

PALLADIUM

WELCOME

ATLANTA WORKSHOP
MARCH 12, 2024

EXPECTATIONS

1 | Participation and Presence

- 100% participation in programming and events
- Non-distracted attention to the work at hand
- Group communication about unavoidable conflicts

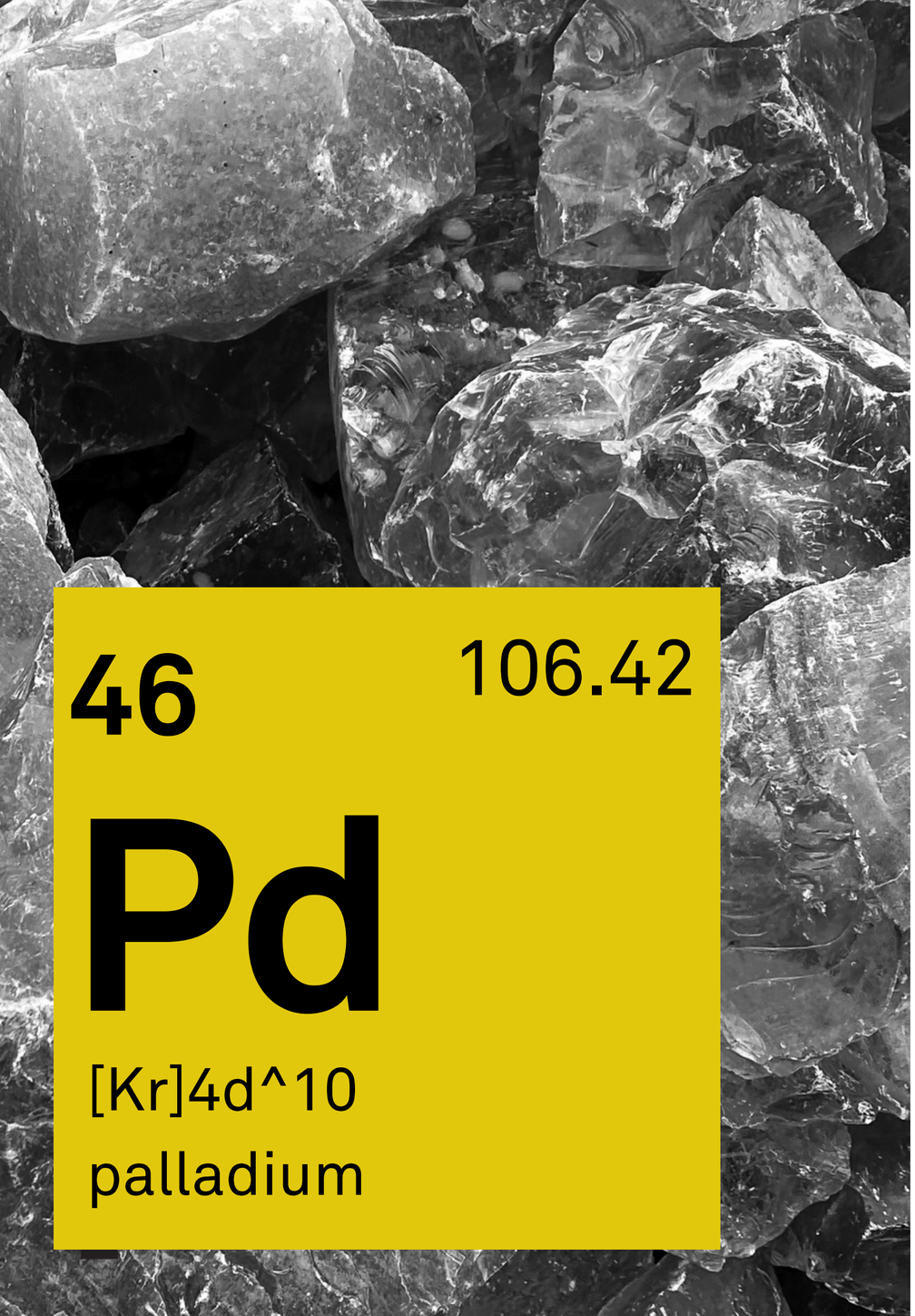
2 | Leadership

- Take initiative
- Foster and cultivate group accountability

3 | Respect and Support

- Confidentiality
- Honoring different viewpoints
- Maintaining a positive posture "for" each other





PALLADIUM

- Rare + Valuable
- Strong
- Most conductive with minimal loss
- Transformative

OUR CORE VALUES

These 4 principles guide all aspects of The Palladium program design and engagement

CARE

Palladium is committed to helping leaders keep thoughtful, human-centered care at the core of their practice within healthcare.

IMAGINATION

We equip leaders to flex and expand their imaginations to meet new and dynamic challenges with confidence and vision.

CURIOSITY

We foster a culture of listening and growth that nurtures leaders who are open to learn from mistakes and try new approaches.

COLLABORATION

Establishing trust and building community fuels collaborative engagement and effectiveness at every level of leadership.

LEAD·ER·SHIP

/ˈlēdərˌship/ noun

The practice of mobilizing people (groups, organizations, societies) to address their toughest problems.

TRAILMAP: SUMMARY

Nashville

Intro to Adaptive Leadership

The Commons
5 Tensions
The Imaginative “U” Process
Moving the Work
Regulating the Heat
Intro to Pizzamapping

Atlanta

Reverencing the Risk of Change

Recognizing Patterns
Regulating the Heat
Loss and Grief
Holding Environment
Intervening Constructively
Images and Metaphors
Pizzamapping 1.0

Virtual

Paying Exquisite Attention

Dance Floor & Balcony
What’s Really Going On Here
Self Vs Role
Comfortable with Conflict
Linking Arms
Partners and Allies

Today

Growth Through Challenge

Learning From Failure
The Art of Good Consultation
4 Faces of Danger
Communication as Attention

- Empathy and Gratitue
- Thrulines
- Repetition

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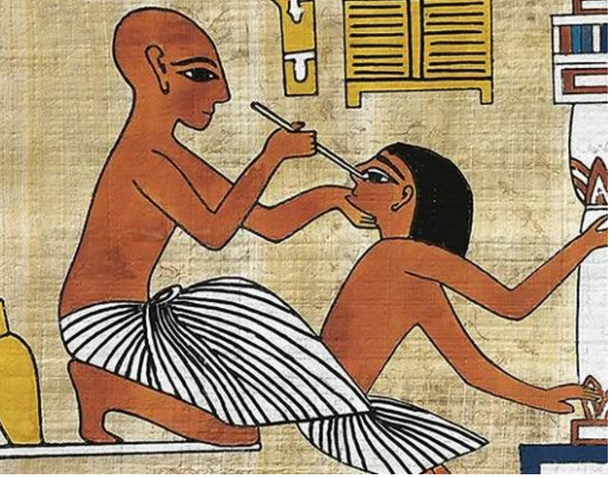
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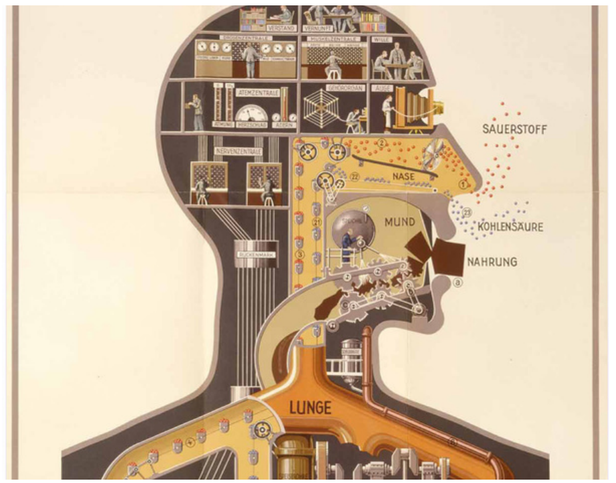




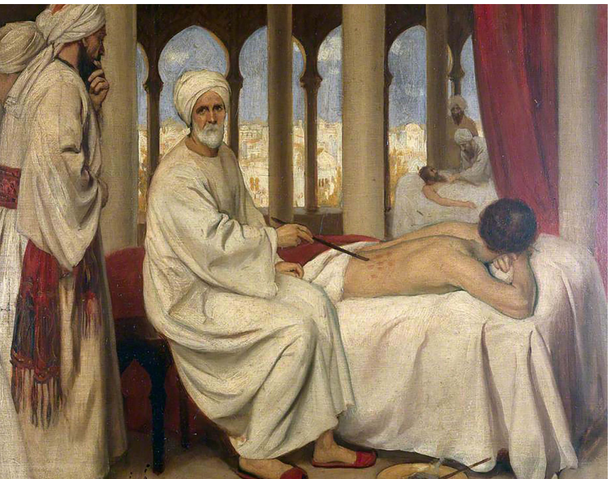




VACCINATING THE POOR.—DRAWN BY SIR EUSTACE JOY



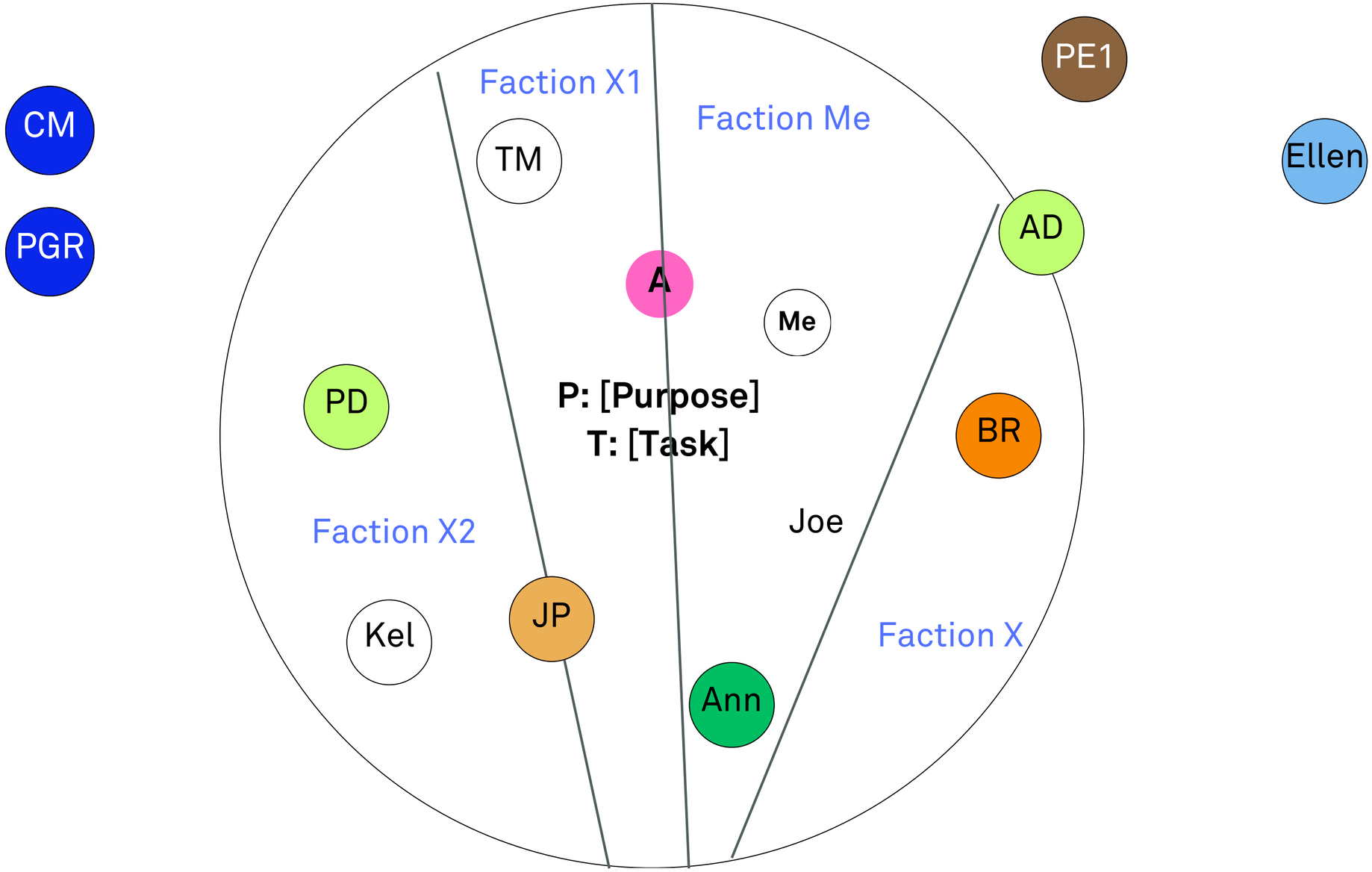











CM
PGR
Faction X1
TM
Faction Me
PE1
Ellen
AD
A
Me
PD
P: [Purpose]
T: [Task]
BR
Faction X2
Joe
JP
Kel
Faction X
Ann



DR. DAVID WRIGHT, M.D.

