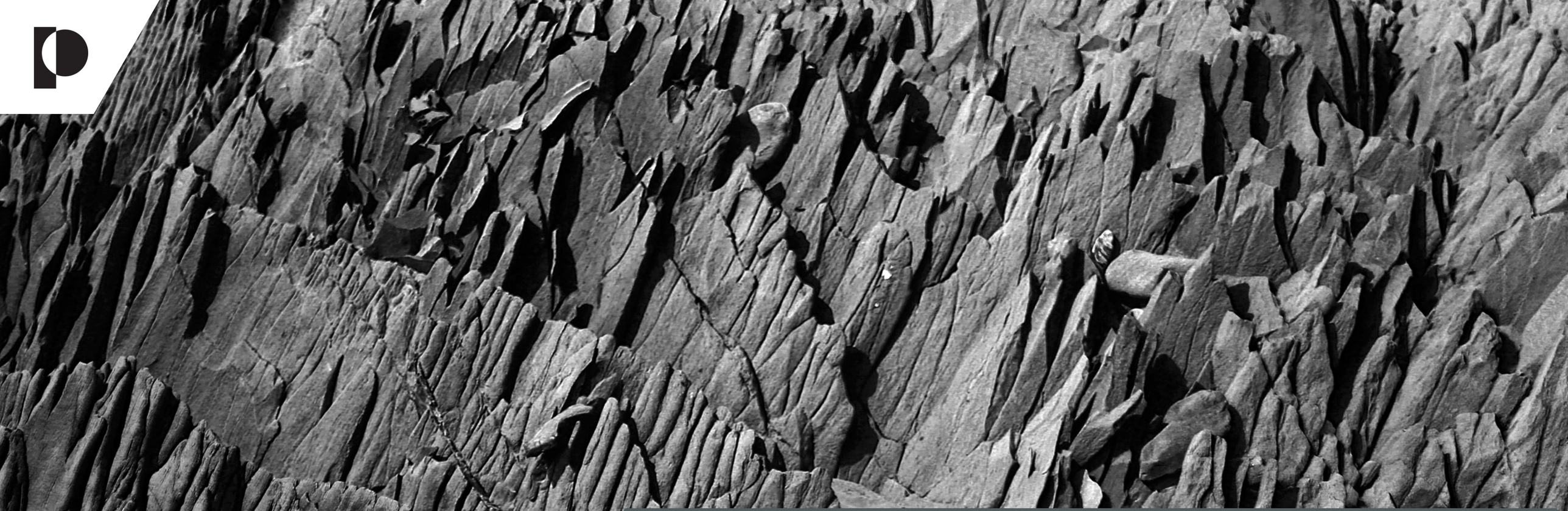


THE PALLADIUM FORUM

Virtual Session

Monday, January 22, 2024 | 8:30-12:00pm CST

WELCOME!

We're delighted you're here.



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



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.

TRAILHEAD: SUMMARY

8:30 am — **Welcome**

- Trailhead
- Alumni Guest: Julie Smith
- Threshold Exercise: Walking by Charles Henry Alston
- Discussion Q1 & Breakouts

10:15 am — **Break**

- Parnassus Insights
- Discussion Q2 & Breakouts
- Special Guest: Mary Johnstone Louis, PhD
- Discussion Q3 & Group Discussion

11:45 am — **Wrap-Up and Bridge to March**

- Next Steps: Referrals and Logistics
- Trailhead Recap
- Roundtable

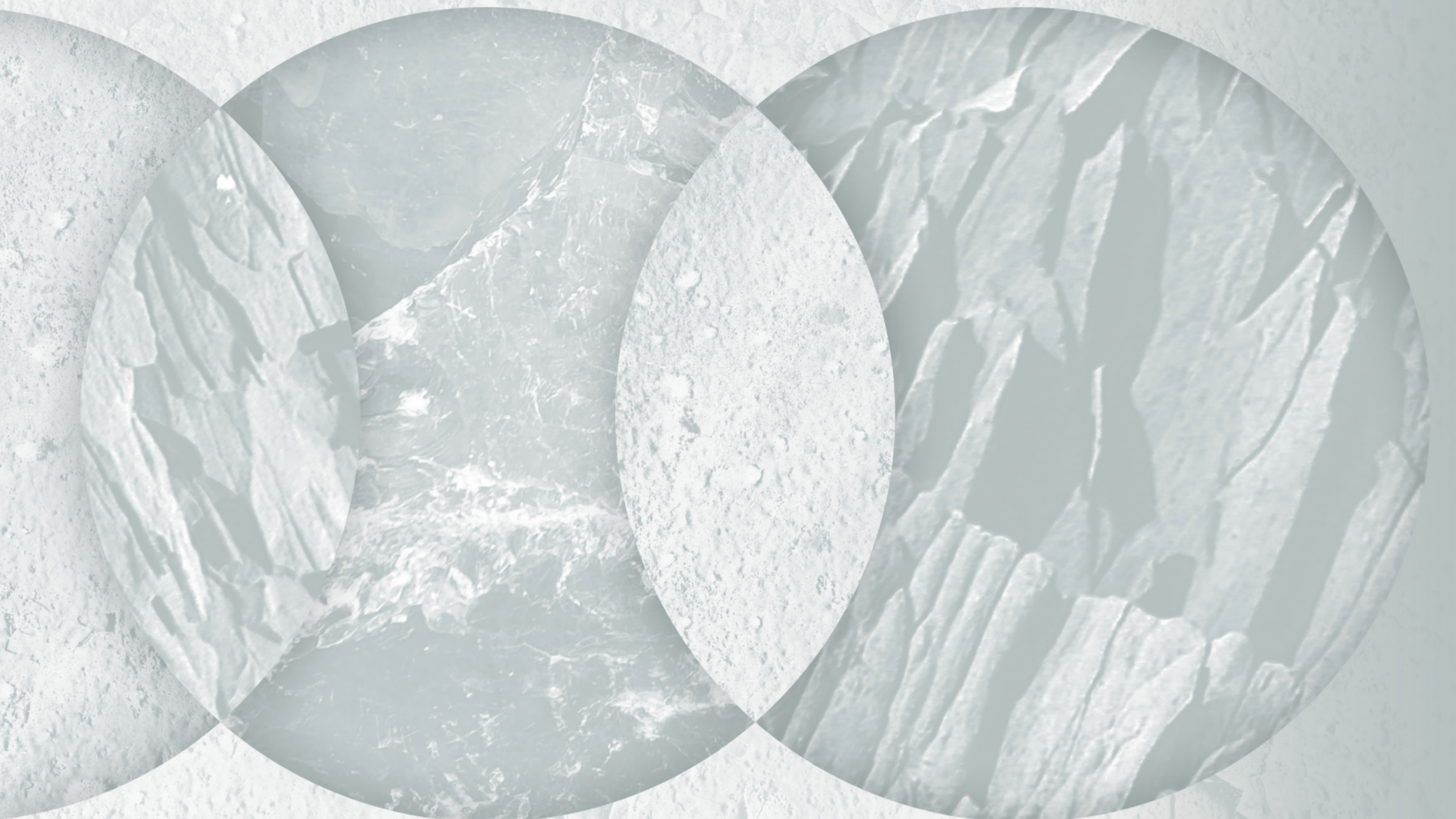
Julie Smith

Chief Growth Officer

TANGO Care

PALLADIUM FORUM CLASS OF 2023





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?

VIRTUAL SESSION

THRESHOLD EXERCISE



THE ART OF ATTENTION, CONFLICT AND COLLABORATION

Walking, 1958, oil on canvas by Charles Henry Alston



Charles Henry Alston (1907–1977), Walking, 1958, oil on canvas, 48 x 64 in., © Charles Alston Estate Collection of National Museum of African American History and Culture, Gift of Sydney Smith Gordon, TR2007-4



4 PRINCIPLES OF ABSTRACT COMPOSITION

THE RULE OF THIRDS

The center of interest, should be placed in the intersection between imaginary lines that cross the picture into thirds, both vertically and horizontally.

DIAGONAL THRUST

A painting is seemingly more attractive and draws more focus if the elements on it are placed diagonally, rather than on the simpler composition of vertical or horizontal.

