SYSTEM TRANSFORMATION LAB

Primer & Practice

Our Time Together

Objective: familiarize with system transformation dynamics and processes. Apply to current AHS reality and practice with a project

Hours 1 & 2

- Context & Rationale
- Primer Overview & AHS Applications

Hour 3

- Practice Lab with an AHS cross functional transformation project

Architecture

Program and policy transformation will focus on **what** services and interventions we provide.

Initiatives to renew our structure and operations will focus on **how** we deliver services and interventions.

What we do

How we do it

NOVA SCOTIA
Community Services

Transformation

Why we do it

An Outcomes Framework will focus and priortize efforts on work that will achieve better outcomes for clients.

Transformation Primer

QUESTIONS		KEYS
WHY? WHY NOW? Transformation Imperatives		Adapt or Fail Remain Fit for Purpose
WHEN? Transformation Crossroads Winds of Change		Junctures Drivers
WHAT? Workplace Paradigm Shifts Collaboration Strategies		Outcomes, not Activity Systems, not Silos
HOW? Transformation Avenues Formula		Directions Blueprint
WHO? Stakeholder Mobilization		Engagement Distributed Leadership

Context & Rationale

The Big Picture

Context

"The world has become one giant network where instantly accessible and shareable information rewrites the future as quickly as it can be understood…

Meanwhile, most organizations still rely on a way of working designed over 100 years ago for the industrial age challenges:

- Structures support predictability & slowly evolving roles

- Siloed, command and control systems drive efficiency and predictability… at the expense of information flow, rapid learning, innovation and adaptability."
http://www.responsive.org

Critical Success Factors

- The economies of yesterday, based on manufacturing and natural resources, can no longer deliver sustainable prosperity.

- The new 'Creative' Economy, is about generating value through smart thinking, knowledge sharing, ongoing learning and innovation, mobilizing employee talents, and creating context & culture relevant products.

- Bottom Line: What made us successful yesterday, is not what will make us successful now and in the future http://www.responsive.org

| PAST		FUTURE FIT
Efficiency	-->	Responsiveness
Hierarchies	-->	Networks
Controlling	-->	Empowering
Extrinsic rewards	-->	Intrinsic motivation
Office & office hours	-->	Anywhere & Anytime
Customers & partners	-->	Community

Structures

- The hierarchies of yesterday are no match for the speed, agility and responsiveness required today.

- New architecture paradigm: *the Networked Workplace*. Fluid, agile and responsive, it is based on distributed power, transparency and ongoing learning.

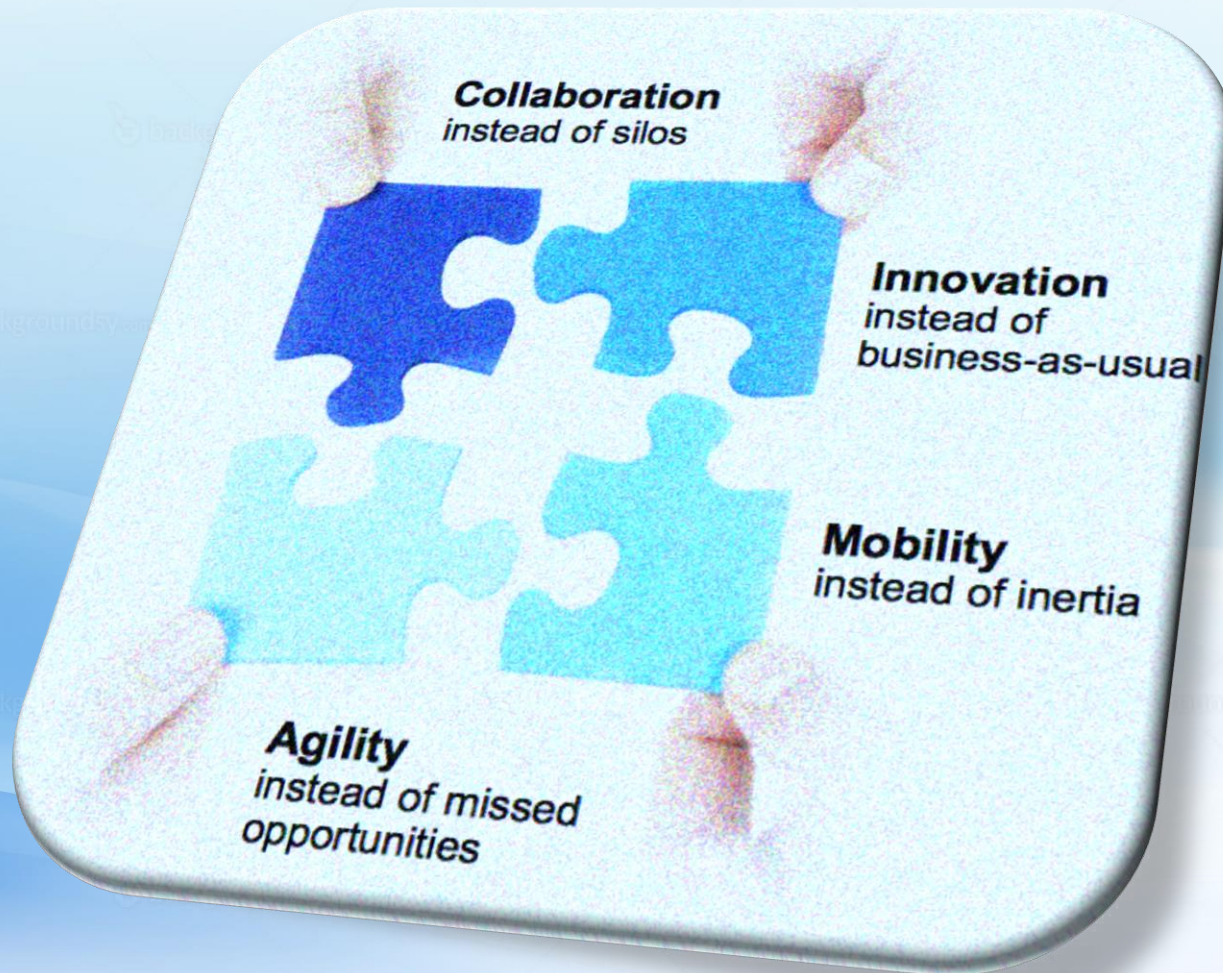 https://www.thepurposelab.uk/consultancy
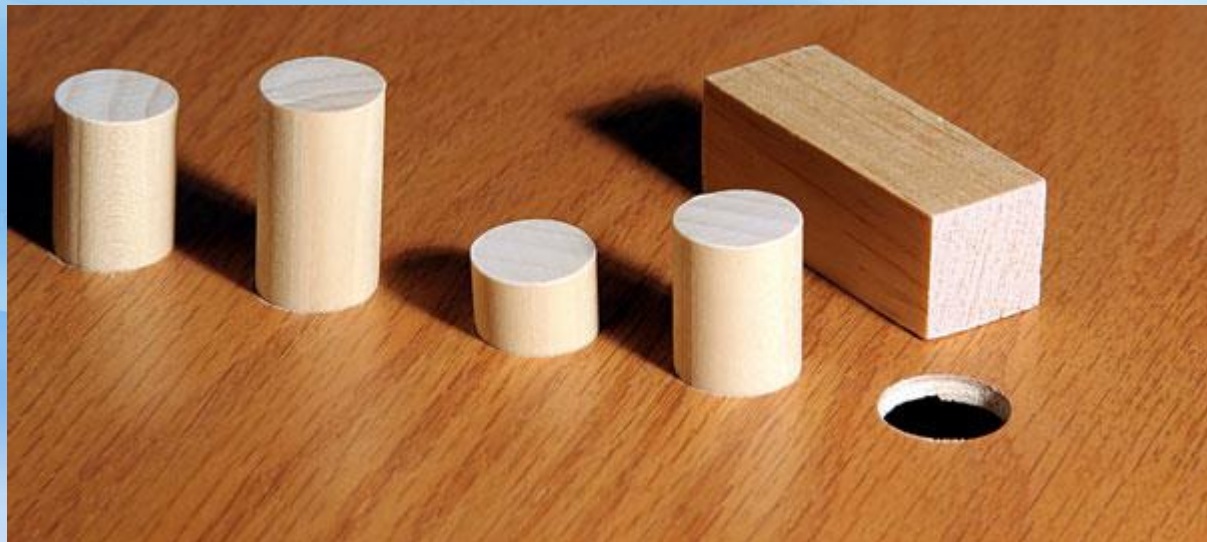
Hierarchy
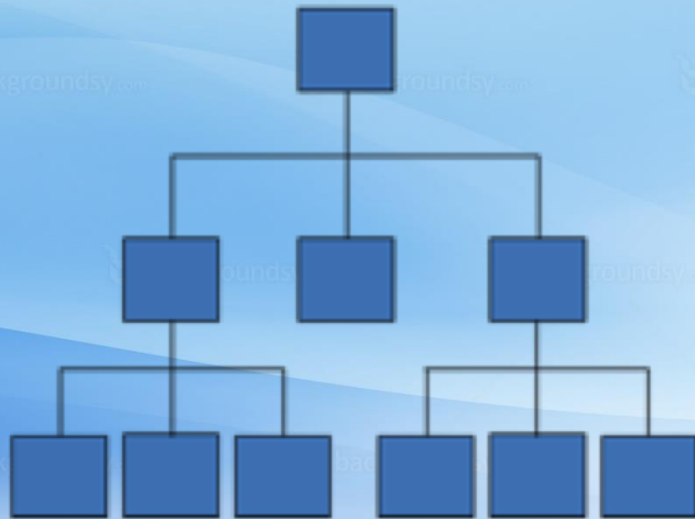
Networked Workplace
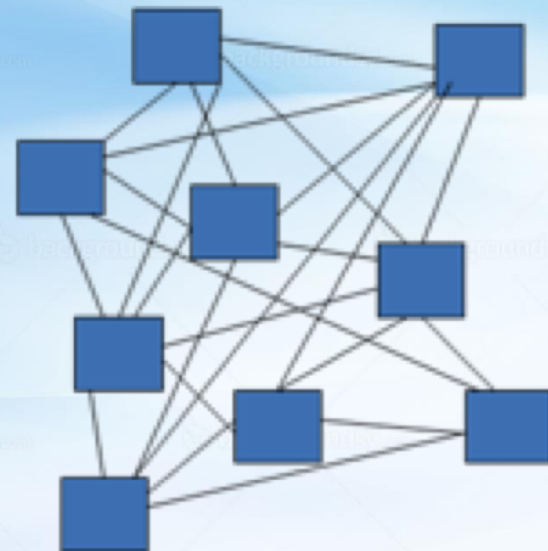
Capabilities

