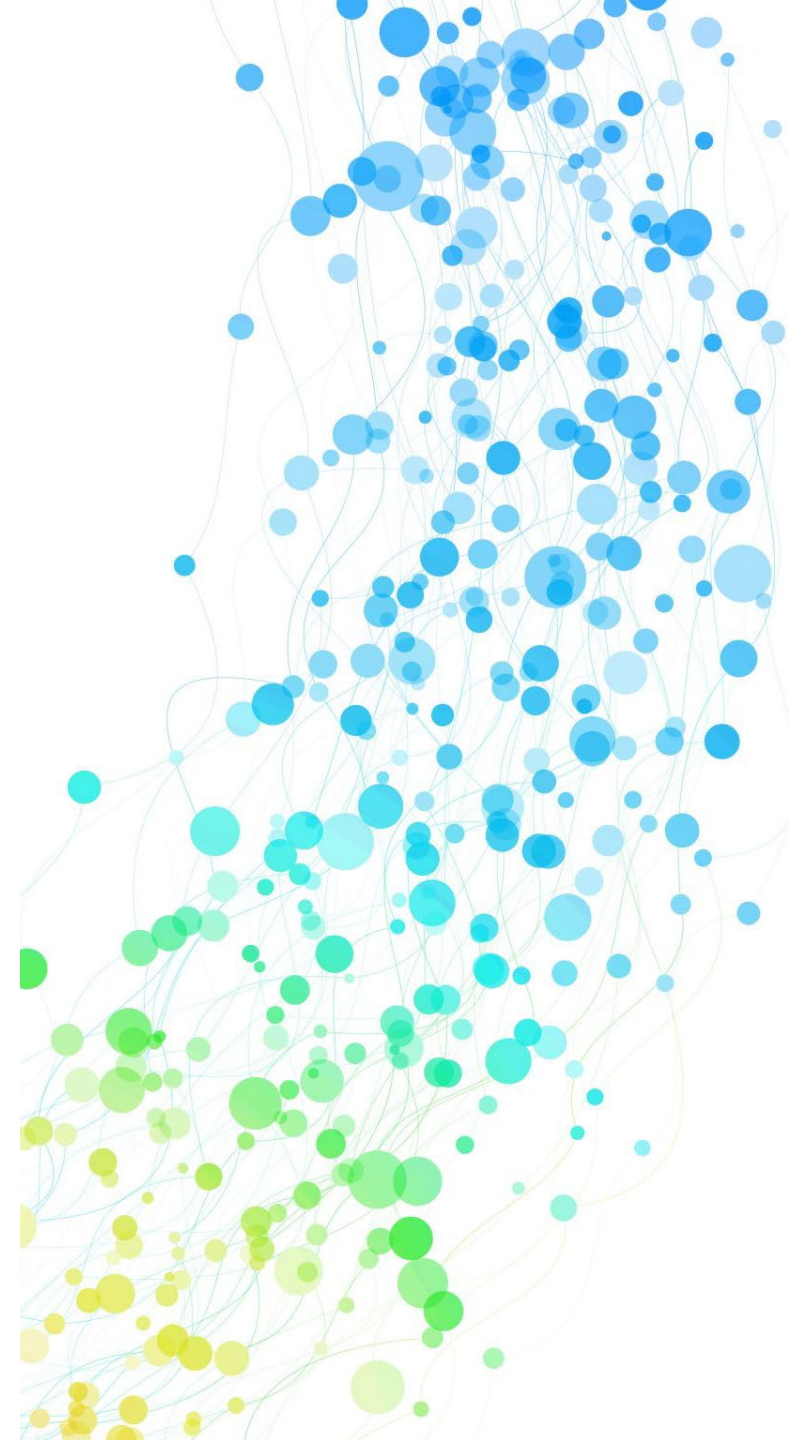


MALPH CJS LEADERSHIP TRAINING

Monique M. Turner, PhD
Michigan State University



Agenda





Let's be honest.

