

Governing and Leading in a Continuously Changing Environment

Community Health Connections 2019

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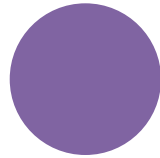
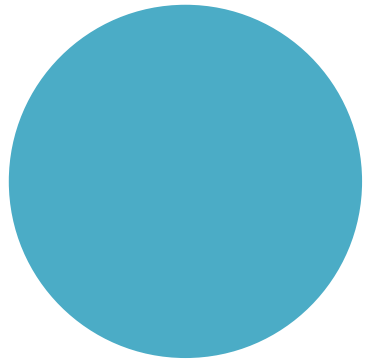
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Presenter Disclosures

Presenters: Gwen DuBois-Wing
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Relationships to commercial interests:

- Grants/Research Support: None
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- Consulting Fees: None
- Other: None



Background/Context

Governance as Leadership: Modes



Creating & Sustaining a Generative Mode in a Boardroom: Research

Purpose

- Explore factors that a board chair and CEO perceive create and sustain a generative mode of governance in a boardroom.

Research Design:

- Qualitative, descriptive research
- 1 on 1, 60-90 minute interviews

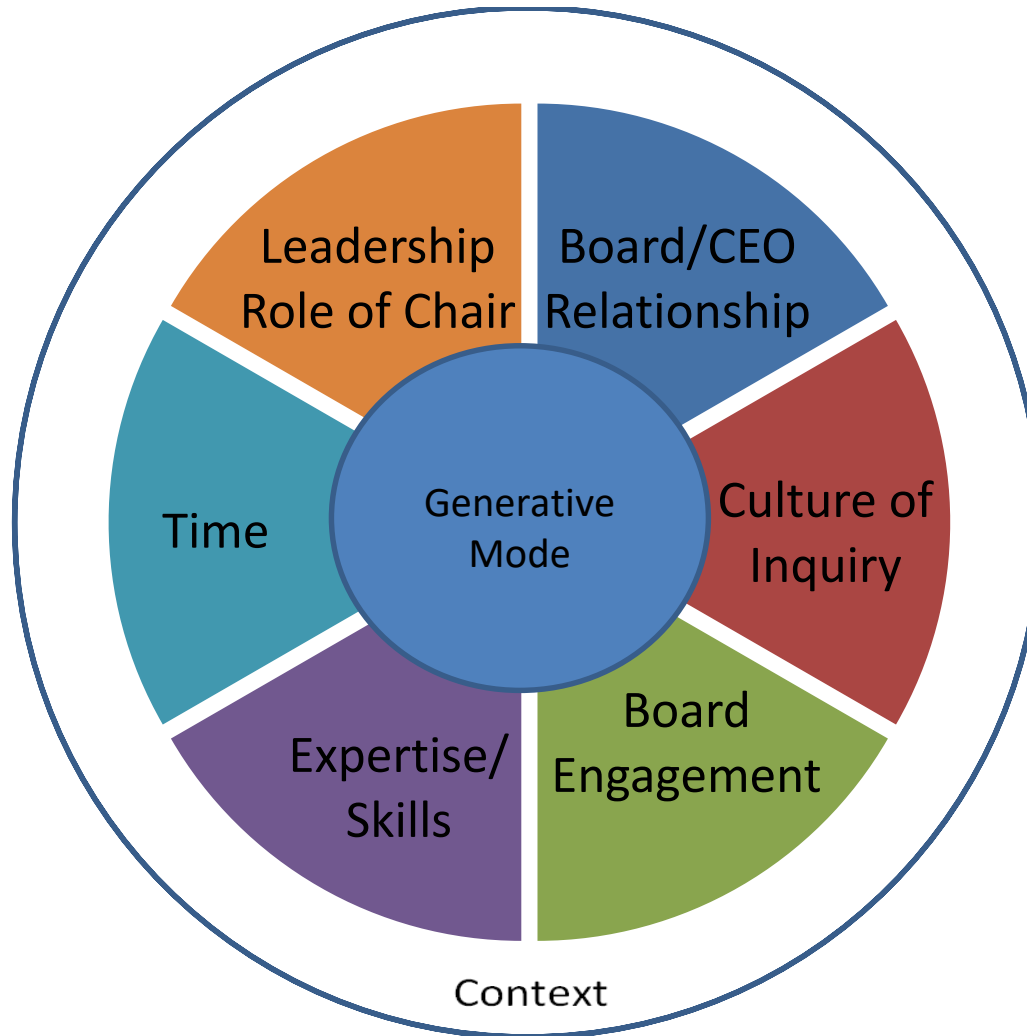
Sample:

- 15 Board Chairs and 15 CEOs/EDs
- 30 interviews
 - 9 hospital Board Chairs and CEOs
 - 5 CHC Board Chairs and CEOs/EDs
 - 2 CCAC Board Chairs and CEOs



Findings: Major Themes

What do board chairs and CEOs perceive as factors that create and sustain a generative mode of governance in the boardroom?



