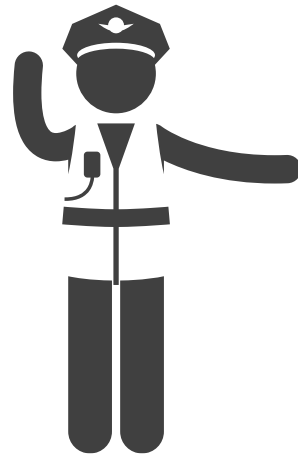


ICMIF Mutual Leadership Course

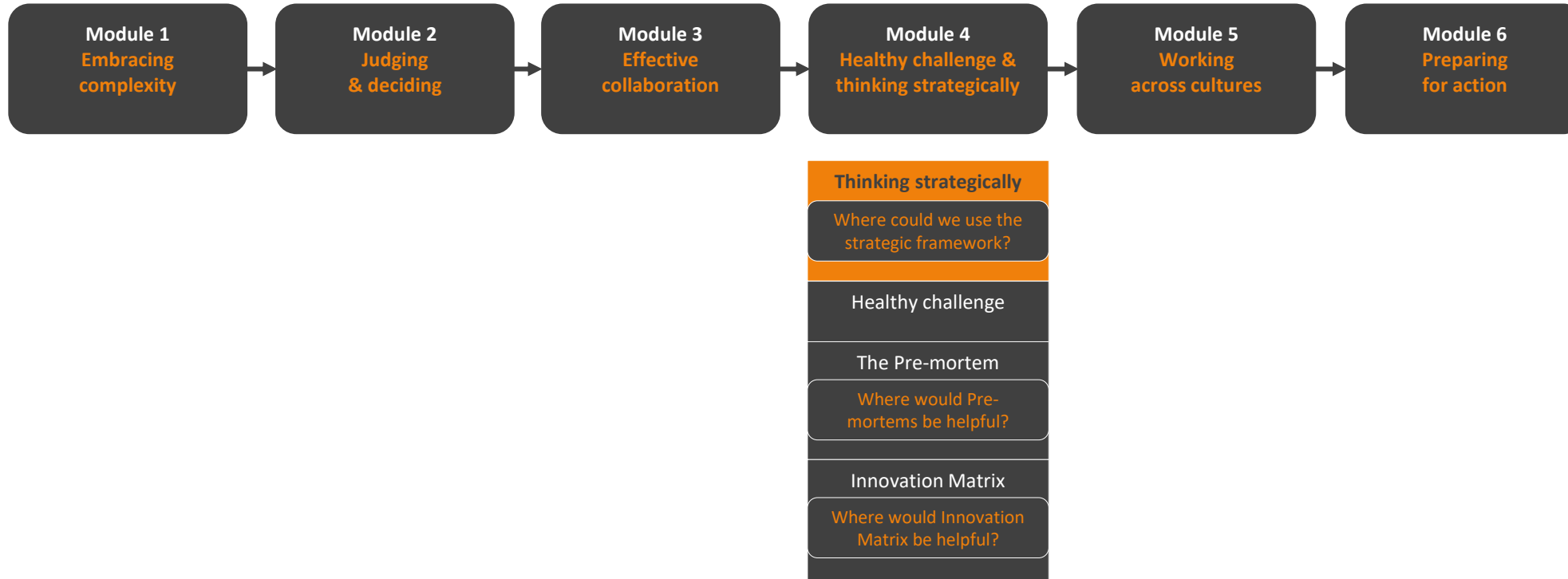
Module Summary

4. Healthy Challenge & Thinking Strategically



Mutual Leadership

adapting to a complex world



The Essence of Strategy

A

B

Judging what is true

1. Perceive the critical factors in a complex situation
2. Diagnose the biggest challenges to forward progress



Deciding what to do

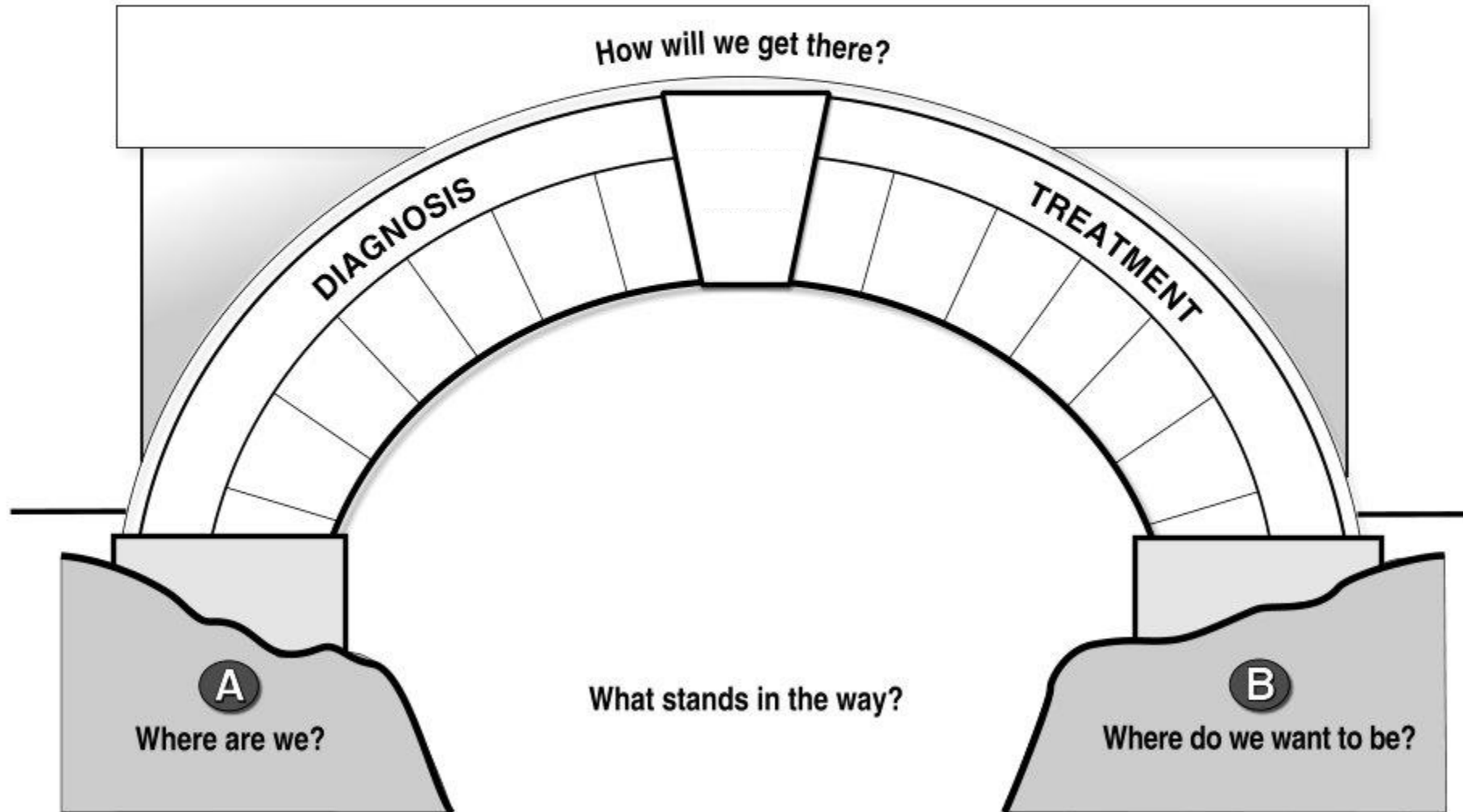
3. Devise a coherent treatment



“Nothing could be more practical or useful for a person’s life than the thinking processes that help them **find out what is true and what is best to do**”

