Governing and Leading in a Continuously Changing Environment

Community Health Connections 2019

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Presenter Disclosures

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Background/Context
Governance as Leadership: Modes

(Chait, Ryan & Taylor, 2005)
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

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Generative Mode in the Boardroom: Outcomes

- Fully engages the board
- Focus on Consequential Issues
- Engages the “Collective Mind”
- Changes the way board work is done
- Enhances board & organizational performance
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How can Community Health Organizations Lead?

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- Trimodal governance: Fiduciary-Strategic-Generative
- Deliberation, dialogue & constructive dissent
- Mindful inquiry
- Creating a safe environment

- Core competencies
- Leading & governing from a systems perspective
- Wicked problems
- Adaptive leadership

- Person & community centred
- Values-based health system
- Accountability – to whom?
- Where can we (you) add value to the system?

- Partnerships
- Collaborations
- Collaborative governance
- Networks

- Complex adaptive systems
- Complexity
- Feedback loops
- Interrelationships
- Boundaries

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

- Hal Gregersen, 2018
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?v=oSBL7Gk_9QU
Collaboration with Other Organizations
Demonstrate Value
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Person & Community-Centred

- Build & Maintain a Culture of Inquiry
- Systems Leadership
- Understanding Complexity
- 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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