

Adaptive Design: Leading with the Brain in Mind

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People who cannot invent and reinvent themselves must be content with borrowed postures, secondhand ideas, fitting in instead of standing out.

Warren Bennis

When times demand change, all too often smart, experienced people make unsuccessful choices. Surprisingly, it is not a failure of thinking; it's exactly how our brains are designed to think as they seek to make sense of the world and our problems.

We always face choices. When the human brain experiences success, it conveniently "hardwires" the specific responses that led to the success. This normal, natural, neurologic hardwiring can become a roadblock, however, when success factors change.

In times of change formerly positive choices, naturally embedded into a mindset based in the past, can thwart a vision of the future and become a "setback" to success.

In addition, modern neuroscience has shown that previously successful brains non-consciously label new choices as *potentially dangerous* or *threatening*. The defensiveness generated by this normal, natural, non-conscious threat response overwhelms data produced to "change someone's mind."

As such, Adaptive Design (AD) has incorporated cutting edge brain research that inspires leadership at all levels to maximize opportunity and create safe, innovative choices that are designed for success.

Positive change manifests itself in two ways:

- (1) **Improving what you already know how to do.** When that is the objective, management optimizes employees and their work through traditional formulas, i.e., gathering data, meeting to find answers and implementing solutions. Good management is important.
- (2) **Discovering new ways to succeed.** Here leadership must step up to develop and support original, innovative opportunities. This is when resourceful, adaptive leadership is essential.

The first scenario works fine if change is happening slowly. But in the rapidly moving pace of the 21st Century, leaders need Adaptive Design's insights, structure and discipline to

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safely enable thinking outside the norm. AD leadership delivers the mindsets, methods, skills, and tools for successful execution by:

1. Aligning new choices with an unambiguous, self-diagnostic, meaningful purpose. When the environment changes, successful leaders decrease risk and waste by aligning new choices to a high-value, *Strategic Purpose*. In Adaptive Design, that Strategic Purpose is Ideal Patient Care.
2. Rapidly linking relevant INFORMATION to ACTION to meaningful RESULTS. *Rapid* and *relevant* are the key. Adaptive Design intuitively integrates natural, normal brain processes to quickly generate patient-centered solutions in real-time. AD trained leaders have found this to be more powerful than brainstorming in meetings and/or working discontinuously toward big, distant goals.
3. Replicating and sustaining that experience of success. Mindsets are reshaped by experiences of success. AD naturally leverages normal neurophysiology to build the intuition, know-how, and inspiration to do more, faster. This gives leadership a continually evolving set of successful new choices targeting development and growth.

Adaptive results create a measurable improvement for patients in all dimensions. That's High-Value Healthcare without the risks. And that's a great advantage because "performance pays." Adaptive Design makes "pay for performance" an opportunity for any healthcare organization.

Explore the power Adaptive Design can give your organization in changing minds and behaviors through new on-line learning:

Learning Lines Webinar Series in collaboration with Lean Healthcare West

- November 7 – Accelerating Your Lean Journey: What Would Happen if Toyota Acquired Your Hospital?
- November 14 – Creating the "Apple" of Healthcare: Secrets of Continuous Learning Healthcare
- November 28 – Adaptive Design: How to Lead the World in High Value Healthcare in One Year

Adaptive Design's on-line learning course ***Experience Adaptive Design (EAD)*** is currently in nationwide beta test. Available in early 2013, ***EAD*** offers healthcare leaders the convenience and opportunity to rapidly develop real-time success and spread adaptive solutions throughout their organization.

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