The Results-Driven Leader: Leading the Unknown Journey

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Mass Ingenuity
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Washington State Health Care Authority
Mass Ingenuity helps organizations to see, believe, and achieve a sustainable, results-driven government that works.

We accomplish this by partnering with government agencies to implement the NOW Management System®.

The NOW Management System is a comprehensive, results-driven, and integrated system of performance management.
We are proud to serve you.

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
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:
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, and 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
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
Ambiguity
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
- Spin Cycle
- Withdrawal
- 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

**Change**
- Health care delivery shift from “doing” the work to “managing” the work through contractors
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**Challenge**
- 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

**Results**
Leadership

Ambiguity
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.
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**Results**
- Required use of authoritative style paired with coaching – don’t forget people
- Learning to embrace ambiguity … “Let’s go on this journey together”
- 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*
Thank you!

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