EACH CORNER UNIQUE

As the name suggests, this rule simply entails that each corner of a strong painting will be different.

STRONG VALUE COMPOSITION

The most important principle: employing strong value composition means utilizing a variation of colors and elements in your painting.

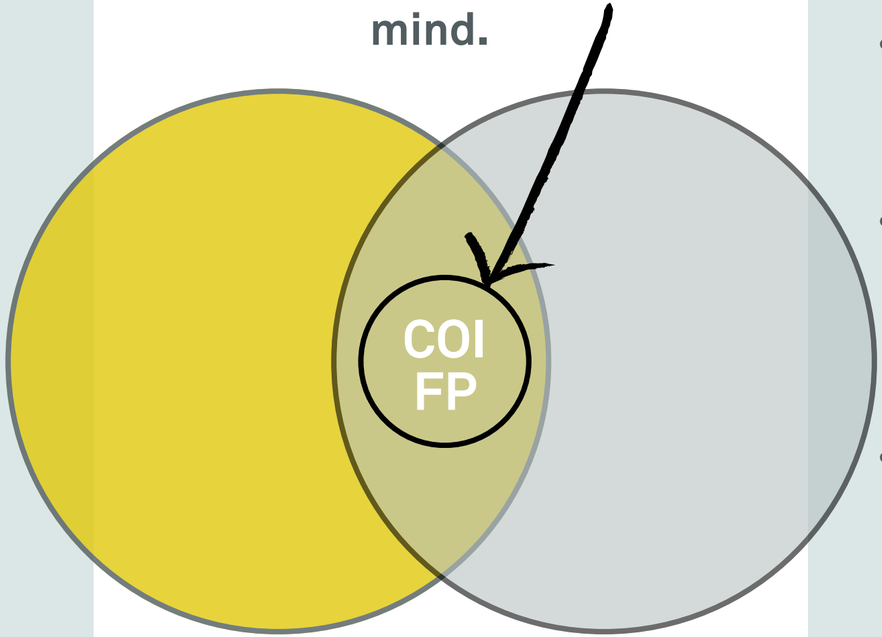
2 KEY ELEMENTS IN COMPOSITION

Center of Interest

The part of the picture which attracts the mind

- The “attention getter”
- Commands the viewer’s curiosity and is the part we find naturally fascinating and want to know more about.
- Examples are eyes and faces, the human figure, animals, letters, symbols, etc.
- As we scan for the first time, we’re drawn here.

For a picture to be successful, the center of interest should also be a focal point: one area that attracts both the eye & mind.



Focal Point

The part of the picture which attracts the eye

- The “visual magnet”
- Strong tonal value contrast (light vs. dark) is the most powerful eye magnet.
- Bright colors, fine detail, sharp edges, anomalies, patterns and any arrow-like “pointers” also attract.
- Any part of a picture that exhibits these features will make the viewer focus his gaze upon it.











VIRTUAL LEARNING

1	Tee-up discussion question
2	Small group or pair discussion in break-out rooms
3	Share-out: Group recorders reflect key themes or insights



Heifetz

Get on the Balcony | Think Politically
p. 51-90

- Balcony time/activity
  “Contemplation in action”
- Find partners
  - e.g. newspaper editor
- Keep the opposition close
  - e.g. homeless shelter

Parks

What Endures?
p. 121-145

- The power of language
- Broader view of authority
  - Andres at USAID
  - Jolene in State EPA

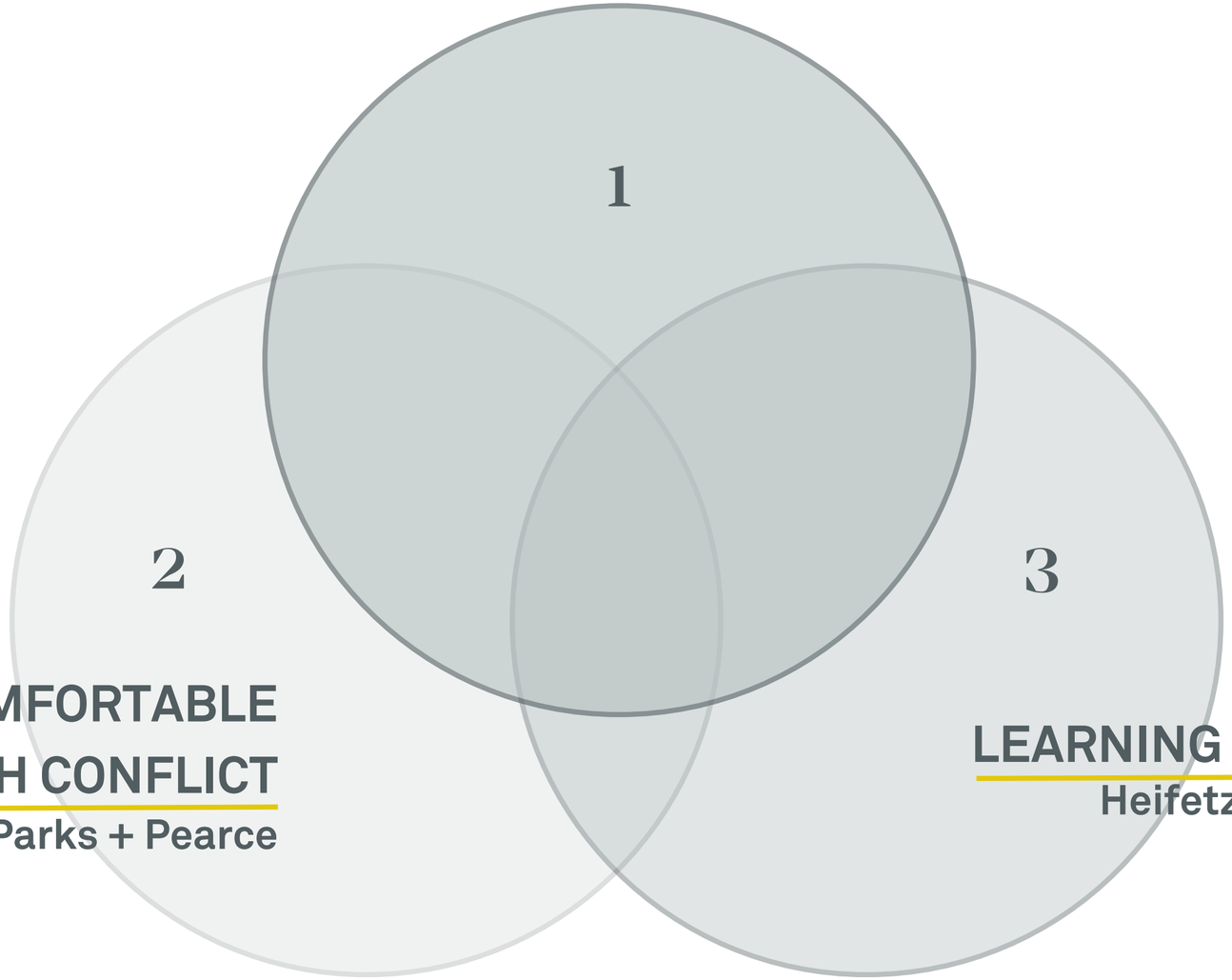
Pearce

Resistance | Creating Shared Context
p. 100-109; 115-127

- Acknowledge resistance
- Establish commonality
- Willingness to be known
- Create shared context

