

# STRATEGY IN AN ERA OF COMPLEXITY



Centricity *Principle*

The Centricity Principle™ Approach

Glenna M. Crooks, Ph.D.

# THE WORLD IS:

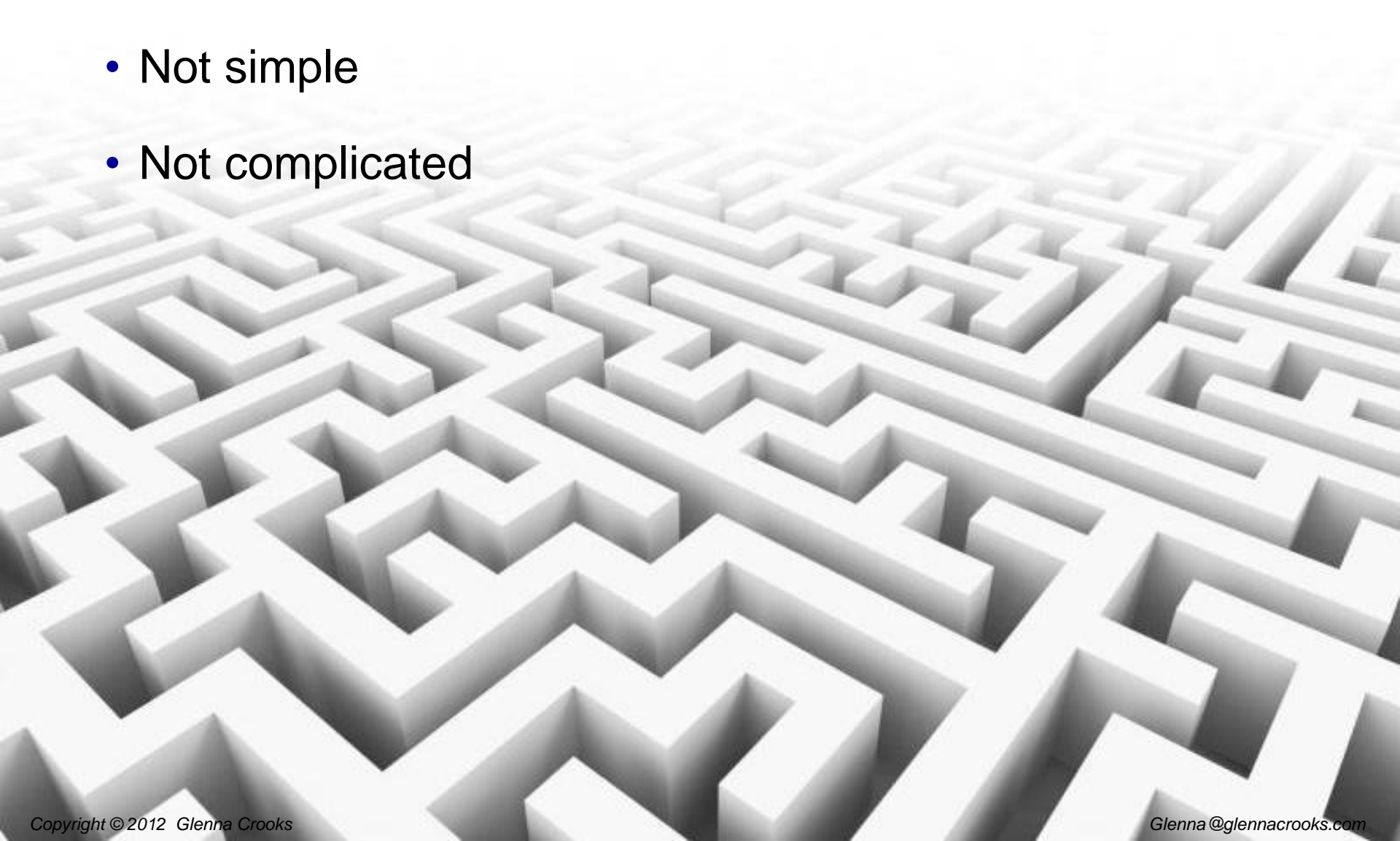
- Not simple





# THE WORLD IS:

- Not simple
- Not complicated



# THE WORLD IS:

- Not simple
- Not complicated
- **COMPLEX**

# THE SIMPLE, THE COMPLICATED AND THE COMPLEX

## Simple, Complicated and Complex Problems

<b>Simple: Bake a Cake</b>	<b>Complicated: Go to the Moon</b>	<b>Complex: Raise a Child</b>
Recipe: essential	Formula: critical and necessary	Formula: limited application
Recipes: tests assure replication	Success increases assurance that the next will be OK	Raising one child provides experience but no assurance of success with the next
No particular expertise is required. But expertise increases success rate	High levels of expertise in a variety of fields are necessary for success	Expertise can contribute but is neither necessary nor sufficient to assure success
Recipes produce standardized products	Rockets are similar in critical ways	Every child is unique and must be understood as an individual
The best recipes give good results every time	There is a high degree of certainty of outcome	Uncertainty of outcome remains
Optimistic approach to problem possible	Optimistic approach to problem possible	Optimistic approach to problem possible

(Adapted from Zimmerman, et al, "Complicated and Complex Systems: What Would Successful Reform of Medicare Look Like?" Discussion Paper No. 8, Commission on the Future of Health Care in ), July 20, 2002

