VIRTUAL SESSION

THRESHOLD EXERCISE



GIVING THE WORK BACK

Intervening to Share Responsibility and Sustain Change



PALLADIUM IS ESPECIALLY VALUABLE FOR LEADERS WHO:

- Transitioned to a new role within the past 6-18 months;
- Hold primary responsibility for exponential/aggressive growth targets within the next 36-48 months;
- Have been charged with generating innovative solutions in unknown or unprecedented territory;
- Are new to the C-suite;
- Find motivation in aligning corporate financial goals with human-centered impact and care;
- Desire to grow an influential professional network for greater impact over the long-term.



DETAILS

Connect with an intimate cohort of 6-8 senior-most leaders from across diverse healthcare sectors.

August 17, 2023 - Virtual Orientation
4-4:30pm EST (via zoom)

September 11-12, 2023 - Opening Gathering
Atlanta, GA

November 7, 2023 | March 12, 2024
In-Person Gatherings in Atlanta, GA | 9-5pm

January 22, 2024 - 1/2 Day Virtual Workshop
8:30am-12:30pm via zoom

June 3-4, 2024 - Closing Gathering
Nashville, TN

Fees now include reinvestment model for future Parnassus searches

VIRTUAL SESSION 4

THRESHOLD EXERCISE



SHARING THE WORK

Fourth Movement | Beethoven's 9th Symphony

Listen

The First Part of the 4th Movement
1984 Berlin Philharmonic



Review

1

The 4 Faces of Danger

MARGINALIZATION	DIVERSION
ATTACK	SEDUCTION

Review

2

Get On the Balcony

- Identify the Technical Vs. Adaptive Challenge
- Find out Where People Are
- Listen to the Song Beneath the Words
- Read the Authority Figure

3

Think Tactically

- Find Partners
- Keep the Opposition Close
- Accept Responsibility for Your Piece of the Mess
- Acknowledge Their Loss
- Model the Behavior
- Accept Casualties

Giving the Work Back

- Orchestrate the Conflict
- Useful Interventions

Orchestrate the Conflict

- Create a Holding Environment
- Control the Temperature
- Pace the Work
- Show Them the Future

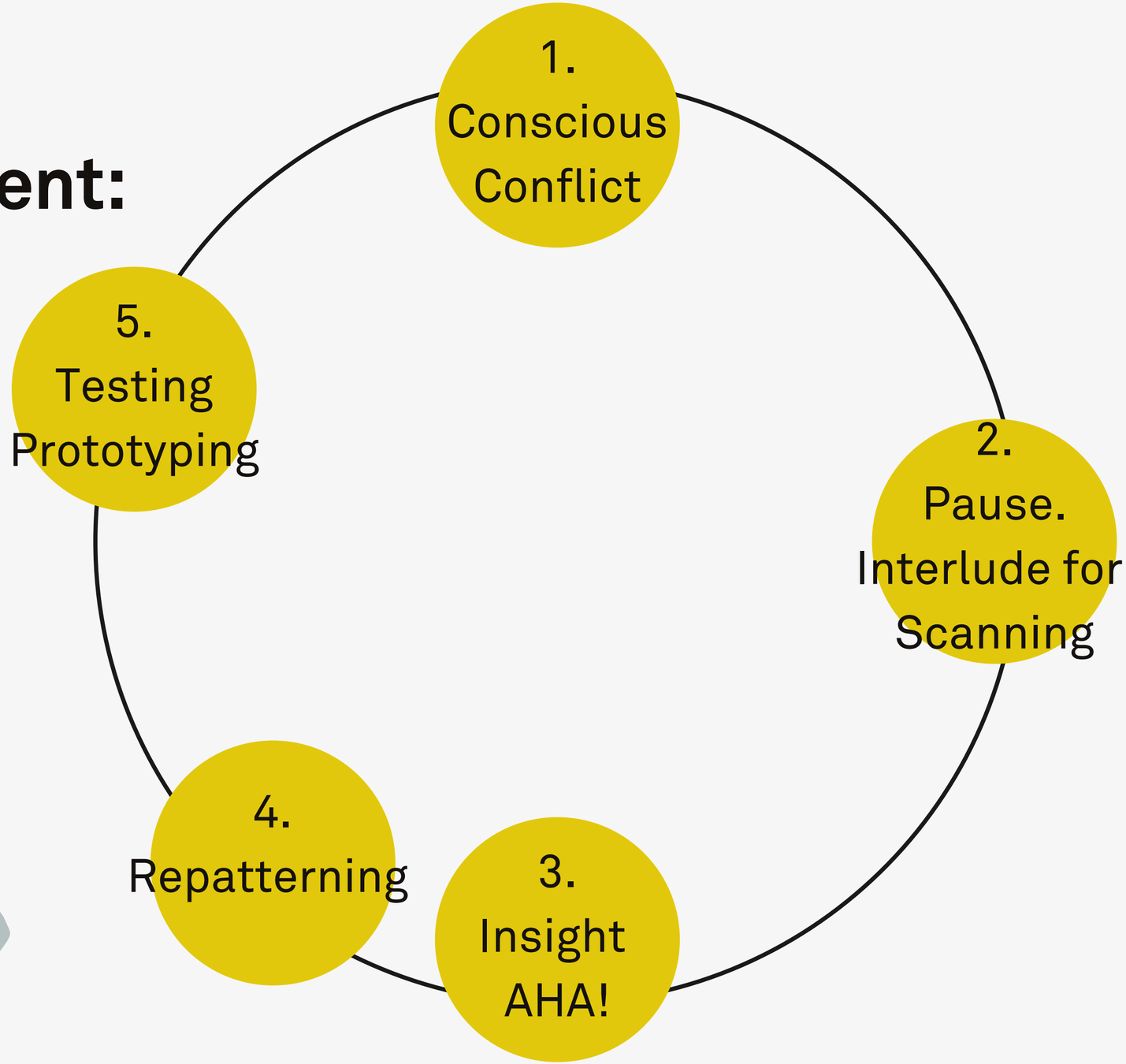
The Holding Environment: What is it?

