

## *LEADerShip at a Glance*

### CHLNet's "Top Three" Suggested LEADS Readings for COVID-19<sup>1</sup>

DiLeonardo, A., Mendelsohn, D., Selvam, N., & Wood, A. (2020, May). Personalizing change management in the smartphone era. *McKinsey Quarterly*. <https://www.mckinsey.com/business-functions/organization/our-insights/personalizing-change-management-in-the-smartphone-era?cid=other-eml-alt-mcq-mck&hlkid=a5e5a05ff9514818951ab3df39bf26ae&hctky=11908737&hdpid=85b528a7-11aa-4deb-9238-bac34595ea81>

#### Summary:

This article is of interest to CHLNet partners because it shows the power of technology when harnessed to support formal change leadership processes: i.e., the efforts to lead change in large organizations. It describes how a global manufacturer is blending digital technology, analytics, and behavioral science to personalize its change program; i.e., make available, through an app, the kind of personalized information that modern social media giants like Instagram, Netflix, and Spotify.

The article describes how this approach requires clarity of expectations for change; the clearing of psychological and behavioural roadblocks to implementation of those expectations; how to use the technology to create an app that personalizes the change; and finally, how the technology is married with the efforts of the team leading the change project. It describes three lessons from organizational psychology and behavioral science that identified three types of roadblocks that get in the way of people behaving in a manner commensurate with a desired organizational change. It then shows how the App utilizes many of the technological features available such that employees receive personalized support through the change process.

**LEADS Link:** LEADS is a leadership framework, and leadership is about creating improvement and change. Often the reasons change fail is that the key priorities of the change are not communicated in such a manner so as to encourage personal behaviour change throughout the organization. This article shows how modern technology can be used to operationalize the *Engage Others*, *Achieve Results*, and the *Systems Transformation* domains of LEADS.

Kisely, S., Warren, N., McMahon, L., Dalais, C., Henry, I. & Siskind, D. (2020). Occurrence, prevention, and management of the psychological effects of emerging virus outbreaks on healthcare workers: rapid review and meta-analysis. *BMJ*. 369. <https://www.bmj.com/content/bmj/369/bmj.m1642.full.pdf>

#### Summary:

The objective of this article was to examine the psychological effects on clinicians of working to manage novel viral outbreaks, and successful measures to manage stress and psychological distress, through a rapid review and meta-analysis of the literature. Any study that described the psychological reactions of

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<sup>1</sup> As recommended by Dr. Graham Dickson (CHLNet Senior Research Advisor)

healthcare staff working with patients in an outbreak of any emerging virus (e.g., SARS, MERS, Ebola, and Influenza A) in any clinical setting, irrespective of any comparison with other clinicians or the general population was initially included. 59 papers met the inclusion criteria.

Risk factors for psychological distress included being younger, being more junior, being the parents of dependent children, or having an infected family member. Longer quarantine, lack of practical support, and stigma also contributed. Clear communication, access to adequate personal protection, adequate rest, and both practical and psychological support were associated with reduced morbidity.

The study indicates that effective interventions are available to help mitigate the psychological distress experienced by staff caring for patients in an emerging disease outbreak. These interventions were similar despite the wide range of settings and types of outbreaks covered in this review, and thus could be applicable to the current COVID-19 pandemic.

**Link to LEADS:** This article directly addresses the *Engage Others* domain of LEADS, in particular the capability of *Contributes to the creation of a healthy organization*. It provides a strong evidence base for certain practices that have been associated with improving psychological health in previous pandemic outbreaks; and that need to be utilized during the current COVID-19 crisis.

**Lloupis, G. (2020, April 21). A Leadership Pandemic Was Spreading Before COVID-19. Forbes [Internet]. <https://www.forbes.com/sites/glennlloupis/2020/04/21/a-leadership-pandemic-was-spreading-before-covid-19/#2d0f851c7c55>**

#### **Summary:**

Before COVID-19, organizations and their leaders were already in crisis. Billions of dollars were being spent on transformation efforts to better serve a more informed and knowledgeable individual both in the workplace and marketplace. People in nearly every organization were being asked to change the way they do things, learn new concepts, operationalize new standards, and then accept and reach elevated levels of performance. Leaders tended to expect that people will just buy in and figure out a way to adapt. And people probably would if they knew what to expect. But most people have been through multiple “transformations” with no obvious outcome to prove it was worth it.

In his words, “Organizations have cried wolf too many times, and they fail to appreciate and anticipate the levels of fatigue and mistrust they have created”.

Lloupis then outlines both the cause (standardization) and the cure (constructive interruption).

**Link to LEADS:** CHLNet’s benchmarking project *Bench2* showed us that this scenario is alive and well in health care. Whereas LEADS is practiced dealing with some of the mini crises we have faced, the scope and breath of its use to lead change is sporadic. True leadership is in Lloupis’ words, constructive interruption: the ability to change process regularly to get desired results; not be captured by standardized processes and procedures that mitigate our ability to make change.

This is precisely the philosophy relative to LEADS: yes, it represents a standard language for leadership, but immediately expects that vocabulary to be personally interpreted and applied in context--adapting and adjusting to circumstance and situation--in order to provide the leadership needed for others to change their behaviour as well.