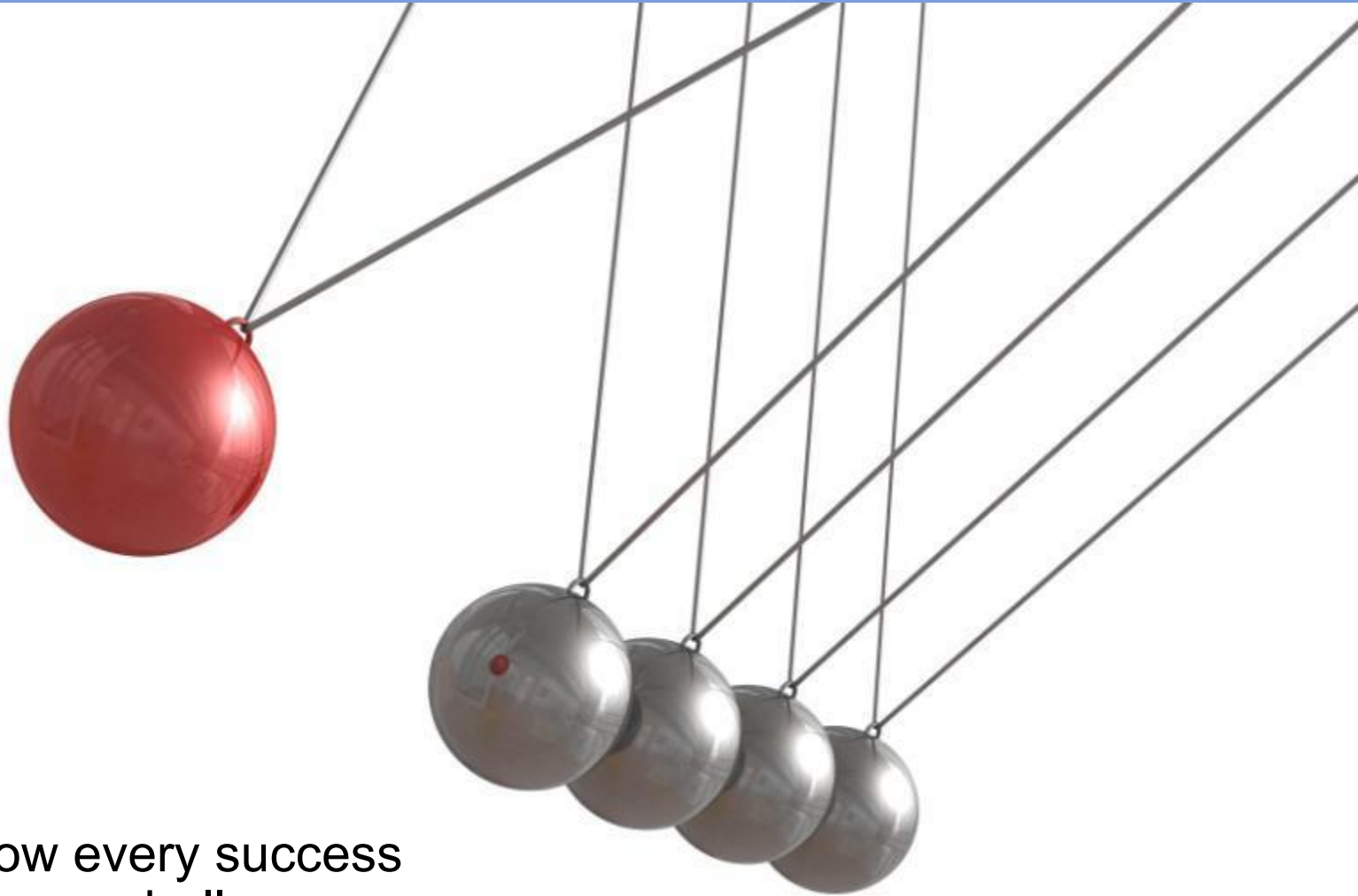
# THERE IS NO END-GAME



Whatever problem we solve is going to create another problem



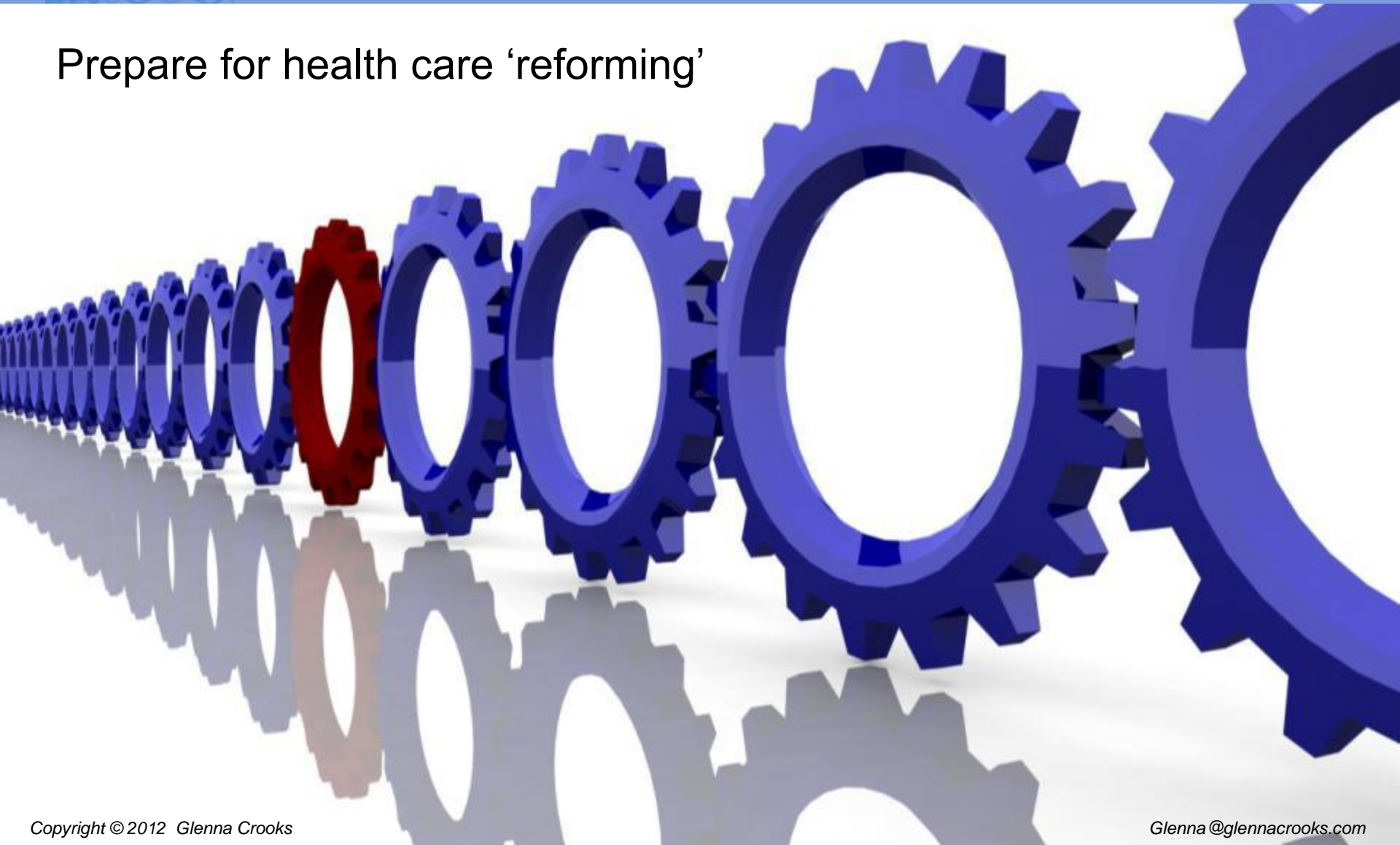
# IT'S NOT ABOUT FAILURE



It's about how every success  
creates a new challenge

# SO FORGET HEALTH CARE REFORM

Prepare for health care 'reforming'