"A space formed by a network of relationships that bond people together and allow them to tackle tough, sometimes divisive questions without flying apart."

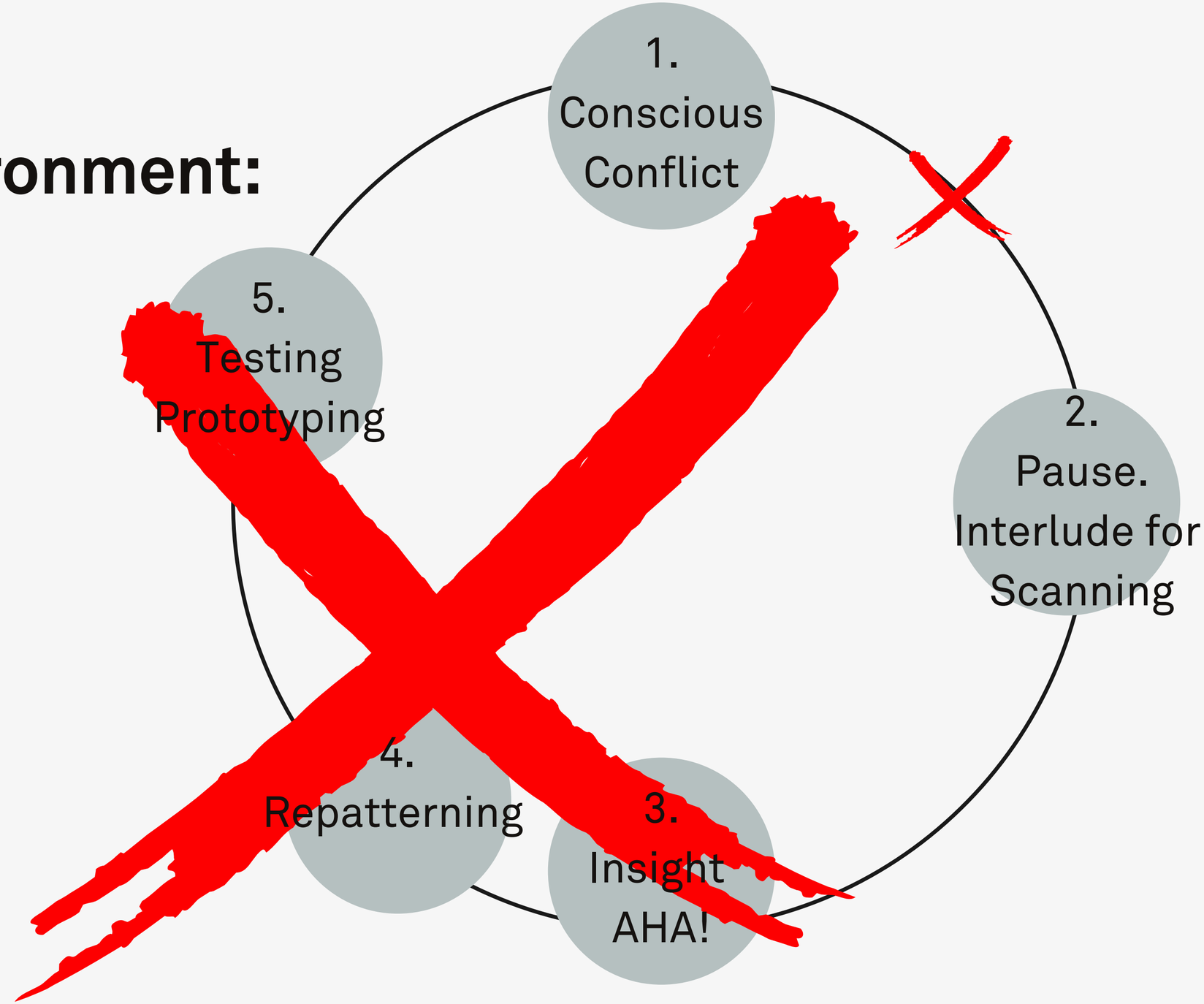
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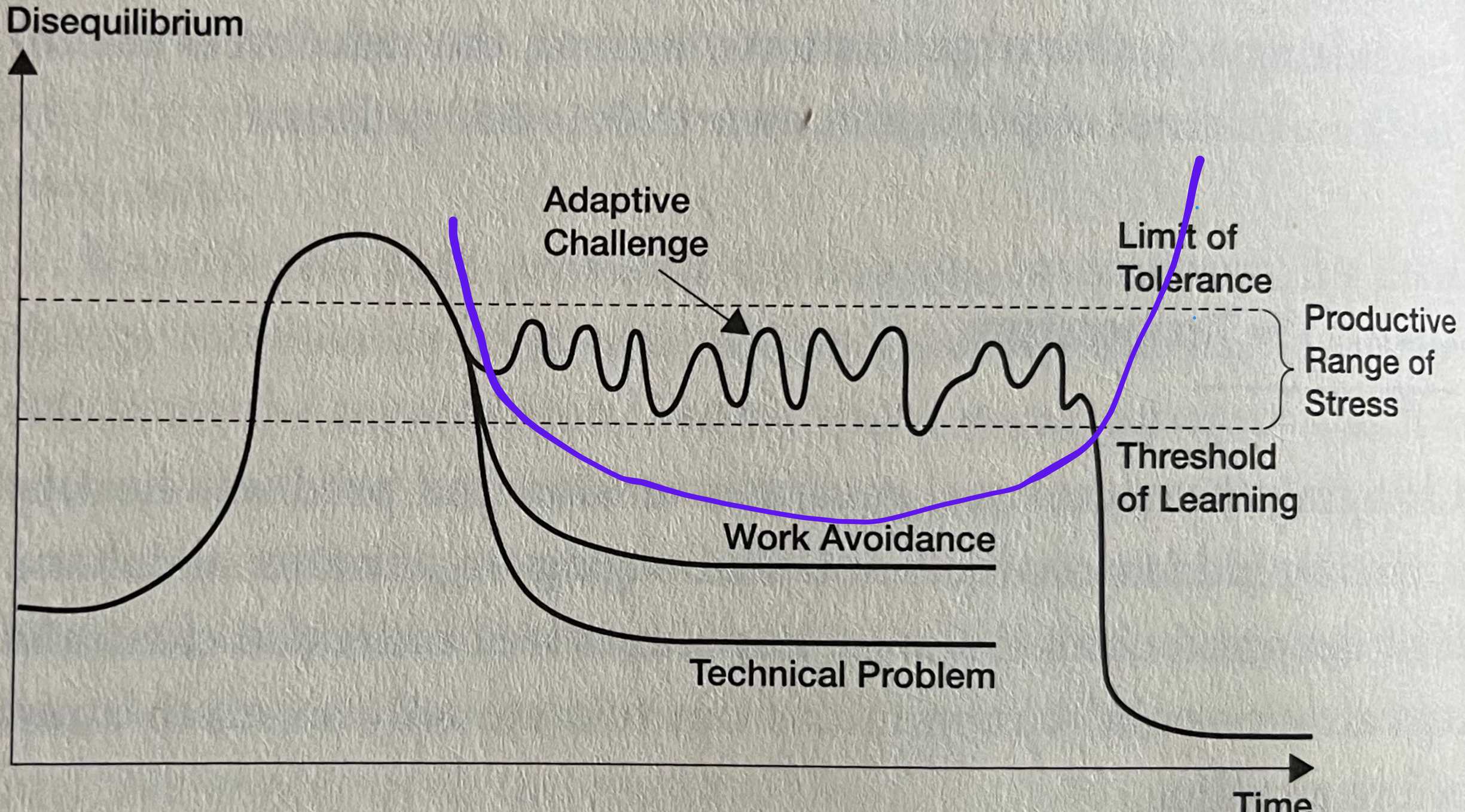
Remember the 5-stage Adaptive Process?