Stanovitch, West and Toplak (2016)

The AGILE Strategy Framework



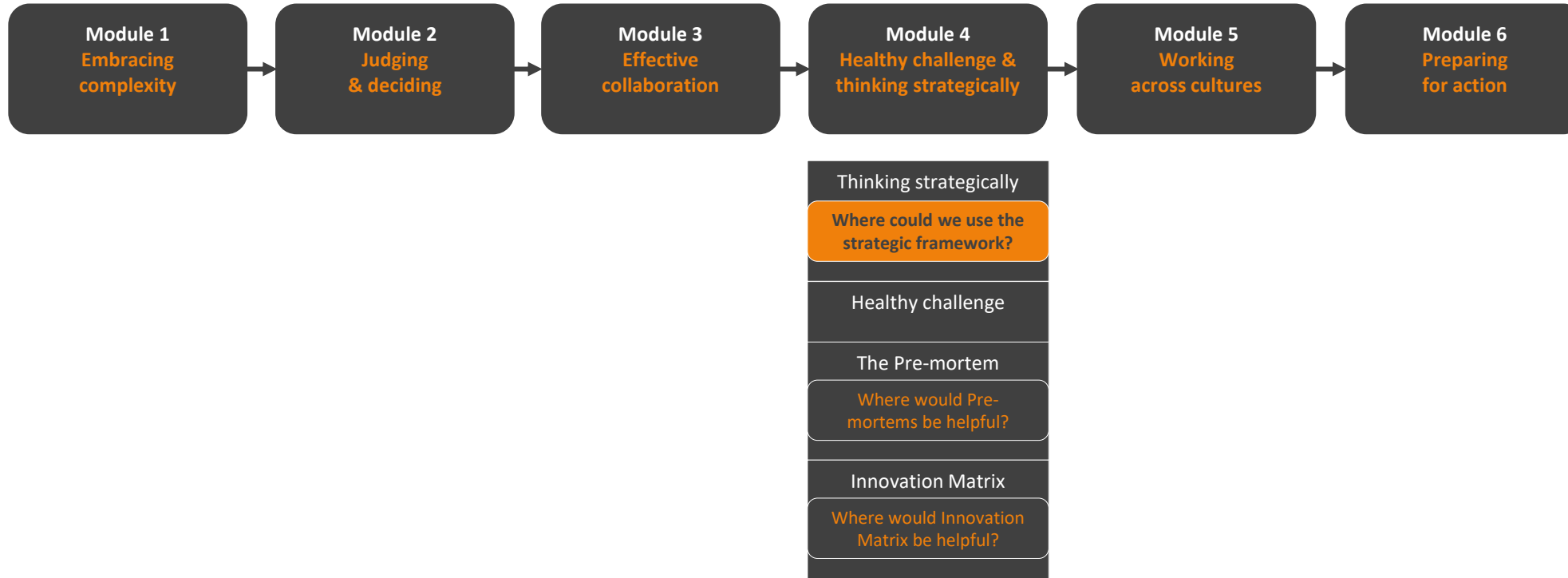
AGILE Strategy Canvas v1.4

Purpose of discussion:

Judging what is true		
<p>1. Where are we? <u>Perceive</u> the critical factors in a complex situation</p> <p>A</p>	<p>3. What stands in the way? <u>Diagnose</u> the biggest challenges to forward progress</p>	<p>2. Where do we want to be? <u>Perceive</u> the critical factors in a complex situation</p> <p>B</p>
Deciding what to do		
<p>4. How will we get there? Devise a coherent <u>treatment</u></p> <p>As measured by (key results):</p>		

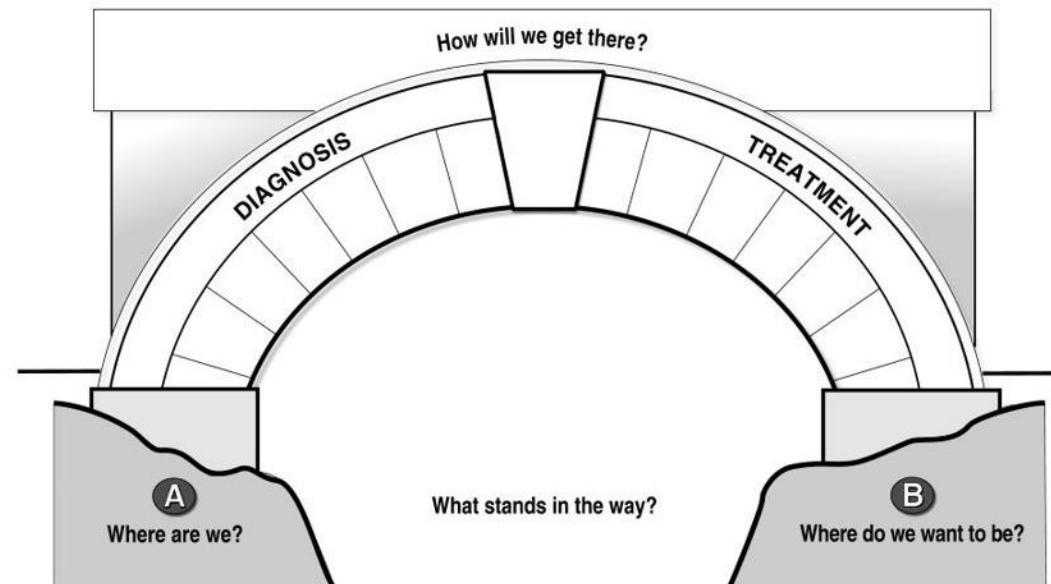
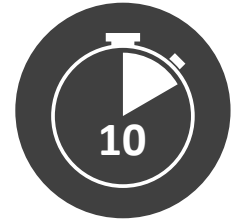
Mutual Leadership

adapting to a complex world





Your Return On Investment



Where in your work would the AGILE strategy framework be helpful?



