



Egos, Evolution and Emergent Thinking

ABOUT REBOUND SOLUTIONS



people

purpose

potential



- **Deep Public Sector Expertise**
- **Leadership Development and Team Building**
- **Executive Coaching**
- **Program Leadership**
- **Strategy**
- **Change Management**

DISRUPTIVE CONSEQUENCES



**The King: Wicked
Inventory Management**



**The Disrupter:
Empowered Consumer**



**The New King:
Consumer
Convenient Retail**



***THE VERY INVENTIONS THAT CREATE INDUSTRY
MAY EVENTUALLY DESTROY IT.***

DISRUPTION IS ALL AROUND US



U B E R

Google



OUR HYPOTHESIS



- Understanding emerging trends, policies, and technologies is essential to strategic relevance and competitiveness.
- Yet there is no chance for a single individual to be the keeper of all relevant and potential trends in the marketplace.
- **Therefore there is a need for organizations to incorporate more emergent planning methods and technique.**

THE VALUE TO BEHAVIORAL HEALTH



Public Policy

Competition

Talent

Funding

**Market
Differentiation**

**System
Investment**

**Customer
Interaction**

**Mergers,
Acquisitions, &
Partnerships**

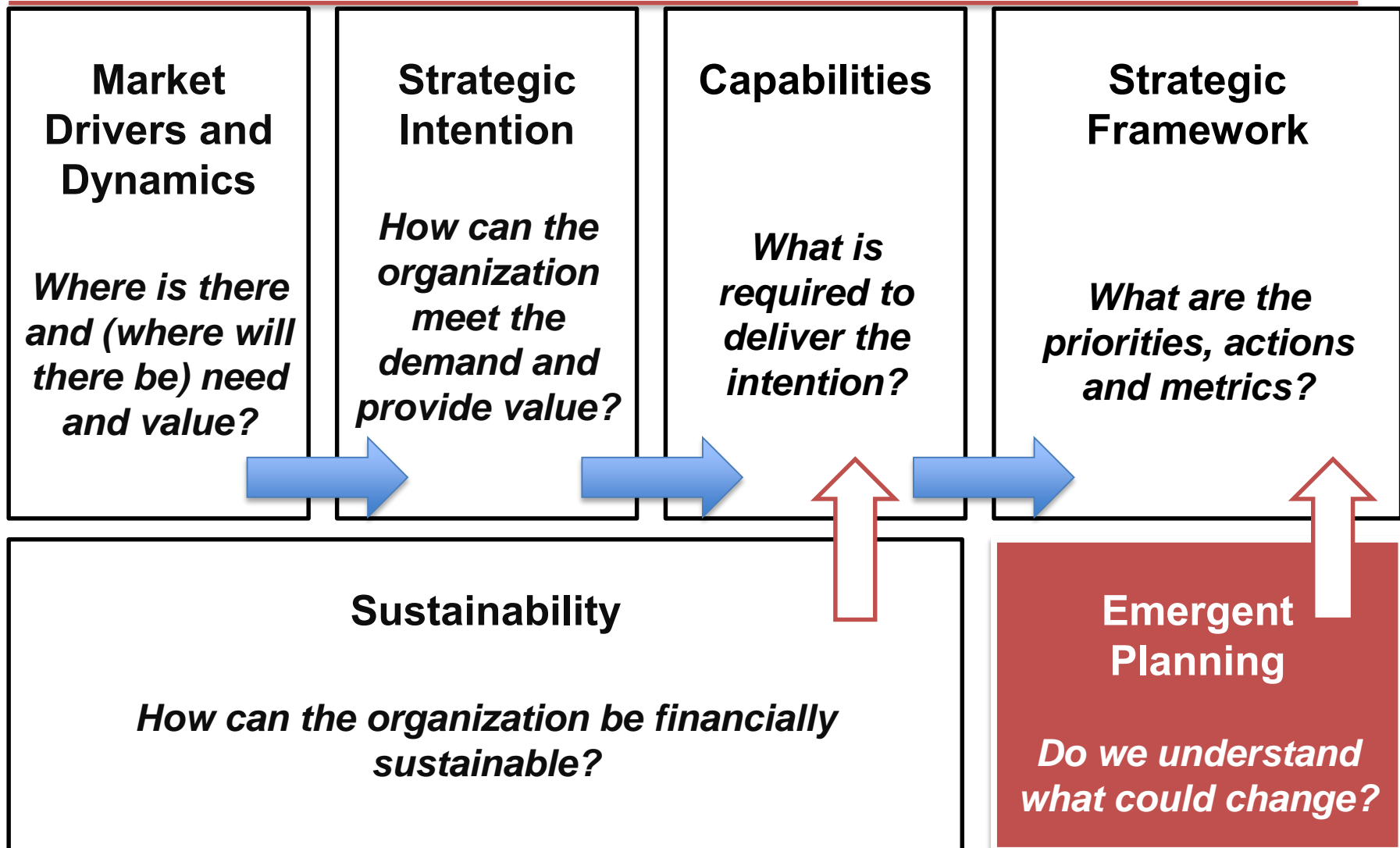
Impact

THE CRITICAL QUESTIONS



- Do I really understand my customers?
- Do I understand the marketplace?
- Do I fully understand the business model?
- Do I understand my core assumptions?
- Do I take the time to ask – “what if this changed?”

