



BEYOND COMPLIANCE: ASPIRATIONAL MANAGEMENT IN TCOM

What IPH?

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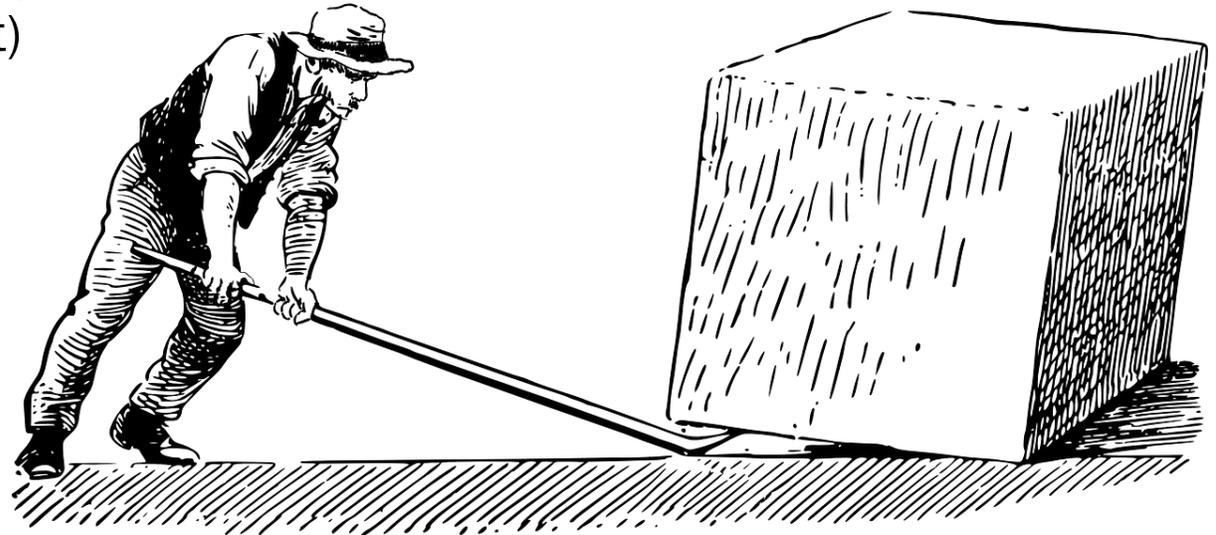
Common Strategies to Support Good Behavior

- ✓ Coaching
- ✓ Criticism
- ✓ Encouragement
- ✓ Fear
- ✓ Feedback
- ✓ Inspiration
- ✓ Leading by example
- ✓ Loyalty/Relationships
- ✓ Peer Support
- ✓ Praise
- ✓ Punishment
- ✓ Reward
- ✓ Structure
- ✓ Teaching



System Management Levers

- Charismatic Levers: Inspire system partners (inspiration, encouragement, leading by example)
- Regulatory Levers: Require system partners (feedback, reward & punishment)
- Financial Levers: Reward system partners (feedback, reward & punishment)
- Moral Levers: Call to the greater good of system partners (inspiration, leading by example)



Social Entrepreneurship and the Business of Personal Change

What is a Social Entrepreneur?

A person who establishes an enterprise with the aim of solving social problems or effecting social change.

**Transformational (Change)
Management Skills**



**Relationship
Management Skills**



**Business
Management Skills**



**Organizational Process
Management Skills**



Skills for Effective Social Entrepreneurship



Transformational (Change) Management Skills



- Problem Solving
- Moral Compass
- Moral Judgment
- Empathic Understanding
- Persistence/Relentlessness
- Passion/Charisma
- Flexibility/Adaptability
- Knowledge as a Resource
- Creativity
- Innovation
- Leadership
- Resiliency
- Resourcefulness
- Self Awareness

