

Optum



Provider Development Institute



5 March 2025

Housekeeping items

1

Manage your mute

2

Materials needed:



- Participant guide
- Grow kit
- DiSC results
- End of day email will be sent

3

Use the chat

4

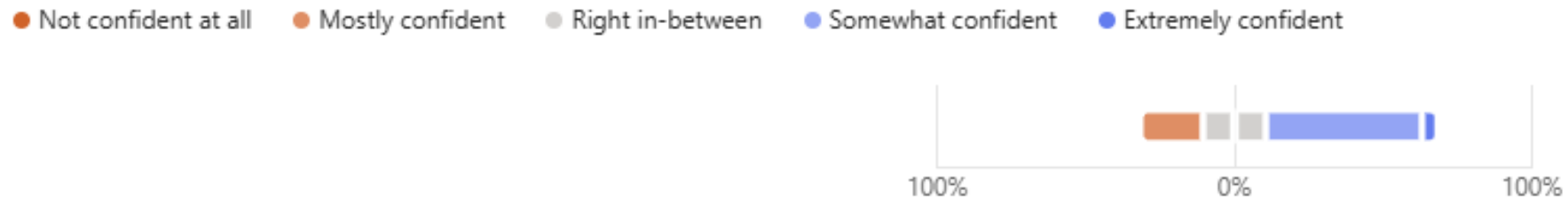
Be here now!

Influencing without authority

Objectives



How confident are you in your ability to influence others that do not report to you?



Self-paced

- For the next 35 minutes you'll complete a self-paced reading module
- You'll be asked to type in answers to questions onscreen; there are also prompts to where you can follow along in participant guide (optional)
- Make sure to complete each of three checkpoints; they will ask you to write about a paragraph. You'll use this information later.



Influence without authority: Self-paced module - Google Chrome

https://scorm.thoughtindustries.com/RusticiEngine/defaultui/player/modern.html?configuration=98fa36ce-48e8-4f00-ab11-de55a8d392e7&preventRightClick=false&cc=en_US&ieCompatibilityM...

Influence without authority: Self-paced module

Menu | Exit

Preparing for your small group breakout conversation



The answers you've provided throughout this exercise are summarized below. You will be prompted to email them to yourself; please do this so you can have them ready for the group conversation you'll have when you're called back into breakout sessions.

You've identified the person you want to influence as: Natalie. **Is this the choice you want to move forward with?** **What are the barriers that stand in your way? What will you need to work through?**

This is the person I want to move forward with. Barriers include different communication styles, not a long history of working in parallel, and different values.

How can you apply the principles of likability and credibility to your influencing situation? What could you apply right away? What strategies may need some time to work toward?

Email notes

◀ PREV NEXT ▶

Make sure you're logged in at learn.optum.com – Look for Grove learning path.

Breakouts



Each group member:
share some of the
influence goals you have
and what you might do to
influence the person
you've identified.

(10 min.)



Work through an empathy
map together.
(Page 41 of participant
guide)

(10 min.)

Breakouts



- Each group member: share some of the influence goals you have and what you might do to influence the person you've identified. (10 min.)
- Work through an empathy map together. Take notes on pg. 41 as needed. (10 min.)

What do you hear?

What do they say, what do their friends, or their leader say?

What do they think?

What really counts? Major preoccupations, worries and aspirations

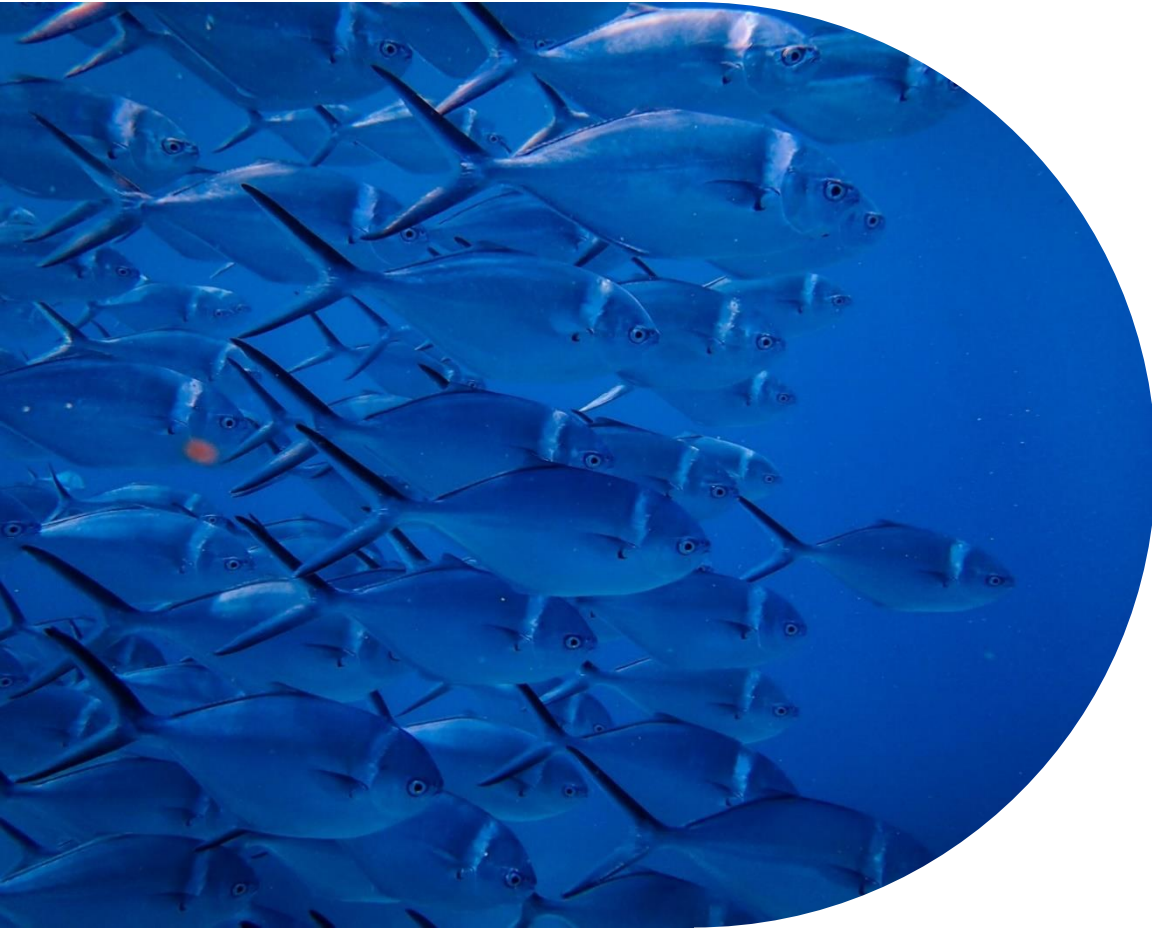
What do you see?

What are observable behaviors?

What do they feel?

What are their pain points, fears, obstacles? What do they want, value?

Why is persuasion important?



- Gain buy-in
- Motivate people to follow you
- Have your voice heard, really heard
- Creatively solve difficult problems
- Maintain strong relationships
- Effect (tough) change

Read the situation



Read the situation (it's OK to do social homework!)

- Who is your audience?
- Are they direct reports?
- How do you show up? Informal? Formal?
- Speak to key people first?
- In-person? Email? Phone?