PAYING EXQUISITE ATTENTION

Heifetz + Parks + Pearce

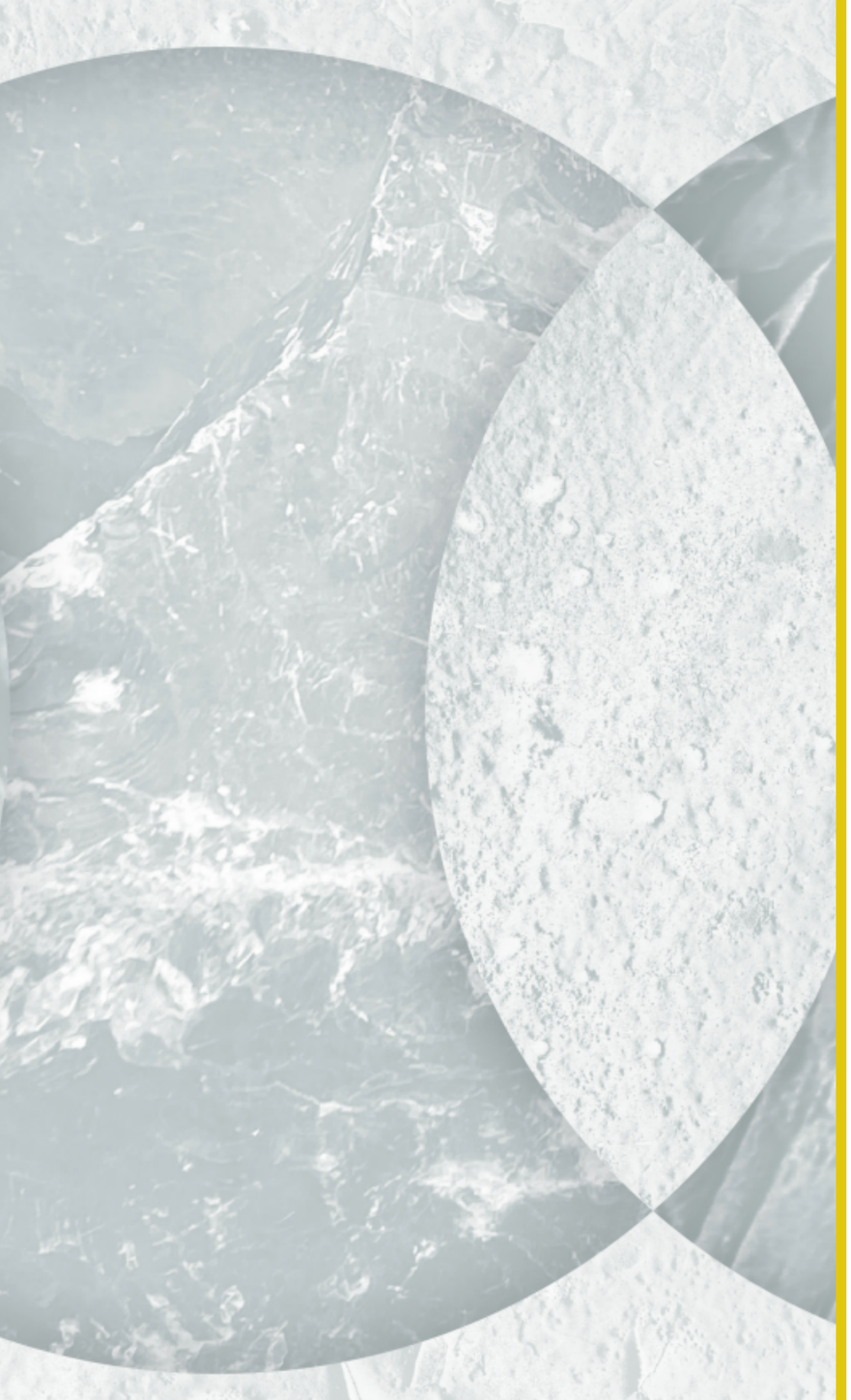


GETTING COMFORTABLE WITH CONFLICT

Heifetz + Parks + Pearce

LEARNING TO LINK ARMS

Heifetz + Parks + Pearce



DISCUSSION SESSION 1 (GROUPS OF 4)

PAYING EXQUISITE ATTENTION

Sustaining your leadership requires first and foremost the capacity to see what is happening to you and your initiative as it is happening. This takes discipline and flexibility, and it is hard to do.

Heifetz p. 73

PAYING ATTENTION

- Balcony Work
  - What's what: TI vs AC
  - Where are people?
  - What's the song beneath?
  - What's the authority figure signaling?
  - What's else is going on?
  - Is this self or role?
  - What's the Hidden Issue
  - History of the Issue
- Are there better words or images that could work?
- What is our shared context?

Pause

(30 seconds)

As you reflect on the reading with this lens of "paying exquisite attention," what else stood out to you?

GROUPS

1	Laura B* Robin Zack
2	Laura T Mike* Asher Cynthia

PAIRS

A	Laura B Cynthia
B	Asher Robin
C	Zack Mike

*Notes reporter



FOR DISCUSSION: PAYING EXQUISITE ATTENTION

1| NOTICE + INTERPRET

Much of our reading this session focuses on paying closer attention to what is happening in real-time and providing a number of possible reasons to help you postulate WHY it might be happening.

- Where have you seen (or could you see) the value of this practice in your current adaptive challenge?

2 | BALCONY TIME

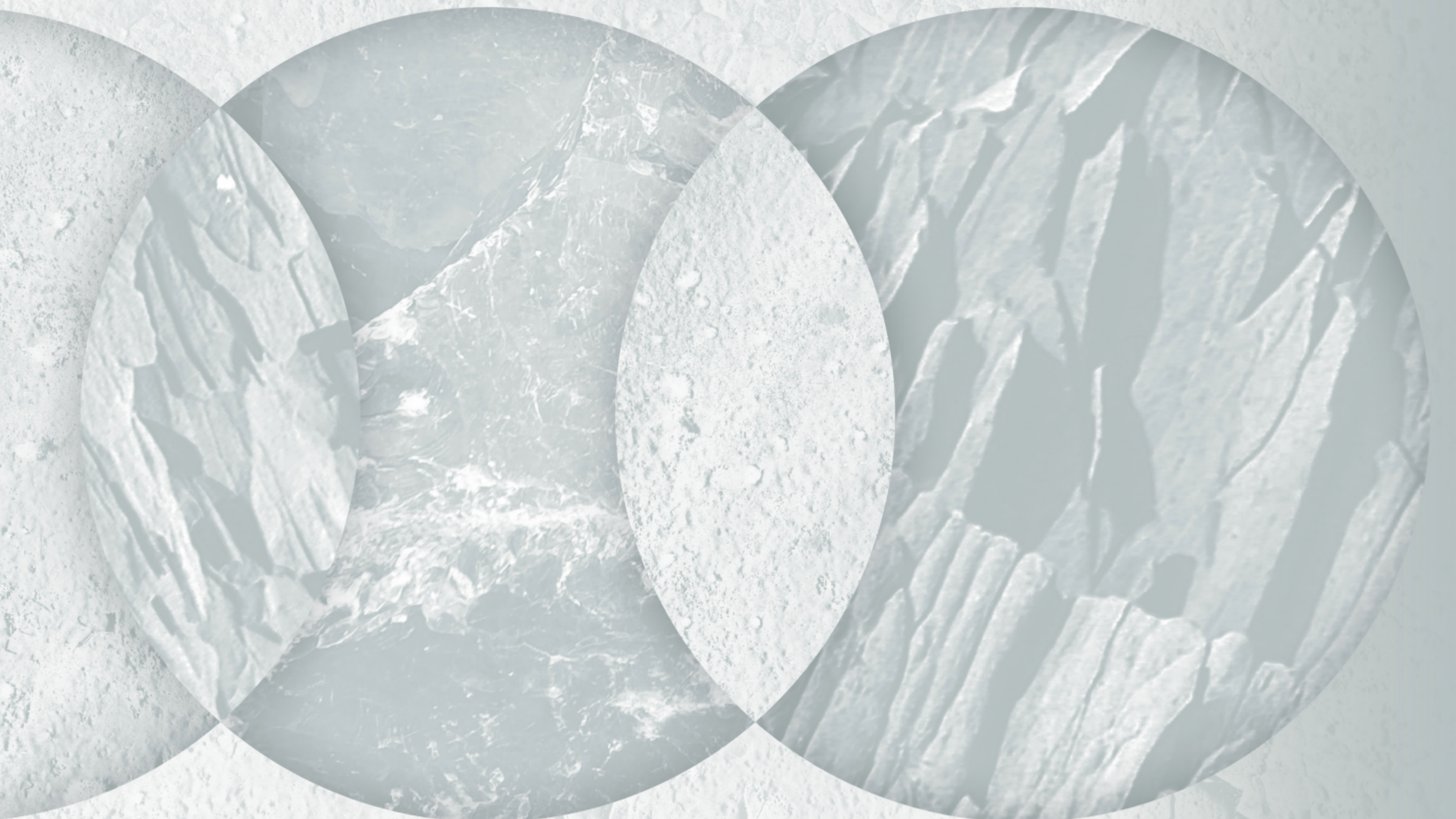
- What strikes you as the most promising or helpful part about taking more “balcony time” to address adaptive challenges? and/or
- What feels most daunting? and/or
- What is an example of one way you are trying to incorporate it more into your leadership practice this month?



