

MK

Mark Kenny

Organizational Agility: Making a Difference

Organizational Agility

Knowledgeable about how organizations work; gets things done both through formal and informal channels; effectively maneuvers through complex political situations.

Organizational Agility

The ability to lead with
impact throughout the
organization, regardless of
my position.

Skilled Behaviors: Organizational Agility

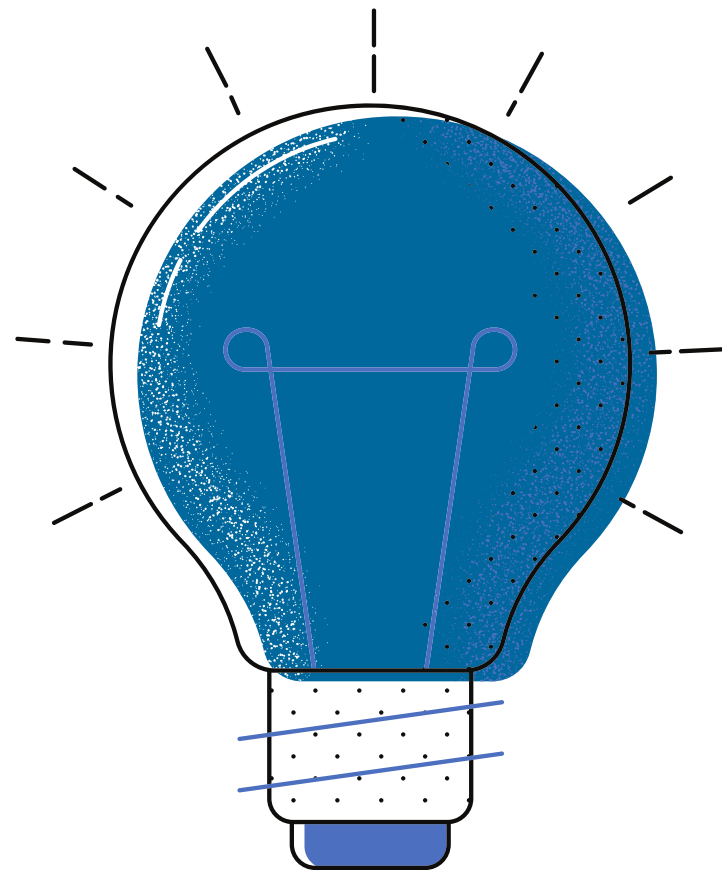
- ✓ Knowledgeable about how organizations work
- ✓ Knows how to get things done both through normal channels and the informal network
- ✓ Understands the origin and reasoning behind key policies, practices, and procedures
- ✓ Understands the cultures of organizations

Unskilled Behaviors: Organizational Agility

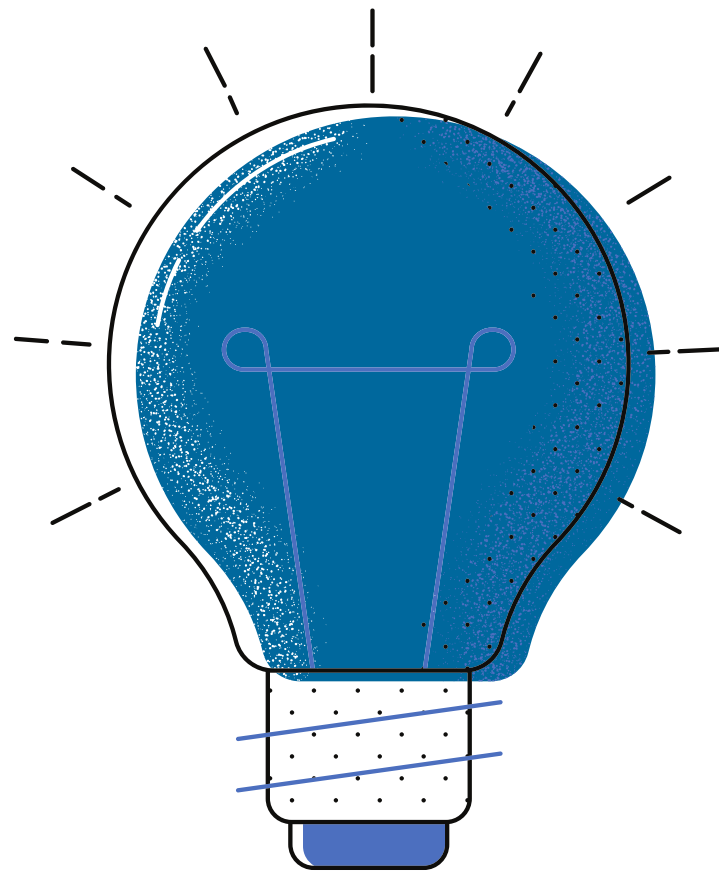
- ✓ Doesn't get things done in organizations beyond his/her area
- ✓ May lack the interpersonal skills to get things done across boundaries
- ✓ May not negotiate well within organizations
- ✓ May be too timid and laid back to maneuver through organizations
- ✓ May reject the complexity of organizations
- ✓ May lack the experience or simply not know who and where to go
- ✓ May be too impatient to learn; may neither care to know the origins of how things work around the organization

Interviews

Interview each other with the questions in your handout:



1. If you could change one thing about your ability to influence others in the organization, what would it be?
2. On a scale of 1 to 7, where 1 is not known and 7 is well known, how would you rate your visibility with senior leaders at DHS?
3. What are some reasons you rated yourself the way you did?
4. What is a change that you want to see happen at DHS?
5. What may be affecting your ability to make that change happen? (attitudes, beliefs, behaviors, skill gaps, etc.)



