



St. Luke's Health Initiatives

A Catalyst for Community Health

TAP TALK AGENDA – JUNE 4, 2015

- SLHI Overview
- Welcome & Introductions (Name & Affiliation)
- Capacity Building Opportunities: TAP Talk Resources, Next TAP Groups, Peers, & Evaluation Reminder
- Overall TAP Talk Desired Results
- Strategic Learning Presenters
- Close



St. Luke's Health Initiatives

A Catalyst for Community Health

SLHI is on a mission to **inform, connect** and **support** efforts to improve the health of individuals and communities in Arizona.

SLHI improves the well-in in Arizona by addressing root causes and broader issues that affect health.

THEORY OF CHANGE



Healthy and resilient communities are supported by policy and systems shaped and influenced by effective nonprofits and alliances.

SLHI Priorities



Health is created where we live, learn, work, and play.



People with health coverage achieve better well-being and health than those who do not.



Insightful partners taking significant risks to achieve improved understanding of health in Arizona.



Dynamic and healthy communities are best supported by healthy organizations and leaders.

Introductions



Capacity Building Opportunities

TAP TALKS

Purpose

- Strengthen the skills and knowledge of nonprofit professionals.
- Establish connections between colleagues with common challenges and successes.
- Develop a network of nonprofit stakeholders.
- Share wisdom from the lived experiences of those in the room.

Future TAP Talks

- Building Relationships Across Sectors for Social Impact, August 13th, 2015
- The Power of Story Telling: Effectively Communicate Your Organization's Story, October 15th, 2015

TAP GROUPS

Purpose

- Grow the capacity of nonprofits to be effective carrying out their mission.
- Focus on critical issues facing their organizations.
- Develop relationships with other nonprofit professionals.

Future TAP Groups

- Strategic Learning: How to Empower your Team to Generate Continuous Improvement, begins June 18th.
- Cultivating Volunteers, begins in July 2015
- Building Cross-Sector Relationships for Collective Impact, begins in August 2015
- How to Launch a Campaign:
 - Giving Tuesday, begins in
 - Arizona Gives Day, begins in September, 2015

Other Resources – Just a Few...

Arizona Nonprofit Academy	http://arizonanonprofitacademy.org/
Arizona Alliance of Nonprofits	http://www.arizonanonprofits.org/
ASU Lodestar Center for Philanthropy and Nonprofit Innovation	https://lodestar.asu.edu/
Leadership Learning Community	http://leadershiplearning.org/
National Council of Nonprofits	https://www.councilofnonprofits.org/
Stanford Social Innovation Review	http://www.ssireview.org/

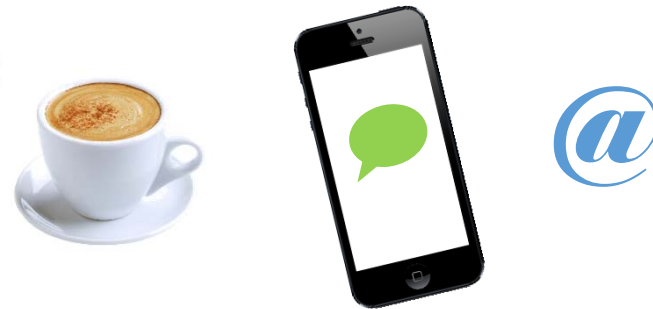
TAP Talk Evaluation

Your
EXPERIENCE
Matters



Desired Results

Connect with one another participant outside the TAP Talk



Recognize the value of continual learning to improve your organization's work

Know you are an important part of a larger network of change agents in our community





Strategic Learning

Redesigning the plane as you fly it

SLHI TAP Talk

June 4, 2015



Learning Objectives

- Identify your organization's strategies
- Identify the impact of individual and cultural learning styles on your organization
- Assess your organization's readiness for strategic learning
- Assess your organization's culture with respect to evaluation



Strategic Learning

Adjective: **strategic**

Relating to the identification of long-term or overall aims and interests and the means of achieving them



Strategic Learning

Adjective: **strategic**

Relating to the identification of **long-term or overall aims and interests** and the means of achieving them



Strategic Learning

Adjective: **strategic**

Relating to the identification of long-term or overall aims and interests and **the means of achieving them**



Strategic Learning

Discussion Question 1

Describe one of your organization's strategic priorities.

