



Adaptive Competence

In a Human Centered Context





**“Mom, Dad, I’m Going
into Social Work.”**



“For the last thirty years, the nation's mental health and social service systems have been under relentless assault, with dramatically rising costs and the fragmentation of service delivery ... (it is challenging) the safety, security, and recovery of their clients ... our social service systems become organized around the recurrent stress of trying to do more under greater pressure: they become crisis-oriented, authoritarian, disempowered and demoralized.”



Does This Sound Familiar?

The State doesn't understand....

How come that was a surprise?

Didn't we already fix that?

I thought we had a policy on this

There is never enough time...



Technical vs Adaptive Challenges

Technical

- Go well with authority
- Tried, tested and true
- Known solution leads to an expected result
- Answers found by applying existing knowledge and expertise
- Can be complex

Adaptive

- Require changes in values, attitudes and behaviors
- Take time; no quick easy fixes from authority
- Conflicts in values between stakeholders
- Root issues/elephants in the room
- Loss and resistance in the face of necessary change
- Technical solutions won't work



Adaptive

adjective

US/əˈdæp·tɪv/

1. Having an ability to change quickly to suit changing conditions
2. Changing slightly over time so a living thing can exist in a particular environment
3. Able to adjust

Cambridge Dictionary, 2023



Lessons in the Quality Arts

Being Quality





*The Secretary of Commerce
requests the pleasure of your company
at the presentation of the
Malcolm Baldrige National Quality Award
by the
President of the United States*

*Grand Hyatt Washington Hotel
Independence Ballroom
Thursday, the fourth of February, 1999
Time subject to President's schedule*
Reception immediately following
☆☆☆
Invitation nontransferable*

*R.S.V.P.
Fax: 301/948-3716 301/990-7238
email: ceremony@nist.gov
Telephone: 301/975-2036*

**Call 301/975-4453 for current updates
on scheduling information.*

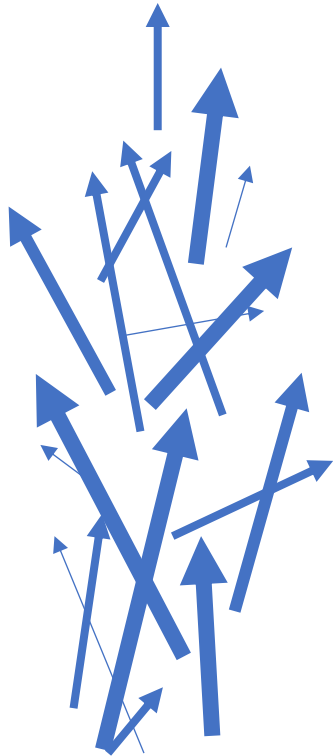
*Grand Hyatt Washington Hotel
1000 H Street, N.W.
Washington, D.C.*

*Doors open 75 minutes
prior to ceremony
close 15 minutes prior*

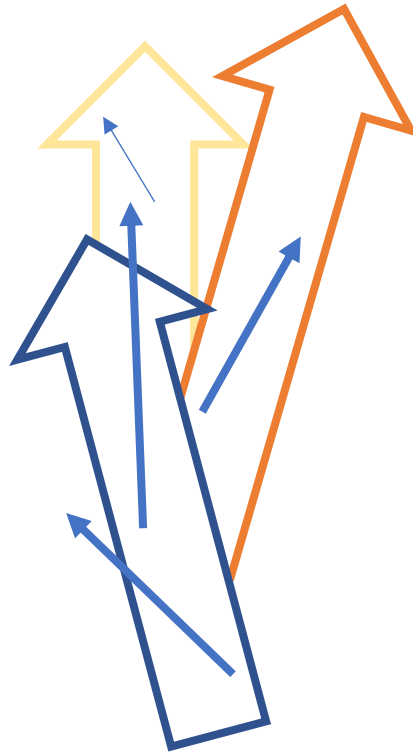




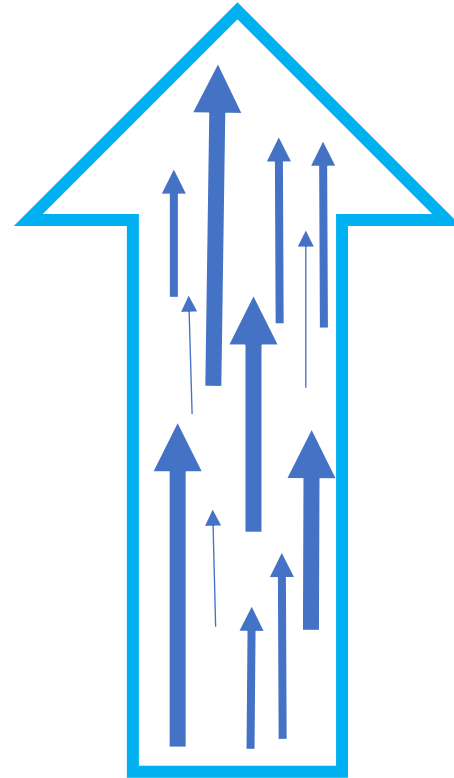
Alignment Matters



Very Poor – Poor Outcomes



Fair – Good Outcomes



Excellent – Best in/World Class Outcomes



Lack of Repeatability and Predictability

Khush: “Our processes and client outcomes are too organic to ensure predictability and repeatability, rendering time spent on planning and systematization a luxury.”

Rachel: “You don’t have time to figure out how to get it right the first time, but you are willing to pay to fix it multiple times.”

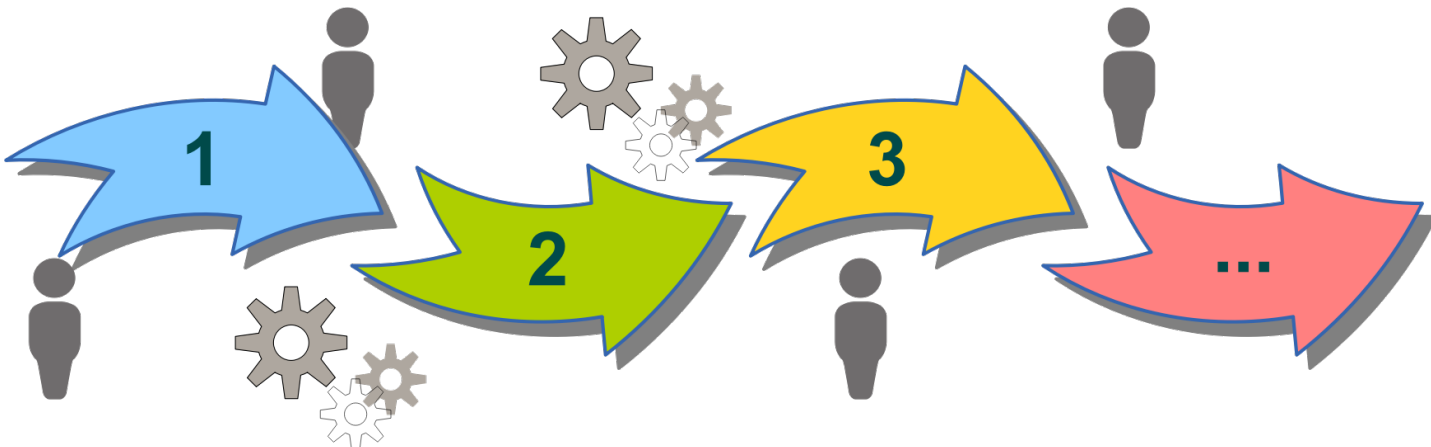




Uncompetitive Workforce

Khush: “We are continuously hamstrung by underperforming staff and high turnover. Management is convinced that staff is deliberately undermining the organization.”

Rachel: “Most all organizational problems are typically process and systems problems, not people problems.”

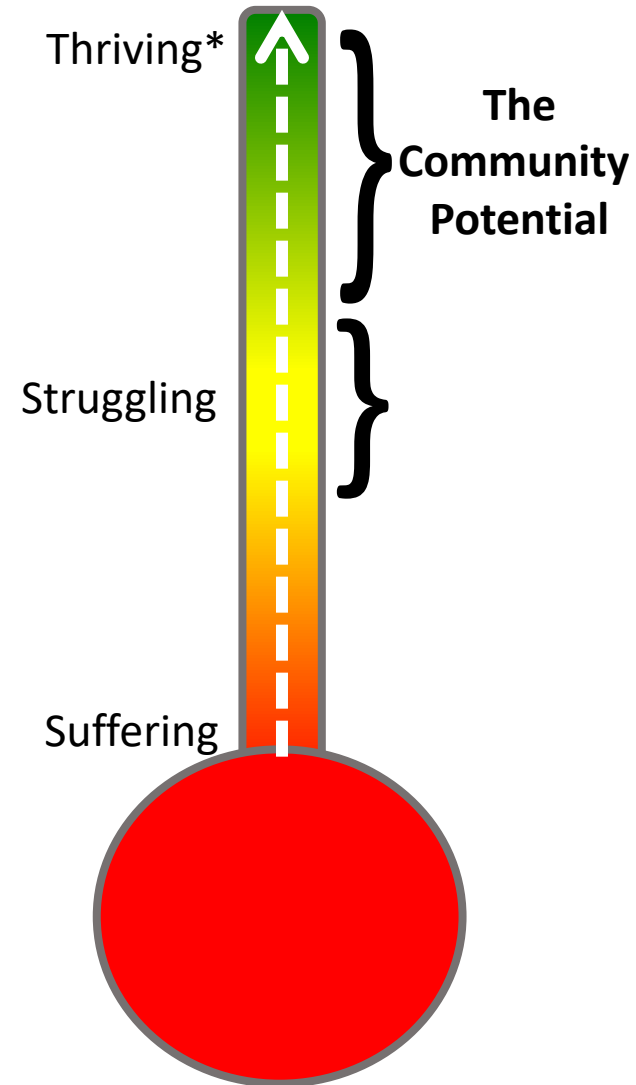




Specialness Syndrome

Khush: “Given our history, environment and the way they work is the only way to survive; standardized business and measurement practices successful elsewhere do not apply.”

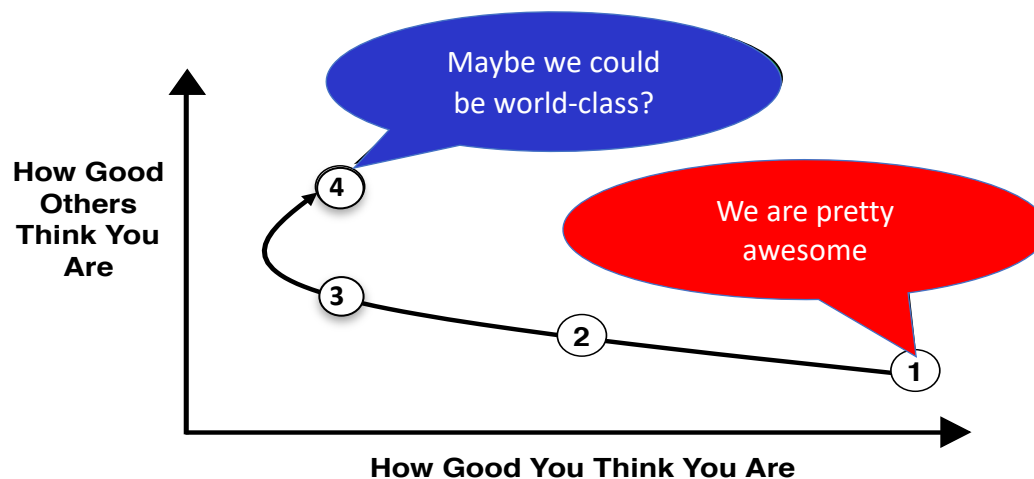
Rachel: “When will you give up being special to be effective?”



Inside-Out View

Khush: “We assume that external views or comparisons of our performance are both unimportant and inherently inaccurate and therefore should not be sought.”

Rachel: “Consider that you are only as good as others think you are.”



