



Build Your Capacity. Enhance Your Impact.



How To Lead With AGILITY

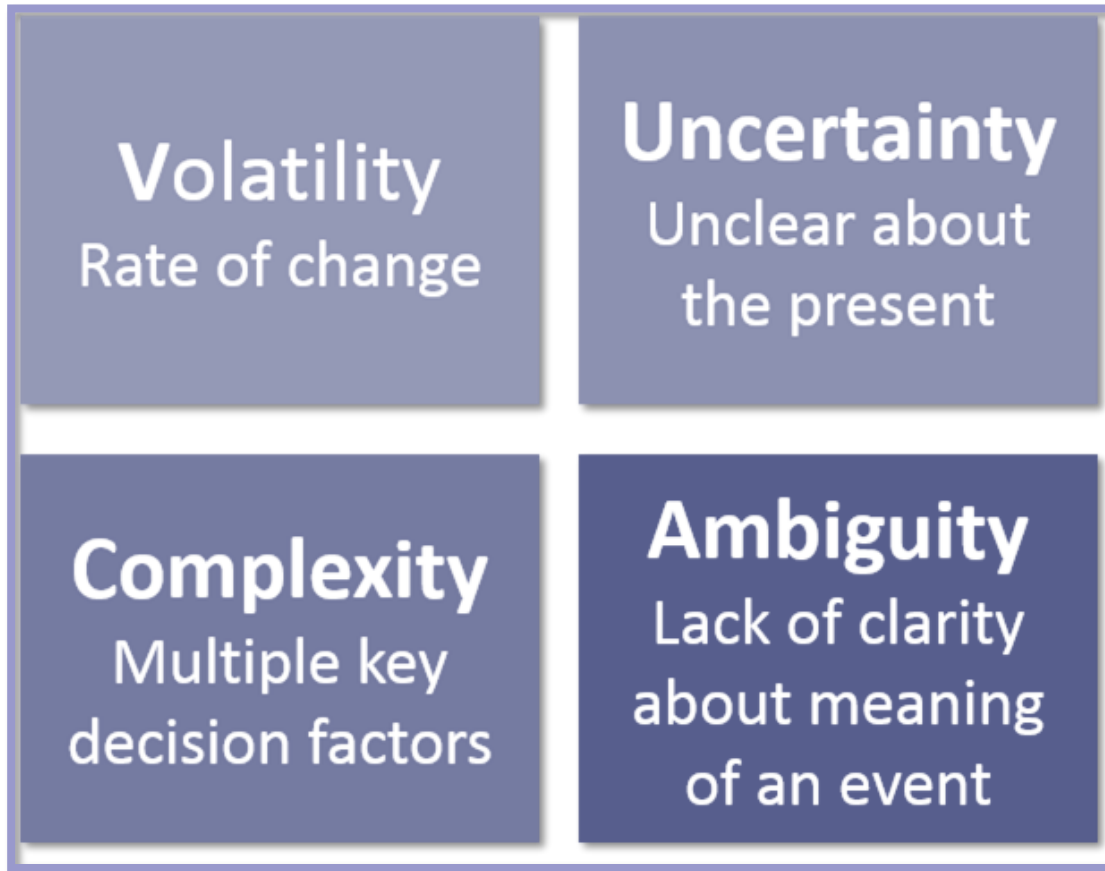
LeaderShift Applied Leadership E-Learning Series



Welcome



Our VUCA World



What's the Difference

Operations

- Current value chain of activities that drive delivery of organizational objectives and is concerned with delivery of those everyday objectives and commitments.
- The purpose of operational activity is to keep things moving and functioning at peak levels.
- Without care and attention, inefficiencies arise and then strategy does not get fulfilled.