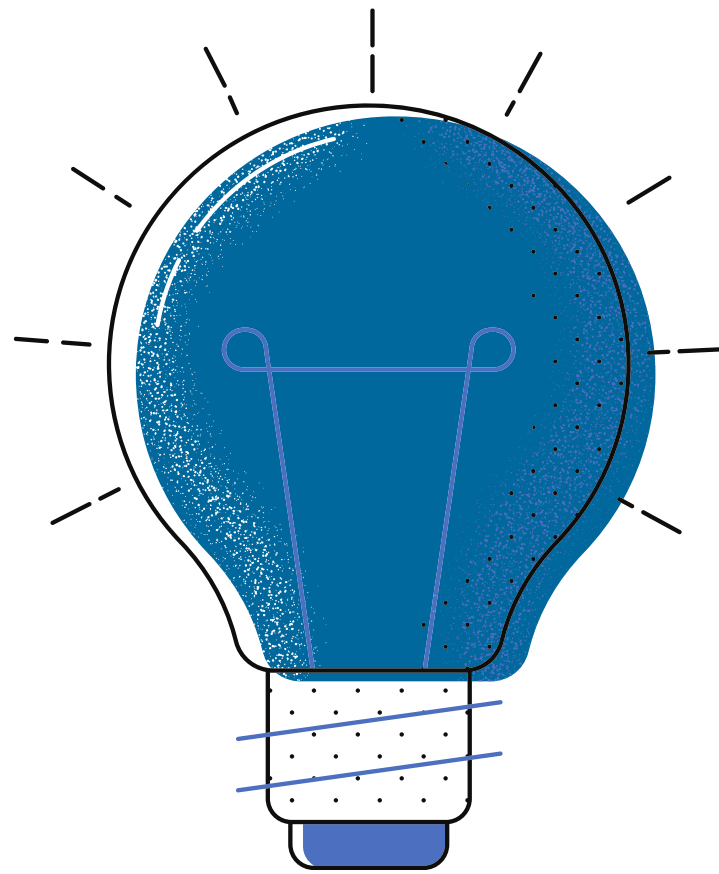
On your own: Change Proposal

Complete the following information regarding your desired change at DHS:

1. **Description**
2. **Situation Appraisal** (in one paragraph, summarize the current condition that needs to be improved)
3. **Objectives** (in bullets, what are the expected outcomes from this change)
4. **Value** (in bullets, what is the value of completing the objectives)?

Example: Change Proposal

1. **Description:** Create a process to disseminate vital information about vulnerable recipients across divisions.
2. **Situation Appraisal:** Currently, recipients of department services may request services from a different division. The team members in that division do not have visibility into the existing services received by the recipient.
3. **Objectives**
 - Create a central information system
 - Develop a process to notify of existing case records
 - Conduct continuous process improvement
3. **Value**
 - Recipients get what they need without having to re-communicate basic info.
 - Reduction in fraud.
 - Produces data to help move people to independence.




On your own: Change Proposal

Complete the following information regarding your desired change at DHS:

1. **Description**
2. **Situation Appraisal** (in one paragraph, summarize the current condition that needs to be improved)
3. **Objectives** (in bullets, what are the expected outcomes from this change)
4. **Value** (in bullets, what is the value of completing the objectives)?

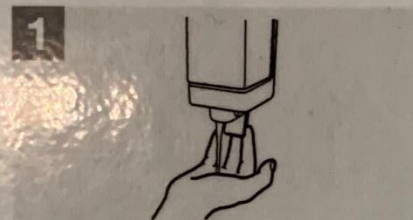
How to Handwash?

WASH HANDS WHEN VISIBLY SOILED! OTHERWISE, USE HANDRUB

 Duration of the entire procedure: 40-60 seconds



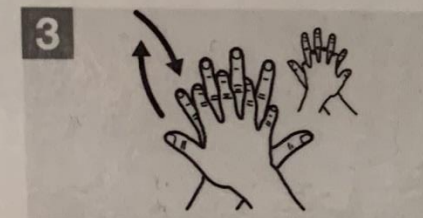
Wet hands with water;



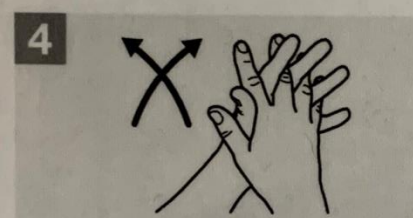
Apply enough soap to cover all hand surfaces;



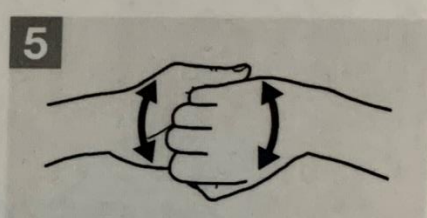
Rub hands palm to palm;



Right palm over left dorsum with interlaced fingers and vice versa;



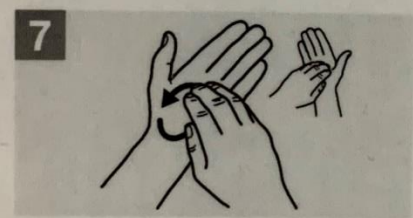
Palm to palm with fingers interlaced;



Backs of fingers to opposing palms with fingers interlocked;



Rotational rubbing of left thumb clasped in right palm and vice versa;



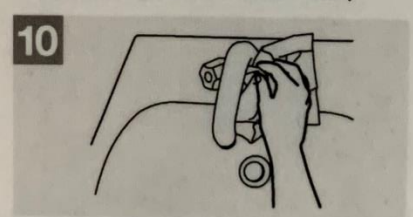
Rotational rubbing, backwards and forwards with clasped fingers of right hand in left palm and vice versa;



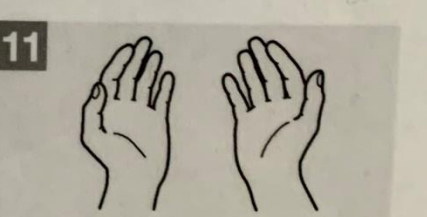
Rinse hands with water;



Dry hands thoroughly with a single use towel;



Use towel to turn off faucet;



Your hands are now safe.