# COMPLEXITY- RELEVANT LIVING

- Above all, be healthy
  - Health, not education, is the key differentiating factor today
- Manage your fear and anxiety
  - Remain in the eye of the storm: the view is better, more comprehensive and effective
- Watch for niche opportunities and butterfly effects
  - Like martial arts, small moves can cause big effects
- Dance, ski or jazz
  - Strategy in a complex world is non-linear, it does not move in straight lines

# COMPLEXITY-RELEVANT STRATEGY

We have a problem.

- Women and their babies are being discharged within 24 hours of delivery.

We have a plan.

- A 5-year, multi-center clinical trial to show that moms and babies are being harmed as a result

What do you think?

- It won't work
- It's probably not ethical to do such a study and you're not funded or set-up to do so
- If you do, you won't find what you're looking for
- You don't need to, it's an election year and there is a gender gap



# Centricity Principle



<b>Target</b>	Clear and measurable
<b>Barriers</b>	Internal and external
<b>Information</b>	Statistics and stories that describe the problem and solution
<b>Messages</b>	Simple, clear, evidence-based communications
<b>Relationships</b>	People and organizations who create and sustain change
<b>Catalysts</b>	Events and people that catalyze changes
<b>Resources</b>	Time, funding, skill and human willingness to act

# STEP ONE: SPECIFY THE TARGET

- What?
  - Clear statement of observable, measurable human behavior
- Why?
  - You can't change what you can't measure
  - Good targets make for good – simple – plans
  - Simple plans are the most effective roadmaps
- How?
  - Patiently, this is the hardest part
  - **Who** will do **what** by **when**?

# EXAMPLE: Hospital Maternity Care Plan Overview

**Managed Care Organizations and other payers will routinely allow Mothers and their Babies to remain in hospitals for 48 hours following delivery**








## STEP TWO: LIST ALL THE BARRIERS

- What?
  - Internal factors that may prevent success
  - External factors that may prevent success
- Why?
  - Prevents blindsiding
  - Acknowledges inertia and fear. Helps prevent self-sabotage
  - Shows that internal barriers are generally the most significant – we have met the enemy and it is us
  - Rumpelstiltskin was a wise tale
- How?
  - Fearlessly, comprehensively and exhaustively
  - Fast, do avoid getting bogged down

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**External Barriers:** managed care/other payers resist for cost reasons, insufficient evidence to demonstrate quality of care, mortality or morbidity is at risk, issue is not well known, the US is not child-centered in policy generally, women's health care issues are not well understood or appreciated, there are few advocates for women's and children's health and those that exist work in silos and are competitive, not cooperative. **Internal Barriers:** lack of manpower and resources, engaged in this issue part-time with other priorities, not experienced in changing policy, no major national presence.

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# STEP THREE: ORCHESTRATE FIVE ELEMENTS

- What?
  - Information
  - Messages
  - Relationships
  - Catalysts
  - Resources
- Why?
  - Doing at least four of the five “well enough” generally results in a “win”
- How?
  - Centricity assumes an already-competent project/business management capacity, good judgment and greater focus on ‘outcomes’ than ‘activities’



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Information

Messages

Relationships

Catalysts

Resources

# ELEMENT ONE: INFORMATION

- What?
  - Statistics
  - Stories
- Why?
  - Stories move the heart; statistics dull the brain
  - The heart – not the head – leads
  - Statistics and other objective measures ‘back up’ what the heart believes
- How?
  - List what you have
  - List what you need
  - Place the perspectives of decision-makers and stakeholders ahead of your own
  - Clarify the disease, disease burden, community impact, guidelines, model programs

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## Information

### Have

- Insights into 1996 Election year gender gap drivers
- Understanding of media's interests in health stories
- Depth of anti-managed care sentiments
- Anecdotes concerning experience of physicians, Mothers and Babies

