

Building Successful Teams in the Midst of Change



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Learning Objectives

At the end of our time together, you will be able to discern and reflect upon:

- Why Change is so important to survival and being forced upon us in medical practice today
- The entire concept of Change and Change Dynamics and how it influences your staff and projects
- The comprehensive analysis of each stage of Change and its affect on a team and/or individual of a team
- How to educate and sponsor your team to become Agents of Change

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Overview of External Trends

- Limited additional commercial payer reimbursement
- Uninsured Impact / Universal Coverage
- Economic Stimulus Package – EMR Readiness
- Elective Cases and Visits impact
- Hospital / Physician Initiatives
- Six Sigma / LEAN / Operational Efficiency
- Technology and “Pay-for” Initiatives, E-Prescribing
- Transparency at all levels – internal and external
- HC Reform – ACOs, Medical Home, PQRI
- Hospital shortage, national need for PCP

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Market Update for Physician Practices

- Marketplace is consolidating rapidly
- Damaged groups are getting wholesale prices
- Healthy groups are getting fair market value
- Those not looking for the hospital affiliation are looking to grow providers or add specialties
- Developing cost-cutting/practice overhead strategies – technology, space utilization, creative staff alignment – LEAN processes
- Increased use of other revenue producing providers – NP/PA's
- Recruiting difficulties for all positions

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Is Doing Nothing an Option?

- Does this remind you of anyone?



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Appreciative Inquiry



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Appreciative Inquiry

- Novelty – Unexpected newness
- Transition – Planned change
- Continuity – Threads of identity, purpose, wisdom, pride, tradition that perpetuate life in organizations

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Appreciative Inquiry

- Discovery – Appreciate “best of what is”
- Dream – Imagine “what might be”
- Design – Determine “what should be”
- Destiny – Create “what will be”

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“Many Organizations make changes but fail in the process of transition.”

- William Bridges, *“Managing Transitions: Making the Most of Change”*

Directing the Transition

To successfully manage Change you must be aware of the following:

- Change is Situational
- Change is Physical
- Transition starts with an Ending
- Transition has a “Neutral” time period

Ending – Neutral time period – New Beginning:

- Most people and organizations start with a new beginning without finishing the old and spending time in the Neutral period

Success in the Midst of Transition

- A Crucial Component to navigate Transition is Teambuilding
 - Most Change disturbs teamwork but the leaders who can motivate, challenge and empower their teams through Change are the most effective
- William Bridges' 5 Essential Steps
 - Knowledge
 - Successful businesses today focus on Knowledge Workers
 - Knowledge Workers are entrepreneurial – visionary and creative
 - Knowledge is the Foundation to Vision
 - A Focused Vision
 - The team must have a unified mission
 - The team mission is not for the customers – it is for the staff
 - Without Knowledge, the team Mission is a false Hope

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5 Essential Steps - continued

- Building on “Knowledge” and “Focused Vision”.....
 - Faith
 - Doubt and skepticism will erode the team spirit
 - The dynamic team must have a strong faith and trust in the mission
 - Faith without Knowledge and Vision is merely a presumption
 - Initiative
 - Making sure each person is doing the part of the whole that they feel they can best contribute to the overall Mission
 - Initiative, without Knowledge, Vision and Faith is a misguided energy
 - Without Initiative, Knowledge, Vision and Faith are just a dream
 - Training and Development
 - Creating an environment where the spirit of Constant Skill Development is engrained and fostered

Great Teams are made up of Knowledge Workers, who have a focused Vision believe in their Mission, and empower each other with their Initiative and Skill Development

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*“When one door closes, another opens:
but we often look so long and regretfully
upon the closed door that we do not see
the one which has opened for us.”*

- Alexander Graham Bell

The Resistance Cycle



- Patti Hathaway *“Change is a Many Splintered Thing”*

The Resistance Cycle – Phase 1

IGNORE THE PAIN

- “Why is this happening to ME?”
- “It’ll never happen”
- Externally focused on what others are doing to the Individual and actually Ignores that Change is occurring
- Individual tends to avoid any information and/or communication that pertains to the change

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The Resistance Cycle – Phase 2

FEELING THE PAIN

- People begin to recognize the Change is going to be worse than they initially expected
- Individuals begin to feel a sense of loss for “the good ‘ol days”
- Individuals feel like what and the way they’ve been doing things up to this point has been all wrong
- This is, generally, the most difficult phase due to the “awakening” reactions individuals have, which fall into 5 different types --