Professor and Chair, Department of Emergency Medicine Emory University

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Julie Smith

Chief Growth Officer

TANGO Care

PALLADIUM FORUM CLASS OF 2023





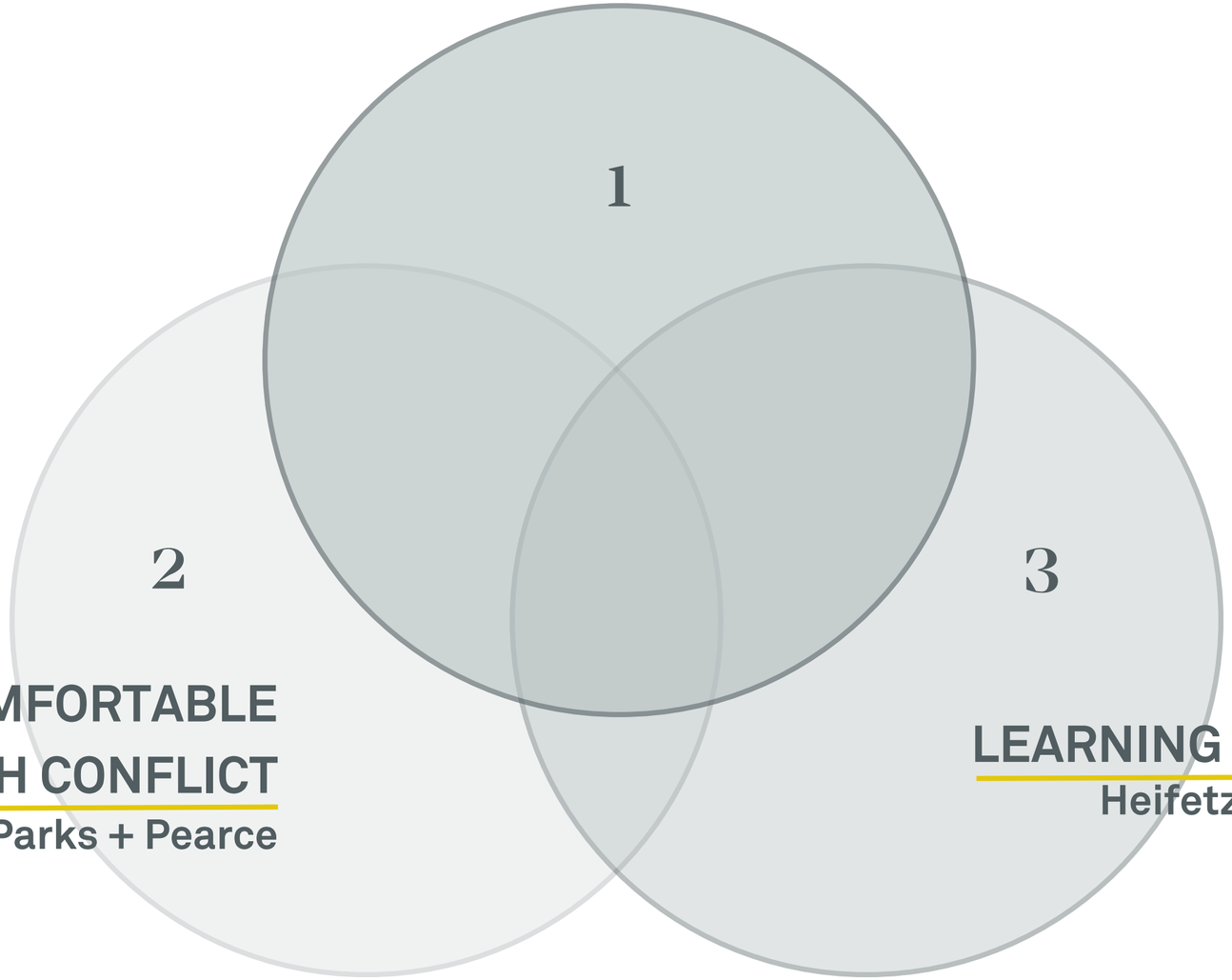
MARY JOHNSTONE LOUIS

Senior Fellow in Management Practice
Saïd Business School, University of Oxford

- Co-Director of the Oxford Leading Sustainable Corporations programme
- Senior Associate of Oxford Net Zero
- World Economic Forum Global Futures Council Fellow
- Chair of the Board of B Lab UK.
- Founding Programme Director of The Oxford SaïdOwnership Project.

PAYING EXQUISITE ATTENTION

Heifetz + Parks + Pearce



GETTING COMFORTABLE WITH CONFLICT

Heifetz + Parks + Pearce

LEARNING TO LINK ARMS

Heifetz + Parks + Pearce

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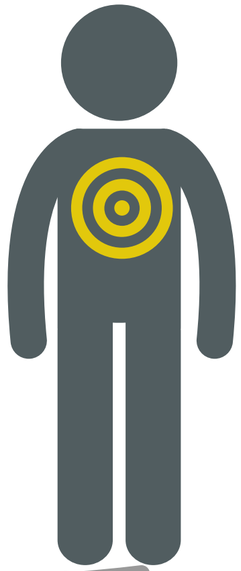
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“Leading on the Edge”



Familiar
but inadequate

New
more adequate

“Adaptive Territory”

TRAILHEAD: TODAY

9:00 AM	Welcome
9:05 AM	Trailhead Map
10:00 AM	Threshold Exercise: Knowing and Not Knowing
10:25 AM	Session I : Growth Through Challenge
11:15 AM	Break
11:30 AM	Pizzamap Workshop
12:35 PM	Lunch
1:10 PM	Parnassus & Palladium Advisory Services
1:15 PM	Parnassus Insights Evaluating Your Team From The Balcony
1:25 PM	Guest Engagement: Tom Hustead, MD
2:05 PM	Session II Communication that Builds Confidence
2:10 PM	Part A: Leading with Empathy and Gratitude
2:55 PM	Break
3:05 PM	Part B: Crafting a Consistent and Compelling Story
3:50 PM	Thrulines Exercise: Personal Reflection
4:45 PM	Trailhead Recap
4:55 PM	Roundtable: One Word

ROUNDTABLE WARM-UP

- What is something (a concept, question, practice, idea, etc.) that has stayed with you since we were last together?

- What are you bringing with you into the room today?

ATLANTA
THRESHOLD EXERCISE



KNOWING AND NOT KNOWING

POETRY

"A Word on Statistics" By Wislawa Szymborska
translated by Joanna Trzeciak

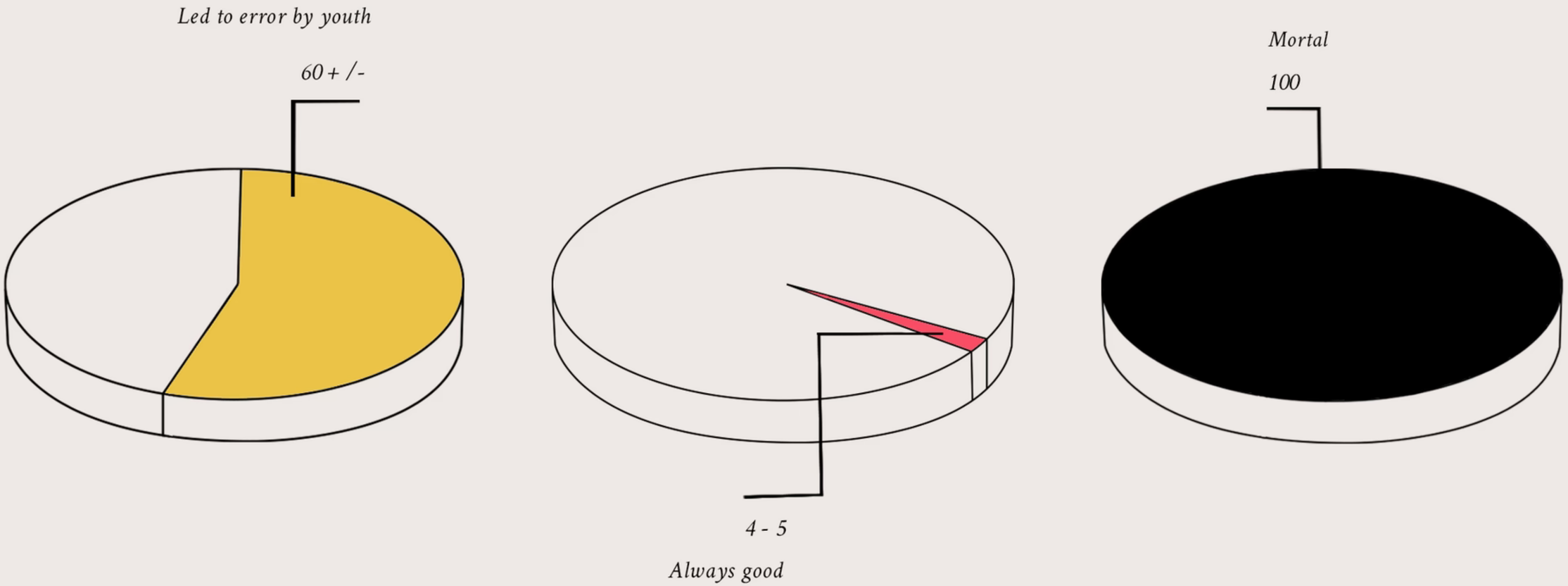
Wislawa Szymborska

Polish (1923-2012)
Pulitzer Prize Winning Poet (1996)

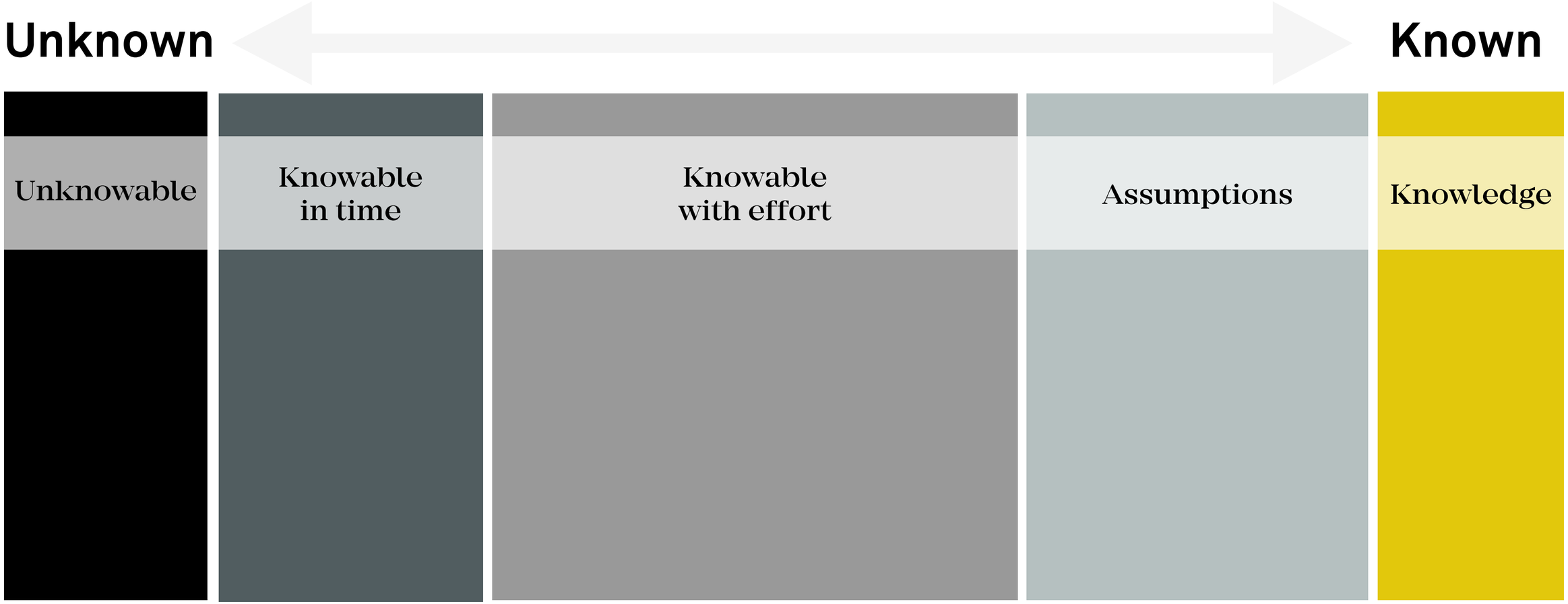


A Word on Statistics

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(Relative) Adaptive Allocations



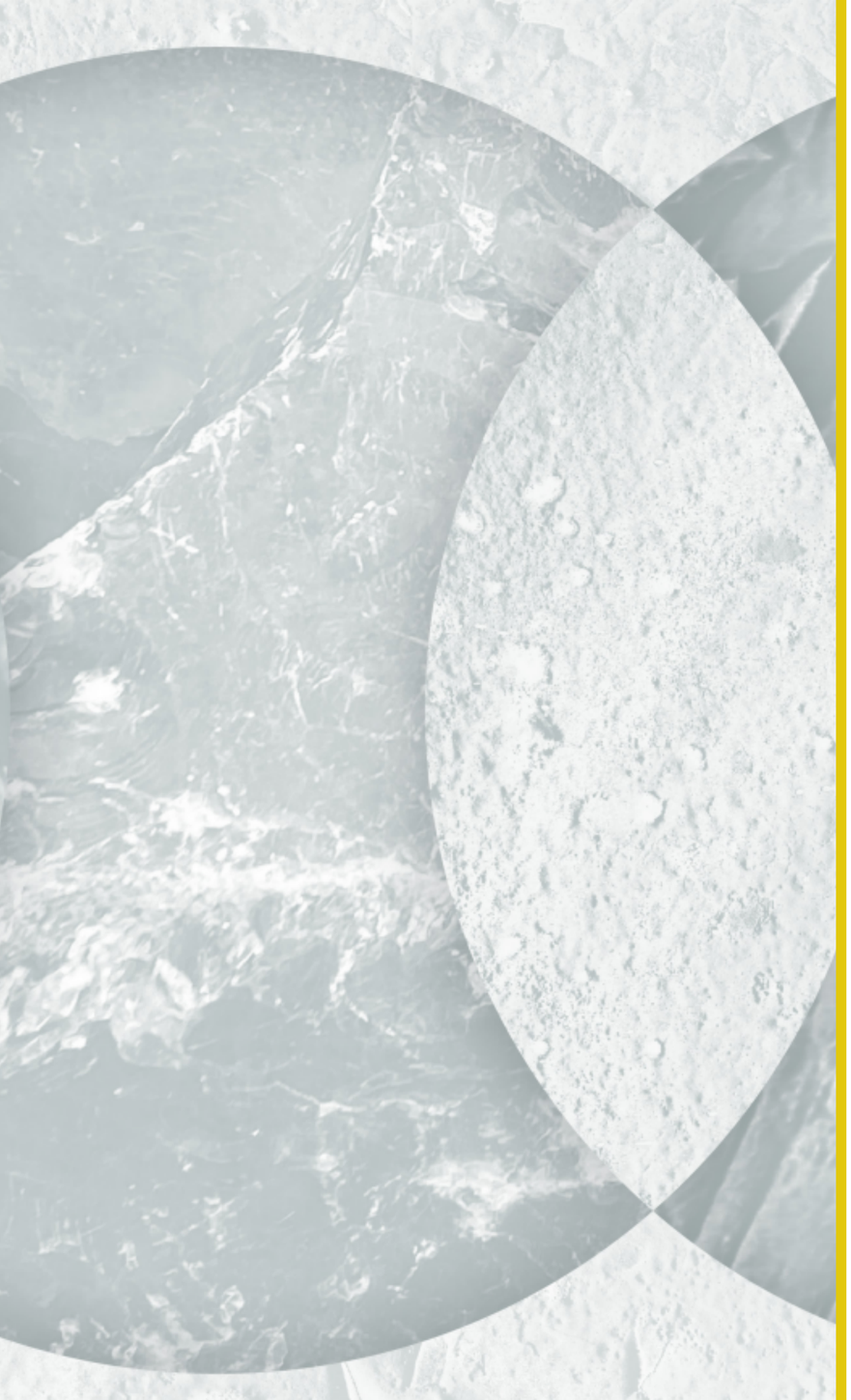
Is this knowable information?

