

# Leading Change

## Aiming for Transformational Leadership

Change. Alter. Amend. Call it what you wish, Experienced Resources' recent survey of health care leaders indicates that change continues to dominate their world. However, the size and scope of these changes require more than the proverbial belt tightening or simply doing more with less. Not only do they include all areas of the organizations, they challenge even the basic assumptions of how work is done, how patients are cared for, and how success is measured. The paradigms are shifting, calling for unprecedented creativity, courage and transformational leadership.

### A summary of the Experienced Resources' research:

- ❖ The survey included 140 healthcare leaders, majority CEOs (41%).
- ❖ Most participants belong to the baby boomer generation (77%).
- ❖ Most respondents work in a healthcare system (51%); independent community hospitals (23%) and independent medical practices (22%).
- ❖ There is an even distribution of where respondents work - from greater Minnesota (44%), the Twin Cities metro (40%), as well as some located in both areas (15%).
- ❖ The typical work week for a large proportion is 51- 60 hours per week (44%) and many work over 60 hours per week (12%).
- ❖ Over half of the respondents plan on serving less than 7 years in their current position, evenly split between those who plan on 3-5 years (29%) and those who anticipate 5-7 years (27%).
- ❖ An examination of the top three priorities shows that *financial performance* rates the highest. However, the priority rated the number one priority by the greatest number of respondents is *leading their organization through change*.
- ❖ A top issue that emerges through respondents' comments revolves around people. Specifically, comments suggest that leaders are thinking about how their organizations can help staff do their work differently and make the needed changes; how to recruit, retain, and develop staff; and how to hold people accountable to higher standards.

**83%**  
of the respondents  
have taken on more  
responsibilities in  
the past year

**14%**  
of CFOs find their  
jobs with added  
responsibilities  
exciting

**0%**  
of CNOs find their  
jobs with added  
responsibilities  
exciting

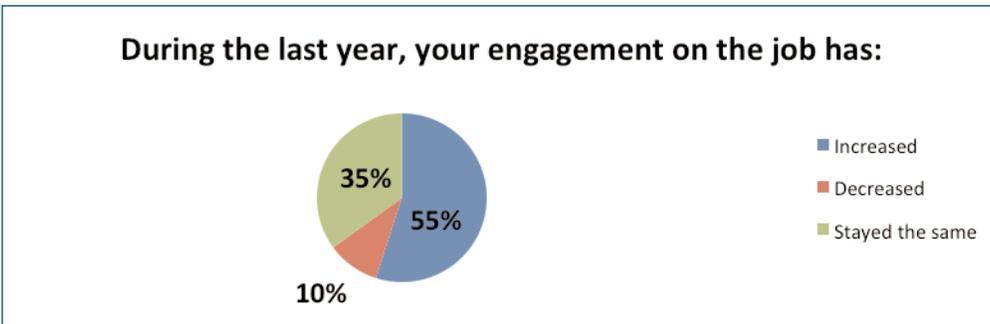
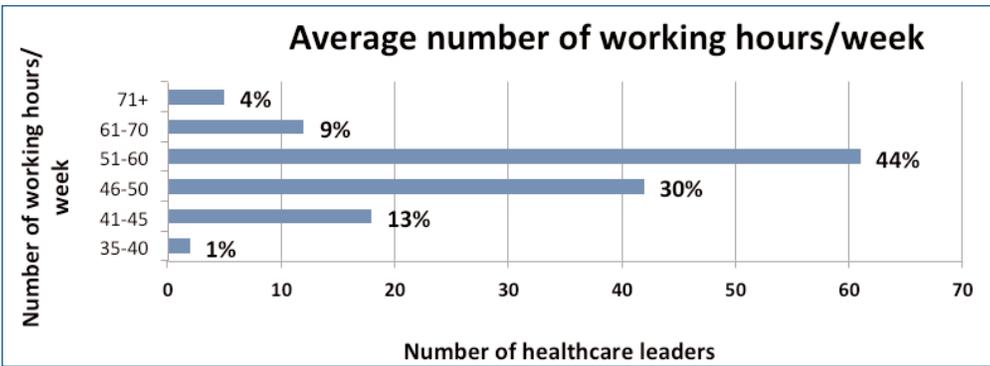
**Trend shows long work days growing longer and harder**

Not only is the workday long, many report feeling overburdened by the work. For example, increased pressure on *financial performance* translates to 28 percent of CFOs feeling overburdened. Twenty two percent of CNOs report the same concern. While the CFO response coincides with the top priority of health care leaders (*financial performance*), the CNO responses indicate a variety of issues needing attention, including: reduced staff and other resources, expanded areas of accountability, diminished budgets, and increased performance expectations. Additionally, only 14 percent of CFOs find their job exciting with added responsibilities, while none of

the CNOs describe their jobs as exciting with added responsibilities. Given the great proportion of CNOs who are baby boomers, this has tremendous ramifications for the future supply of nursing leaders. 83% of respondents have taken on more responsibilities in the past year. All of these numbers should prompt discussions about what impact long work hours and reduced resources are having on leaders. Is this a sustainable situation? Do organizations provide the necessary support to keep their leaders healthy and enthusiastic? Where do the lines cross between productivity and discouragement?