Include both **INTENDED RESULTS** and **HOW YOU WILL DO IT**.



Strategic Learning

Noun: learning

Activity or process of gaining knowledge or skill by studying, practicing, being taught, or experiencing something

Modification of a behavioral tendency by experience



Strategic Learning

Noun: learning

Activity or process of **gaining knowledge or skill** by studying, practicing, being taught, or experiencing something

Modification of a behavioral tendency by experience



Strategic Learning

Noun: learning

Activity or process of gaining knowledge or skill by studying, practicing, being taught, or experiencing something

Modification of a behavioral tendency by experience



Strategic Learning

Discussion Question 2

Think about the context of your identified strategic priority –

Where is your organization's need to learn?



Strategic Learning Capacity

Organizational Culture

Culture of Learning

Culture of Evaluation

Team Learning Styles



Culture of Learning

Changing your mind

Once in a while you will stumble over the truth but most of us manage to pick ourselves up and hurry along as if nothing had happened.

- Winston Churchill



Culture of Learning

- Purposeful planning
- Effective teamwork, supportive culture
- Openness to adaptation
- Ready for the unexpected
- Permission to fail
- Facilitated, structured communication



Culture of Learning

Discussion Question 3

What does your organization do to learn from its past programs or activities?



Culture of Evaluation

Changing your actions



Culture of Evaluation

- Eager for feedback and data
- Plan for collecting and analyzing data
- Timeliness – data is fresh
- Collective interpretation of information
- Focus on effectiveness of strategies
- Evaluation is a partner in the process



Culture of Evaluation

Discussion Question 4

How does your organization monitor progress towards its strategic objectives?



Individual Learning Styles

- Visual (pictures, graphs, color)
- Auditory (voice, sound, music)
- Textual (reading, writing)
- Kinesthetic (movement, handling, building)
- All of the above
- Sensitivity to individual differences



Learning Styles

Discussion Question 5

How would you describe your organization's most common learning style?