How to show up

Be real

- Honest
- Realistic
- Authentic
- Vulnerable
- Acknowledge the ugly

Be likable

- Thoughtful
- Respectful
- Empathize

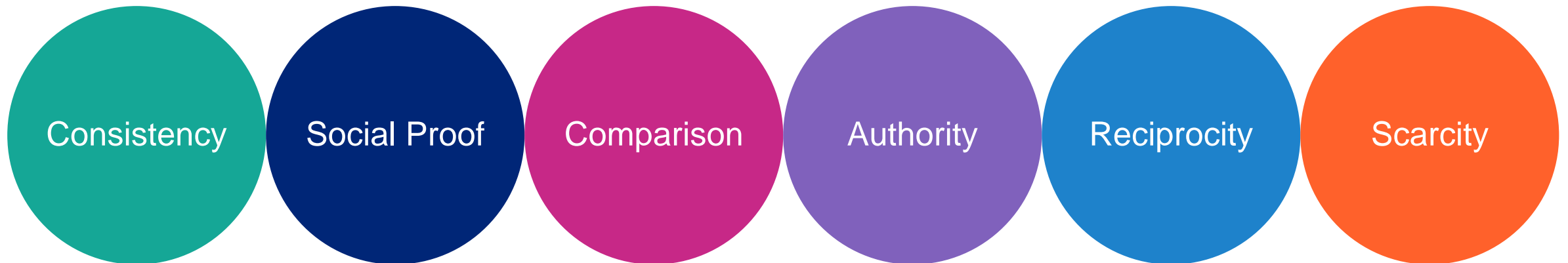
Be adaptable

- Read people
- Rephrase
- Flex
- Redirect

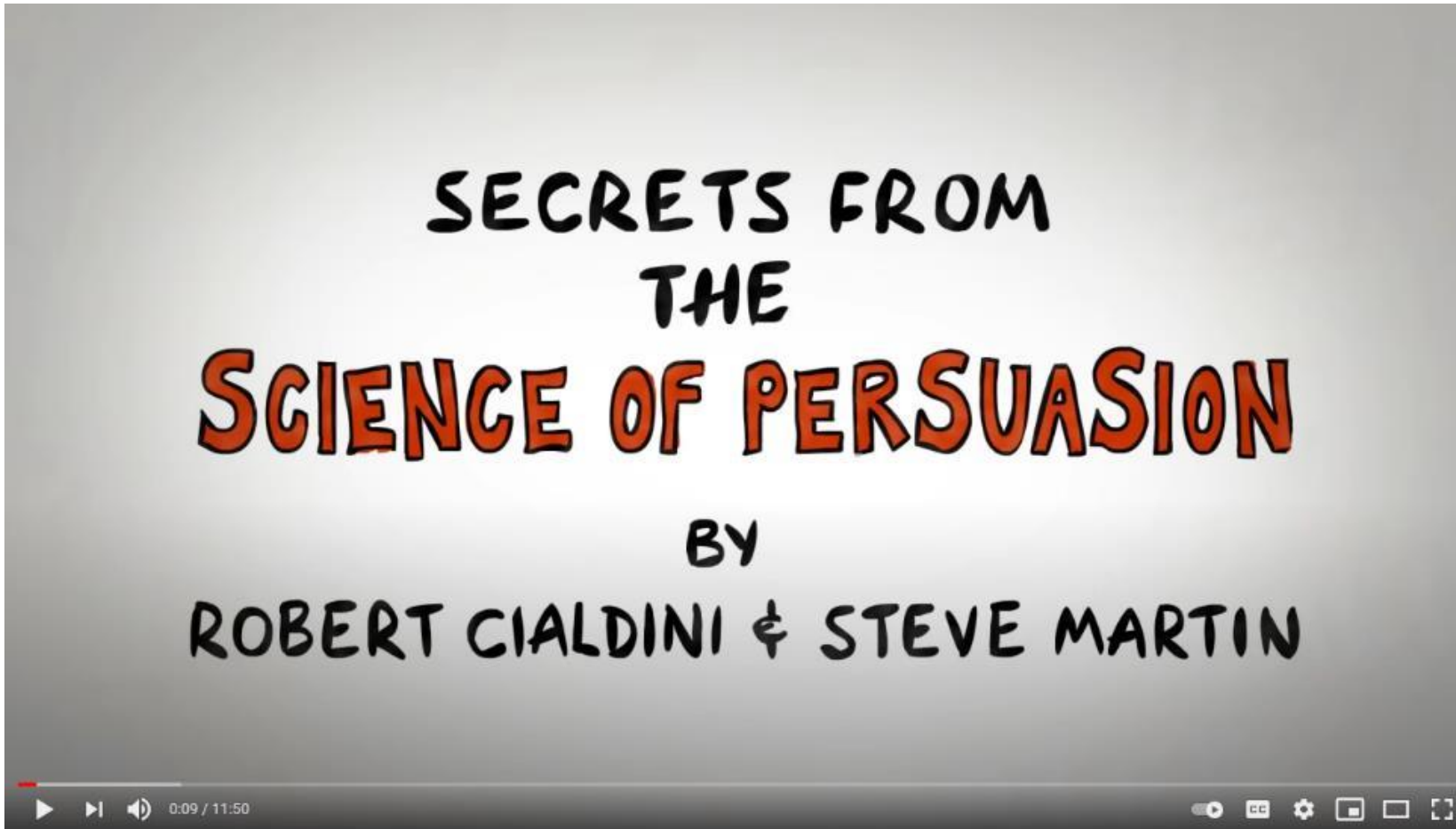
Be definitive

- Know when to exert authority
- Persist
- Understand the what's in it for me
- Executive presence

Common tactics



Video: The science of persuasion



Practice



Breakout scenarios

Which influence tactic(s) might you use?

- ▶ **Scenario 1:** Your provider or associate medical director is under water, and you know it. They have too much on their plate right now, but you know it will get better in a couple weeks. You must ask them to terminate a lead clinician in the region and this one is time sensitive. You believe that this termination will ultimately help with some of the workload in the long run. How do you have this conversation with him or her?
- ▶ **Scenario 2:** You are underwater. So many priorities. And Optum! Your MD or CMO is calling you and you can only imagine it's one more task they want to add to your workload. You just cannot do it all, this is not sustainable for long. You need to convey that to them.
- ▶ **Scenario 3:** You are relying on another leader to complete a presentation for a big meeting. They have a big part in the agenda. You are worried that they will not be prepared and because you have ultimate responsibility for the meeting, you really need them to step it up. You've sent emails, your team has sent emails, you have all had meetings, but they have not been prepared. It's been about four weeks without much progress, and the meeting is next week. What do you say to them?



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Group debrief

Which influence tactic(s) might you use?

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Reflection

- What person or situation do you need to influence?
When?
- How do you need to influence the person(s) or situation?
Barriers?
- What outcome(s) are you hoping to achieve?

Check in

In the chat:

- What's your vice?