MARY JOHNSTONE LOUIS

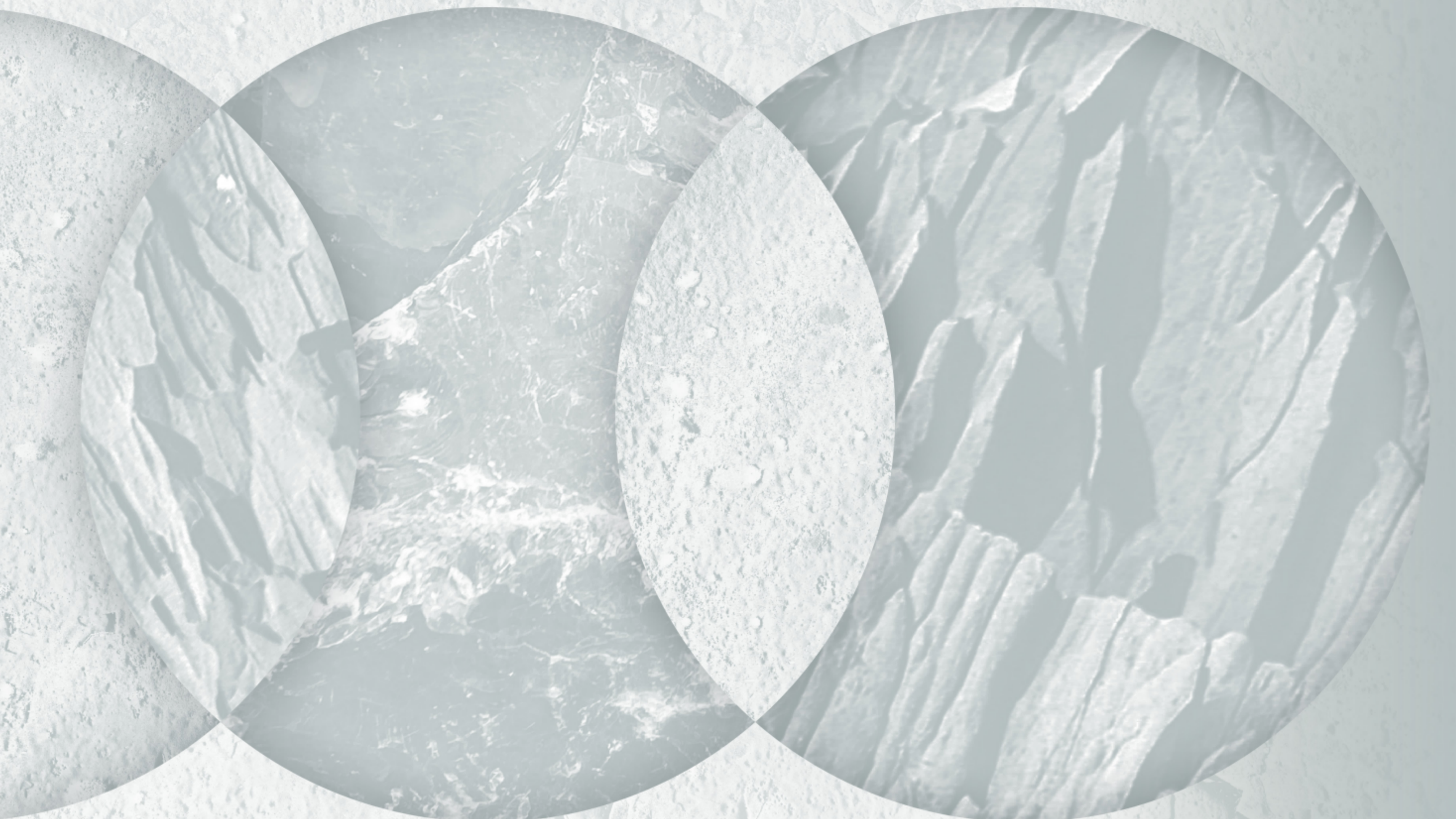
Senior Fellow in Management Practice
Saïd Business School, University of Oxford

- 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.





BREAK



Parnassus Group

PALLADIUM

Nashville

THE MARKET VALUE OF ADAPTIVE TRAITS

Atlanta

THE IMPORTANCE OF INTUITION IN HIRING

Today

THE COST OF A BAD HIRE

For 11+ years the Parnassus Group has been placing effective care-minded leaders in key positions across healthcare to serve patients, clinicians, and care-giving families. The Palladium Forum is an initiative to further support and equip healthcare leaders to drive even better change.

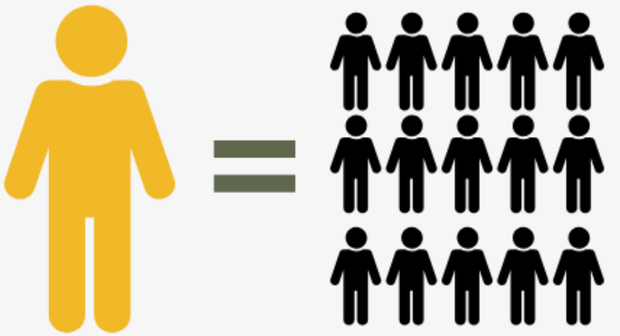
PARNASSUS LEADERSHIP INSIGHTS

SECURING STRONG HIRES IN A VOLATILE MARKET



One wrong executive hire can cost a company between 6-15 times that person's salary:

Dr. Bradford Smart, author of *TopGrading*



WHAT MAKES A BAD HIRE?

Organizations seeking to replace key executive roles most often cite these issues when they come to us seeking a better fit:

- ✕ Lack of creative solutions
- ✕ Inefficient or ineffective
- ✕ Inflexible or unable to straddle tactics + strategy
- ✕ Unable to collaborate
- ✕ Not curious, humble/teachable
- ✕ Poor conflict resolution

"It's easy to avoid replacing an underperforming team member, especially in a down market, but I've learned the risks of hanging on to folks past their time far outweighs the cost of a new hire."

TINA LEIDTKY

President, Clinical Diagnostics Division
Thermo Fisher Scientific

LEARN MORE

If you find that The Parnassus Group can be of assistance or if you have any inquiries, contact Adam at aroper@theparnassusgroup.com

ADDITIONAL RESOURCE

The Parnassus Group
"Strategies for a Strong Fit"
P: Palladium24



STRATEGIES FOR A STRONG FIT

01 Embrace Self-Reflection

Goal: Assess your current team's strengths, weaknesses and needs

- What specific qualities make my current A+ team members valuable to the organization? Capture those in a list to discuss with others involved in hiring;
- What current onboarding practices ensure the new placement efficiently reaches competency? What might need improvement?

