

The Role of Leadership in Creating Capacity for Change

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Some basic data about the German health service

- the health service - with its approx. 250 billion Euro turnover - is one of the most important growing markets in Germany.
- the citizens become more critical because of rising insurance premiums of the health insurance companies.
- approx. 30% of the expenditures in the health service are needed by the hospital sector
- extensive quality management programs provide for more transparency
- in the hospital sector nearly all services are paid by DRG (fixed prices)
- due to the extensive reforms of the last years the existence of organisations (even hospitals and insurance) is no longer automatically secured in the health service. Responsible high-level personnel initiated a violent process of change, in order to secure the survival of their organisation.

Conditions for changes

The prerequisite for the change process is rarely knowledge, willingness or desires of the involved people. Insight is only seldom the cause for change. Pressure is the most frequent cause for changes, but with the danger of non-specific panic reaction. Common goals and visions are the most effective way for sustainable change.

quantum leap changes

The pressure to change is so strong that in many areas dramatic changes are required. Main obstacles are habits and rituals established in the last decades. Competitive sports may be used as a helpful reference for quantum leap change. Favourable conditions are given in competitive sports, because the result is measurable and the winner needs no further reasoning for his success.

Necessary conditions for quantum leap change are further leaving the mental model and a persistent learning of new ways.

Tasks of senior executives initiating changes

Senior executives have to create the conditions for change (if necessary a dramatic one).

On the other hand they should pay attention to the following framework causing sustainable change:

- measurable goals
- extensive clarifying of roles and defining process and structures
- free communication with hierarchy-spreading feedbacks
- redundancy with all important processes

Speakers

Ulrich Schweiker, Ph.D.

Partner of UPBA (Entrepreneurial Partners and Business Angels Group)

Salmenstr. 20

D 68199 Mannheim

Phone: ++49-621-4393479

ulrich.schweiker@upba.net

Winfried Zinn

Partner of Forschungsgruppe Metrik (Questionings/ Surveys)

An der alten Schule 16

D 36355 Bermuthshain

Phone: ++49 66 44 - 91 91 55

zinn@metrik.de

www.metrik.eu

and

Partner of DocuMix Ltd. (Time measurements)

An der alten Schule 16

D 36355 Bermuthshain

Phone: ++49 66 44 - 91 80 600

zinn@documix.de

www.documix.de