

Integrative Governance for Adaptive Work Systems: A Strengths Based, Socio-Technical Design Approach

Bernard Mohr

Innovation Partners International

Presented At

STS Roundtable Conference, Sept. 13, 2012, Canterbury, UK

Purpose Of This Session

Overall...

- ✦ Creative exploration of the theme: *“What’s humane got to do with STS today?”*
- ✦ To contribute to the ongoing development of STS as theory and practice.

Specifically....

- Exploring the meaning of and connection between “adaptive work systems” and “Integration”
- Rethinking what *“governance and governance design”* means in the context of Integration requirementsat the team, organization, network and eco-system levels
- And by examining the possibilities and meaning of *“strengths based design of strengths based governance”*

4 Concepts and Some Stories

- Concepts
 1. Adaptive Work Systems
 2. Governance – What, Where? Why? Who?
 3. Integration –why care?
 4. Strength Based Socio-Technical Design

Adaptive Work Systems

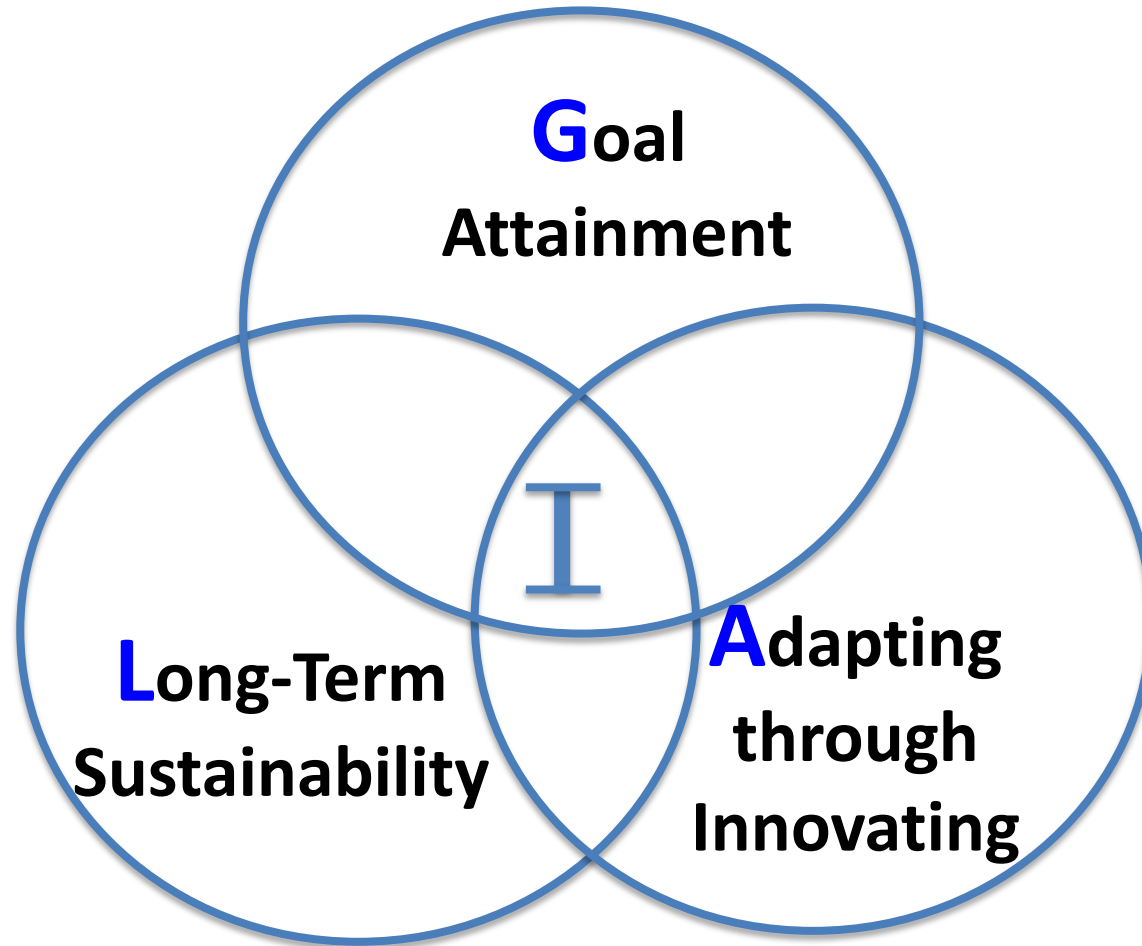
- “The Adaptive Work System is a type of organizational network that is configured to operate as a work system at multiple levels of global, enterprise or unit levels of design.
- Performance characteristics such as agility, speed, flexibility and re-configurability are typically delivered by the adaptive work system”.