Board Engagement



Board Participation

- Active participation
- Preparation
- Attendance



Use of Board Capital

- Intellectual
- Social
- Political
- Reputational

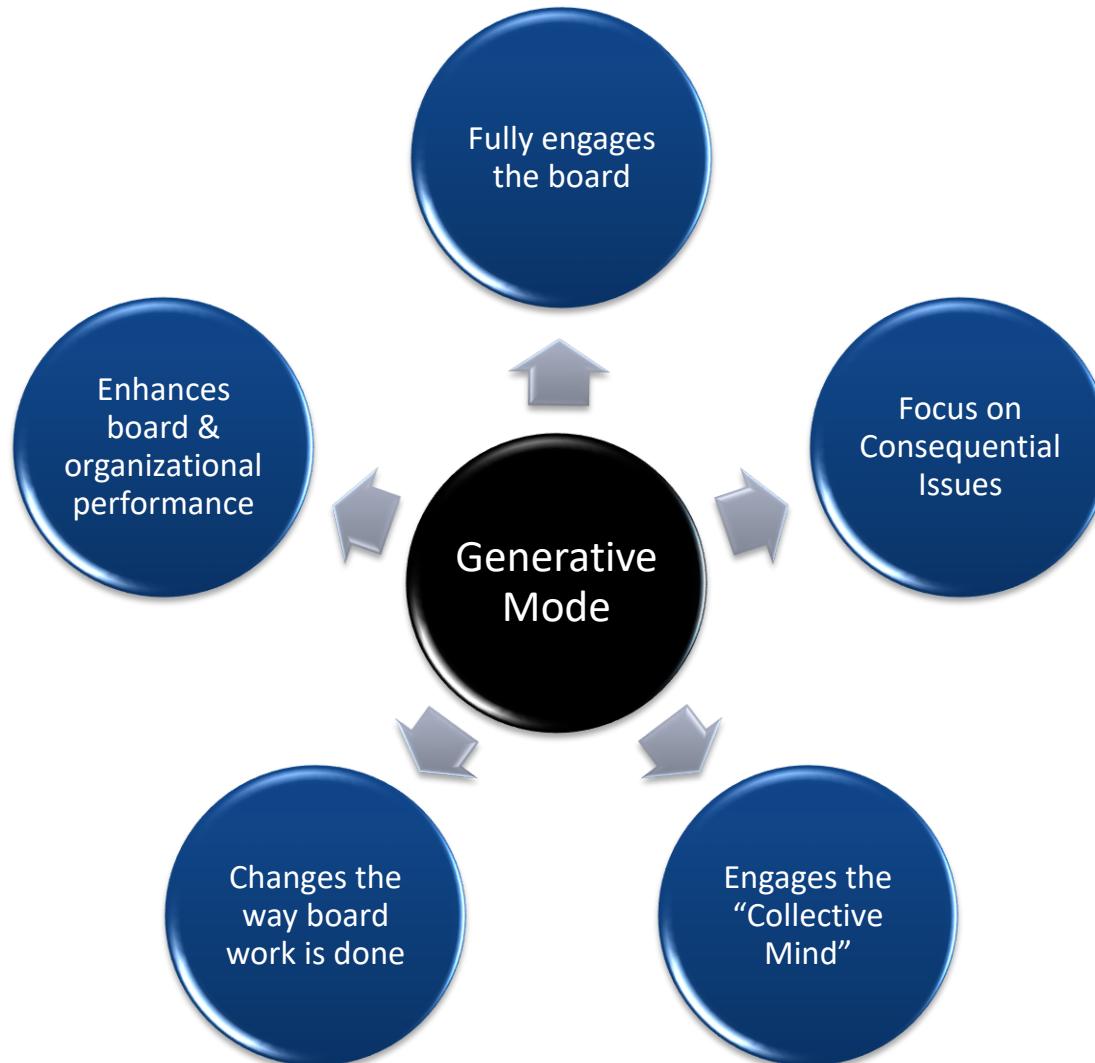


Engagement at Boundaries

- Internal
- External