Strategy

- Strategy considers what you could be doing – it tends to be directional
- New solutions, concepts and services that are emerging as opportunities to better meet stakeholder demands
- It is looking forward to the longer-term view of the organization and healthcare is inextricably tied to a broader complex adaptive system

Covey's 4 Quadrants

	<i>URGENT</i>	<i>NOT URGENT</i>
<i>IMPORTANT</i>	<p>Crises Pressing Problems Firefighting Deadline Driven Projects</p> <p>1</p>	<p>Fire Prevention Building capacity and capability Relationship Building Strategic Planning Operations New opportunities</p> <p>2</p>
<i>NOT IMPORTANT</i>	<p>Interruptions Some calls Some email Some meetings Popular Activities</p> <p>3</p>	<p>4 Busywork Some calls Some email Some meetings</p>

Why is this harder than it used to be?

- Systems are MUCH more complex, and interdependence is very high.
- Strategies change directionally with much bigger swings today.
- Strategies change much more rapidly today.
- Operational plans have narrow scope because strategies have a narrower scope which leads to the necessity to pay higher attention to alignment.

Covey's 4 Quadrants

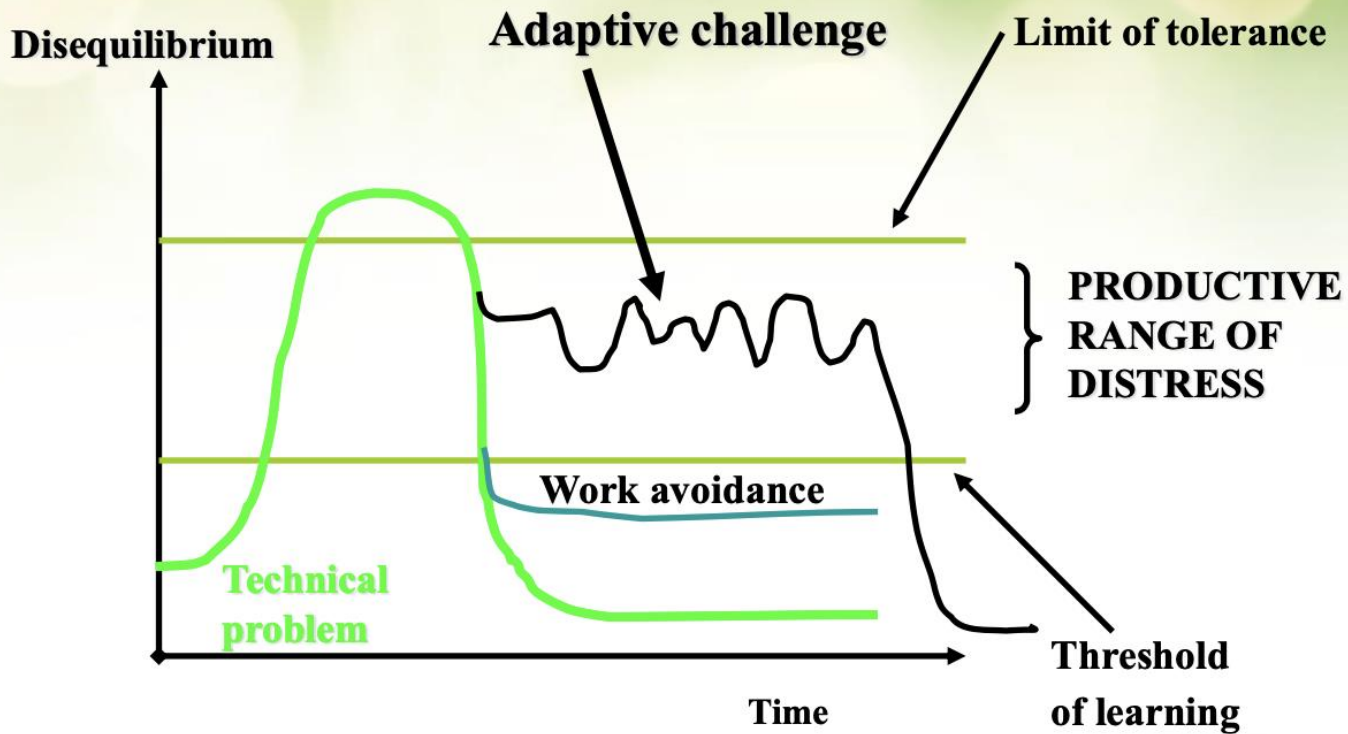


Covey's 4 Quadrants



Adaptive vs. Technical

Distress and Adaptive Work



Adaptive or Technical Leadership Challenges

*While technical problems may be very complex and critically important, they have known solutions that can be implemented by current know-how. They can be resolved through the application of authoritative expertise and through the organization's current structures, procedures and ways of doing things. **Adaptive challenges can only be addressed through changes in people's priorities, beliefs, habits and loyalties. Making progress requires going beyond any authoritative expertise to mobilize discovery, shedding certain entrenched ways, tolerating losses and generating the new capacity to thrive anew.***

Covey's 4 Quadrants



Some Key Elements

- Operationalize strategy conversations
- Interrogate the way you spend your time currently
- Address the competency gap
- Rethink the way you design, introduce, and manage operational changes
- Build Resilience

Operationalize Strategy Conversations

- Make strategy “accessible” and compelling for everyone by:
 - Building strategy review into every meeting and performance discussion at some level. Including making the real and practical links to the operations responsibility.
 - Reflecting on Developing Coalitions and Systems Transformation competencies/capabilities in performance reviews
 - Create accountability around operational activities by linking them to the related strategies (where possible)