Leading in times of change

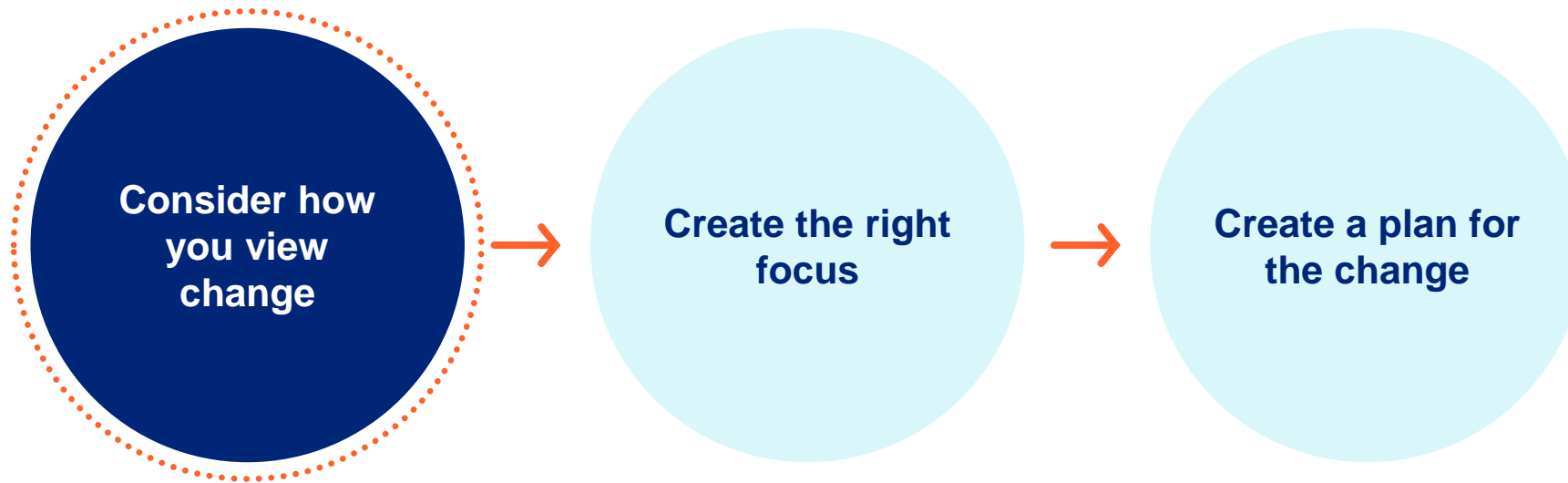
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A person wearing a dark jacket is seen from behind, standing in a field of tall grass. They are looking out over a landscape with hills in the distance under a cloudy sky. The image is dark and moody, with the text overlaid in the center.

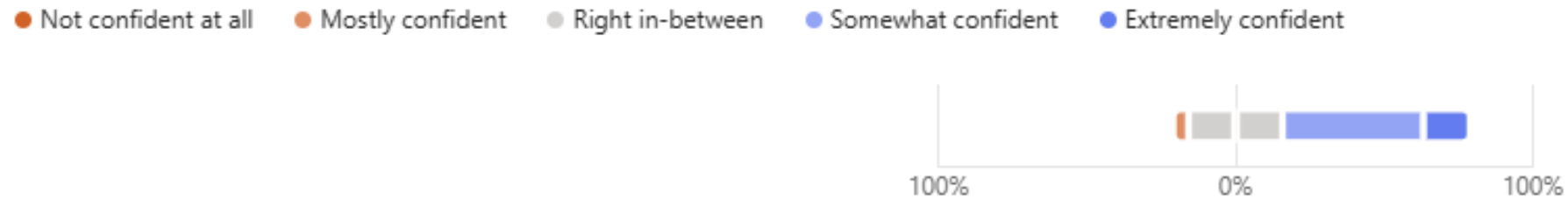
BIG CHANGE

BE A CHAMPION OF CHANGE

Objectives



How confident are you in your ability to navigate and lead others through a change (from communicating the change to implementing the change process)?



Viewing change: Consider



- 1 What makes change a challenge for you?
- 2 What do you need to help your team be more successful during change?



Bridges transition model

“Not in his goals but in his transitions man is great.” – Ralph Waldo Emerson

What is the difference between **change** and **transition**?

Change is the external event or situation (new business strategy, turn of leadership, merger, new product, etc.)

- Organizations focus on the desired outcome the change will produce.

Transition is the inner psychological process that people go through as they internalize and come to terms with a new situation.

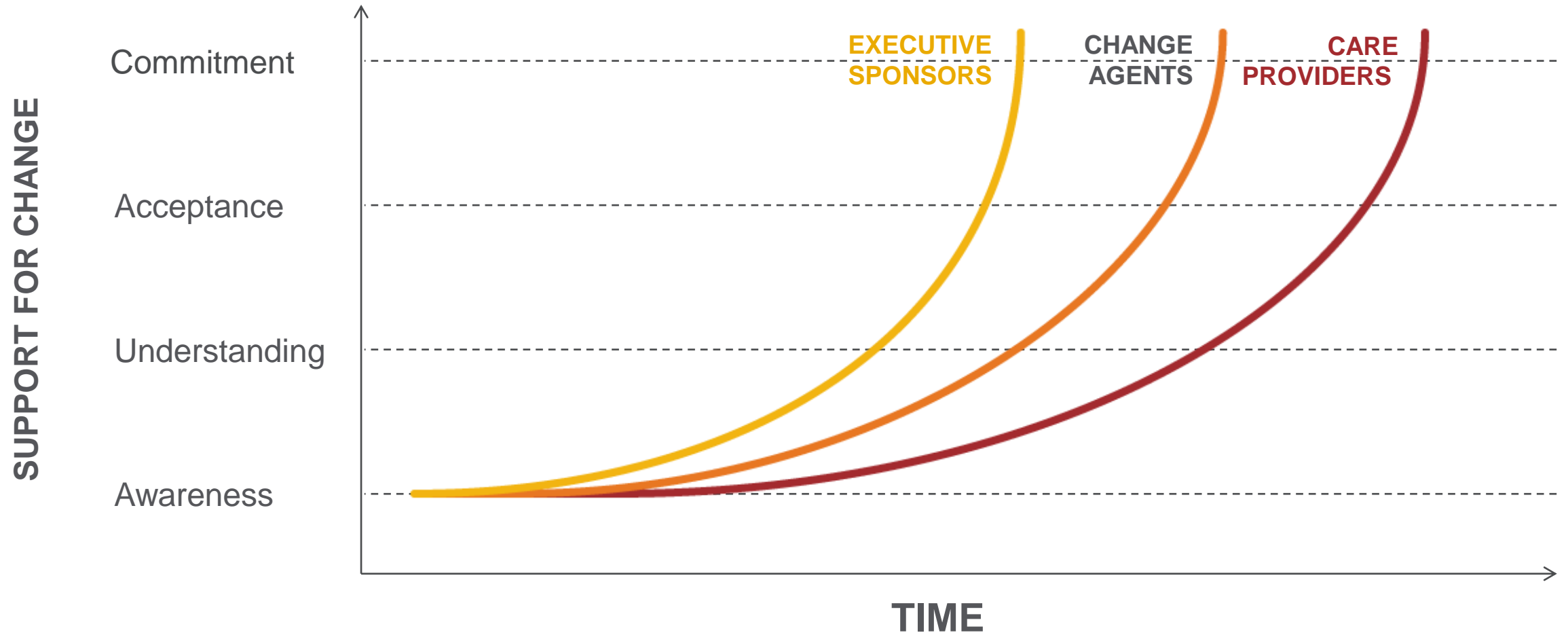
- Empathetic leaders recognize change that can put people in crisis.

Change will only be successful if leaders and organizations address the transition people experience during change.