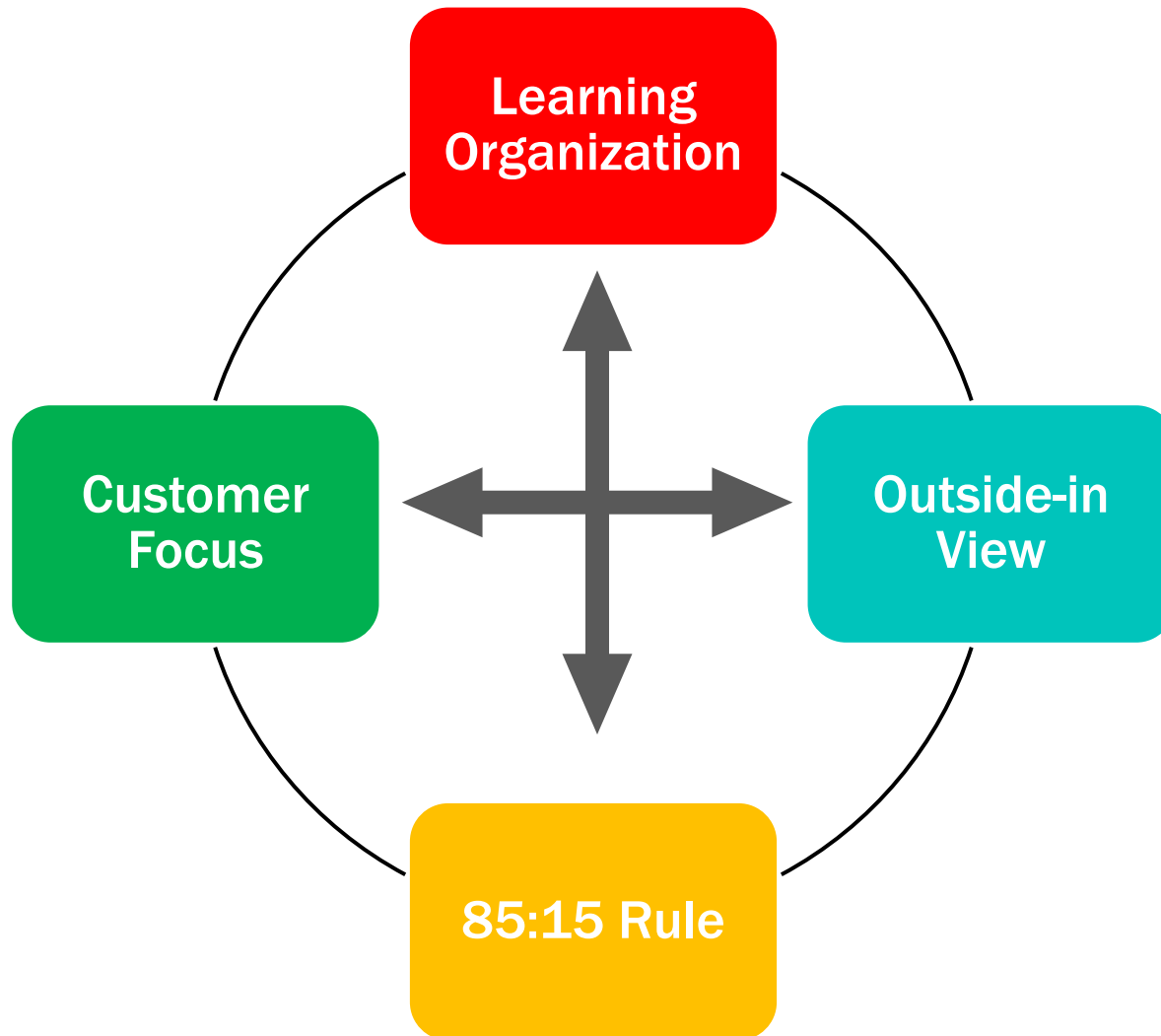


The Attitude Shift

An Adaptive Mindset



Mindset Components



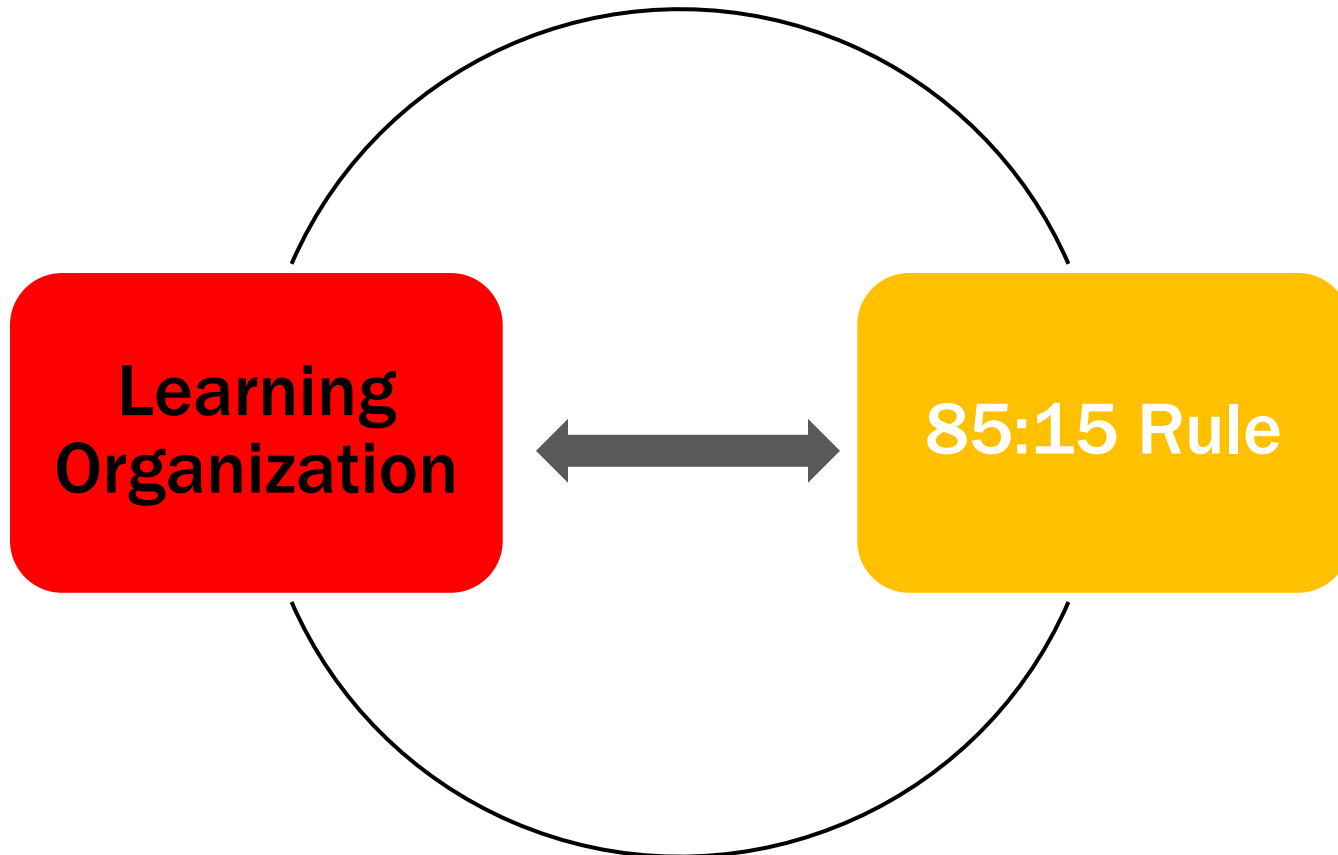


Lack of Repeatability and Predictability





Becoming a Learning Organization

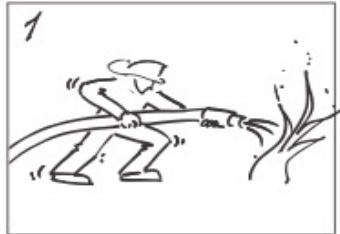


From Detection/Correction to Prevention

An Analogy for Learning: From Fighting Fires to Innovation

Learning is an essential attribute of high-performing organizations and, therefore, a critical concept in performance excellence. It is a key term used throughout the Criteria booklet and is one of the four scoring factors used to assess the maturity of an organization's processes (pages 66 and 68, scoring system and scoring guidelines).

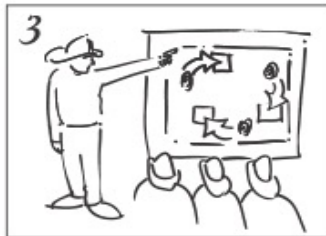
Effective, well-deployed organizational learning can help an organization improve from the early stages of reacting to problems (0-5% in the scoring guidelines) to the highest levels of organization-wide improvement, refinement, and innovation (70-100%). The firefighting analogy illustrated here depicts a progression through the levels of maturity for this scoring dimension.



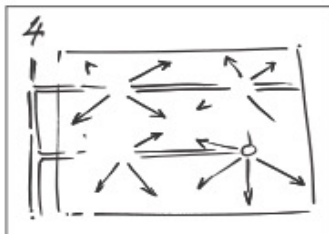
1
Reacting to the problem:
Run with the hose and put out the fire.
(0-5%)



2
General improvement orientation:
Install more fire hoses to get to the fires quickly and reduce their impact.
(10-25%)



3
Systematic evaluation and improvement:
Evaluate which locations are most susceptible to fire. Install heat sensors and sprinklers in those locations.
(30-45%)

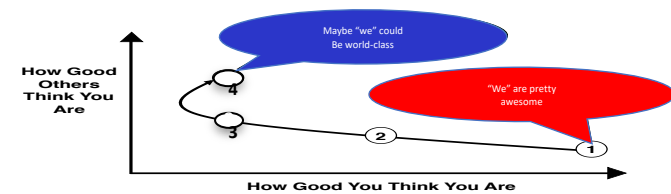


4
Learning and strategic improvement:
Install systemwide heat sensors and a sprinkler system that is activated by the heat preceding fires.
(50-65%)



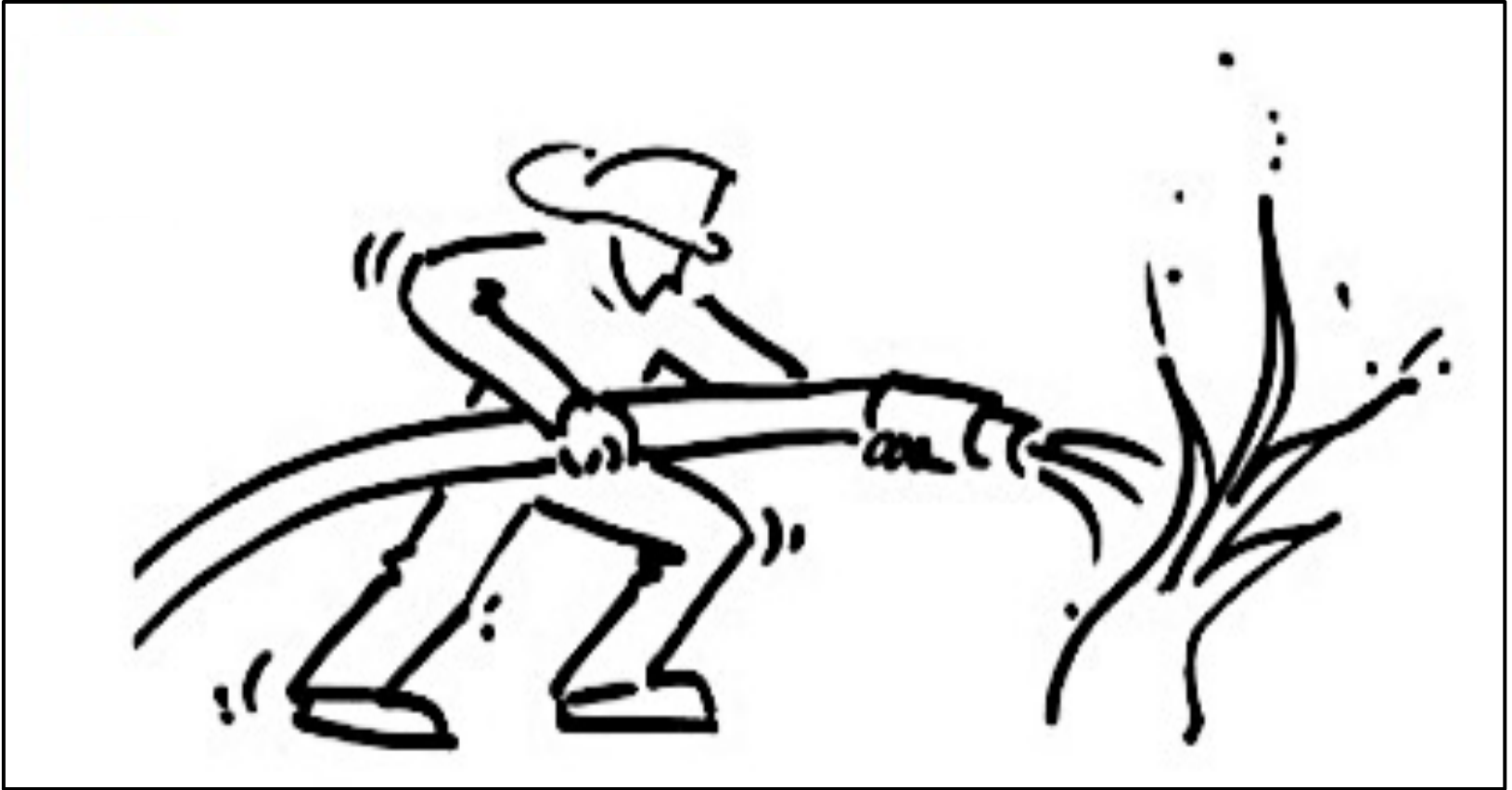
5
Organizational analysis and innovation:
Use fireproof and fire-retardant materials. Replace combustible liquids with water-based liquids. Sensors and sprinklers become the secondary line of protection, with prevention the primary approach for protection.
(70-100%)

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Key question:
What makes a hero?