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The Resistance Cycle – Phase 2

FEELING THE PAIN REACTIONS

1. Internalize and Lick your Wounds:
 - Individuals stay to themselves and don't allow others to know their pain. An individual's stress accelerates and it begins to affect their attitude and productivity at work
2. Whine and Manipulate:
 - Individuals are angry about the Change and Whine behind the Boss' back. Begins to manipulate the system for the individual's own agenda and Morale in the organization is negatively impacted
3. Hiss and Pick Fights:
 - Become aggressive and lash out in anger – No longer cares about others feelings – just want others to feel as miserable as the individual does

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The Resistance Cycle – Phase 2

FEELING THE PAIN REACTIONS

4. Mark Your Territory:
 - Individuals realize they can't influence the entire team so they just stick to their territory and cover/protect any mistakes or problems in their area of responsibility
5. Withhold Warmth:
 - Information is Power – Individuals do not share beneficial information with the rest of the team and, the individual feels that their boss doesn't recognize their contributions to the team, so they are not going to share information with them.

During this Phase, some employees focus on the product instead of the process of Change and others fight with their peers over territory issues, but at the end of the day, FEAR is the greatest deterrent towards progress.

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The Resistance Cycle – Phase 3

HEAL THE PAIN

- Beginning to look to the future and challenge for tomorrow
 - Focus is still on Self, but now, at least Individuals are past “feeling” the pain of Change and focusing on yesterday
- Organizational Chaos and Indecisiveness
 - Many people just want their boss to tell what “The Plan” is, but most Plans are fluid in nature and will change as the need dictates
- Individuals must give their input and ideas to the Plan and for the Management team to listen
- Individuals must learn to forgive those who have wronged them in the past in order to move to the future

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The Resistance Cycle – Phase 4

NEW GROWTH FOR TOMORROW

- It means making a commitment to a not-exactly, non-specific, vague tomorrow
- Commitment to New Growth for your organization and their vision for tomorrow doesn't mean you always like what's going on or the direction the organization is headed, but it also doesn't mean you are any less committed to the organization
- When an Individual only gives part of themselves to success in their job, they are asking for failure

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“There is a force that somehow pushes us to choose the more difficult path whereby we can transcend the mire and muck into which we are often born. Despite all that resists the process, we do become better human beings.”

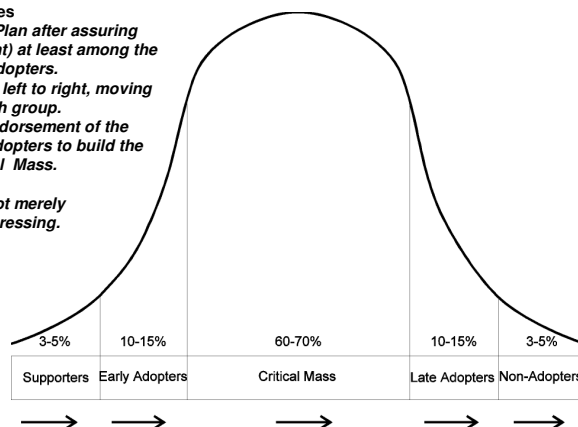
- M. Scott Peck



Least Resistance Model for Change

Principles

1. *Implement the Change Plan after assuring high felt need (alignment) at least among the Supporters and Early Adopters.*
2. *Implement change from left to right, moving thoroughly through each group.*
3. *Use the success and endorsement of the supporters and Early Adopters to build the receptivity of the Critical Mass.*
4. *Maintain momentum.*
5. *Test for commitment, not merely compliance, while progressing.*



HALT

- Hungry
- Angry
- Lonely
- Tired



A Corporate Cholesterol Test For Your Practice

Quality of Communication and Collaboration

- Do employees interact only with people from their own department? Yes/No
- Are there strong subcultures (or informal leaders) that align with business groups or departments? Yes/No
- Are there breakdowns in communication caused by the formation of silos? Yes/No
- Has collaboration between departments decreased over the past three years? Yes/No



A Corporate Cholesterol Test For Your Practice

The Capacity to adapt

- Are many people uncomfortable with change? Yes/No
- Do people and departments operate according to well-established routines? Yes/No
- Has it been a long time since your practice developed a significant new revenue stream (ancillary, office, or specialty)? Yes/No
- Has the percentage of revenue from ancillary services decreased over the past three years? Yes/No



