

# **The 5 Ps of Organizational Transformation: Part 1 Purpose, Passion, and Planning**

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## **Organizational Transformation**

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- 1. Prescription for Lasting Success:**
  - A. Introducing the 4 Ps Model: Purpose, Passion, Planning, and People**
  - B. The 5<sup>th</sup> P: Perseverance**
- 2. Purpose: Mission and Core Values**
- 3. Passion: What Drives Your Organization Forward**
- 4. Planning: Vision and Goals and Objectives**

## **Organizational Transformation**

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- 5. People and Physical Assets**
- 6. Making Success Last: The 5<sup>th</sup> P – Perseverance**
- 7. Strategic Transformation Summit**

**What is Success?**

## What is Success?

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“a favorable or desired outcome”

“the attainment of wealth, favor, or eminence”

Merriam-Webster's Online Dictionary

## Building a Dynamic Organization

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The 4 Ps of Organizational Transformation

Diagnosis (from outside in):

- ❖ People and Physical Assets
- ❖ Planning
- ❖ Passion
- ❖ Purpose

Look beyond the Chief Complaint!

## **Look Beyond the Chief Complaint**

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**Chief Complaint = Sinusitis**

**RX = Xrays?**

**CT?**

**Antibiotics?**

**Pain Meds?**

**Other?**

**The 3 Extra Questions**

## **Look Beyond the Chief Complaint**

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**Chief Complaint = ↓↓ \$\$\$**

**RX = Financial Guru?**

**Loan?**

**New Investors?**

## Look Beyond the Chief Complaint

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Chief Complaint = ↓↓ morale and  
↑↑ Staff  
Turnover

**RX = 360° Assessment?**  
**Motivational Coach?**  
**New HR personnel?**

## Look Beyond the Chief Complaint

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Chief Complaint = ↓↓ Members

**RX = New Products?**  
**New Services?**  
**New Sales Force?**  
**New Director of Member Services?**

## **Look Beyond the Chief Complaint**

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**Chief Complaint = Building in Disrepair/  
Equipment Breaking Down**

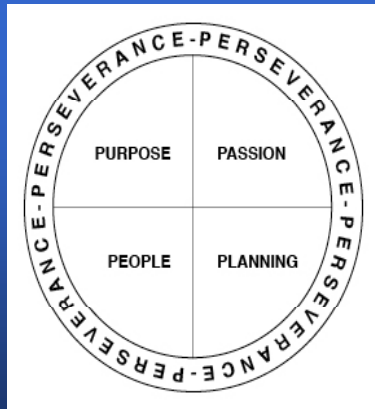
**RX = New Paint?  
New Furnishings?  
New Equipment?**

## **Prescription for Lasting Success**

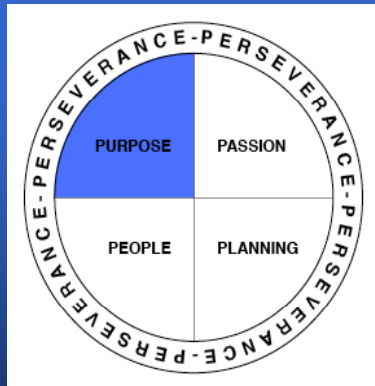
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**The 4 Ps of Organizational Transformation  
Treatment (from inside-out):**

- ❖ **Purpose**
- ❖ **Passion**
- ❖ **Planning**
- ❖ **People and Physical Assets**



# Purpose



## Purpose

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### ❖ MMS Mission Statement (Core Purpose)

**“The purposes of the Massachusetts Medical Society shall be to do all things as may be necessary and appropriate to advance medical knowledge, to develop and maintain the highest professional and ethical standards of medical practice and health care, and to promote medical institutions formed on liberal principles for the health, benefit and welfare of the citizens of the Commonwealth.”**



## Purpose

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### ❖ Mission Statement (Core Purpose)

- Why are you in business?
- What business are you in?
- Common Ground for MMS members
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- Are MMS members and staff in sync with the MMS Mission?

## Purpose

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**“Affirming purpose and values through service is a regular part of how great companies express their identities.”**

**Rosebeth Moss Kanter  
Harvard Business Review  
November, 2011**

## **Purpose**

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### ❖ **Core Values (Strategic Priorities):**

**MMS: Advocacy, education outreach**

**Patient care advocacy**

**Physician representation**

**Accurate quality data**

**Public sharing of clinical and  
practice data**

**Other \_\_\_\_\_**

➤ **What is your organization's  
culture/your identity?**

## **Wandering Off Purpose**

## **Wandering Off Purpose**

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❖ **San Francisco Medical Society**

**Core Values  
Gone Awry**

## Core Values Gone Awry

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### ❖ Lehman Bros.

“Our mission is to build unrivaled partnerships with and value for our clients through the knowledge, creativity, and dedication of our people, leading to superior results for our shareholders.”

