

Leadership Team Assessment

Domain I: Set Direction: Mission, Vision, and Strategy

A. Sample Quotes:

"Effective leaders challenge the status quo both by insisting that the current system cannot remain and by offering clear ideas about superior alternatives." (Berwick)

"Managers (leaders) can clearly articulate the differences between the new business model and the current business model." (Govindarajan, Trimble)

"If the implications of the innovation (including its subsequent effects) are fully assessed and anticipated, the innovation is more likely to be assimilated." (Gustafson)

B. Questions:

1. The messaging strategy accompanying our strategic plan communicates a compelling reason why the future as an ACO is attractive to all stakeholders.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

What messaging did you use to make the status quo unattractive? What messaging did you use to make the future attractive?

2. The sequence of improvement objectives in the strategic plan is guided by the workforce's perceived ability to successfully perform the competencies required for success.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up questions:

Please describe your approach to balancing workforce perceptions with pressing contextual factors - payment contract, market characteristics, etc. - in the strategic plan.

What non-senior leadership team staff was included in the evaluation process?

Domain II: Establish the Foundation

A. Sample Quotes:

"Change cannot occur only through changing formal structures – new structures will not be embraced or sustained unless the assumptions that underlie them are identified and questioned." (Fletcher, Bailyn, Blake-Beard)

"One explanation for why so many of these initiatives fail centers on the failure to change less tangible organizational assumptions, thinking, or culture." (van Eijnatten)

"Compatibility with organizational or professional norms, values, and ways of working is an additional determinant of successful assimilation." (Denis)

If a leader approaches some types of mistakes as opportunities for learning and correction, conveys a sense of energy toward reaching goals, and is willing to try new things himself or herself, groups are likely to view change very differently than if the leader punishes or ignores mistakes, seems indifferent to goals, and avoids experimentation. (Caldwell)

B. Questions:

1. Our senior leadership team training plan is aligned with the strategic plan and includes training senior leaders on how to lead people through change.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

Is the training plan (or a portion of the plan) tailored to each leader's role and experience?

Does the training plan include a messaging and workforce engagement strategy for transitioning current knowledge about aims and expectations to new thinking required for future success? Are executives trained on methods to tailor messages based on the experience of the target group?

Is there an emphasis on capturing and telling patient stories and staff experiences?

2. The behaviors of our senior leadership team are consistent with the cultural values and norms we believe are essential for ACO success.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

Please describe the expected behaviors the senior leadership team. What key lessons from your experience - or the organization's - indicated these are essential behaviors for the senior leadership team?

What did you do to evaluate current norms vs. desired norms? Does your strategy include a plan for intentionally migrating current norms to desired norms?

How did you discover and agree on organizational values and the promotion of such values with clinicians?

Domain III: Build Will

A. Sample Quotes:

"Effective executives make sure that both the organization's action plans and information needs are understood." (Drucker)

"An organization that is systematically able to identify, capture, interpret, share, reframe, and recodify new knowledge; to link it with its own existing knowledge base; and to put it to appropriate use will be better able to assimilate innovations, especially those that include technologies." (Barnsley)

"Demonstrable benefits and valued consequences had a positive impact on implementation success in a study that examined employee opinions regarding reasons for change." (Rousseau)

B. Questions:

1. Our senior leadership team works with the workforce to ensure all staff understand the expected impact of proposed changes in the ACO strategic plan.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

Please describe the approach you followed to work with the workforce. How is the patient voice incorporated in the approach?

Does the approach include working with staff to develop personal and team improvement plans that will help them achieve the desired capabilities?

2. Our senior leadership team works with the workforce to ensure all staff understand how their performance goals relate to other teams' performance goals and organizational goals overall.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

Please describe how you approach working with to establish a culture of trust and transparency.

Does the approach include working with staff to match the business case (in terms of financial, patient and workforce benefits) to local performance goals?