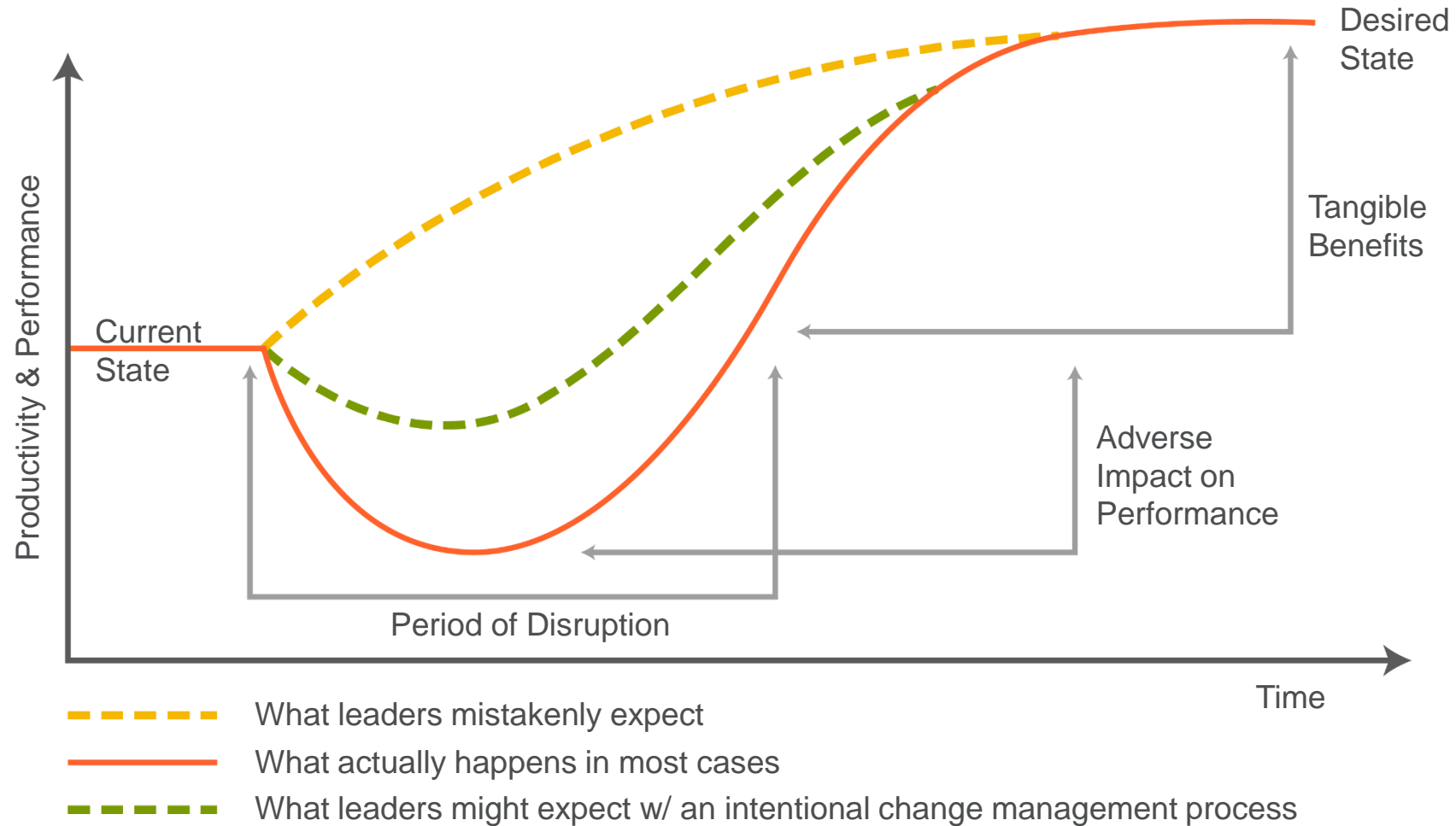
Transition model: William Bridges



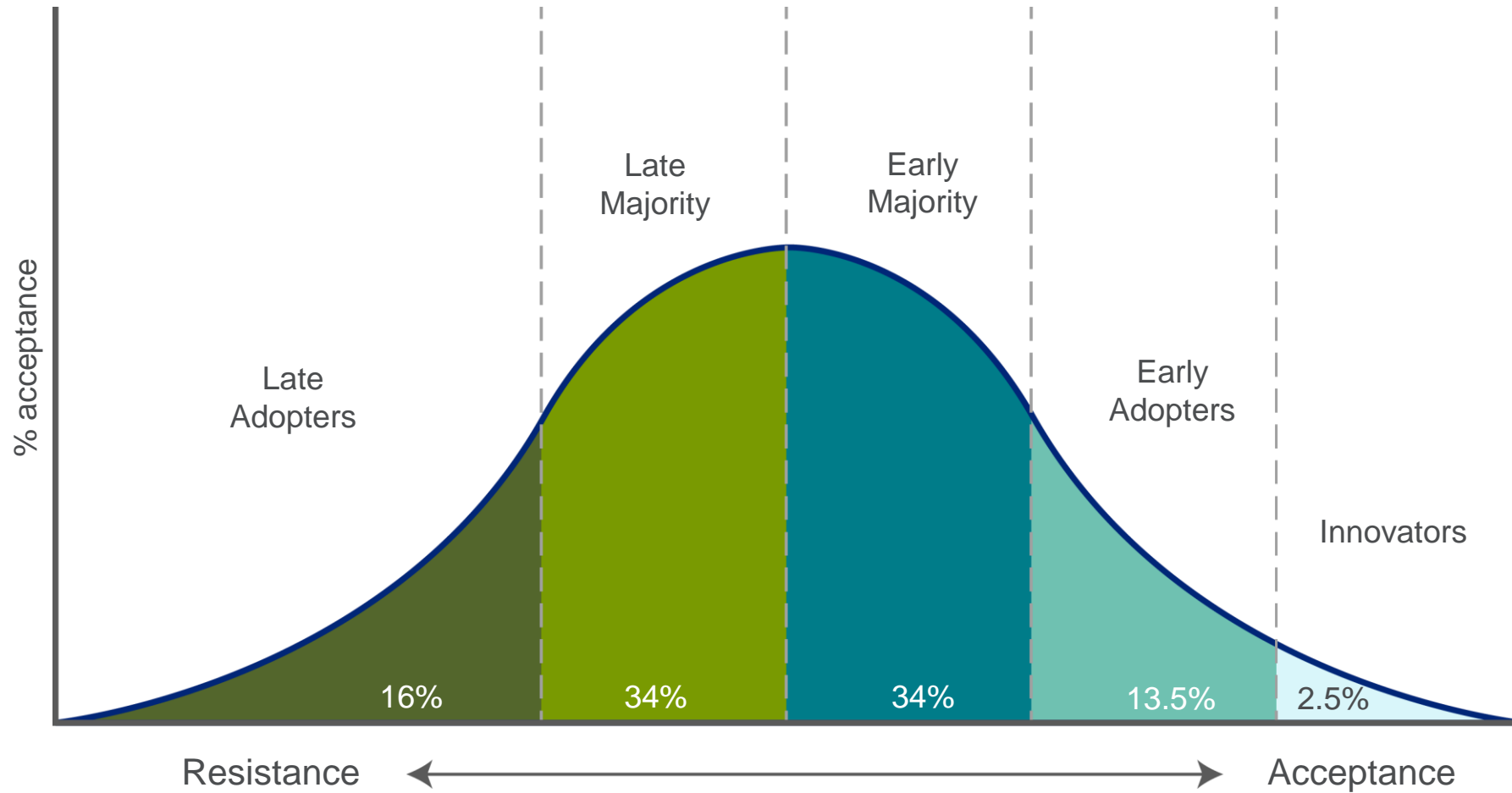
Change curve: The ideal



Change: The J curve reality



Transition varies: Adoption bell curve



Readings on change

- ▶ Five *GetAbstract* readings
- ▶ 20 minutes to read your *GetAbstract* (silent reading)
- ▶ 20 minutes to discuss the reading in your group
- ▶ 15 minutes to share your insights with everyone



