

**Navigating Integration: Need-to-Have Leadership Skills for PBHCI Directors**

<b>THE PERSONAL SIDE OF CHANGE</b>		
<b>Hardwiring</b>	<b>Typical Change Symptom</b>	<b>Ways to Ease The Symptoms</b>
Seeing Everything as a Threat; Fight or Flight	Anxiety or fear about doing something new or different. Paralyzing lack of confidence. Complaining. “Seriously? You’ve got to be kidding.” “No way.” Outright or passive resistance.	To Soften Fight or Flight & Activate Rest & Digest: <ul style="list-style-type: none"> <li>○ Relax Tongue &amp; Jaw.</li> <li>○ Touch Lips.</li> <li>○ Open Lips Slightly which eases subtle unconscious jaw movements that can accompany mental speech.</li> <li>○ Inhale Count of 3, Exhale Count of 6.</li> </ul>
Creating Separation	“They’re doing this to us.” “We’re different.” “They don’t understand ...” “They’re making decisions without knowing or asking what we do at the front-line.” Avoiding or withdrawing.	<ul style="list-style-type: none"> <li>○ Don’t Assume; Ask Instead.</li> <li>○ In Their Shoes: make a list of pressures or needs “they” may face &amp; empathize.</li> <li>○ Find similarities between “Us” and “Them.”</li> <li>○ Kind Wishes: “May you ...” or “May your ...” (<i>May your day managing these changes go well.</i>)</li> </ul>
Maintaining Stability or Approaching “Opportunities” that give us the same historic satisfaction	Think about it the same way you’ve always thought about it. Keep doing it the old way. Haven’t had an “Ah ha!” moment of new perspective or clarity in a long while.	<ul style="list-style-type: none"> <li>○ Be Curious.</li> <li>○ Notice &amp; Feel You’re Okay Right Now.</li> <li>○ Say “Yes.”</li> <li>○ Risk the Dreaded (the results are typically better than you feared).</li> </ul>

**THE PERSONAL SIDE OF CHANGE**

<b>Hardwiring</b>	<b>Typical Change Symptom</b>	<b>Ways to Ease The Symptoms</b>
Negative Trumps Positive	“We don’t have the resources (support, training, staffing, etc …)” “This is too much too fast.” “We tried this before and failed.”	<ul style="list-style-type: none"> <li>○ Turn Good Facts into Good Experiences &amp; Feelings.</li> <li>○ Be Glad.</li> </ul>
Change is Overwhelming & Exhausting	Brain fog. Can’t think straight. Can’t do things that used to be routine or easy. Too easily confused. “Huh? What? Can you say that again?” Zoning out. Making odd, impulsive, or just not the greatest decisions. Or making no decisions at all. Exhausted. Depressed. Anxious. Angry.	<ul style="list-style-type: none"> <li>○ Smile.</li> <li>○ Prep Through Intention (Words, Imagery, Feelings …).</li> <li>○ 6:1 Ratio Positive Thoughts, Words &amp; Perceptions to Negative.</li> <li>○ Sleep.</li> <li>○ Self-Compassion.</li> <li>○ Complete the phrase “I trust …”</li> <li>○ Complete the phrase “I’m grateful for …”</li> <li>○ Find one’s own Bright Spots (copying others’ successful strategies; re-feeling instances when you successfully changed).</li> <li>○ Honor the past while allowing the future.</li> </ul>