- View of broader health system



Generative Mode in the Boardroom: Outcomes

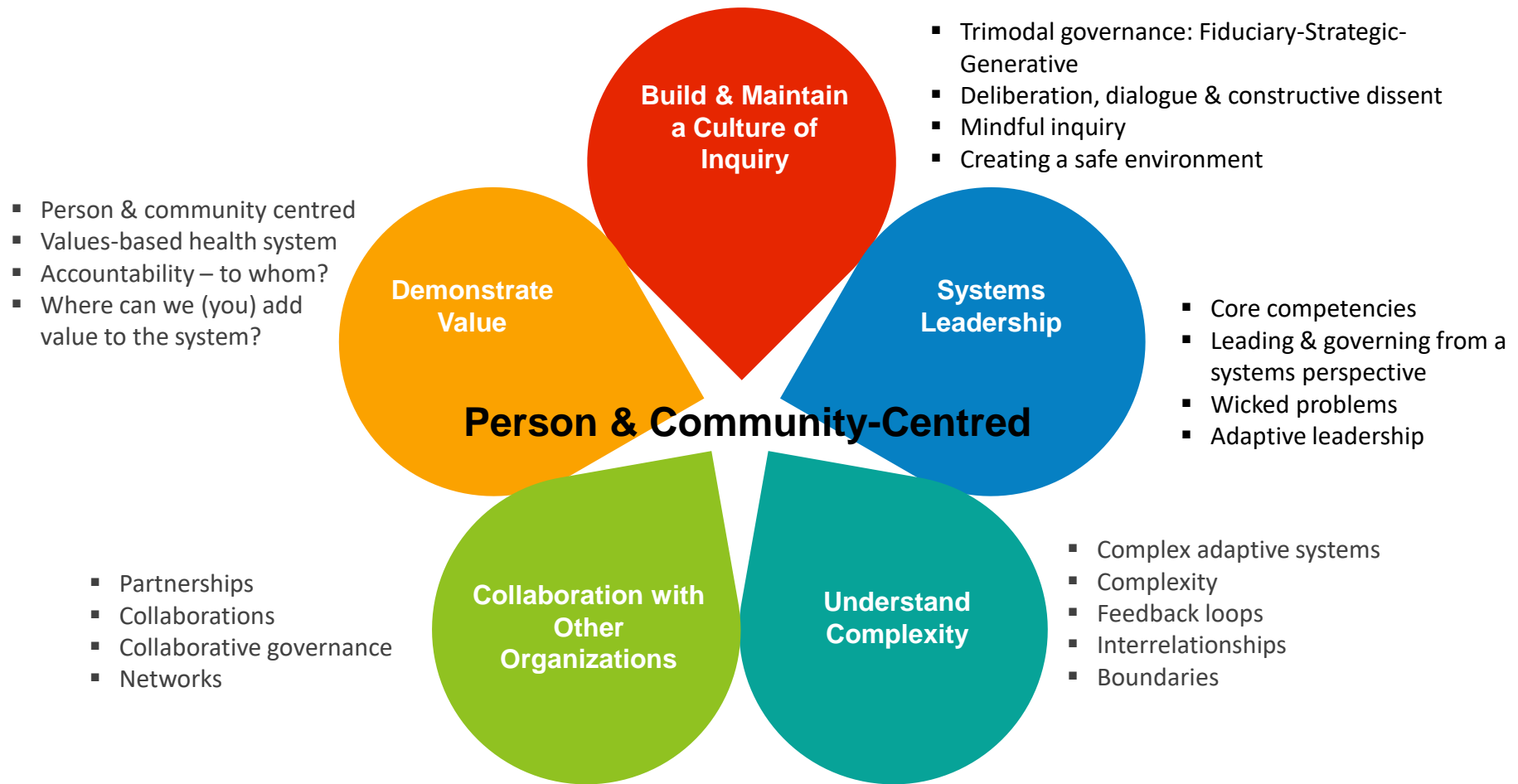




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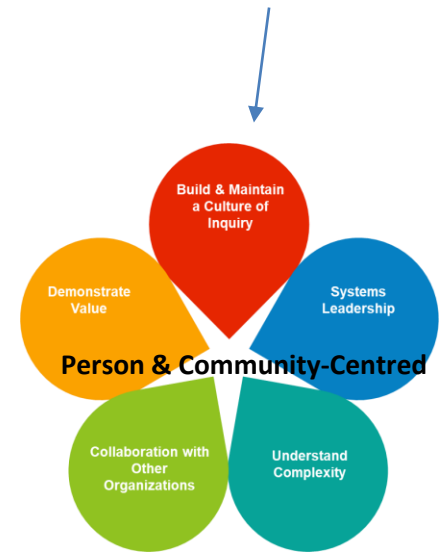
How can Community Health Organizations Lead?