If no, (usually) table it.
If yes:

- Where or how can I get the information I need?
- What has kept me from knowing this to date?
- Is there anything I am hesitant or nervous to discover?

What assumptions have I decided are true?

- Are they valid?
- Have I examined or tested them?
- What might change if my assumption is wrong?

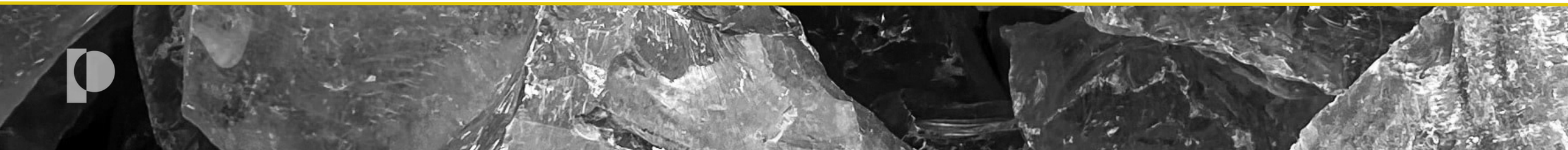


SESSION I

GROWTH THROUGH CHALLENGE

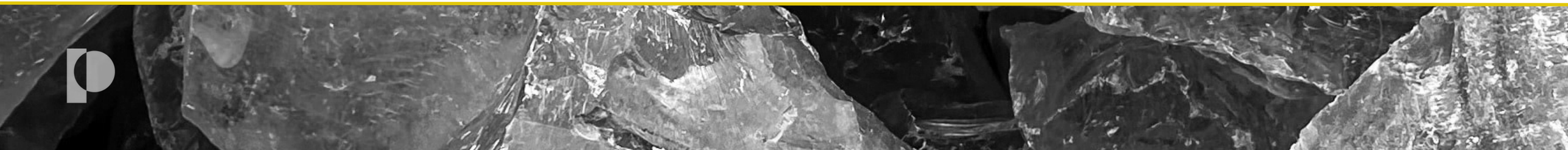
“In the artistry of adaptive leadership, bringing experiences of failure into the light …can open up angles of vision that yield new insight, recompose reality, and invite new understanding and action…
Failure is the tender and fertile core where optimal learning dwells.”

Parks, p. 74




The
Referent
Group
TRANSFORMING LEADERS
12:41

“When a person holding formal authority is presumed to be the leader, there are enormous pressures to finesse failure and rarely, if ever, to admit to making a mistake.”
Parks, p. 73



FAILURE IS NORMATIVE

In many disciplines failure and critique are assumed to be valuable



ART



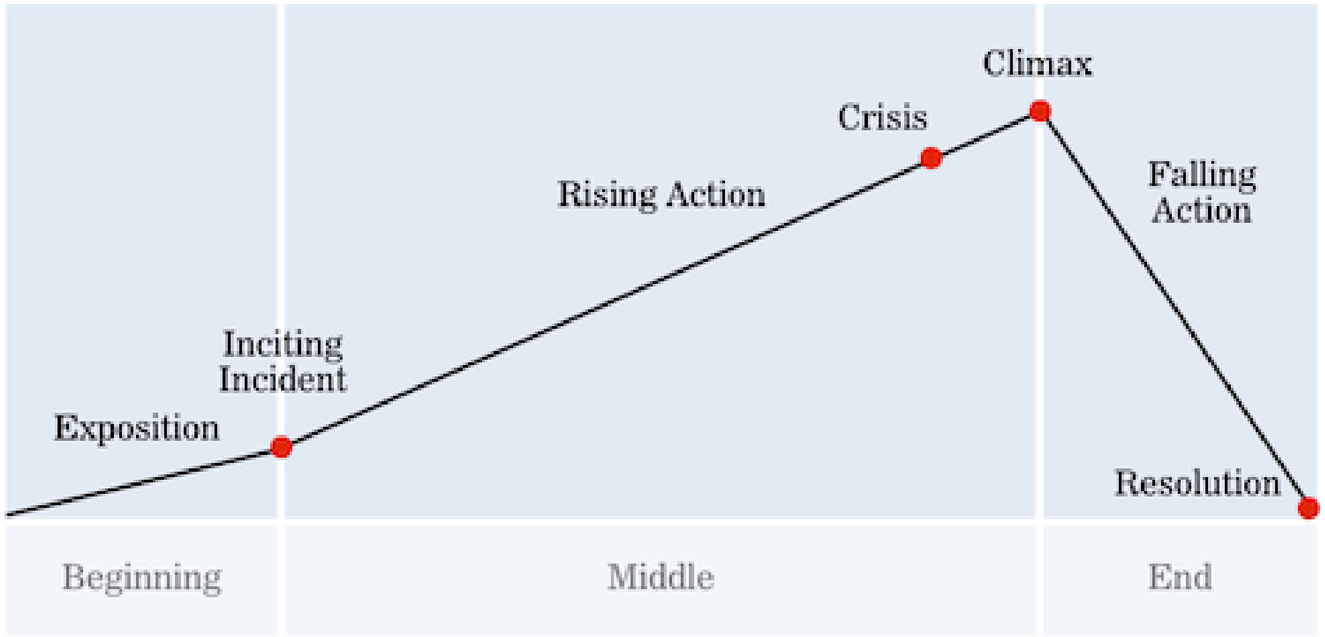
SCIENCE



ACADEMIC RESEARCH

FAILURE IS THE KEY TO DEVELOPMENT

In Storytelling and Education Failure is a Vital Engine for Growth



"What is the main character able to do at the end of the story that they were not able to do at the beginning of the story?"

Dara Marks

"Inside Story: The Power of the Transformational Arc and the Secret to Crafting Extraordinary Screenplays"

WORKSHOPPING FAILURE

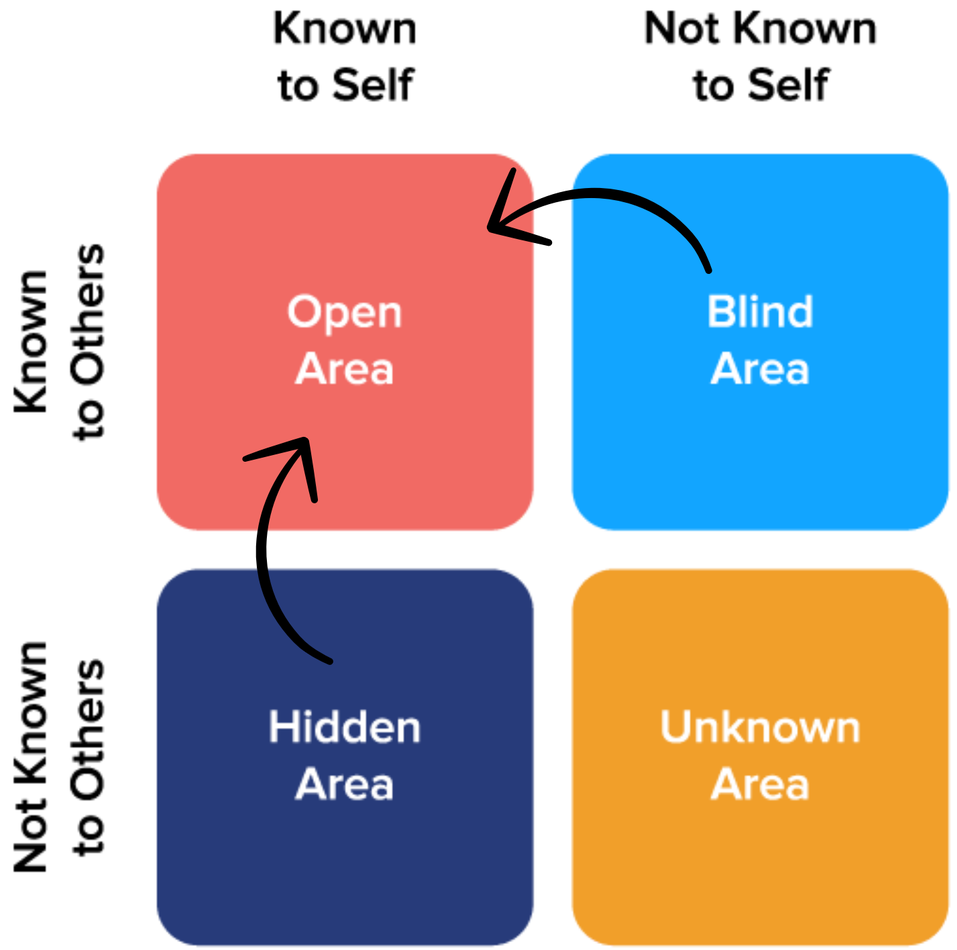
USING THE CONSULTATION GROUP MODEL TO REFLECT AND LEARN

Heifetz's small group and questionnaire-based learning model aims to (p. 75):

- Set-up a dialogue with failure
- Help leaders practice "going back and forth"
- Require leaders to "try on" different roles within the group
- Force disciplined reflection TO SURFACE where/how personal experience is aligning to the concepts being taught, e.g.:

- Pay Exquisite Attention
- Recognize Functions of Authority
- Surface the "Hidden Issue"
- "Give the Work Back"
- Build Self-Awareness
- Recognize "Work Avoidance Activity"
- Develop "The Art of the Question"
- Move between Dance Floor + Balcony
- Befriend Constructive Tension
- Test Effective Interventions
- Strengthen Partnerships
- Regulate the Temperature

Building Self-Awareness Johari's Window



*NOTE: This was not in your reading

CAUTIONARY TALES (P. 86-87)



THE KNIGHT ON THE CHARGER



THE LIGHTNING ROD



CONFUSING SELF/ROLE

FAILURE WORKSHOP: GENEROSITY GONE AWRY

Background:

- In 2015 I'm elected to serve on an 18-member vestry of an 900+-member wealthy, historic church in the Washington DC area with many high-profile members;
- The vestry has administrative and financial oversight of the church's ~$8 million annual operating and (initial) $26 million real estate/building project (rose to $70M);
- The church had recently settled a 7-year lawsuit and was in-between locations while it built a new facility on an unconventional mixed-use site (a medical office building with adjacent lot) approximately 1.5 miles from its original location;
- Its senior pastor of 40 years was due to retire, so a succession plan was in place and and a new leader search was on the horizon.

Key Context:

- The church was moving into a neighborhood with a new demographic profile;
- It had recently completed a successful $15 million fundraising campaign to secure the purchase of a new building site: the campaign yielded $26 million its first week;
- Many longstanding community outreach and service programs had stagnated in recent years due to uncertainty about the lawsuit and building location;
- The church had approximately $1.4 million in surplus or unused ministry funds in a unallocated reserve ministry account;
- The Financial, Building, Real Estate and Legal Chairs all heavy hitters;
- I'm 35 years old, ED of a small non-profit (~$1 million), mom with 4 kids under 8.

WORKSHOP:

Reflect on the background/context of your own leadership failure. Jot down some notes about relevant scope, key players, environmental factors.

The Issue:

- Sought to pilot a small micro-grant program called The Kinesis Fund to learn about needs in the new community, develop partnerships, utilize latent outreach funds and test a new, more sustainable model for community engagement;
- Designed after a well-established church foundation model in Memphis;
- $150,000 (1% of the initial campaign target) request to be administered by a vestry-sponsored board and supported by a “Neighborhood Engagement Committee” of lay leaders and staff;
- Proposed initial funding from the $1.4 million unallocated ministry reserve fund amassed as part of the lawsuit; sustained (if successful) by a 10% monthly “tithe” off rents from the medical building.

WORKSHOP:

In your leadership case, was there an issue or proposal that required you to “take a side?“ What felt most pressing or non-negotiable at the time? Are there things you see now in hindsight that would‘ve altered your stance?

The Outcome:

- Got 1/3 of initial request ($50,000) to allocate, which funded just 3 starter projects;
- Vestry voted to freeze the $1.4 M reserve account to prevent additional bids for spending until building construction was completed;
- Real Estate Committee created a Capital Reserve Fund as first “overflow” account for profits from rent;
- Vestry voted for a Community Giving “Cap” at 11% through 2025.

Silver lining: Communidad success and expansion

- Long-term partner with anti-trafficking organization;
- 6% increase in total outreach budget 2018-2020;
- Ongoing organic work and partnerships from NEC relationships.

WORKSHOP:

What happened in your case? What people, budgets, projects were impacted? Was there any lasting damage? Any silver living?

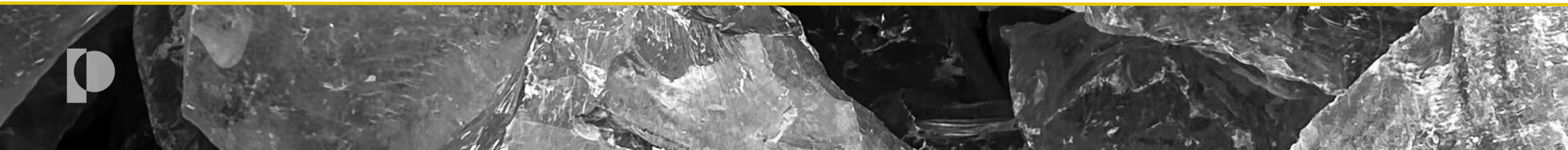
	FAILED TO:	WHAT I MISSED:
	**Reading the Authority Figure for Clues**	The Rector was fried from the start. He was not gonna pick this fight.
	**Understanding Factions**	Building vs. Real Estate; Finance vs. Building; Staff vs. Vestry etc.
	**Undervaluing Fear and Loss**	So.Much.Change. Should have sought to assuage, not argue.
	**Confusing Technical Issue and Adaptive Challenge**	Focused too much on the “how” and not enough on addressing fear.
	**Finding Allies**	Could’ve easily leveraged strong friends on finance and real estate, but no.
	**Ripening the Issue**	Rushed too quickly. Did not allow time to thread the needle.
	**Crafting a Compelling Narrative**	Led with data - Needed a clearer story/link to building goals.

