The creative tension exercise shows that when an organization strives to improve its leadership performance, there will be anxiety.

How does creative tension manifest? Commonly heard statements include, “I have too much on my plate,” “Everybody is overwhelmed,” “Some are getting it, and some are not.” Listen to the feedback and provide training. Be very careful, though. Remember that the goal of the low performers is to lower the desired goals in order to eliminate or at least reduce creative tension.

Low performers win if the organization stays the same. The patients, families, other staff and physicians, volunteers, and the community lose.

### Creative Tension - Treatment Plan

- Try to drive as few behaviors as possible for the greatest change
- Might not be “more things” but continue to improve execution (repetition creates excellence)
- Very specific development
- Continued communication back to the “why”