3	Compete with Others	AND	Partner with Others
4	Structure	AND	Flexibility
5	Candor	AND	Diplomacy
6	Operational	AND	Strategic
7	Logic	AND	Creativity
8	Employee Satisfaction	AND	Leader/Administrator Satisfaction
9	Logic	AND	Creativity
10	Individual Competency	AND	Team Competency

With facilitator support - as a table group discuss the polarity randomly selected through the roll of the dice.



FIRST:

Take one minute to **reflect and write** the **value** you see in both sides of the polarity selected for your table. What are the disadvantages or the **fears** you see if one is focused on **to the exclusion** of the other?

AFTER EVERYONE HAS REFLECTED - DISCUSS:

- ❖ What are the values and fears you identified?
- ❖ How might you use this concept to lead from the middle and invite a different conversation about tensions or conflicts in your organization?



Unleashing the energy & wisdom
from the middle

What did you notice earlier when we had you reflect and discuss?



The way we're working isn't working...

Conventional structures used to organize how people routinely work together in organizations stifle inclusion and engagement.

Examples????



Microstructures...

- ❖ Organize routine interactions
- ❖ Guide and control how groups works together
- ❖ Enable *and* constrain what is possible

WHAT & HOW
HOW = Good Math



1, 2, 4, Whole Group - a microstructure

1 = Reflection, Invested, Gather thoughts

2 = Practice, Thinking, Sharing, Being Heard

4 = Learning Together, Building Dialogue & Common Ground

Whole group = Quickly captures the 'Wisdom of the Crowd'. Generative and Engaging.



Liberating Structures

INCLUDING AND UNLEASHING EVERYONE

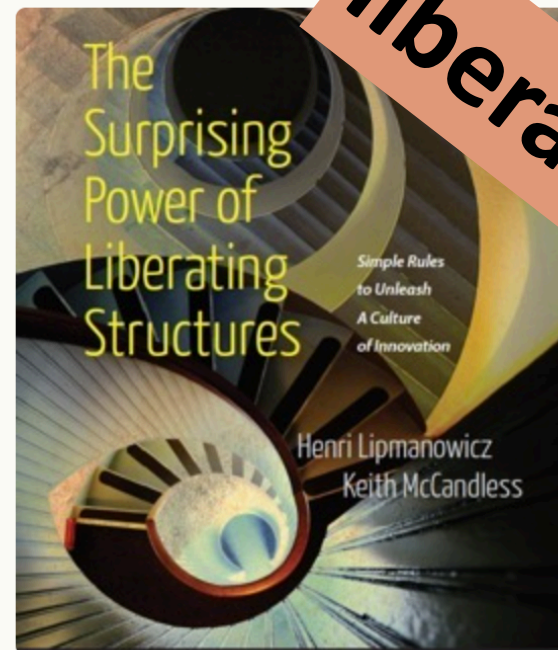
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Introduction

When you feel included and engaged, do you do a better job? Do you think teams in which people work well together produce much better results? Have you noticed the best ideas often come from unexpected sources? Do you want to work at the top of your intelligence and give the same opportunity to others?

If YES, we have found this is the kind of organization and community that people want to be part of. AND, Liberating Structures help make it happen.

“So why is it that so many organizations of



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FIRST STEP?

Thank-you!

LAURA
and
NANCY