Relationship Management Skills



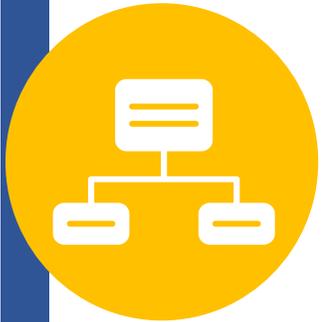
- Networking Capacity
- Leveraging Existing Partnerships
- Resource Leveraging
- Building and Maintaining Reputation
- Community Involvement & Influence
- Accountability
- Teaming

Business Management Skills



- Knowledge of Field/Industry
- Knowledge of Law/Regulations
- Accounting/Bookkeeping
- Finance
- Marketing/Communications
- Operations Management
- Technology Enabled Business Management

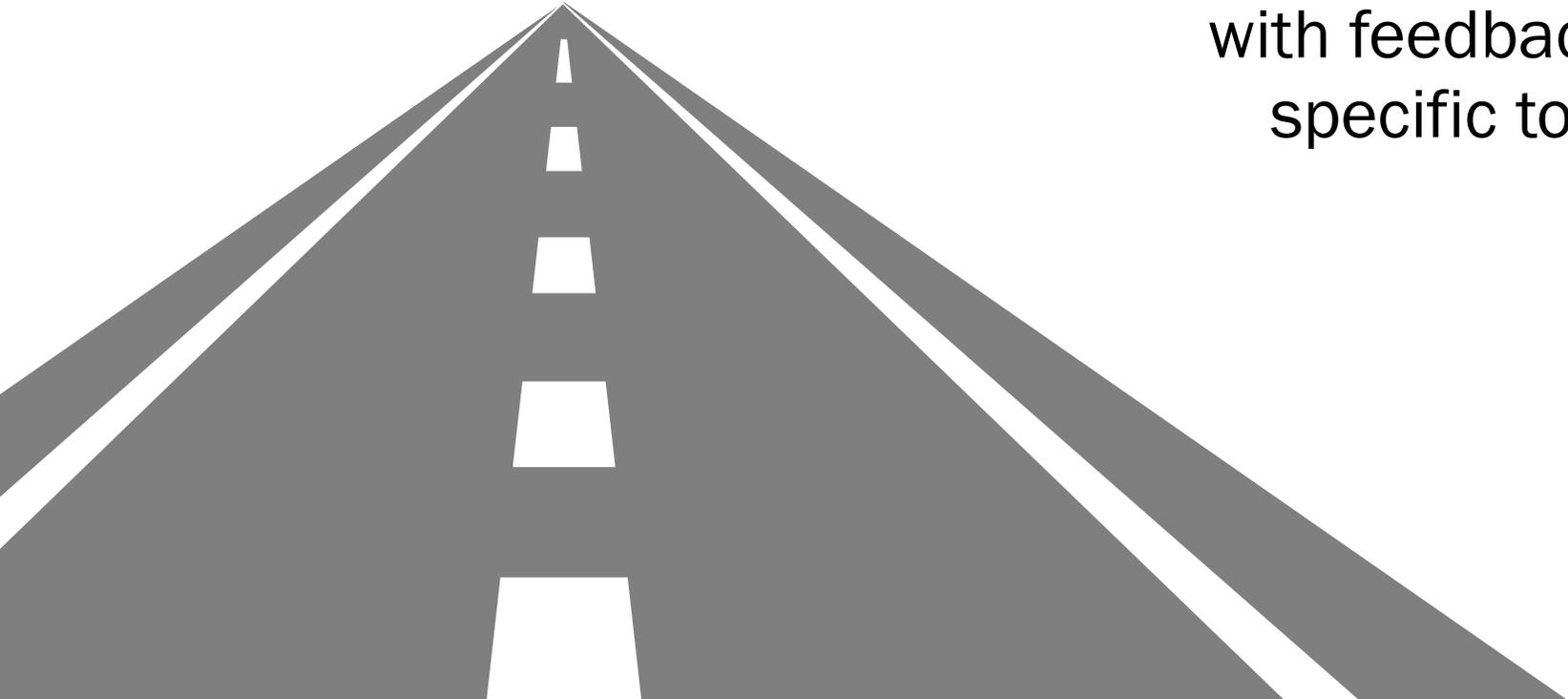
Organizational Process Management Skills



- Internal Communication
- Process Design
- Decision Making
- Conflict & Conflict Resolution
- Performance & Disciplined Action



Where Are We Now?