Conclusions?

Radical Workplace Re-Design

- Ottawa based Shopify simplified online commerce, making it easy for low tech sellers to set up and run an online store.

- Shopify boasts 1000 apps and the list keeps growing…

- New partnership: As of Jan 5, 2017, all Amazon vendors are automatically on the Shopify platform.

- Shopify was selected by Glassdoor as the best place to work in Canada in 2017

https://www.youtube.com/watch?v=BY0PvspGCC4

WHY? WHY NOW?

❓ Transformation Imperatives

What is VUCA?

- *Volatile*: Changes quickly and often, surprisingly: Frequent & sudden changes

- *Uncertain:* conflicting trends are difficult to decipher, forecasting is more challenging: Unpredictable change patterns

- *Complex*: Encompasses numerous issues, which may clash and confound: Complex problems & tremendous opportunities co-exist

- *Ambiguous*: Hard to discern what is significant, relevant & meaningful: Many ways to interpret a situation…

V **Volatility**
Fast change without a clear predictable trend or pattern.

U **Uncertainty**
Frequently disruptive changes; past is not a predictor of the future.

C **Complexity**
Multiple, interdependent causes.

A **Ambiguity**
Little clarity about what is 'real' or 'true'.

V For Volatility — Frequent and sudden changes

U For Uncertainty — Unpredictable patterns of change

C For Complexity — Complex problems and opportunities co-exist

A For Ambiguity — Contradictions and confusion – unsettling scenarios.

## An "Adaptive Response" is the only Way in VUCA World

Adapt or Fail

"The world is changing very fast. Big will not beat small anymore. It will be the fast beating the slow..." Rupert Murdoch

Remaining relevant, successful and sustainable in the VUCA world, doesn't mean incremental change, but significant transformation

This involves:

- enhancing agility, responsiveness, speed, innovation, systems thinking,

- as well as embracing disruptive technology.

Much like in nature, it's a case of Adapt or Fail...
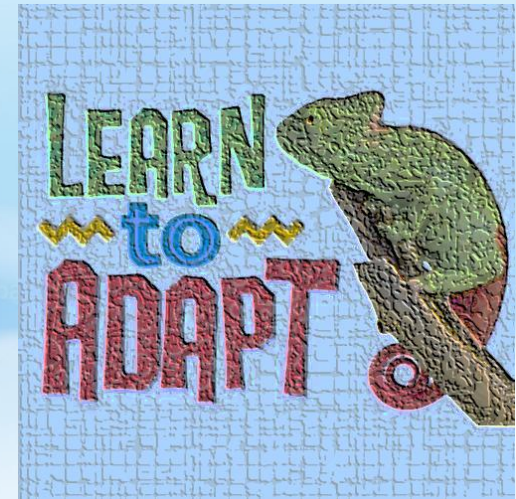
When Failing to Adapt...

Private Sector: Death

- Blindsided: did not see the future coming

- Did not renew, re-invent in time to remain relevant & sustainable

- Too focused on Management, not enough on Leadership

- Declared bankruptcy!

Public Sector: Increased Irrelevance

- Disconnected with mandate & purpose

- Internally focused

- Structure & processes out of date with current realities

- Questionable appointment system

https://www.youtube.com/watch?v=3TrPwOrf4sM

Remain Fit for Purpose

Universities:
Education

Libraries:
Knowledge Access

Governments:
Stewardship

Focus on Purpose

Simon Sinek, Thought Leader

https://www.youtube.com/watch?v=OVnN4S52F3k&t=81s

Clarity of Purpose

WHY: is about purpose, cause or belief: the single driving motivation for action: WHY you do what you do; WHY it is this important; WHY people should care. WHAT IS YOUR PURPOSE? IS IT EVOLVING?

HOW: is about the way you bring the WHY to life. Values and principles that guide actions; strengths that will help you realize the WHY, and differentiate yourself from others. HOW embeds itself in the very fabric of an organization…

WHAT: is about the results of HOW: products, services, deliverables etc. Tangible manifestations of WHY. It's about consistency of action, engaging and aligning stakeholders to the brand

Revamped Purpose

Healing the mind, body and soul

Why? Why Now?

Of course, health care will never die, as it deals with life and death. However, performance can dwindle, customer satisfaction can plummet, costs can escalate, advocacy for reform can rise, and bad press ensue…

WHY? WHY NOW? Transformation Imperatives	VUCA Adapt or Fail	VUCA Remain Fit for Purpose
	Questions How is VUCA affecting AHS? What are the top 3 areas where AHS urgently needs to adapt?	*Questions* What is your purpose? Is changing? Current trend: healing mind, body and soul If not, how to stay true to it and adapt delivery*?*

WHEN

📅 Junctures & Drivers

Organizational Life Cycles

- Much like people, organizations are born, grow, and mature…However, unlike people, they don't have to die…

- Organizations can renew and transform to ensure sustainability and longevity. Example: Universities