If you could go back and do it over again but could only pick ONE concept to help you, which do you think would have been most valuable for the situation?

Do you recognize any unhelpful patterns in your approach that feel frustrating or familiar to you? How would you like to alter your leadership approach?

“The discovery appears to be this:
If I can survive having failed in the eyes of these peers - and if everyone here also suffers failure - then I have a greater degree of freedom to act.”

Parks, p. 96



POP QUIZ

1. WHAT WAS THE "FACE OF DANGER" I WAS MOST NATURALLY SUSCEPTIBLE TO?

a. Marginalization b. Diversion c. Attack d. Seduction

2. HOW DID I ULTIMATELY ALLOW THE SYSTEM TO KILL ME OFF TO AVOID ITS RESISTANCE TO ADAPTIVE CHANGE?

a. Marginalization b. Diversion c. Attack d. Seduction


PALLADIUM

Re-Sketch Your Pizza Map

Primary Authority

You

Key Players

Factions= slices

Partners

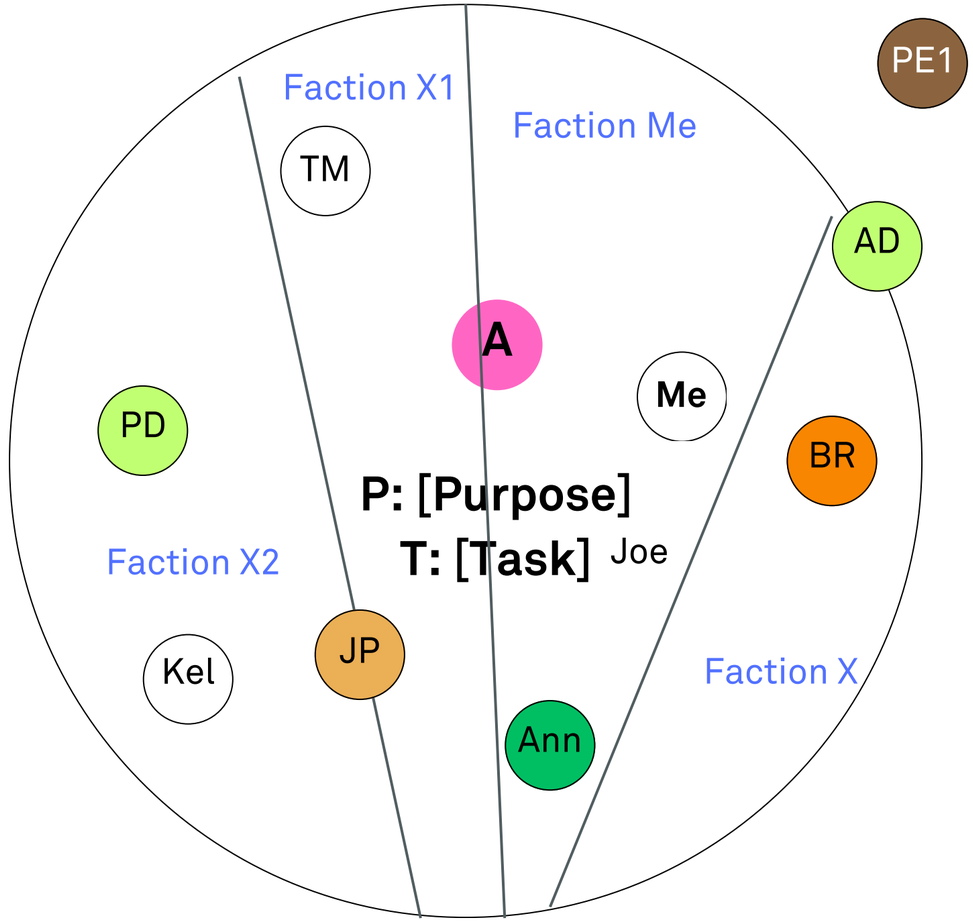
Allies

Confidantes

Pressures

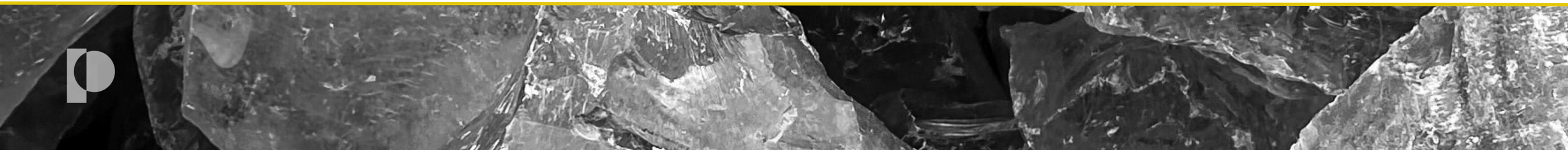
CM

PGR



“When people resist adaptive work, their goal is to shut down those who exercise leadership in order to preserve what they have… What makes [the four faces of danger] effective is that they are not obvious.”

Heifetz, p. 31



THE 4 FACES OF DANGER

MARGINALIZATION	**DIVERSION**
ATTACK	**SEDUCTION**

At first glance, where do you suspect you are most susceptible?

THE 4 FACES OF DANGER

MARGINALIZATION Being Sidelined Culprits: "Personalization" Tokenism	**DIVERSION**
ATTACK	**SEDUCTION**

THE 4 FACES OF DANGER

MARGINALIZATION	**DIVERSION** Loss of Focus Culprits: Promotion Busyness
ATTACK	**SEDUCTION**

THE 4 FACES OF DANGER

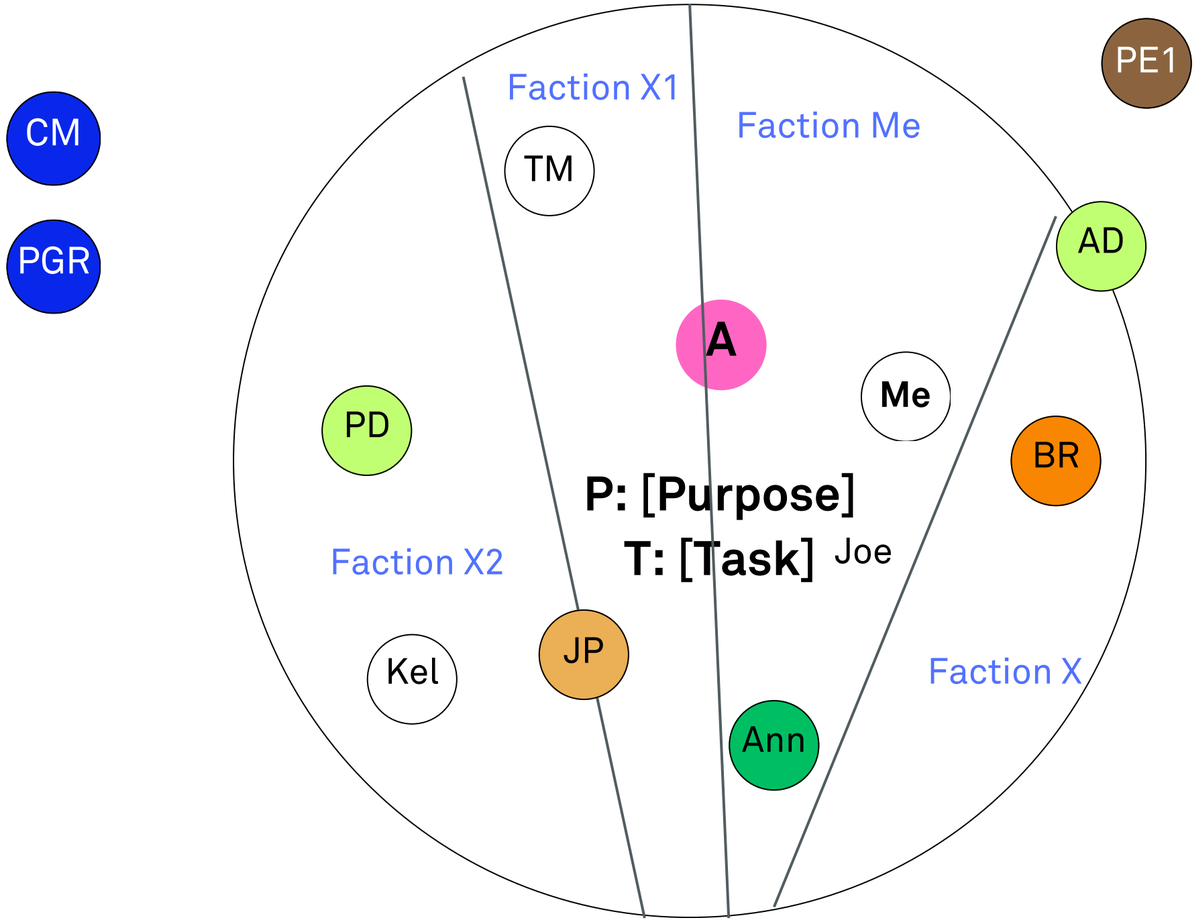
MARGINALIZATION	**DIVERSION**
ATTACK Undermining Character or Credentials Culprits: Family, Lifestyle or Moral Criticism	**SEDUCTION**

THE 4 FACES OF DANGER

MARGINALIZATION	**DIVERSION**
ATTACK	**SEDUCTION** Desire for Approval Culprits: Members of Faction Lack of Compromise

