

Presentation Outline - Bon Secours Adaptive Ambidextrous Organization Design

Objectives:

- 1) For participants to learn how one health care provider ...
 - Conducted an adaptive enterprise-wide organization design
 - Piloted the implementation of the adaptive system-wide design with one market location using an ambidextrous start up

- 2) For participants to discover the critical elements of an adaptive work system and ambidextrous start up

Time	What	How	Outcome
As people walk into session, plus 8 mins	On the white boards in front of room, collectively answer the following 2 questions:	Instruction sheet and marker handed to participants as they walk into room. 1) What challenges do start-up organizations face when embedded within a parent structure? 2) What can be done to mitigate these challenges?	Participants will have thought about key elements of an ambidextrous start-up.
7 mins	Welcome Session Objectives	Welcome participants to session - Rick Provide overview of session objectives - Dan	Participants will know learning objectives of the session and who is in the room
25 mins	Overview of Bon Secours system design and BSKY Adaptive Ambidextrous organization design	PowerPoint overview – Rick/Dan <ul style="list-style-type: none"> • Define S curves, ambidextrous organization, design criteria, organization structure, adaptive work system • Describe how the design process introduces and models the adaptive work system 	Participants will have a common platform on which to discuss the small group questions.
20 mins	Small groups collectively identify their top 3 – 5 recommendations on the following questions. Individuals choose which group to join. Limited to ¼ of room participants per group.	On your white board, collectively answer the following for your group. Prepare for one person to report out to the large group. <ul style="list-style-type: none"> • Group 1 – What are the top 3 – 5 strategic and environmental reasons for BSKY to use an adaptive work system? • Group 2 – What are the top 3 – 5 hurdles BSKY will face in implementing adaptive integrated practice units (IPUs)? • Group 3 – What are the top 3 – 5 digital technologies that would enable BSKY’s adaptive work teams to be more effective? • Group 4 – What are the top 3 – 5 critical elements that will ensure BSKY has a successful ambidextrous start-up? 	Participants will have engaged with the core concepts of an adaptive work system and ambidextrous organization.

Time	What	How	Outcome
25 mins	Group discussion.	Each group reports out using their white board. Facilitated large group discussion. Group questions may include: <ul style="list-style-type: none"> • What is the power of small group – large group process design? How does this model an AWS? 	Participants get feedback on their application of the concept/tool.
5 mins	Summary and close	As individuals answer the following three questions and be prepared to share with the larger group. <ul style="list-style-type: none"> • What – What did you hear? • So What – Why is this important? • Now What – How will you use what you learned going forward? 	To end the session acknowledging the groups learning.

Note: Rick and Dan will each step into the discussion flow to point out “double loop learning” opportunities, e.g. ...

- **How the process being used today is a small example of iterative learning**
- **What it was like to learn about an Adaptive Work System through the design process**
- **Etc.**