1. Capture your perspective



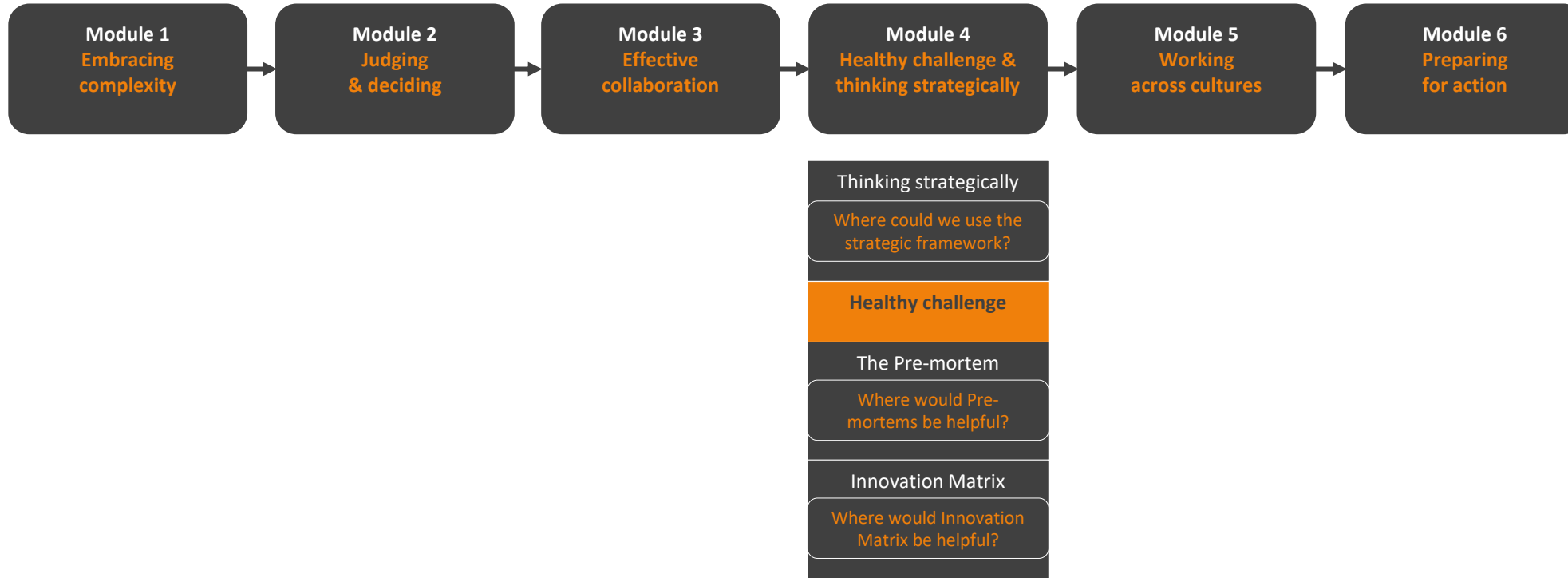
2. Share your perspectives



3. Discuss your perspectives

Mutual Leadership

adapting to a complex world

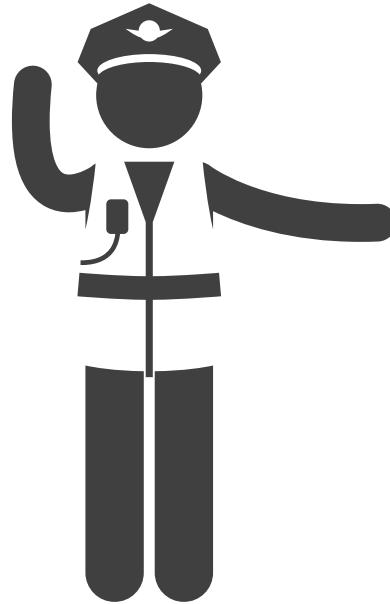


Because We Snap & Stick





Tool #3: Challenge Before Acting



Because we snap and stick



Tool #3: Challenge Before Acting



Because we snap & stick

1. What must be true ...?



2. What else could it be?



3. Access an outside view



4. Look away



Highly effective when coaching

Plan, Do, Review To Make Progress In Complex Systems



The Essence of Strategy

A

B

Judging what is true

1. Perceive the critical factors in a complex situation
2. Diagnose the biggest challenges to forward progress



Deciding what to do

3. Devise a coherent treatment

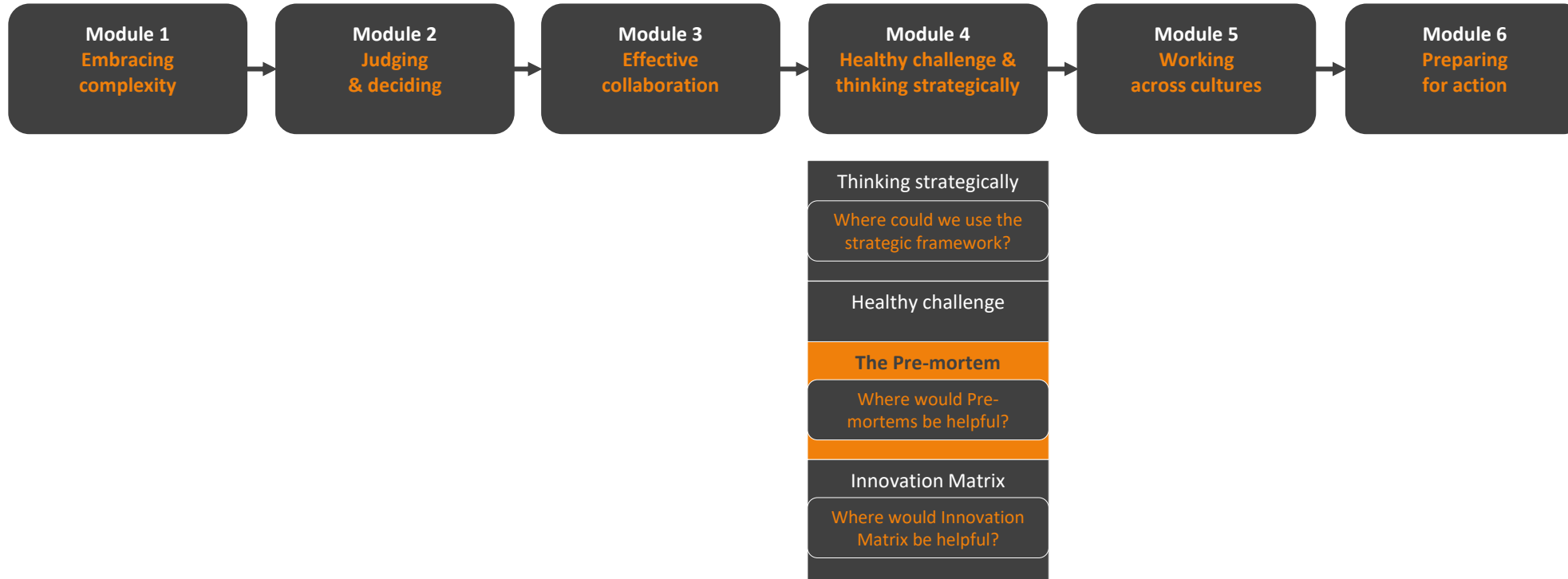


“Review”



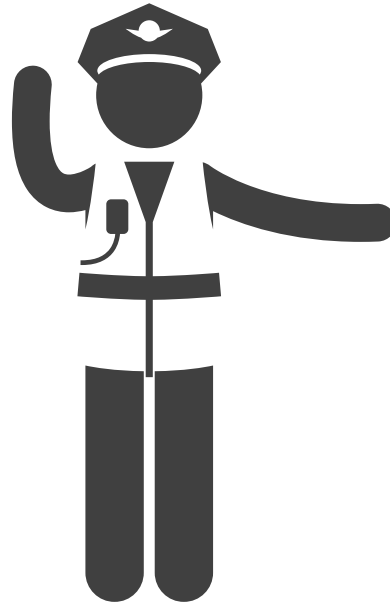
Mutual Leadership

adapting to a complex world





Tool #3: Challenge Before Acting

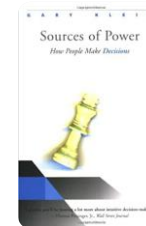
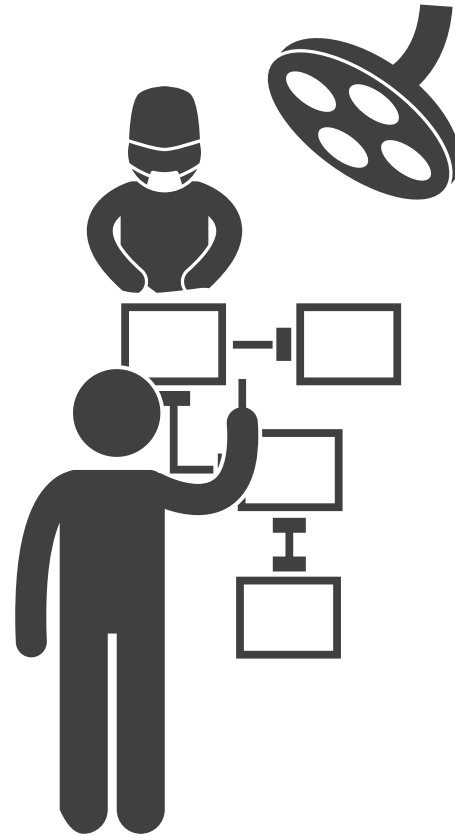