- Higher expectations
- Smaller budgets
- People are slow to trust
- Working with communities is not always easy
- Metrics keep changing

Organizational factors

Dimensions of change

- work task changes
- work group changes
- increased working time
- staff reductions
- salary cuts
- enforced flexibility
- short-term contracts
- duration of insecurity

Legitimacy of change

- crisis prevention or short-term profit ?
- negative changes as last resort only?

Procedures of change

- delayed communication of changes
- veiled and non-participative decision making procedures
- unfair distribution of changes

Individual psychosocial effects

- perceived job insecurity (qualitative and quantitative)
- perceived organisational unfairness
- lower commitment
- decreased motivation, confidence, concentration and persistence on tasks
- decreased self regulatory resources

Individual health effects

- stress and burn out
- sleeping disorders
- changes in health relevant behaviours (drug abuse, unhealthy diet, lack of physical activities)
- work related accidents
- musculoskeletal morbidity
- cardiovascular morbidity & mortality

Organizational health effects

Short term

- absenteeism
- 'presenteeism'
- negative reputation effects: decreased sales
- unintended turnover (creaming-off)
- mobbing
- negative work climate
- decreased productivity
- decreased quality of products
- long term sickness rates of victims & survivors
- negative reputation effects: attractiveness as employer

Long term

— **LEADING DURING
TIMES OF CHANGE
AND UNCERTAINTY**

— Uncertainty

- Anything significant is inherently uncertain and therefore all judgments are probabilistic.
- Robert Rubin



“Uncertainty is a fact with which all forms of life must be prepared to contend. At all levels of biological complexity there is uncertainty about the significance of signs or stimuli and about the possible consequences of actions. At all levels, action must be taken before uncertainty is resolved, and a proper balance must be achieved between a high level of specific readiness for the events that are most likely to occur and a general ability to respond appropriately when the unexpected happens (p. 508)”.

Kahneman, Slovic, and Tversky wrote (1982)

Prosci's 10 Aspects of Change Impact



What to know:



PEOPLE VARY GREATLY
IN TOLERANCE FOR
UNCERTAINTY



THERE ARE DIFFERENT
REASONS FOR THAT!



PEOPLE WANT TO
REDUCE UNCERTAINTY



THEY MAY USE
HEURISTICS TO DO THAT

What to do:

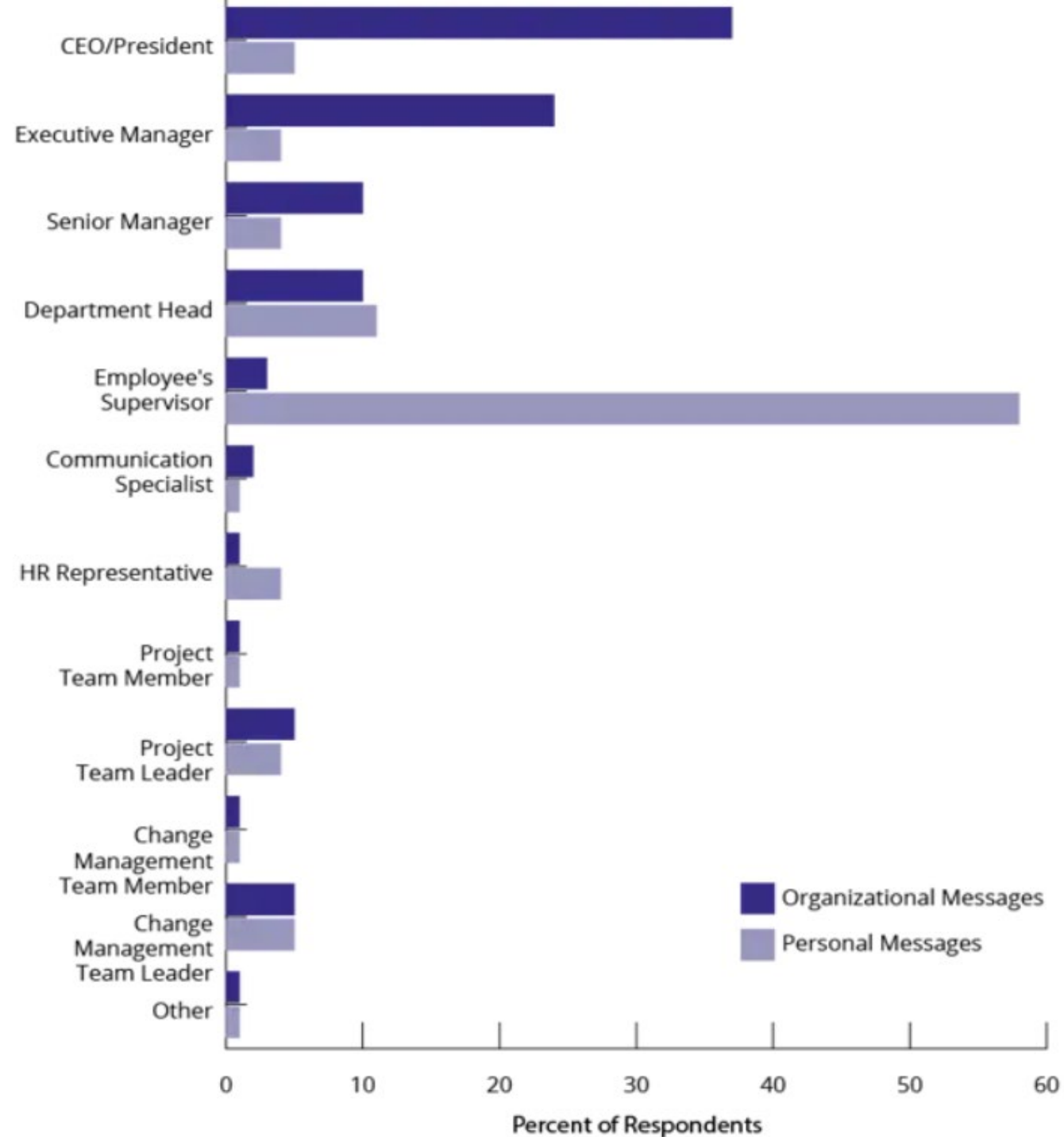


ACKNOWLEDGE
UNCERTAINTY

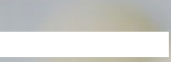


REDUCE
ENVIRONMENTAL
UNCERTAINTY

PREFERRED SOURCES OF COMMUNICATION DURING CHANGE



4 WAYS TO BUILD LEADERSHIP RESILIENCE



1. Reflect and Assess



Understand yourself.



Engage in self-reflection and feedback from trusted peers.



Emotional intelligence.



Adapt your leadership style

Your leadership style:

1. Approachable
2. Credible
3. Aspirational





2. STRIVE TO CONTINUOUSLY LEARN AND GROW

3. Be Purpose-Driven

Why are you doing this in the first place?



