The Results-Driven Leader:
Leading the Unknown Journey

Washington State Government Lean Transformation Conference
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Washington State Health Care Authority

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We are not here merely to make a living. We are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. We are here to enrich the world, and we impoverish ourselves if we forget the errand.

-Woodrow Wilson

Washington State Health Care Authority

Our Mission:
Provide high quality health care through innovative health policies and purchasing strategies.

Our Values:

People First
Leadership
Public Service
Service Excellence

Innovation
Respect
Stewardship
Collaboration

Our Vision:

Healthier WASHINGTON

Session Agenda

1. Discover the well traveled path of a results-driven leader.

2. Hear how a results-driven leader navigated an ambiguous challenge and an unknown journey.

3. See three types of ambiguity and how they can impact results-driven leaders.

4. Compare six common leadership styles, and identify two styles most helpful during times of ambiguity.
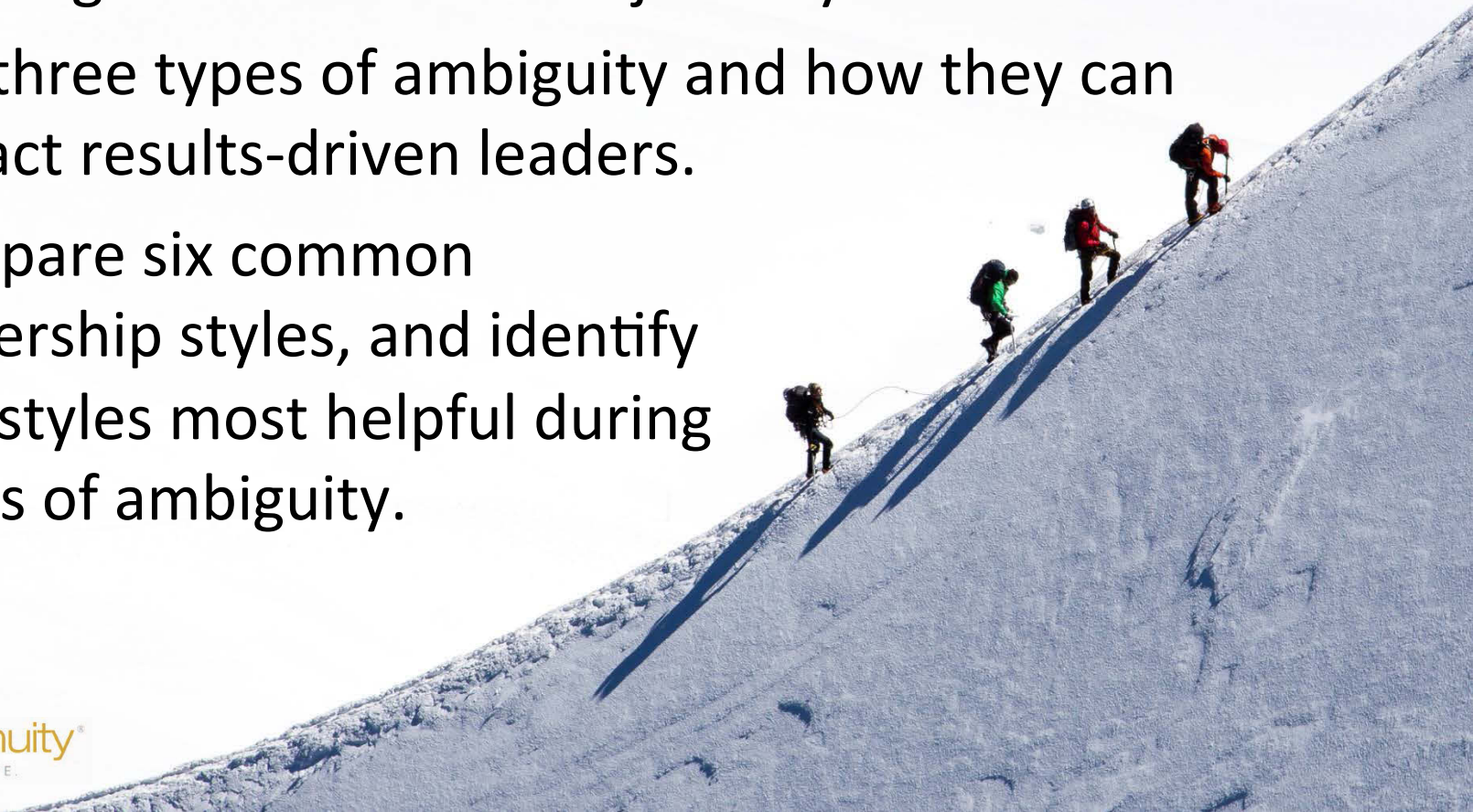
Leading the results-driven journey requires

strength

resilience

endurance

Leaders must:

- Develop a tolerance for chaos and ambiguity

- Access tools and resources that will build and sustain confidence in the midst of chaos.

