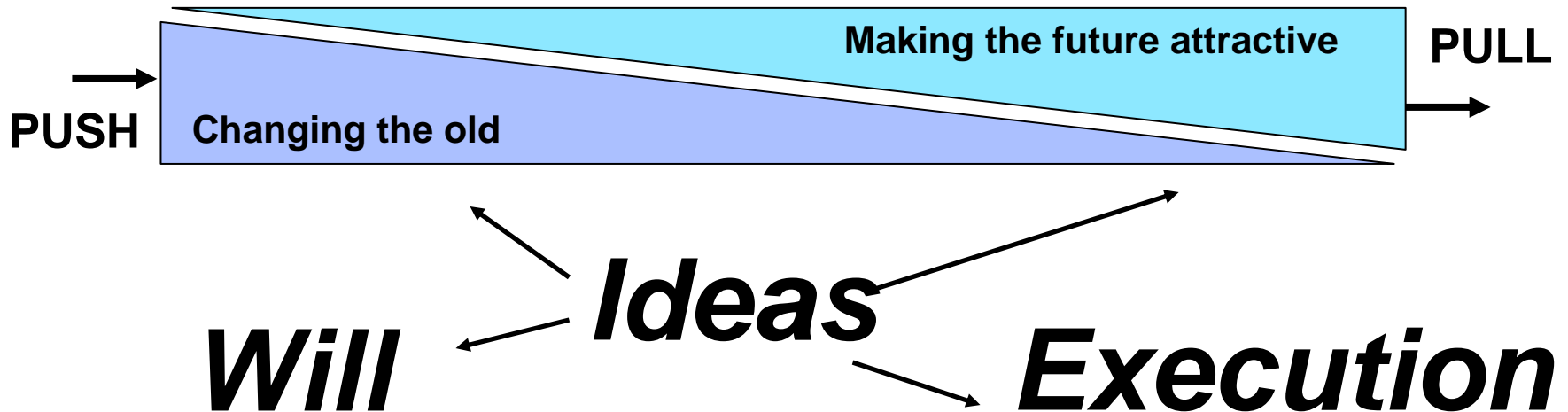


Transformation

From the Bureaucratic to the
Integrative Leadership Culture

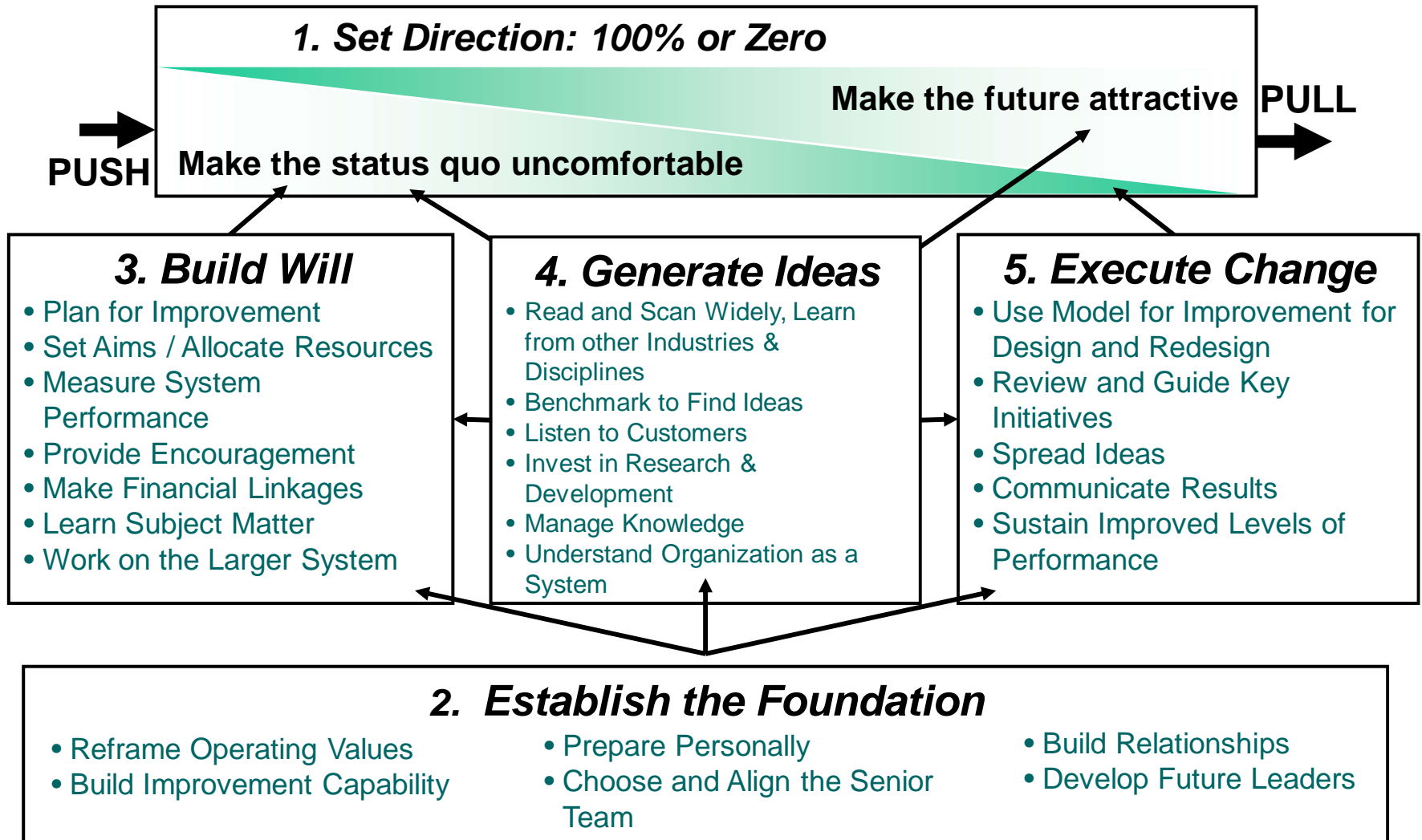
Framework: Leadership for Improvement

Setting Direction: Mission, Vision and Strategy



Establish the Foundation

Framework: Leadership for Improvement



Noriaki Kano's Three Levers for Improving Value

Historic focus in healthcare