### Need

- List of key media contacts
- List of legislators at-risk of gender gap
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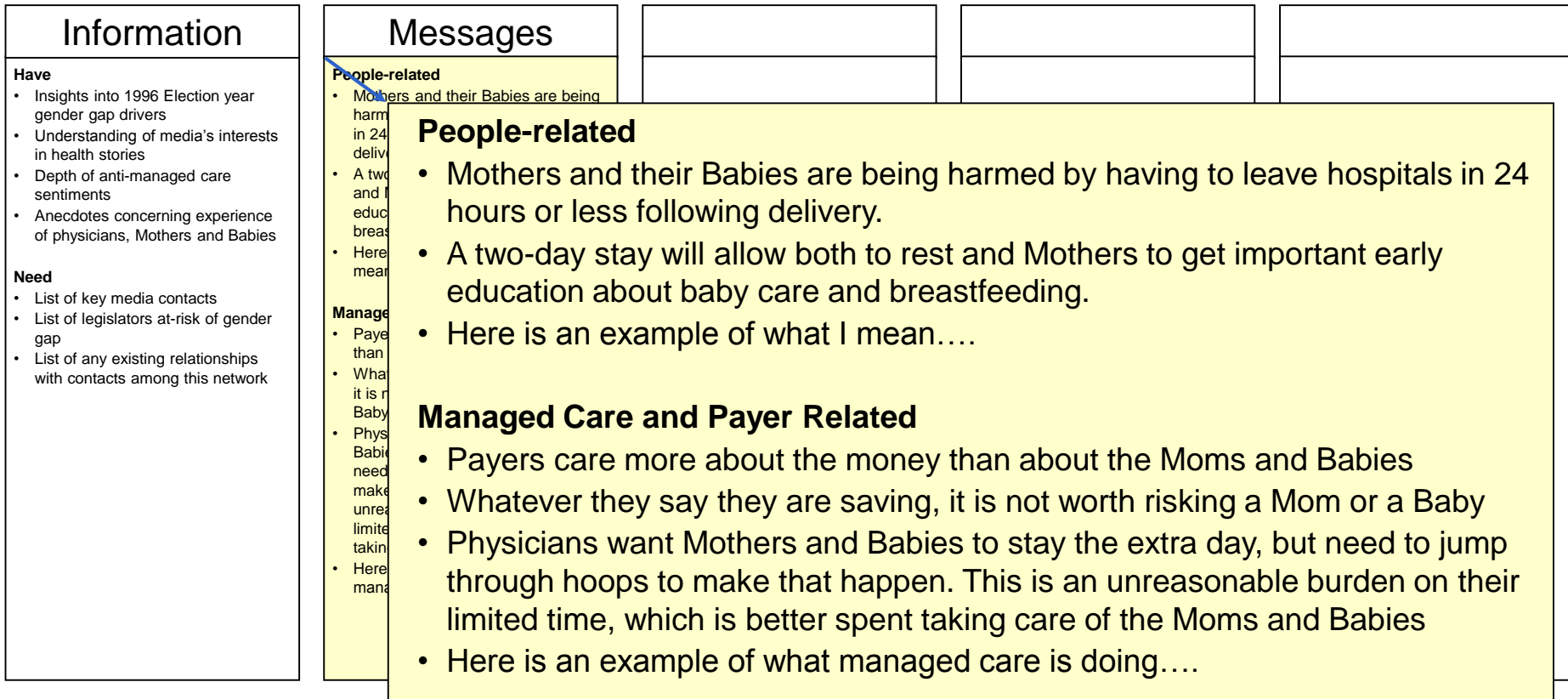
## ELEMENT TWO: MESSAGES

- What?
  - Descriptions of the problem and the solution
  - Simple, clear, concise, repeatable, true statements
- Why?
  - Decision-makers are overwhelmed and information-overloaded
  - Most important decisions are made by non-experts
  - Most decisions will be made when the experts and the stakeholders are not in the room
- How?
  - Put perspectives of decision-makers and stakeholders ahead of yours
  - Use only messages with impeccable evidence credentials
  - Always provide specific solutions; have an 'ask'