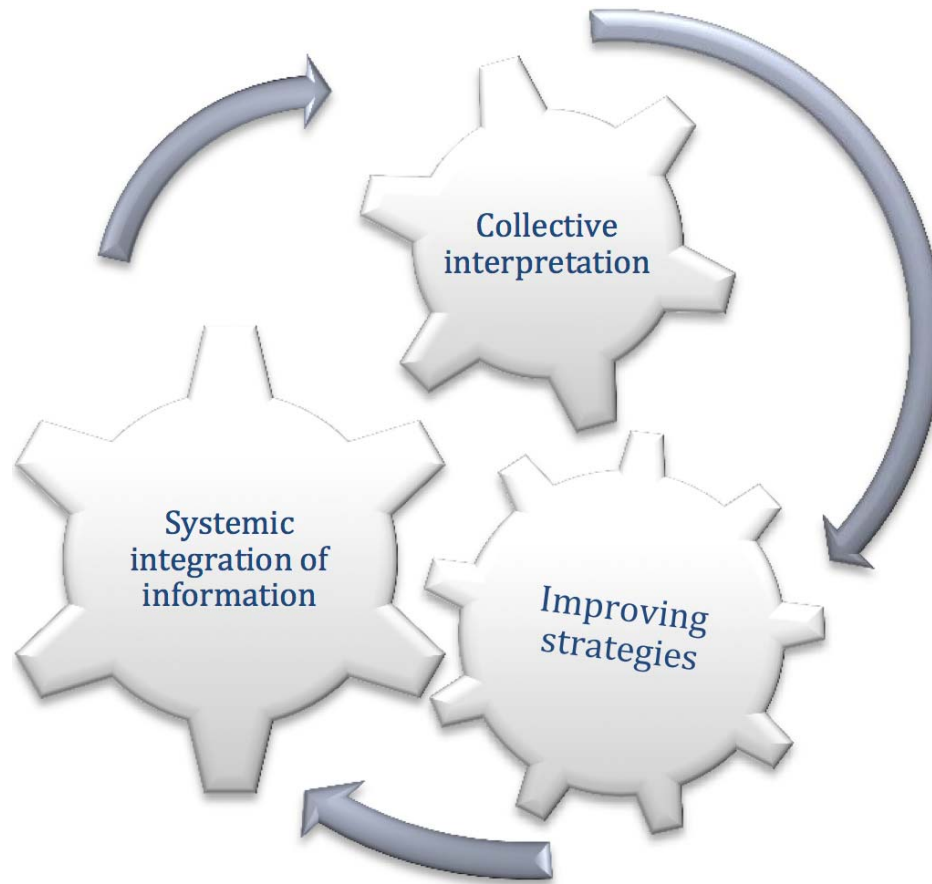


Frameworks for Strategic Learning

- Strategic Learning
- Developmental Evaluation
- Emergent Learning
- Results-Based Accountability
- Continuous Quality Improvement
- Design Thinking
- Lean Experimentation