Answer:
Who and what gets rewarded

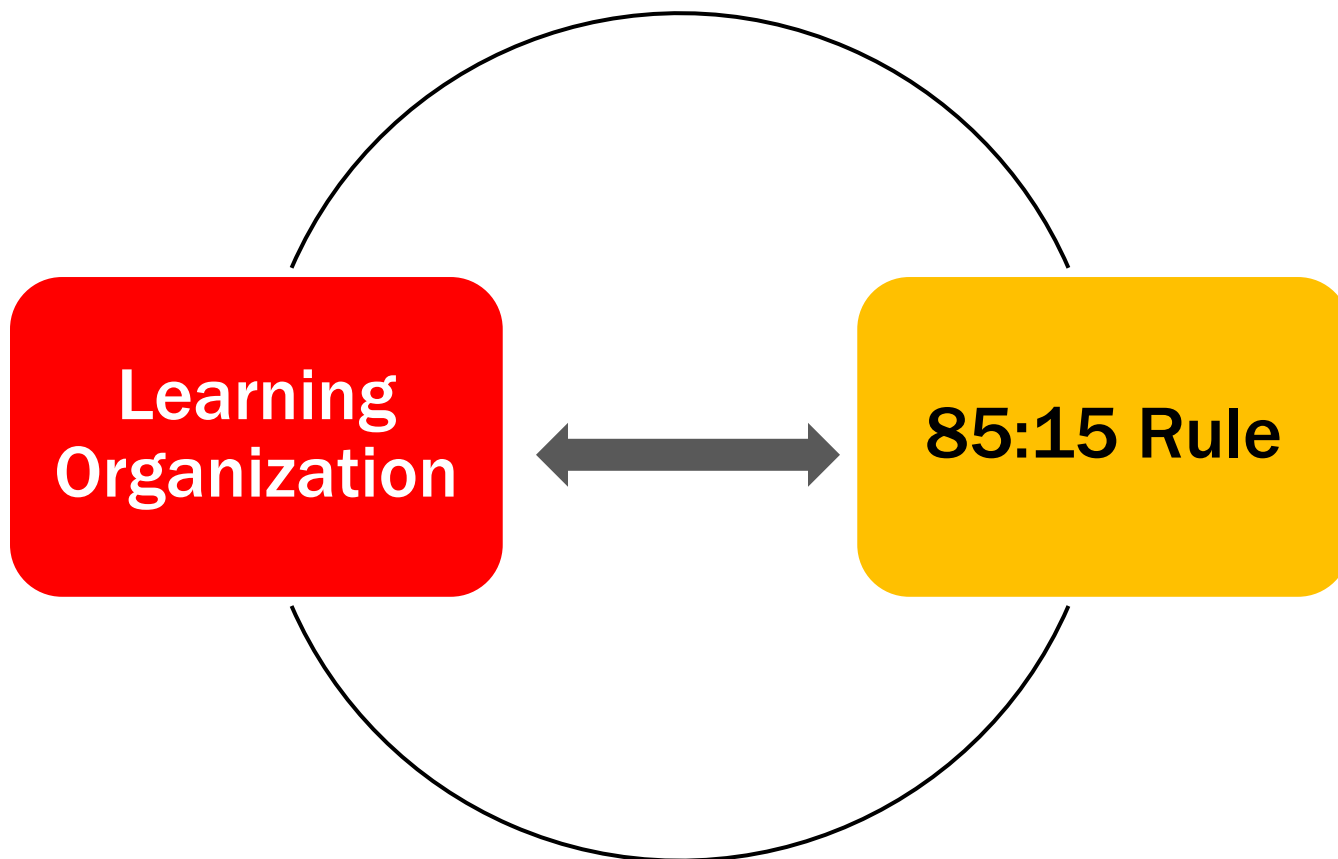



Uncompetitive Workforce





Manage the Processes (Practices)



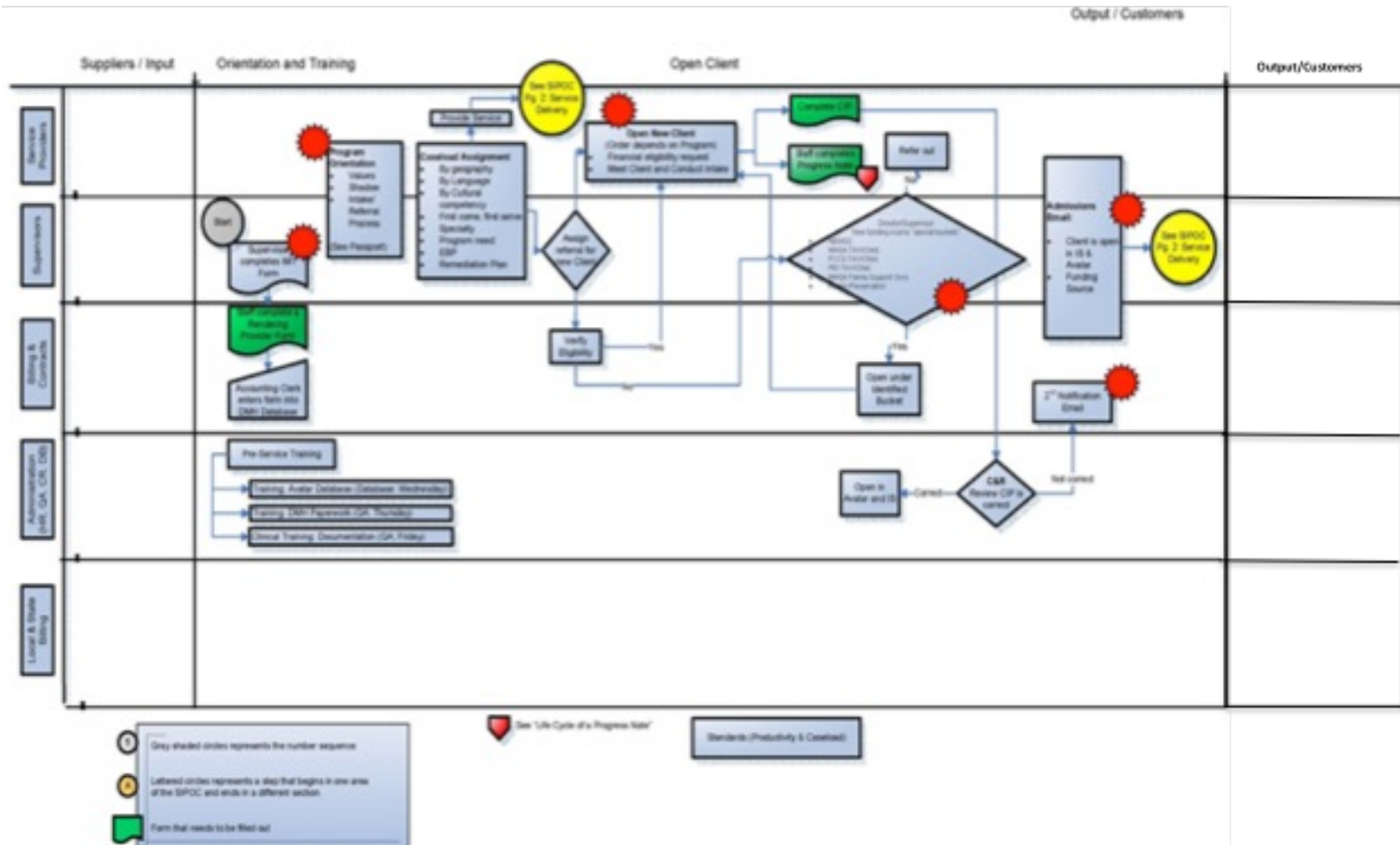


“The 85:15 Rule”

At least **85%** of problems must be corrected by changing systems – *i.e.*
process/practice problems

Fewer than **15%** of all problems are under an employee’s control – *i.e.*
people problems