1 Eliminate quality problems that arise because customers' (patients') expectations are not met

HIGH

2 Reduce costs (waste) significantly while maintaining or improving quality

VERY LOW

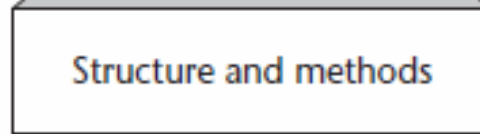
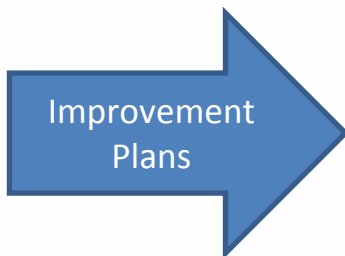
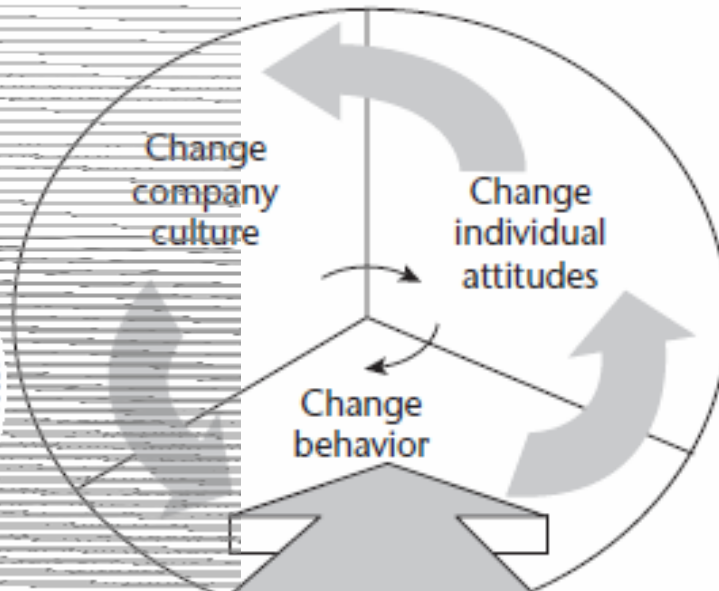
3 Expand customers' (patients') expectations by providing products and services (care delivery) perceived as unusually high in value