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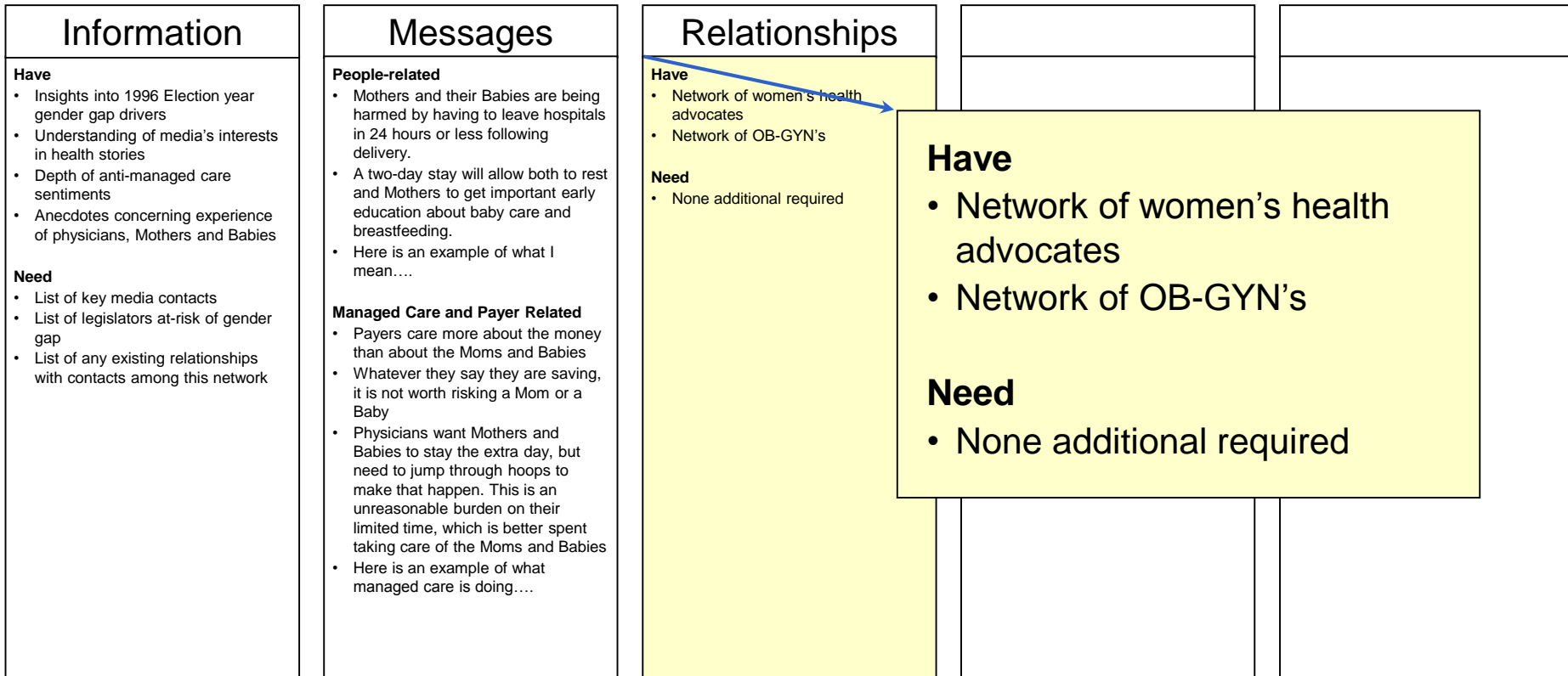
# ELEMENT THREE: RELATIONSHIPS

- What?
  - Access to and engagement with people and organizations
- Why?
  - People create change; organizations sustain them
  - People are increasingly mobile and opportunistic
  - Both have interest, information, platforms from which to speak and act
- How?
  - Through professional networks first, addressing ‘non-traditional’ stakeholders, e.g., civil rights, labor, minorities, MommyBloggers
  - Though personal networks next
  - Stay close in ‘degree of separation’
  - Master the structural elements of target organizations