S. Winby, Sapience Network

ORGANIZATIONAL GOVERNANCE?

Dimension	Traditional View of Governance
Emphasis (Goal)	Controlling or preventing behavior that is illegal, unethical, or detrimental to the interests of shareholders.
Key Actors	The board of directors as the key actors
Focus	Board activities such as senior management selection and compensation, advising senior management, and reviewing accuracy of financial reporting and adequacy of compliance efforts.
Orientation	Begins with a problem-prevention point of view and is advocacy driven.

RETHINKING GOVERNANCE

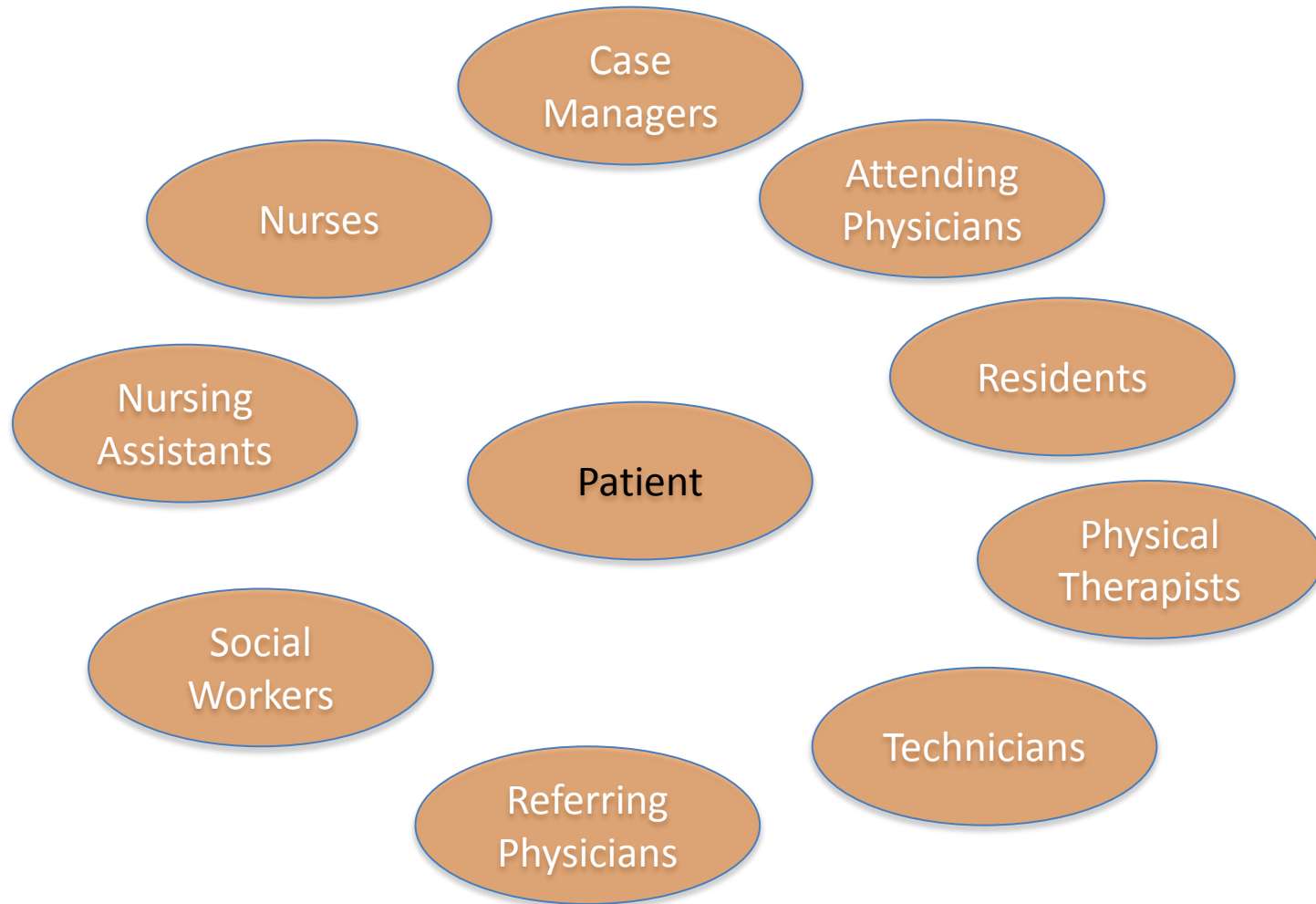


What is Integration*? (A Socio-Technical Perspective)