A Corporate Cholesterol Test For Your Practice

The Balance of Power Among Groups

- Do influential groups or individuals use most of the practice's resources? Yes/No
- Is it difficult for people outside the practice's clinical group to obtain resources? Yes/No
- Do influential groups or individuals impede decision making? Yes/No
- Have the groups or individuals that were influential three years ago extended their influence? Yes/No

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A Corporate Cholesterol Test For Your Practice

Final Score

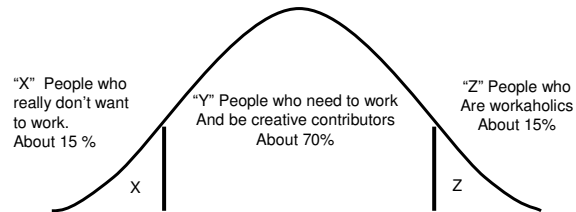
- **0-2 Yes Answers** – There's no need for change just yet
- **3-7 Yes Answers** – It's the perfect time for a change
- **8-12 Yes Answers** – You're late already; your practice needs substantial change

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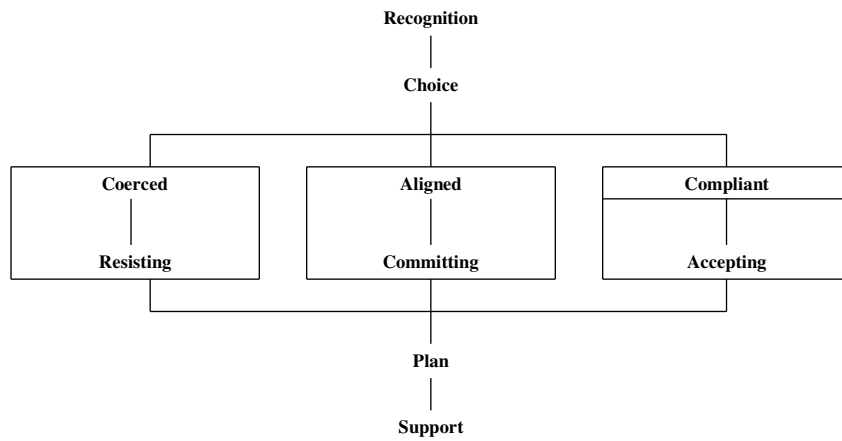
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McGregor's Theory X and Y



How People Change



The Pattern of Accomplished Organizational Change

While there is no “Silver Bullet” to successful change, there are recurring patterns and themes:

1. Design a succinct, comprehensive and attainable picture of the future vision and strategic direction
 - Clarity of focus enhances progress and an elusive “Pie in the Sky” picture diffuses forward progression of the team
2. Communicate OFTEN, including the Why to Change
 - People don’t just want to know where they’re headed but Why – do not forget to make that perfectly clear. Knowledge is Power and the platform upon which decisions must be made and minds changed

The Pattern of Accomplished Organizational Change

3. Distribute and Discuss the Roadmap you’re heading down
 - Ensure the Roadmap design takes into consideration all the groups in process and affected by the Change
4. Leverage Education and Augmented Skill Development as an Enabler to Change
 - The best organizations simply spend more time and money on education and training to sustain superior performance levels
5. Hold People Accountable for Specific Results
 - What gets Measured Gets Managed
6. What gets Rewarded Gets Repeated
 - Link reward and recognition practices to the Change and celebrate organization wide
7. Alignment is fundamental
 - Ensure organizational “resource systems” are in concert with the Change and Improvement Initiatives

The Pattern of Accomplished Organizational Change

8. Change Initiatives must be resourced as such
 - Without some infrastructure design, the organization will continue to be held hostage to the urgent over the important
9. Senior Leadership sponsorship is critical
 - Harvest a Culture that enhances the “cowboys” thought while calming the status quo
10. Manage Expectations
 - An organization may not nimbly change, but the expectations of the individuals should be managed as if it does throughout the WHOLE Change process
11. Review and Retire Processes which no longer fit the new Change
 - Implement cross-functional processes where possible to optimize resources
12. Implement a Culture based on Results
 - Creates momentum and self-funds future efforts for the organization

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“What makes a Change Agent different from someone who just raises hell and makes life difficult for everyone else? The difference lies in their sense of responsibility for the change itself and care for the people who must live with it.”

