

# HUMAN CAPITAL OUTCOMES

## Human Capital Outcome

## Tool/Process/Concepts

### 1. STRATEGIC COMPETENCIES

Everyone in management shares a common language/framework for identifying leverage and achieving the outcomes set out in our Balanced Scorecard.

- Systems Leverage Model
- Surfacing & Testing Assumptions
- Reality/Vision Gap
- Dialogue/Discussion/Reflection
- Balanced Scorecard
- Framing and Reframing
- Story-Telling/Dynamic Evaluation

### 2. PERSONAL GROWTH & LEADERSHIP DEVELOPMENT

Everyone in management has a deep understanding of themselves. People understand what they need to learn to grow as a leader as the hospital transforms.

- Personal Analysis Report
- Personal Analysis Owners' Manual
- Generative Coaching
- Koestenbaum 360° Feedback
- Learning Styles Survey
- Leadership Reflection
- Personal Vision
- Personal Learning Contract

### 3. LEADERSHIP/MANAGEMENT BALANCE

A critical mass of managers can leverage our human capital -- by providing the right balance of management/leadership for teams and individuals as the hospital transforms.

- Koestenbaum's Leadership Diamond
- Stewardship/Adaptive Leadership
- Personal Analysis/Talent Management
- Personal Vision/Personal Mastery
- Developmental Facilitation
- Generative Coaching
- Project Management Tools

### 4. STRATEGIC ALIGNMENT

Managers know how to align strategy, structure, culture and skills and have the capacity to facilitate the alignment of people, processes and structures within their unit, and across the organization.

- Strategic Alignment Model
- Leverage & Alignment
- Framing and Reframing
- Systems Thinking
- Team Learning
- Organizational Design Methodologies
- Designing For Outcomes
- Strategic Budgeting

### 5. CULTURE SHIFT

Managers can lead processes which internalize our emerging shared vision, create rituals that enable people to practice and live by the hospital's values, and align our thinking and behaviour to our emerging strategy.

- Culture Shift Surveys
- Surfacing Undiscussables/Conflict Resolution
- Learning How To Learn
- Rules-of-the-Road/Team Learning
- Personal Change Strategy
- Personal Analysis/Talent Management
- Generative Coaching & Accountabilities Dialogues

### 6. STRATEGIC INTEGRATION

Managers can lead and manage processes which facilitate teamwork within each unit -- and integration of the systems, structures and processes across the component parts of the hospital.

- Organizational Alignment
- High Performance Team Methodologies & Thinking Tools
- Team Learning Skills/Processes
- Systems Thinking/Team Learning
- Generative Coaching
- Designing For Outcomes
- Action Learning

### 7. ACCOUNTABILITY

Every manager has an *Accountability Agreement* which sets out specific outcomes/measures/ targets which they are accountable for achieving in the *Organizational Balanced Scorecard* - as well as the supports required to achieve these; the positive and negative consequences, and, their *Personal Learning Contract* that will enable them to be successful.

- Accountability Agreement Tool/ Process & Talent Management
- Balanced Governance Scorecard
- Setting Indicators/Targets
- Stretch Goals
- Dynamic Evaluation for BSC Monitoring
- Feedback/Coaching
- Appreciative Inquiry
- Personal Learning Contract

### 8. PERSONAL & ORGANIZATIONAL LEARNING CAPACITY

Managers can utilize action learning methods/tools to accelerate group and personal learning outcomes. The hospital can track our results with dynamic evaluation and scorecarding methodologies.

- Balanced Scorecard/Dynamic Evaluation
- Action Learning/Story-Telling
- The Hourglass Model
- The Story Wheel
- The Landscape Map
- The Situation Map
- Pattern Analysis
- Collective Intelligence
- Systems Thinking/Team Learning
- Dynamic Evaluation