3. Our senior leadership team works with the workforce to clarify how all staff can adapt and improve current knowledge and processes based on new performance expectations.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

Please describe the approach you followed to work with the workforce. Does the plan include encouraging (or setting up) new relationships and/or information sharing networks / methods - also referred to as "social capital?"

Domain IV: Generate Ideas

A. Sample Quotes:

"Mental "boundarilessness" is tightly coupled with innovation and displayed by behaviors that emphasize curiosity-- asking open-ended questions, encouraging others to seek and try new ideas, encouraging and promoting diversity, and encouraging non-traditional approaches to problem solving." (Swensen)

"It is vital that early members are carefully and thoughtfully selected or allowed to rise naturally; especially implementation 'opinion leaders' and 'champions.'" (Damschroder)

"Coordination that occurs through frequent, high-quality communication supported by relationships of shared goals, shared knowledge, and mutual respect enables organizations to better achieve their desired outcomes." (Gittel)

B. Questions:

1. Our senior leadership team provides the guidance and "safety" (space for failure) care teams need to identify and test improvement ideas.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

What is your approach to encouraging an environment of testing, trying new ways of working?

Please describe how leaders promotes local experimentation and a sense of safety to transparently share results of change efforts.

2. Our senior leadership team identifies and works with "opinion leaders" to shape workforce engagement and improvement strategies.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

What is the criteria is used to identify and select "opinion leaders?" (Individuals in an organization who have formal or informal influence on the attitudes and beliefs of their colleagues with respect to implementing the intervention.)

What approach do you take to empower and support "opinion leaders?"

3. Our senior leadership team works with the workforce to continuously improve communication patterns (timeliness, transparency, accuracy, etc.) within and across care teams and between executives and the workforce.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

Please describe how the senior leadership team works with the workforce to remove communication barriers across teams. Is this achieved by redesigning organizational structures, establishing measures focused on collaboration (e.g., communication), creating "boundary spanning" roles, etc.?

How does the leadership team exhibit the following communication patterns: timely, accurate, frequent and problem-solving?

Domain V: Execute and Embed Change

A. Sample Quotes:

"Innovations that are perceived by key players as simple to use are more easily adopted. If the innovation can be broken down into more manageable parts and adopted incrementally, it will be more easily adopted. Further, if potential adopters can adapt, refine, or otherwise modify the innovation to suit their own needs, it will be adopted more easily." (Greenhalgh)

"Leaders in the organization ensure individuals understand what is expected of them, have sufficient authority and feel accountable for delivering results." (Bazigos)

"Cultures as a whole don't change; they evolve slowly as bits and pieces of them are changed by systematic change interventions. And these interventions work only when the culture changes are clearly tied to the fixing of some organizational problems linked to performance." (Schein)

B. Questions:

1. Our senior leadership team works effectively with the workforce to break down strategic plans into manageable parts and refine the implementation plan change objectives based on local team dynamics.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

Please describe how you collaborate with the workforce to assess readiness to implement "manageable parts" of the strategic plan.

Please share an example that describes how you helped a team (or more than one team) identify perceived barriers to success and tailor the change plan to the readiness of the local team.

2. The behaviors of our senior leadership team promote and support local accountability for results.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

Please share an example that describes how senior leadership collaborates with the workforce to establish a sense of local accountability for results.

3. Our senior leadership team collaborates with the workforce to regularly share key lessons learned across teams and promote key behaviors that exemplify value-focused care principles.

Strongly Agree Agree Disagree Strongly Disagree

Possible follow-up question:

Please describe how you promote the spread of positive improvement activities and track the uptake across the organization.

Please describe your approach to understanding what works and why, and how you use such insights to continually adjust implementation plans and methods.

 Domain VI: Our future

The final question is in the format of a “game-show.” You have 3-5 seconds to complete the sentence that will be read to you. Please answer as quickly as possible with the first thought that comes to mind. The intent is to capture your vision, as opposed to allowing you time to recall the vision statement of the ACO.

The future of our organization as an ACO is a place where_____.