Results-Driven Leader's Journey

Change *Challenge* *Results*

Results-Driven Leader's Journey

- Health care delivery shift from "doing" the work to "managing" the work through contractors

- No new resources – redirect existing staff and funds to new work

- Our task: Create our own path forward

Change   *Challenge*   *Results*
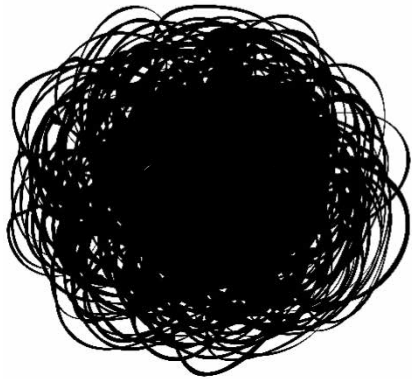
Three Sources of Ambiguity

Insolubility

Seems as if the problem can't be solved

Novelty

Doing something one hasn't done before

Complexity

Something is difficult and hard to understand or grasp

Common Responses to Ambiguity

Overly responsive to vocal minority

Increase in consensus building

Withdrawal

Spin Cycle

Inaction

Hesitation

Which type of ambiguity is easiest for me to navigate?

Using the arrow keys at the top of your clicker, choose one of the following and press "Send" on right.

A. Insolubility: *Seems as if the problem can't be solved*

B. Novelty: *Doing something one hasn't done before*

C. Complexity: *Something is difficult and hard to understand or grasp*

Which type of ambiguity is most difficult for me to navigate?

A. Insolubility: *Seems as if the problem can't be solved*

B. Novelty: *Doing something one hasn't done before*

C. Complexity: *Something is difficult and hard to understand or grasp*

Results-Driven Leader's Journey

- Health care delivery shift from "doing" the work to "managing" the work through contractors

- No new resources – redirect existing staff and funds to new work

- Our task: Create our own path forward

- New delivery system – "Value Based Purchasing" – is not well understood

- No roadmap to follow for realigning resources in a state agency setting

- Every examination of the challenge creates more complexity

Change   *Challenge*   *Results*

Daniel Goleman's Six Leadership Styles

Coercive*

- *Do what I tell you.*

Authoritative

- *Come with me.*

Affiliative

- *People come first.*

Democratic

- *What do you think?*

Pacesetting*

- *Do as I do now.*

Coaching

- *Try this.*

*Negative correlation to climate.

What leadership style do you think is most commonly used during ambiguity?

A) Coercive – *Do what I tell you.*

B) Authoritative – *Come with me.*

C) Affiliative – *People come first.*

D) Democratic – *What do you think?*

E) Pacesetting – *Do as I do, now.*

F) Coaching – *Try this.*

Most Useful Style During Ambiguity

Authoritative

- Use when a new vision or direction is needed.

Second Most Useful Style During Ambiguity

Coaching

- Use to coach, mentor and develop individuals when they need to apply new skills/behaviors and build longer term strengths.

Results-Driven Leader's Journey

Change	Challenge	Results
• Health care delivery shift from "doing" the work to "managing" the work through contractors	• New delivery system – "Value Based Purchasing" – is not well understood	• Required use of authoritative style paired with coaching – don't forget people
• No new resources – redirect existing staff and funds to new work	• No roadmap to follow on realigning resources in a state agency setting	• Learning to embrace ambiguity … "Let's go on this journey together"
• Our task: Create our own path forward	• Every examination of the challenge creates more complexity	• Transparency is vital; be willing to adjust the course based on input from others

Before you continue your *Results-Driven Leader* journey, what questions do you have?

I'd finally come to understand what it had been: a yearning for a way out, when actually what I had wanted to find was a way in.

- Cheryl Strayed, *Wild: From Lost to Found on the Pacific Crest Trail*

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