World Health
Organization

Patient Safety

A World Alliance for Safer Health Care

SAVE LIVES
Clean Your Hands

All reasonable precautions have been taken by the World Health Organization to verify the information contained in this document. However, the published material is being distributed without warranty of any kind, either expressed or implied. The responsibility for the interpretation and use of the material lies with the reader. In no event shall the World Health Organization be liable for damages arising from its use. WHO acknowledges the Hospital Universitaria de Girona (HUG), in particular the members of the Infection Control Programme, for their active participation in developing this material.

May 2009

Five Skills

Skill #1

REMOVE OBSTACLES

Skill #2

KNOW AND BE KNOWN

Skill #3

IMPROVE MY ABILITY TO INFLUENCE

Skill #4

CHANGE MY PERSPECTIVE

Skill #5

HANDLE THE UNEXPECTED

Five Skills

Skill #1**REMOVE OBSTACLES****Skill #2****KNOW AND BE KNOWN****Skill #3****IMPROVE MY ABILITY TO INFLUENCE****Skill #4****CHANGE MY PERSPECTIVE****Skill #5****HANDLE THE UNEXPECTED**

MK

MarkKennySpeaks.com

SKILL #1

Remove Obstacles

MARKKENNYSPEAKS.COM | MARK@MARKKENNYSPEAKS.COM

Language Obstacles

- Blame others (instead of taking responsibility)
- Exaggerate
- Make up excuses
- Push your statements to the extreme to make a point.
- Too direct / say things that cause problems
- Don't speak up / stay quiet
- Overstate negative views
- Trash talk to fit in
- Use demeaning words
- Shade the truth (partial truth)
- Sarcastic

Behavior Obstacles

- Cutting corners
- Viewed as a loner
- Pushing narrow / personal interests
- Don't listen
- Hedge on tough questions
- Try to make everyone happy
- Make rivals look bad
- Don't communicate
- Indicate little or no concern for others
- Nervous or freeze with upper management
- Judging before listening
- Dis-engage: reject politics

Inconsistencies

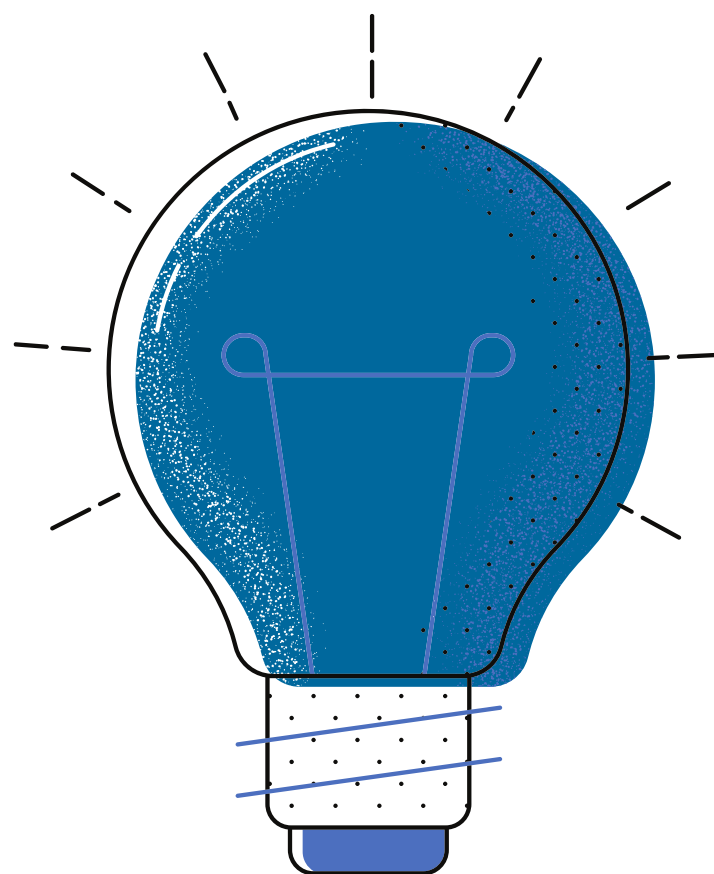
- What I agree to vs. what I actually accomplish
- How other people perceive us vs. how we think other people perceive us
- How we speak vs. how we behave
- Unpredictable responses to situations