Because we snap and stick



Tool #3b: Pre-mortem

Because we snap & stick



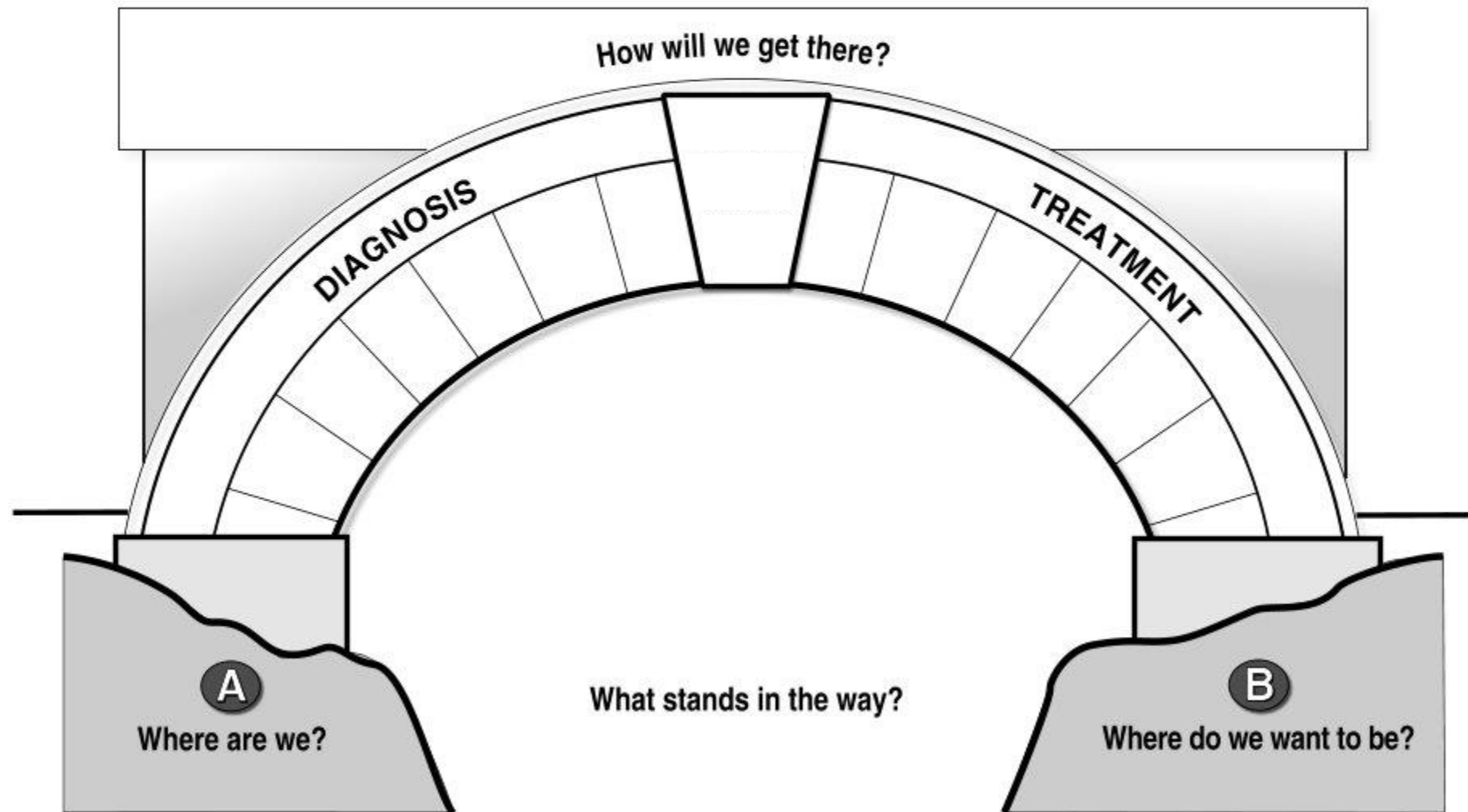
Gary Klein
President, ShadowBox

A
bird
in the
the hand

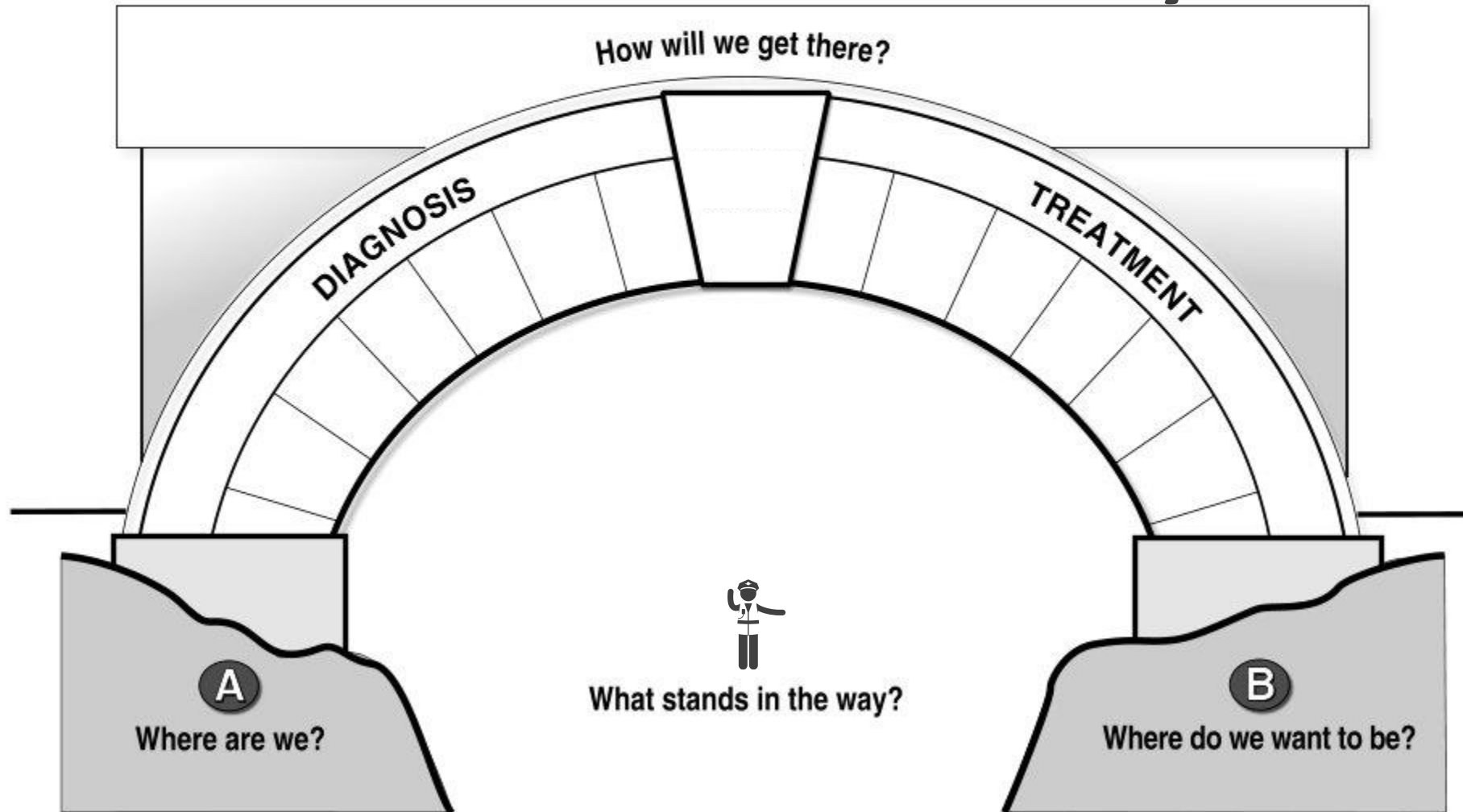