The world is following his 'Royal Cuteness' development with anticipation & delight : Teething, walking & running, talking, going to school…
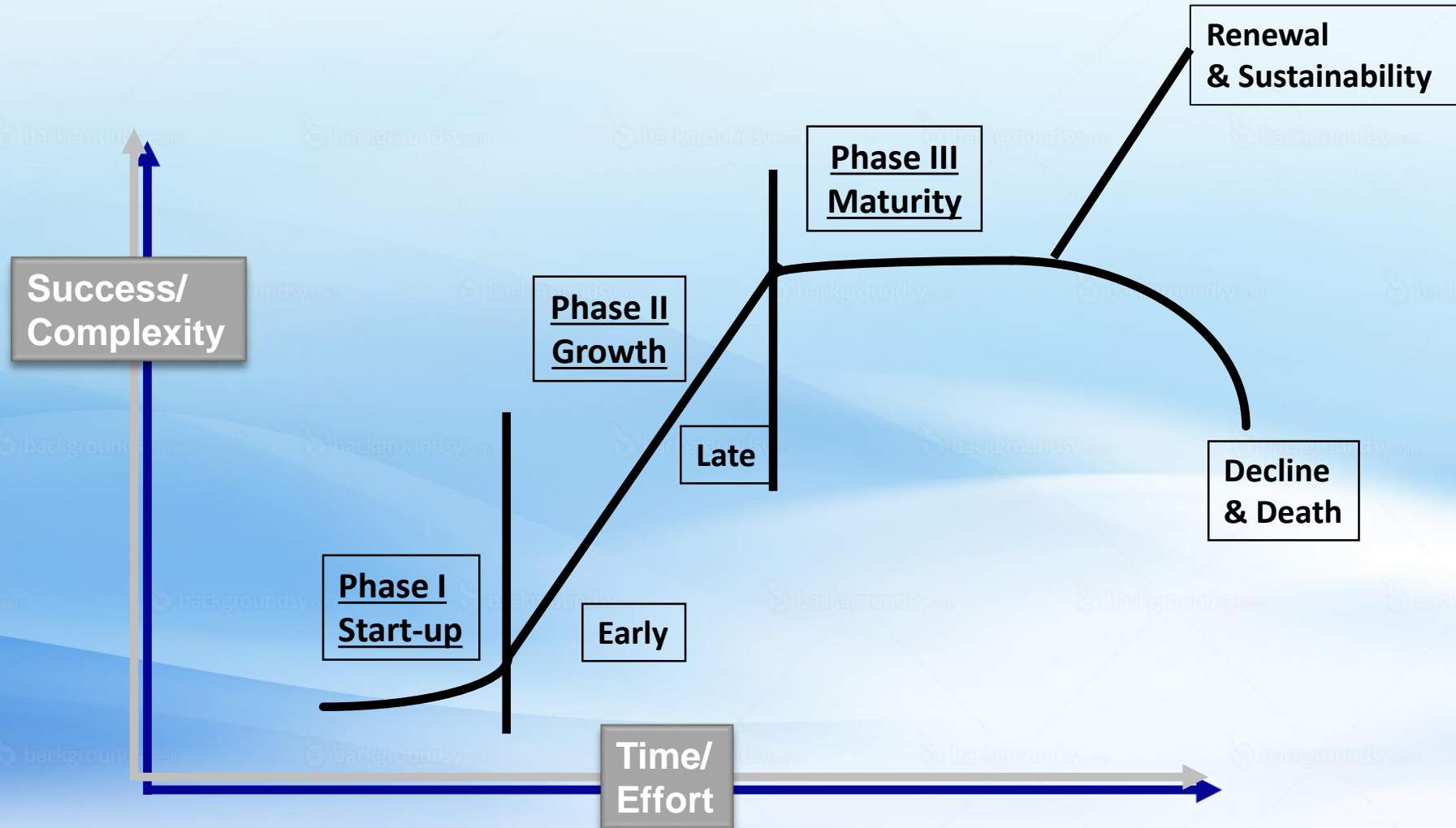
All of these stages are internally driven and predictable, enabling parents to plan for them & act accordingly.

Likewise, there are typical development issues associated with organizational life cycles, enabling leaders to plan for them & act accordingly.

Growth Curve Model

Success/Complexity (vertical axis)

Time/Effort (horizontal axis)

Phase I Start-up — Early

Phase II Growth — Late

Phase III Maturity

Renewal & Sustainability

Decline & Death

Adapted from L.E. Greiner, Evolution and Revolution as Organizations Grow, HBR, July- August 1972, no. 4. P. 37-46

Phase 1: Start Up

Focus

- Set-up, getting established, early survival, high risk of failure

Leaders

- Visionary, hands-on, risk takers, entrepreneurial, persuasive, will do whatever it takes, missionaries, pioneers

Culture

- Idealistic intuitive, determined, consumed, passionate, loyal, frontier-like

Challenge

- Survival and Sustainability

Start Up: Voices.com
London, ON

Founders David & Stephanie Ciccarelli

- Concept: Connecting businesses with professional voice talent: creating a global voice-over marketplace on a <u>digital platform</u>

- Outlets: Audiobooks, cartoons, documentaries, movie trailers, podcasting, radio, telephone, television, videogames...

- Business Model: helping clients find the right voice for their project, in record time and a professional, fast, and safe way

- Voice.com recently opened an office in New York!

Phase 2: Growth

Focus

- Putting in place infrastructures & culture to support growth, developing business and people strategies, fine tuning a winning formula

Leaders

- Process experts, strong business and financial acumen, good at delegation

Culture

- Somewhat chaotic: need order and structure; work hard / play hard; alternatively intoxicated with success ride and terrified of it; symbols, rituals and icons starting to emerge

Challenge

- Infrastructure & Culture

Growth: WestJet, AB

- Mission: providing safe, friendly and affordable air travel

- 1996: 220 employees 3 aircrafts, 5 destinations,. 2016: 15,000 employees, 117 aircrafts, 100 destinations

- Branching out: WestJet Vacations, West Jet Encore, International destinations

- Employees are at the core: agents of success empowered to lead

- Employees share a common set of values and feel personal ownership for the overall success of the organization: WE is the # 1 word

Phase 3: Renewal &Transformation

Focus
- Need to challenge status quo, Breakthroughs required, rapid and dramatic change, redefining identity & vision, cutting losses

Leaders
- Mavericks, hatchet-people or saviours, adored or hated, usually parachuted from outside, have to make unpopular decisions, invested with challenging mandates

Culture
- Entitlement, mature, traditional, attached to status quo, tactics focused, denial, low morale, confusion

Challenge
- Renewal, Relevance, Re-invention

Renewal: Sobeys, Halifax, NS

A proudly Canadian company with 107 years in the food business, Sobeys serves Canadians with approximately 1,500 stores in 10 provinces
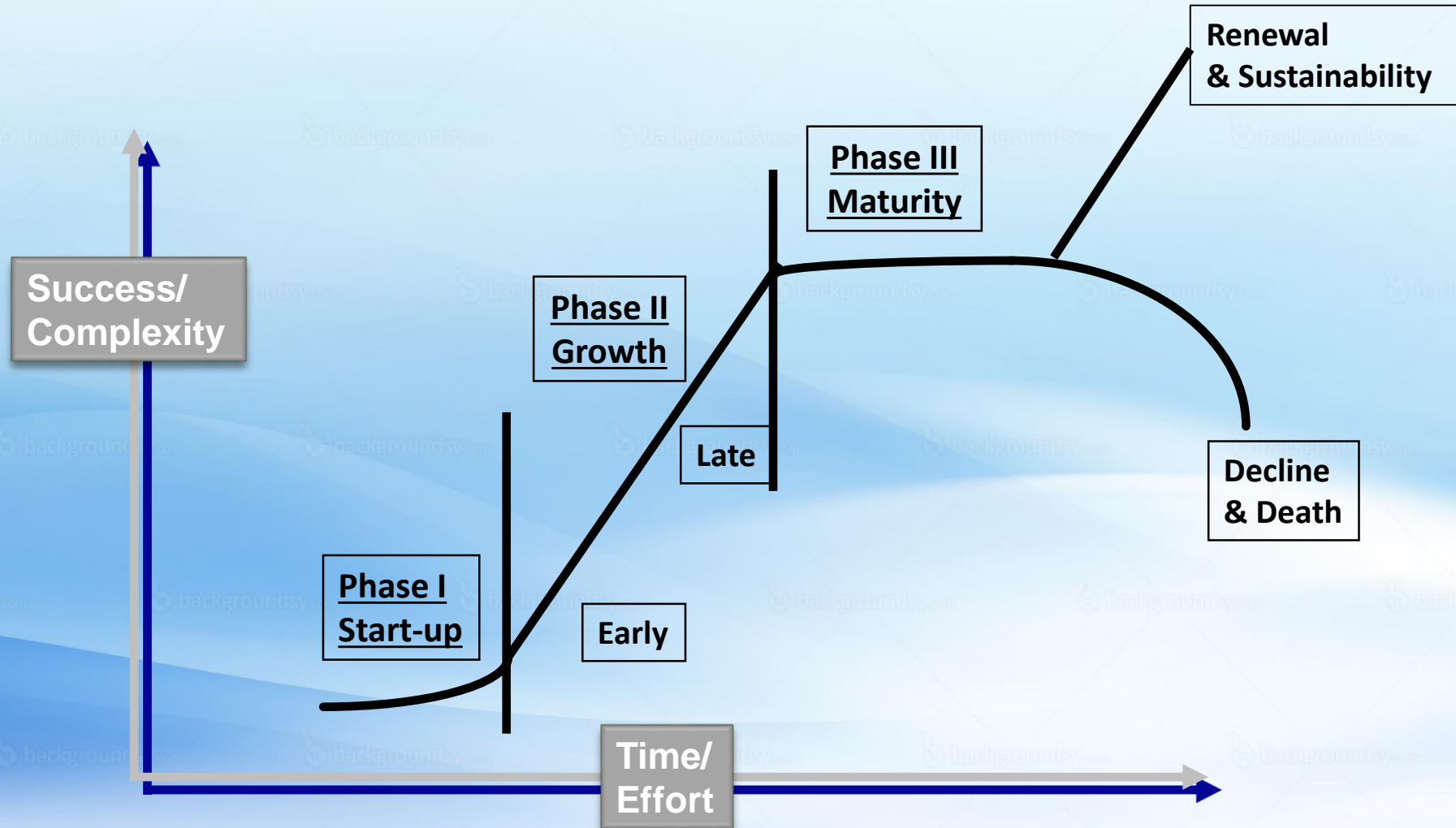
Recently renewed its strategic framework to: *Championing Better Food for All:*

- The fresher, the better, the tastier
- Save time. Eat well. Everyday.
- Choose the healthy life.
- We live here too

Vision: make eating better, feeling better and doing better the goal of every Canadian family and a possibility for every Canadian child.