MarkKennySpeaks.com

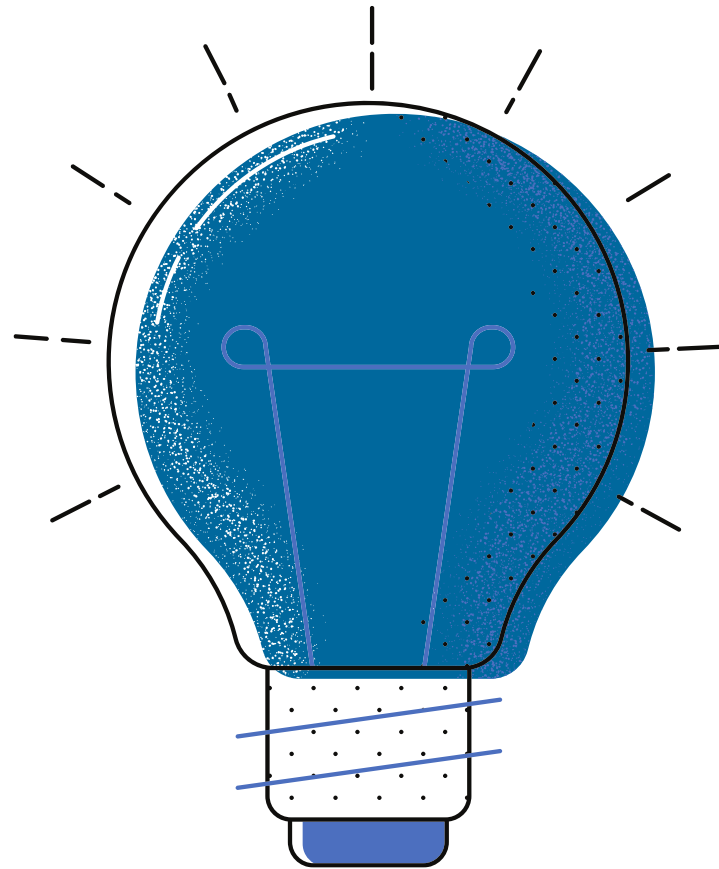
Hot Buttons

Self-Sabotage



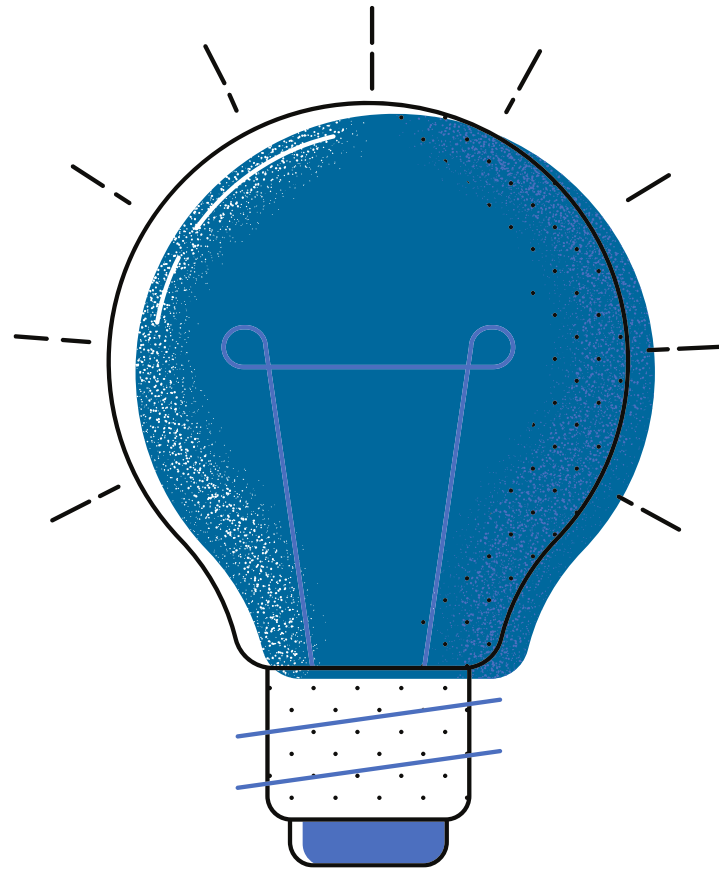
How to Get Good Feedback

1. Solicit advice rather than criticism.
2. Be directed towards the future rather than obsessed with the past.
3. Couch it in a way that suggests you will act on it – you are indeed trying to get better.



How to Get Good Feedback

“How can I do better?”



Feedforward

1. Write down one behavior that you would like to change.
2. With your breakout room partner(s).
3. Describe the behavior to them.
4. Ask them for two suggestions for the future that might help you achieve a positive change in your selected behavior.

Our Invisible Goals

- To feel right
- To feel liked
- To feel in control
- To feel safe



Reflection

What insights are beginning to emerge about yourself?



Five Skills

Skill #1

REMOVE OBSTACLES

Skill #2

KNOW AND BE KNOWN

Skill #3

IMPROVE MY ABILITY TO INFLUENCE

Skill #4

CHANGE MY PERSPECTIVE

Skill #5

HANDLE THE UNEXPECTED



MK

Mark Kenny

SKILL #2

Know and Be Known

MARKKENNYSPEAKS.COM | MARK@MARKKENNYSPEAKS.COM

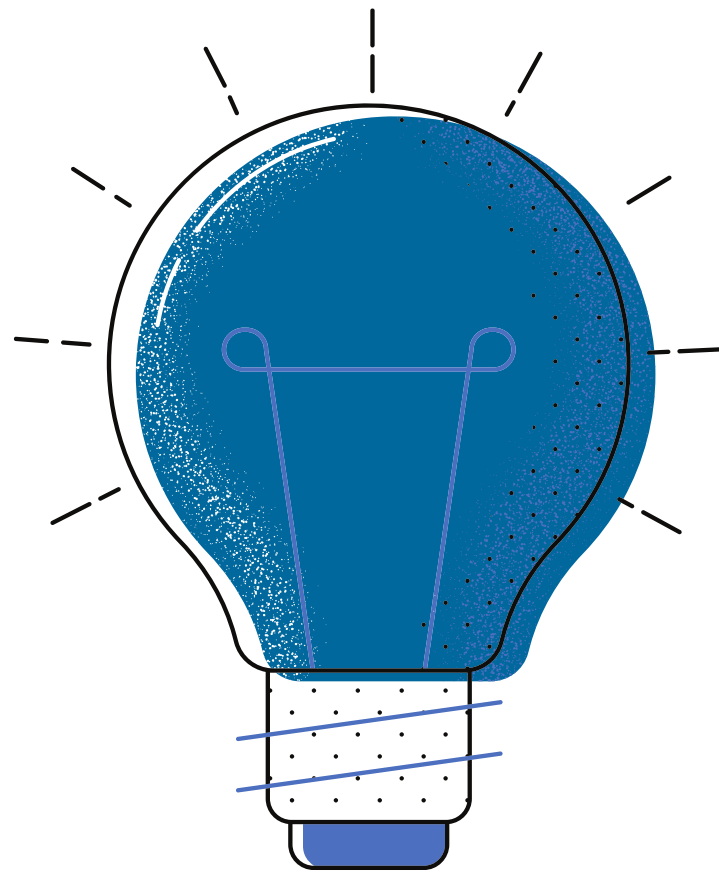
MK

MarkKennySpeaks.com

Tool: Observation

Contest

Be the first one to correctly answer this question in chat:



What is DHS' mission statement?