## Evolving Missions: Assessing Your Market

## **Evolving Missions**

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### **Barnes & Noble**

**“Our mission is to operate the best specialty retail business in America, regardless of the product we sell....We will continue to bring nuances of style and approaches to bookselling which are consistent with our evolving aspirations.”**

## **Evolving Missions**

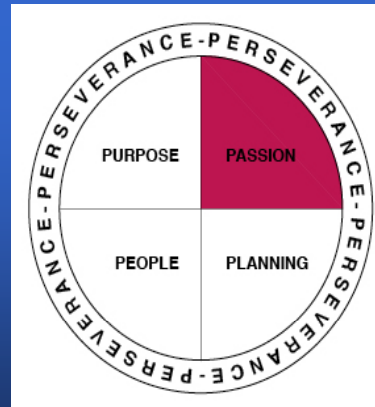
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### **vs. Borders**

**“To be the best loved provider of books, music, movies and other entertainment and informational products and services....”**

**Supporting attributes: “ambiance” of book browsing**

# Passion



## **Passion**

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- ❖ **Positive Emotional Energy**
- ❖ **Commitment**

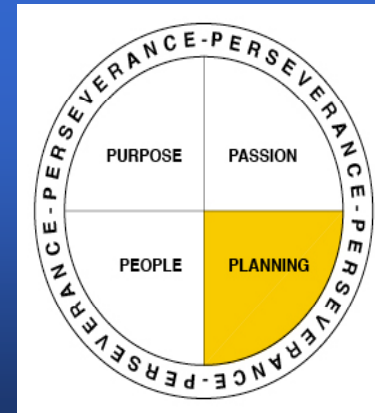
## **Leadership and Passion**

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### **Key Issues Facing the MMS**

- ❖ **What's Your Passion?**
- ❖ **What's the 800 lb. gorilla?**

# Planning





## **Planning**

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- ❖ **Part 1 – Create a Compelling Vision**
- ❖ **Part 2 - Strategic Plan:  
Setting Goals and Objectives**

## **Planning – Part 1** **Vision**

## Planning – Part 1: Vision

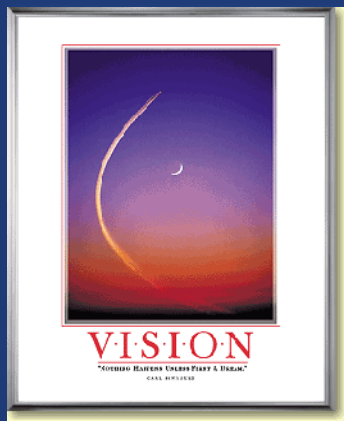
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- ❖ Action implied
- ❖ The Future of the MMS  
(i.e. Where are you going?)
- ❖ Communicate Throughout

## Planning – Part 1: Vision

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❖ "The Massachusetts Medical Society will continue to be a proactive organization. We will advocate for the shared interests of patients and our profession. We seek to unite all physicians and serve the common interests of the profession. Our goals are to enhance and protect the physician-patient relationship and to preserve the physician's ability to make clinical decisions for the benefit of patients. The Society will continue to encourage the development of standards for high quality care. We will continue to promote our code of ethics to physicians, patients, and the public. We will work collaboratively within the profession and with the public. The Society will address the professional needs of physicians and take a leadership role in the development of health care policy. We will promote medical education, training, research, and the continuing education of physicians. We will communicate clearly and effectively with our members and the public to build awareness of and support for our goals."



"Nothing  
happens  
unless first  
a dream."



"I have a dream, that my four little  
children will one day live in a nation  
where they will not be judged by the  
color of their skin but by the content  
of their character. I have a dream  
today!"



Martin Luther King speaking during the "Prayer Pilgrimage for Freedom"  
at Lincoln Memorial in Washington, D.C. Photo by PAUL SCHUTZER

## Vision = An Inner Process

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- ❑ Visualization
- ❑ Imagery/Language of Imagination
- ❑ Right brain function  
*simultaneous*  
*non-sequential*
- ❑ Inner Resources

## The Left Brain

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- Sequential Information Processing
  - Linear
  - Rational
  - Logical
  - Analytical
  - Verbal/Articulate (*uses words*)
  - Voluntary nervous system control
  - Voice of the “conscious mind”

## The Right Brain

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- Simultaneous Information Processing
  - Lily Pad (non-linear)
  - Intuitive
  - Receptive
  - Synthetic (*the “big picture”*)
  - Language of Imagination (*uses images and symbols*)
  - Autonomic, endocrine, and immune system regulation
  - Language of the “unconscious mind”

## Language of Imagination

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- Accesses inner wisdom and resources
- Connects unrelated concepts (*lily pad*)
- Stimulates inspiration and creative flow
- Reduces resistance to creativity
- Resolves creative conflicts (e.g. Einstein)

## **Guided Imagery as a Tool**

### **Vision and Innovation**

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**Group Exercise:**  
**What's Your New Vision?**

## **Planning – Part 2**

### **Setting Goals and Objectives**

### **Setting Goals and Objectives**

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#### **❖ SMART Goals**

- ✓ **Strategic/Specific**
- ✓ **Measurable**
- ✓ **Attainable**
- ✓ **Relevant/Rigorous**
- ✓ **Time-bound**

## **Setting Goals and Objectives**

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- ❖ **Begin with the end in mind!**
- ❖ **Develop 3-5 Goals\* that get you from your current situation to your vision.**
- ❖ **Develop 2-4 Objectives\* for each Goal.**
- ❖ **N.B. Goals are big targets/Objectives the smaller steps along the way to a goal**

**Working  
Backward from  
Your Vision**





## Setting Goals and Objectives

### ❖ Reality Check

- ✓ Time
- ✓ Talent: Staffing Needs?
- ✓ Treasure: Money, Other Resources

**To Be Continued  
After Lunch**