

THE ORGANIZATIONAL RISK AND READINESS ASSESSMENT

THE LINK BETWEEN LEADERSHIP EXCELLENCE AND SUSTAINED RESULTS

The ever-changing nature of today's external healthcare environment is not temporary. The key to a healthcare organization's success is its ability to adapt with exceptional agility. The line between success and failure is razor thin. Executives must not only anticipate changes in the external environment but move internal operations quickly in response. It all comes down to the ability to execute at a consistently high level.

To move results and sustain them, all levels of an organization need to be aligned with a shared sense of urgency for action and change. How quickly and effectively leaders drive aligned actions determines an organization's success or failure. An organization may be perfectly aligned in its plan to respond to the external environment, and its leaders may have the right skill sets that translate to the right actions. But if that organization doesn't have the systems in place to hold people accountable for those actions, execution stalls or stops.

Diagnosing your organization's ability to execute and understanding precisely where to close execution gaps may seem daunting. That's why we suggest starting with an accurate diagnosis.

Identifying Your Organization's Risk and Readiness

We're firm believers in diagnosing before treating. Equally important is having a leadership framework to follow once a treatment plan and strategy has been developed. This allows leaders to phase and sequence their approach, so employees do not become paralyzed by the rate of change. The Evidence-Based LeadershipSM framework is designed to align goals, actions and processes, and execute quickly. This framework creates the foundation that enables transformation in an environment of continuous change. It provides the structure for hardwiring behaviors, and it aligns an organization's culture with the "accountability" mindset.

The objectives of the Organizational Risk and Readiness Assessment include:

- Understanding cultural attributes that can impact the likelihood of attaining or sustaining success.
- Identifying opportunities to leverage organizational strengths to increase the probability of implementation success.
- Identifying specific barriers that must be eliminated or reduced to increase the probability of implementation success.

- Capturing the pulse of the organization via leaders' perceptions related to organizational readiness.
- Providing leaders with a safe channel to provide feedback.
- Establishing leader involvement by encouraging discussion.
- Developing a mechanism for feedback to senior management to be used for progress review and action planning.

Why an Assessment?

Based on the extensive work of Huron, the Organizational Risk and Readiness Assessment is a simple yet thorough diagnostic analysis that provides actionable data to drive more effective execution and improve outcomes.

This confidential online survey is completed by each of your organization's leaders and reveals the degree to which leaders shared an aligned vision of the external environment and fundamental leadership issues.

The Organizational Risk and Readiness Assessment provides an organization with data on how leaders perceive four important criteria:

- **Alignment:** The extent to which leaders think, act and communicate to their team, particularly around the external environment, and the degree to which they have shared urgency for change
- **Action:** Whether leaders can quickly and precisely standardize leading practices across the organization
- **Accountability:** The extent to which systems and processes hold people accountable for executing well and delivering outcomes
- **Agility:** How quickly and effectively leaders can adapt to change and cascade new priorities and behaviors throughout the organization

Benefits of the Organizational Risk and Readiness Assessment

Through our years of performing this assessment and our analysis of hundreds of thousands of survey responses, we've identified six key factors to achieve high performance:

- **Leadership Fundamentals:** The training and skills leaders need to be successful.
- **Accountability:** A highly reliable organization evolves from a highly accountable leadership team.
- **Consistency:** Leaders must share a standardized approach to implementing leading-practice behaviors across the organization.
- **Self-Awareness:** Leaders must be able to hold up the mirror and see how patients, families and staff perceive the organization.
- **Alignment:** Leaders' goals and communication must be aligned around the strategically important objectives of the organization.
- **Readiness for Change:** The leaders of the organization must have a realistic understanding of how adaptable and agile the organization is and close gaps in the organization's readiness for change.



Through the Organizational Risk and Readiness Assessment, you will learn:

- Whether your leaders share an aligned vision for the organization and an accurate perception of the external environment, organizational strengths, weaknesses and barriers to improvement.

- If leaders truly understand how employees, physicians and patients rate the organization.
- Leaders' understanding of the organization's skill in implementing change and the likelihood of change being achieved and sustained.
- The degree to which best practices are currently standardized across the organization.
- Whether leaders possess the skills they need to meet today's leadership challenges.
- How well the organization holds people accountable for their individual performance and for achieving outcomes.

The survey responses provide actionable data and information needed to make immediate improvements. They also allow leaders to identify cultural attributes for skill building to enhance the organization's ability to attain and sustain success.



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