02 Ask Questions That Drive a Story

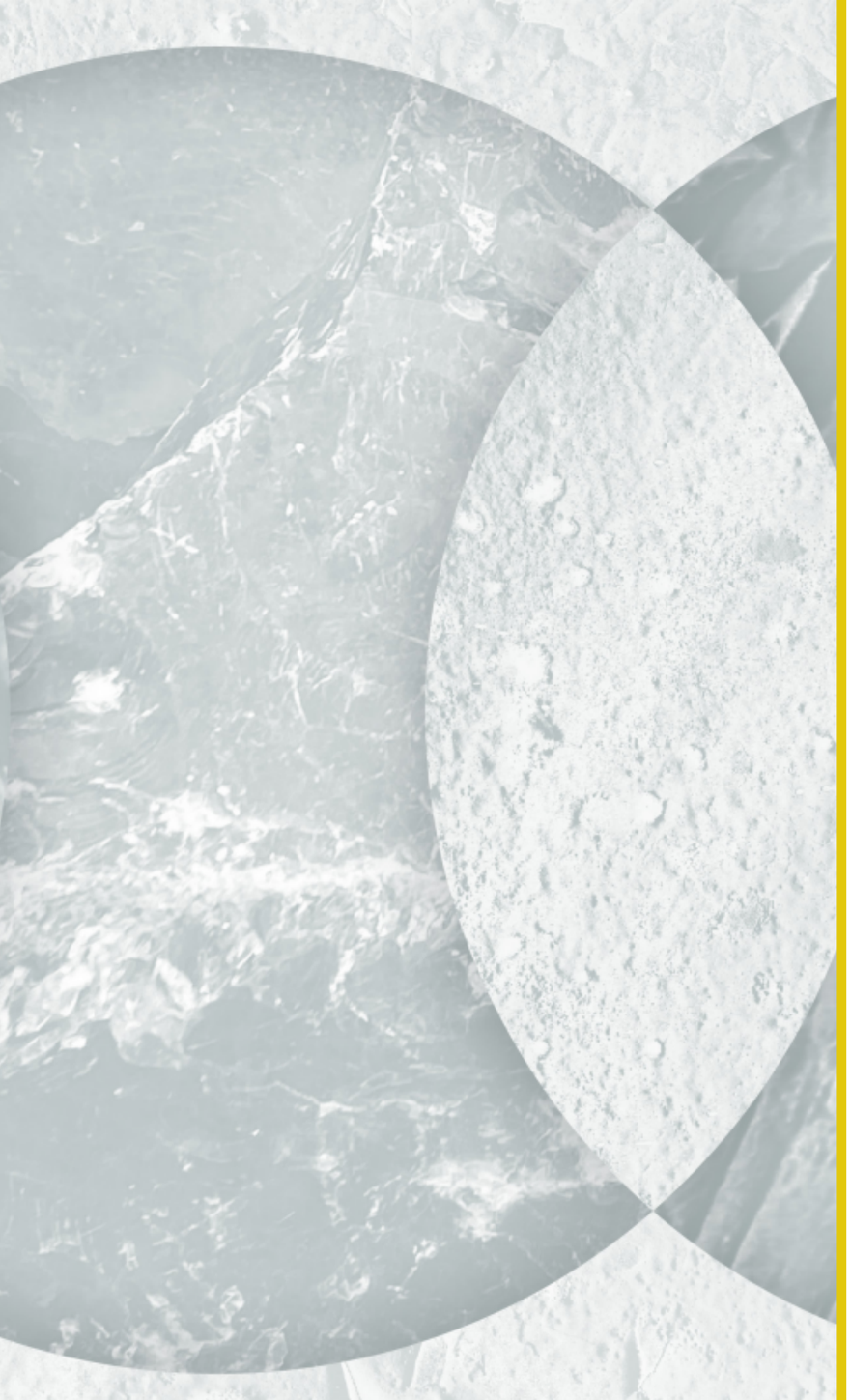
Goal: Extract personal and in-depth insights from candidate engagement

- Craft situational or scenario-based questions to elicit narrative responses, e.g. How would you as an operator work with physician teams?
- Test interview questions on yourself - would you be able to provide a good, thorough, and honest answer given how the question is posed?

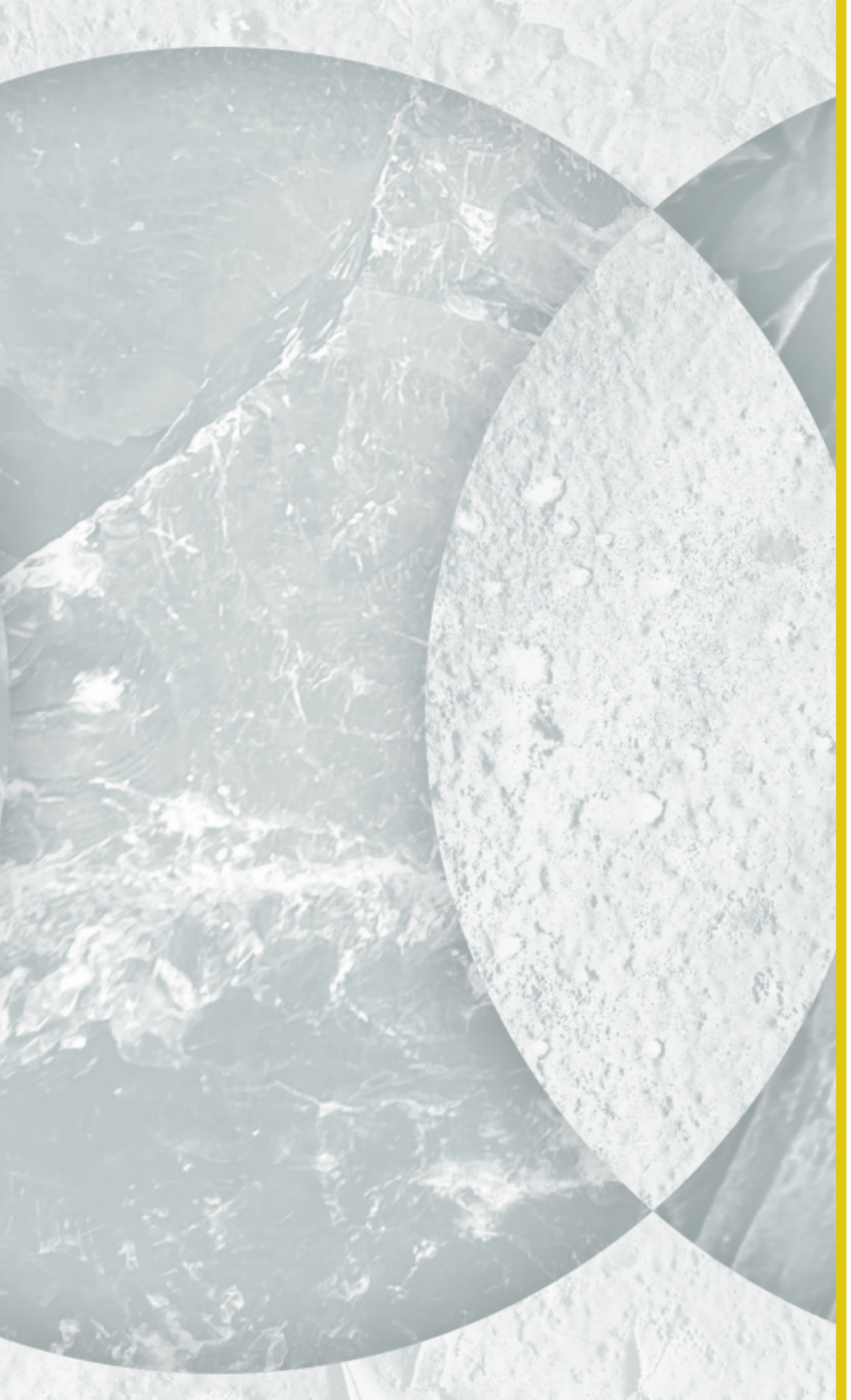
03 Decide Who Should Decide

Goal: Solicit diverse organizational perspectives to help screen candidates

- Who are the key stakeholders a new hire would likely encounter in their role? (e.g. operators engaging with physicians) Consider including those stakeholders in the interview process;
- Seek to understand how candidates are likely to approach collaboration in diverse scenarios.

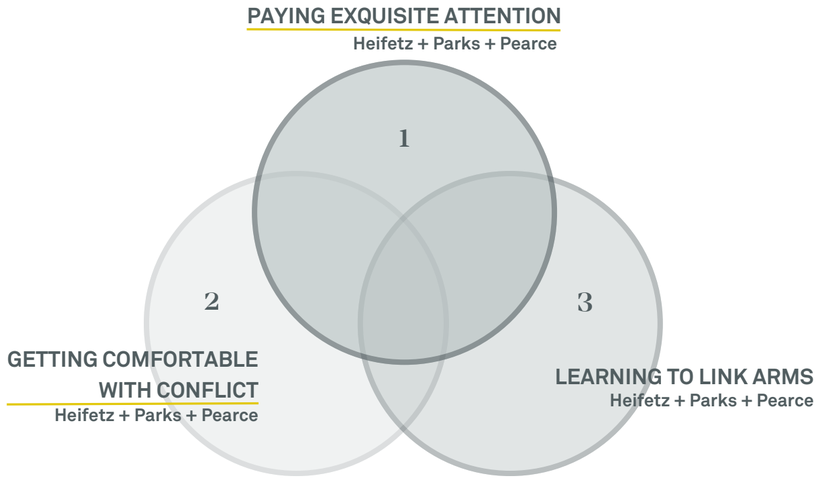


SHARE-OUT



DISCUSSION SESSION 2 (PAIRS)

GETTING COMFORTABLE WITH CONFLICT



Resistance and disagreement are natural responses to a call for change...By acknowledging resistance, you are acknowledging reality.