Growth Curve Model

Success/Complexity

Phase I Start-up

Early

Phase II Growth

Late

Phase III Maturity

Renewal & Sustainability

Decline & Death

Time/Effort

Adapted from L.E. Greiner, Evolution and Revolution as Organizations Grow, HBR, July- August 1972, no. 4. P. 37-46

Table Buzz

- Where is the Alberta Health Care System? Where is AHS? Why?

- Given this diagnostic, what challenges are they each facing?

- How can AHS manage its own growth dynamics while helping transform the overall health care system?

Change Forces

"People are motivated by two factors: Pain and Gain. Of these two, the avoidance of pain is by far the greater motivator." Anthony Robbins
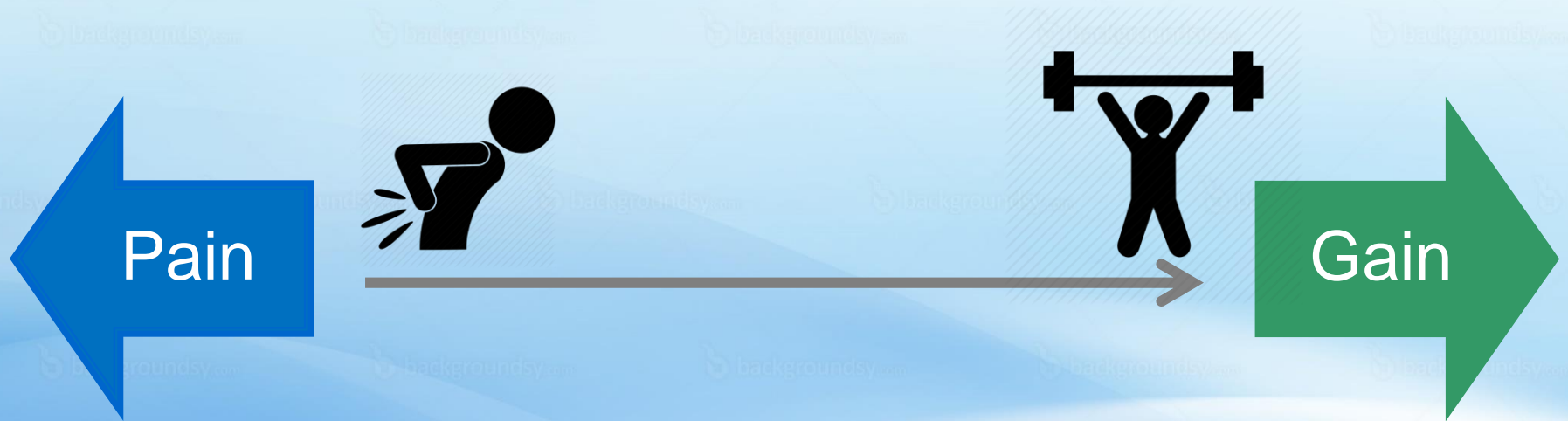
Pain ← → **Gain**

AWAY FROM: Avoiding suffering, irrelevance, even extinction: reducing risk, extinguishing the burning platform

TOWARDS: Achieving excellence, sustainability, ongoing relevance; reaching aspiration, continuously improving

Pain /Gain Dynamics
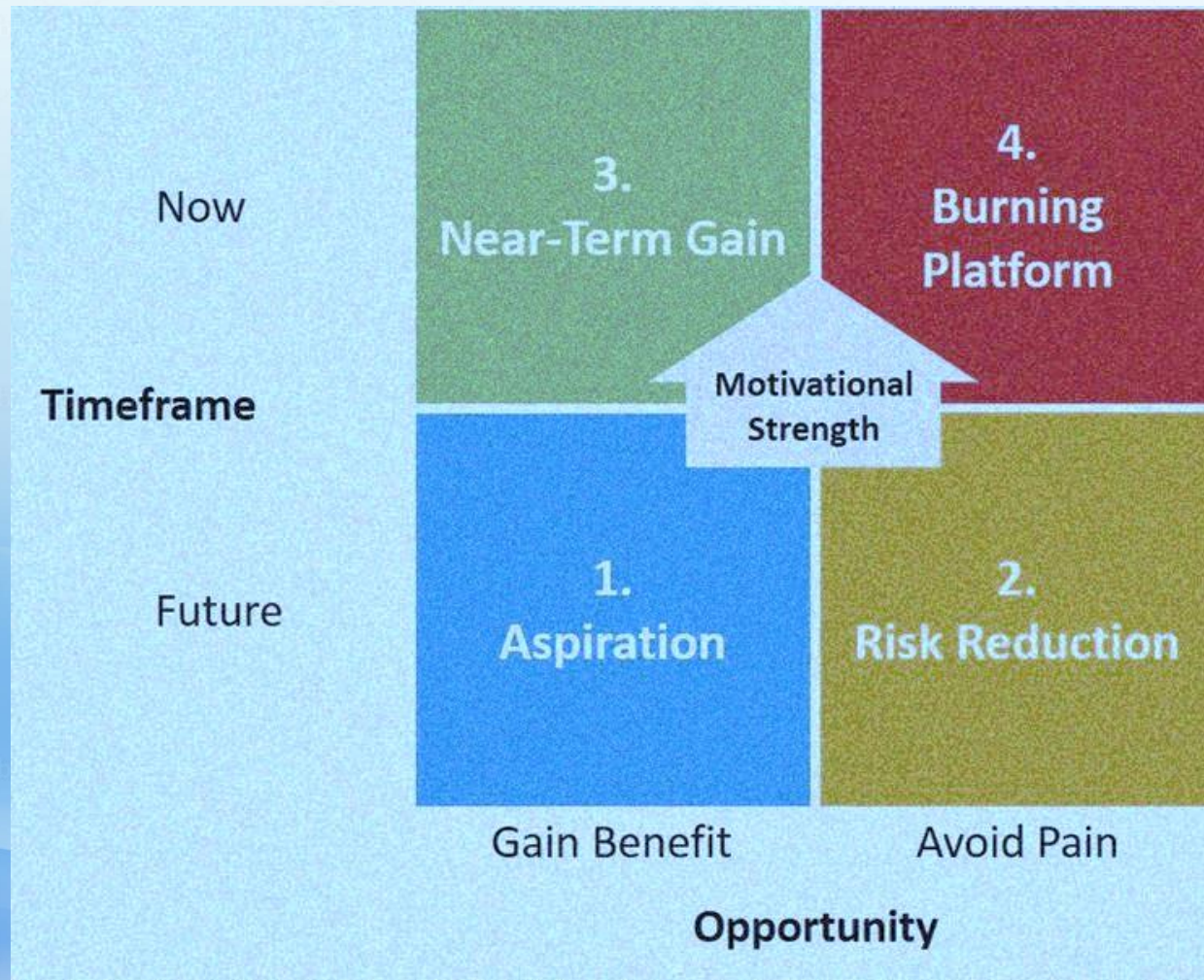
- What is to be gained from the current state, even though it's bad?

- How much pain will you put up with before you change? Will it be too little too late by the time you move forward?

- What are the anticipated gain/benefits of changing?

- What are the costs of changing? disruption, terminations, loss of routine, familiar colleagues, space etc.. How to address and minimize them?
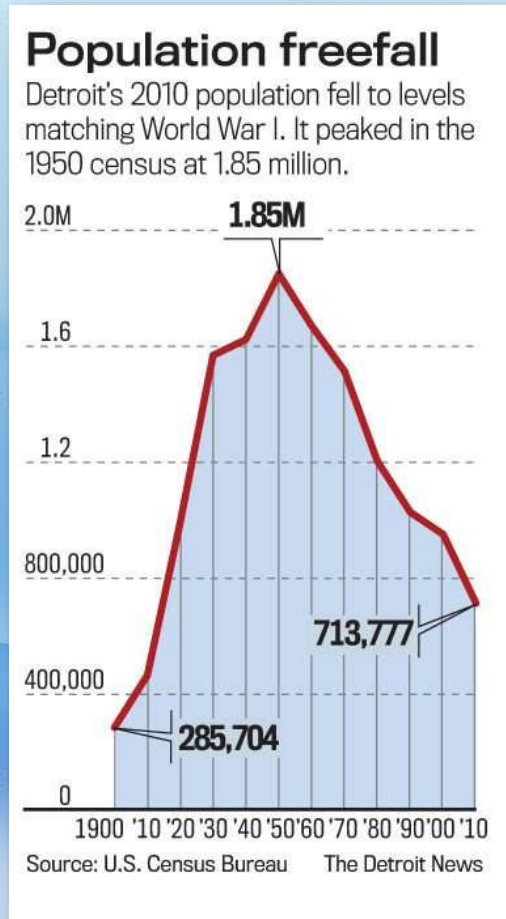

Food For Thought

- Is the pain of changing greater than the benefits it would bring? Or *perceived* to be greater than the benefits it would bring?