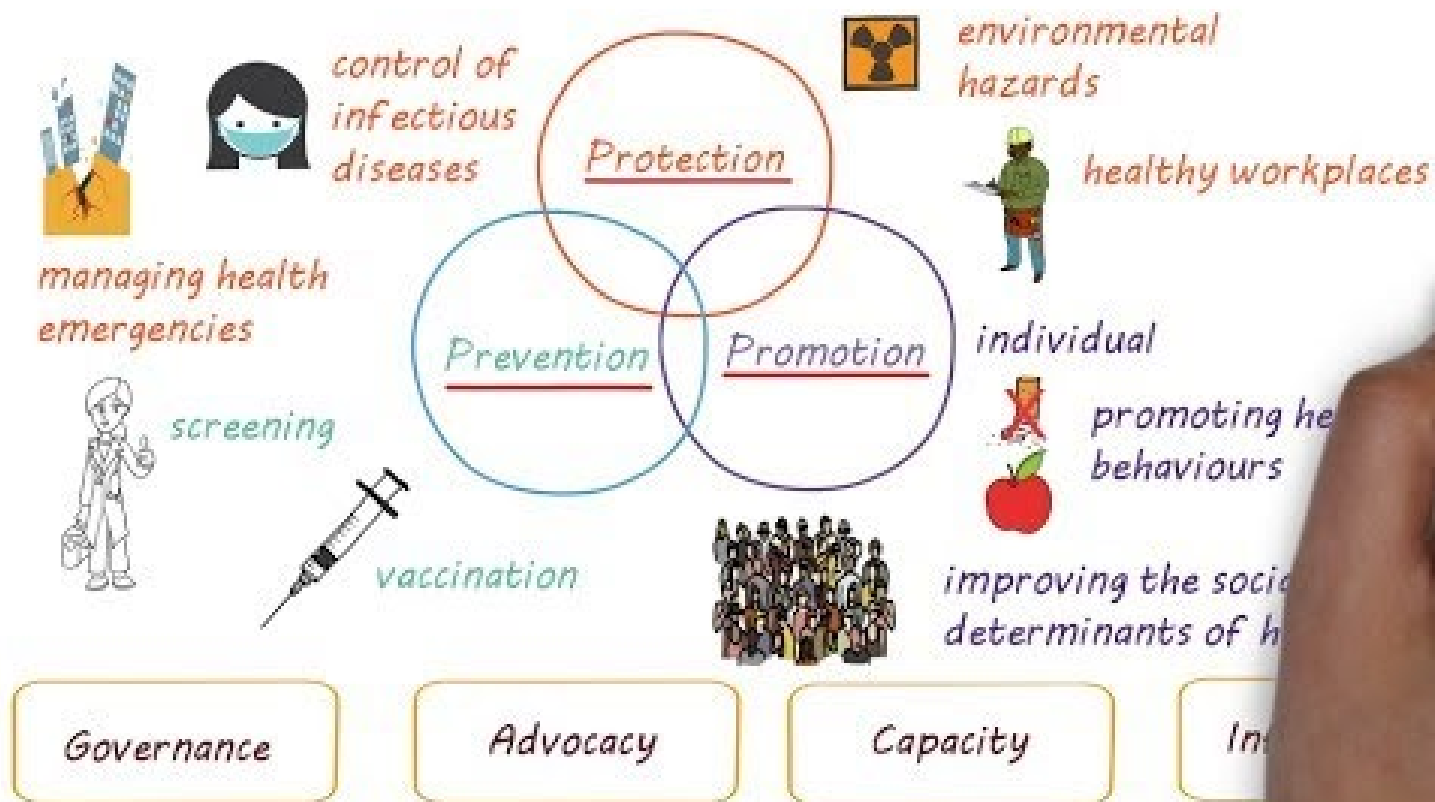


4. CULTIVATE RELATIONSHIPS

— **LEADERS AS THE
FACE OF THE
ORGANIZATION**

PUBLIC PERCEPTION OF HEALTH OFFICERS

WHAT IS PUBLIC HEALTH?



Source Factors

Source: The person involved in communicating a message

Direct Source: A spokesperson who delivers a message and/or demonstrates a service

Indirect Source: Doesn't deliver a message but draws attention to and/or enhances the appearance of the message

Credibility

Credibility is the extent to which the recipient sees the source as having relevant knowledge, skill, or experience and trusts the source to give unbiased, objective information.

Expertise and trustworthiness are two important dimensions to credibility.