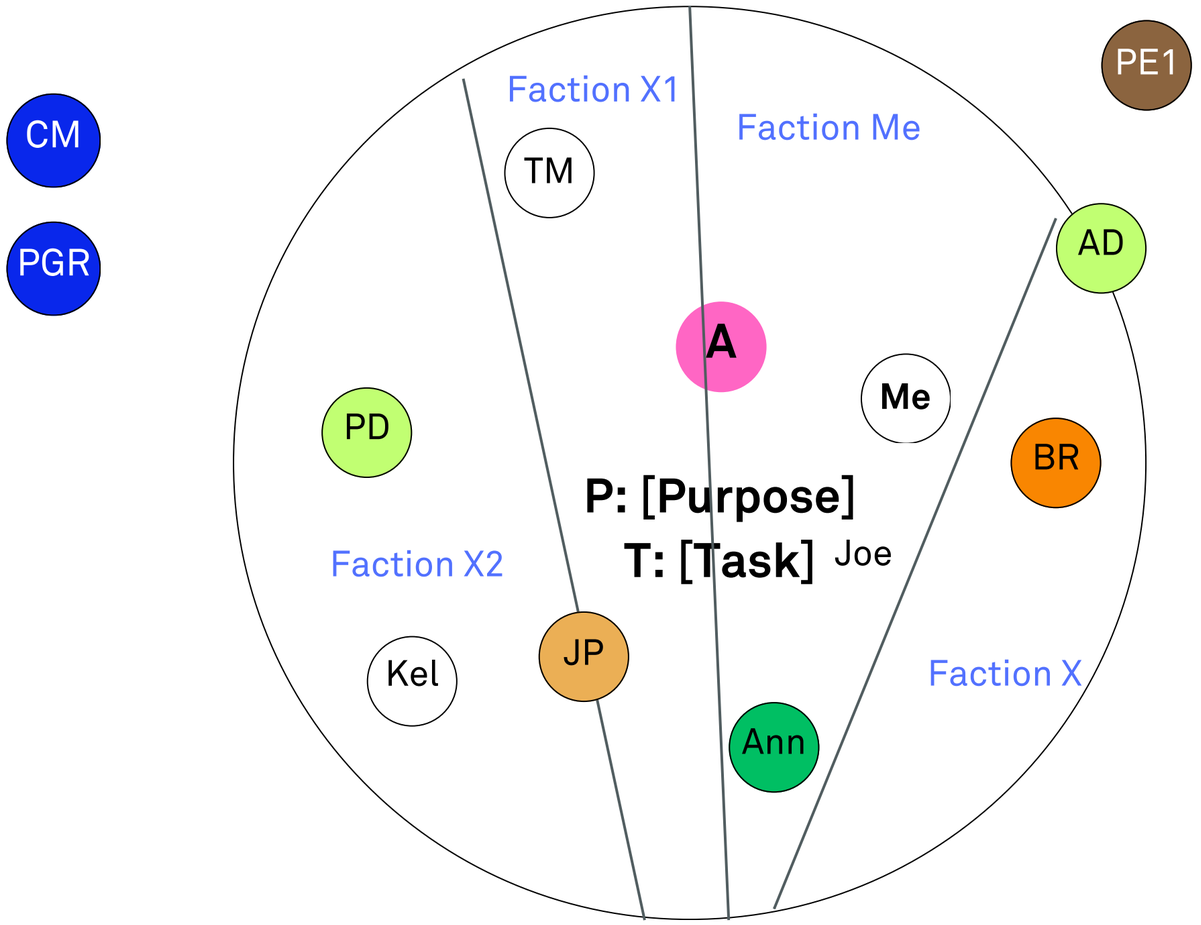
WORKSHOP

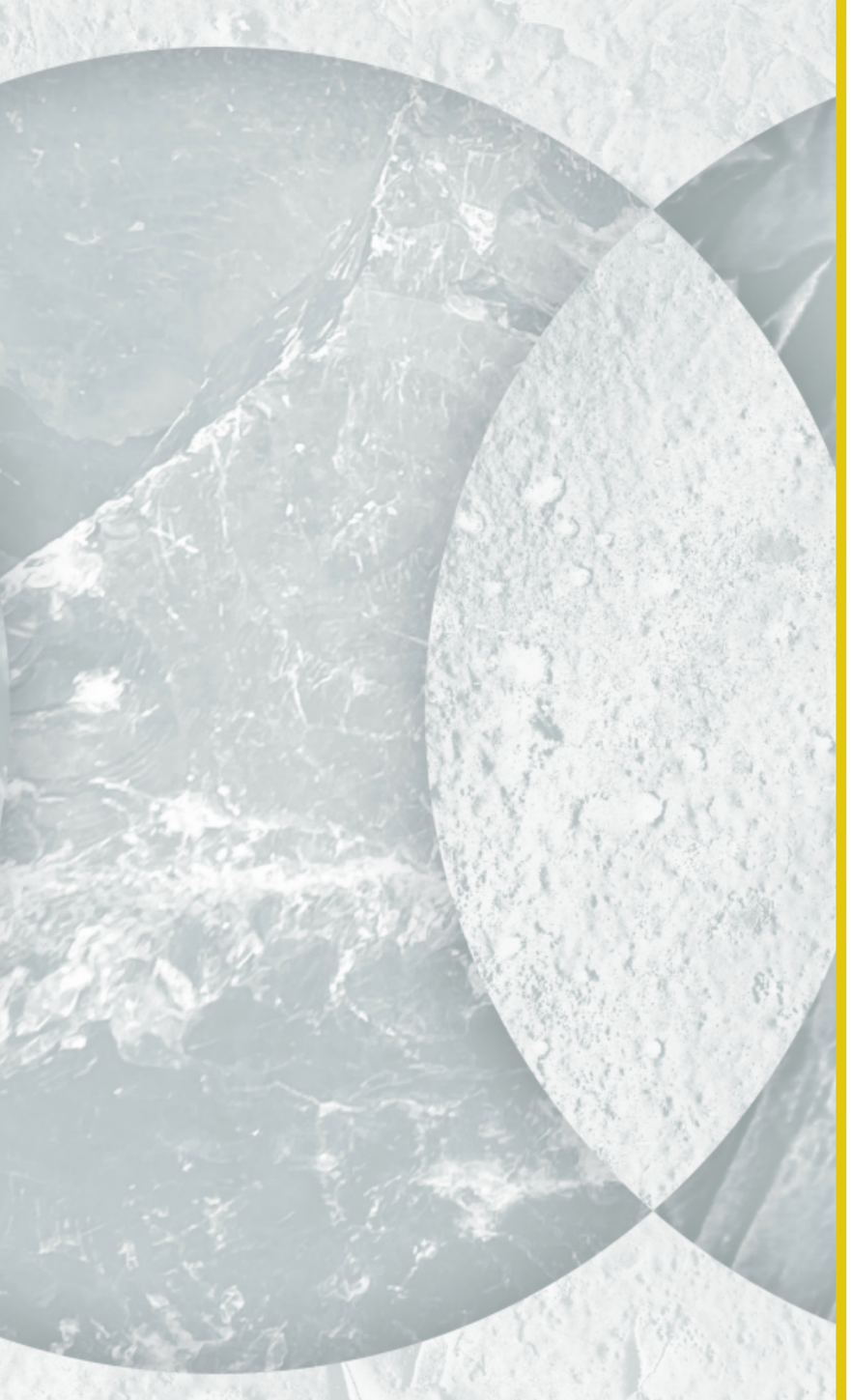
- Recall: What is the adaptive work at-hand? Where is the friction happening?
- How do various players embody key aspects of that change?
- How is the system, or the group, responding to/dealing with them?



WORKSHOP

- Who do you see that is marginalized or at risk of becoming marginalized? Why?
- Where are attacks happening (or brewing)? Why?





WORKSHOP

PIZZAMAPS IN CONSULTATION

INSTRUCTIONS

Take your Failure worksheets and Pizzamaps with you

STEP 1: Take a full minute and use your senses (and calendar if needed) to recall:

- Where the meeting took place? Was in indoors or outdoors, in an office or conference room, loud or quiet, brightly lit or dim, etc.
- What time of day was the meeting and how long did it last?
- Who was there and where/how were they seated, did anyone present, etc.

STEP 2: Now take another full minute (in silence) to review and reflect on the consultation questions below.

STEP 3: Discuss your recollections with the group in consultation using your puzzle and awareness of how your presence and influence was at work in the meeting you recalled.

PIZZAMAPPING GROUPS

Loft or Porch

Cynthia
Matt
Mike
Robin

Main Living Room

Laura T
Asher
Zack
Laura B


LUNCH
PALLADIUM

Parnassus Group

Parnassus Leadership Advisory

Advancing Holistic Healthcare Leadership

THE PARNASSUS GROUP

About Us



THE PARNASSUS GROUP IS A BOUTIQUE EXECUTIVE SEARCH AND LEADERSHIP ADVISORY FIRM SPECIALIZING IN HEALTHCARE.

Founded nearly 12 years ago and guided by the health-centric principles of human dignity and exceptional care, the Parnassus team consistently strives to **find, cultivate, and advance outstanding leaders** committed to deliver superior outcomes that improve the lives of patients, clinicians, and care-giving families.

Expanding Our Scope to Serve Leaders

EXECUTIVE SEARCH

11+ Years of Healthcare Focus

- 70%+ private-equity backed clients
- 80%+ Patient Services, Specialty, etc.
- 4-stage proprietary search method
- Boutique focus for customized search

LEADERSHIP ADVISORY SERVICES

3+ years Companioning C-level Change Leaders

The Palladium Forum cohort-based LDP for 8-10 C-level change leaders across healthcare

Developing Extended Support for Change Leaders

- Core Skills Boot Camps
- ELT Training Modules
- Targeted Coaching
- Adaptive Assessment Tools

Critical Adaptive Competencies

Our leadership advisory services complement and support Parnassus' work to advance and place outstanding leaders in healthcare by focusing on building skills that support five critical competencies to lead change.

Collaboration

Develop skills and approaches that foster effective partnerships and allyships to move dynamic change forward efficiently

Communication

Learn best-practice approaches and training to build trust and momentum for change with a clear and compelling message

Conflict Capacity

Build skills and share tools that help normalize and effectively shepherd teams through the disruption of risk, failure, and change

Creative Capacity

Orient leaders to the creative processes that guide rapid and innovative change and flex muscles that grow cross-genre thinking

Conceptual Capacity

Strengthen leaders' capacity to see and think systemically and holistically to meaningfully advance dynamic change

Expanding Our Scope to Serve Leaders

LEADERSHIP ADVISORY SERVICES

The Palladium Forum

Cohort-based LDP for 6-10 C-level leaders

- Adaptive Leadership
- Change Communication
- Purpose-Minded Impact

*Adaptive Assessment**

Evaluation tool to gauge critical competencies for high-change environments

- *Collaboration*
- *Communication*
- *Conflict Capacity*
- *Creative Capacity*
- *Conceptual Capacity*

*Core Skills Boot Camps**

One-day workshops to build specific adaptive skills

- *Conflict + Collaboration*
- *Communication*
- *Creative + Conceptual Capacity*