Reading breakdown

Group 1 Leadershift	Group 2 Communicating change	Group 3 Change-proof	Group 4 Change from the Inside-Out	Group 5 Leading Continuous Change
Angie Aybar Jacqueline Champlain Molly Nakyonyi Kamran Ahmed Mimi Bach Steven Jaeckle	Bazgha Khalid Omeed Paknejad Divina Timme Jeffrey Hall Max Chancy Linda Moroney	Jessica Hitchcock Omar Ahmed Koushik Kasanagottu Stephanie Conley Rebecca Randazzo Jeffrey Sievering	Sarah Gaffey Jennifer Landeros Garrett Levy-Meeks Marjorie Broussard Dominique Wozniak Heather Walker	Bradley Bernard Sarah Normandin Craig Collison Carolina Emanuels Harris Imam Shalon Jarozewski

Breakouts



What jumped out to you from the reading?



What are the most important points to share with the other groups?



**Pick one person from the group to report out when the breakout is over
(3 minutes per group)**

Debrief

3 minutes per group – Share important learning(s) from your reading and group discussion.





Zorro circle activity



Stressors/challenges

- Upcoming RFP—this will make or break us
- Direct report is a poor leader
- My laptop keeps getting the blue screen of death
- My boss is passing down pressure she receives from above

Small steps

- Verify all deadlines for information, format, etc.
- Consult HR Direct, Knowledge Base for process
- Call the help desk and find out when my laptop is due for recycling

Within my control

- Ensure the deadline is met
- Write him up
- Continue to call the help desk

Outside of my control

- Whether we'll get it or not
- What he does; whether he looks for a new job
- Whether it dies; what data I lose
- My boss's behavior; My boss's boss's behavior

Reflection

- What are the major concerns the team will have?
- What can you do to lead through the change?
- What will I do to lead through the change?
- What needs to be in my communication plan?

Conflict management

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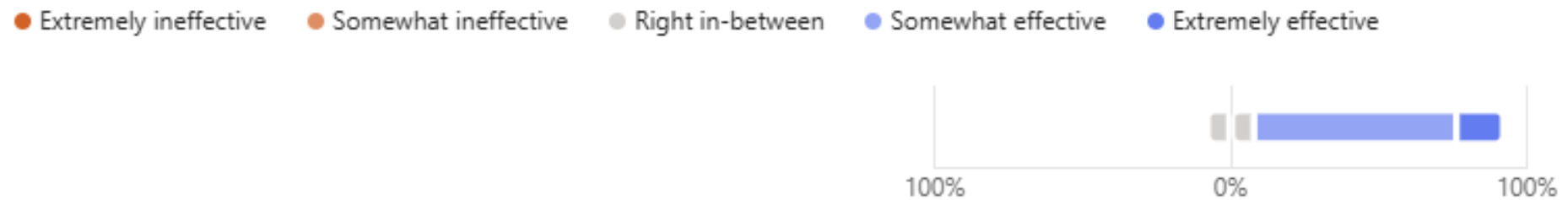
Objectives

Key ideas

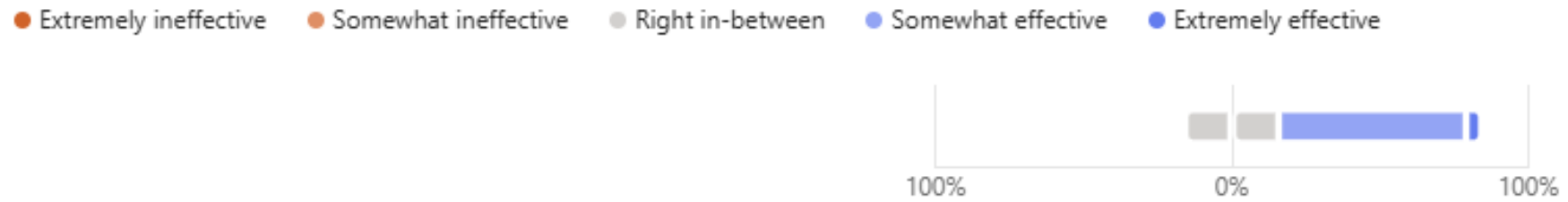
- 1 Identify dysfunctions within a team
- 2 Recall behavioral styles and how they may impact conflict
- 3 Identify and define types of conflict
- 4 Identify the five approaches to dealing with conflict
- 5 Recall the steps for handling conflict



Please rate your level of effectiveness in resolving conflict in the workplace



Please rate your level of effectiveness when you are on one side of a conflict



Five dysfunctions of a team



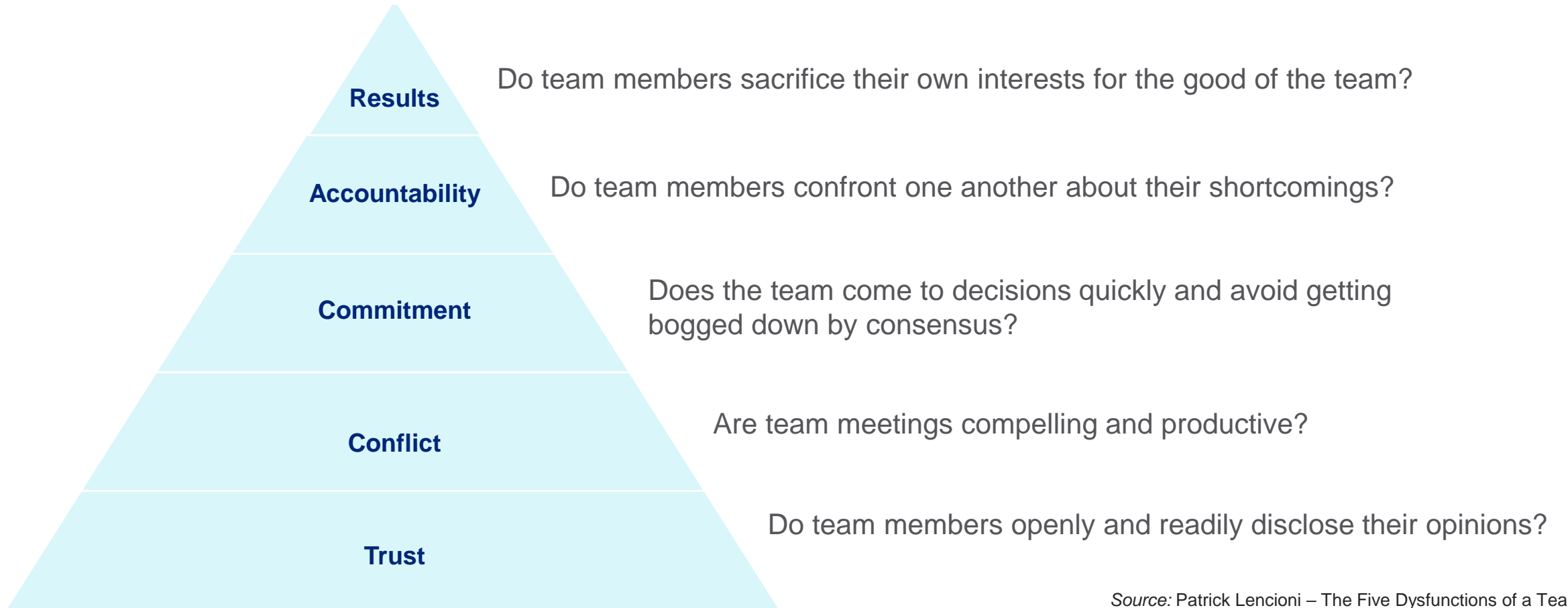
- 1 **Absence of trust** – unwillingness to be vulnerable within the group
- 2 **Fear of conflict** – incapable of engaging in unfiltered and passionate debate of ideas
- 3 **Lack of commitment** – feigned agreement. Teams that don't engage in open and honest conflict don't get buy-in and commitment
- 4 **Avoidance of accountability** – lack of holding each other accountable if actions and behaviors seem counterproductive
- 5 **Inattention to results** – individual needs or divisional goals are put above the collective goals of the team




