

**Workshop Agenda
October 16th, 2016
08:00 – 16:30
Melbourne**

**STRATEGIC THINKING: MAKING YOUR VISION A
REALITY**

Learning Objectives:

At the end of this workshop, you will be able to:

- Describe the key elements of strategic thinking and planning.
- Scan the environment for factors that will determine future success.
- Strategically align decisions with vision, values and evidence.
- Utilize systems thinking to balance short-term demands with long-term priorities.
- Identify how to engage colleagues, staff, and stakeholders in implementation.
- Assess and monitor the impact of the strategic plan.

Faculty: Gaétan Tardif, MD

Gaétan is a Professor in the Department of Medicine at the University of Toronto. He is also Psychiatrist-in-Chief and Medical Program Director, Toronto Rehab at the University Health Network where he contributed to Toronto Rehab transforming itself from a new organization to becoming the largest rehabilitation research centre worldwide in under twenty years.

After obtaining his certifications in Physical Medicine & Rehabilitation in Quebec, Canada and the USA, Gaétan subsequently obtained a diploma in Electrodiagnostic Medicine from the American Board of Electrodiagnostic Medicine as well as a diploma in Sports Medicine from the Canadian Academy of Sports Medicine.

Gaétan has a particular interest in athletes with a disability and has participated in the last nine Paralympic Games in roles including Chief Medical Officer and Chef-de-Mission. He was elected to the Board of the Canadian Paralympic Committee in 2008 and became its President in 2013.

Gaétan also has a keen interest in physician leadership development and is on the faculty of the Physician Leadership Institute (PLI) of the Canadian Medical Association. He is a past president of the Canadian Society of Physician Leaders (CSPL) where he helped develop the Canadian Certified Physician Executive Program. A dynamic speaker, Gaétan is passionate about engaging patients in care process planning and evaluation through the continuum of care.

AGENDA

Introductions and Purpose of the Program

This session will demonstrate how the learning objectives advance leadership capability as defined in the LEADS in a Caring Environment capabilities framework and specifically the domain of systems transformation.

Systems and Critical Thinking: The Foundations of Strategic Thinking

Key concepts and processes that distinguish strategic thinking from operational thinking will be introduced. The learner will:

- Explore and identify key mindsets that need to be employed to think strategically
- Describe the role of strategic planning in shaping and directing change
- Identify situations where strategic thinking and/or planning is needed in the context of implementing change in one's organization

Taking on a Leadership Challenge

During this session, a few participants chosen by the faculty will be asked to share the *individual* leadership challenge they have prepared prior to the course and that requires strategic thinking and action from them to address. Later on, every other participant will choose one of these leadership challenges to workshop as a team for the remainder of the day.

The newly formed teams will, using the project owner as a resource:

- Clarify the current situation and key environmental conditions creating a demand for strategic thinking and action.
- Clarify, in general terms, a future state that they would like to move towards, five years in the future and relevant to their challenge
- Develop a concise description (“elevator speech”) that describes their team challenge.

Strategic Orientation to the Future: Scanning the Organizational Environment

An environment scan allows leaders to determine what forces are at play in the environment that they can take advantage of, and what forces will impede progress toward their strategic imperative. Strategic leaders must identify key opportunities and threats in the larger environment that either support the proposed strategic change, or reduce the potential for achievement

Setting Direction: Shared Values

Any group of people, any organization, acts pursuant to a set of values that are either implicit or explicit. Values impel our actions. Good strategic thinkers identify and articulate, as foundational

for action, a common set of values that are intended to 'ground' the vision, strategies, and action plans in a uniform ethos. In this session, participants will:

- Engage in exercises to identify their own personal values they bring to change
- Attempt to gain agreement on the values that would guide their change project.

Setting Direction: Articulating an 'Empirical Vision' for Change

Participants will engage in an activity that will require them to articulate a compelling vision that is the 'ideal future state' that their project is trying to create. In addition they will identify performance indicators that will guide achievement. In particular, the participant will:

- Indicate the attributes of an effective vision statement
- Explain the tactical issues pertaining to development of a vision statement: who, when, how

Demonstrate Systems and Critical Thinking: Appreciative Inquiry Strategies

Leadership and strategic planning is often about 'overcoming success'—that is changing from a current state that has been the result of a significant amount of hard work and success, to an even better future. One of the major influences in shaping tactics and engendering support for a strategic plan is to emphasize appreciative inquiry.

Setting Direction: Indicators and Measurement

In this session participants will explore the challenges of benefits of establishing clear, measurable outcomes to operationalize the strategic plan's vision, and guide the strategic plan's implementation. Participants will:

- Comprehend the attributes of an effective indicator
- Determine some key performance indicators that will measure success
- Discuss the use of data and evidence to monitor and evaluate the impact of the strategic plan on quality of care

Demonstrate Systems/Critical Thinking: Root Cause Strategies

Every change requires overcoming inertia. In this session we will identify, using a critical thinking tool, the primary pattern of thinking and action that is "holding back" movement to where your project needs to go.

Taking Action to Implement Decisions: Engaging Colleagues and Staff

Strategic planning aims at creating change internally in the organization, to focus its energies more directly on external needs and challenges. To implement a strategic plan, colleagues and staff must change their behavior for the change to take place.

Purposefully Build Partners and Networks to Achieve Results: Engaging Stakeholders

Almost all strategic plans—be they for a department or an organization—require the active support of stakeholder and interest groups for successful implementation. In this session participants will:

- Identify key stakeholder groups engaged in the change project
- Understand the impact of change on stakeholder groups
- Envisage actions to take to maximize stakeholder support, and diminish negative stakeholder groups
- Determine what evidence to marshal in support of change

Taking Action to Implement Decisions: Marshaling Resources

The success of any strategic plan is dependent on the resources that can be found to support it.

Strategically Aligning Decisions with Vision, Values and Evidence: Setting Strategic Goals

In this session the participants will:

- Review the day's work and begin to shape 4-5 strategies for the change initiative being discussed at the table, and that reflect their deliberations
- Discuss the use of data and evidence to monitor and evaluate the impact of the strategic plan on quality of care
- Share these goals with all workshop participants

4:30 p.m. Course Adjourns