WHERE DOES IT FIT INTO STRATEGIC PLANNING?



COMPLIMENTING STRATEGIC PLANNING



Traditional Strategic Planning

- Top Down (Some Team Input / Data)
- Focus on the future direction
- Actions and Accountability
- Key Performance Indicators

Emergent Strategic Planning

- Complements the strategic planning
- Structured Team Engagement
- Challenge the “Constants”
- Risk Indicators
- Assigned Reception

So, How Do We Use This?



Understand
the Risks

*What could
change?*



Set the
Benchmarks

*How do I
know?*



Prioritize and
Monitor

*What and how
do we follow?*

LET'S REVIEW AN ACTUAL CASE



- Mission to serve uninsured.
- ACA has basically eliminated the uninsured marketplace. The organization decided to shift to serving Medicaid patients.
- The existing model uses volunteer doctors.
- Hospitals love the organization – as they want to reduce E/R visits



START WITH THE QUESTIONS



Understand
the Risks

*What could
change?*

The Questions

- What are your underlying assumptions? Do you know?
- Challenge the assumptions – what if...?
- Ask what factors could change?

The Planning

- Outline the assumptions
- Identify the scenarios and consequences
- Identify the benchmarks and indicators

OUR CASE: HEALTHCARE NONPROFIT



Understand the Risks

Setup: Nonprofit that provides medical care to the underserved

What are the things that we believe could change?

Assumptions

- Medicaid is here to stay
- Reimbursement rates will remain constant
- Doctors will serve Medicaid patients
- Hospitals won't compete against us

Scenario

- ACA is repealed by Congress
- Medicaid reimbursements decline
- Doctors don't want to serve Medicaid
- Hospitals decide to setup competitive capabilities

TIME FOR EXERCISE



Understand the Risks

What are the things that you believe could change?

Assumptions

- What are the key assumptions in your business and strategy today?

Scenario

- What are the future scenarios that could threaten these assumptions?
- What are you seeing today that is already disrupting your business model?

OUR CASE: HEALTHCARE NONPROFIT



Set the Benchmarks

What are we identifying as key indicators?

How do we know the emergent scenarios becoming real?

Scenario

- ACA is repealed by Congress
- Medicaid reimbursements decline
- Doctors don't want to serve Medicaid
- Hospitals decide to setup competitive capabilities

How Do We Know?

- Federal legislation / politics
- Federal and state legislation and rule making
- Doctor surveys and outreach / Relationships
- Competitive analysis and outreach

TIME FOR EXERCISE



What are we identifying as key indicators?

How do we know the emergent scenarios becoming real?

Data

- **What are the benchmarks you should be using for each scenario?**

Reality

- **What is the probability of the scenario being realized?**

A CASE: HEALTHCARE NONPROFIT



Prioritize and Monitor

What is the priority and how do we actually monitor?

Are we building effective and efficient receptors?

Scenario

- **ACA is repealed by Congress**
- **Medicaid reimbursements decline**
- **Doctors don't want to serve Medicaid**
- **Hospitals decide to setup competitive capabilities**

Priority / Staffing

- **Low: Internal staff; contracted lobbyist**
- **Very High: Contracted state lobbyist; Board**
- **Very High. Internal staff; Board relationships**
- **Moderate. CEO and Board**

A CASE: HEALTHCARE NONPROFIT



Understand the Risks

Clear strategic plan with contingency built in for scenarios and diversification!



Set the Benchmarks

Board level dashboard to determine validity of existing strategy



Prioritize and Monitor

Resources aligned to critical / higher priority scenarios and following indicators

- What are our key assumptions for this product, service, and idea?
- What could change these assumptions?
- How would we know?
- What are the likely scenarios that would result from these change scenarios?

EGO BUSTING



-
- Survey the organization to test if it's truly a safe organization for learning.
 - Engage the Board with challenging the strategic assumption
 - Establish external / market committees that can challenge / ask new questions
 - Engage independent organizations to assess ideas and concepts.

PRACTICAL CONSIDERATIONS



- Use traditional strategic planning to establish the direction (intention) and necessary capabilities
- Involve your team in reviewing the traditional plan and be open to “what if” scenarios
- Prioritize the indicators / benchmarks for the scenarios (How would you know)
- Identify the receptors / priorities
- Get validation from OUTSIDE your cave!
- Ask for volunteer for assignments
- Setup the rules for “disruption”

THANK YOU



We want to hear from you!

William Browning

wbrowning@rebound-solutions.com

303-349-4921

Charissa Murphy

cmurphy@rebound-solutions.com

703-477-2921