Tool: Stakeholder / Decision Maker Map

1. Map out the stakeholders / crucial decision makers at DHS.
2. Circle the ones with whom you want to develop a good relationship.
3. Reach out for a meeting.

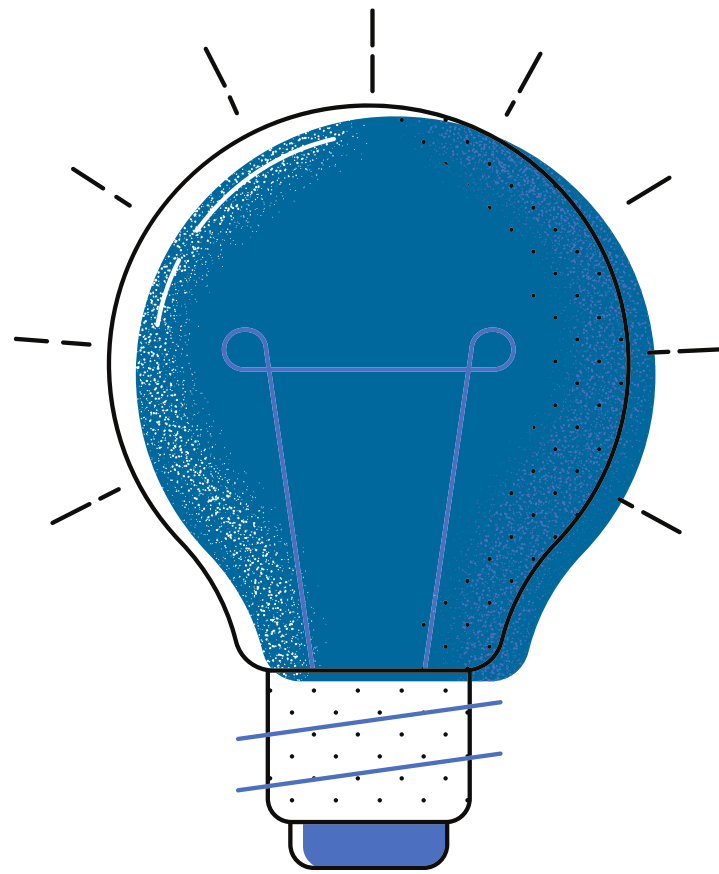
Tool: Skip Level Meeting Questions

1. How did you get to where you are now?
2. How do you think the department is going to change in the next year? 3 years?
3. What's worrying senior leadership right now?
4. How does our team support the company's overall mission?
5. What is most important for our team to prioritize?
6. Do you have any feedback on the {last project} our team finished?
7. How best do you think I can win over executive support when proposing a project?
8. How do you want to stay informed?
9. How do you like to be approached?
10. Who in the company do you think I can learn the most from?



You must be uncomfortable before you can
be comfortable.

Mark Kenny



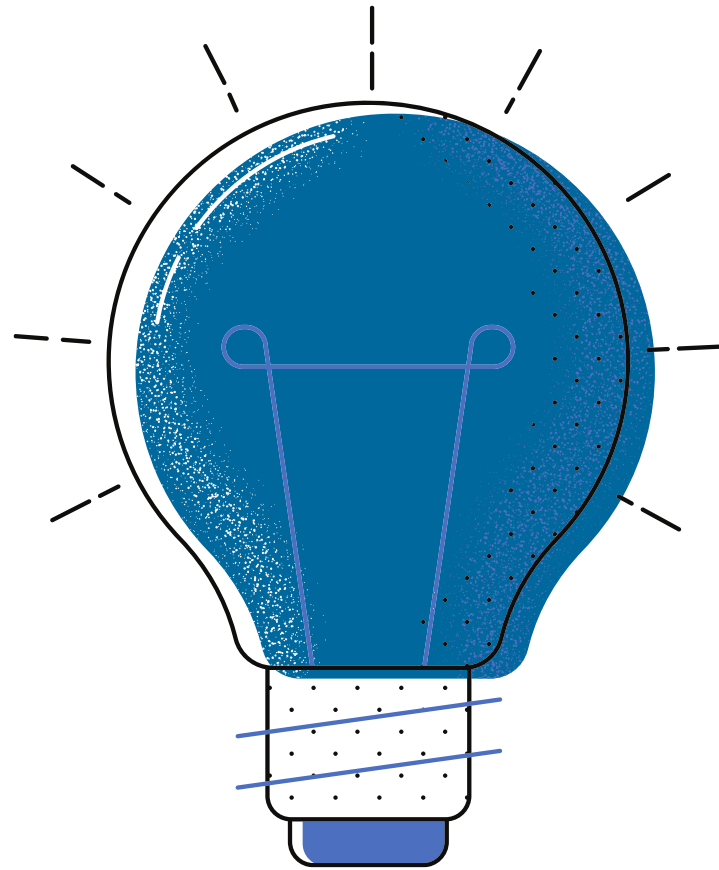
Skip Division Meeting

Find someone who is in a different division than yourself and ask each other the following questions:

1. How did you get to where you are now?
2. How do you think the department is going to change in the next year? 3 years?
3. What's worrying your division right now?
4. Do you have any feedback on the {last project} our team finished?
5. How best do you think I can win over executive support when proposing a project?
6. Who in the company do you think I can learn the most from?