Pearce p. 101

EMBRACING CONFLICT

- Acknowledge Resistance
- Accept Self v. Role
- Keep the Opposition Close
- Partners and Allies
- Authority as a resource “less control, more confidence”
- Giving the work back
- Surface the hidden issue
- Where will context hurt?
- Where is language unhelpful or misleading?

Pause

(30 seconds)

As you reflect on the reading with this lens of “Getting comfortable with conflict in mind” what stood out to you?



FOR DISCUSSION: GETTING COMFORTABLE WITH CONFLICT

1| SHARE WITH YOUR PARTNER

- In general, on a scale from 1-10, how comfortable are you with conflict as a leader? (1 = avoidant; 10 = throwdown)
- What about this aspect of the reading felt most helpful?
- What felt most daunting?
- Can you share an example when consciously engaging a conflict worked out well?

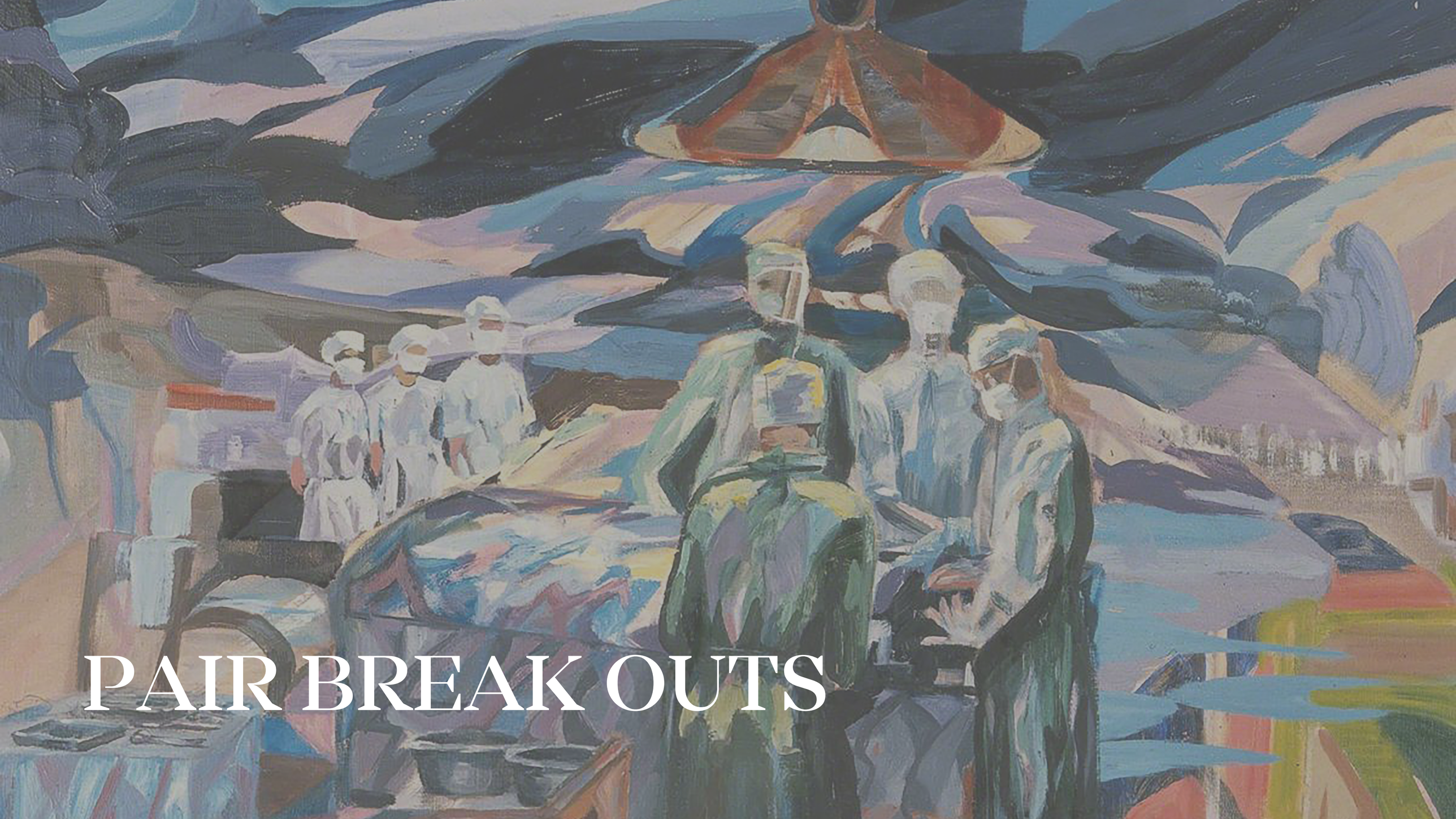
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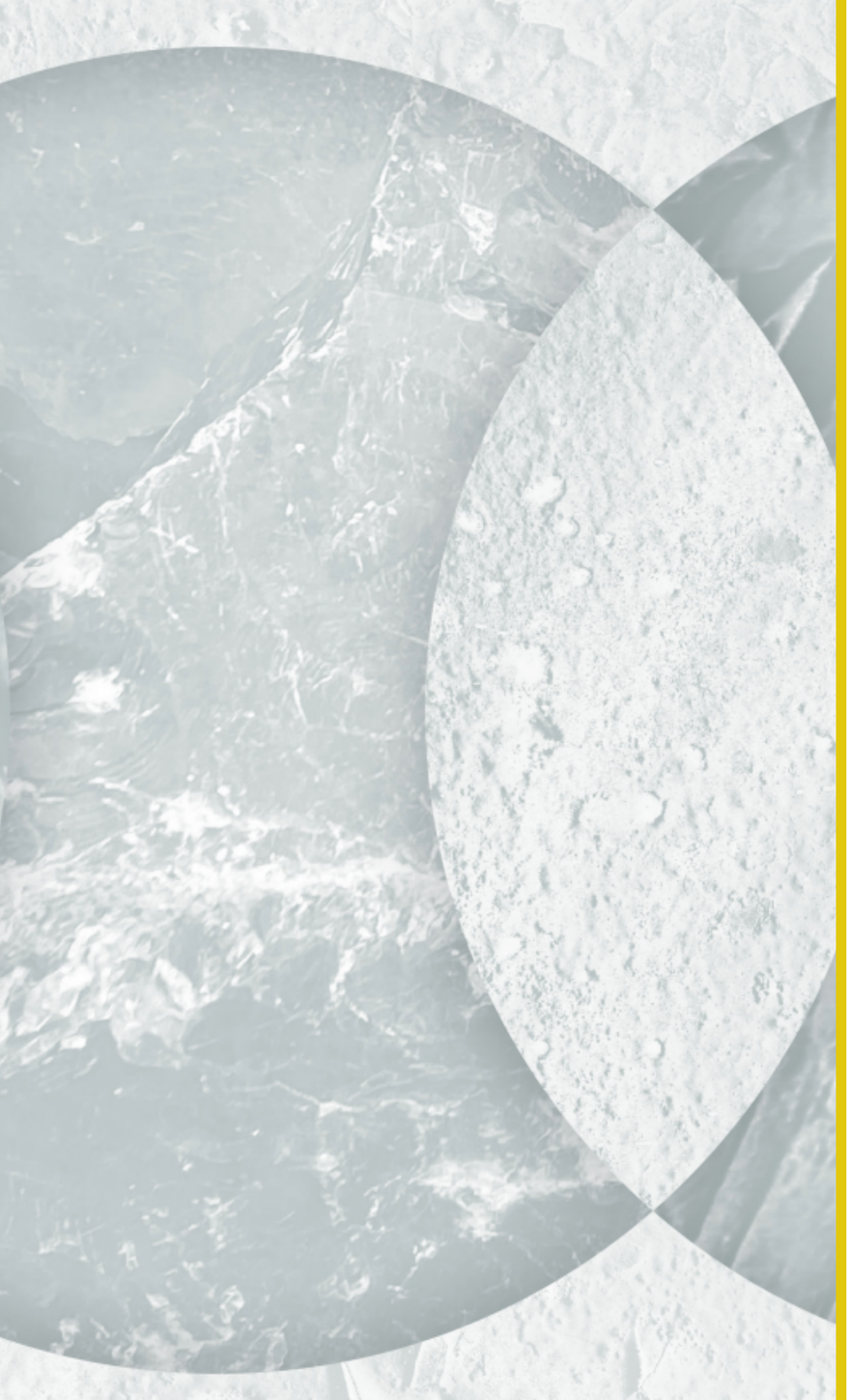
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PAIRS