Address the 85%



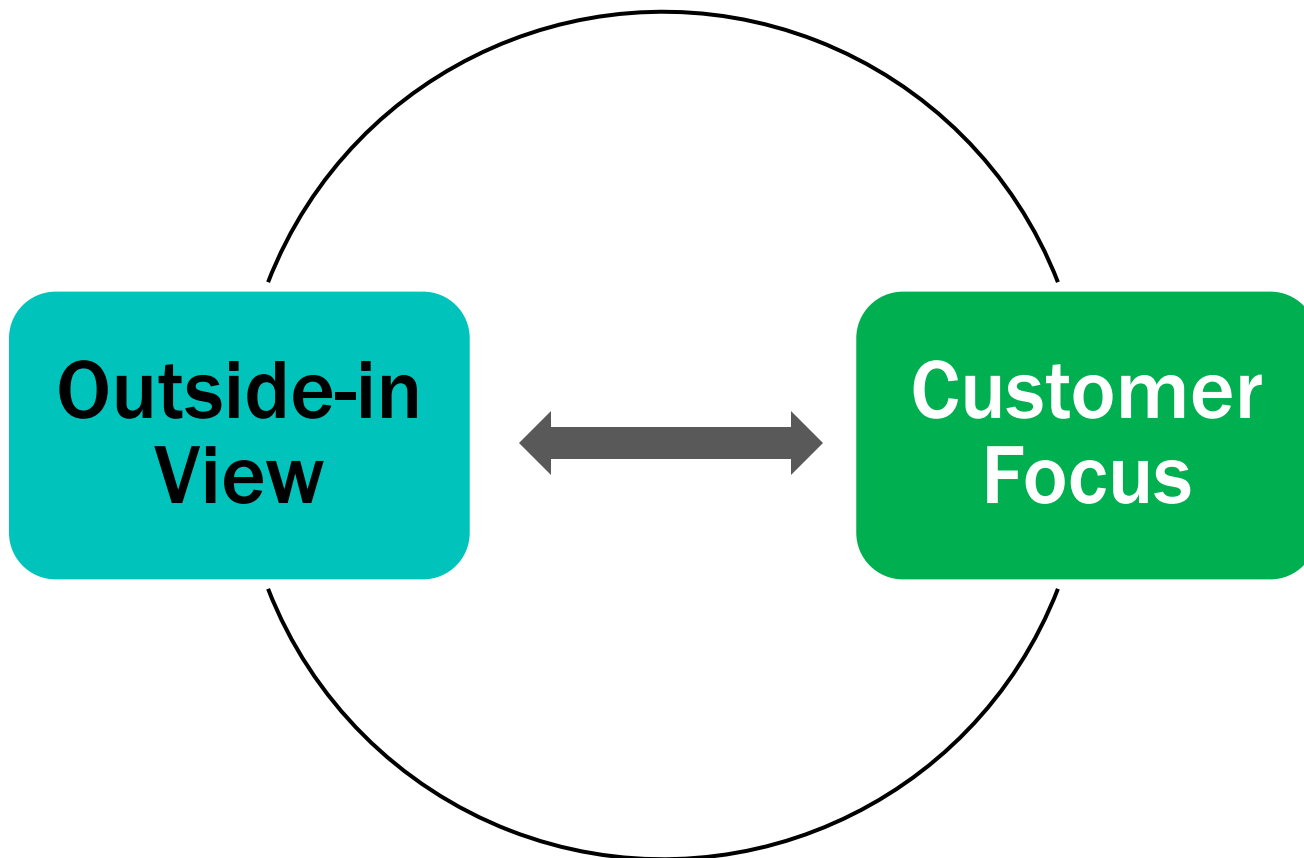


We Are Special

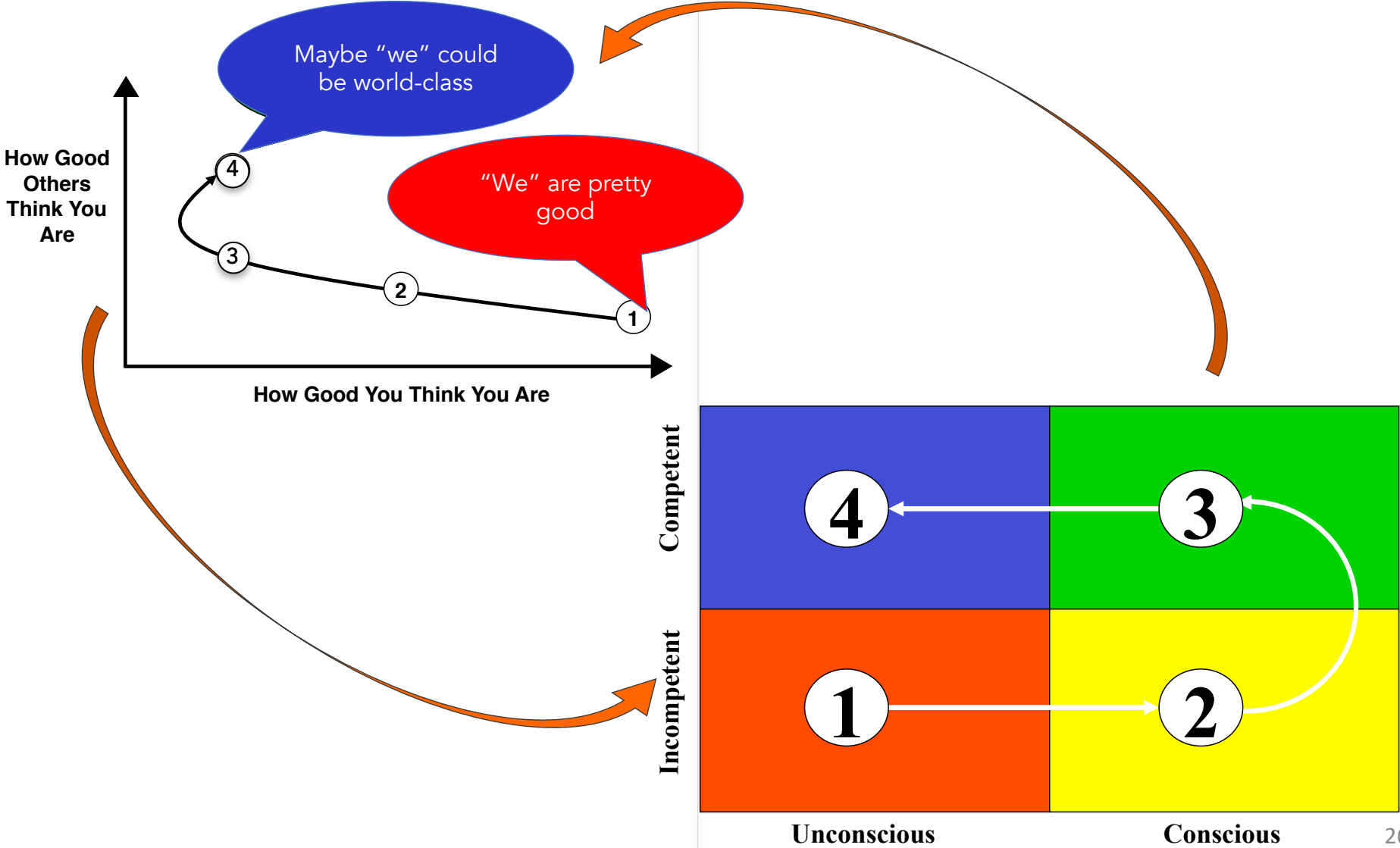




Shifting to an Outside in View

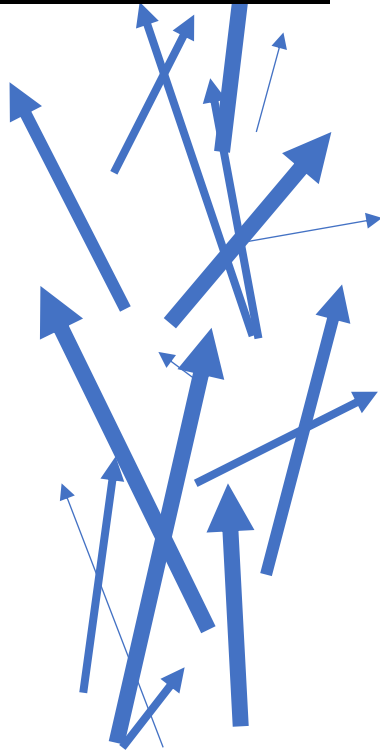


The Outside In View



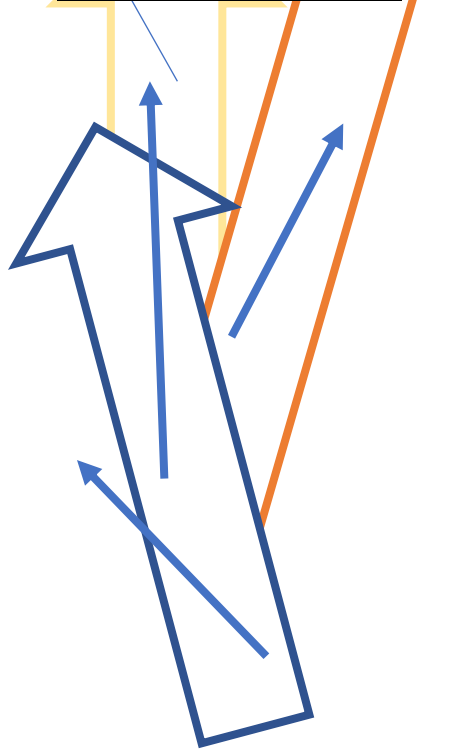
From Specialness to Systematic Learning

We are special and they don't understand



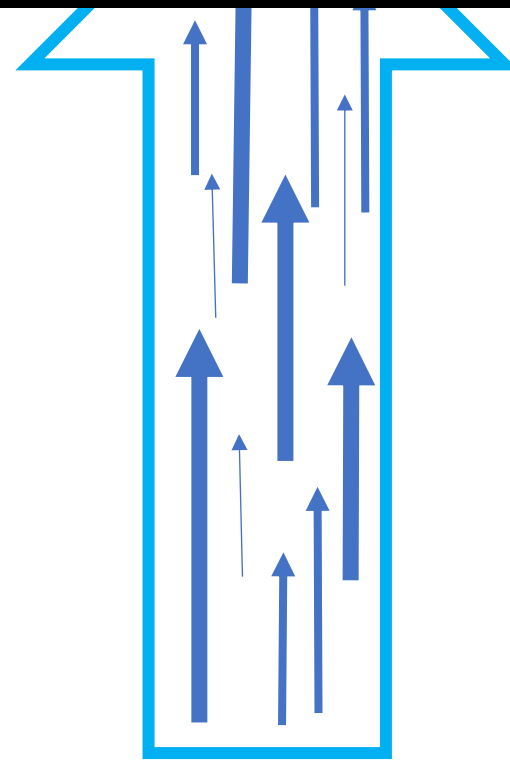
Organic, unpredictable and unaligned

If they would only listen to us more



Somewhat predictable and partially aligned

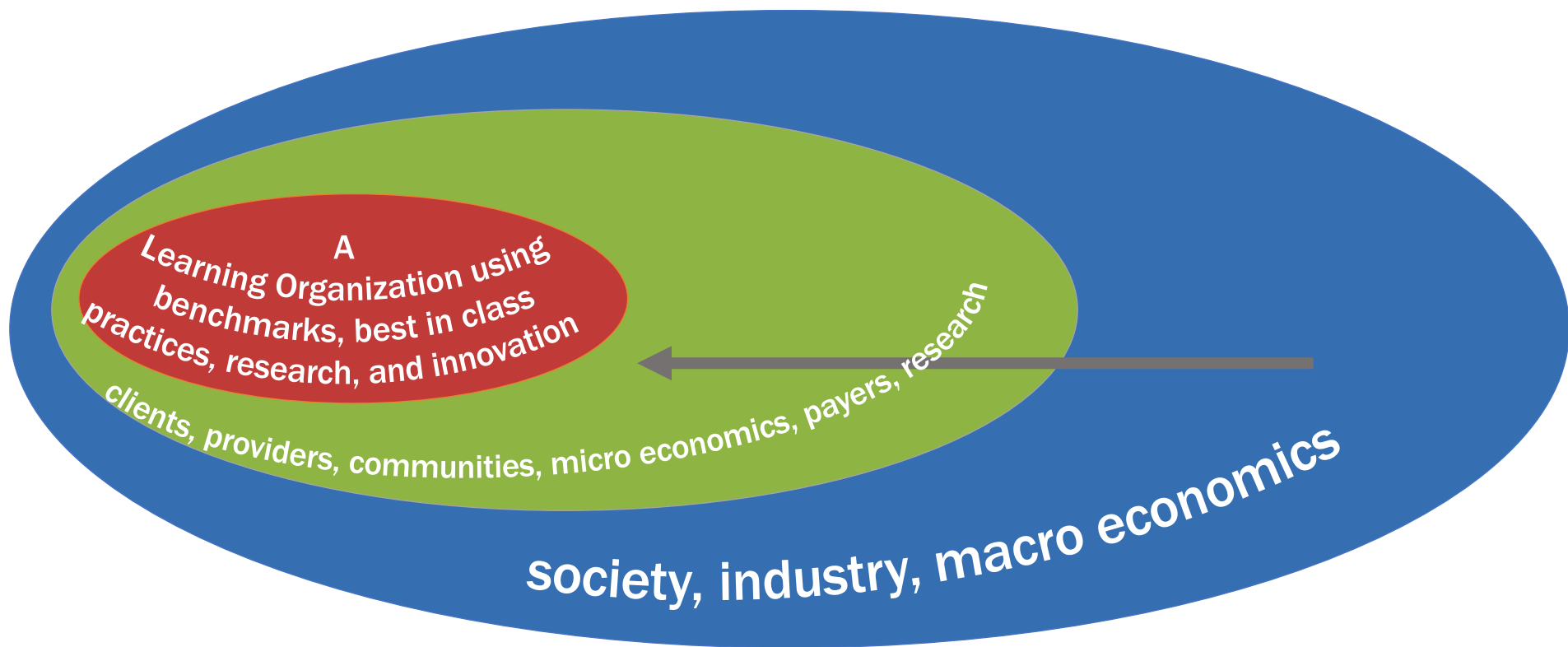
We are a learning organization with a systematic improvement focus: give us feedback



Highly predictable and aligned

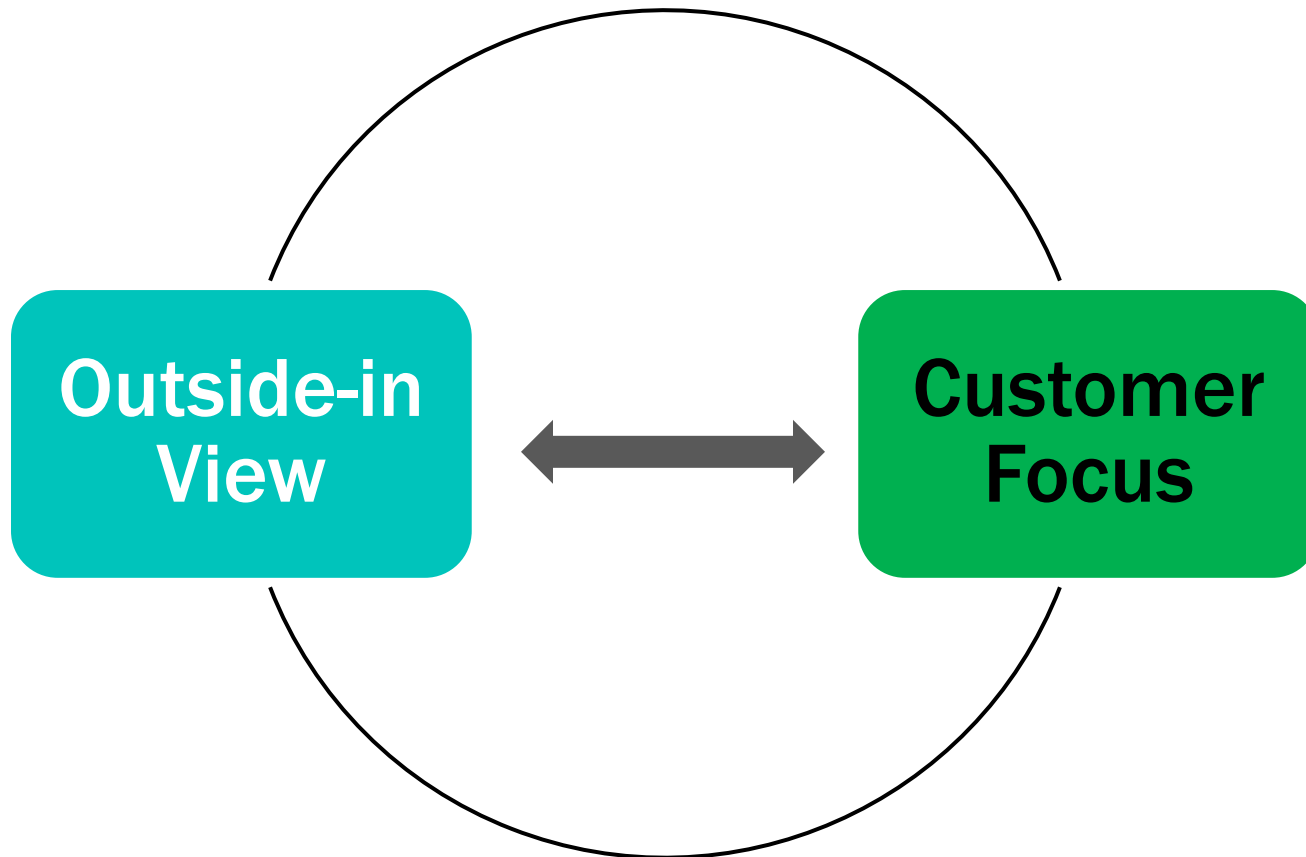


Preferred Direction of Feedback



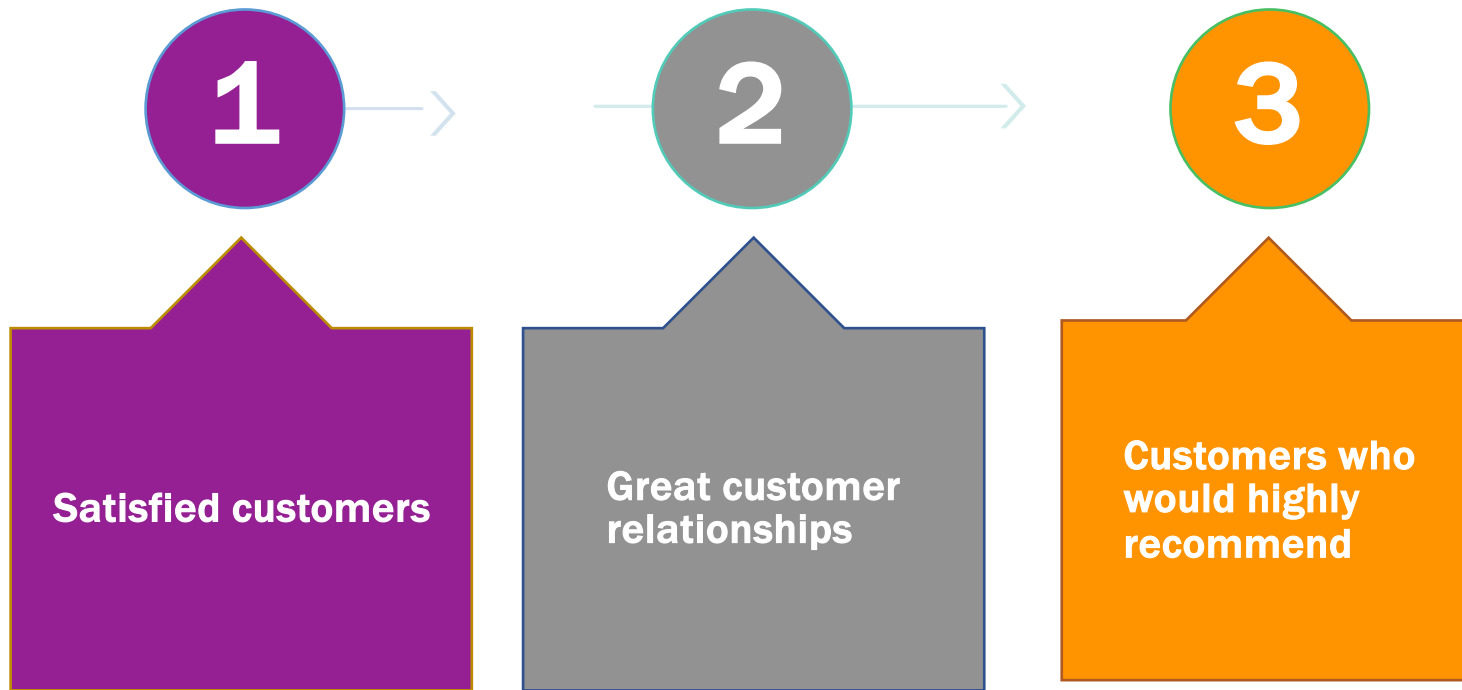


Having a Customer Focus





What Does an Excellent Organization Want?