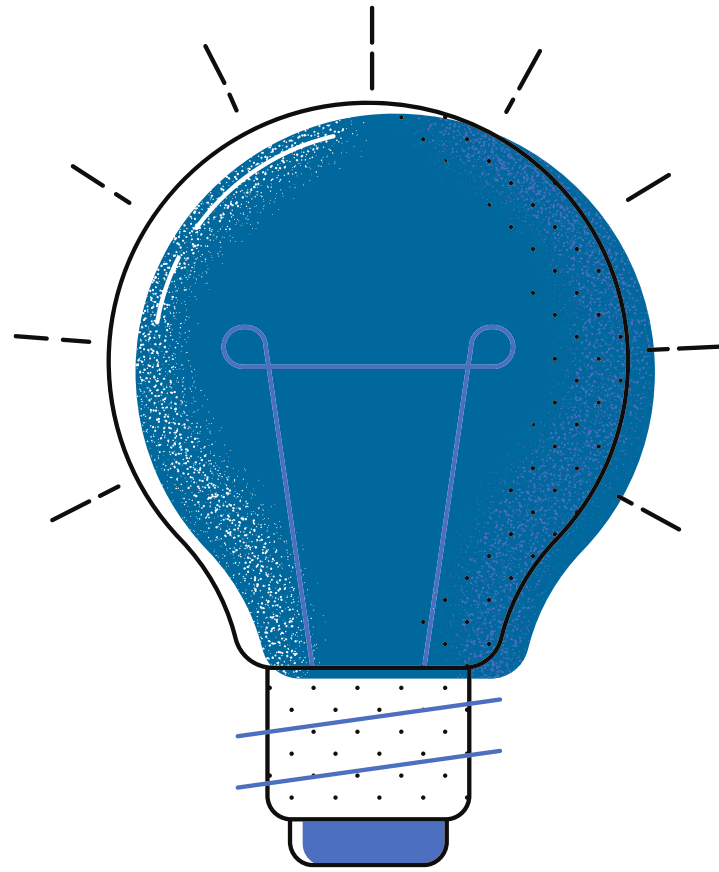
Tool:
Advice, Insights,
Recommendations

“What advice, insights, and
recommendations do you have?”



Write down:

1. A one-two sentence description of the change you want to implement.
2. A challenge you are experiencing or anticipate experiencing with implementing your change.



In your breakout room:

1. Share the change you want to implement and the anticipated challenge.
2. Ask for their advice, insights, and recommendations.



MarkKennySpeaks.com

Tool:

Pre-Meetings with Key Decisions Makers (or
their team)



MarkKennySpeaks.com

Tool:

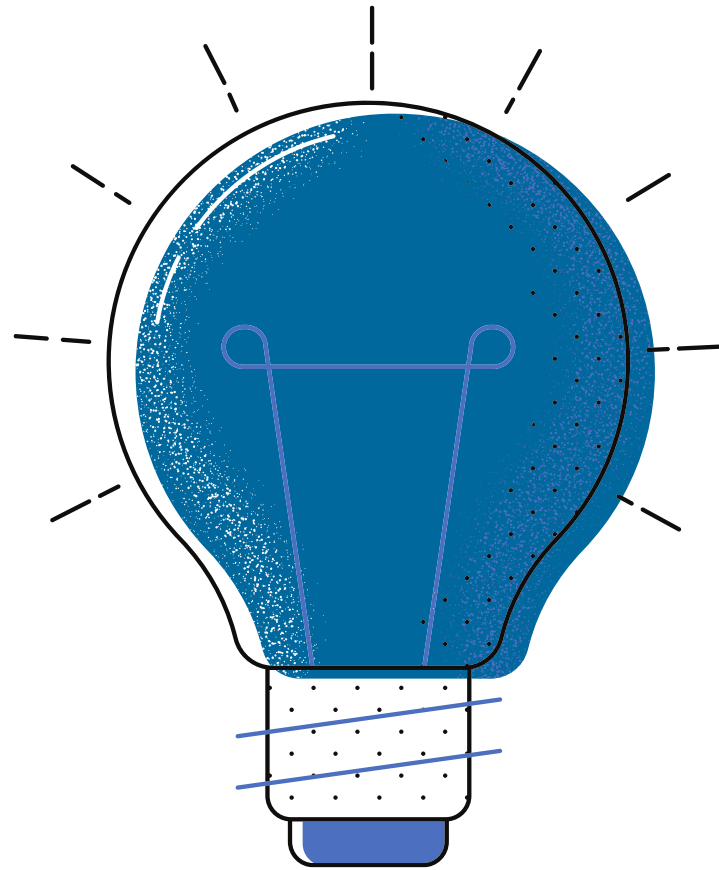
Volunteer to sit in on meetings for your boss