- Cathy Perme, “Agents of Change”

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Change Agents

1. True Change Agents often have an epiphany when they realize, with heightened clarity, the entirety of a situation and what they can do to influence it
2. Real Change Agents are confident in themselves. They have integrity and understand their own motivations and can build consensus amongst many diverse groups

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Change Agents

3. Real Change Agents are willing and able to submit their egos to a larger goal
4. Real Change Agents build energy and consensus and do not divide and conquer. The allure of power politics is overwhelming and can often produce short-term results.

Agents of Change focus on the awareness of a situation; the conviction to do something different and the humanity and courage to actually make it happen!

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“The choice is ours: We can be leaders, or we can be followers.”

- Jim Clemmer, *“Growing with Change”*

John C. Maxwell

- Personnel determine the potential of the organization
- Relationships determine the morale of the organization
- Structure determines the size of the organization
- Vision determines the direction of the organization
- But Leadership determines the success of the organization

Embrace Change

To fully embrace change, we need to concentrate on five key areas:

1. Focus on a Vision

- Our thoughts often pull us towards the reasons why we can't succeed rather than the many reasons we can
- Our vision is led by a set of core values. Our core values project forward to become our Vision ~ How we see the world is what we project from ourselves

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Embrace Change

2. Choose Your Outlook

- We reach another milestone in growth when we accept responsibility for our emotions
- The only thing we can control is ourselves, so when we choose our thoughts we are choosing our future

3. Seek Authenticity

- "All things Change when we do" – David Whyte
- Authentic leaders / Real Leaders make it happen

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Embrace Change

4. Commit ourselves with discipline

- Successful people have formed the habits of doing those things that most people don't want to do
- Discipline is what keeps us going when the excitement of first beginning a task is long past

5. Continually grow and develop

- Most people see others as they are; a leader sees them as they could be
- To be most effective, we need to step back, take time out, and assess our direction. It will help us grow and keep up with change



Change is Life

“Successfully dealing with change means choosing to grow and develop continuously. Failing to Grow is Failing to Live.”

- Jim Clemmer, *“Growing with Change”*



Thank You

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Appendix: Sources to Consider

Creating a Healthy Work Environment in the Midst of Organizational Change and Transition

Journal of Nursing Administration. 27(6): 35-41, June 1997. *Kreitzer, Mary Jo PhD, RN; Wright, Donna MS, RN; Hamlin, Carol MS, BAN; Towey, Sue MS, RN, CS, LP; Marko, Margo BAN, RN; Disch, Joanne PhD, RN, FAAN*

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Henderson, Mark. <http://www.jimclemmer.com>, *Practical Leadership: Inspiring Action, Achieving Results*

Managing Transitions: Making the Most of Change

Bridges, William. Da Capo Press. Copyright © 1991, 2003 by William Bridges and Associates, Inc.

Change is a Many Splintered Thing

Hathaway, Patti. <http://www.presentation-pointers.com/showarticle.asp?articleid=500>

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Eight Steps to Process of Successful Change

- Set the Stage
 1. Create a Sense of Urgency
 2. Pull Together the Guiding Team
- Decide What to Do
 3. Develop the Change Vision, Strategy and Guidelines
- Make it Happen
 4. Communicate – Understanding and Buy In
 5. Empower Others to Act
 6. Produce Short-Term wins
 7. Don't Let Up
- Make it Stick
 8. Create a New Culture

My Iceberg is Melting by Dr. John
Kotter

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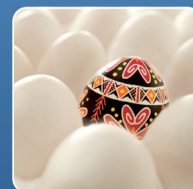


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We've Integrated, Now What?



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Learning Objectives

At the end of our time together, you will be able to discern and reflect upon:

- What is our role as Leaders and Managers
- Methods for buoying concerns and the gossip mill
- Incorporating new levels of employee engagement
- What rewards are in place and how to fight against “change fatigue”

SHIFT HAPPENS...

The Adventure Begins...