**“90% of decision errors are
are errors of perception”**

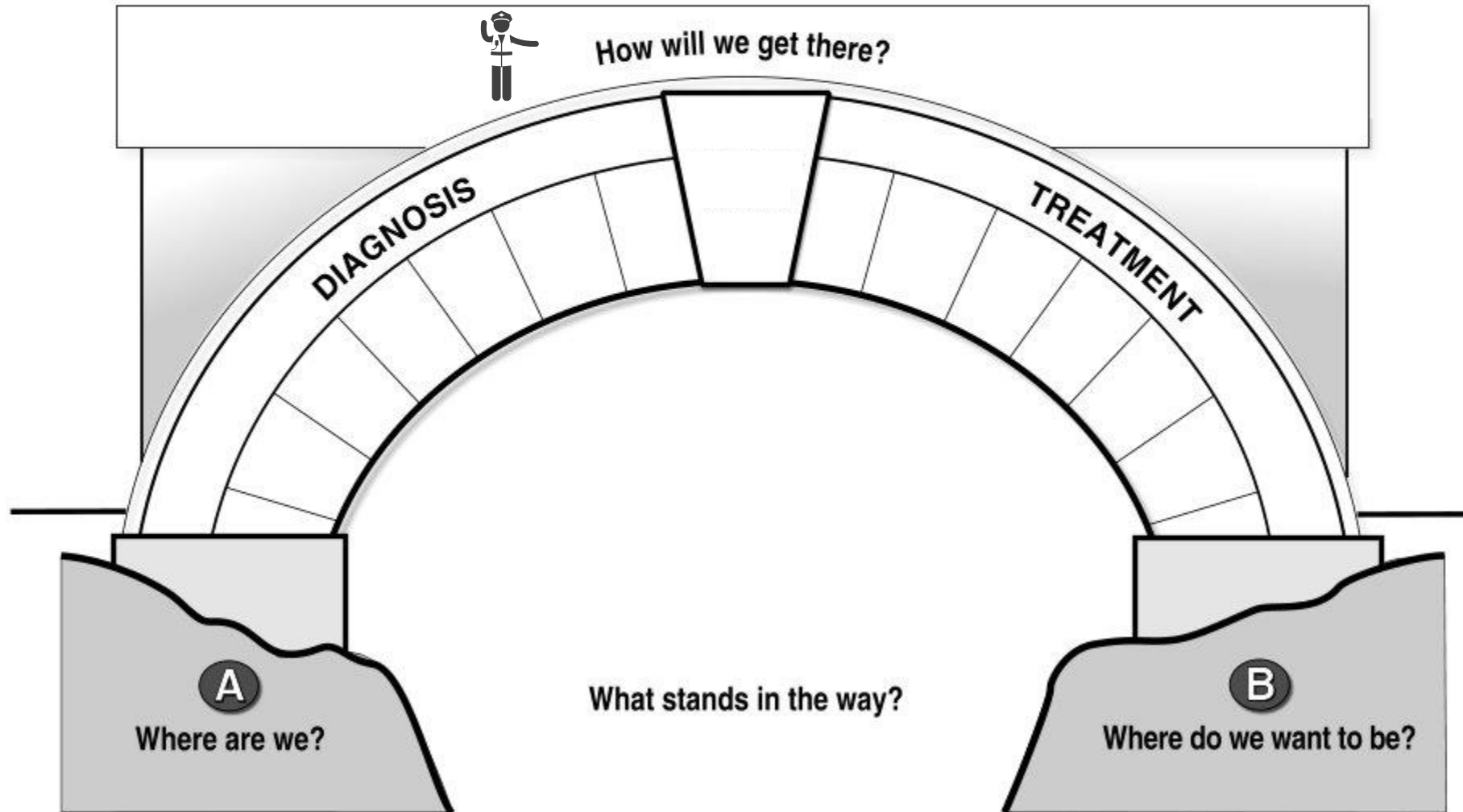
Prof. David Perkins
Harvard



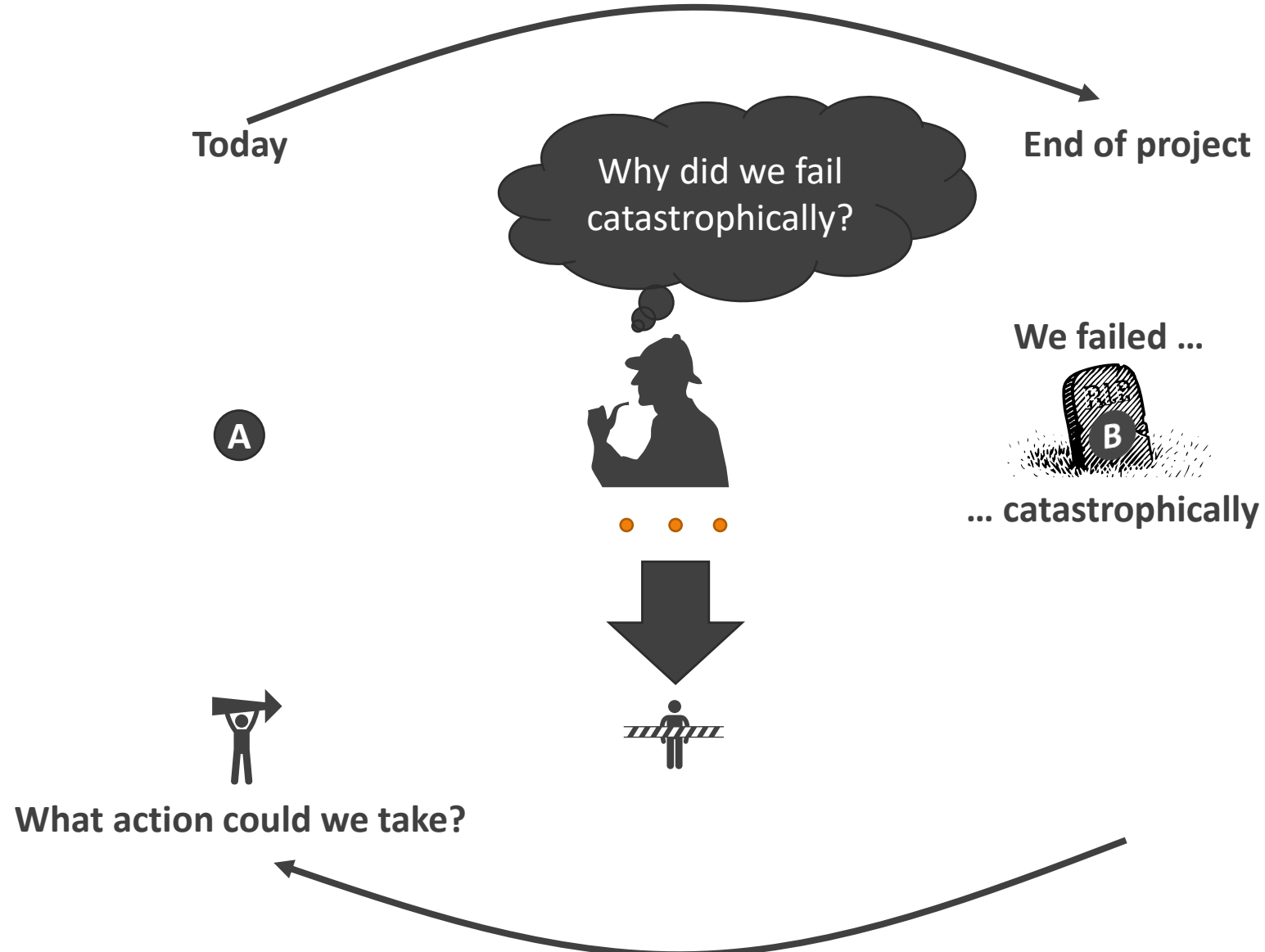
Pre-mortem at What Stands In The Way?