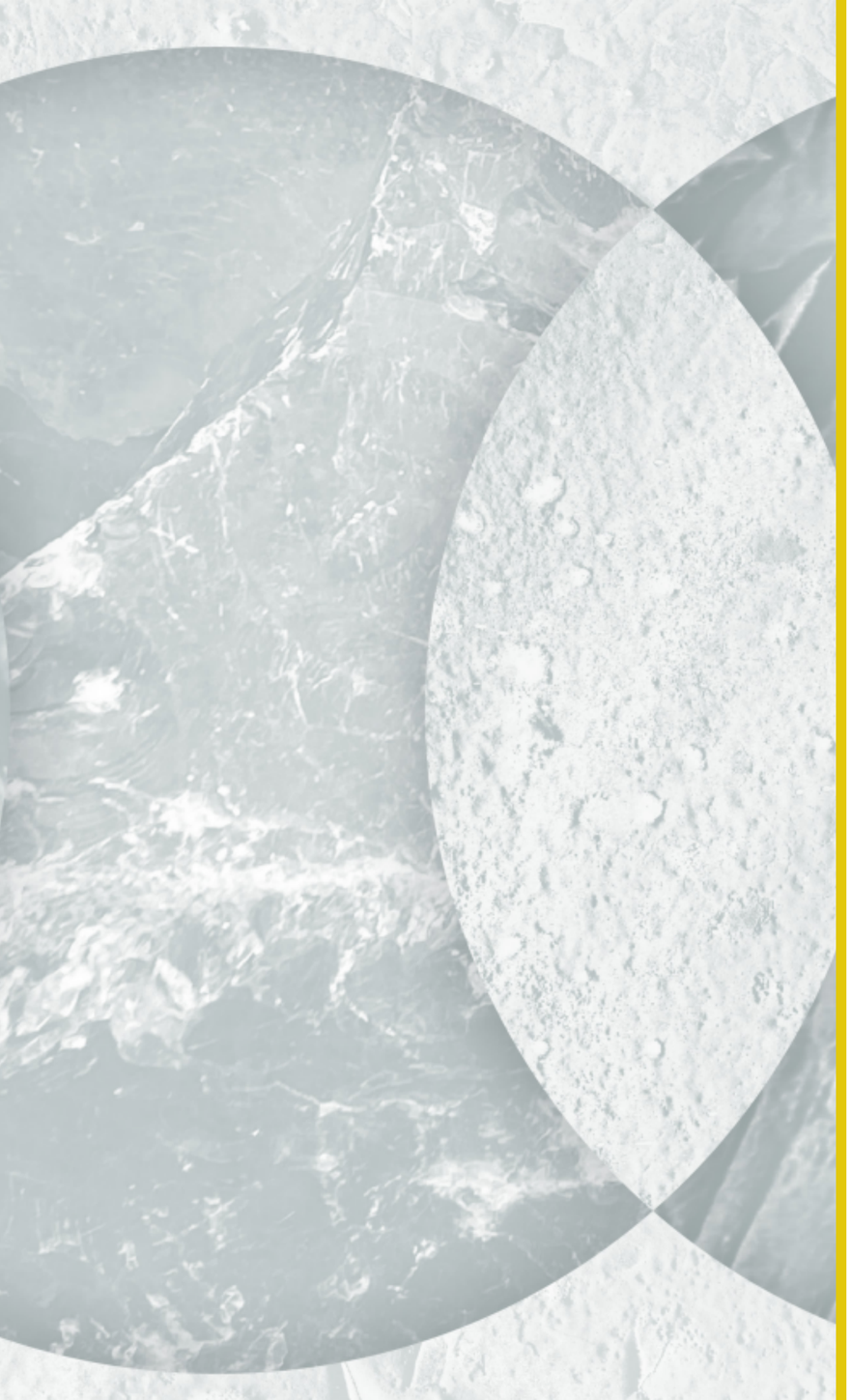
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PAIR BREAK OUTS

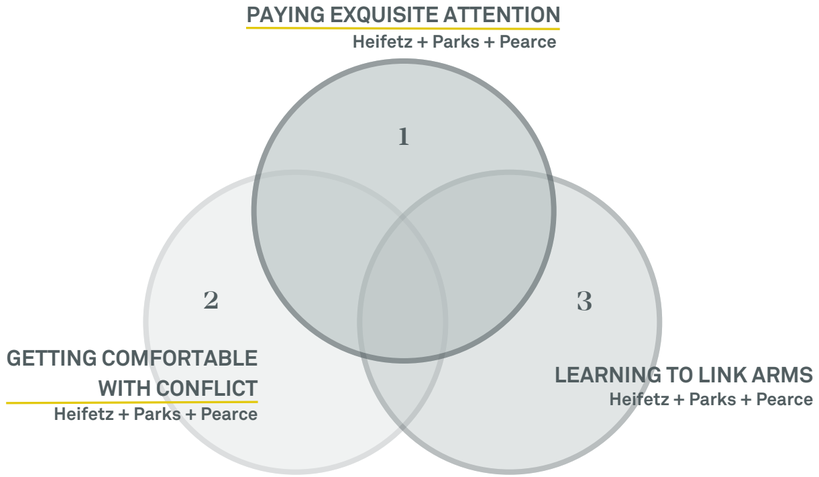


SHARE-OUT



DISCUSSION SESION 3 (ALL TOGETHER)

LEARNING TO LINK ARMS (+ OTHER TAKEAWAYS)



Adaptive leadership contends that those who practice leadership are not in control in the way the heroic leadership and organizational charts imply.

Parks p. 143

To survive and succeed in exercising leadership you must work as closely with your opponents as your supporters.

Heifetz p. 87

LINKING ARMS

- Establish Commonality
- Willingness to Be Known
- Where can context help?
  - Generational and Cultural Context
  - “Rules of the Game”
  - Personal Motivation
  - History of the Issue
- Find Partners (Stories)
- Keep the opposition close
  -

Pause

(30 seconds)