Assumptions

- Your physicians have agreed to be employed by a health system affiliated practice or a larger practice
- There is a large implementation plan
- Your role is significant in this implementation
- You would like to keep your job (or at least have that option)

Stay Positive – This Could Work Out Great

- Really, it could work out to be the best thing that has happened to your career in years
- Great opportunities for career advancement
- Significant upward mobility
- Wide variety of positions
- Employee career support that wasn't available in a smaller private practice

No Whining

- Nobody likes a whiner
- They already have enough complainers
- If the staff hear the physicians and you whining and complaining, they will get demoralized and figure it is okay to do the same

It's Okay to Be Afraid – Just Don't Act That Way

- This will be a scary time for you
- It will be even scarier for other people in your practice – including some of your physicians
- Stay calm – you can handle it
 - Remember to close your door before you scream
 - Yoga breathes
- You are the sane one
- People expect you to keep it together

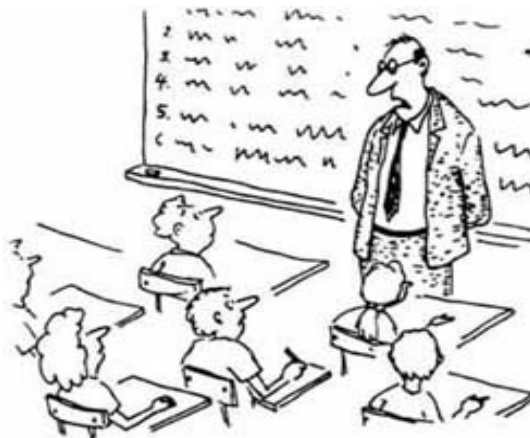
Communication

- I have never seen too much communication yet once the deal was announced
 - What staff imagine is almost always worse than reality
- Determine Goals – local office and physician specific
- Determine Progress Timeline
- Next Steps – Action items at an understandable level

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"I expect you all to be independent, innovative, critical thinkers who will do exactly as I say!"

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The Rumor Mill

- Respond quickly to what's being said
- Look beyond the organizational chart
- Master the skill of questioning
- Know a “splitter” on sight
- Encourage emotional honesty
- Hold gossipy individuals accountable

Begin Anew...



Sit – n – Spin



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Day Two.....

- Operational governance
- Management infrastructure
- Network development
- Practice and network marketing
- Human resource issues
- Operations management
- Revenue cycle management
- Information technology
- Facilities and equipment
- Finance and accounting

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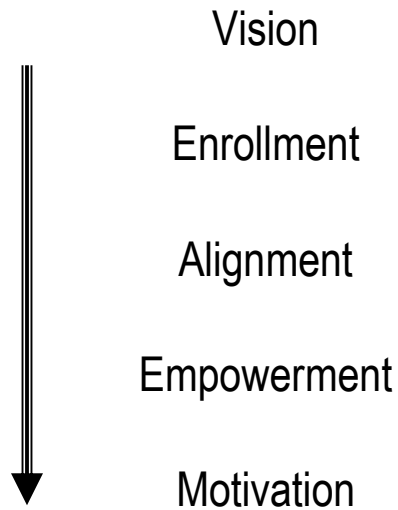
The Challenge

- *Traditionally managers have managed for stability and to preserve the status-quo.*
- *Today, we need leaders who can cope with chaos and ambiguity, who can build agile, confident, change friendly work teams that constantly reinvent themselves.*
- *Which are you?*

Objectives

1. Learn how to encourage people to take responsible risks and adopt new ways to achieve outstanding results
2. Create a shared sense of purpose
3. Establish relationships built on trust and respect
4. Empower people to become proactive in achieving organizational objectives
5. Assure the alignment of goals up and down the organization to make the most effective use of resources

A Leader's Work



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Your Own Practice

- Take a minute and jot down times when you are leading and when you are managing
- Is it equal time? Does one occur more frequently than the other? Why?
- Would you rather be doing more of one of them?
- Example of a Leader you have worked with and admire their abilities – what are the traits of that leader?

When the Real Leader Speaks, People Listen

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Vision vs. Planning

- What's crucial about vision is not its originality, but how well it serves the interest of important constituencies - **patients, owners, managers and employees** - and how easily it can be translated.
- Planning works best not as a substitute for direction setting, but as a complement to it.