- What are the costs of <u>not</u> changing? Diminishing performance, gathering crisis, reputational risks, increased interference from governing bodies, loss of control… How to address them?

Detroit: Too Little, Too Late

Successive municipal councils failed to lead an economic diversification strategy, resulting in the collapse of Detroit's one trick pony economy (auto industry). Population declined from close to 2 million in the 1950s, to around 600,000 in 2017
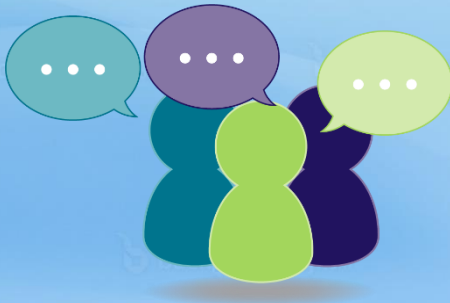

Population freefall
Detroit's 2010 population fell to levels matching World War I. It peaked in the 1950 census at 1.85 million.

1.85M

Source: U.S. Census Bureau   The Detroit News

When?

WHEN	Junctures	Drivers
Transformation Crossroads	Life Cycle Turning Points	Pain & Gain
Winds of Change		
	Questions	Questions
	How to fully understand current state and adapt leadership practices?	How to leverage both drivers appropriately and effectively?
	How to anticipate and prepare for the next stage?	Instead of waiting for pain, how to transform more often for gain?

WHAT
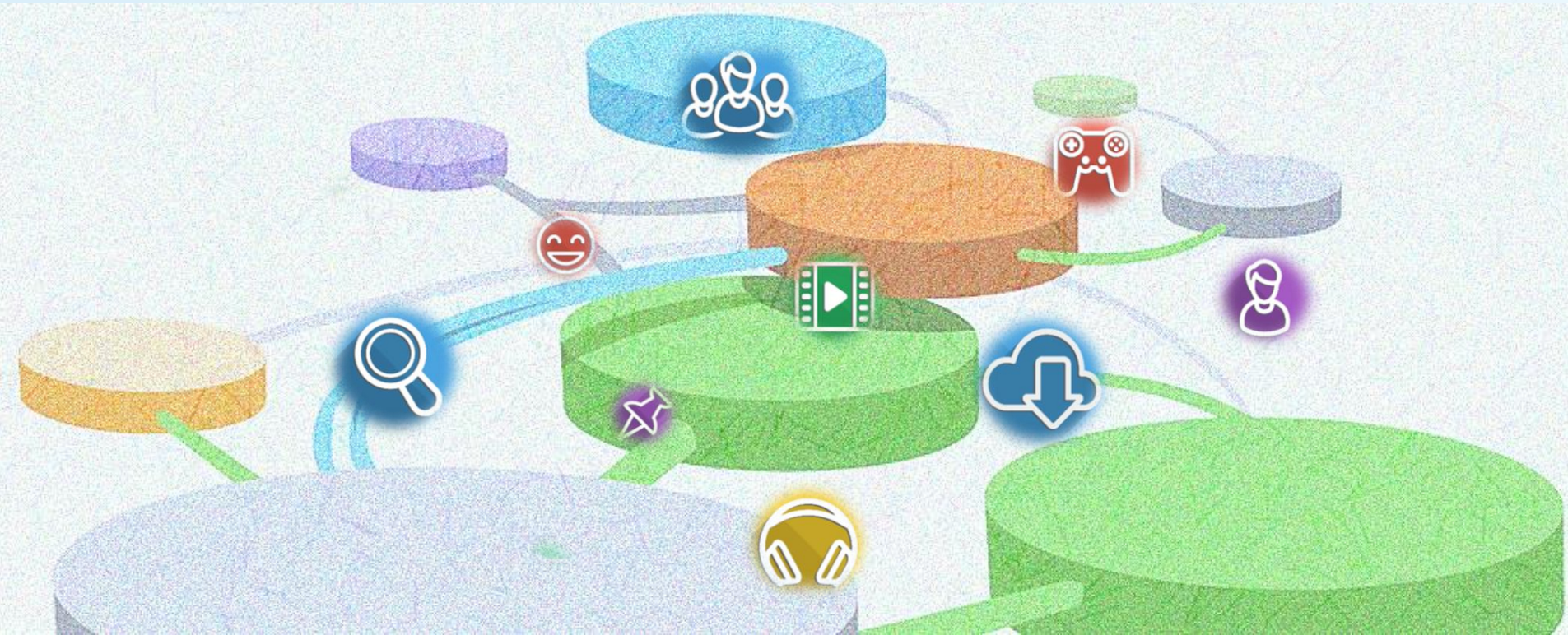
System Wide Outcomes

Logic

System Wide Outcomes

System, not Silos

Partnering across the System

Increased Trust

System Wide Outcomes

Transformation results are no longer measured by type or volume of <u>activity</u>, but by achieving strategic, system-wide <u>outcomes</u>.

It's not about:

- How many clients are dealt with (activity), but is their health improving? (outcomes)

- How well your agency is performing, but how system synergies are leveraged for greater impact.

- This means linking operations to strategy, the big picture to every job, and client expectations & satisfaction to operations.

Better care   Better outcomes   Optimal costs

Delivering value
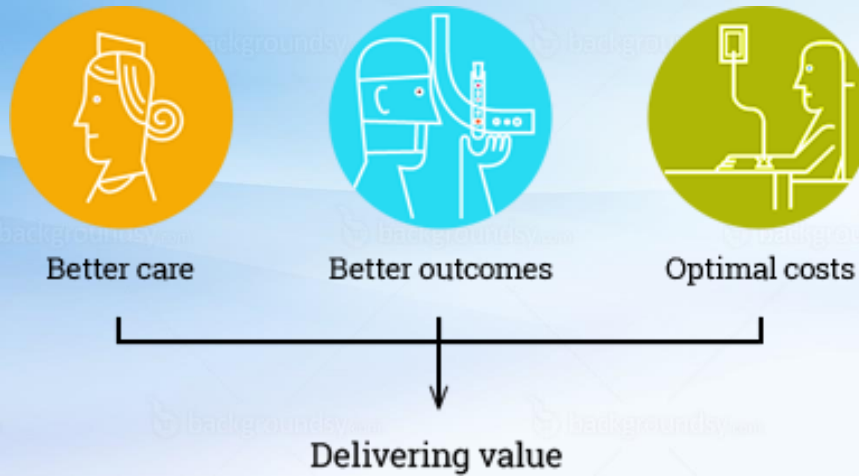
System, Not Silos

- Silos are not conducive to delivering system wide outcomes; in fact, they create barriers and slow things down. They focus inwardly, which hampers strategic thinking and action. Finally, they create turf instead of trust, the wrong stance for widespread collaboration…

- Bottom Line: It's about connectors as much as pods: is the system connected ?
- Do the components work in harmony, reinforcing each other?
- Are the pathways and the intersections the right ones to ensure free flow of people and ideas?
- How does leadership and transformation energy circulate through the system?

Significant Shifts

FROM		TO
Short term		Long term
Operations		Strategy
Activities		Outcomes

Individual expertise and control, based on delivering job description	Individual + Collective Expertise and shared learnings, based on achieving the vision together
Focus: individual deliverables every day	Focus: collective deliverables over time
Analogy: horse with blinders focused on winning the race	Analogy: curling team thinking 6 moves ahead to strategically win the tournament

Delivering system-wide outcomes and partnering across the system instead of remaining in silos constitutes a game changing revolution: Why?

Waterloo Region System Outcomes

- Radical Economic Makeover: from farming & manufacturing... to the *Silicon Valley of Canada*

- Creation of a High Tech *Eco-System*, including education, development, growth and sustainability infrastructures

- More than *400* high-tech firms: Blackberry, Descartes Systems, Open Text, Maplesoft, Dalsa, MKS and more

https://www.youtube.com/watch?v=qKmFVspllX4

Results:

- 4X the amount of patents per capita than the national average;

- abundant wealth generation

- highest literacy and educational levels in the country and highest library use

- Frequently wins *Smartest City in Canada* Award

Partnering Across the System

- Partnering across the system means selecting the right format for the project at hand.