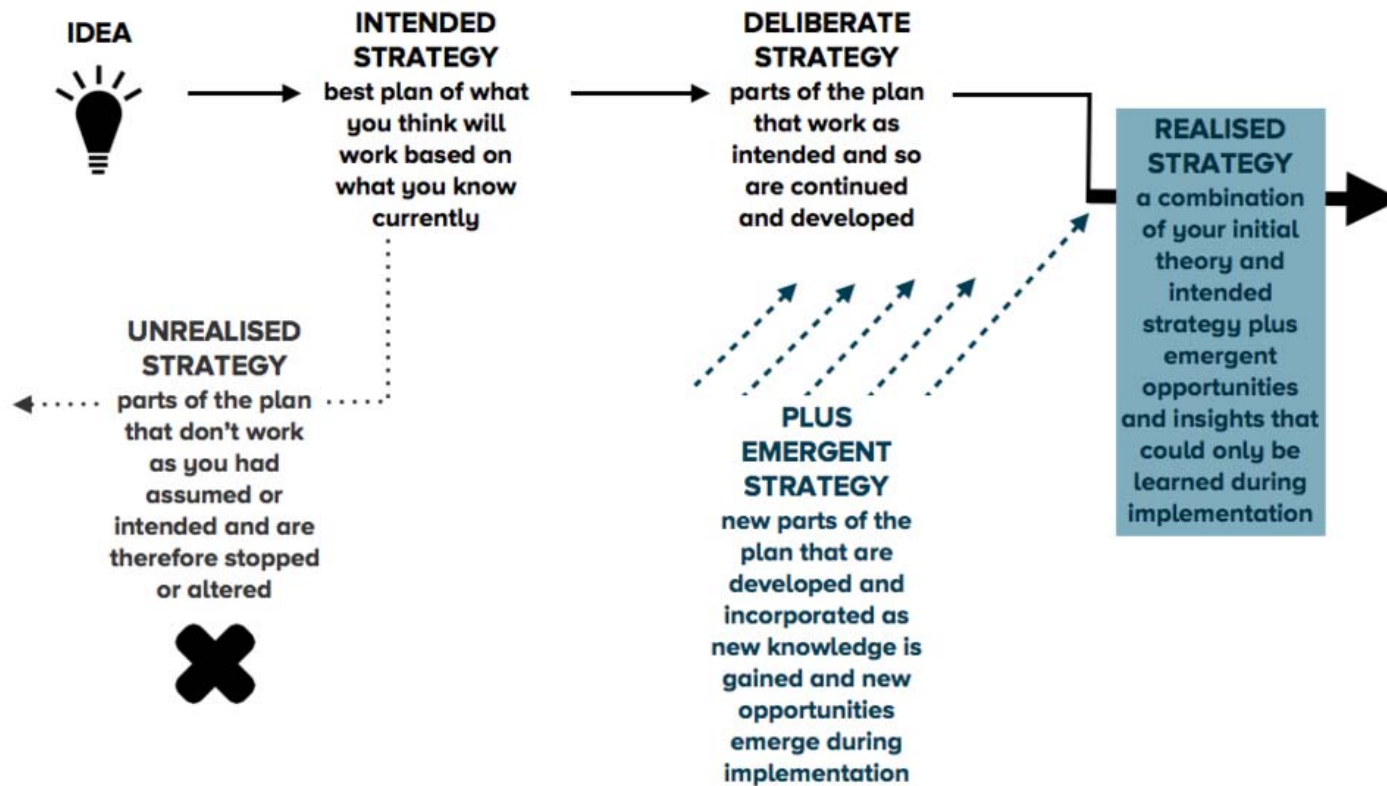


Strategic Learning

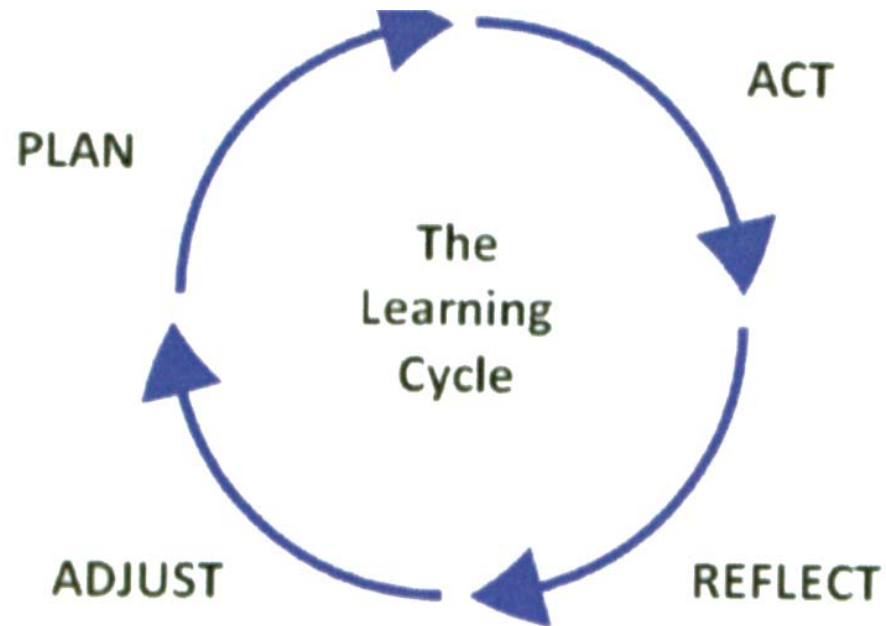


Developmental Evaluation