The Holding Environment: What is it?




Disequilibrium
Adaptive Challenge
Limit of Tolerance
Productive Range of Stress
Threshold of Learning
Work Avoidance
Technical Problem
Time

The Holding Environment: What is it?

1.Vitally Important (!)

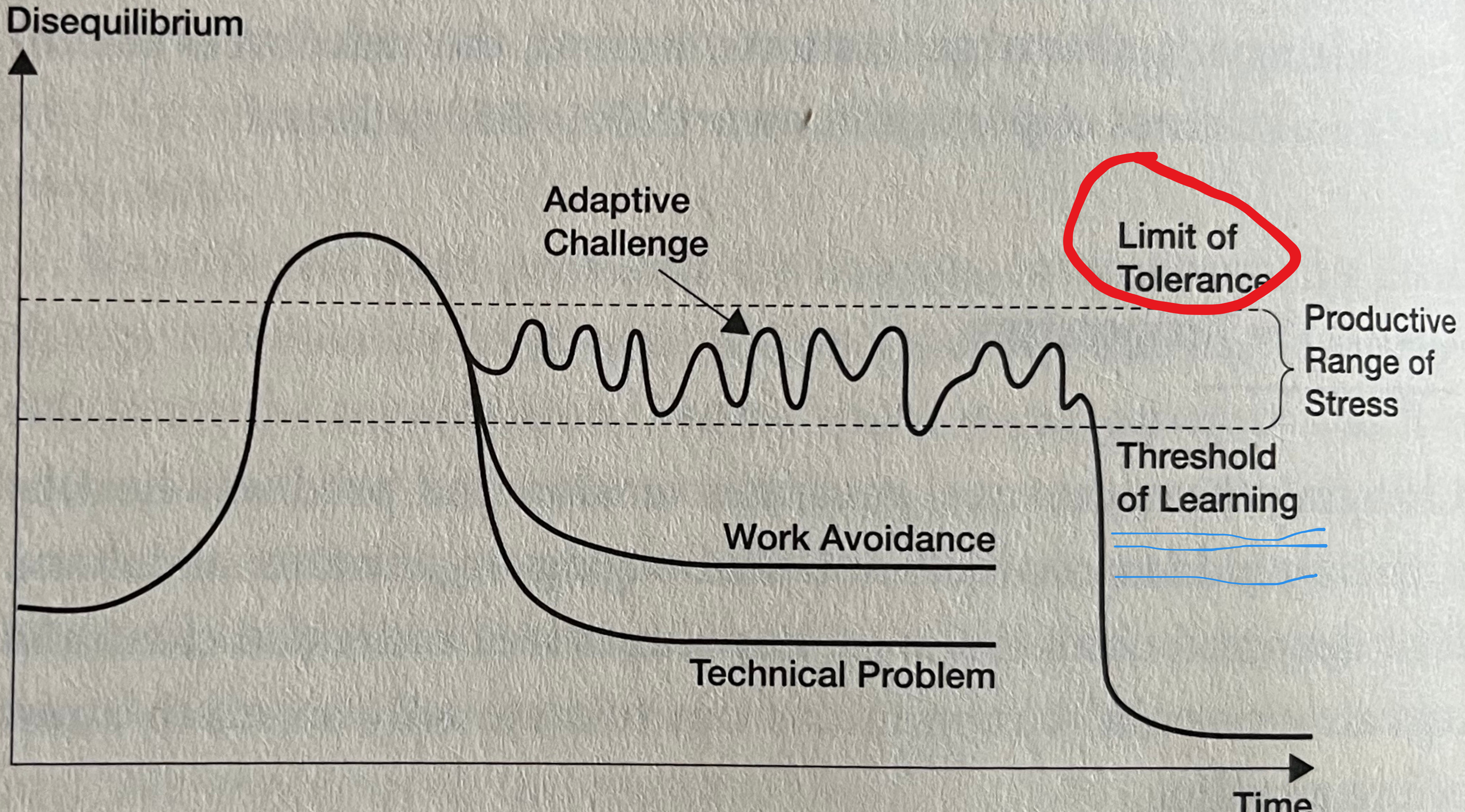
2. Variable Format - The form of the Holding Environment needs to match both the nature and scope of the change required.