- Not every project requires collaboration, sometimes communication, coordination and co-operation are sufficient. The question is: when to use which?

- It also means leading in an inclusive way, as well as higher levels of trust.

Which Format is Best?

- *Coordination*: Let's achieve a common activity: required for joint projects
- *Cooperation*: Let's improve something: required for shared pursuit
- *Collaboration*: Let's create something new: required when dealing with the unknown and multiple perspectives
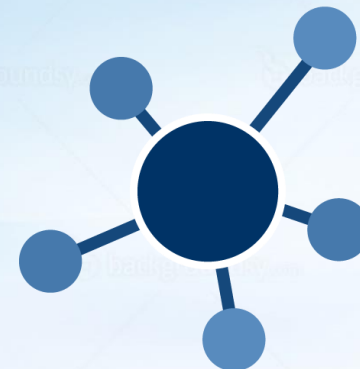
Partnering Formats

Communication

- Exchanging information for mutual benefit: easy to do

- Networking requires low level of trust, limited time availability, and no turf sharing.

Coordination

- Exchanging information and altering some activities for mutual benefit and to achieve a common purpose.

- Coordination requires more organizational involvement than networking, with a slightly higher level of trust and some turf sharing.

Partisan Formats

Co-operation

- Shared resources can include human, financial and technical across system

- Needed: increased organizational commitment and support; this may involve written agreements.

- Required: significant amount of time, higher level of trust, and considerable turf sharing.

Collaboration

- Willingness to learn from each other and Enhance each other's capabilities, in order to excel together

- Everyone share risks, responsibilities and rewards.

- Required: substantial time commitment, very high level of trust, and almost total turf sharing.

From Turf… to Trust
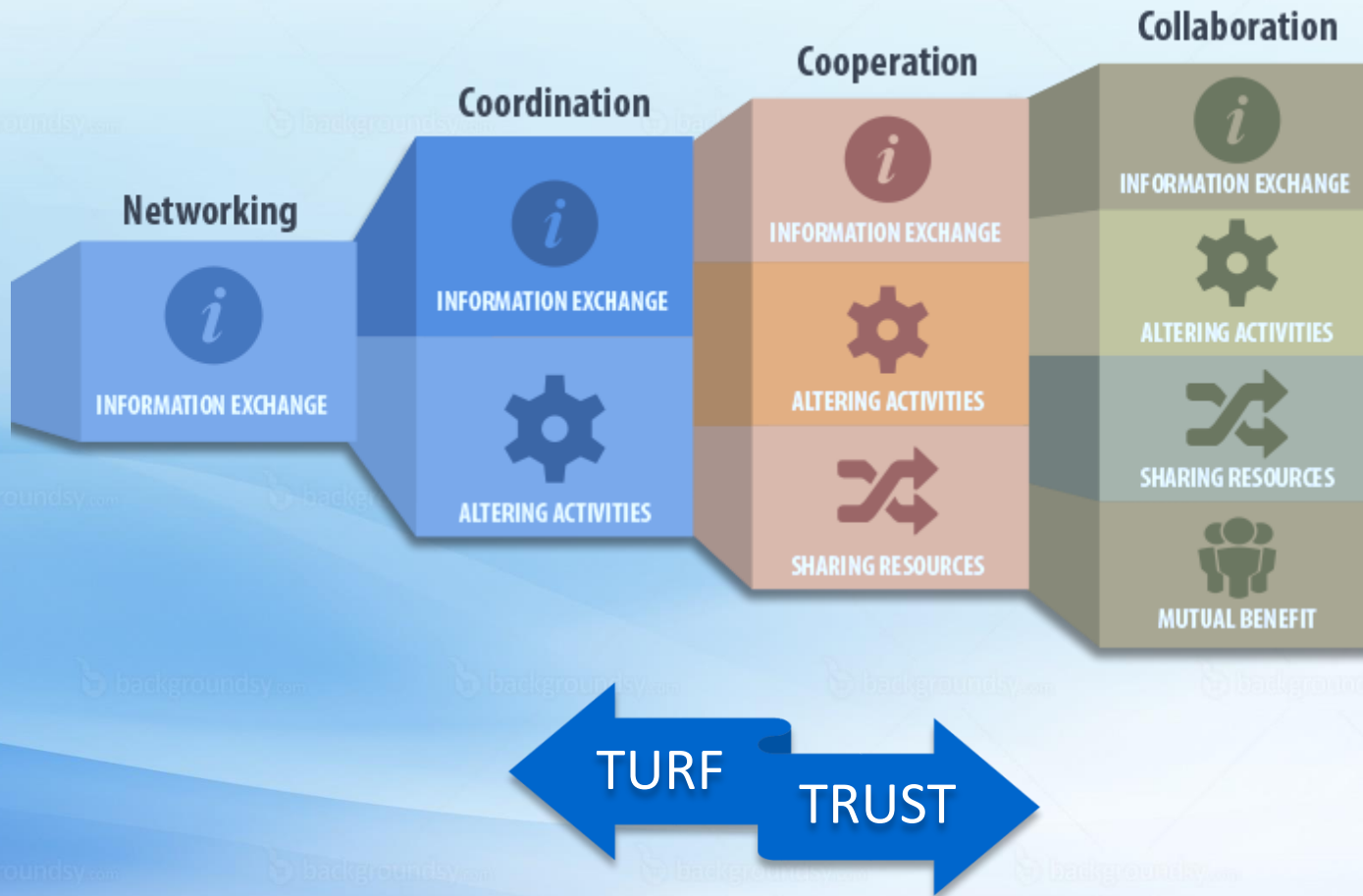
What

WHAT	Deliverables	Focus
Workplace Paradigm Shifts	Outcomes, not Activity	System, not Silos
Collaboration Strategies		
	Questions	Questions
	How to define system wide outcomes and specific metrics with stakeholders' input?	How to select the right level of interaction for a given initiative?
	How to help employees connect individual and team deliverables to the vision, strategy and action plan?	How to set up a collaboration architecture that build capacity: processes, support, skill building, accountabilities etc.

HOW?

Transformation Avenues & Formula

Rationale

To remain successful, relevant and sustainable, organizations are transforming in several directions which require:

- Crucial mindset and paradigm shifts

- Significant structural, technological and operational changes

- Upskilling individual and collective capabilities: systems thinking, innovation, agility, collaboration, inclusive leadership

The State of Victoria, Australia identified these capabilities to anchor the new school curriculum…

| Personal & social | Intercultural | Ethical | Critical & creative thinking |

Change Directions

To adapt and remain fit for purpose, organizations embark on makeovers:

From

- Operational
- Internal
- Short Term
- Reactive
- Silos
- Customer Service
- Limitations
- Innovation is the Exception
- Low Tech
- Risk Adverse

To

- Strategic
- External
- Long Term
- Proactive
- System
- Customer Partnerships
- Possibilities
- Innovation is the Norm
- High Tech
- Risk Savvy

What is the 3 most important ones currently pursued by your organization? Why?

Dannemiller/ Beckhard Formula

$$D \times V \times F > R = \Delta$$

D — Dissatisfaction with the status quo

V — Vision of a positive future we all prefer

F — First steps we that we can take toward the vision

R — Resistance to change

Δ — Change

Sample Questions

D: Dissatisfaction with the Status Quo:

- Why change? Why now?
- Why is the current state no longer working?
- What's the burning platform and the business case?
- What will happen if we act, and if we don't act? ✅

V: Shared, compelling Vision:

- Where are we going? Why?
- What's attractive about the future?
- What's scary or intimidating?
- What will it look and feel like when we get there? ✅

F: First Steps, Formula to reach the Vision:

- What is the overall approach to get to the vision from here?
- How do the steps fit together logically and sequentially?
- Can the rationale be explained simply and easily understood by everyone? ✅
- What will change and what will remain the same? ✅
- What do we/I need to do?

let's talk. change

ERADICATING HOMELESSNES

System Wide Outcomes

Context

- In 2007, Alberta was going through an economic boom, resulting in massive immigration to the province.

- Unfortunately, available housing was insufficient to accommodate the groundswell of new arrivals.

- Moreover, housing supply & demand caused real estate and rental rates to sky rocket, making housing financially challenging for many.

- Several apartment buildings were converted into condos, and evicted tenants added to the growing numbers looking for accommodation.

- This rise in homelessness in a wealthy province represented a 'boom era contradiction'.

Outcomes

- ESCALATION : In 2008, 11,000 Albertans were homeless: Numbers were projected to grow to 21,000 if no action was taken.

- POOR RESULTS: The current approach: 'managing homelessness', centered on shelters, and housing last, focused on housing readiness was not working.