MarkKennySpeaks.com

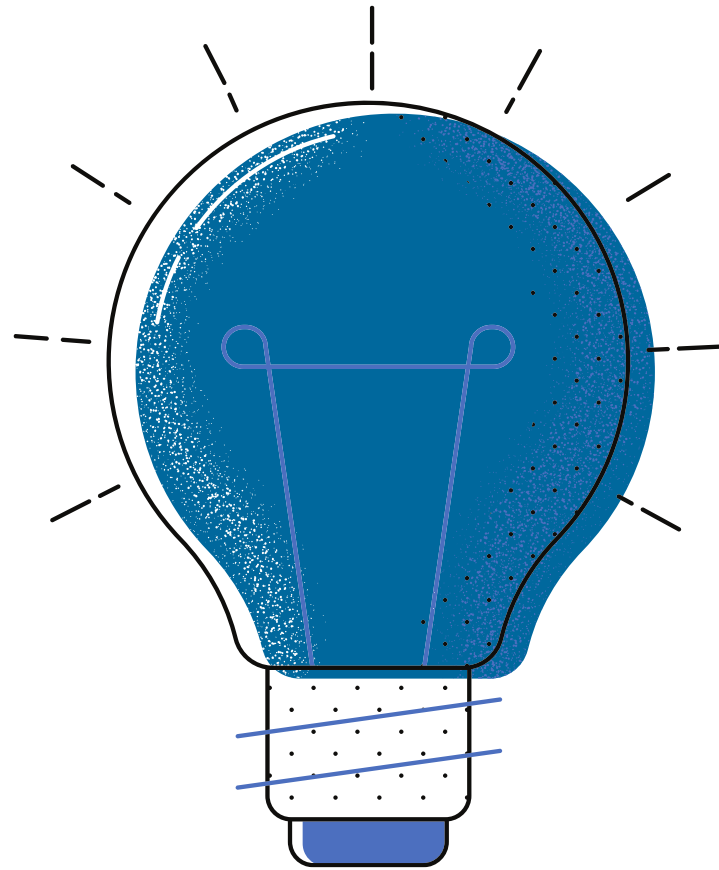
Tool:

Volunteer for committees or special initiatives



Large Group Discussion:

What are other actions and methods that you have used to **know and be known** throughout DHS?



On your own:

Where are you confident?

Where are you anxious?

Five Skills

Skill #1

REMOVE OBSTACLES

Skill #2

KNOW AND BE KNOWN

Skill #3**IMPROVE MY ABILITY TO INFLUENCE****Skill #4**

CHANGE MY PERSPECTIVE

Skill #5

HANDLE THE UNEXPECTED

MK

MarkKennySpeaks.com

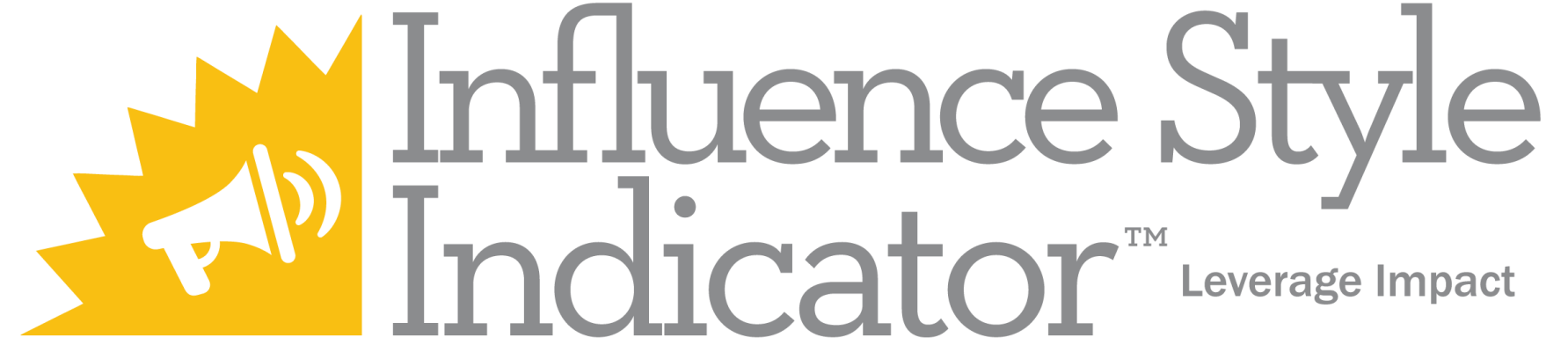
SKILL #3:

Improve my Ability to Influence

MARKKENNYSPEAKS.COM | MARK@MARKKENNYSPEAKS.COM

MK

MarkKennySpeaks.com





Reflection

What stands out to you so far?



GAME
TIME!

Five Skills

Skill #1

REMOVE OBSTACLES

Skill #2

KNOW AND BE KNOWN

Skill #3

IMPROVE MY ABILITY TO INFLUENCE

Skill #4**CHANGE MY PERSPECTIVE****Skill #5**

HANDLE THE UNEXPECTED

MK

MarkKennySpeaks.com

SKILL #4

Change My Perspective

MARKKENNYSPEAKS.COM | MARK@MARKKENNYSPEAKS.COM

- What would it look like if ...?
- How might we work together to ...?