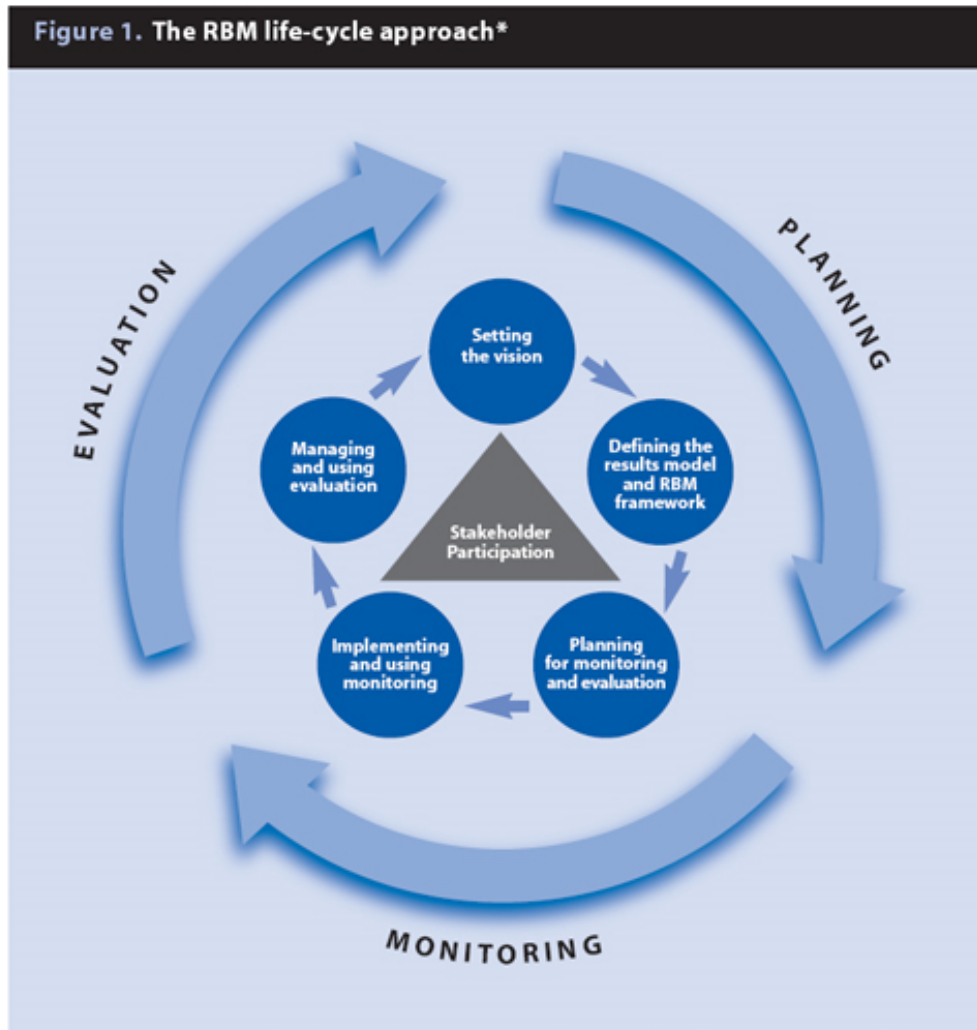
Developmental Evaluation / Mintzberg Diagram: non-linear and emergent