Five dysfunctions of a team



Patrick Lencioni



Source: Patrick Lencioni – The Five Dysfunctions of a Team

A photograph of a forest path with a quote overlay. The path is a narrow, light-colored dirt trail that curves gently through a dense forest. The ground is covered in lush green ferns and other low-lying plants. Tall, slender tree trunks line both sides of the path, their leaves forming a thick canopy above. Sunlight filters through the trees, creating a warm, golden glow and long, soft shadows on the path and foliage. A semi-transparent dark grey rectangular box is centered over the middle of the image, containing the text in a white, elegant serif font.

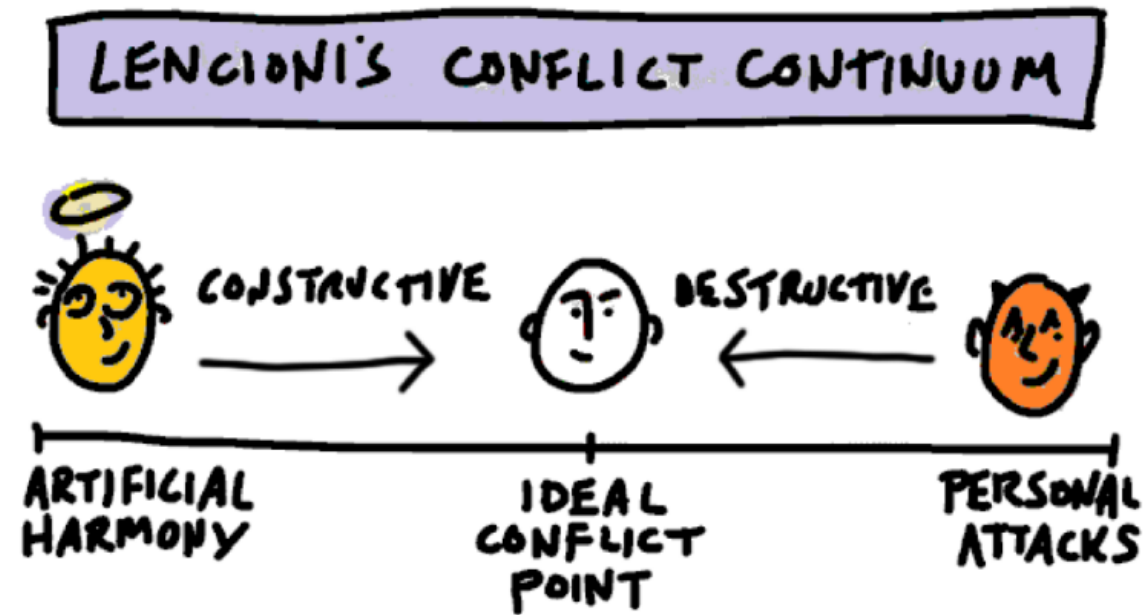
*The quality of our lives depends not on whether or not
we have conflicts, but on how we respond to them.
—Tom Crum*

Types of conflict



Productive/healthy conflict

Unproductive/noisy



Characteristics of healthy and unhealthy conflict



Healthy conflict

- Unfiltered passionate debate around issues
- Might still be uncomfortable
- Conflict norms must be clear
- Fear of personal conflict should not prevent productive debate

Unhealthy conflict

- Resentment in the workplace
- Declining morale in teams
- Disengagement from individual members
- Circular conversations/arguments

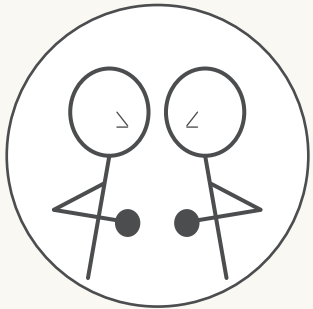
Approaches to conflict



Five styles

Competing

My way or the highway



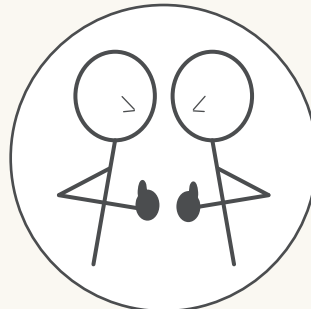
Collaborating

Two heads are better than one



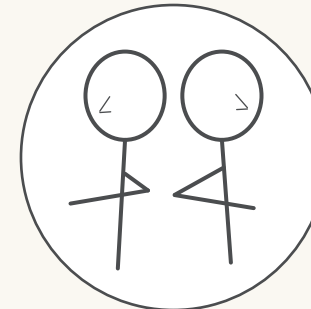
Compromising

Let's make a deal



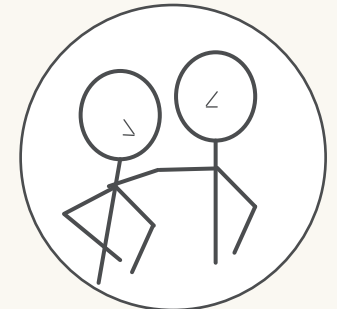
Avoiding

I'll think about it tomorrow



Accommodating

It will be my pleasure





Discuss the different approaches to conflict

(Competing, collaborating, compromising, avoiding, accommodating)



In what situations would you use each approach?



When do styles work and when should they be avoided?