 - Build systems thinking competencies by including system considerations in operational conversations.

Interrogate your current reality

- Examine what are your current Q1 – Q4 activities?
- Stop doing Q4
- Stop doing Q3 (which means saying no) or delegate
- Formalize Q2 Activities into your schedule
- Examine what are the Q1 activities you are responding to.
- Assess "cost". (The BIG rocks, don't sort the gravel)
- Do this at a "system level" (i.e. authorities, performance effectiveness, role definition, etc.)

IT'S ALL ABOUT PRIORITIES

Another View

The Eisenhower Decision Matrix



Address the Competency Gap

- Let's be clear:
 - We are functioning in a complex system where there are fewer and fewer “best practices” to draw on
 - Strategic management and operational management require different background knowledge.
 - Operational managers still need a grasp of strategic considerations, while strategic managers must understand what is going on at the operational level.
 - There is a pinch point in most organizations where this “crossover” level of understanding is **REQUIRED**

Address the Competency Gap

QUESTIONS to CONSIDER: Where is that point(s) in your organization and have you equipped the people with the knowledge required to see thing through both lenses?

Match Approach To Context

Complex

- Unknown unknowns
- Flux and unpredictability
- No right answers; emergent instructive patterns
- Many competing ideas
- A need for creative and innovative approaches
- Pattern-based leadership

Complicated

- Known unknowns
- Expert diagnosis required
- Cause-and-effect relationships discoverable but not immediately apparent to everyone; more than one right answer possible
- Fact-based management

- Unknowables
- High turbulence
- No clear cause-and-effect relationships, so no point in looking for right answers
- Many decisions to make and no time to think
- High tension
- Pattern-based leadership

Chaotic

- Known knowns
- Repeating patterns and consistent events
- Clear cause-and-effect relationships evident to everyone; right answer exists
- Fact-based management

Simple

Rethink Change Practices

- When and where are changes being made? While in Q1 or Q2?
- Do you have the right people at the table to understand and address the system implications?
- What is your tolerance for “fail forward”
- What is the organization/culture tolerance for ambiguity and risk?
- Are you applying both an Adaptive and Technical leadership to the change? (ADKAR Model as an example)

ADKAR

ADKAR consists of five phases that occur when change impacts us:

Awareness of the need for change (why).