- The management of interdependencies between work/tasks (technical)
- The management of interdependencies between people (social)

* Based on conversations with Jody Hoffer-Gittell and ideas from “High Performance HealthCare” by Jody Hoffer-Gittell, MIT Press publishers, 2009

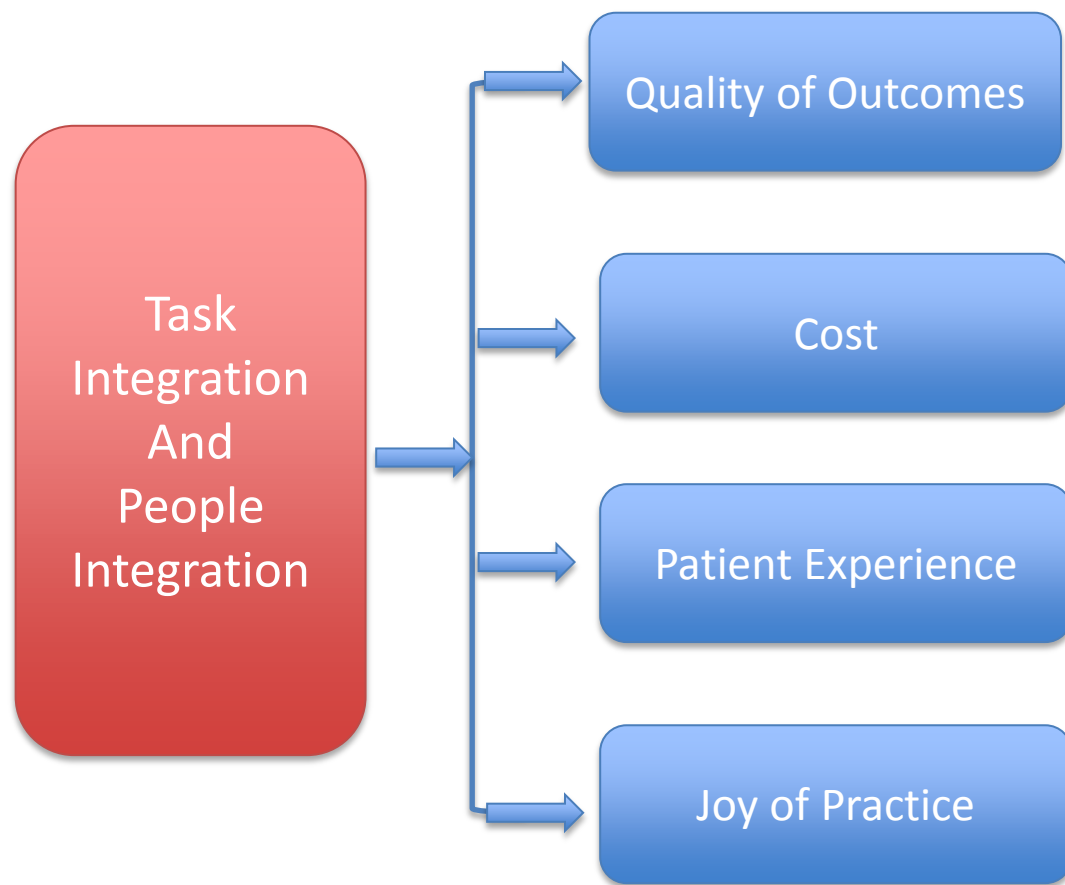
Patient Care : An Integration Challenge



Governance Re-Imagined

- The structures, practices, and processes that mobilize human capability in support of **Goal Attainment, Adaptation, Long Term Sustainability** ... and particularly **INTEGRATION**