Who is the Customer?

- **External:** Client, payer, regulator, community partner, county partner, community, foundations
 - **Examples:** Child, sibling, family, state/federal government, contracted provider, Behavioral Health, Probation, Funders, Board of Supervisors
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- **Internal:** Staff, teams, leadership
- **Examples:** Director, Exec Team, Improvement Teams, CQI Council, supervisors, those staff that depend upon one's output, support departments



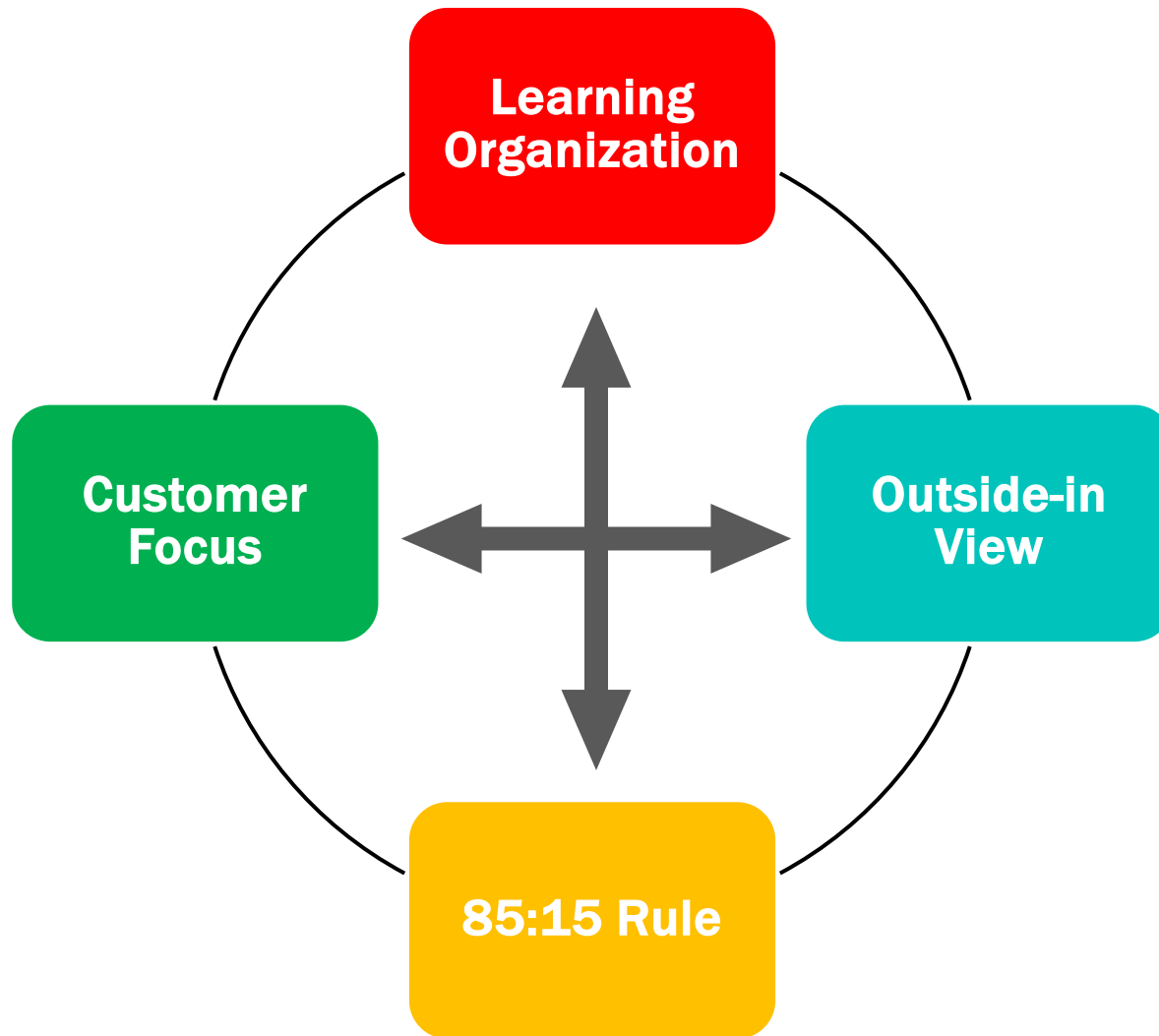
What Do All Customers Want?

1. To be satisfied
 - On-time
 - High quality
 - Meets expectations
 - Costs what is supposed to

2. To have a professional and satisfying experience
 - Courteous
 - Timely and accurate communication
 - People who take responsibility
 - Doing what it takes

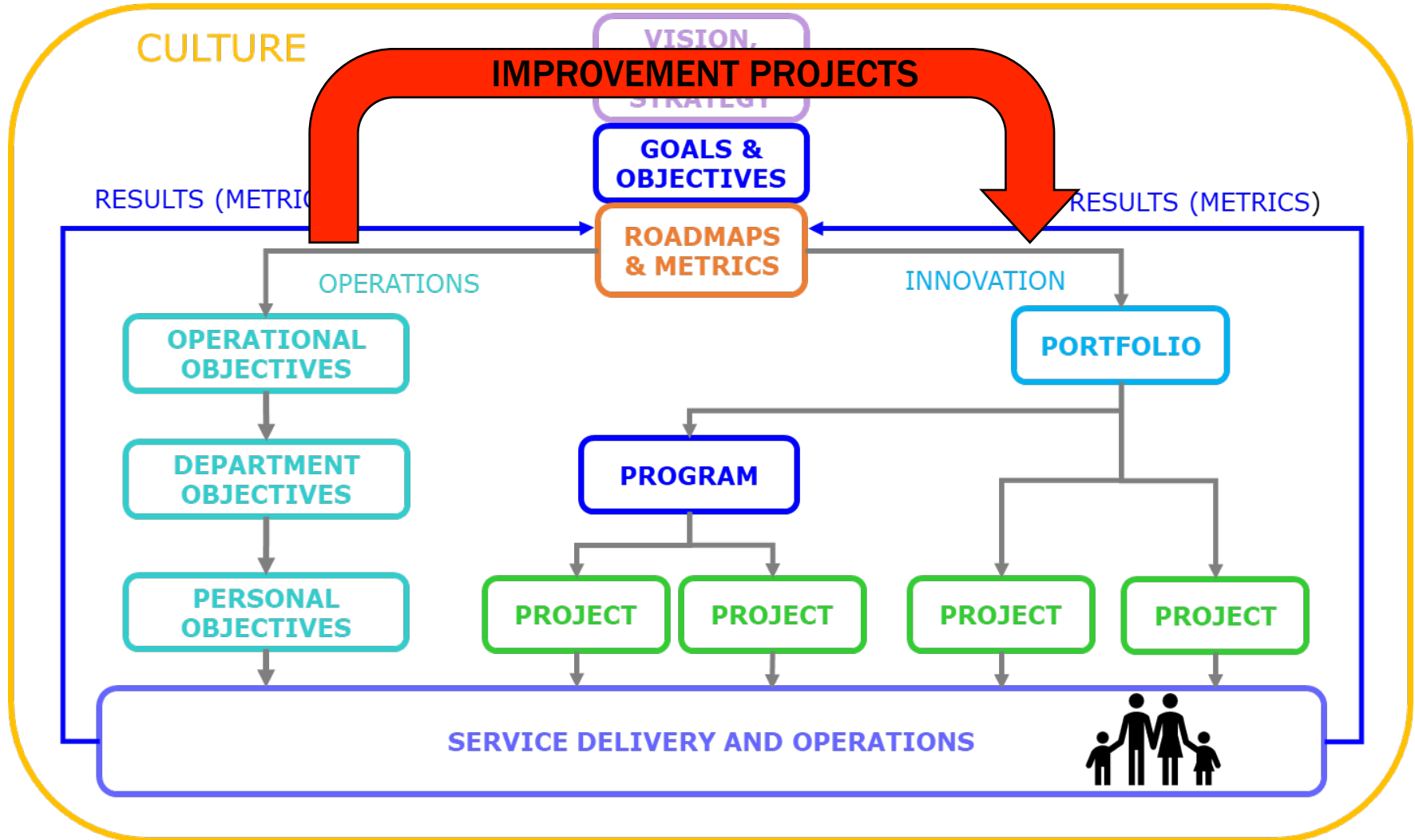
Client Perspective vs. Customer Perspective

The Foundation for Adaptive Competence

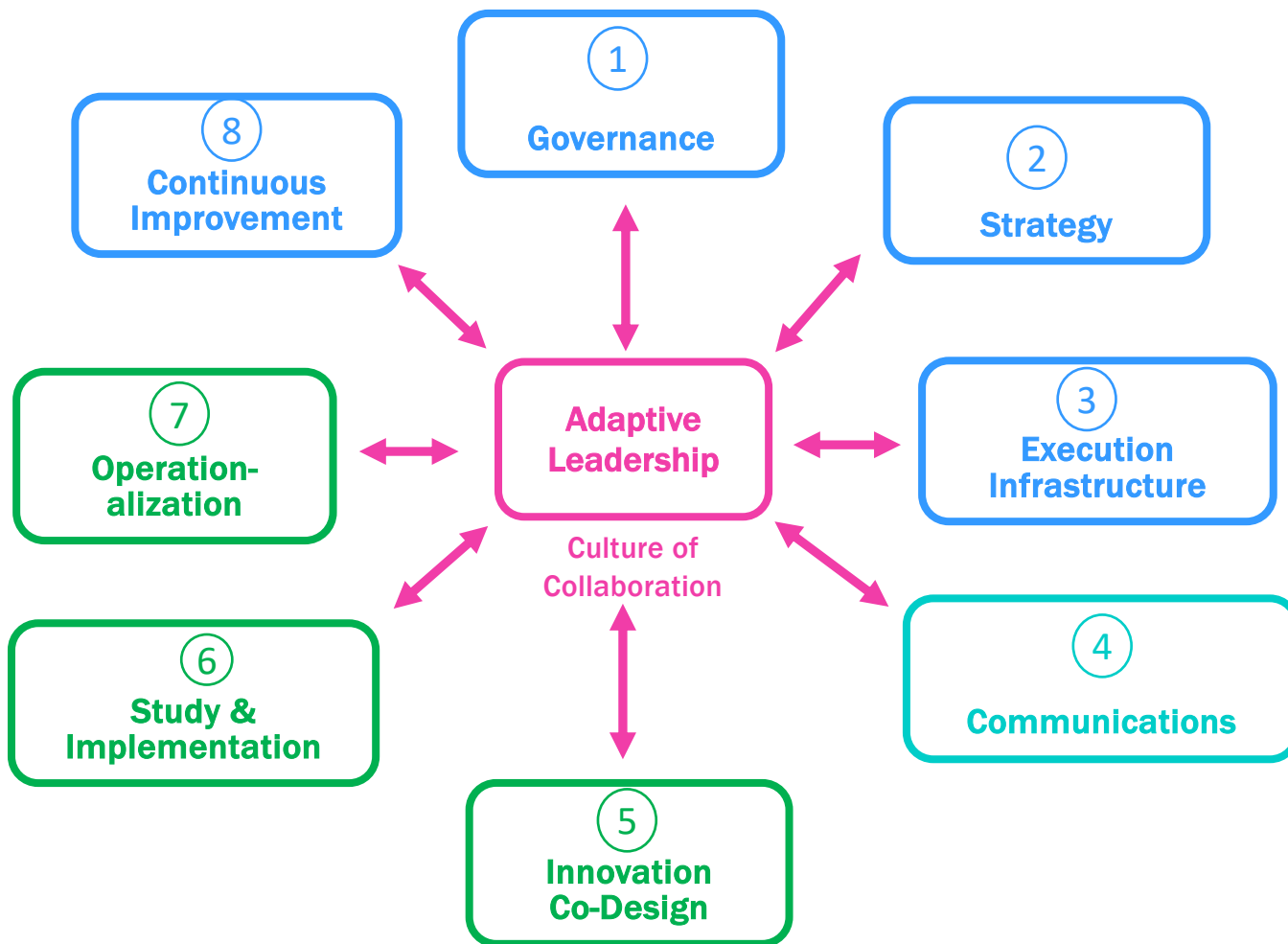




Aligned Strategy & Aligned Execution



Aspects of Adaptive Competence





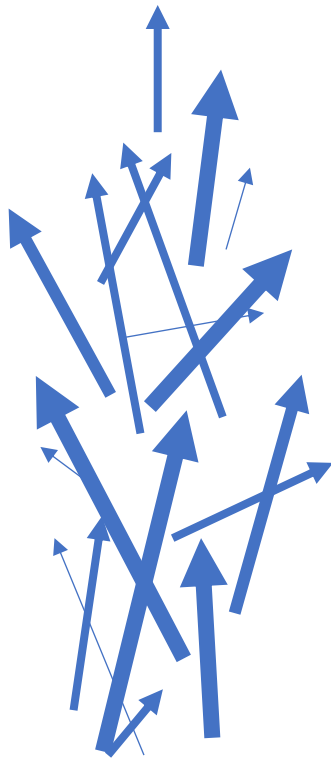
GOVERNANCE & STRATEGY



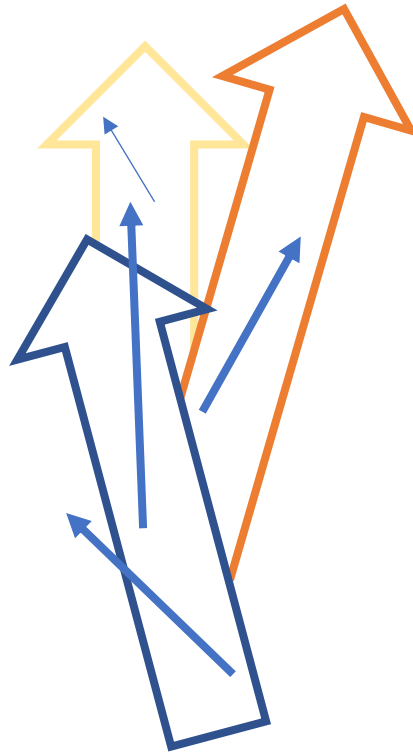


The Organizational Context for Governance:

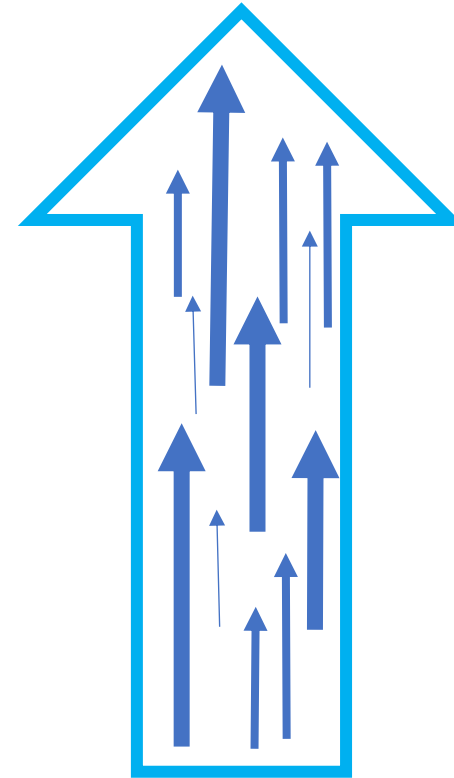
Alignment with Vision, Mission & Outcomes



Unaligned



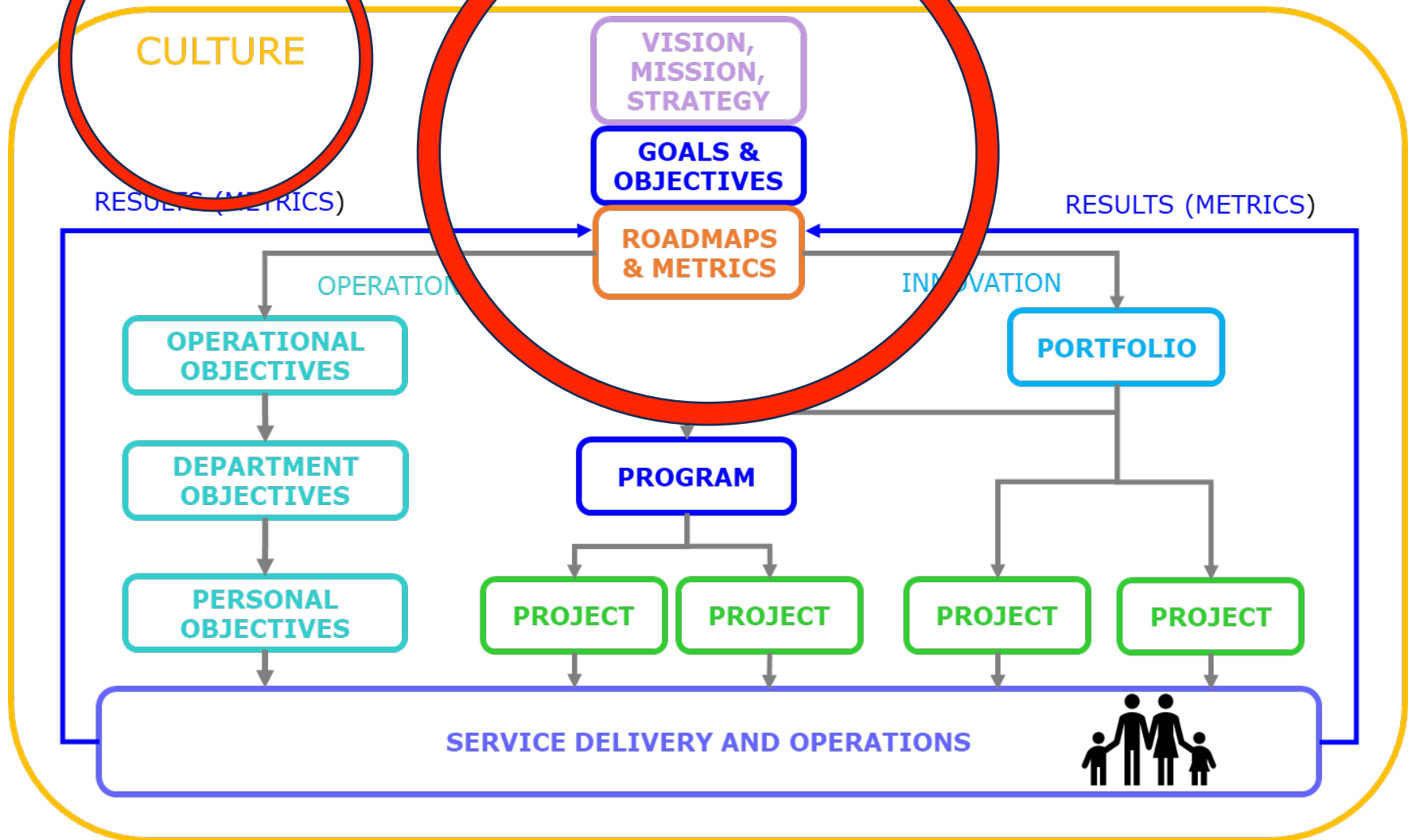
Tactically Aligned



Strategically Aligned

Alignment becomes one of leadership's primary responsibilities

Aligned Strategy & Aligned Execution

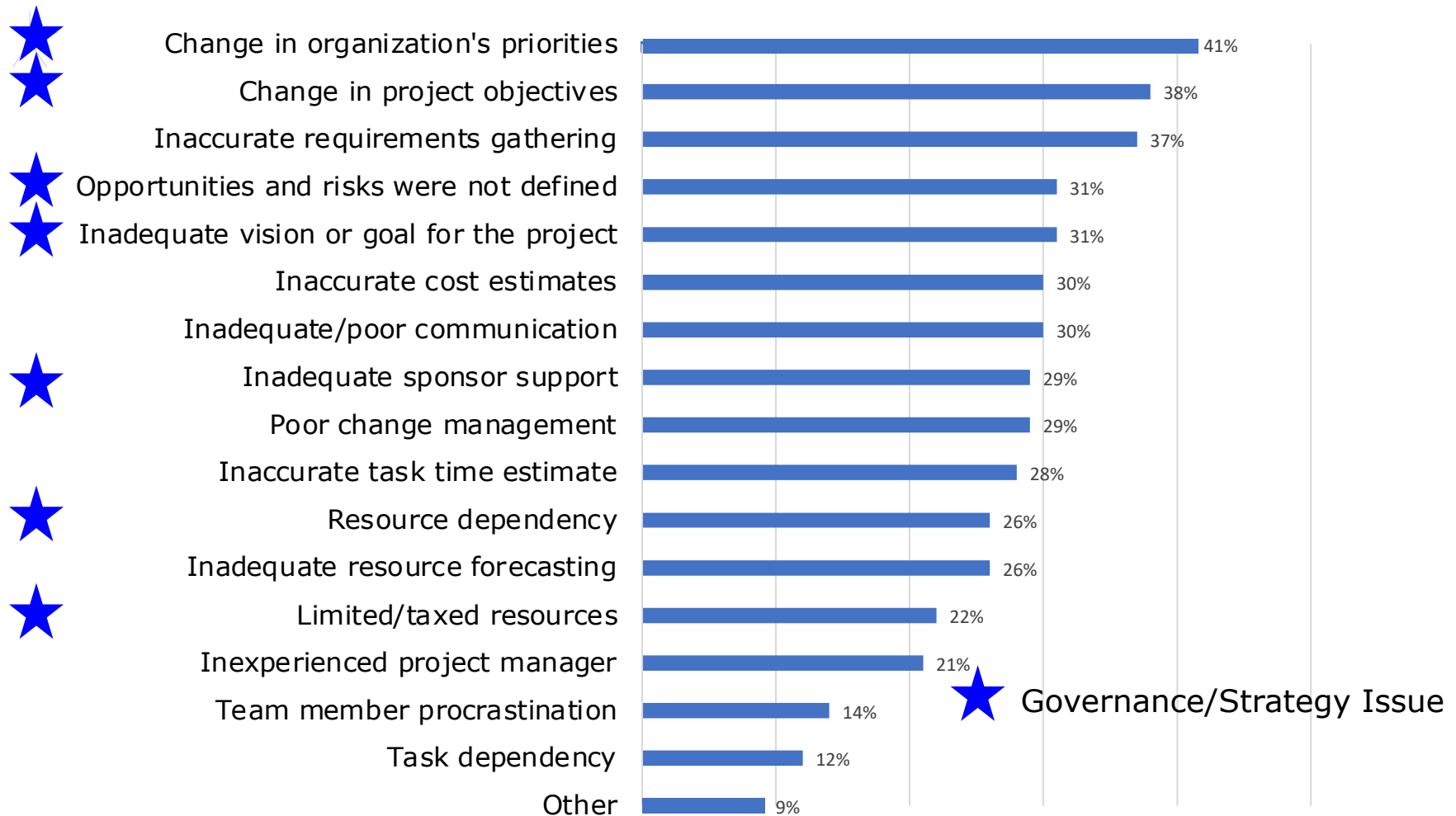


Why Projects Fail



SOURCE: Project Management Institute "Pulse of the Profession 2016: The High Cost of Low Performance" based on survey results from 200 executives in 18 industries from all continents

Why Projects Fail



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Identification of Key Measures: The Vital Few

Program-Driven Approach

OR

The Outcome-Driven Approach





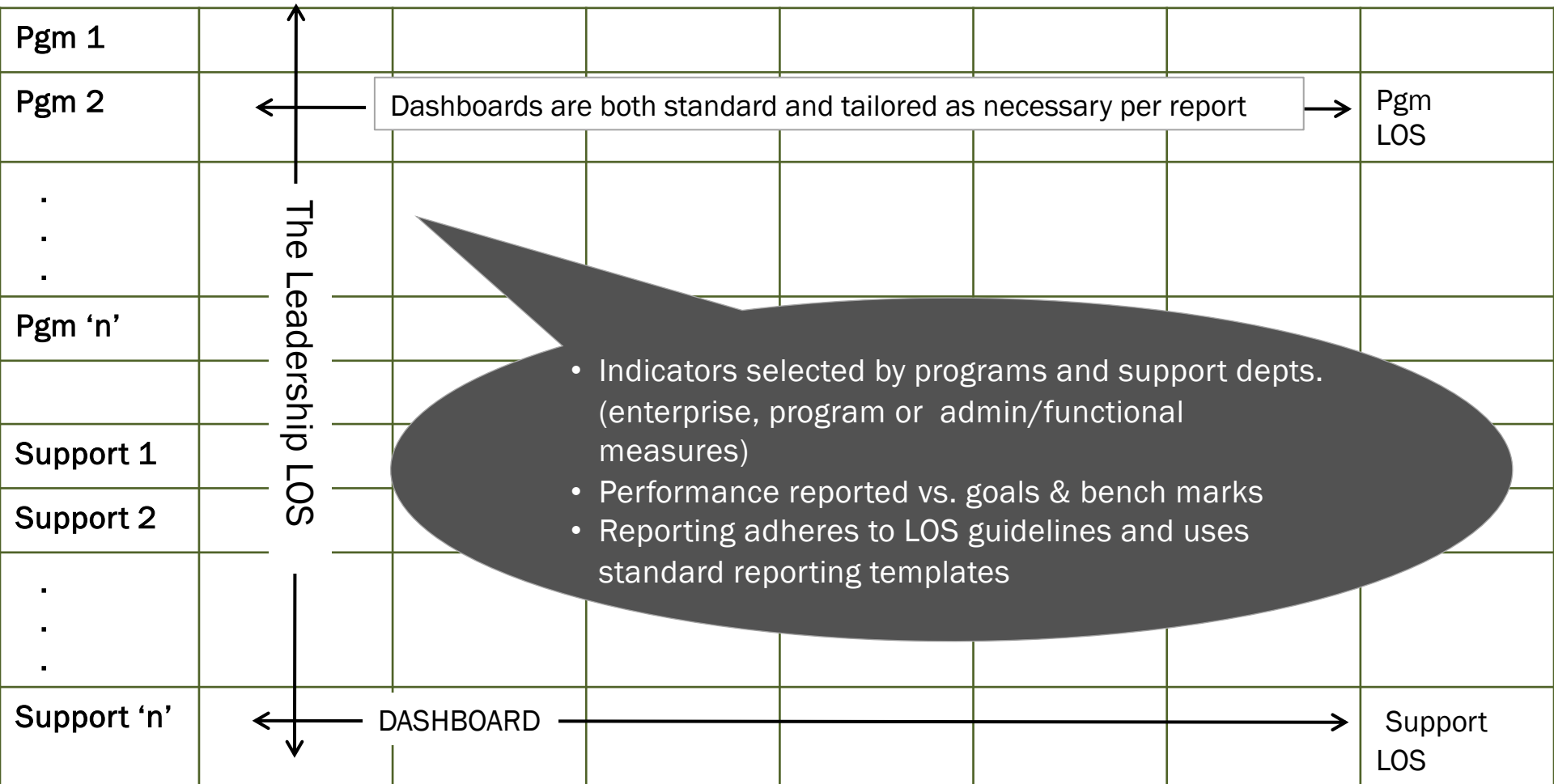
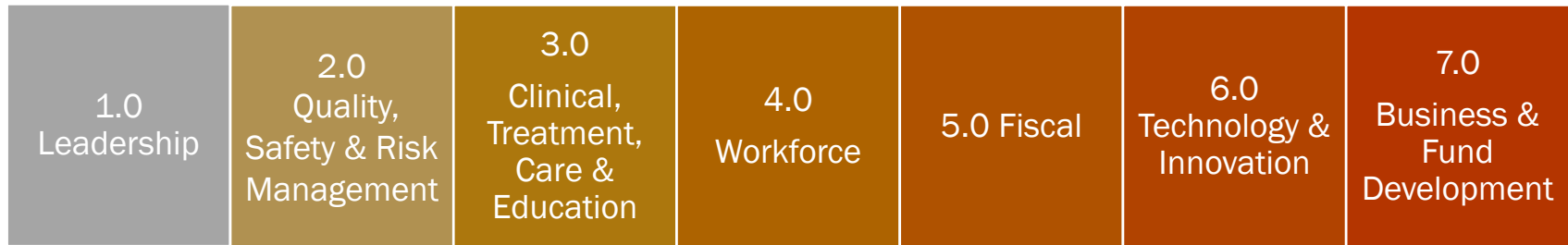
Program-Driven Approach