Pre-mortem at How Will We Get There?



Pre-mortem







Tool #2: Harness Collective Intelligence





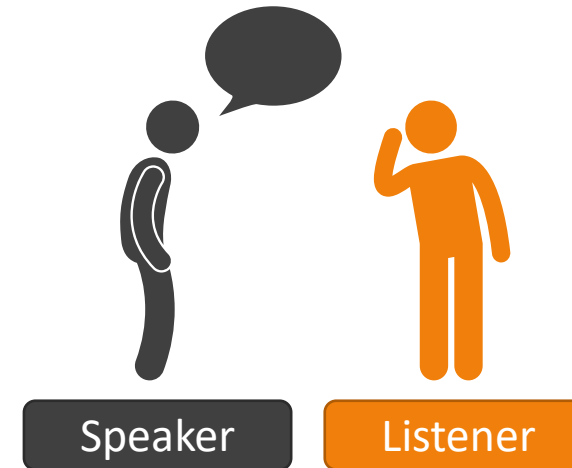
Because we do not perceive reality

1. Capture your private perspective 
2. Share perspectives without interruption 

Tool #2: Harness Collective Intelligence

Because we do not perceive reality

1. Capture your private perspective 
2. Share perspectives without interruption 
 - Ask 'what do you see?'





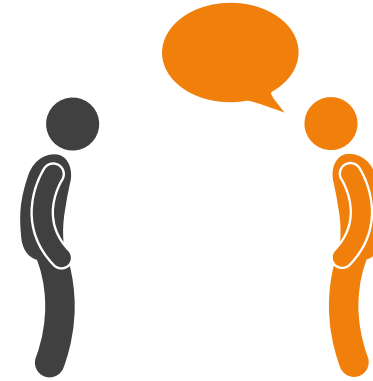


Tool #2: Harness Collective Intelligence





Because we do not perceive reality

1. Capture your private perspective 
2. Share perspectives without interruption 
 - Ask 'what do you see?'
 - Seek to understand
 - Show you understand



Tool #2: Harness Collective Intelligence




Because we do not perceive reality

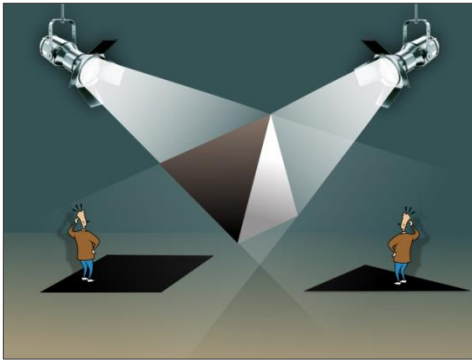
1. Capture your private perspective 
2. Share perspectives without interruption 
 - Ask 'what do you see?'
 - Seek to understand
 - Show you understand



Tool #2: Harness Collective Intelligence

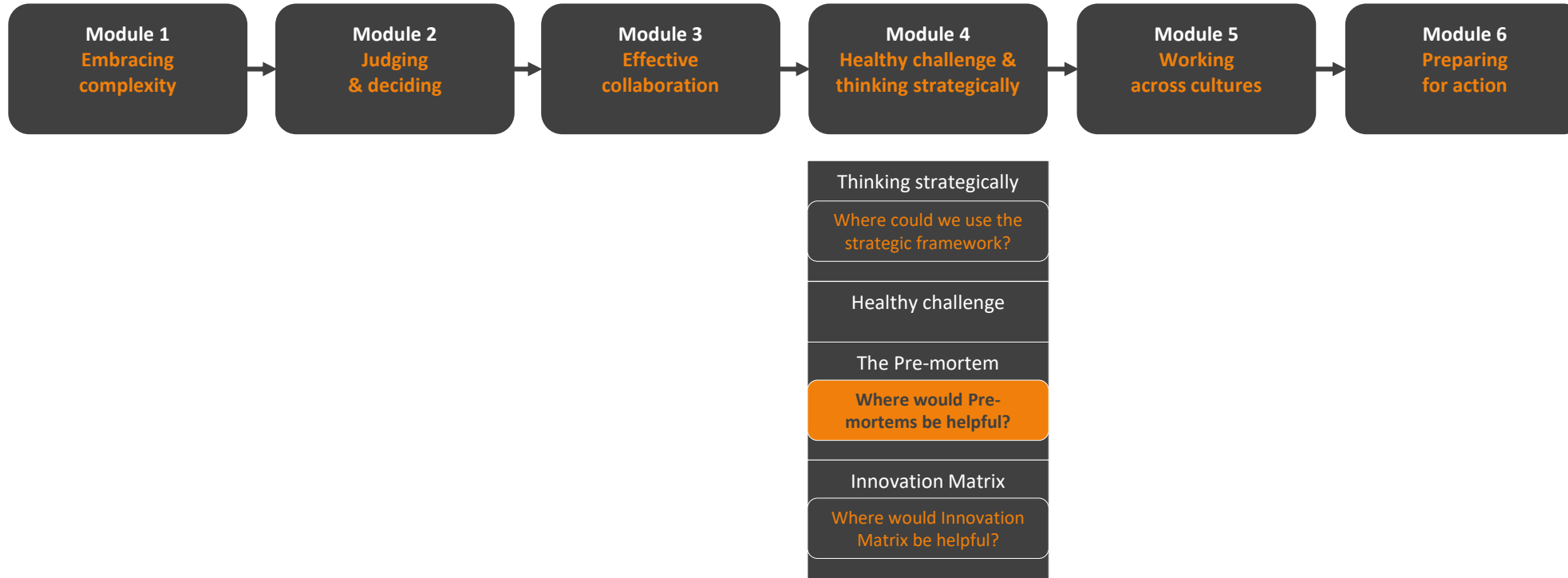
Because we do not perceive reality

1. Capture your private perspective 
2. Share perspectives without interruption 
 - Ask 'what do you see?'
 - Seek to understand
 - Show you understand
3. Engage in dialogue to synthesise what your combined perspectives mean 



Mutual Leadership

adapting to a complex world





Your Return On Investment



4 simple healthy challenges

(#1 and #2 highly effective when coaching)

1. What must be true ...?



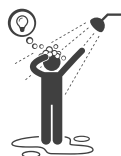
2. What else could it be?



3. Access an outside view

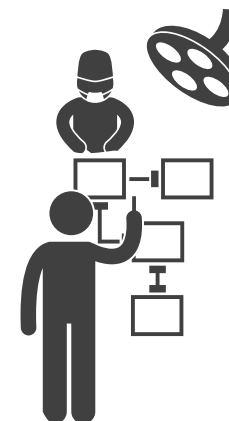


4. Look away



Pre-mortem

Before critical actions



Where in your work would one of the simple healthy challenges and/or conducting a pre-mortem be helpful?