The majority of respondents find their jobs challenging. Challenging can mean demanding and difficult to one person, and stimulating or

Top Three Priorities 2008-2011	
<b>2011</b>	
Financial Performance	63%
EMR and IT	48%
Leading Your Organization Through Change	46%
<b>2010</b>	
Reimbursement	59%
Quality	58.6%
Profitability	45.7%
<b>2009</b>	
Profitability	67.9%
Reimbursement	67.6%
Quality	54%
<b>2008</b>	
Reimbursement	82%
Technology	65%
Consumerism	48%



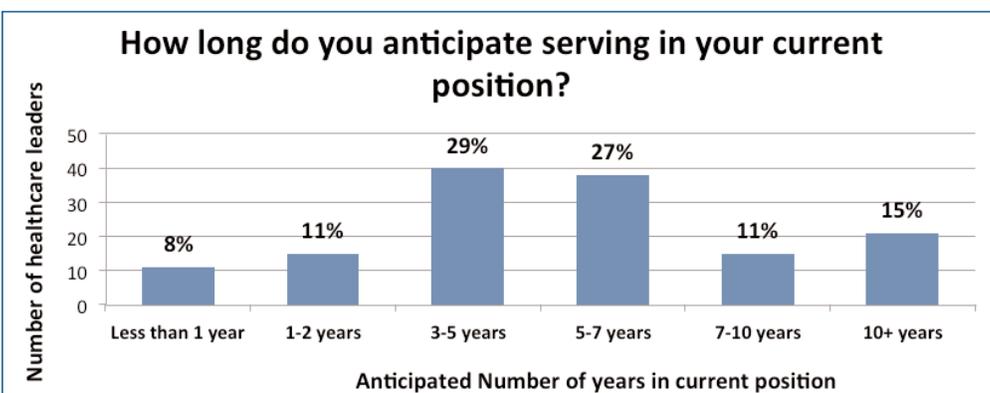
exhilarating to another. Leaders could learn a great deal by asking their staff, is challenging a positive or negative response?

#### What about engagement on the job?

Our survey results surrounding engagement also prompt further discussion among leaders. Fifty-five percent of respondents say their engagement increased this past year, while 35 percent say it remained the same. With last years' engagement

numbers already on the upturn, this new figure amounts to 90 percent reporting a high or higher level of engagement.

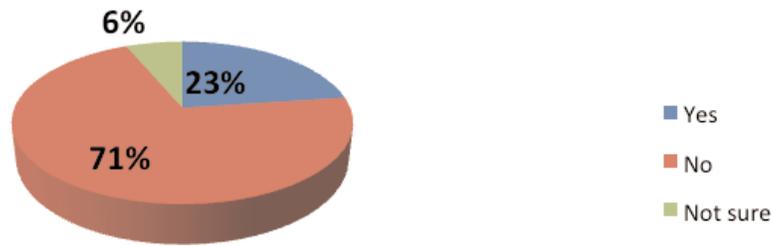
Historically the term engagement referred to peoples' dedication and enthusiasm about their jobs. However, the reported levels of engagement in this survey also correspond to hours worked. In other words, leaders may want to consider a new definition of engagement — as loyalty and satisfaction, as hours worked, or perhaps both.



**77%**  
of participants belong to the Baby Boom generation

**56%**  
of the respondents work more than 50 hours per week

## Is there a formal succession plan in place for your position?



### Who prepares our future leaders?

Developing good leaders who understand and can navigate the unknown health care future requires thoughtful succession planning. Yet, 76 percent of the survey respondents do not have a formal plan to transfer knowledge and 71 percent do not have a succession plan. These figures beg the questions, who is responsible for preparing future leaders? And what is the current leaders' responsibility to ensure their organizations can weather a leadership transition?

### Conclusion

In summary, today's healthcare organizations are facing unprecedented levels of change that require new, transformational leadership. Every

generation has trepidation about handing responsibility over to new graduates and young people. Today we face an entirely new kind of future with radically changing models of manufacturing, education, health care and more. During these times of upheaval, succession planning is critical. It is also critical for leaders to find new ways of having meaningful and rewarding work, new ways of working effectively, and new ways of mentoring new leaders. Even the most challenging work must reflect optimism and the promise of opportunity. Leaders looking for an engaged workforce today and in the future must demonstrate that same zeal and optimism.

*The transformation is going to require strong and trusting relationships. It also needs leaders who demonstrate they are acting on core values of integrity and stewardship.*

To view in-depth results and analysis of this year's results, visit our website at [www.FlexGeneration.com](http://www.FlexGeneration.com). If you would like more information or to discuss the survey with us, please contact us at 952.888.4635.

**ExperiencedResources**, LLC  
The power of experience working for you<sup>SM</sup>

[www.FlexGeneration.com](http://www.FlexGeneration.com)

PO Box 201005  
Bloomington, MN 55420  
Ph: 952.888.4635  
Fax: 952.888.7150

**71%**  
of leaders do not  
have a succession  
plan.

**65%**  
of CEOs do not  
have a succession  
plan.

**89%**  
of CNOs do not  
have a succession  
plan.