Information from a credible source influences beliefs, opinions, attitudes, and/or behavior through a process known as **internalization**, which occurs when the receiver adopts the opinion of the credible communicator since he or she believes information from this source is accurate

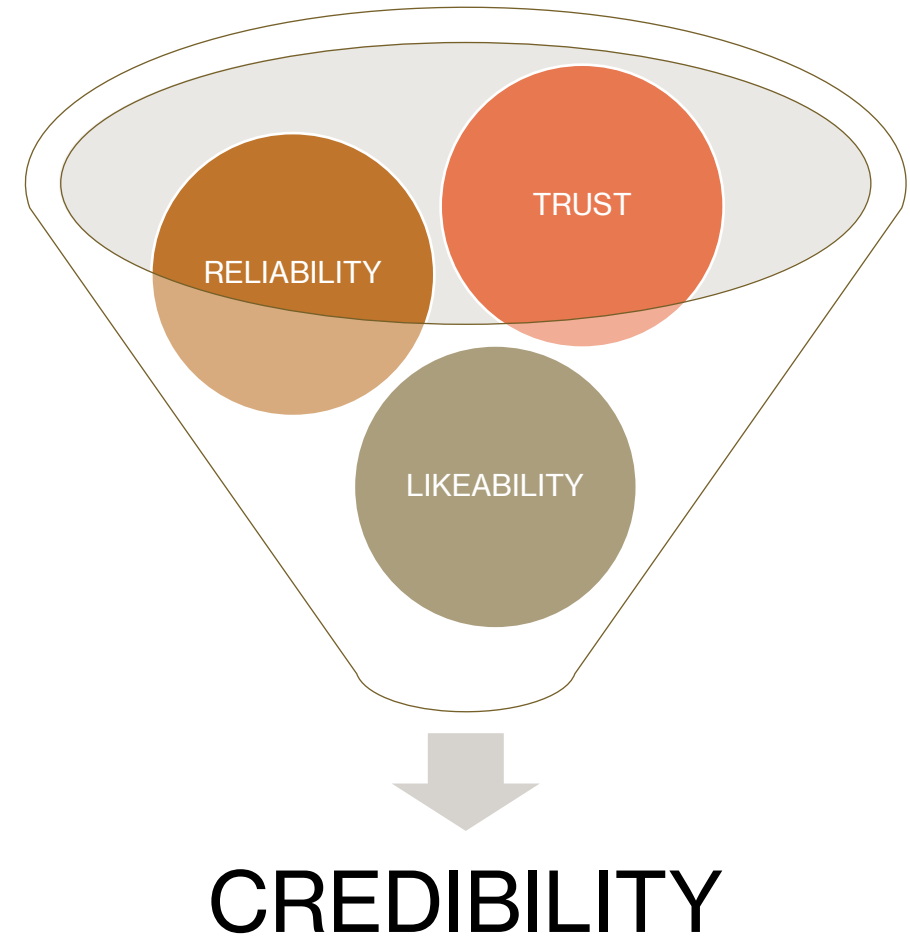


“To be persuasive we must be believable;
to be believable we must be credible;
to be credible we must be truthful.”

— Edward R. Murrow

What cultivates trust?

- Trust is a major component of source credibility.



Building Trust through the Message

- Positively impacting trust:
 - Objectivity
 - Clarity/Accuracy of Info
 - Recommendation by others
- Negatively impacting trust:
 - Bias
 - Complex/inappropriate Info
 - Unknown (low recommendation)

Sbaffi, L., & Rowley, J. (2017). Trust and Credibility in Web-Based Health Information: A Review and Agenda for Future Research. *Journal of Medical Internet Research*, 19(6), e218. <https://doi.org/10.2196/jmir.7579>

Lin, T.-C., Hwang, L.-L., & Lai, Y.-J. (n.d.). Effects of argument quality, source credibility and self-reported diabetes knowledge on message attitudes: an experiment using diabetes related messages. *Health Information & Libraries Journal*, 34(3), 225–235. <https://doi.org/10.1111/hir.12181>

Source Credibility is *Subjective*

- Building trust using an **objective** and **accurate** message, and building a **following** will put you and your message in the best light for the audience.

Watch out for Inaccurate Information!!

- The higher the misinformation, the lower source credibility is rated.

For Example...

- In 2010 when Haiti was struck by an earthquake, The Red Cross was exposed for overexaggerating the amount of funds they used on relief efforts.

So....

