

# Strategic Learning

St. Luke's Health Initiatives TAP Group  
Session 1: June 18, 2015

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## Introductions

- Your name
- Your organization
- What your organization does
- What you do

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## Learning Objectives

- Assess your organization's readiness
- Identify your organization's strategies
- Write a strategy as a testable hypothesis
- Assess the rationale for your strategies
- Identify data to gather to test hypotheses
- Compare intended outcomes to actual outcomes
- Improve your strategies in a cycle of learning

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## TAP Group Outline

- Session 1: Readiness for Strategic Learning
- Session 2: Roadmap of our Strategies
- Session 3: Intended Results vs. Actual Results
- Session 4: Turning Understanding Into Action

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## Ready for Strategic Learning

- Commitment from leadership
- Motivation to improve
- Supportive team players
- Regular and structured communication
- Safe space for constructive reflection
- Brave space for reflective construction

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## Which of these is your organization's strongest asset?

- Commitment from leadership
- Motivation to improve
- Supportive team players
- Regular and structured communication
- Safe space for constructive reflection
- Brave space for reflective construction

(Exploring these in greater depth will be part of this month's coaching call.)

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## What is a Strategy?

- Specifies actions to be taken
- Specifies outcomes to be achieved
- Includes a rationale for why the actions will lead to the outcomes

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## Strategy as Hypothesis

- Written as an *If... then...* statement.
- If << I do these things >>, then << I expect these results >>.
- A hypothesis expresses your current understanding of how things work for your organization.

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## Understanding Hypotheses

- A hypothesis makes a claim about cause and effect.
- You should be able to describe how the actions lead to the results.
- A hypothesis is **testable**: do specific things, look for specific results.

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## Your Strategies/Hypotheses

- What are the strategies of your organization that you are most closely involved with?
- What are the actions?  
*If* << I do these things >> ...
- What are the results?  
*then* << I expect these results >>
- How does it work?

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## Strategic Learning and Hypotheses

- Actions are designed to meet an important goal
- Includes active and purposeful collection of data to see if results are realized
- There is a shared interpretation of data
- Actions are revised as understanding of causes changes
- Cyclical approach - the process of learning and adapting is ongoing

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## Strategic Learning Frameworks

Examples:

- Developmental Evaluation (DE)
- Results-Based Accountability (RBA)
- Continuous Quality Improvement (CQI)
- Emergent Learning (EL)

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## Strategic Learning Frameworks

Strategic Learning frameworks share the common elements:

- Action for a purpose
- Active data collection
- Shared interpretation of data
- Actions are revised with new understanding
- Cyclical approach

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## Coaching Follow Up

How ready is your organization? Let's explore how your organization expresses the six characteristics of a learning culture in a coaching conversation.

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## Preparing for Next Month

Refining your statement of a hypothesis for your organization. For the purpose of our ongoing discussion, a hypothesis that is connected to the work you do is best, and may be the one you worked on today or another one. Write out the three parts:

1. Actions taken
2. Expected results
3. How you think the actions lead to the results

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