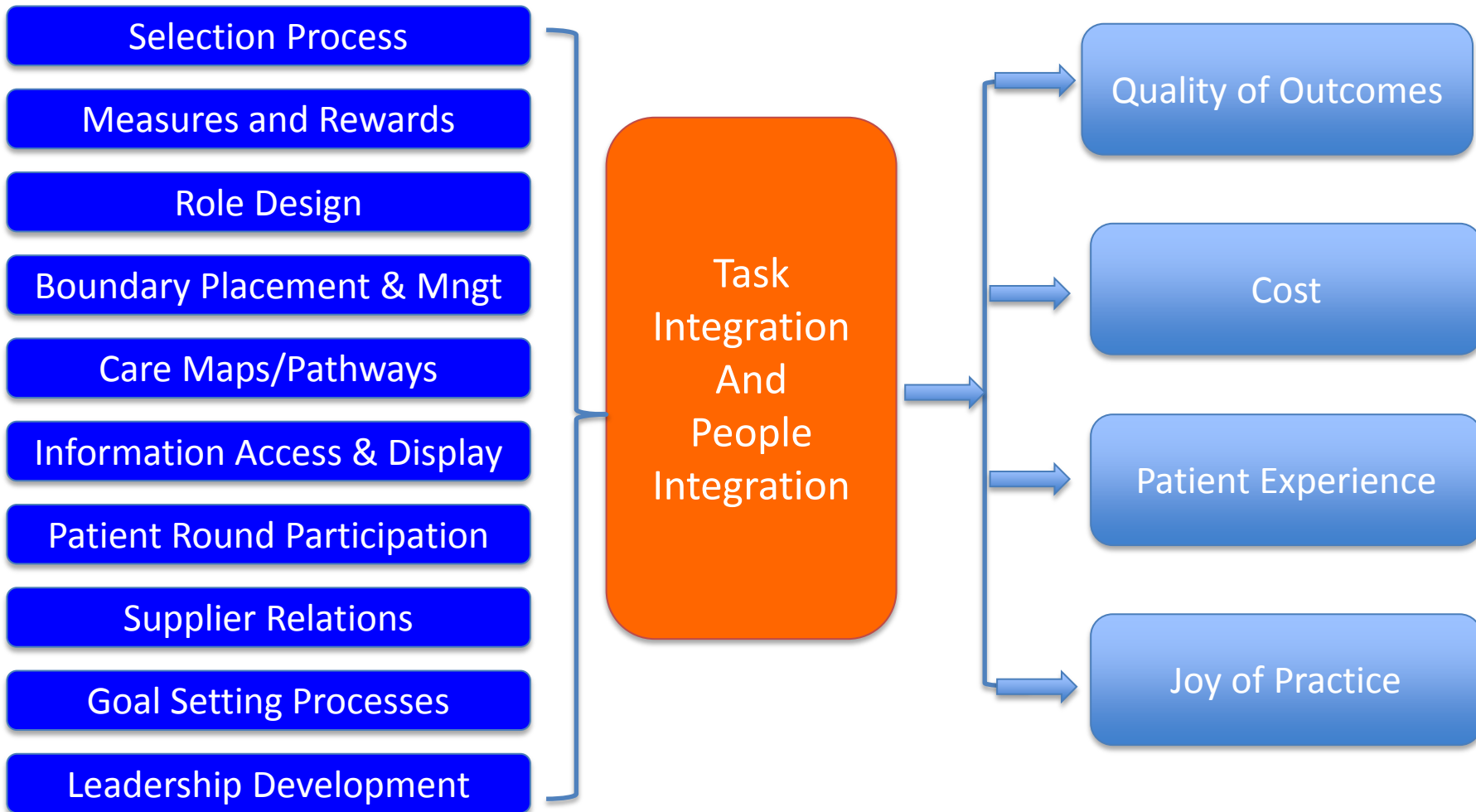
Why Is Integration So Important? (A Health Care Context)



Why Is Integration So Important?

(A Health Care Context)

Sample Governance Design Variables



“What’s humane got to do with STS today?”

“ I am led to conclude that an organization’s structure (*governance*) can be moral or immoral in and of itself.

Thus I realize that consciously constructing an organization that, **by its design**, impairs people’s health is ultimately no different than willfully using asbestos in the construction of a brick-and-mortar building when we know that the material is likely to compromise the health of the buildings inhabitants.”

Jerry Harvey, PhD.,

Professor Emeritus of Management Science at The George Washington University.

Author of “The Abilene Paradox”.

Why Strength Based Design?

“The ageless task of leadership is to create an alignment of strengths in ways that make the system’s weaknesses irrelevant.” - **Peter Drucker**

- “Study after study shows that high performance teams play to their strengths while managing around their weaknesses” - **Marcus Buckingham**

Why Strength Based Design?