- In 2017 when Hurricane Harvey hit, people actively spoke out about *not* donating to TRC because of its fraudulent claims

Source Attractiveness

- Attractiveness encompasses similarity, familiarity, and likability

- Source attractiveness leads to persuasion through a process of **identification**, whereby the receiver is motivated to seek some type of relationship with the source and thus adopts similar beliefs, attitudes, preferences, or behavior.



POSITIONING YOUR DEPARTMENT FOR SUCCESS

Reasons Why Organizational Changes Fail



7 reasons change can fail



#1: Starting with an Incomplete or Poorly-Defined Strategy



#2: Following a Strategy that is Too Rigid and Inflexible



#3: Lack of Effective Communications



#4: Failing to Identify and Address Resistance



#5: Disconnect Between Strategy and Culture



#6: Setting Unrealistic Expectations



#7: Not Creating – and Celebrating – Short Term Wins

refention
customer research sales
project complex
organization probability data refention
assessment identification impact management
process risk sales analysis plan implementation monitor project risk project impact project impact project impact
strategy assessment data sales organization process management performance cost evaluation management research

Change Management

data management
treatment refention impact
project strategy data research
plan impact project resources performance refention important organization project
risk performance context evaluation data scope





A hand is shown from the bottom, reaching upwards towards a bright, glowing sun at the top of the frame. A faint rainbow is visible in the background, arching across the sky. The overall scene is bathed in warm, golden light, creating a sense of hope and optimism.

THE POWER OF HOPE, OPTIMISM AND EMPATHY

Hope

```
graph TD; Hope[Hope] --- Agencies[Agencies]; Hope --- Pathways[Pathways]; Agencies --- A1[My past experiences have prepared me well for my future]; Agencies --- A2[I energetically pursue my goals]; Agencies --- A3[I meet the goals that I set for myself]; Agencies --- A4[I've been pretty successful in life]; Pathways --- P1[Even when others get discouraged, I know I can find a way to solve the problem]; Pathways --- P2[There are a lot of ways around a problem]; Pathways --- P3[I can think of many ways to get the things in life that are important to me]; Pathways --- P4[I can think of many ways to get out of a jam];
```