VERY HIGH

Structure, Attitude & Culture

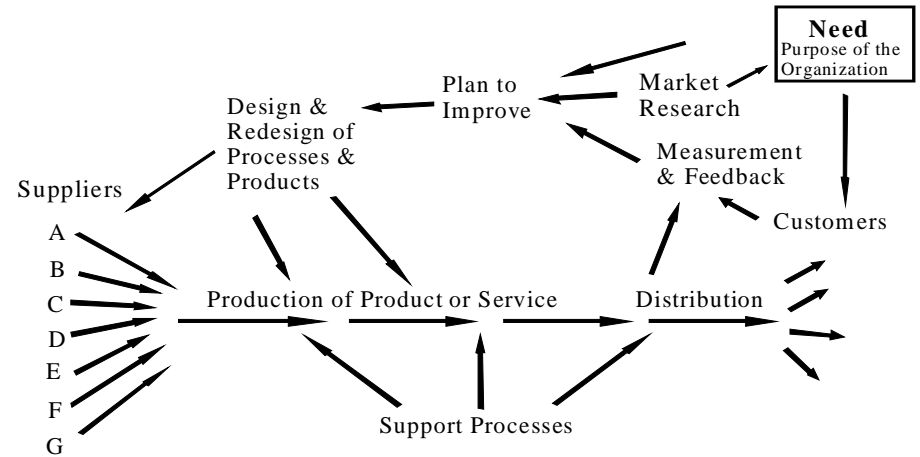
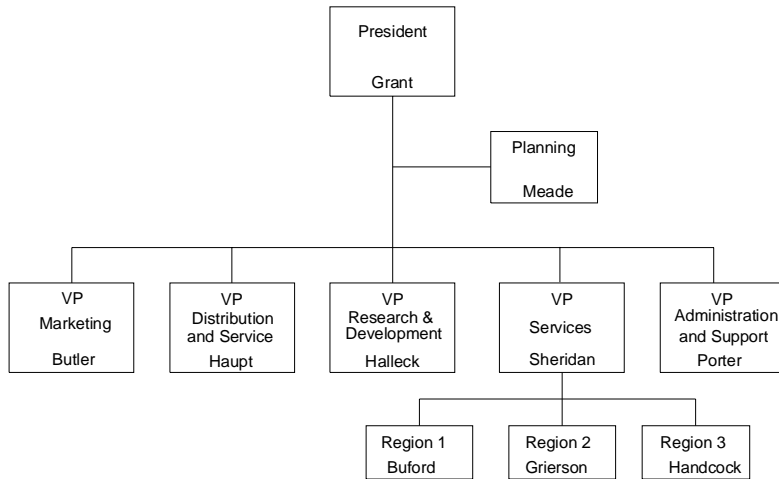


CULTURE



- Leadership Behaviors:
1. Challenge the process
 2. Inspire a shared vision
 3. Enable others to act
 4. Model the way
 5. Encourage the heart