ASK: Where/how is this change generating (or likely to generate) the most intolerable stress? What kind of environment could help best facilitate and or absorb that tension so we can keep moving forward?

3. Flexible Timeframe

Orchestrate the Conflict

- Create a Holding Environment
- Control the Temperature
- Pace the Work
- Show Them the Future


Disequilibrium
Adaptive Challenge
Limit of Tolerance
Productive Range of Stress
Threshold of Learning
Work Avoidance
Technical Problem
Time

Raise the Heat

- Draw attention to the tough questions
- Give people more responsibility than they're comfortable with
- Surface conflicts
- Protect outliers

Lower the Heat

- Speak directly to people's fear and disorientation
- Break the problem into parts, create timelines and clear roles - lend structure to the chaos.
- Pace and sequence the issues "disappoint people at a rate they can tolerate"
- Be visible and present to your team -own responsibity
- Re-orient people back to the big why
- Low-hanging fruit

Orchestrate the Conflict

- Create a Holding Environment
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Comments?

Useful Interventions

Keep them short and simple

- Making Observations
- Asking Questions
- Offering Interpretations
- Taking Actions

Making Observations

Simple statements that reflect back to people their behavior OR try to describe current conditions.

"Snapshots from the balcony"

Example: I notice that when we talk about the new app development our clinical teams get pretty quiet.

Asking Questions

Can be used when you really don't know the answer OR because you want to stay out of the line of fire as possible while still allowing the issue to get addressed.

Example: What's going on here? or Is there something we haven't addressed that needs attention?

Beware the loaded question = unhelpful.

Offering an Interpretation

A Bold but effective choice. Offer an explanation for what you think is going on. A statement that leaves room for others to respond.

Example: "I don't think we have sufficient agreement to move forward."

Offering an interpretation is far more effective that using a loaded question.

Taking Action

Pro: It sends a clear message. It has immediate effect.

Con: It sends a clear message. It has an immediate effect.

Be sure the action keeps focus on the RIGHT issue(s). Short. sweet. clear.

Example: I'll clear an hour of my schedule every day this week to help resolve the differences between the clinical and development team to get the app back on track.

REFLECT

As you think about where your challenge/puzzle is stuck OR most likely to get stuck:

- What is one intervention you could make this week/month that might help move it forward?
- How might that intervention help pace the work or regulate the heat?



San Diego



DATES

June 12-13



HOUSE

5366 Calumet San Diego, CA 92037



HOTEL

910 Prospect St La Jolla California 92037 US

Monday

June 12, 2023 1pm PDT- 8PM PDT

Tuesday

June 13, 2023 8AM PDT- 5PM PDT