ELT Training Modules

60-90 minute live and/or virtual trainings to build shared language and skills

- Introductory Trio
- Level 2 Trio

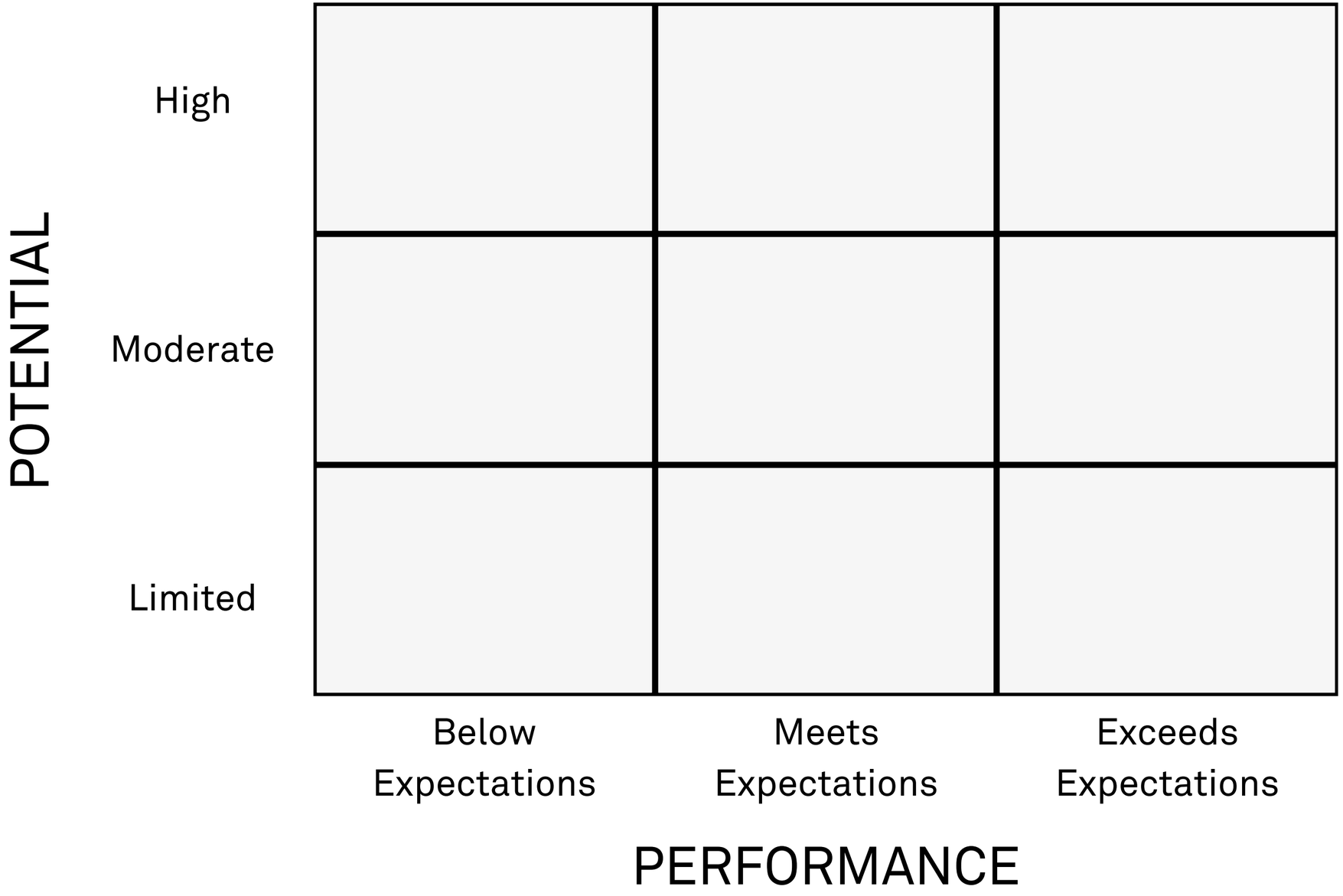
*Available Fall 2024

PARNASSUS LEADERSHIP INSIGHTS

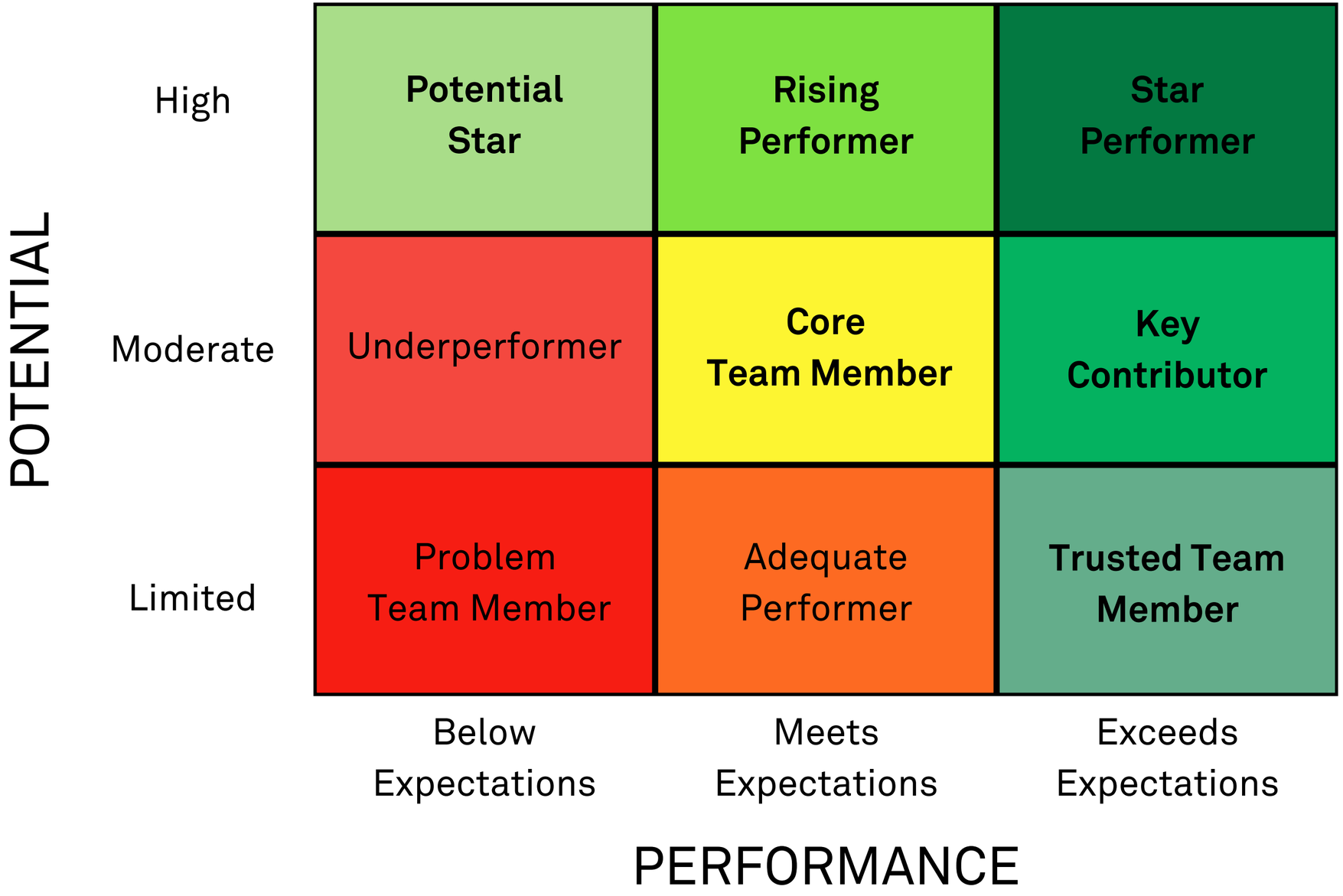
EVALUATING YOUR TEAM FROM THE BALCONY



9 Box-Grid for Talent Management



9 Box-Grid for Talent Management



ADDITIONAL RESOURCE

9-Box Grid for Talent Management
at www.theparnassusgroup.com



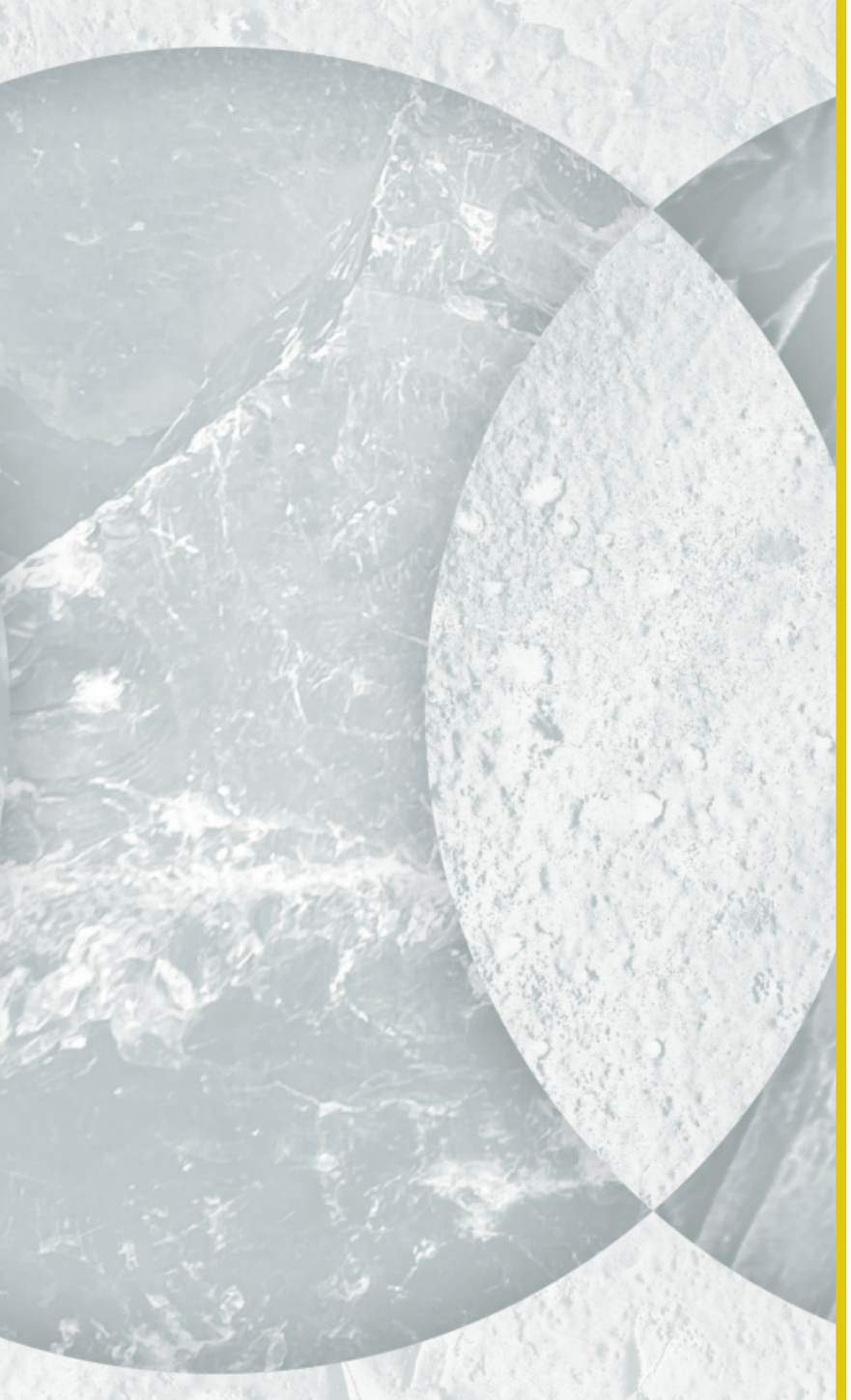
PALLADIUM



TOM HUSTEAD, M.D.

Retired Colonel, U.S. Army

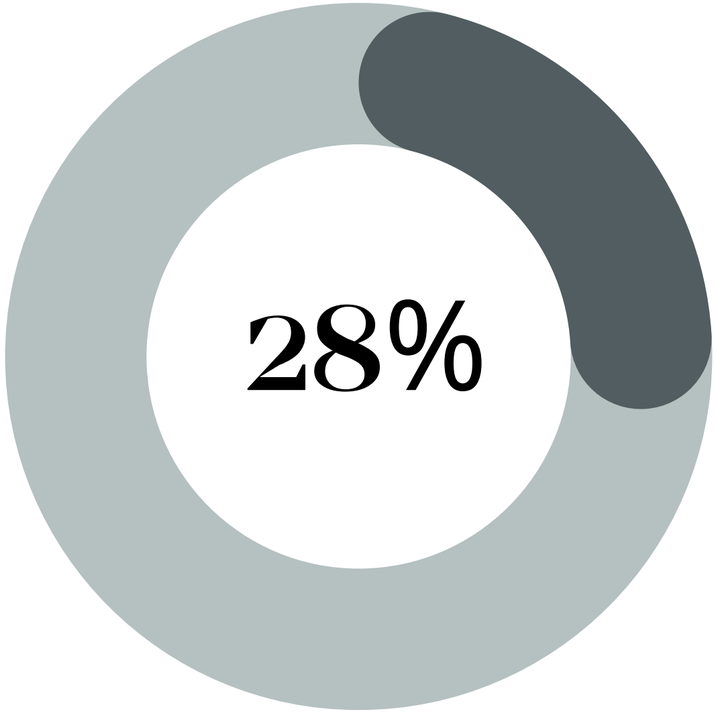

PALLADIUM



SESSION II

COMMUNICATION THAT BUILDS CONFIDENCE

COMMUNICATION: A NEGLECTED ART



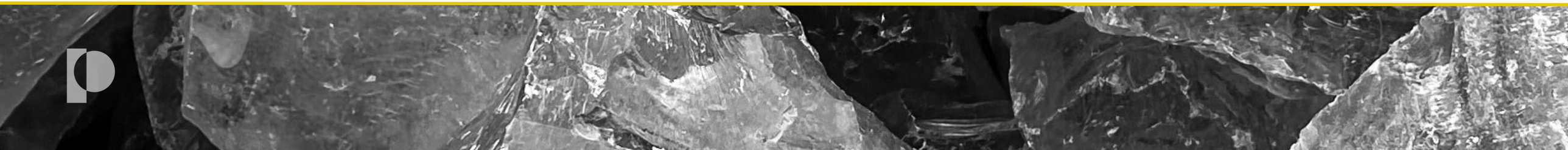
According to a 2022 Harvard Business Review Study, only 28% of executives and managers responsible for executing corporate strategy can recall or summarize it without help.

CHALLENGES CITED:

- “It requires engaging with a wide range of stakeholders in different situations;”
- “It is risky and complicated to talk about strategy - people have a lot of opinions about it;”
- “Lofty purpose statements, big goals or specific plans are easier to talk about with less pushback.”

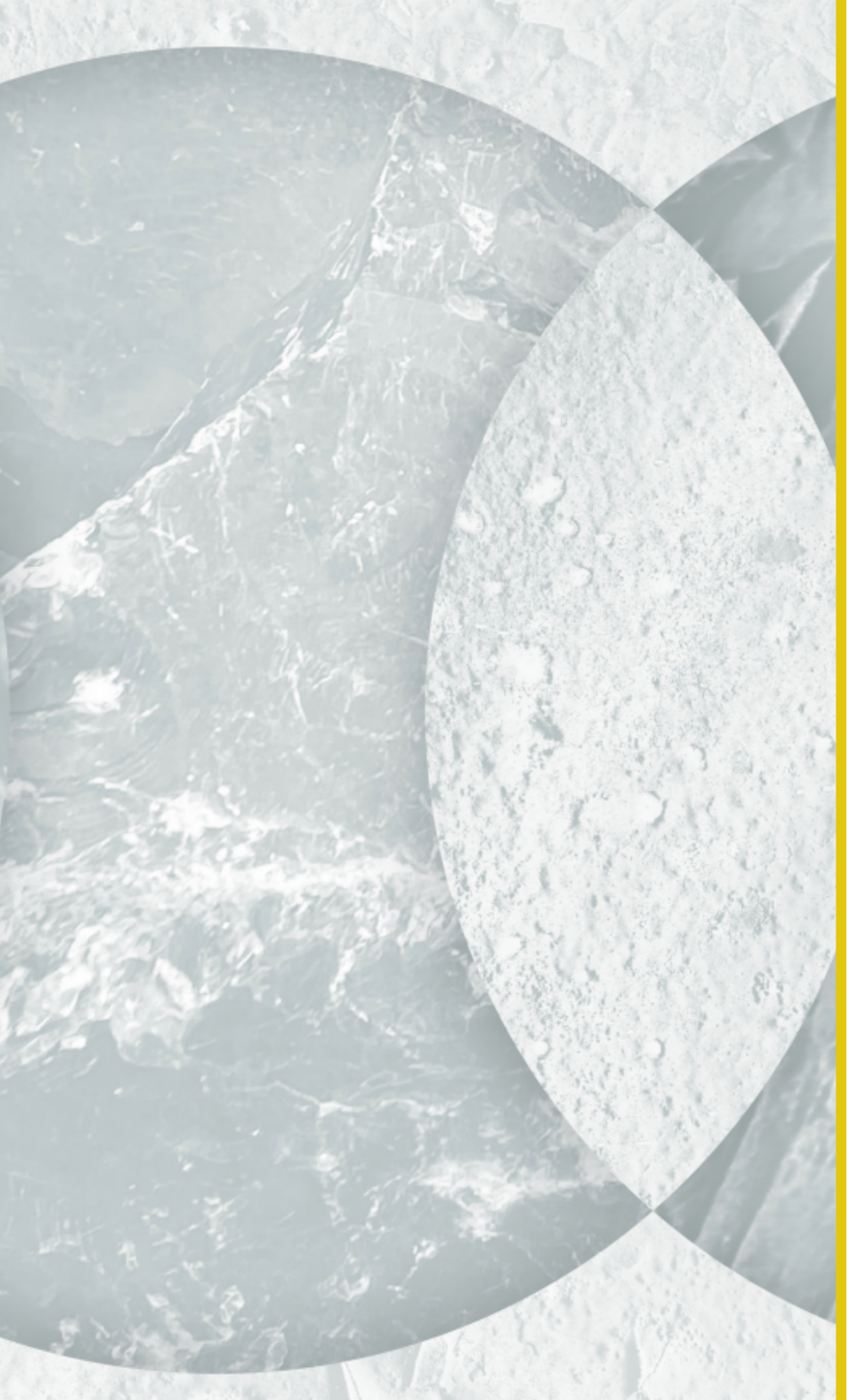
“Those who would lead need to become aware of how and when to use the functions of authority to respond to …differing postures.”

See Parks Chapter 3 “What's Really Going on Here?” pp. 61-67



GOOD COMMUNICATION STRENGTHENS AUTHORITY

Functions of Authority	Modes of Conveying Authority
Provide Orientation	Clear Communication
Provide Direction	Compelling Communication
Establish and Uphold Norms	Consistent Communication
Resolve Conflict	Compassionate Communication
Provide Protection + Facilitate Healing	Collaborative Communication

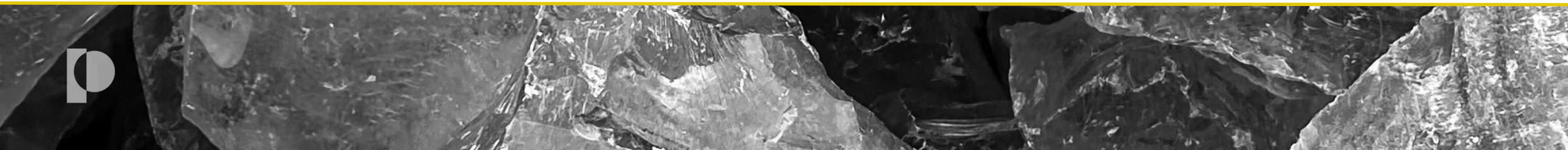


PART A

Leading with Empathy and Gratitude

"Resonance, or empathy, is not just being on the same page intellectually, it is being in the same zone emotionally."

TERRY PEARCE



4 COMPONENTS OF EMOTIONAL INTELLIGENCE

Recognition of the emotions in ourselves and others	**Regulation** of emotion in ourselves through internal processes
Resonance (Empathy) with the emotion in ourselves and others	**Response** acting in ways appropriate to the feelings being expressed

Terrry Pearce, p. 25

LISTENING WELL

Learning how to listen can help you better understand how others are feeling. The Invested Listening Model is a good tool for engaging with opposition.

- ☑ **Hear and answer the stated and unstated question**
- ☑ **Acknowledge feelings**
- ☑ **Find common intent**
- ☑ **Distinguish between your point of view and the other's point of view**
- ☑ **Check-in: make sure you have been responsive**

Composition of Gratitude

*go back to the moment you received your note OR the moment the note recalls

See	Where did this interaction take place? What physical features defined the space? colors, materials, objects, people
Smell	Do you recall what that place smelled like? Sterile? Musty? Deodorized?
Touch	Do you recall what the environment felt like? Warm or cold? Inside or outside? Any textures you recall like a knubby chair or stiff collar?
Taste	Do you recall any tastes associated with this event? (sometimes this is linked to smell)
Hear	What do you remember hearing? Whir of an air conditioner? Birdsong, distant chatter? Specific words that were spoken?