“Valuing and learning from our past is an imperative but also a choiceful activity”

– **B. Mohr, IPI**

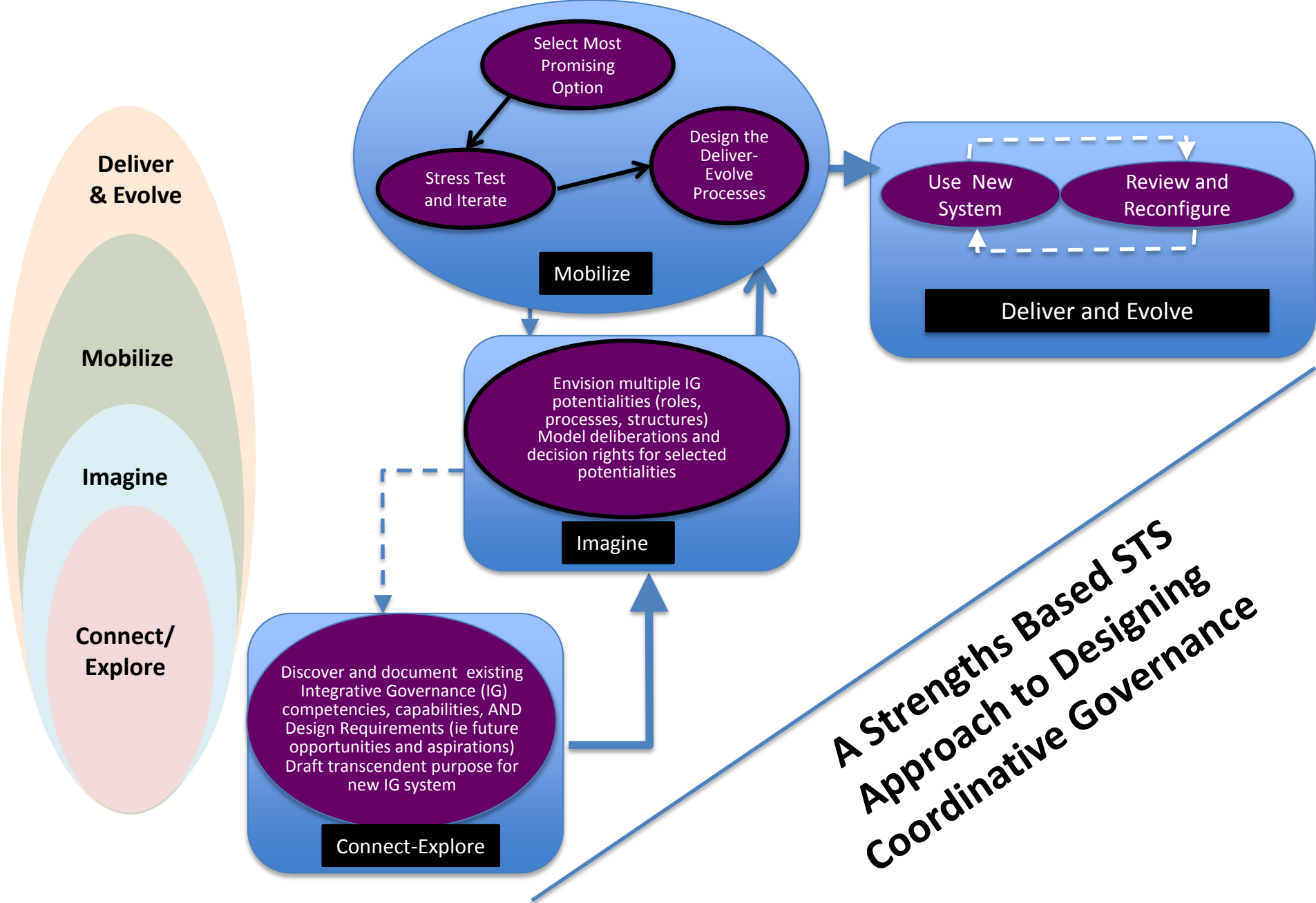
“Human systems move in the direction of the questions they consistently ask”

– **D. Cooperidder, CWRU**

- “Study after study shows that high performance teams play to their strengths while managing around their weaknesses”

- **Marcus Buckingham,**

Gallup



Contact Informtion

Bernard Mohr:

Innovation Partners International

www.InnovationPartners.com

207-874-0118 (office)

bjMohr@InnovationPartners.com