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# ELEMENT FOUR: CATALYSTS

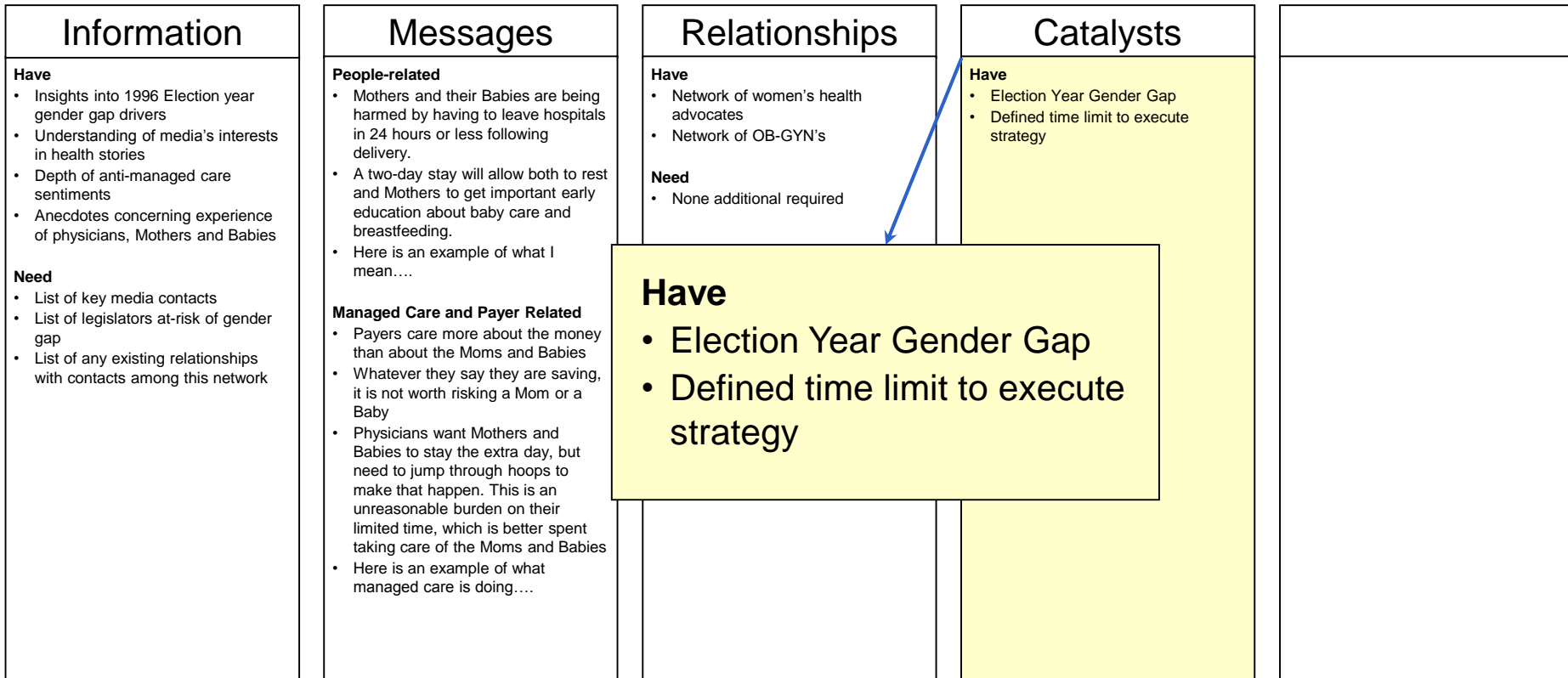
- What?
  - People and events who catalyze change
  - Can be cyclic, e.g., election years
  - Can be predicted, e.g., disease outbreaks
  - Can be created, e.g., polling data, invitational meetings
- Why?
  - Leverages the energy in natural cycles
  - Efficiency in accomplishing a goal using others' resources
- How?
  - Develop cyclic or predictable events: Prepare for the worst
  - Monitor for key and emerging decision-makers and stakeholders
  - Monitor competition for game-changing strategies
  - Amplify – do not dampen – highly-visible signal events
  - Schedule publications and events in key timeframes