From Bureaucratic to Interactive *Ideals*



- **Bureaucratic**

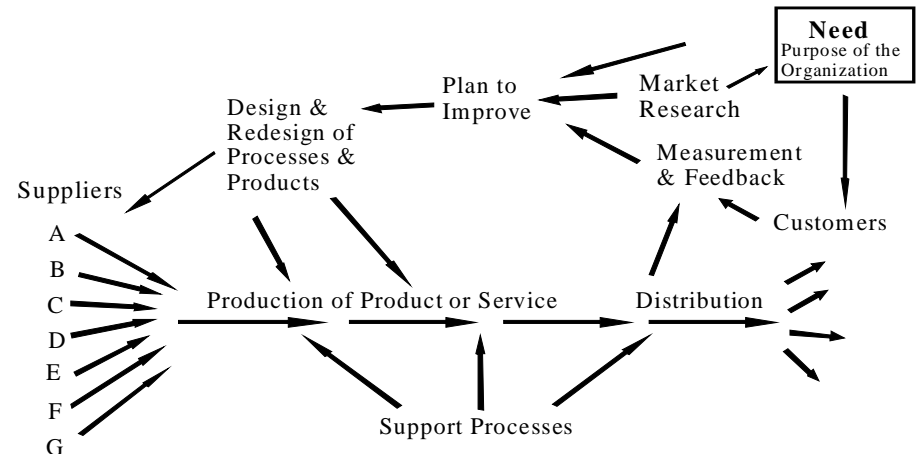
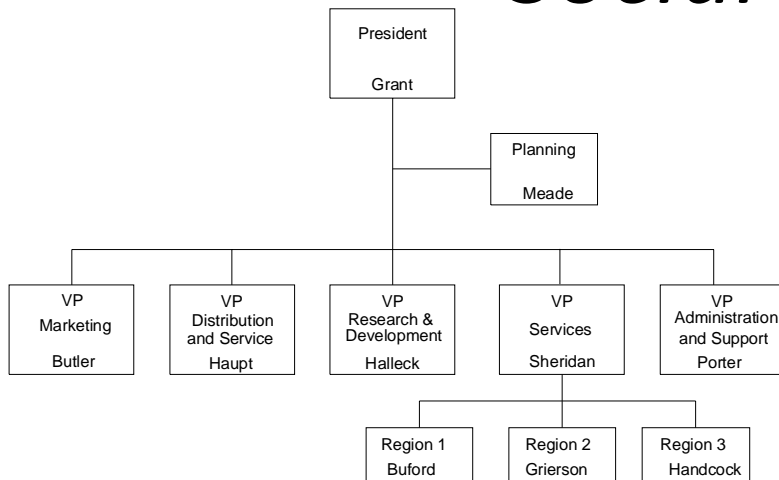
- Stability
- Hierarchy/autonomy
- Producing excellence

- **Interactive**

- Continual improvement
- Networks/independence
- Creating value

From Bureaucratic to Interactive

Social Attributes



- Bureaucratic

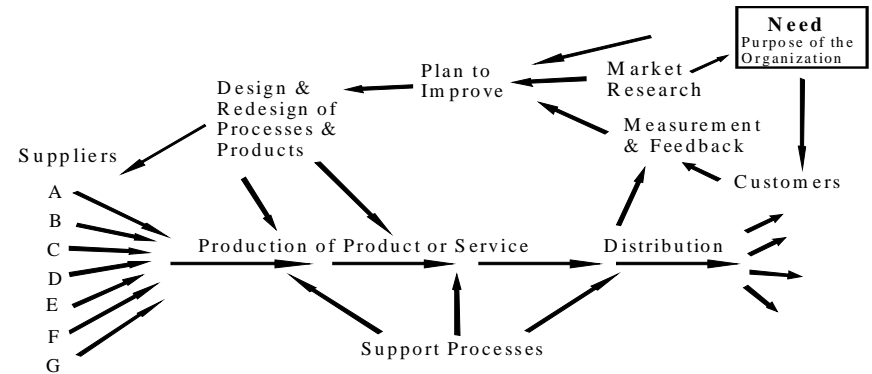
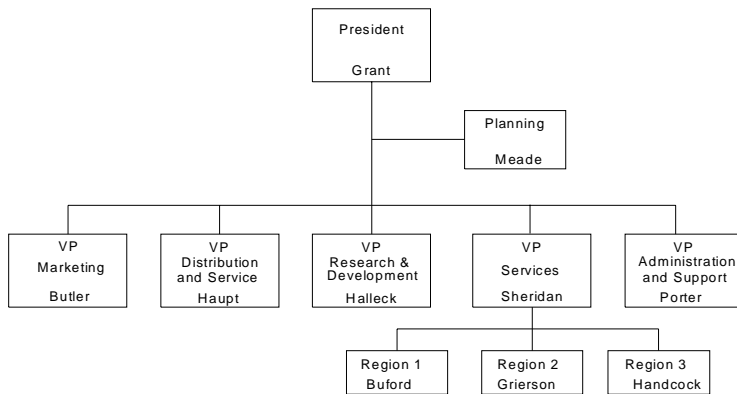
- Inner-directed
- Identification with paternal authority
- Precise, methodical, obsessive

