

Action Plan Workshop – Advancing along the Transformation Continuum



	Business As Usual	Moving Forward	Formalization	Scaling & Spreading	Sustaining & Evolving
VALUES & BEHAVIORS	We have documented core values to express what our organization stands for; we have a foundational, implicit commitment to them among all employees	We have defined behaviors for each core value to clarify the ways in which people should act individually and collectively; we share the behaviors at orientation for all employees; the behaviors are built into our service standards	We train all new staff to grow their skills in applying the behaviors; we have embedded them into our practices and processes, including hiring, onboarding, performance management and offboarding	We have a behavioral compact for leaders, for clinicians & APPs, and/or for other groups, as needed, to explicitly define the reciprocal behavioral agreement between the organization and each group; we have standard work for using the compact(s) to frame discussions	Our values, behaviors, and compacts include the lenses of equity, diversity, inclusion, belonging, and psychological safety; we use them to align behavior with our shared mission and vision; we hold all employees accountable to them
URGENCY FOR CHANGE	We recognize there is urgency to change in our industry, things need to be better	There is reason for change in our organization and it is understood by a handful of executive leaders	Our reason for change is understood at all levels of leadership.	Our reason for change is understood by all levels of leadership and communicated throughout the organization. Tools, processes and rituals are in place to remind us of our reason for change.	Our reason for change is understood at all levels of the organizations and our team members champion and integrate our reason for change in their daily actions.
LEADERSHIP	Most leaders lead from their offices; Most leaders are not trained in a management system	Our leaders understand the importance of a single management method. A few of our leaders are proactively applying principles in their daily work.	Executive leaders role model principles of our single management method and most leaders manage their daily work with daily management principles.	Our single management method is embedded in how we do our work. Leaders, departments and teams actively collaborate to learn and apply best practices.	All team members use of single management method as a foundation for improvements and leader primarily problem frame and coach those who do the work to support daily tests of change.
WORKFORCE ENGAGEMENT	Improvement efforts are not linked to staff engagement surveys – staff do not see improvement as part of their role	Staff engagement survey results inform improvement efforts; staff are invited to contribute ideas for improvement efforts; staff are involved in improvement efforts	Mechanisms and structures are in place for staff to contribute and execute improvement ideas and report on improvement efforts. Staff are empowered to make improvements.	Improvement effort results are recognized and communicated organization-wide. Staff are engaged in daily improvement.	Certification pathways are available and promoted organization-wide; daily kaizen is SOP throughout the organization

**The above image represents only an excerpt of the broader continuum.*

- Kindly allocate a few moments to thoroughly evaluate the position of your organisation along the above transformation continuum concerning each individual element.
- This assessment will facilitate a comprehensive understanding of your organisation's current standing in the transformative journey.

Strategy for Transformation Optimisation

Values &
Behaviours

Urgency for
Change

Leadership

Workforce
Engagement

START

*List up to 3 items
you would like to
start*

STOP

*List one item that
needs to stop for
transformation to
start*

CONTINUE

*What will you
continue or
continue
aggressively*