A culture of compliance to regulation backed by financial incentive and disincentives (reward/punishment) with feedback on performance specific to the regulations.

Learning Theory—principles of reinforcement/reward

- It is easier to increase the likelihood of a behavior through reinforcement than to decrease the likelihood of a behavior through lack of reinforcement, punishment or disincentives.
- With positive reinforcement you know what to do. With punishment you know what not to do (but not what to do).
- Positive reinforcement is stronger than negative reinforcement.
- A reinforcer is something that increases the likelihood of a behavior.
 - *Of value or interest to the person whose behavior you wish to influence*
 - *Close in time to the desired behavior*
 - In feedback
 - In availability

Compliance

Com · pli · ance /kəm'plīəns/

Noun

1. the action or fact of complying with a wish or command.
2. the state or fact of according with or meeting rules or standards.

physics

3. the property of a material of undergoing elastic deformation or (of a gas) change in volume when subjected to an applied force. It is equal to the reciprocal of stiffness.



**An
Alternative
Way of
Thinking
About Our
Challenge**

**Aspirational
Management**

Aspiration

as pi ra tion /aspə' rāSH(ə)n/

Noun

1. a hope or ambition of achieving something.
2. the object of one's hope or ambition; a goal.

medicine

3. the action or process of drawing breath.
4. the action of drawing fluid by suction from a vessel or cavity.

phonetics

5. the action of pronouncing a sound with an exhalation of breath.

Key Principles of Aspirational Management in a T TCOM FRAMEWORK

-  All work should be done considering the aspirations of those involved—at the individual, program, agency and system level.
-  Efforts should be made to identify the shared aspiration(s) and ensure that all involved are ‘on-board’ with the shared aspiration.
-  Each individual should be encouraged to explore/identify all relevant personal aspirations.
-  In each relationship it is the responsibility of those in positions of authority to help align personal aspirations with the shared aspiration(s).
-  Hidden agendas represent a major ethical breach of aspirational management.

Aspirational Work with the People We Serve

- Understand individual's aspirations (and family aspirations).
- Goals should be consistent with these aspirations but treatment goals are not the same thing as personal aspirations. In fact, treatment goals should generally be a product of shared aspirations, but the degree to which an alignment can be made is likely related to the success of the treatment plan.
- Direct care providers should be transparent regarding personal and agency aspirations in situations where they potentially compete with the personal aspirations of the people we serve.

Aspirational Management in the Supervisory Relationship

- Supervisors should take time to understand the personal aspirations of the supervisee.
- Supervisors have the primary responsibility of ensuring that the shared aspiration of the program/agency are understood by all supervisees and that the shared aspiration is reflected in their work.
- Supervisor and supervisee should work to align personal aspirations with the shared aspirations of the work.
- Lack of alignment between personal aspirations and shared aspirations suggests the need for a job change for the supervisee.
- Inability to align personal and shared aspirations or failure to understand personal aspirations by the supervisor suggests the need for a job change for that supervisor.

Aspirational Management as an Agency Executive Director

- Executive Directors have the primary responsibility for identifying and maintaining the shared aspiration of the agency and aligning that aspiration with system level, shared aspirations.
- Executive Directors should engage partners in the creation/evolution/maintenance of the shared agency aspiration with executive leadership, supervisory and direct care and representatives of the people served.
- The Board of Directors should hold the Executive Director accountable for maintaining an aspirational focus.

Aspirational Management at the System Level

- Understand the aspirations of the political leadership and seek to align them with the code agency aspirations.
- Understand the aspirations of agency leadership and seek to align them with the code agency aspirations.
- Be transparent with both political and agency leadership regarding the development and maintenance of a shared aspiration.