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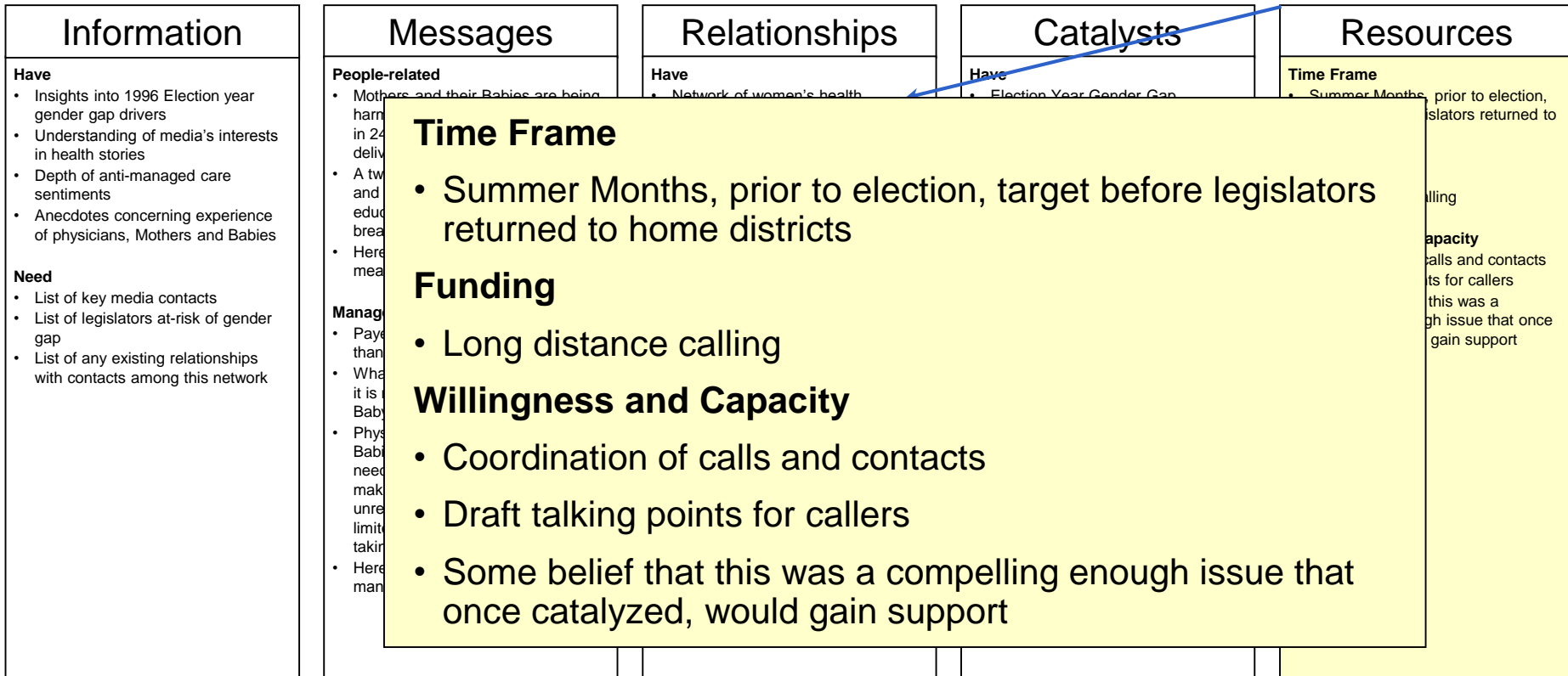
# ELEMENT FIVE: RESOURCES

- What?
  - Time and attention, the most limited resource
    - “Today’s calendar” time and “lead” project time
  - Skill, capacity and willingness to act
  - Money is rarely the scarce resource
- Why?
  - Reality-checks the target and plan
  - Generally reveals otherwise “hidden” assets
  - Compelling plans produce resources
- How?
  - Use existing project management approaches
  - Keep it simple
  - Keep it moving

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# EXAMPLE: Hospital Maternity Care Next Steps

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## Information Need

- List of key media contacts...(name) to develop list and circulate to all
- List of legislators at-risk of gender gap...(name) to develop list and circulate to all
- List of any existing relationships with contacts among this network

## Resource Need

- **Time:** Summer Months focused-need...(name) to develop call schedule and circulate to all, assuring calls made before legislators return to home districts
- **Funding:** everyone to bear cost of own calling
- **Willingness and Capacity.** Everyone agrees to make contacts and inform others...(name) to develop draft talking points for callers

# Centricity Principle

Centricity Principle helps individuals, organizations and governments orchestrate highly successful initiatives.

It facilitates:

- setting clear targets
- exposing barriers to success
- focusing on the right information
- building good messages
- creating great relationships
- leveraging catalysts and
- garnering key resources

It makes planning for today's complex world simple.

It hits the bulls-eye time after time.

*Yes, it works.*



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## Q & A

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