



2011

Nephrology and Renal Transplant Days

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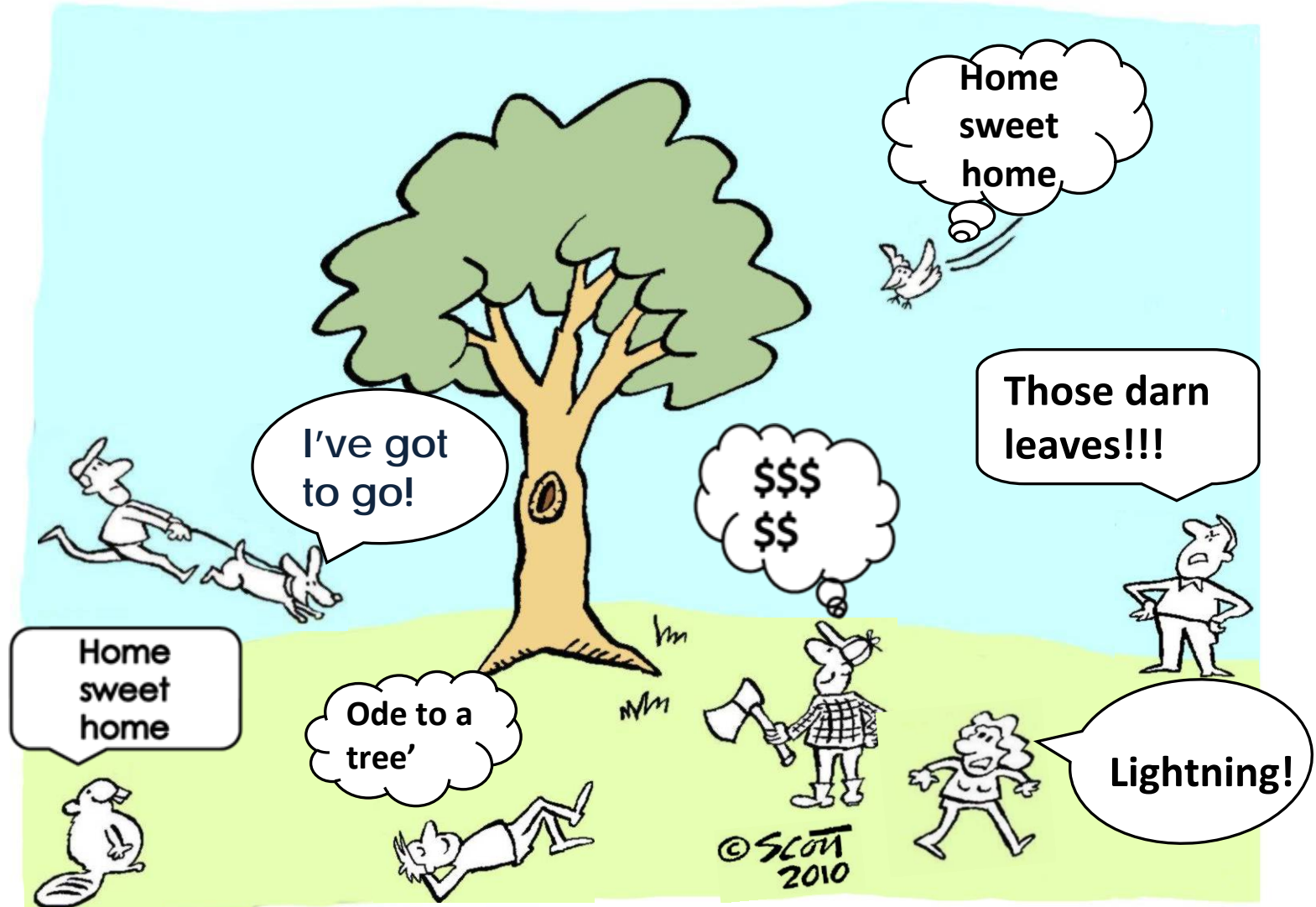



ENDLESS POSSIBILITIES:

The Search for Innovation & Change

Linda Tarrant

The Art of Perspective





*It's hard to plot a
rational course in an
irrational environment.
So don't be blinded by
reason or logic. Be ever
vigilant. Take a nap and
you could wake up like
Rip Van Winkle!*

