

How PYA Can Help You Understand Your Strategy Execution Blind Spots

Time and again, PYA hears from healthcare leaders regarding their struggles in the transition from strategic planning to disciplined execution. The root cause of these struggles is often an all-too-common misunderstanding: **organizations don't understand their human capacity to effect change**. Without understanding staff—their strengths, and their shortcomings—organizations enter the execution phase with little real hope of success.

Rather than simply submit to “good plan, poor execution” as a reality in healthcare planning, PYA dug deeper. We disassembled the planning process to discover this missing element that inhibits execution—the human capacity to effect change. As a result, we have modernized our planning approach to incorporate an organization's inherent ability to effect change.



Traditionally, the healthcare industry's planning standard has addressed only two questions:



1

Where's the market going?
(Conditions)



2

How much of what we do does
the market want? (Capabilities)

Where do organizational capabilities align (or not align) with the market needs? Voila, strategy! However, this approach, which PYA calls a “two C” planning model, fails to identify and account for individual and collective human capacity to effect the changes necessary to capitalize on the plans resulting from the two C approach, and is no longer sufficient.

We believe a “third C”—*Capacity*—is essential to ensure successful execution in complex, uncertain times.

What You Can Do



All too often, capacity challenges are invisible, so PYA has developed a tool that uses management surveys to help healthcare organizations expose these challenges by better articulating, quantifying, and understanding:

- 1 | How aligned a leadership team is in defining the business it is in.
- 2 | How equipped a management team is to effect change and execute strategy, including identifying blind spots that may hinder progress.

Through brief, focused surveys based on targeted research of established capacity-supporting behaviors, ***your organization can make the invisible visible***. Using advanced psychology measurements, framework, and a growing database of business insights, data from these surveys provide a roadmap for your company. For a small investment of your leadership team's time, you can unlock and harness priceless information that likely means the difference between successful and failed execution.

Interested in seeing an example of the power of our process? Have each leadership team member take 1-2 minutes to answer 12 questions. A follow-up 20-minute conversation will illustrate ***whether your business is “who” you want it to be, or if instinctual decisions are overrunning intentional decisions***. These findings will help determine your business's capacity to make sustainable change.

Visit pyapc.com/capacity to get started.

