Building holistic leadership for value creation

Göran Henriks, Qulturum
Thomas Schneider, Famna
Truls Neubeck, Famna

Upplägg

• Presentation av oss själva
• 5 min Flourishing a culture ...
  – Thomas ger bakgrund om Värdeforum
• 25 min Workshop
  – Truls inleder
  – Göran och Thomas reflekterar och bjuder in publiken (bikupor)
• 5 min om Kotter
  – Göran
• 5 min Summering
Flourishing a culture for continuous improvement in healthcare and social services in Sweden

Connecting people and systems ...
Shifting needs of the clients …

…the need of common visions

Treating patients as our families …

…understanding culture and systems.
When appointments are cancelled …

"In God we trust, all others bring data.”
(E. Deming)

Always new challenges and ideas …

...a culture of continuous improvement
The big idea

Although traditional hierarchies and processes which together form a company’s “operating system” – are optimized for day to day business, they can’t handle the challenges of mounting complexity and rapid change.


Kotter cont...

Solution:
- Complementary operating system
- The design and implementation of strategy
- Network-like structure
- Different set of processes (eight accelerators)
- Continuous assessment of the business, the industry and the organization
- Reacts with greater agility, speed, and creativity
- Complements rather than overbundens hierarchy
- Does what it’s optimized to do.
- Makes enterprises easier to run
- Accelerates strategic change
Eight accelerators

1. Create a sense of urgency around a single big opportunity

2. Build and maintain a guiding coalition

3. Formulate a strategic vision and develop change initiatives designed to capitalize on the big opportunity

4. Communicate the vision and the strategy to create buy-in and attract a growing volunteer army

5) Accelerate movement towards the vision and the opportunity by ensuring that the network removes barriers

6) Celebrate visible significant short term wins

7) Never give up. Keep learning from experience. Don’t declare victory too soon.

8) Institutionalize strategic changes in the culture
**Helen Bevan**, CEO of transformation services, NHS England tweeting:  

"According to @lucienengelen, we need a triple-P to transform healthcare: Patients, Professionals, Pirates"
Holistic leadership for value creation:

• Strike a balance between micro and macro
• Mutual visions
• Collaborative value-creation
• Systems thinking
• Fact-based decisions
• A culture of continuous improvement
• Responsibility for the future

TACK!

Göran Henriks, goran.henriks@lj.se
Thomas Schneider, thomas.schneider@famna.org
Truls Neubeck, truls.neubeck@famna.org

Qulturum – Center for learning and innovation in Jönköping county council
Famna – the Swedish association for non-profit health care and social service providers