- Focuses leadership on critical performance for success
- Aligns mgmt & staff efforts to integrate operations around goals
- Provides rapid snap shots and trends of Key Performance Indicators (KPIs)
- Facilitates “drill down” and “aggregation” from any level of the organization
- Frames and focuses organizational communication about performance

The Vital Few Areas – An Example

1.0 Leadership	2.0 Quality, Safety & Risk Management	3.0 Clinical, Treatment, Care & Education	4.0 Workforce	5.0 Fiscal	6.0 Technology & Innovation	7.0 Business & Fund Development
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Program-Driven Approach





Outcomes-Driven Approach

- Select the 3-7 outcome measures that are critical to the organization
 - Strategic imperatives
 - Critical outcomes
 - What keeps us up at night
- Create one dashboard per outcome
- Collaboratively select the performance indicators we think drive that measure





EXECUTION INFRASTRUCTURE & COMMUNICATIONS



Why Projects Fail



SOURCE: Project Management Institute "Pulse of the Profession 2016: The High Cost of Low Performance" based on survey results from 200 executives in 18 industries from all continents

Why Projects Fail



 Communications Issue

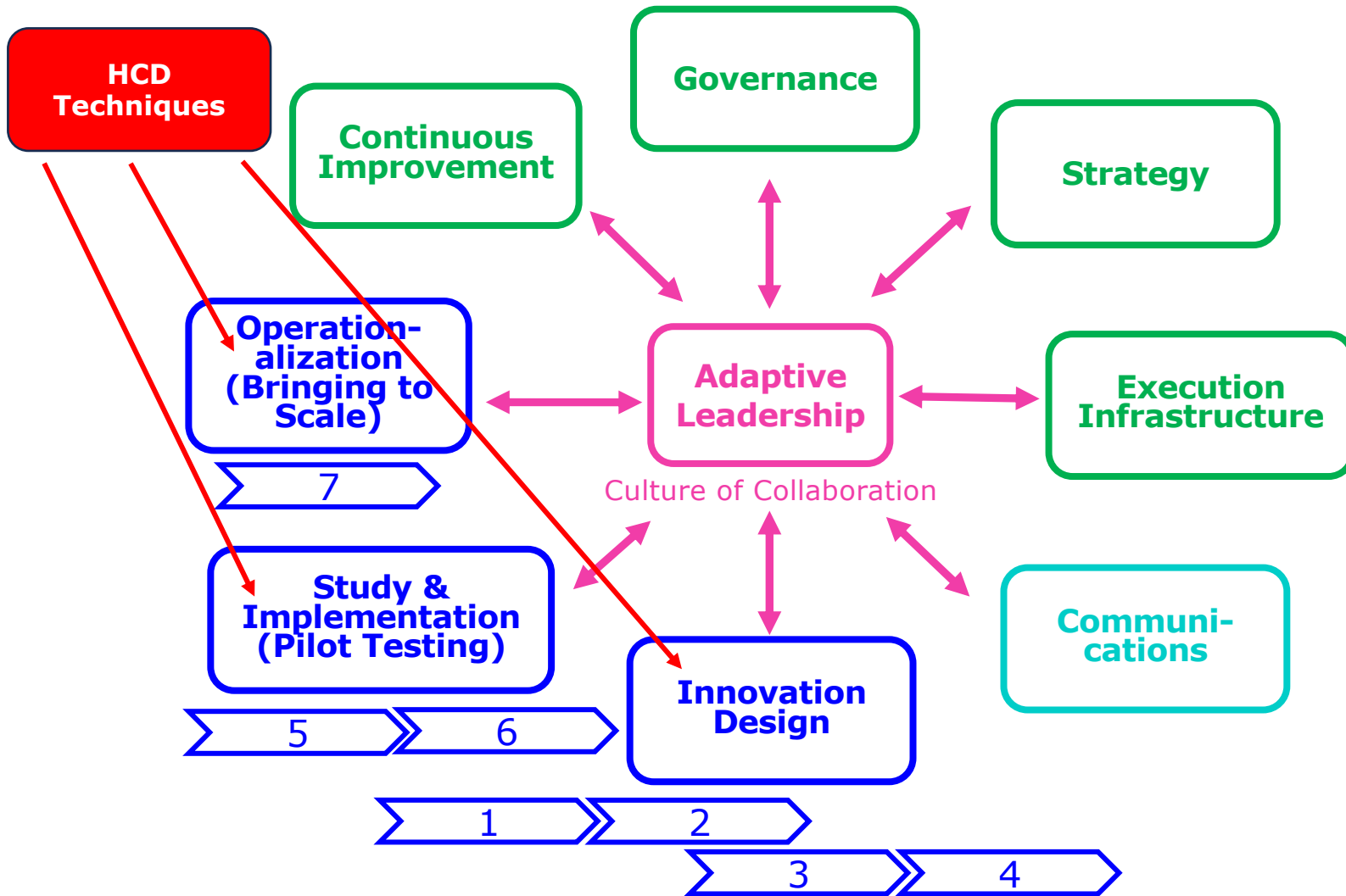
SOURCE: Project Management Institute "Pulse of the Profession 2016: The High Cost of Low Performance" based on survey results from 200 executives in 18 industries from all continents



CO-DESIGNING



Human Centered Design in an Organizational Context





Core Human Context

- It is always about the BENEFICIARY
- Design Thinking is CREATIVE
- It requires you to personally take risks
- It is intensely collaborative and cooperative
- It is not a linear process
 - It is often ambiguous
 - There may be a lot of “not-knowing”
 - It can be unpredictable
 - It can be frustrating
 - This is where the INNOVATION comes from
- If there are not failures, there is likely insufficient effort to INNOVATE





Beginner's Mind - Shoshin

- An attitude of openness
- Sense of eagerness
- Lack of pre-conception

...even when studying at an advanced level just as a beginner would

EXERCISE: 1000 Uses

EXERCISE: Draw a Vase





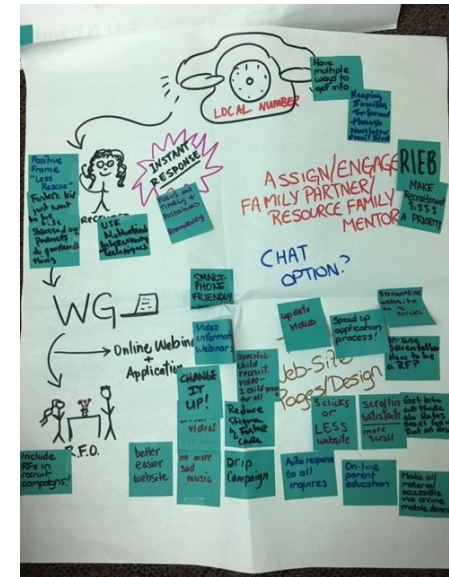
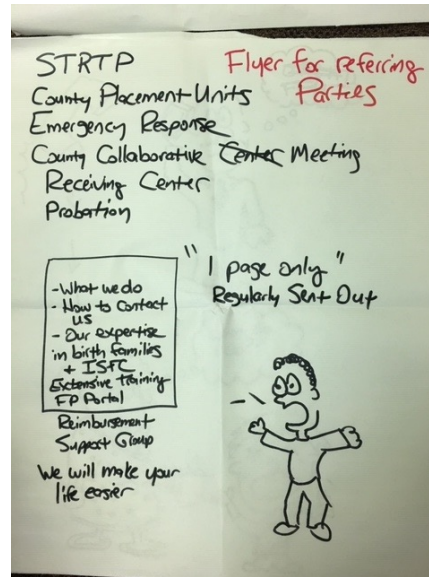
Design Thinking Paradigms

- Creative Confidence...
- Learn from Failure...
- Empathy...
- Embrace Ambiguity...
- Optimism...
- Iterate, Iterate, Iterate...



Design Challenge: How Might We...

How might we (who) help to accomplish (what goal) so that we will achieve (what outcome)?





PILOT TESTING & SCALING





Staggering Pilots and Implementations

Service Improvement Project

Sub Service A
Design

Sub Service B
Design

Sub Service A
Pilot
Package

Sub Service B
Pilot
Package

Iterating Implementation
(Scale) with Pilots (Validate)
for large and complex
improvement projects

Pilot A

Implementation A

Pilot B

Implementation B



The Pilot Plan

1. Pilot Implementation Structure information (cover page)
2. Pilot Plan Statement
 - Purpose Statement
 - Coexistence with BAU (Business As Usual)
 - Detailed Pilot Schedule
 - Fallback plan
3. Process Diagrams –reference Design Package unless different
4. Procedures - reference Design Package unless different
5. Staffing Model
6. Cost and Revenue Considerations
7. Reporting and Communication
8. Pilot “Command Center” Protocol

The Pilot Package

Service Description



Suppliers

Input

Process

Output

Customer

Procedures

Key Performance Indicators - KPIs

Rates, Costs, Resources

The Service Description

- The purpose of the Service
- Who uses the Service and under what conditions
- Description of the Service (and components if appropriate)
- The outcomes or deliverables of the Service
- Timeframes for delivering the service if appropriate
- How the Service is accessed
- What is required to access the Service
- Who owns or is responsible for the Service
- Who fulfills the Service
- When the Service is “complete”
- How we know the Service is successful

Service Description





Pilot Process Indicators

Indicator	Sample
Effectiveness	<i>5-Day Investigations completed on average in 3.3 workdays. 30-Day intakes completed in 9.4 workdays on average</i>
Efficiency	<i>2.1 hours per initial intake. 30 cases per Social Worker</i>
Capacity	<i>175 intakes per month or 14.6 per Region; 875 mileage requests completed per month on average in the last 12 months</i>
Productivity	<i>18 cases assigned to Person A, 42 assigned to Person B</i>
Variation	<i>Error rate per report; Reimbursement checks re-issued per 100</i>
Cost	<i>\$4170 per case per year; \$75 per error; 3130 staff hours per year; cost per visit reduced by 15%</i>
Satisfaction	<i>Rating was 4.3 of 5 for satisfaction; 65% were satisfied or very satisfied</i>
Value	<i>Service reduced need for Mental Health services by 23%</i>





Implementation Planning

Design

Service A
Design

Service B
Design

Service A
Pilot
Package

Service B
Pilot
Package

Implementation Strategy

Planning

Executing

Pilot A

Implementation A

Pilot B

Implementation B

Updated Implementation Package

Service Description



Suppliers

Input

Process

Output

Customer

Procedures

Outcomes & Indicators

Rates, Costs, Resources



CONTINUOUS IMPROVEMENT





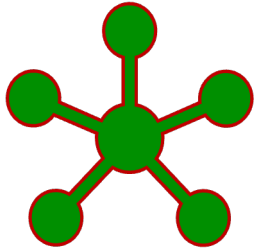
Line of Sight

Connecting the Strategic Imperatives to the Work on the Ground Using Metrics

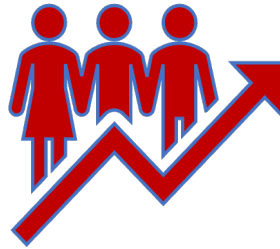




What is the Line of Sight?