My past experiences have prepared me well for my future

I energetically pursue my goals

I meet the goals that I set for myself

Agencies

I've been pretty successful in life

Pathways

Even when others get discouraged, I know I can find a way to solve the problem

There are a lot of ways around a problem

I can think of many ways to get the things in life that are important to me

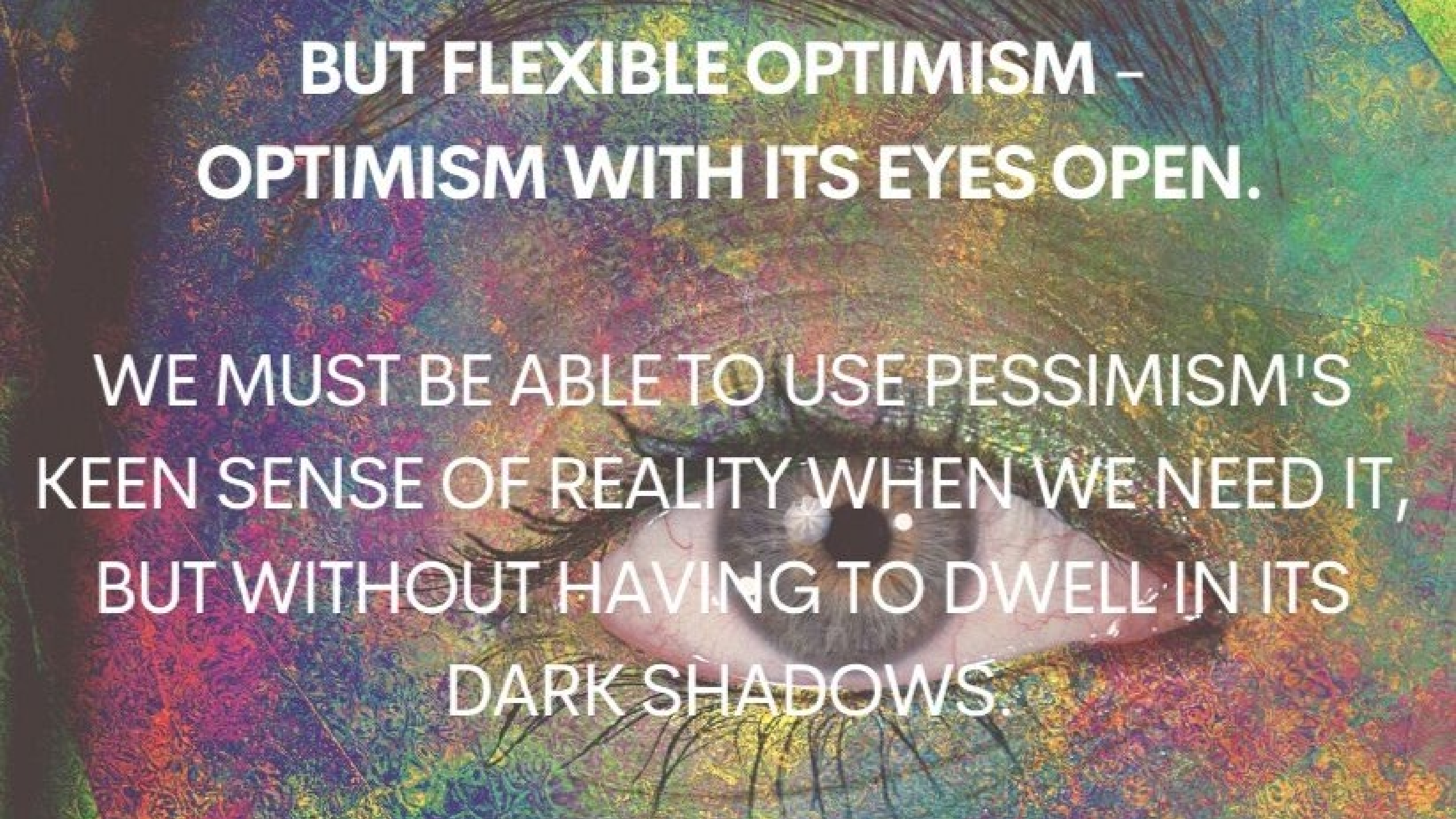
I can think of many ways to get out of a jam

“

**Optimism isn't a belief
that things will
automatically get
better; it's a
conviction that we
can make things
better.**

– MELINDA GATES



A close-up of a human eye, looking directly at the viewer. The eye is centered in the lower half of the frame. The background is a vibrant, abstract, and textured surface, possibly a painting or a digital artwork, featuring a mix of colors including deep blues, purples, greens, and yellows. The texture is rough and layered, giving it a sense of depth and complexity. The lighting is soft, highlighting the eye's features and the surrounding texture.

**BUT FLEXIBLE OPTIMISM –
OPTIMISM WITH ITS EYES OPEN.**

**WE MUST BE ABLE TO USE PESSIMISM'S
KEEN SENSE OF REALITY WHEN WE NEED IT,
BUT WITHOUT HAVING TO DWELL IN ITS
DARK SHADOWS.**

What Is Empathy?

Affective Empathy

The ability to respond to other people's emotions appropriately

Somatic Empathy

The ability to feel what another person is feeling

Cognitive Empathy

The ability to understand someone's response to a situation



Skills Strengthened by Empathy





LIFE
SATISFACTION



PROBLEM
FOCUSED COPING



PERFORMANCE



LONGEVITY

A hand holding a compass over a desert road. The hand is wearing a green long-sleeved shirt. The compass is a standard analog compass with a white face and black markings. The background is a desert landscape with a paved road stretching into the distance, flanked by dry, yellowish-brown hills and a small body of water on the left. The text "Where does that lead us?" is overlaid in white, bold, sans-serif font.

Where does that lead us?

THANK YOU.