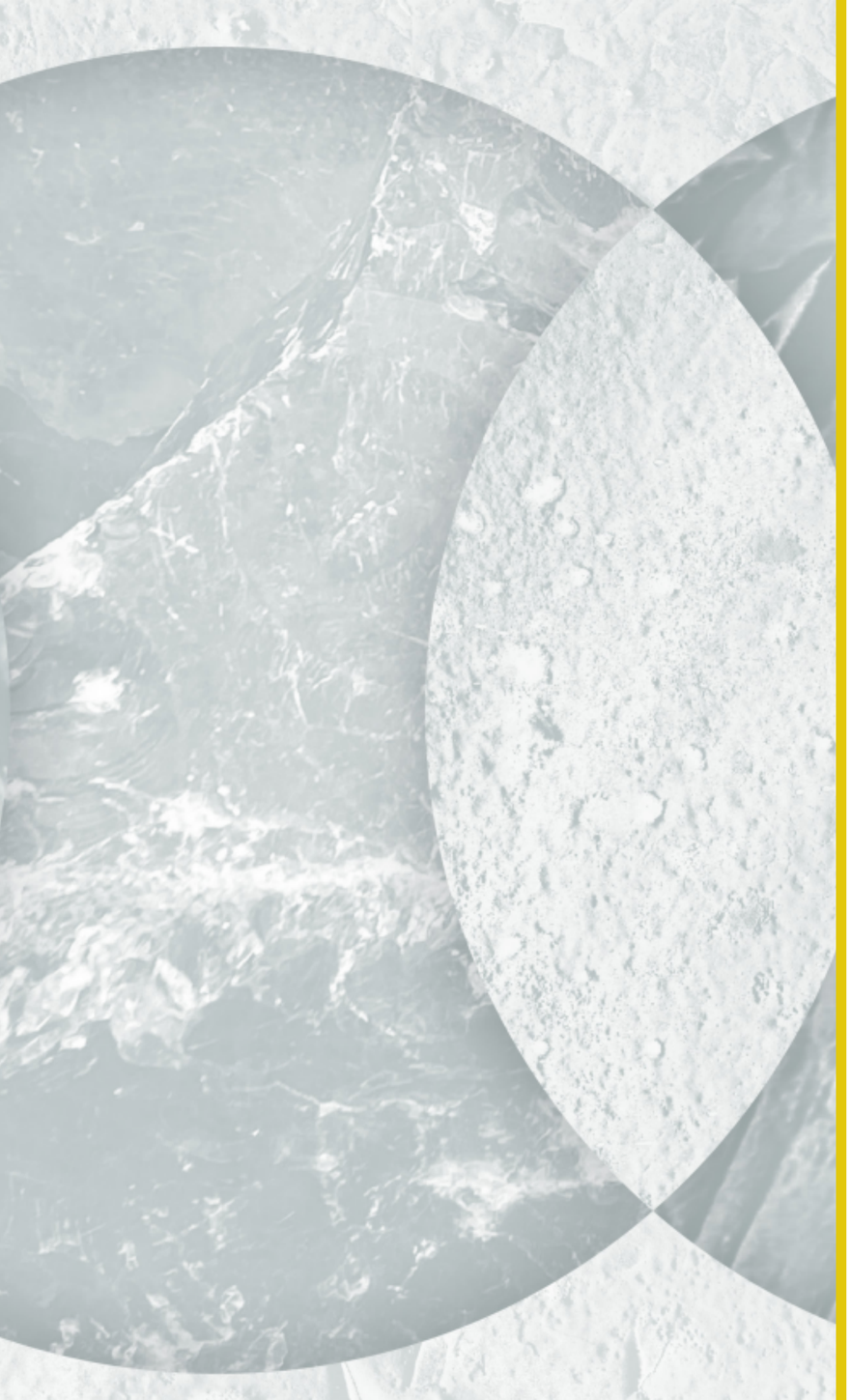

PALLADIUM

EMPATHY STRENGTHENS AUTHORITY

Mode	Function
Clear Communication	Provides Orientation
Compelling Communication	Provide Direction
Consistent Communication	Establish + Uphold Norms
Compassionate Communication	Resolve Conflict
Collaborative Communication	Provide Protection + Facilitate Healing



SURVEY



PART B

Crafting a Consistent and Compelling Story

CHANGE COMMUNICATION NEEDS TO BE:

CLEAR

Repeatedly ask yourself:

- Who is my audience for this message?
- What's the most important thing to convey?
- What am I trying to say? Am I saying it?
- Is there an image, story, or metaphor that could captures this better?
- If the recipient has zero context can they still get the information they need?
- Is it as concise as possible?
- What visuals can I use to illustrate or reinforce my message?

CONSISTENT

Make it a habit to:

- Repeat, repeat, repeat the same message
- Match content to form
- Designate specific times in which communication is the explicitly stated goal (e.g. check-ins during the first 10 minutes of staff meetings, annual meeting, etc.)
- If you have to contradict or change messages, acknowledge it - be clear and direct, and designate space for questions or feedback
- Keep protected information protected and public information public

CHANGE COMMUNICATION NEEDS TO BE:

COMPASSIONATE

Make an effort to:

- Understand who is (and is not) your audience
- Learn what is most important to that audience and the key stakeholders
- Actively listen for understanding
- Ask questions as much as possible
- Give others time to digest and process new information before requesting a response
- Use a thesis approach for key messages:
- 1) Tell them what you are going to say 2) Say it 3) Summarize what you said

COLLABORATIVE

Attempt to:

- Create or protect designated spaces where discussion and disagreement are possible
- Set ground rules for feedback
- Set ground rules for conflict
- Give clear guidance about how to best bring new ideas forward
- Find ways to invite quieter members to contribute their viewpoint
- Actively facilitate group engagement so no one voice dominates the floor

COMMUNICATION NEEDS TO BE...

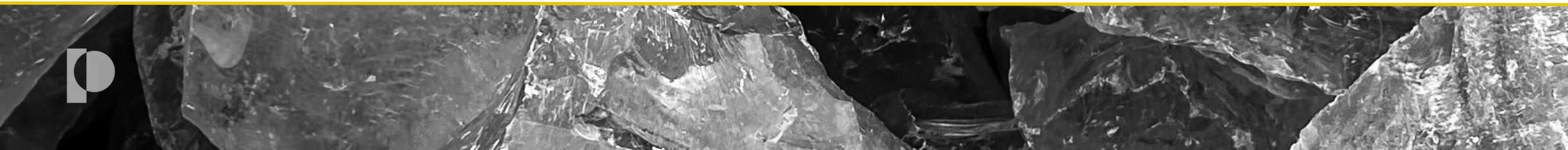
COMPELLING

- Activate the limbic system with stories, images, metaphors
- Appeal to human feeling and instinct
- Acknowledge your hopes and beliefs
- Affirm collective purpose, meaning, or vision
- Advance a coherent narrative about your shared work

"Objectivity is of very little value in storytelling. Writers cannot write from the heart unless they are willing to open their heart and search within to find the connection between themselves, their characters, and the subject matter.”

Dara Marks

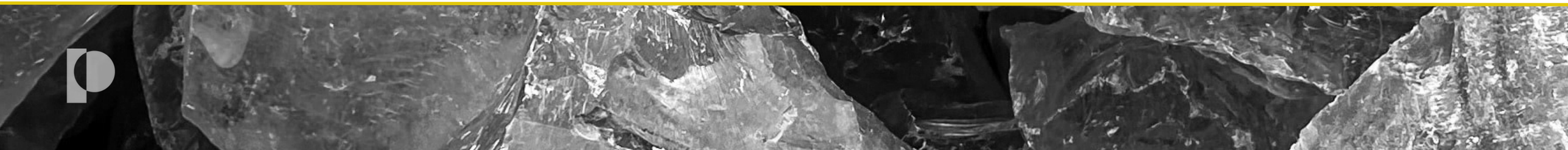
“The Inside Story”



"Objectivity is of very little value in leadership communication. Leaders cannot lead from the heart unless they are willing to open their heart and search within to find the connection between themselves, their employees, and the patients they care for.”

Kate Harris

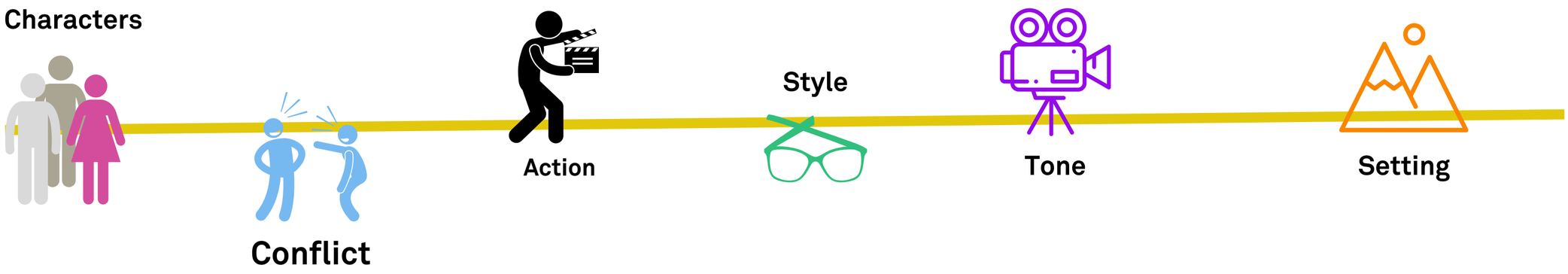
Paraphrasing Dara Marks for Palladium



WHAT IS A THRULINE?

LEARNING FROM STORYCRAFT TO CRAFT COMPELLING STORIES

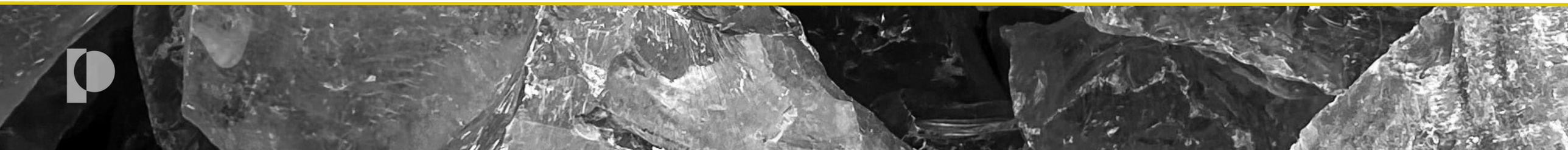
A thruline is the foundation of all good storytelling. It is the underlying structure that ties all of the elements of a story together - characters, plot, conflict, style, resolution, setting, tone, etc. - to convey one central and compelling viewpoint.



"Defining a thruline is an enigma. It is not visible, yet somehow it’s terribly present. It is subtle, yet also remarkably significant. It is colorful, intense, expressive, potent, powerful, and at the same time it can be described as nothing more than a notion. Yet a story has no real impact without it because a thruline is what gives meaning to the activity to the plot [activity] and purpose to the characters [employees].”

Dara Marks

“The Inside Story”



HARRY POTTER



SUBJECT

Good and Evil

THRULINE

Sacrificial Love Saves Life

PLOT (External Goal)

Defeat Evil

OBSTACLE

Good is Thwarted

SUBPLOT (Internal Goal)

Release Control

FATAL FLAW

Self-Reliant

LETHAL WEAPON



SUBJECT
Life and Death

THRULINE
Choose Life

PLOT (External Goal)
Value Life

OBSTACLE
Devalue Life

SUBPLOT (Internal Goal)
Connect with Others

FATAL FLAW
Disconnected from Others (Riggs)
Too Attached to Others (Murtaugh)

WIZARD OF OZ



SUBJECT

Being Lost

THRULINE

There’s No Place Like Home

PLOT (External Goal)

Get home to Kansas

OBSTACLE

Trapped in Oz

SUBPLOT (Internal Goal)

Value Others

FATAL FLAW

Diminishes Others’ Value

A PARENTING STYLE OR APPROACH













A PERSONAL INVESTMENT PHILOSOPHY

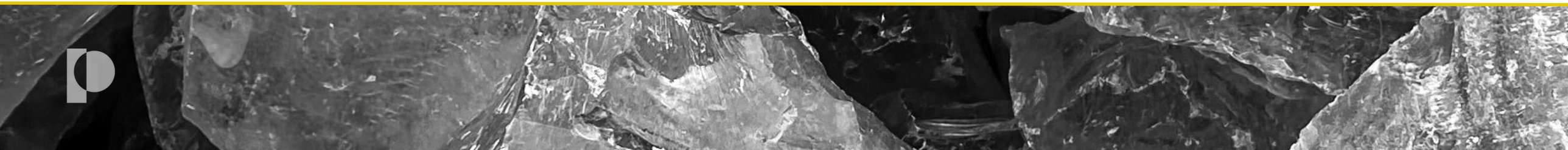






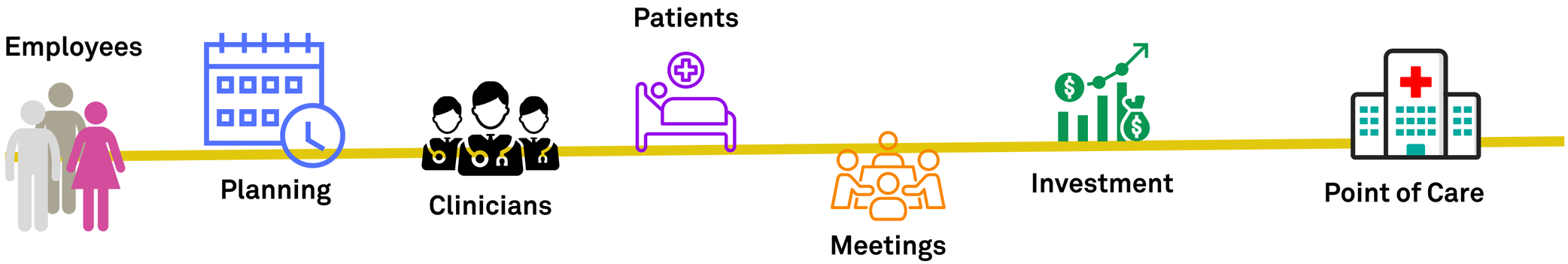
The Thruline...

- “is a point of view- and there are no incorrect points of view.”
- “only becomes viable when the writer attaches personal meaning to the subject matter.”
- “really speaks to an aspect of our human reality that is somehow out of balance...”
- “sets up the obstacles that must be overcome in the outer world to achieve the internal goal of transformation [adaptive change].”
- Transcends external realities and confronts us with the reflections of our own heart...in these depths what we know to be true is that none of us invents what it means to be human; we are all the same except in the details.”



WHAT IS A THRULINE IN HEALTHCARE?