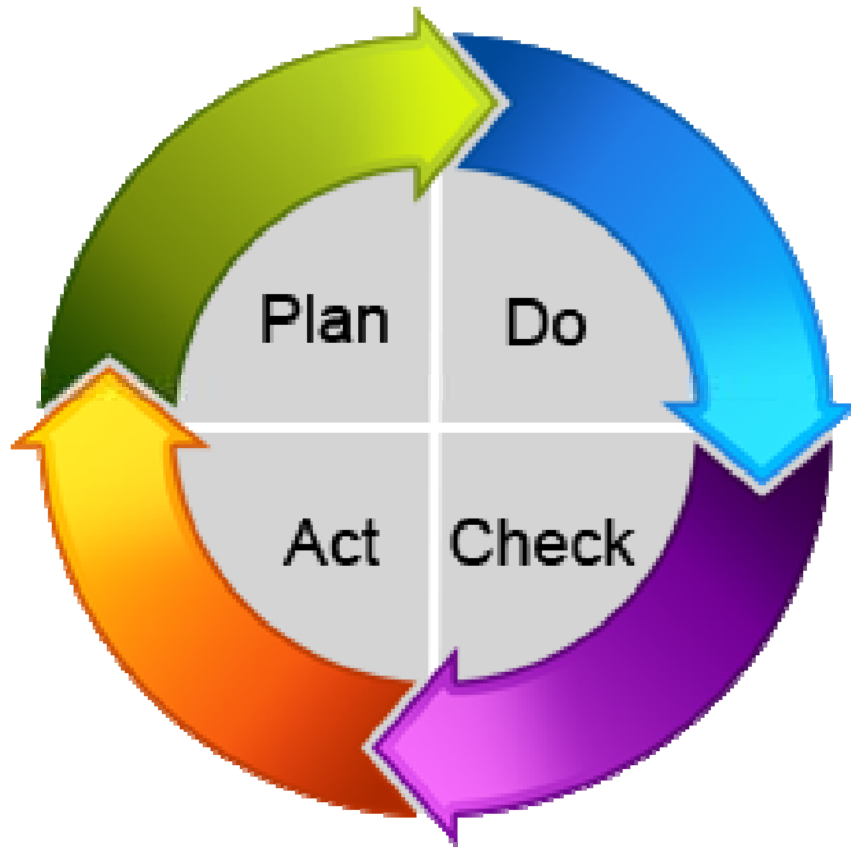
Emergent Learning



Results-Based Accountability

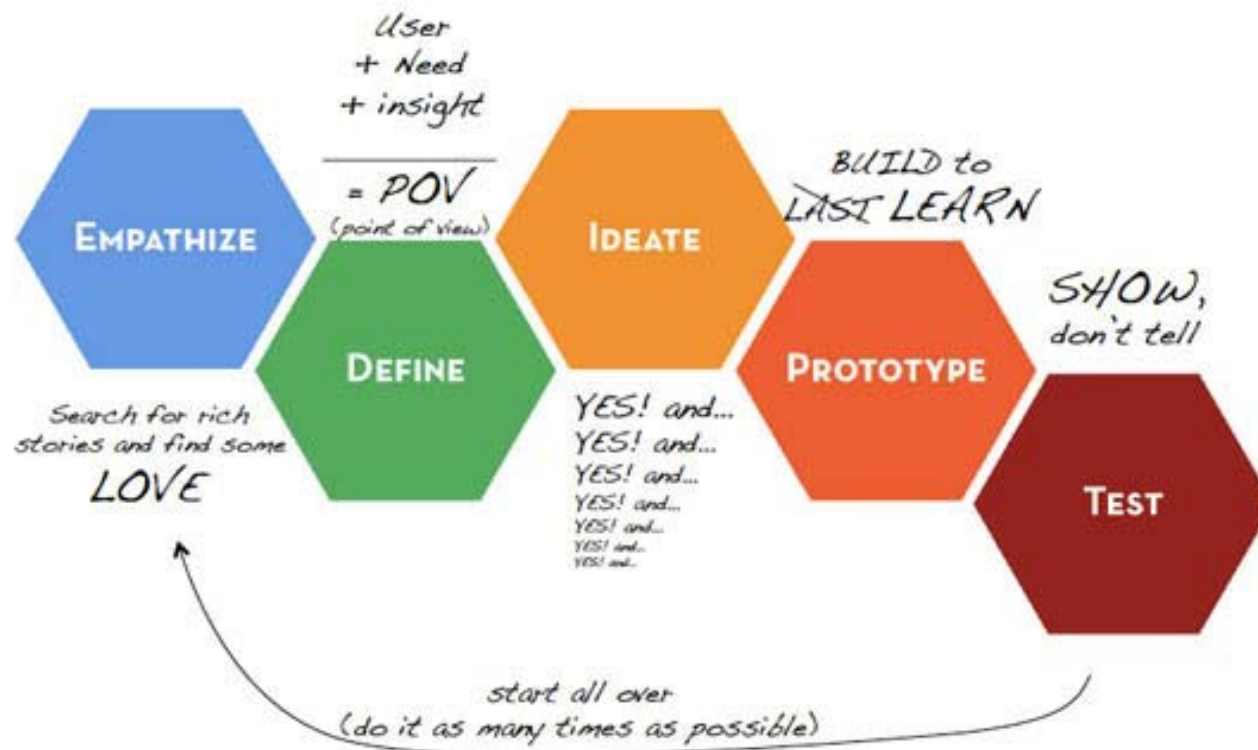


Continuous Quality Improvement



Design Thinking

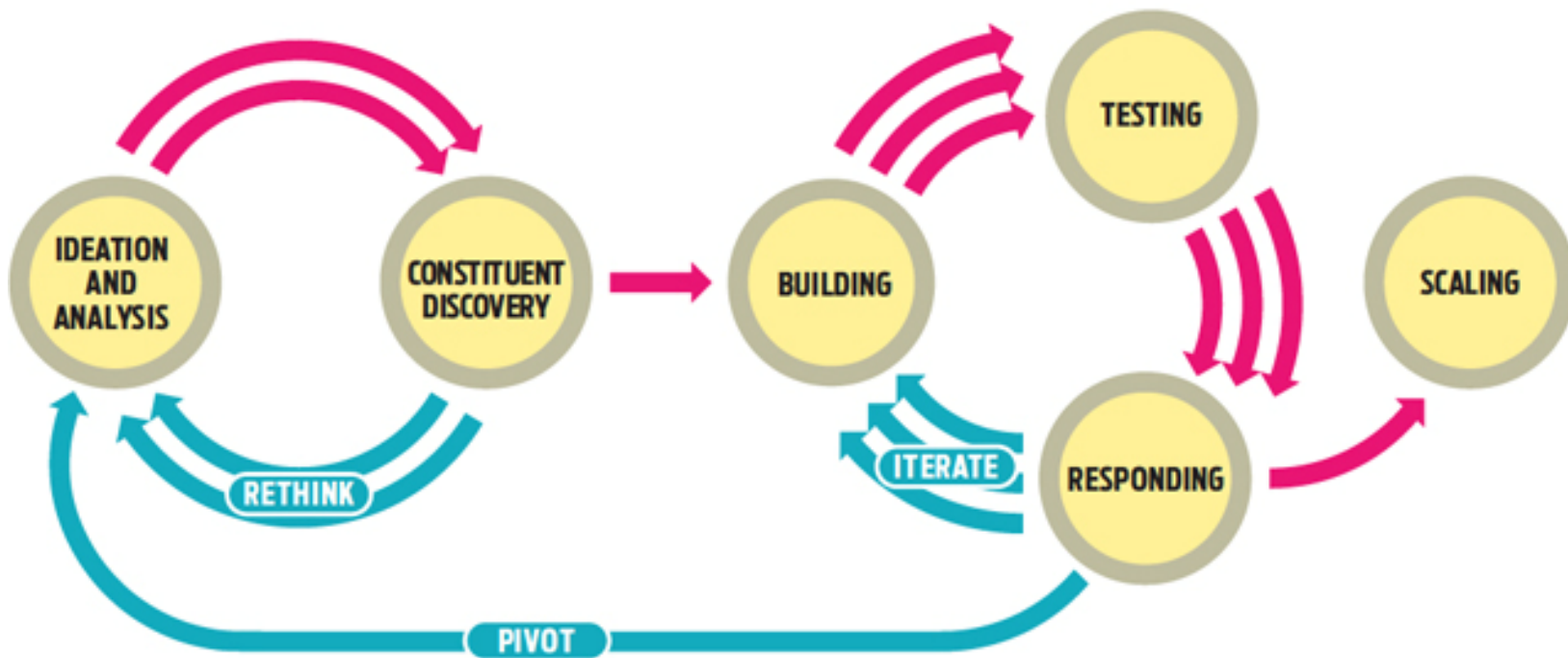
My design thinking CHEAT SHEET



By Guido Kovalskys

Lean Experimentation

The Lean Experimentation Process



Final Thoughts

- Not all strategic decisions involve learning.
- Not all organizational learning has strategic application.
- Not all problems need strategic learning.



References

- Center for Evaluation Innovation
www.evaluationinnovation.org
- Spark Policy Institute
www.sparkpolicy.com
- ORS Impact
orsimpact.com
- FSG
www.fsg.org
- Michael Quinn Patton
Qualitative Research & Evaluation Methods, 2014

