

VA Supervisors

May 11, 2022

The Truth About Change



DOUGLAS R GOFFMAN
COGNITIVE PERFORMANCE COACHING



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The Truth About Change

Leading Change: John Kotter

The Six Secrets of Change: Michael Fullan

The Dance of Change: Peter Senge

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Essential Questions

1. Who really needs to change?
2. Why should we bother to change?
3. What about, "If it ain't broke, don't fix it?"
4. Do changes occur all the time, even if we don't realize it?
5. When we learn, does that change our way of thinking?
6. How big does the change need to be in order to make it worthwhile?
7. Why should I change if nobody else seems to care about doing things differently?
8. What if the changes are more about me and my habits?
9. Does change help us to gather a fresh look at the work that we do?
10. Do we allow other people to change or do we hold them to their reputation?



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Recurring Themes

Habit
Design
Identity
Control
Emotion
Process
Distraction
Personality
Experience
Productivity
Resistance



Resistance to Change

Sustaining any profound change process requires a fundamental shift in thinking.

We need to understand the forces and challenges that impede progress.

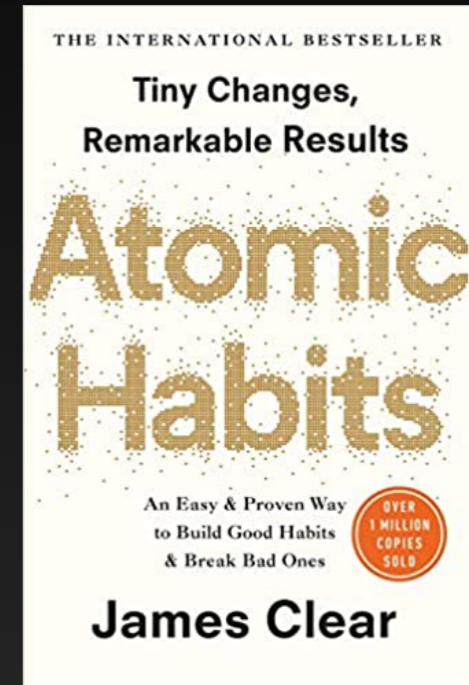
“Every movement is being inhibited as it occurs. This is nature’s way. We can either work with it, or work against it.”

Humberto Maturana

Where do you see the resistance coming from?

Identity emerges from habits

Your identity emerges out of your habits. You are not born with preset beliefs. Every belief, including those about yourself, is learned and conditioned through experience. More precisely, your habits are how you embody your identity.



Think of 5 habits that help to define your identity.

**JAMES
CLEAR**

**ATOMIC
HABITS**





The Crucible

List 5 significant events
in your life.

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

What habits did you develop from
each event?

- 1 _____

- 2 _____

- 3 _____

- 4 _____

- 5 _____



ie. my habits look like this

**List 5 significant events
in your life.**

1 Youth Sports

2 Dad died age 54

3 _____

4 _____

5 _____

**What habits did you develop from
each event?**

1 Value conditioning and strength.

Competitive instinct. Teamwork. Lose gracefully. Never give up. Positive Attitude.

2 Embrace difficulty. Step up. Live every day. Love life. Go for everything. Few limits.

3 _____

4 _____

5 _____

5 _____

the ever challenging role of the supervisor

Mental Health resource

Referee

Logistics specialist

Collaborator

Problem-solver

Coach/Teacher

Skill-Developer

What did I miss?

How has it changed?

Personality

**Can we shape or change our personality
to meet the demands of the job?**

Or

Is it a function of:

DNA?

Environment?

Parents?

Experience?

How does your personality impact team performance?