1. **Capture** your perspective



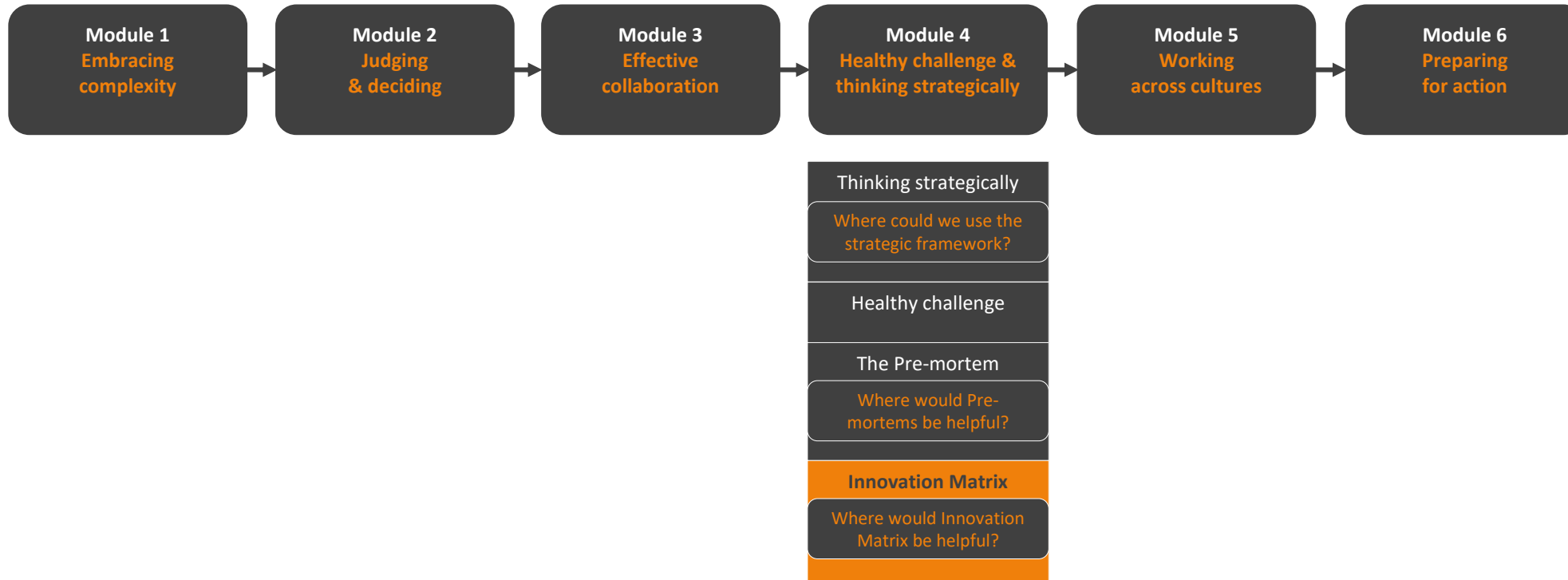
2. **Share** your perspectives



3. **Discuss** your perspectives

Mutual Leadership

adapting to a complex world



A Simple Process To Work As A Team To Activate Strategy

1. Judge What Is True

Strategy Canvas

Purpose of discussion:


Judging what is true

1. Where are we?
Perceive the critical factors in a complex situation

3. What stands in the way?
Diagnose the biggest challenges to forward progress

2. Where do we want to be?
Perceive the critical factors in a complex situation

A



B

4. How will we get there?
Devise a coherent response

As measured by (my) results

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2. Generate Options

Innovation Matrix (Behavioural)

Who Else Has Solved A Problem Like This?

Problem:

COM-B	Elements of the problem	Internal solutions	External solutions
Motivation			
Capability			
Opportunity			

© Melantra Limited 2020. Inspired by Duggan's description of GE's What Works Matrix and Michie's COM-B model

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A Simple Process To Work As A Team To Activate Strategy

1. Judge What Is True

Strategy Canvas

Purpose of discussion:

Judging what is true		
1. Where are we? <small>Perceive the critical factors in a complex situation</small>	3. What stands in the way? <small>Diagnose the biggest challenges to forward progress</small>	2. Where do we want to be? <small>Perceive the critical factors in a complex situation</small>
A		B

4. How will we get there?
Devise a coherent response

As measured by key results

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AGILE
Performance



2. Generate Options

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© Melantra Limited 2020. Inspired by Duggan's description of GE's What Works Matrix and Michel's COM-B model




Strategy Canvas

Purpose of discussion:

Judging what is true		
1. Where are we? <small>Perceive the critical factors in a complex situation</small>	3. What stands in the way? <small>Diagnose the biggest challenges to forward progress</small>	2. Where do we want to be? <small>Perceive the critical factors in a complex situation</small>
A		B

Deciding what to do

4. How will we get there?
Devise a coherent response


As measured by key results

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AGILE
Performance

How UK Hospitals Used This Approach To Execute A New, Urgent Strategy

2. Who else has solved this problem?

1. What's the problem?

Situation: How are teams changing how care is delivered in response to the COVID-19 emergency?
COM-9 Component