Think about specific examples from your own clinics

Group share

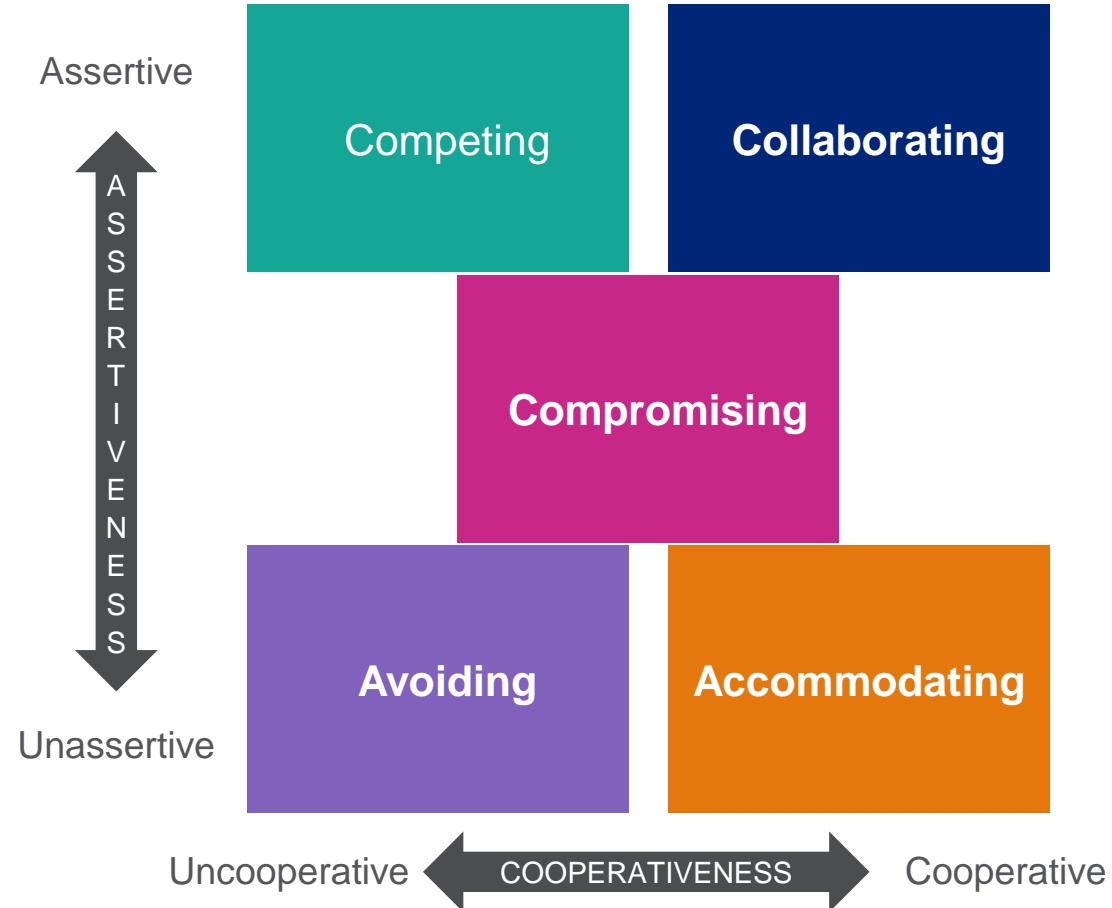
Pros and cons

	Competing
	Collaborating
	Compromising
	Avoiding
	Accommodating

Approaches to conflict



Approaches to conflict



Conflict: Self-assessment

Results

Results

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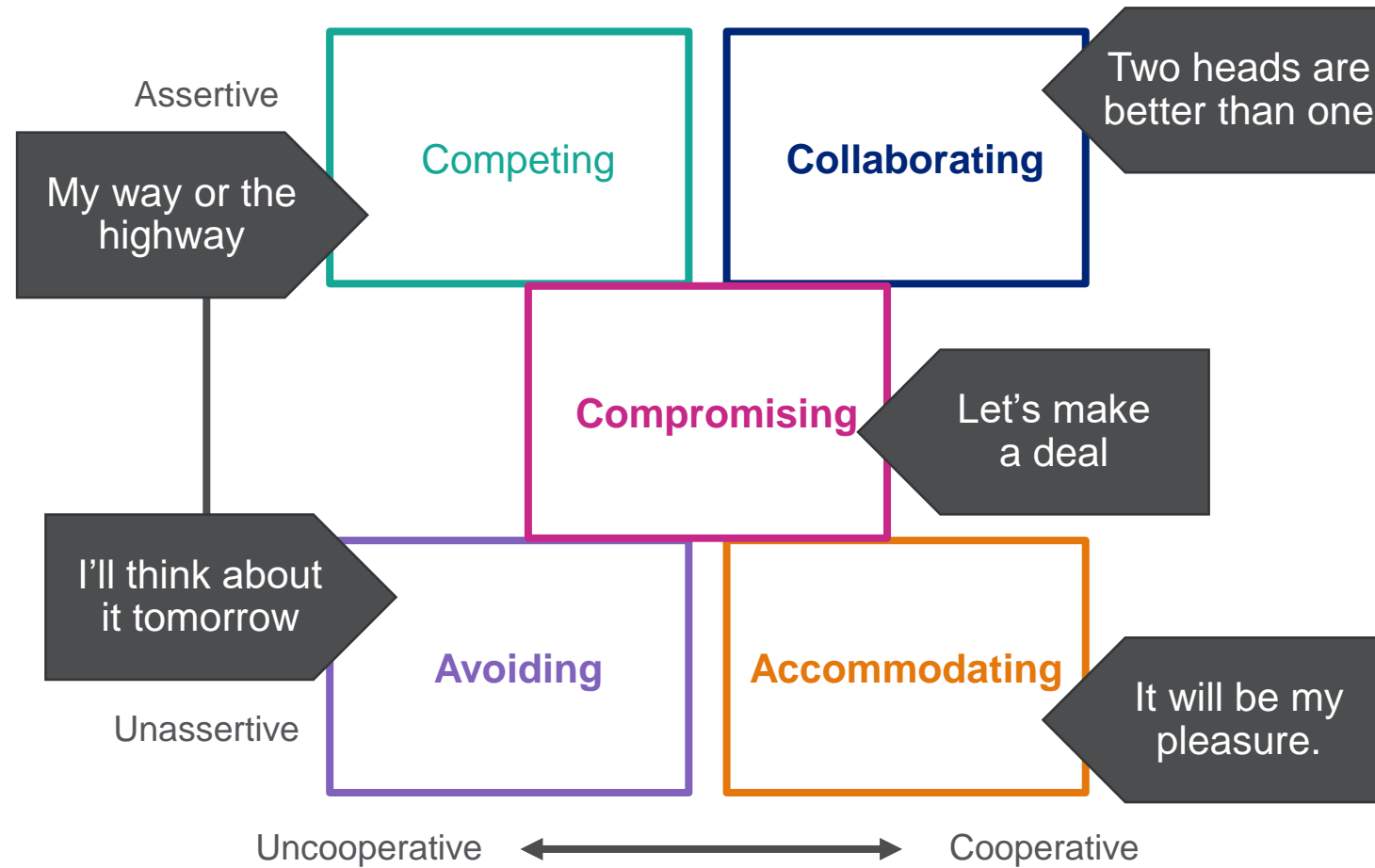
See where you fall:



How does this compare to what you thought prior to the assessment?

How does this show up and what might you do differently?

Approaches to conflict



Conflict management



Prep for the conversation

Part one



- Anticipate the conflict
- Seek to first understand
- Understand your style

Prep for the conversation



Feedback framework



- **Situation** you want to discuss
- **Behavior** in the situation
- **Impact** of that behavior
- **Intent** of the behavior
- + anticipated next steps

Situation

Situation you want to discuss



- Describe the specific situation in which the behavior occurred
- Avoid generalities

Example:

“This morning at the 11am team meeting...”

Behavior

Behavior in the situation



- Describe the actual, observable behavior
- Keep to the facts
- Don't insert opinions or judgments

Example:

"You interrupted me while I was telling the team about the monthly budget," instead of "You were rude."

Impact

Impact of the behavior



- Describe the results of the behavior
- Explain your feelings – do not pass judgment

Example:

“I was impressed when you addressed that issue without being asked” or “I felt frustrated when you interrupted me because it broke my train of thought.”

Intent

Intent of the behavior



- Ask about the teammate's original intentions
- This is where good coaching starts

Examples:

“What were you hoping to accomplish?”