- RISING COSTS: *direct costs* such as emergency shelter system, services and programming, as well as *indirect costs* associated with connected systems such as Health, Corrections and Justice.

Dissatisfaction with Status Quo

- *Homeless Agencies Struggling*: having difficulty meeting the higher demand for their services.

- *Lack of Coordination:* Systems not coordinating their efforts to effectively address homelessness. Lack of collaboration and case management

- *Regulatory Complexity & Inefficiency:* resulting in slower response. Delays created by red tape adding additional costs and compromising effectiveness

- *Bottom Line:* Systems out of synch with new realities, unfit for purpose

Data Collection

Extensive stakeholder consultations took place with citizens, police, shelter staff, charities, corporations, government levels, social workers, religious organizations, homeless people...

These

- generated useful recommendations
- paved the way to clarify roles & responsibilities
- identified economic, social & systemic barriers to ending homelessness.
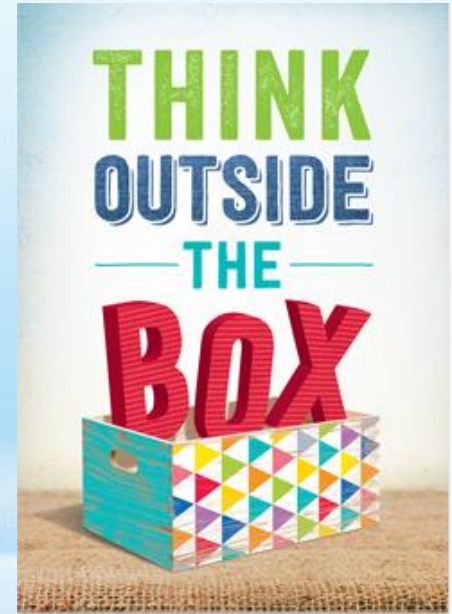
Scoping the Solution

They also revealed essential ingredients for success :

- Whole systems thinking required to resolve the issue

- A proven approach for helping the homeless transition from shelters to permanent housing, and maintain tenancy

- Requirement to inform and involve stakeholders, such as citizens & corporations.

social innovation lab

Vision Rationale

- "Homelessness is unacceptable in a province as prosperous as Alberta. No Albertan should be forced to live on the streets or remain in a shelter for an extended period of time.

- Albertans have the resources, the creativity and the compassion to effectively address homelessness in their communities.

- *Ending homelessness in 10 ye*ars means that there may still be emergency shelters available for those who become homeless, but they will be re-housed into permanent homes within 21 days."
http://humanservices.alberta.ca/homelessness/14604.html

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Vision Statement

Former Premier
Ed Stelmach

On March 16, 2009, Alberta endorses the first 10-year plan to end homelessness in the province

- *"Focus:* eradicating, not simply managing, homelessness
- *Timeframe:* specific, ambitious 10-year deadline
- *Reach:* aligned, system-wide strategy, instead of a fragmented, municipal one"

SIGNALS

- Governance Switch: from municipal to provincial
- Positive Outlook: Homelessness can be solved
- Inclusive Approach: not *We* vs *Them*
- Affirming Possibilities: We will succeed

First Steps

- Moving from Housing Last, to Housing First

- "Homeless isn't *who* you are: it's *where* you are"

- Housing First: a client centered approach to help the chronic homeless break the cycle of homelessness, by providing a safe and secure home, with support services readily available.

HF = **Permanent Housing** + **Support**
Housing First

First Steps Approach

1. House

3. Restore

2. Diagnose

4. Support

http://www.youtube.com/watch?v=h5qi4sBwy6U

Outcomes

- Since 2009, Alberta has managed to house 12,500 people

- Once housed, 84% manage to maintain tenancy. Most, but not all, can progress from totally assisted, to partially assisted, to autonomous housing

- Incidents with various provincial systems diminish dramatically, thereby reducing costs:

  - ✓ Police incidents : 90%

  - ✓ Court Appearances: 89.3%

  - ✓ Incarceration Days: 98.2%

  - ✓ ER visits: 85.7%

  - ✓ Hospital days: 88.1%

Critical Success Factors

- Clear, non negotiable vision

- Pro-active, aggressive assistance: Target: 21 days

- Coordinated systems: agencies, governments and communities work together towards shared objectives in an integrated fashion.

- More housing options: Increasing quantity and variety

- Effective policies that bring down barriers to housing, and actively promote ending homelessness.

- Prevention Strategy: who's at risk?

System Wide Transformation

System wide Outcomes

- FROM managing...to *ending* homelessness

- FROM requiring housing readiness... to Housing *First*

- FROM managing homelessness...to supports that *end & prevent* homelessness

- FROM scattered supports... to *coordinated* case management

- FROM little common planning...to a *shared* vision

- FROM variable funding...to *long-term dedicated* funding

http://www.youtube.com/watch?v=jqGHehpzHq8

The Journey

- D: Where did they start: pain or gain? Where are they now?

- V: How did they arrive at the vision?

- F: Why did they decide to adopt such a revolutionary approach: complete opposite of what they were doing before?

- R: What was the impact of engaging all stakeholders throughout the process?

HOW

HOW Transformation Avenues and Formula	Directions	Blueprint
	Questions What are the top 3 directions pursued by AHS now? Why? How to provide the architecture, support and processes to ensure success?	Questions How clear and well-understood are our D, V and F in general? What can we do to enhance clarity and buy in?

WHO ?

Mobilizing Stakeholders for Transformation

Leadership Capacity

- Much like electricity brings physical systems to life, leadership is the vital energy that moves human systems to action, performance and transformation

- Demand for leadership energy increases with magnitude of the task

Function   **Perform**   **Transform**

Leadership Capacity

- Fueling transformation requires extensive leadership capacity, widespread throughout the organization. Will you have enough for your transformation?

- Capacity means mobilizing, not only the designated leaders, officially in leadership roles, but the distributed leaders: everyone else. Everyone is expected to lead, from wherever they are.

- Often referred to as 'leadership at all levels' or 'leading from every chair, distributed leadership represents a significant advantage for organizations who embrace it

Best Practice
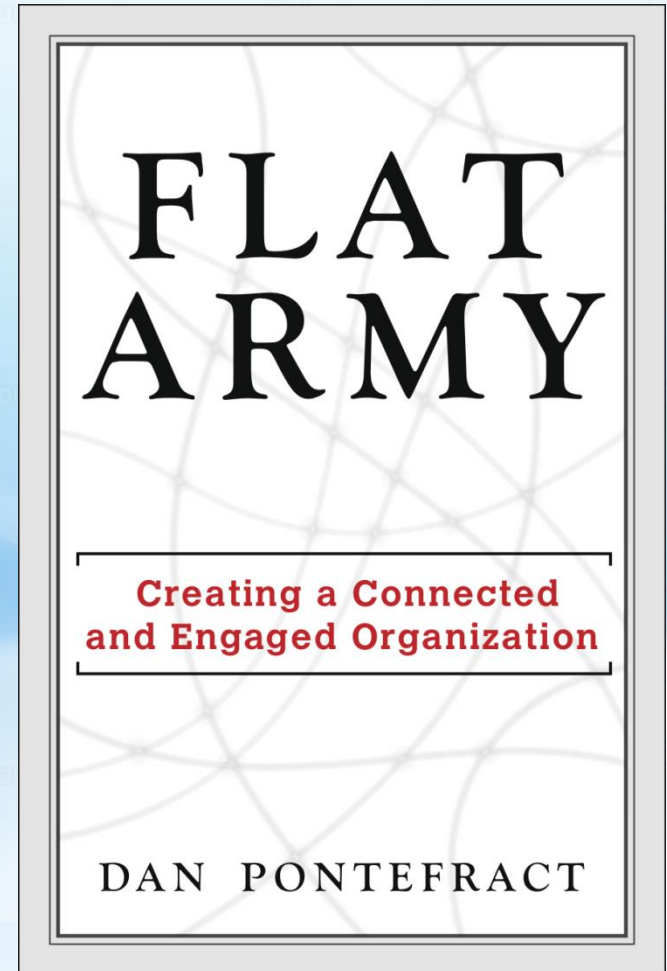
Telus Leadership Philosophy

my responsibility

business ownership culture

our customers   our business   our team   our community

fair process

engage – explore – explain – execute – evaluate

TELUS values

we have the courage to innovate	we believe in spirited teamwork	we have a passion for growth	we embrace change and initiate opportunity
being creative risk taking & implementing	demonstrating integrity collaborating communicating	learning driving results developing team members	deciding initiating adapting