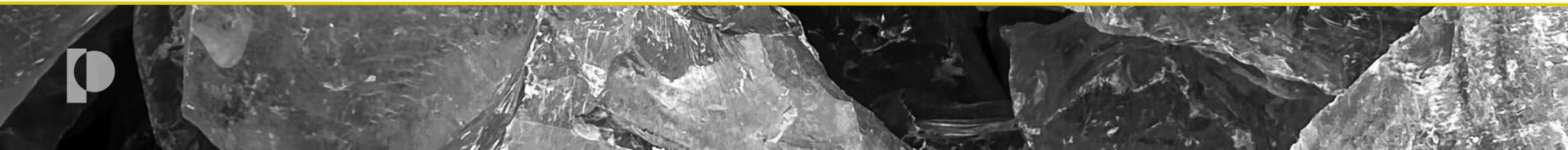
For executives the thruline is the anchoring philosophy that undergirds all of the diverse and dynamic aspects of the adaptive change you want to advance. It is the core purpose or perspective that can drive - and adequately hold - all the activity its solving will generate.



"In order to make intentional choices, writers [and leaders] must define their intentions."

Dara Marks

"The Inside Story"



PALLADIUM

FIND YOUR THRULINE



1 WHAT IS THE SUBJECT?

What is the area of healthcare in which you will be communicating?

2 YOUR PERSPECTIVE ON THE SUBJECT

What do you think about this subject? What do you believe to be true?

3 YOUR EXPERIENCE

What experience do you have with this subject that has shaped your views?

4 INITIAL CONTENDER

Look at your beliefs in column 2, and distill one core belief that is most true in your view.

I: IDENTIFY YOUR PERSPECTIVE

A THRULINE IS...

- ✓ A value-based point of view
- ✓ Anchored in what you personally believe to be true
- ✓ Discovered NOT created: It takes time and practice
- ✓ Personally meaningful: It matters to you
- ✓ Articulated as a claim or assertion (e.g. “Family matters”)
- ✓ Broad enough to hold several tensions and messages inside it
- ✓ Evocative not analytical: Resonates with human intuition
- ✓ Relevant to every aspect or dimension of the adaptive challenge
- ✓ Addresses some kind of real or potential imbalance
- ✓ Implicit, not explicit (i.e. “Show me don’t tell me”)

5 WHERE WILL IT MEET TENSION?

What is an equal and opposite value that could conflict with this view or create imbalance?

6 REAL-TIME ISSUES

Consider 3-5 recent issues or decisions you've had to make as a leader that involved buy-in from other key stakeholders or groups in your company. Catalog them below:

7 INVENTORY

How many of those decisions (if any) could be meaningfully messaged using the "thruline contender" identified in step 4? What about its opposite from step 5?

8 EVALUATE

Does this thruline feel broad enough to hold all messaging needs?

9 REFLECT

Review your recent decisions. Look again at your experience and perspectives. Is there any other theme you'd like to explore?

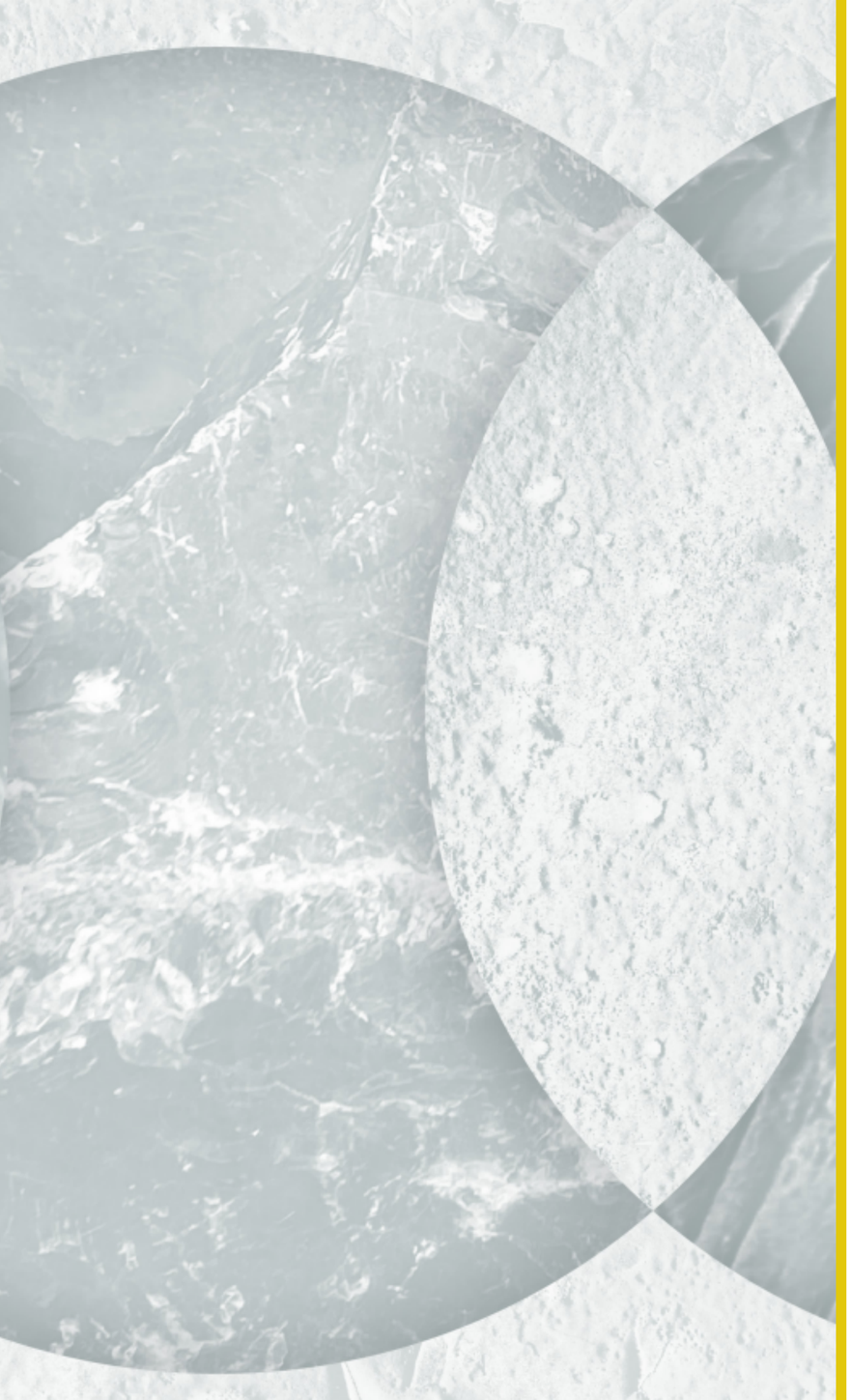
10 REVISE

Try-out and test contenders until one sticks.

II: TEST ITS VIABILITY AS A THRULINE

A THRULINE IS NOT...

- ✗ A mission or purpose statement
- ✗ Describing an action or task to be completed
- ✗ Crafted through impressive wordsmithing or analysis
- ✗ A generic value (e.g. "Trust")
- ✗ Impersonal or "objectively" true: It cannot be proven or defended
- ✗ Narrow or prescriptive
- ✗ Typically stated explicitly, but rather is *reflected in* action, messages
- ✗ Frequently changed or revised: It has an "evergreen" quality to it



WORKSHOP

THRULINE EXPLORATION

INSTRUCTIONS

Take the sample worksheet and a blank worksheet with you

THINK: Spend some time on the worksheet. Don’t rush. The goal is reflection, not completion. Remember this is a beginning. It takes time and (lots of) practice.

PAIR: When prompted, find a partner you haven’t already worked with today and talk through your initial inclinations.

SHARE: When prompted, return to the group and share your thinking.


PALLADIUM

TRAILHEAD: RECAP

GROWTH THROUGH CHALLENGE

- Learning to dialogue with failure to grow as a leader
- Recognizing where danger lurks
- Practicing how to use reflection and consultation to interrogate the system in real-time and make valuable observations about adaptive dynamics

INSIGHTS FROM OUTSIDE

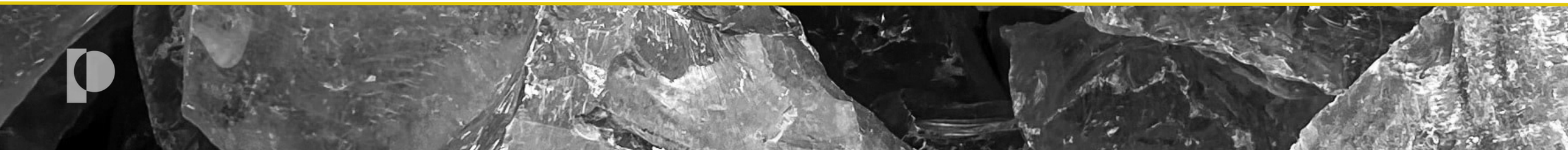
- Search Market
- Clinicians

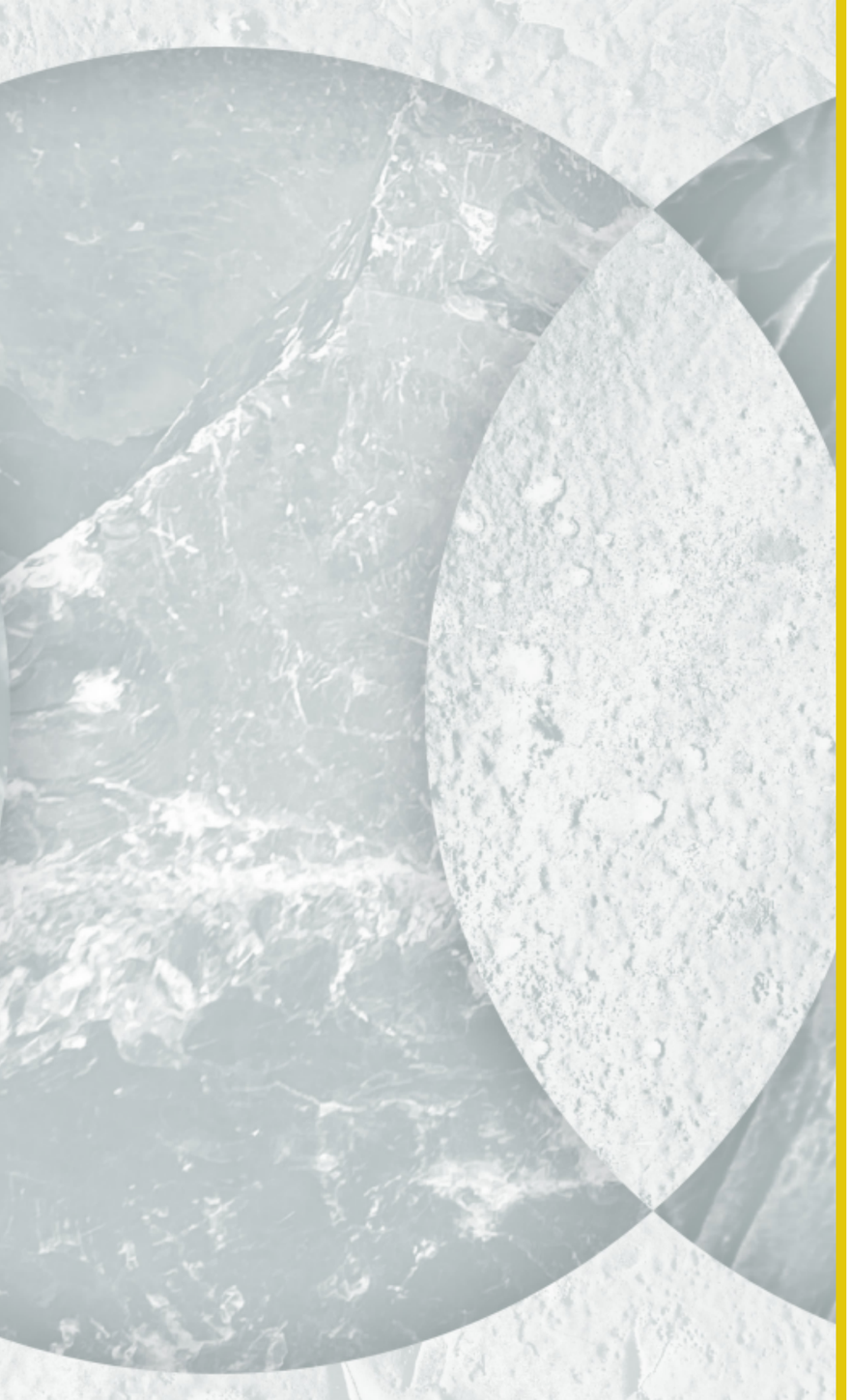
COMMUNICATING WITH CONFIDENCE

- Leading with Empathy and Gratitude
- Understanding how/where Communication is a key modality for Authority
- Finding your Thruline that grounds a compelling a narrative

“Leadership… requires a learning strategy. A leader has to engage people in facing the challenge, adjusting their values, changing perspectives, and developing new habits of behavior.”

Heifetz (per Parks p.97)





LOOKING AHEAD TO SEATTLE AND WRAP-UP

ANCHORING YOUR LEADERSHIP

- Giving the Work Back + Useful Interventions
- Practicing Presence + Holding Steady
- Capturing Lessons Learned

READING

PARKS

- Chapter 5: “Listening to the Sound Beneath the Words: Practicing Presence”

HEIFETZ/LINSKY

- Chapter 6: “Giving the Work Back” and Chapter 7: “Hold Steady”

PEARCE

- May send a prompt or question, but no reading

*Note: Heifetz Chapter 9 and Parks, Chapter 9 highly recommended but not assigned

BRIDGEWORK

REFLECTION

- Parks and Heifetz both talk about the importance of “holding steady.” In what area is this practice proving most challenging? What has helped?

- In Chapter 6 Heifetz recommends four “interventions” that can be useful for moving adaptive work. Experiment with one of these interventions, and reflect on how it goes.

- At the end of Chapter 5 Parks draws a distinction between Ambitions and Aspirations. How would you mark that distinction in your own life?

BRIDGEWORK

ACTION

- During our time together in Seattle, we will ask you to review where you started with your puzzle and how it has evolved (or been obliterated) over time. Review your original puzzle, and use the slide template provided to collect your thoughts. Come prepared to offer a short (5-7 minute) presentation about how you and the work have changed over the past 9 months.
- Next, a) bring a photo of yourself from an earlier stage of your life/career when you felt like you had just crossed a meaningful threshold and b) bring an image or artifact that represents or reflects the growth you've experienced since that time.
- Connect with your Consultation Partner for a 30 minute check-in.

CLOSING SESSION

Seattle

Mon & Tues June 3-4, 2024



DINNER

No Mas! Cantina

Next Door




FINAL GO-ROUND
Last Word
PALLADIUM


PALLADIUM