“What was going on for you?”

+

... plus your anticipated next steps



- What do you see as the next steps, moving forward, to resolve the issue?
- It's possible that new information will come up during the meeting – be prepared to flex and adjust the next steps if the situation requires

Examples:

“Given what we’ve talked about, here’s what I see as the next steps (or what should happen next)...

Plan for the Conversation

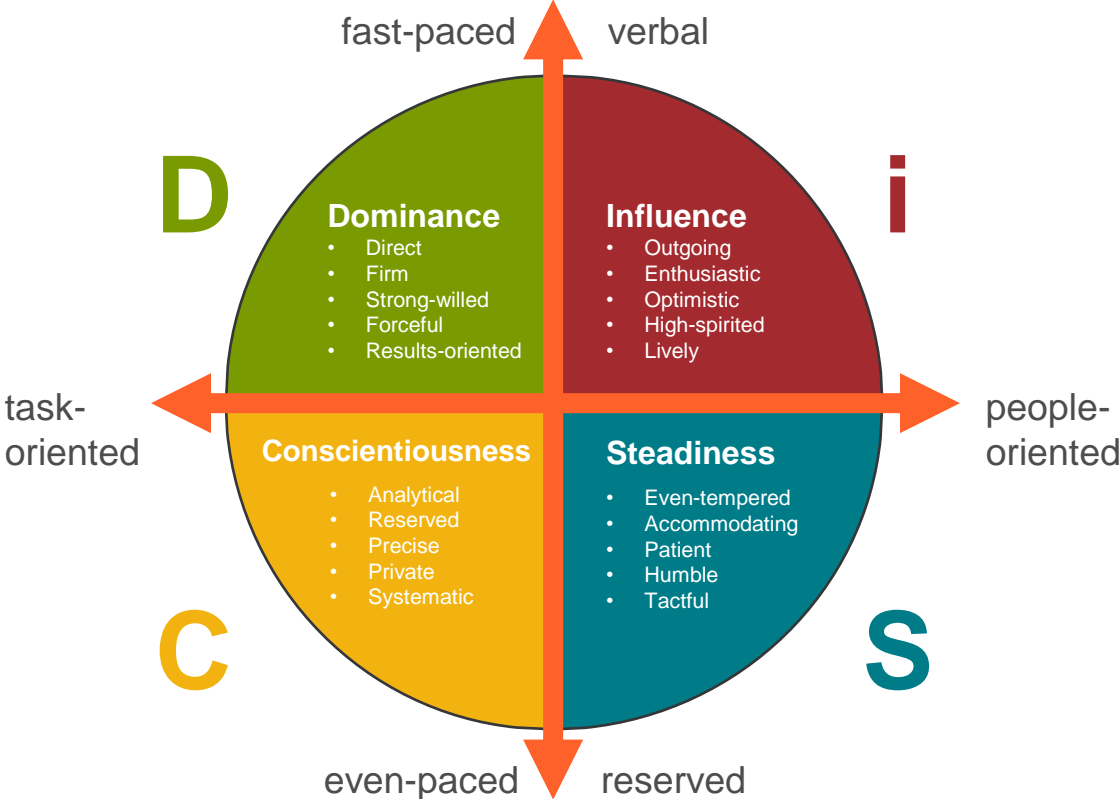


Feedback framework



- **Situation** you want to discuss
- **Behavior** in the situation
- **Impact** of that behavior
- **Intent** of the behavior
- + anticipated next steps

Behavior style: Yours and theirs



Combine tendencies to people read



Breakouts

Conflict scenarios



**Speaker: Have
your conversation**



**Receiver: Listen and
receive the feedback**



**Observer: What do
you notice**

Debrief

- What worked?
- Where did you get stuck?
- What would you do differently?



Post-conversation

Part two

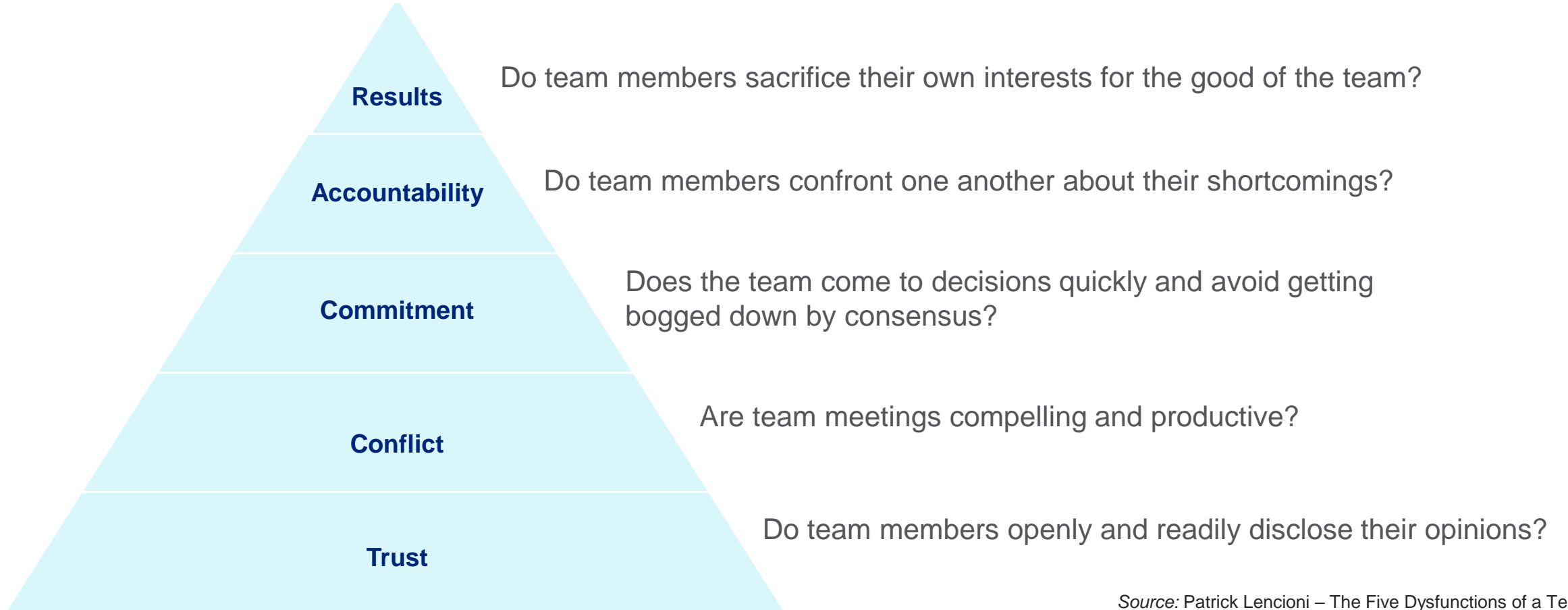


- Follow up
- Listen to every step along the way
- Assume positive intent
- Understand what's driving the conflict

Five dysfunctions of a team



Patrick Lencioni



Source: Patrick Lencioni – The Five Dysfunctions of a Team

Key points

- 1 We know the difference between productive and noisy conflict.
- 2 We can predict the impact of our behavioral style on conflict.
- 3 We can identify the five modes of conflict: competing, compromising, collaborating, avoiding, and accommodating.
- 4 We can recall the steps to prepare and handle conflict.
- 5 We evaluate our team using Lencioni's dysfunction model.