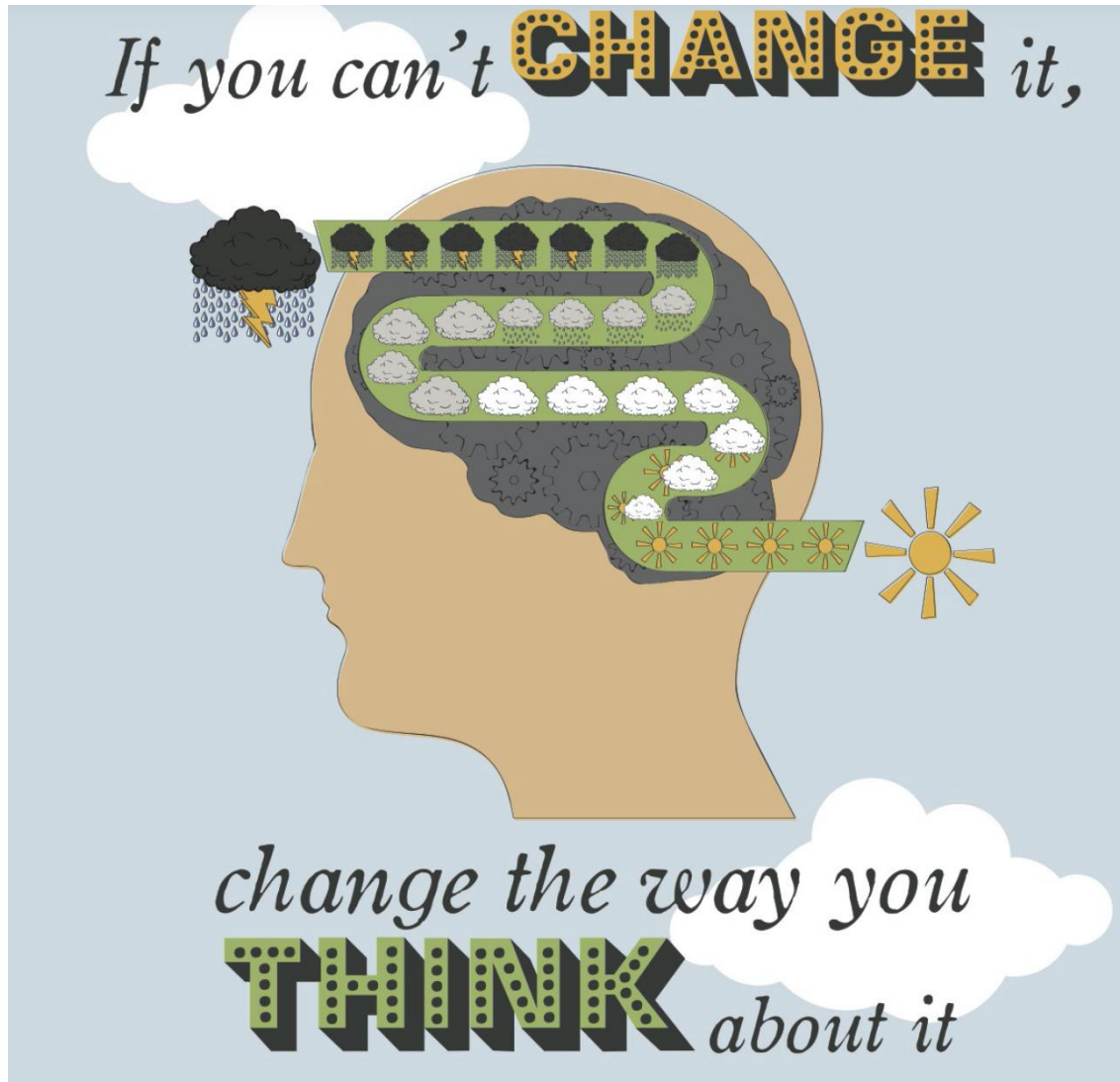
Desire to support and participate in the change (our choice).

Knowledge about how to change (the learning process).

Ability to implement the change (turning knowledge into action).

Reinforcement to sustain the change (celebrating success).

Build Resilience



The background of the image is a close-up, slightly blurred photograph of several yellow sticky notes. Some of the notes have handwritten text in black ink. One note in the lower-left foreground clearly shows the word "Thank". Another note in the middle-right background has the word "Thank!" written on it. The sticky notes are scattered on a light-colored surface.

THANK YOU FOR LISTENING

WE HOPE YOU ENJOYED OUR PRESENTATION!