The Line of Sight connects the strategic imperatives to the work on the ground using data

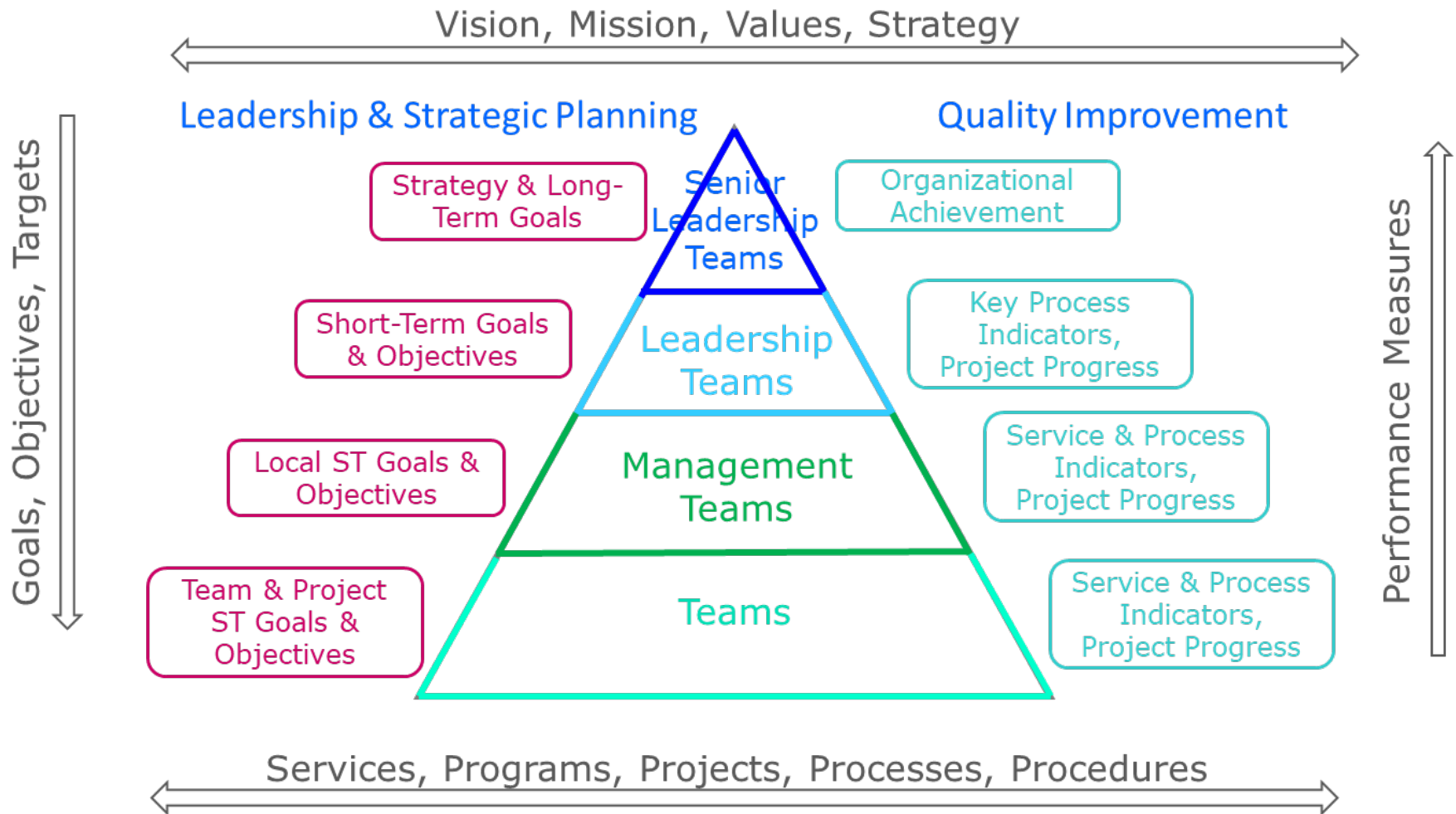


Clear, uninterrupted performance visibility from top-bottom-top where employees understand and commit



Therefore, the LOS is actually the employee's understanding of the organization's goals and what actions are necessary for them to contribute to those goals.

Line of Sight Architecture



Key Ingredients of a Robust Line of Sight



Organizational Commitment to CQI



Identification the Strategic Objectives or Outcomes (Lag)



Collaborative Selection of the Performance Indicators (Lead)



Data Collection, Visualization, Analysis Cycle



Reporting Ceremony



Process Improvement Planning and Decision-Making



Line of Sight Training, Reporting & Rollout

- Managers tell the story of their performance
- Training and coaching is required and it will have to be repeated
- Expect lots of breakdowns during practice year
- Give everyone the benefit of the doubt
- The problem will cease to be that performance expectations aren't being met – the real problem will occur when:
 1. You don't know, and/or
 2. You know and don't take immediate action

Remember the 85 : 15 Rule



Structured Improvement

Taking Action when Trends are Concerning





Beyond Admiring the Problem

- For the first few cycles, it is practice
- The goal is learning, stability, and predictability
- At some point, you have to **DO** something different based on the data, i.e. make improvements
- Structured and standardized improvement planning is needed
- Bands of acceptable performance have to be set



Improvement Planning and Decision-Making

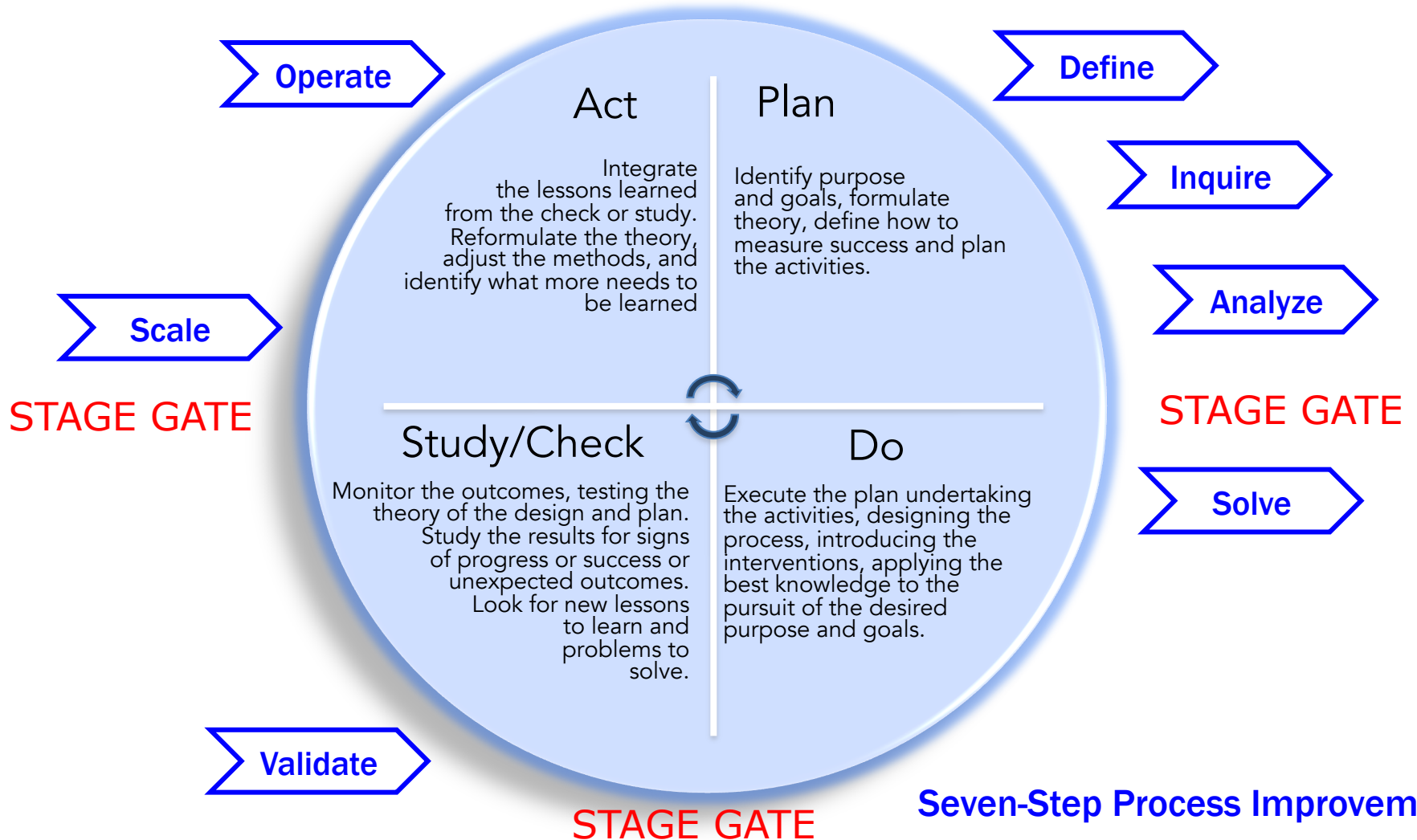
Plan for and monitor improvement when trends are not favorable or when progress does not meet benchmarks (out of band)

Using data/evidence in a structured improvement method which includes “stage gates”:

- Plan
- Do
- Study
- Act

Redesigning processes to build capacity, improve programs, and improve lives of children and families

The PDSA/PDCA Cycle





The Implematix 7-Step Method for Innovation

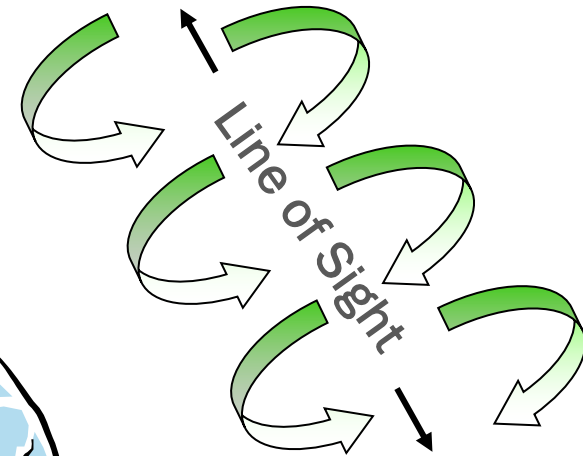
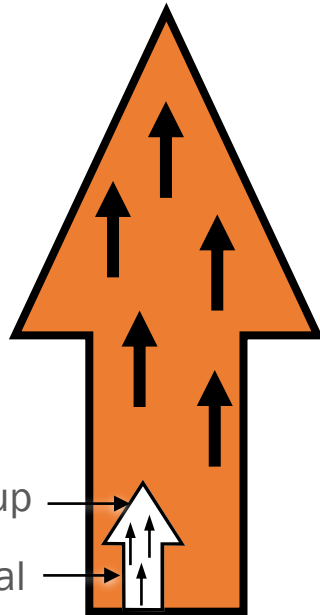


1	Define	What exactly are we trying to resolve and why? Who will resolve it and How? What exactly does success look like? When will it happen?
2	Inquire	What exactly is happening currently? What circumstances surround the challenge? What corollaries are there? What do the stakeholders want? What are the related Services and processes in the ecosystem?
3	Analyze	What do we discern about the Challenge? What are the parameters that the solution needs to meet? What is the root cause (or causes)?
4	Solve	How might we resolve this Challenge? How quickly can we eliminate what will not work? How will we know it is not working? How do we explain and document the proposal? How will we validate our proposal?
5	Validate	What works and what does not work? How do we know? How will we know it is working when we Scale? How do we need to change, explain, document our solution proposal to make it work on a large scale?
6	Scale	What are the obstacles to implementation and how do we mitigate them? Who are the stakeholders? What do they need to change their behavior? How can we best provide what is needed to people?
7	Operate	What is needed to sustain the change? How do we measure and monitor it? How do we ensure that necessary action is taken in future?

The Culture Shift: Aligning Teams Through Goals and Measures



Alignment





Being Adaptive

The State doesn't understand....

How come that was a surprise?

Didn't we already fix that?

I thought we had a policy on this

There is never enough time...

We are a learning organization with a systematic improvement focus: we need feedback!

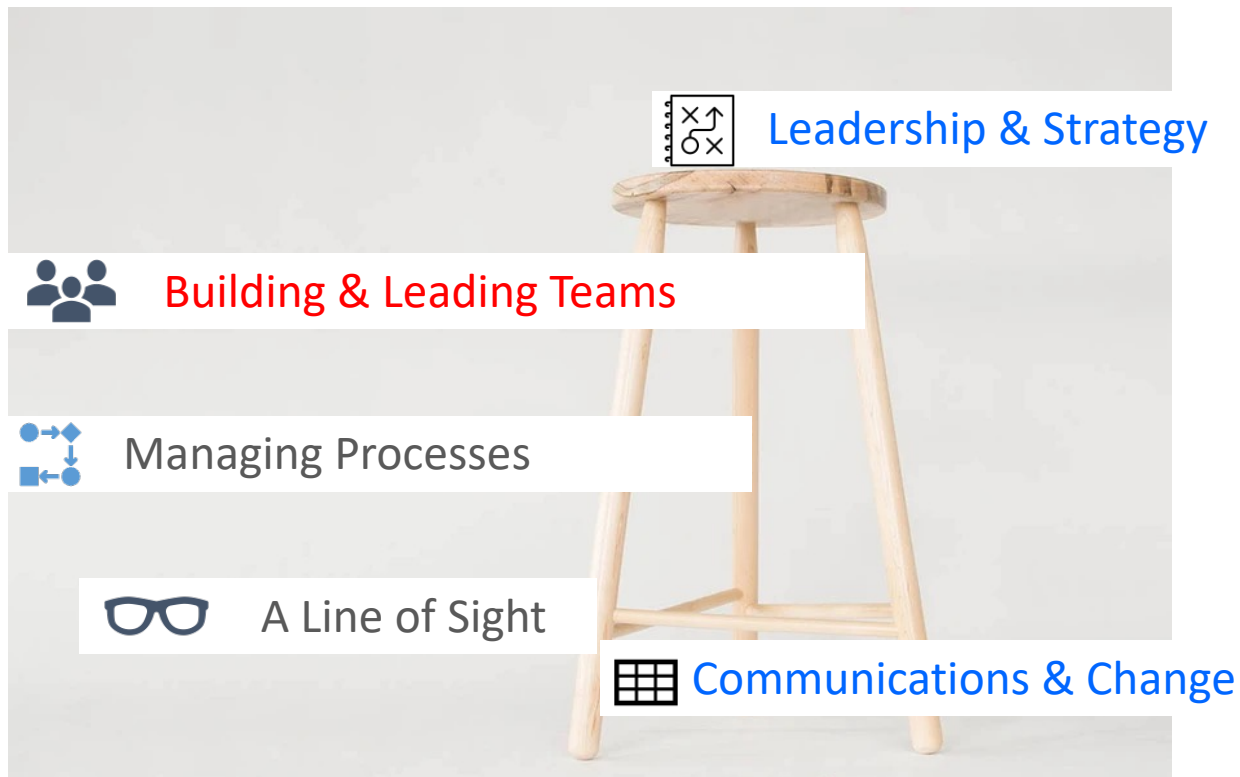
We knew this was a risk, let's activate the plan

Our trends are deteriorating; let's get ahead of it

Here is the policy and practice on each key process

We now have time to focus on the people

Organizational Muscles to Build





Thank You!