- Interactive

- Interactive/Collaborative
- Identification with peers, siblings
- Experimental, innovative, marketing

From Bureaucratic to Interactive

Socioeconomic Base



- **Bureaucratic**

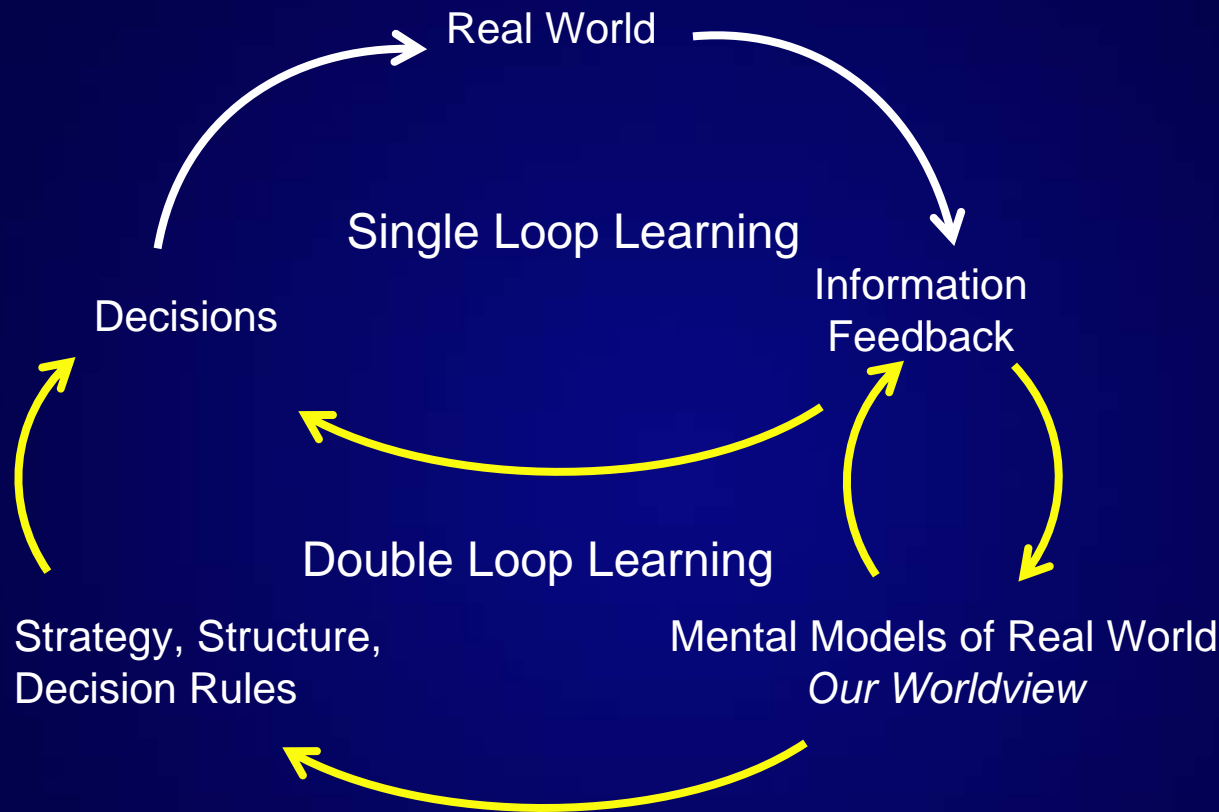
- Market-controlling bureaucracies
- Slow-changing technology
- National markets
- Entitlement Culture
- Traditional family

- **Interactive**

- Entrepreneurial Focus
- Internet
- New technologies
- Global markets
- Learning Culture
- Diverse family structures

Single and Double Loop Learning

Single and Double Loop Learning *Using SOFI to Discover Mental Models*



Such learning can lead to a reframing of the situation, new goals
And new rules for decision making, not just new decisions.