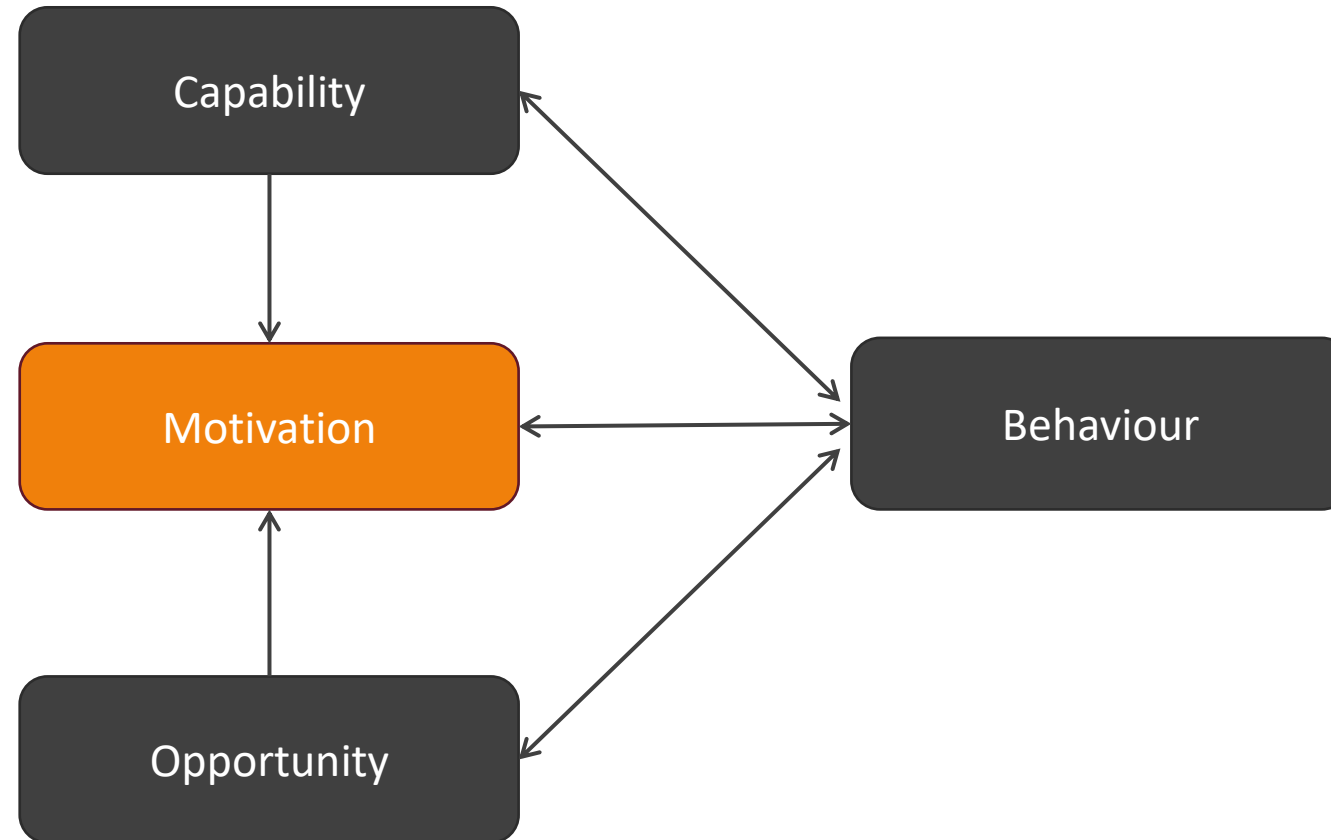
							Solutions	
	can no longer bring the patients to clinic as they should shield due to coronavirus	Virtual clinics set up using telephone calls to the patient. All from nursing staff to patient week before 'clinic' due to COVID-19. This is then discussed at 'pre-clinic' meeting every Monday. MDT members then call patients if required or requested.	Virtual clinics set up using telephone calls to the patient. The nurses phone patients prior to clinic to discuss issues. We meet for pre clinic meeting on Microsoft Teams everyone usually attends this. We then go through each patient, reviewing last letter etc as we normally would. I share adherence data as we go.	Virtual clinics set up using telephone calls to the patient. The nurses phone patients prior to clinic to discuss issues. We meet for pre clinic meeting on Microsoft Teams everyone usually attends this. We then go through each patient, reviewing last letter etc as we normally would. I share adherence data as we go.	We will have limited availability which will be for pts identified by the team in the week before as needing review. When patients need a review this will be done via attend anywhere.	At the moment we are not running any formal virtual clinics as staff required elsewhere. The admin team have been instructed by management to cancel all clinics for the time being. We have no staff available on the system for this period. Currently we have split our patient list between the MDT who are calling them as and when they are able to, to check how they are and if they need anything.	We have a pre clinic meeting to discuss each patient. This time is used to discuss current adherence for each patient if they are part of QP&S. All clinics are telephone consultations at present (some patients are contacted via skype if they need to be eyeballed). Each member of the MDT are assigned a patient to contact and the patient is asked at the end of the call they wish to speak to specific team members, e.g. Psychology, Nurse, Consultant or Physio (we don't currently have a Dietician).	We are and u
Capability								
Physical	Some MDT members may lack the confidence and skills to give over the phone consults	Support form senior clinicians and the use of telephone protocols enables staff to feel confident delivering telephone consults.						
Psychological	Time required by the team to cover COVID-19 urgent duties means being present at multiple 'clinics' during the week is difficult. The consultants are unable to support clinics as time is required elsewhere.	All clinics for the week are condensed into one. Patients for that week are discussed at the 'pre-clinic' meeting held at 9am every Monday.	The 12 clinics have been merged into one and are discussed together at a pre clinic meeting.					

3. What works, and where?

4. Option = unique combination

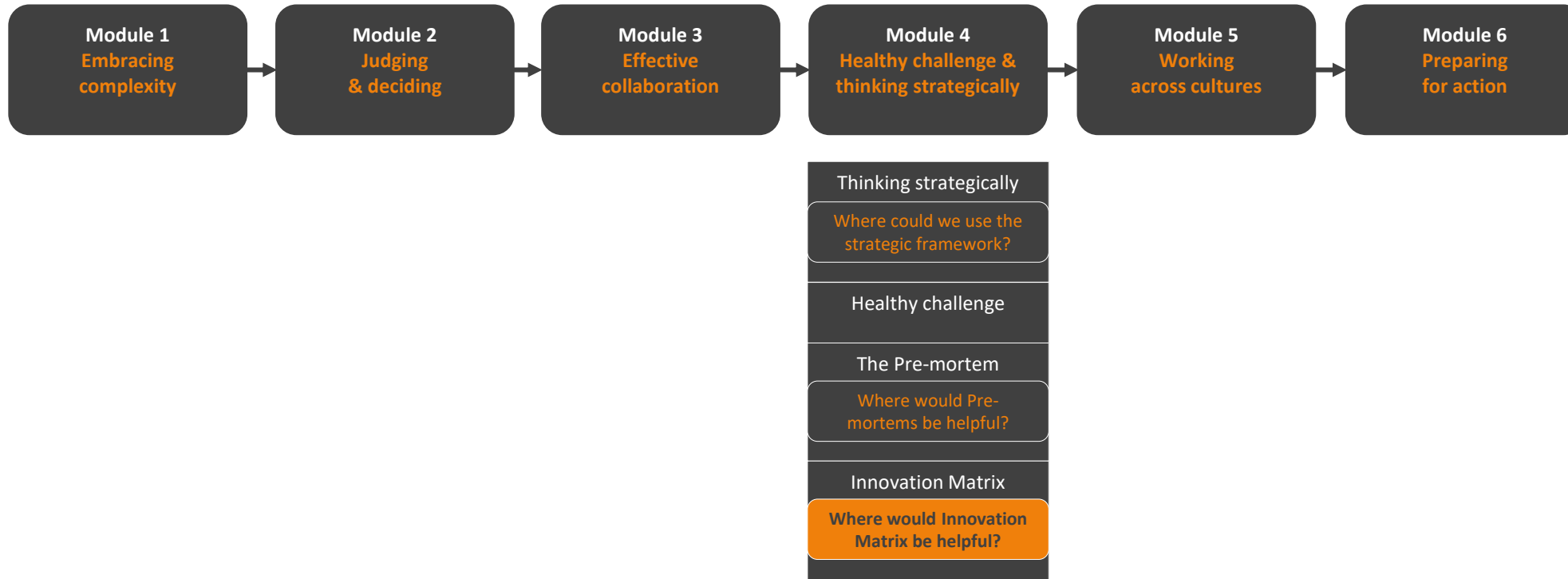
Because We Snap and Stick

Don't Overlook Providing Motivation



Mutual Leadership

adapting to a complex world





Your Return On Investment



1. Judge What Is True

Strategy Canvas

Purpose of discussion:

Judging what is true

1. Where are we? <small>Perceive the critical factors in a complex situation</small>	3. What stands in the way? <small>Diagnose the biggest challenges to forward progress</small>	2. Where do we want to be? <small>Perceive the critical factors in a complex situation</small>
---	--	---

4. How will we get there?
Devise a coherent **DEVELOPMENT**

As measured by (key results):

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2. Generate Options

Innovation Matrix (Behavioural)

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COM-B	Elements of the problem	Internal solutions	External solutions
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Capability			
Opportunity			

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Strategy Canvas

Purpose of discussion:

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1. Where are we? <small>Perceive the critical factors in a complex situation</small>	3. What stands in the way? <small>Diagnose the biggest challenges to forward progress</small>	2. Where do we want to be? <small>Perceive the critical factors in a complex situation</small>
---	--	---

Deciding what to do

4. How will we get there?
Devise a coherent **DEVELOPMENT**

As measured by (key results):

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Where in your work would the Innovation Matrix be helpful?