Its all about the **PROCESS**

A Supervisor's Process

Step 1

Step 2

Step 3

Step 4

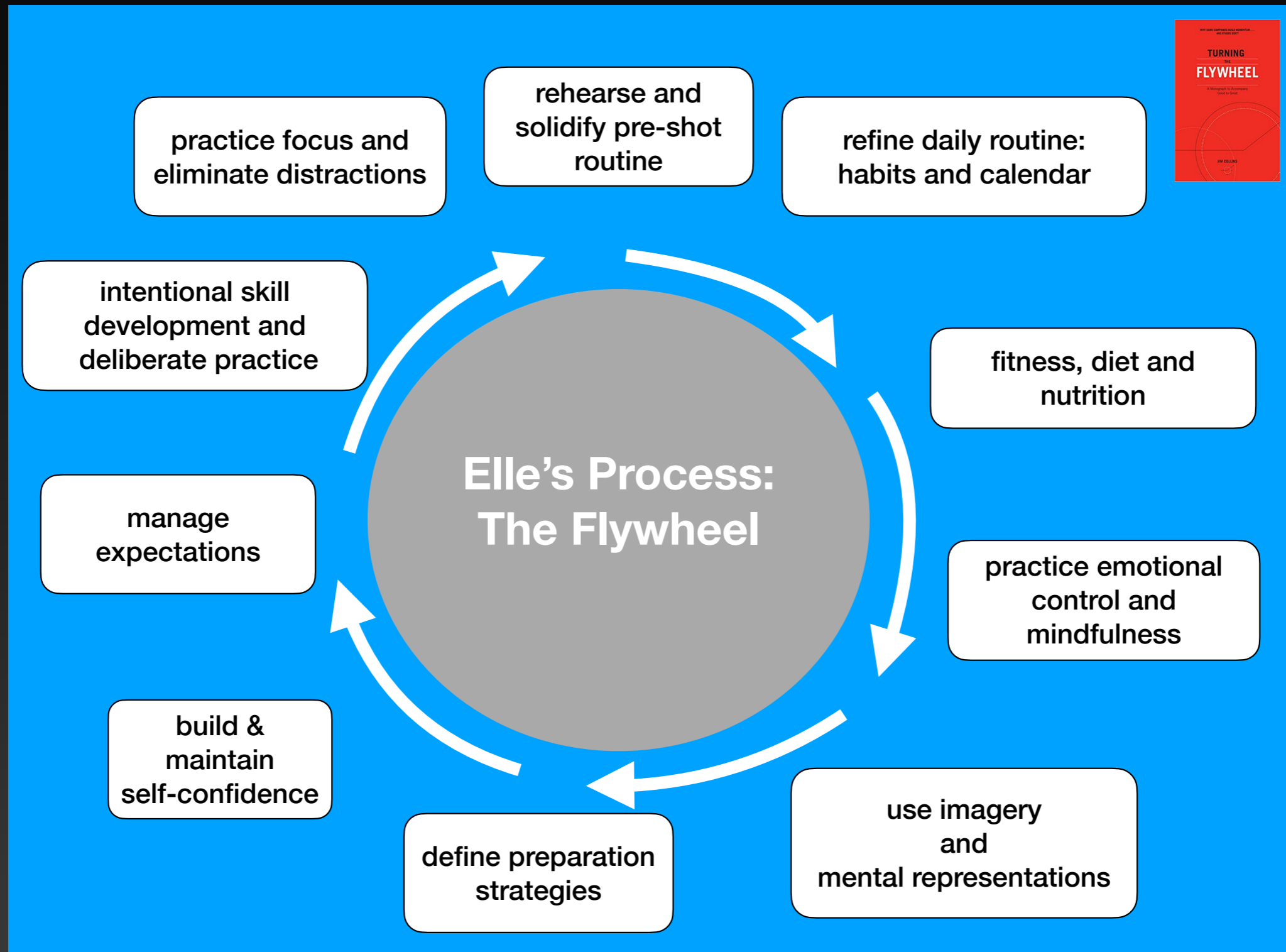
Step 5

Step 6

Step 7

Step 8

Elle's process





Its all about the PROCESS





Happiness and Performance

**Top Performers Have a
Superpower: Happiness**

Harvard Business Review Article

We followed nearly one million U.S. Army soldiers for five years...

MIT Sloan
Management Review

Top Performers Have a Superpower: Happiness

A large-scale study found that well-being predicts outstanding job performance.

SPRING 2022
ISSUE

Paul B. Lester
Ed Diener
Martin Seligman

... That raises the question, what really is happiness? The behavioral science literature often refers to happiness as *subjective well-being* because the meaning of happiness varies in different contexts...

... they coalesce around three areas:

1. a person's own assessment of their satisfaction with life;
2. how much positive emotion (such as enjoyment, enthusiasm,, inspiration, or pride) they experience;
3. how little negative emotion (such as hostility, irritability, fear, or nervousness) they experience.



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Locus of Control

What would you change if you could?

Yourself

Your Team

The Hospital

What is out of your control?

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Harvard Business Review Webinar

Whitney Johnson

“Creating a Culture of Learning and Growth”

QUOTE: TOM RATH: STRENGTHFINDERS



“post-traumatic growth”

These Chinese characters represent the word “**learning.**”

Study and Practice Constantly

child in a doorway

bird leaving the nest



accumulate knowledge

youth and wonder