It's the details to the vision

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Sense of Direction

When a clear sense of direction has been communicated throughout an organization:

- Lower level employees can initiate actions with a better sense of security of doing the right thing (as long as their behavior is consistent with the vision) – Emotional ownership
- Because everyone is aiming at the same target, the probability is less that one person's initiative will be stalled when it comes into conflict with someone else's

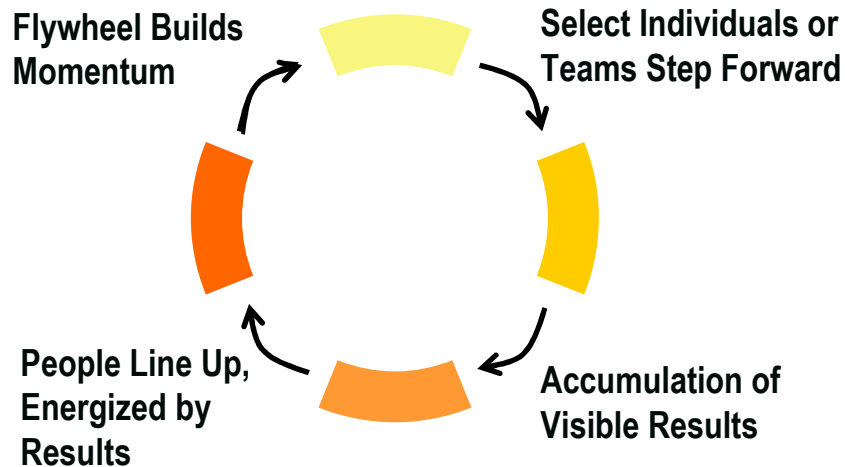
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The Flywheel Effect



By Jim Collins, Good to Great

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Motivating People vs. Controlling and Problem Solving

- Motivation and inspiration energizes people, not by pushing them in the right direction as control mechanisms do, but by satisfying basic human needs for achievement:
 - A sense of belonging
 - Recognition
 - Self esteem
 - A feeling of control over one's life
 - The ability to live up to one's ideals
- These feelings touch us deeply and elicit a powerful response

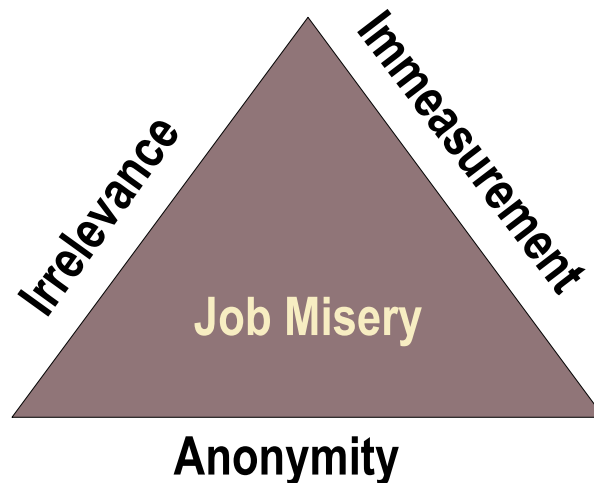
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Three Signs of a Miserable Job

Patrick Lencioni



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Motivating People vs. Controlling and Problem Solving (continued)

- Good leaders motivate people in a variety of ways:
 - Continuously articulate the organization's vision that stresses the values of the organization
 - Involve people in deciding how to achieve the organization's vision
 - Support efforts to realize the vision by providing coaching, feedback and role modeling
 - Recognize and reward success

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Motivating People vs. Controlling and Problem Solving (continued)

- **The more that change characterizes our environment, the more leaders must motivate people to provide leadership.**

This is highly valuable because coping with change in any complex practice demands initiatives from a multitude of people.

Nothing less works

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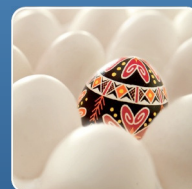
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Why do people come to work?



Why do you?

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“Leadership is one of the things
you cannot delegate.
You either exercise it,
or you abdicate it.”

Robert Goizuetta, Coca-Cola

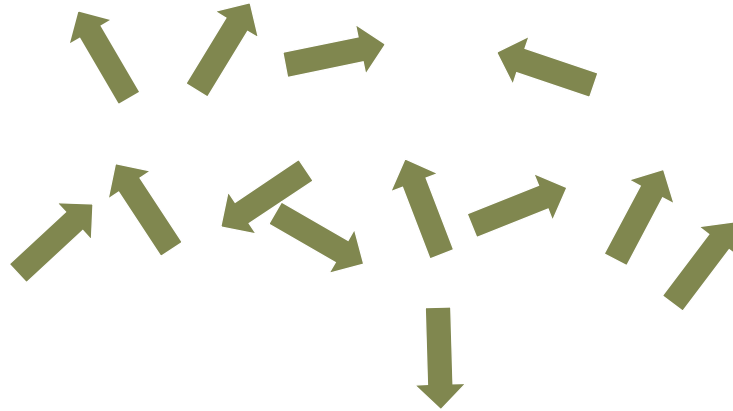
Or you pass it on...