values attributes

the future is friendly®

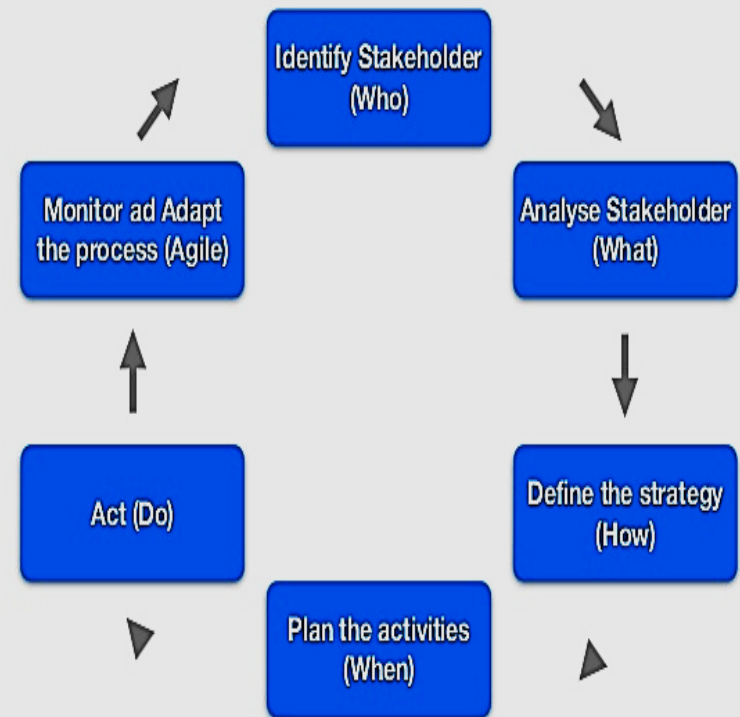http://www.youtube.com/watch?v=EdStJDYB8sQ

Mobilization starts with Engagement

- In recent years, engagement has significantly risen in importance and continues to do so.

- As a result, it has moved beyond an event, to a strategic, ongoing process: an integral component of organizational life.

- It includes a variety of internal and external stakeholders involved in productive, positive partnerships.

- It's about generating alignment, fostering synergies, finding creative solutions and valuing everyone's contribution.

Typical steps to manage/engage stakeholders

- Identify Stakeholder (Who)
- Analyse Stakeholder (What)
- Define the strategy (How)
- Plan the activities (When)
- Act (Do)
- Monitor ad Adapt the process (Agile)

Simone Onofri - Stakeholder Engagement between Agile and Traditional Project Management

Rationale & Benefits

Why Engage?

- Success is determined by the learning and execution speed of the *slowest many,* not *the fast few…*

- New strategies often bring changes in operations and procedures.

- Employees fear them, believing they signal management's disapproval of their prior performance…

Engaged Employees

- Take responsibility for change, make it their own, & 'live it'

- Contribute to process & results

- Collaborate on execution

- Share ideas, participate

- Feel part of the workplace community

Source: Jim Haudan, The Art of Engagement

How Engagement Works

Engagement is about doing things <u>with</u> people, instead of <u>to</u> them.

Basically, 'if you plan the battle, you won't battle the plan.'

Principles:

- Stakeholders have a say in decisions that could affect their lives or essential environment

- Stakeholder participation means that their contribution will influence decisions

- Stakeholders are involved in designing how they participate.

Paradigm Change

Knight in Shining Armour who saves the day… **alone**

Critical Mass of competent leaders who **take turns** leading

Growing Leadership Capacity

Designated Leadership

- Who? People in formal leadership roles
- Goal: Designated leaders provide high quality leadership
- Why? They influence 60-80% of outcomes
- Key: Top Talent in Top Roles

Distributed Leadership

- Who? Everyone else 'Leading from every chair'
- Goal: More people provide leadership within their role, across the system
- Why? System Contamination for Transformation
- Key: Empowerment & accountability; supportive culture: access to leadership development
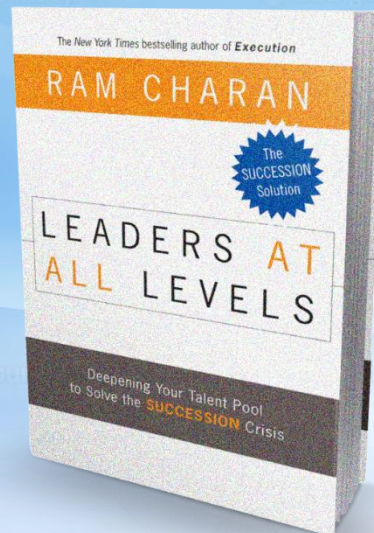
Keeping Vancouver Safe...Together

- Vancouver is the only North American city where community policing is run by citizens. They partner with the police to prevent and solve crime, improve overall safety, and enhance policing effectiveness

- Vancouver was the first police force in Canada to leverage the just in time capacity of Twitter to mobilize people

http://www.youtube.com/watch?v=j2SC8mUtciU

New Paradigm

- The command and control, top down, expert model of leadership is no match for the level of agility, innovation and collaboration required today

- New Paradigm: *from Heroic to Shared Leadership*, a role where leaders focus on engagement, alignment, empowerment & synergy

- As a result, many organizations are adopting a distributed leadership approach where everyone leads, from wherever they are in the organization

Maximizing Leadership Energy

Contrasting Concepts

Source: gardening matters.org

HEROIC LEADERSHIP TO	DISTRIBUTED LEADERSHIP WITH
Often hierarchical	Requires strong engagement & alignment
Quickly made decisions are considered efficient	Decisions take time, require skills & planning
One direction	Diverse perspectives are considered
Limited diversity	Widespread diversity Inclusive
Fits dominant culture	Requires behaviour changes
Few involved	Many involved
Leaders create followers	Leaders create more leaders

Most important shift? Why?

LAB

AHS Application

AHS Application

Select a current, cross functional transformation initiative. Here are some examples:

- Implementing a province wide electronic health record (CIS or Connect to Care)
- Integrating acute care and community
- Supporting people with chronic disease in the community
- Reducing variability of clinical services and care across the province

- Co-designing healthcare services with patients and community
- Becoming more person centred (Patient First)
- Reducing surgical wait times
- Improving Health Outcomes (Commonwealth Fund)
- Reducing or controlling costs of delivering health care
- Moving from Triple to Quadruple aim

AHS Application

- Work through the Transformation Primer Dimensions to your initiative and document your findings on flip charts

- After the allotted time, share your findings and insights with another group

- Discuss key learnings

Transformation Primer
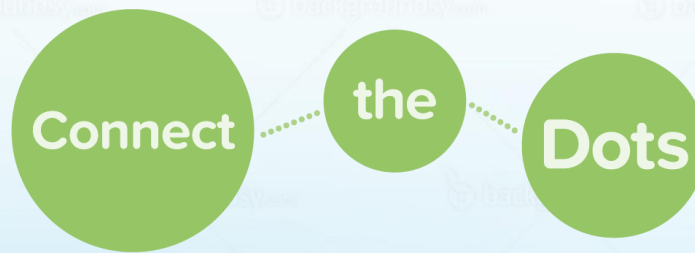
QUESTIONS		KEYS
WHY? WHY NOW? Transformation Imperatives		Adapt or Fail Remain Fit for Purpose
WHEN Transformation Crossroads Winds of Change		Junctures Drivers
WHAT Workplace Paradigm Shifts Collaboration Strategies		Outcomes, not Activity Systems, not Silos
HOW Transformation Avenues Formula		Directions Blueprint
WHO Stakeholder Mobilization		Engagement Distributed Leadership

Connect the Dots

LEADERS	EMPLOYEES	LINKAGES
Do leaders share a consistent view and interpretation of the strategic direction?	Do employees understand the landscape and context for the organizational strategy?	Can employees relate their individual contributions to the overall organization goals?
Are leaders putting the greater good of the organization ahead of their own area's priorities?	Are employees provided with skill-building opportunities critical for strategy execution	Are leaders aligning the efforts of the people on their teams to organization strategy
Are leaders communicating the organization strategy in a clear, consistent, and compelling fashion?	Are employees ready, willing, and able to execute the strategy?	Are leaders reviewing progress with their teams relative to team and organization goals?

Source: Jim Haudan, The Art of Engagement

Change Tips

Focus on System

- Align system to deliver the vision
- Tighten system to leverage synergies, reduce gaps & eliminate duplications
- Increase speed and agility to enhance responsiveness
- Remove barriers and obstacles that prevent or slow down action.

Focus on People

- Mobilize stakeholders to foster commitment to change
- Foster collaboration to deliver it
- Ensure each person understands how their role contributes to reaching the vision

BOTTOM LINE

- Do things 'with', not 'to' people.
- By the way, this aligns with the Peel Region strategic plan

One Word Take Away

INSIGHTS