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Build and Maintain a Culture of Inquiry

- Govern in multiple modes: fiduciary, strategic, generative
- Dialogue, deliberation, constructive dissent
- Curiosity; Ask questions
- Engage multiple perspectives
- Sensemaking, discerning, framing
- Continuous, engaged learning



*“We are all hungry for the right answers.
But first we have to ask the right questions.”*

- Warren Berger



Question Burst TM

- Pick one challenge or opportunity
- Brainstorm questions **ONLY**
 - **No** answers
 - **No** preambles
 - Write down 15-20 questions **verbatim**

- Hal Gregersen, 2018



<https://www.youtube.com/watch?v=eXdzKBWDraM>

System Leadership

3 Core Characteristics of System Leaders:

- Ability to see larger system
- Foster reflection & generative conversations
- Shift collective focus from reactive problem solving to co-creating the future

Adaptive Leadership (Heifetz et al.)

- Focuses on adaptations required of people in response to changing environments.
- Encourages change across multiple levels/systems: self, organization, community, societal
- Value-laden; evokes emotion
- Subset of complexity leadership thinking

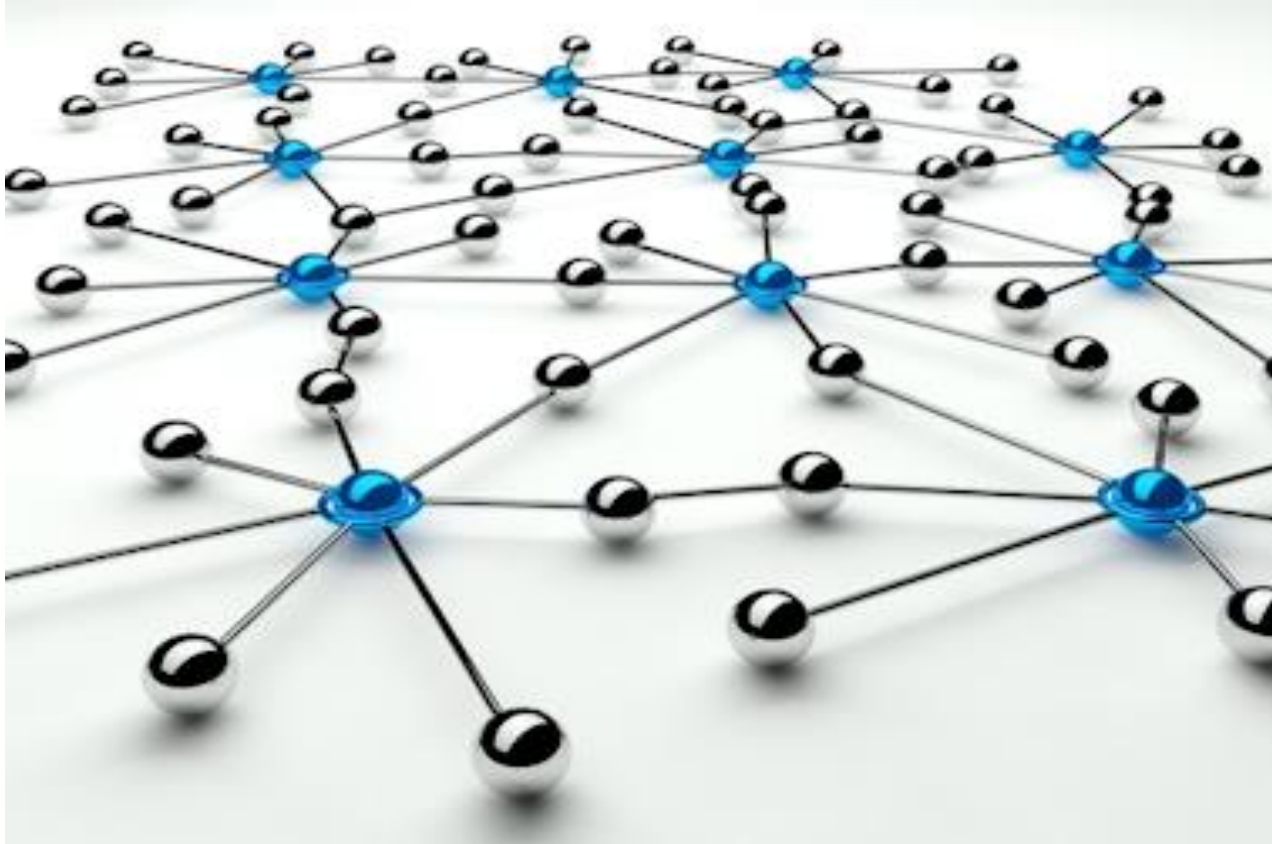


A Complex Adaptive Systems Story



https://www.youtube.com/watch?time_continue=227&v=oSBL7Gk_9QU

Collaboration with Other Organizations



Demonstrate Value

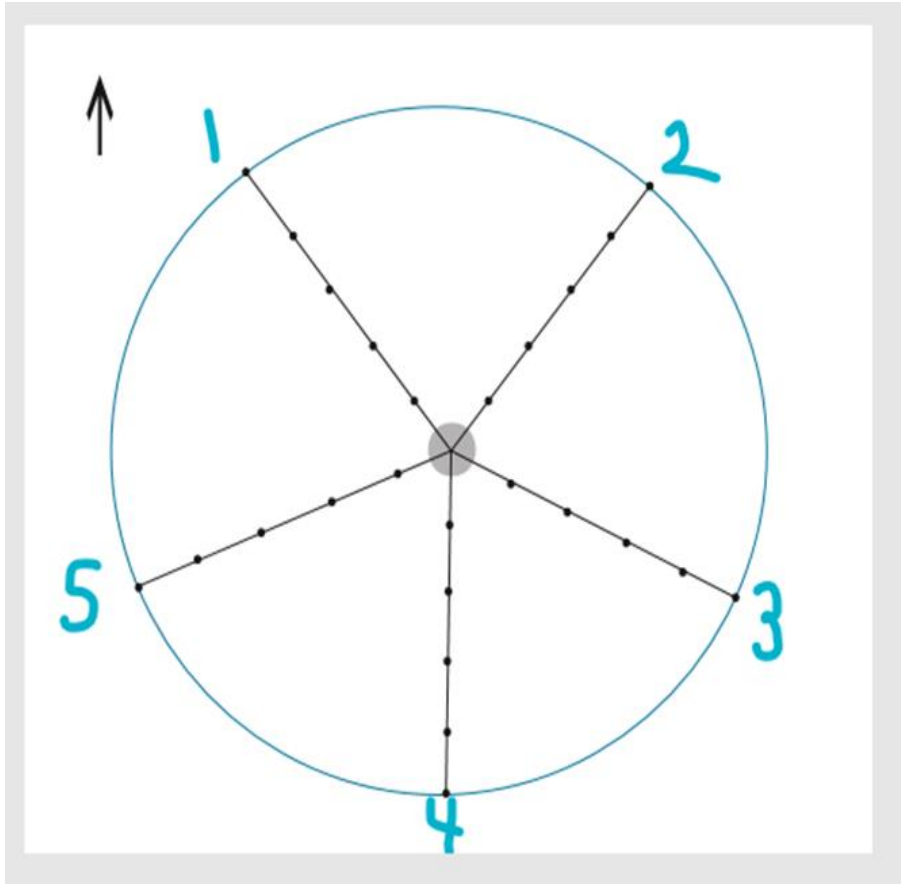


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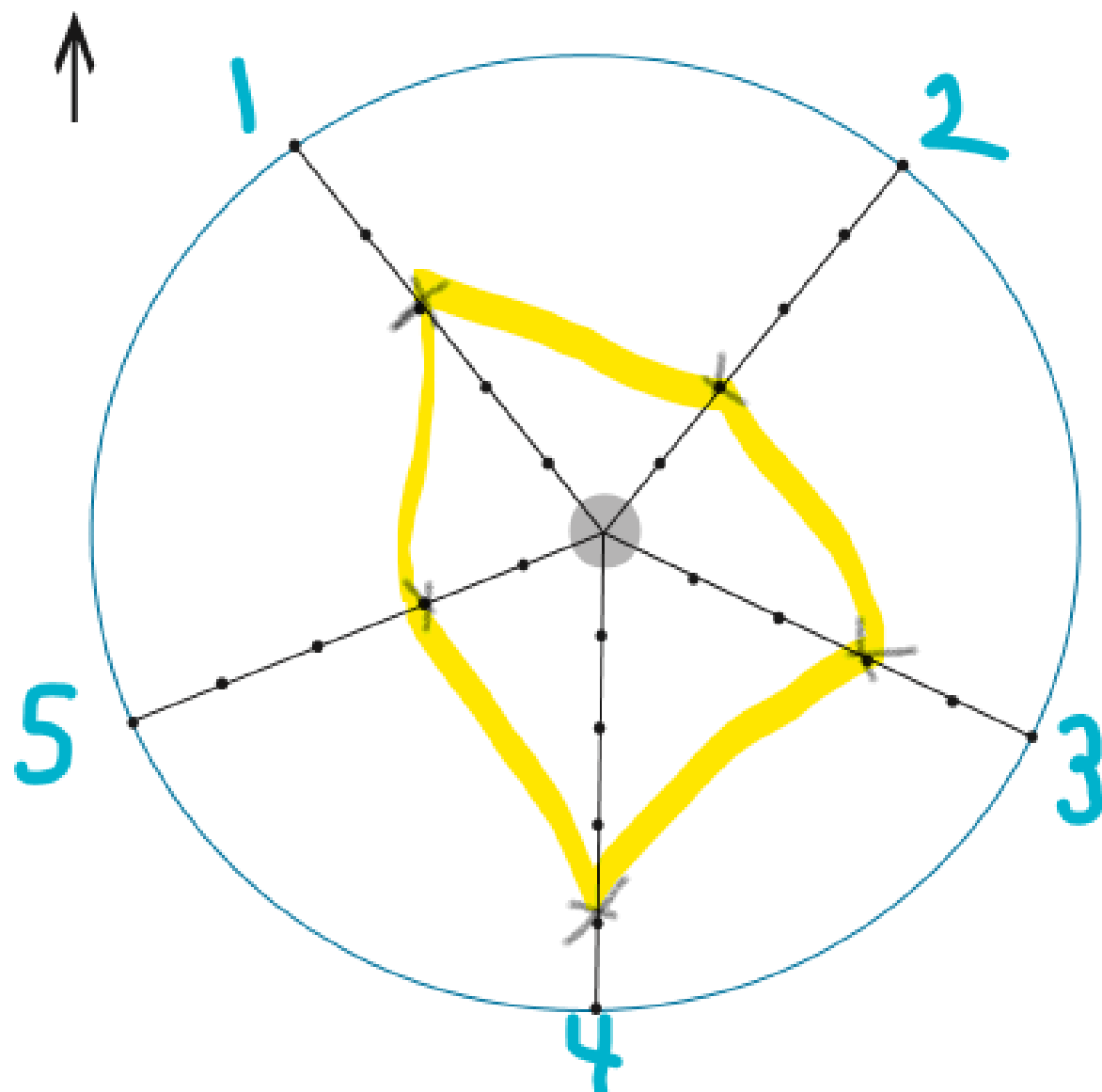
Rapid Reflection Exercise:

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1. Build & Maintain a Culture of Inquiry.
2. Systems Leadership.
3. Understand Complexity.
4. Collaboration with Other Organizations.
5. Demonstrate Value.

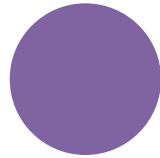
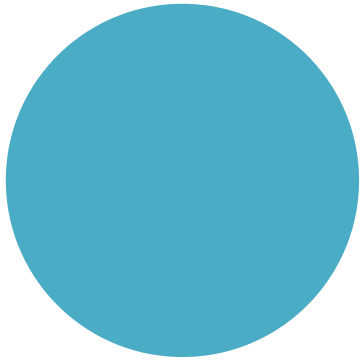




Rapid Reflection Exercise

- Rate where your board is now with each practice of the high performing governance framework (where 5 is high and 1 is low).
- Connect the dots with lines as shown.
- What do you notice about the shape?
When you reflect on the shape, consider:
 - Where is your board strong?
 - What areas could be improved based on the framework for a continuously changing context?





Next Steps



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