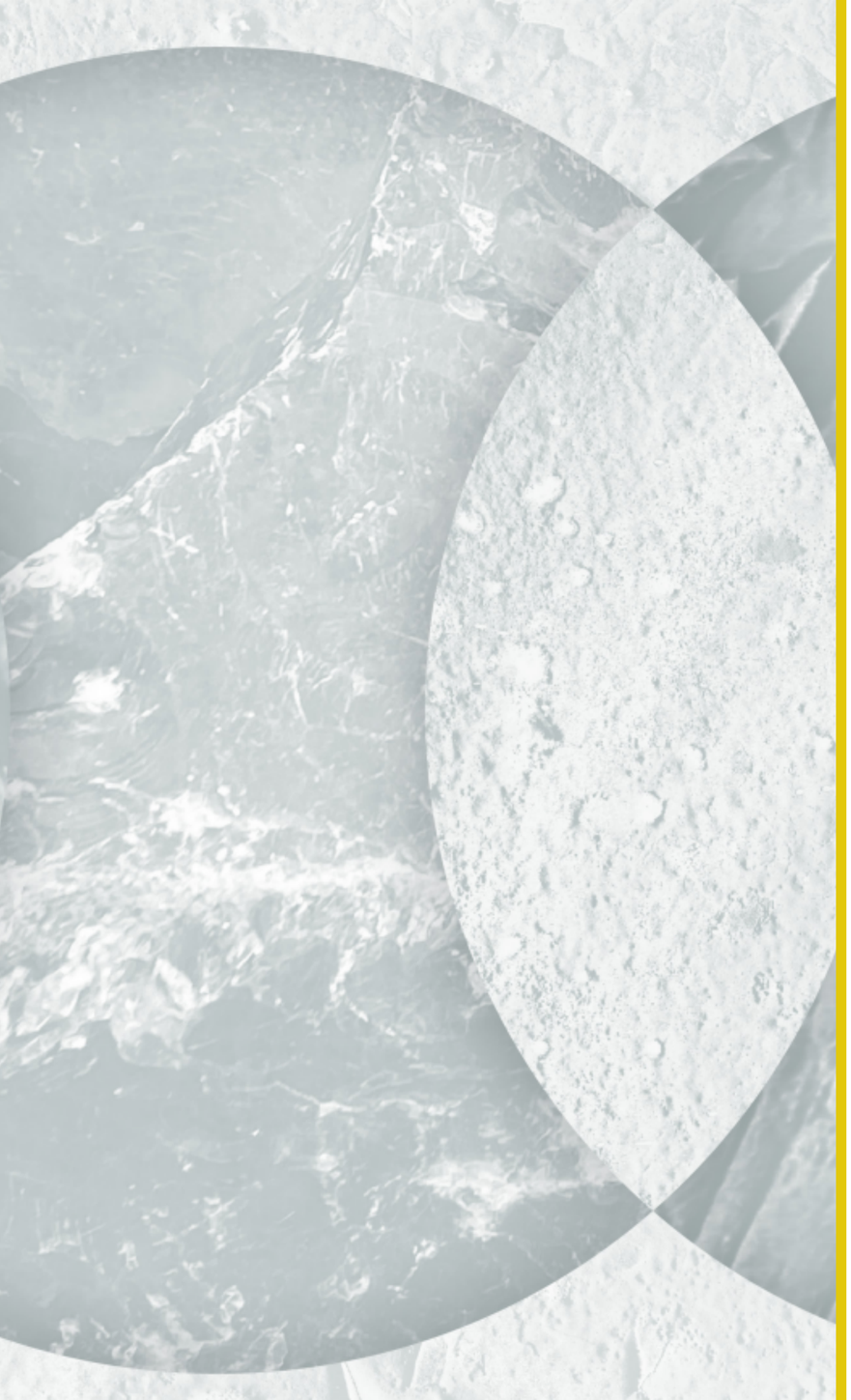
As you reflect on the reading with this lens of “Learning to Link Arms” what stood out to you?



FOR DISCUSSION: LEARNING TO LINK ARMS

- Your bridgework assignment was to find a partner. How’d it go? What have you learned?

- In light of everything else we’ve covered today, what else do you want to ask, offer, or share?



NEXT STEPS

GROWTH THROUGH CHALLENGE

READING

HEIFETZ/LINSKY
Chapter 2
The 4 Faces
of Danger

PARKS
Chapter 4
Learning Through
Failure in Public

PEARCE (PDF)
p. 94-106
Building Trust
Through Gratitude

BRIDGEWORK

REFLECTION

- In Chapter 4, Parks describes a (terrifying) class exercise, which asks each student to publicly share a leadership failure and invite their small group consult with them about it. Consider an instance of your own failure and reflect on what members of this cohort might draw out from that situation that could be helpful to you in your current practice.
  - As you seek to diagnose “faces of danger” in your current environment, consider:
    - What “face of danger” do you suspect you may be most naturally susceptible to?
    - What “face of danger” are you encountering most at the moment as you seek to advance change?
    - What is it that others likely fear losing in the initiative you’re advancing? What is at stake for them?

ACTION

- When we gather in Atlanta, bring a note of gratitude someone wrote to you that you’ve kept. Come prepared to share about the note and what about it mattered most to you as a leader.
- Meet with your consultation partner

CONSULTATION PARTNERS

A	Laura B Asher
B	Robin Laura T
C	Matt Cynthia
D	Mike Zack



REFERRALS

- Thank you for the names you've already sent!
- What peers come to mind when you consider who you enjoy collaborating and learning from/with?
- Click in the chat to nominate a peer- Think of 2-3 peers you’d like to nominate.
- Continue considering - Application deadline is July 1, 2024

UPCOMING SESSIONS



Atlanta

Tuesday, March 12, 2024
9am-5pm EST



Seattle

Monday and Tuesday
June 3-4, 2024

TRAILHEAD: RECAP

PAYING ATTENTION

- Read, read, read the room
- Risk interpretation
- Attend to yourself as well as others

EMBRACING CONFLICT

- Resistance is natural and good - work to normalize its benefits
- Don’t take it personally - distinguish between self and role
- Attend to opposition, seek to really understand alternative views

LINKING ARMS

- Find and Build Partnerships - Never even think about working alone
- Stay close to opposition - find ways to work together
- View authority as a resource, not a fiat



LAST WORD


PALLADIUM

Heifetz

Get on the Balcony | Think Politically
p. 51-90

- “Contemplation in action”
- Balcony Activities:
  - Divide technical issues from adaptive challenges
  - Find out where people are
  - Listen to “the song beneath the words”
  - Read the auth. figure
- Find Partners (Stories)
- Keep the opposition close

Parks

What Endures?
p. 121-145

- The Power of Language
  - Icons
  - Repetition
  - Self and Role
  - The Hidden Issue
  - Silence
  - History of Words
- Broader View of Authority
- Story: Andres at USAID
- Story: Jolene in State EPA
- Less control more confidence

Pearce

Resistance | Creating Shared Context
p. 100-109; 115-127

- Acknowledge Resistance
- Establish Commonality
- Willingness to Be Known
- Creating Shared Context
  - Generational and Cultural Context
  - “Rules of the Game”
  - Personal Motivation
  - History of the Issue

PAYING ATTENTION
Heifetz + Parks + Pearce

- Get on the Balcony
- Notice, Interpret, Intervene
  - What's really going on?
  - Is this Self or Role?
  - What's the Hidden Issue
  - What's what: TI vs AC
  - Where are people?
  - What's the song beneath?
  - What's the authority figure cueing?
- Know the History of the Issue
- What words/images work?
- What is our shared context?

EMBRACING CONFLICT
Heifetz + Parks + Pearce

- Acknowledge Resistance
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- Keep the Opposition Close
- Partners and Allies
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LINKING ARMS
Heifetz + Parks + Pearce

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- Find Partners (Stories)
- Keep the opposition close
  -



GET ON THE BALCONY

1 Distinguish between technical issues and adaptive challenges	2 Find Out Where People Are	3 Listen to the song beneath the Words	4 Read the authority figure for cues
Diagnostic (p. 60-61) • Hearts and minds have to change; • Process of exclusion • Persistent conflict • Crisis	• Survival and your success depend on a true understanding of various perspectives. • Learn from factions • Start where people are	• Self vs. role (p. 65) • The importance - and challenge - of interpretation • What ISN'T being said? • What is actually happening right now?	• "The trap is thinking the authority figure is operating independently and expressing a personal view" (p. 68)

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OTHER ?

5 What is the history of this issue?	6 Is there better language (or images) to capture this work?	7 Identifying Allies	8 What about this conflict feels especially scary to me?
Pearce (p. 124) • Where have we been? • What story captures the choices til now? • Where did I come in? • What's changed? • Where are we now? • Did I have a role in the mess?	• Icons/Metaphors • Repetition • History of Words • What shared context do we have or could we build?	• Who could I recruit to help? • What could we do together that matters to them? • Who do I need to keep close and how?	• What is at stake for me in this? • What/who feels most threatening? Is there anything I could so to diffuse that threat? • What is at stake if we do nothing? • Why do I care?

www.theparnassusgroup.com



Parnassus Group

ADDITIONAL RESOURCE

Link:

at www.theparnassusgroup.com

Password: Palladium24