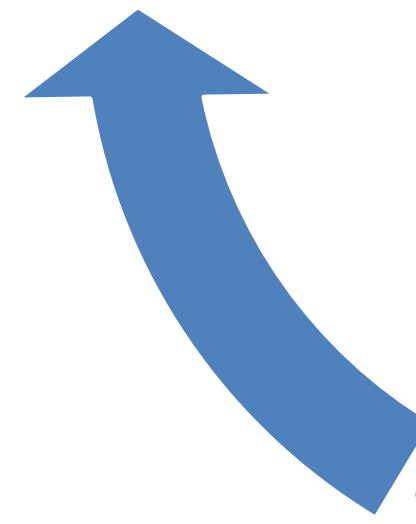
Blend the Agendas

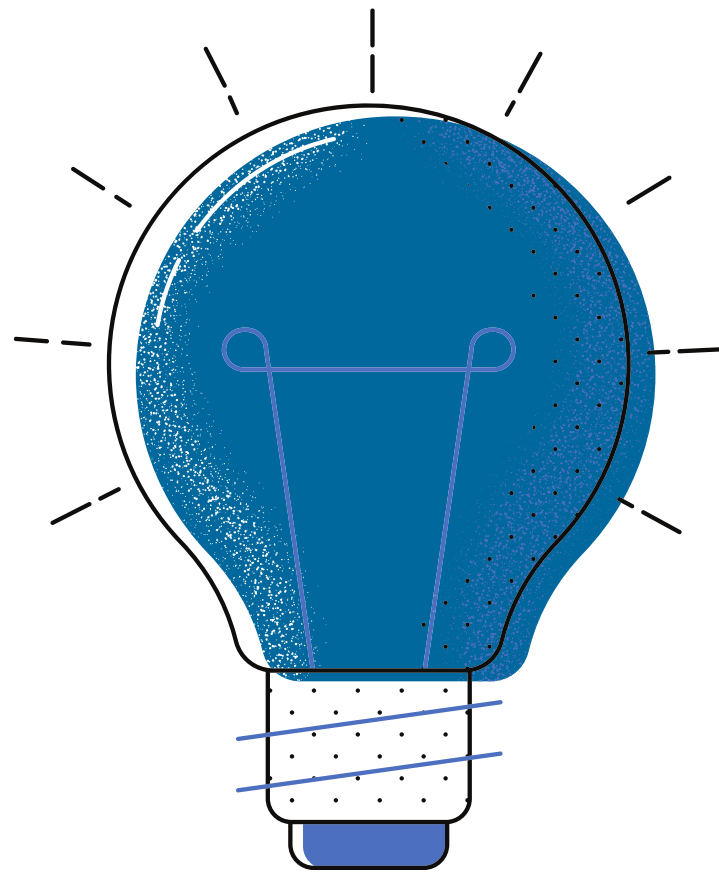
- How does this impact you?
- What would make this easier for you?
- What questions does this raise for you?

Step 3: Blend
the agendas
together

Step 1:
Articulate my
agenda

Step 2: Discover
their agenda

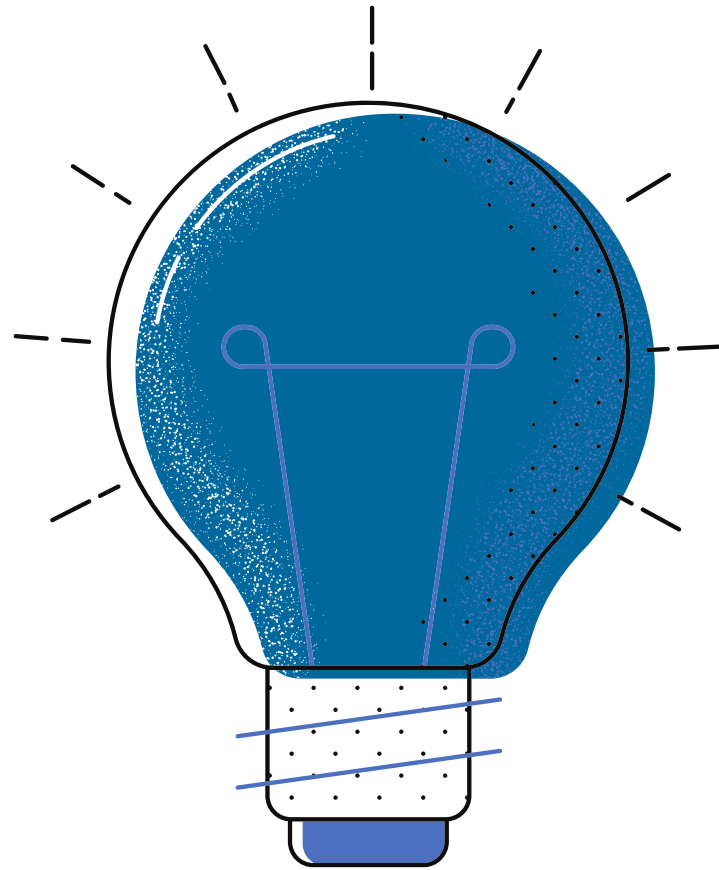




Revised Change Proposal

Re-do the following information regarding your desired change at DHS:

1. **Description**
2. **Situation Appraisal** (in one paragraph, summarize the current condition that needs to be improved, as a senior leader would describe it)
3. **Objectives** (in bullets, what are the expected outcomes from this change, in the language of outcomes that a senior leader desires)
4. **Value** (in bullets, what is the value of completing the objectives, as a senior leader may describe it)?



What will you do differently
to improve your ability to be
organizationally agile?

Five Skills

Skill #1

REMOVE OBSTACLES

Skill #2

KNOW AND BE KNOWN

Skill #3

IMPROVE MY ABILITY TO INFLUENCE

Skill #4

CHANGE MY PERSPECTIVE

Skill #5

HANDLE THE UNEXPECTED

MK

MarkKennySpeaks.com

SKILL #5

Handle the Unexpected

Curve-Ball

After 10 seconds, say “let’s jump right to the end, I need to leave in 3 minutes.”



MarkKennySpeaks.com

Curve-Ball

Reject their argument:

“This isn’t going to work. I don’t agree with this.”

Curve-Ball

Pepper them with questions that make it seem like you see holes in their argument, interrupt them if you need to.

Have you thought of ...

Have you talked to my team about this...

It seems like there is a flaw in your logic...

Five Skills

Skill #1

REMOVE OBSTACLES

Skill #2

KNOW AND BE KNOWN

Skill #3

IMPROVE MY ABILITY TO INFLUENCE

Skill #4

CHANGE MY PERSPECTIVE

Skill #5

HANDLE THE UNEXPECTED

Strategies

#1: Choose the right timing

How do we know it is the right or wrong timing? What considerations for timing should we take into account?

#2: Build coalitions / alliances

How specifically do we go about building a coalition? What would make a good partner? How do you overcome skepticism of key stakeholders?

#3: Adopt the right change initiatives

How do we know this is the right change initiative to pursue? What specific parameters should we consider?

#4: Ask for help

When do we need to ask for help? From whom? For what might we ask for help?

#5: Work around resistors

How should we work around resistors?

MK

Mark Kenny

Organizational Agility: Making a Difference

MARKKENNYSPEAKS.COM | MARK@MARKKENNYSPEAKS.COM