**What are the Barriers to
Success?**



Barriers to Success ?



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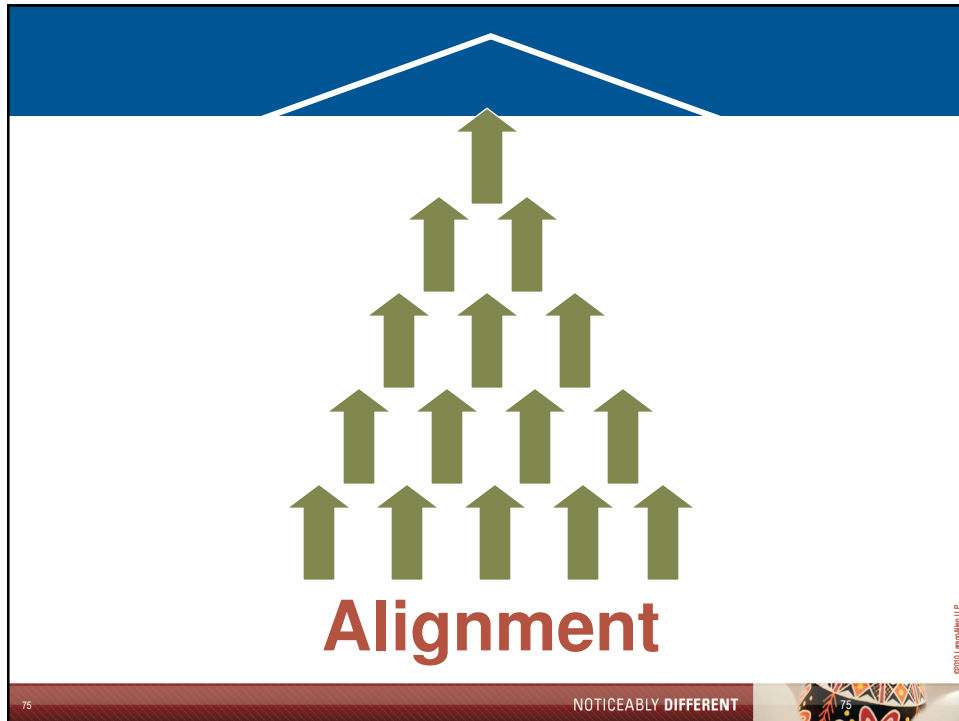
It's easier to think of all the reasons why something won't be able to happen –

What can be enhanced in your situation to allow it to be to the benefit of everyone in the organization?

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Aligning People

- A central feature of modern organizations is interdependence, where no one has complete autonomy. We're tied together by our work, technology, a common purpose, management systems and other facets.
- Put a human face on every story to assist the process of moving forward for the organization – customer, employee, founding partner...



Aligning People (continued)

- Unless many individuals line up and move together in the same direction, people will tend to fall all over one another. Have you ever seen this with a group of owners all with their own ideals of how to operate the business?
- New vs. Established Owners / Physicians

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Aligning People (continued)

- Visions/strategies are not necessarily accepted just because they are understood but because they strike the core of their professional careers (they want to be a part of the fun). *Everybody wants to be on the winning team*
- Challenges in getting people to believe the message:
 - **Content**
 - **Integrity**
 - **Trustworthiness**
 - **Consistency (words and deeds)**

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Easy Ways to Reward During a Difficult Process Change

- Flexible Hours
- Handwritten Notes
- Create Buy Into Process / Publicize Success
- Free Pass
- Remember the Spouses
- Share the Memories
- Thank You / Thank You / Thank You

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Closing Thought

The best leaders, people do not notice.
The next best, people honor and praise.
The next, people fear;
And the next, people hate.

When the best leader's work is done the people
say: **"We did it ourselves!"**

Lao-Tse, b. 604 BC



What Would You Like to Discuss?



Thank You

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Change (Gasp!) Can (Gasp!) Be Fun

- Get started, no matter how much it hurts
- Expect doubt, just don't let it win
- Make sure your means will get you to the intended end
- Reach out for advice - - and follow it
- Savor those fringe benefits of change
- Be judiciously flexible

By Tom Terez



FreakingNews.com

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