Watts Wacker,
The 500 Year Delta

THE NEW WORLD

Exhaustion

Learning

The Future

Opportunity

Excitement

Fear

LEARNING CURVES

PIT FALLS

ROAD BLOCKS



SCOTT 2001

P²E²

- Preparation
- Planning
- Execution
- Evolution



Shared courtesy of Linda Tarrant



www.lindatarrant.com

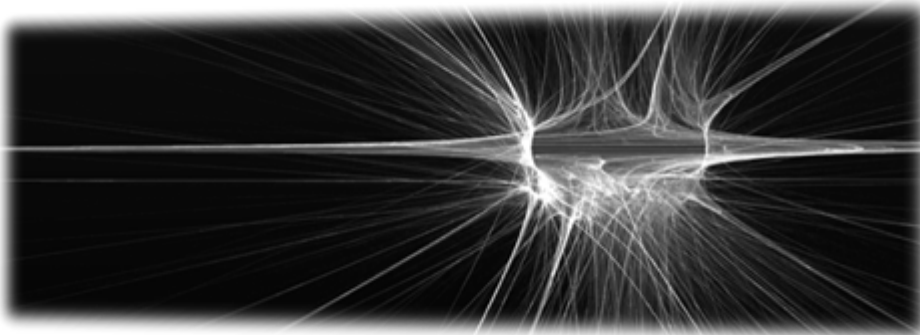


*All my life I wanted
to be somebody.
Now I see I
should have been
more specific.*

Lily Tomlin
In Search of Intelligent Life in the Universe

Global Leader Study

“...events, opportunities and threats aren't just coming at us faster or with less predictability; they are converging and influencing each other to create entirely unique situations.”



**Sam Palmisano,
Chairman of IBM**

IBM Global Leader Study

- **79% anticipate more complexity ahead**
- **Creativity is the most important leadership quality for the future**
- **We must take more calculated risks, find new ideas and keep innovating**
- **We must create solutions with our customers (internal and external) and integrate them into our core processes**

“An organization is a system, with a logic of it’s own, and all the weight of tradition and inertia. The deck is stacked in favor of the tried and proven way of doing things and against the taking of risks and striking out in a new direction.”

John D. Rockefeller III

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Innovation and change are about visualizing a desired state and focusing your energies to make that a reality. Inventors, explorers, nation builders and leaders focus on what can be and engage others in the pursuit of that dream.



The Neuroscience of Change

- * **Focus is power:**
the act of paying attention creates chemical and physical changes
- * **Expectations shape reality:**
preconceptions impact perception
- * Repeated, purposeful and focused attention leads to **long-lasting change**

David Rock & Jeffrey Schwartz,
The Neuroscience of Leadership
www.lindatarrant.com

The Ceiling of Complexity

- **Growth occurs in stages**
- **Within each stage there comes to a point where it's not possible to base further growth upon existing knowledge, skills, attitudes, structures, staffing, money, procedures, technology...**



Complexity Is Messy

- **Competence:** What you know or are able to do
- **Capability:** the ability to adapt existing competencies & apply them in unfamiliar situations
- **Complexity** is messy, fuzzy, unique, unpredictable and interconnected

Coping With Complexity: Educating for Capability; BMJ.com
Sarah Fraser, Trisha Greenhalgh



**Diversity = innovation +
long-term adaptability**

**Heterogeneous =
more adaptive**

**Homogeneous groups
often reject leaders who
attempt to create change**

“The ability to constructively face the tensions of opposing ideas, and, instead of choosing one at the expense of the other, generate creative resolution in the form of a new idea that contains elements of the opposing ideas, but is superior to each.”

Roger Martin,

The Opposable Mind

Shared courtesy of Linda Tarrant

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Integrative Thinking

- ❑ Take a broad view of what might be important - scan
- ❑ Search for creative resolution of tension rather than accept unpleasant trade offs; *The 3rd Alternative* (Stephen Covey)
- ❑ Complexity is messy and it can lead to better decisions

Roger Martin
The Opposable Mind

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Courage:

The strength to venture

To face danger, pain, difficulty or uncertainty without being deflected from your chosen course of action.

Have fun!



Life's too long to be miserable!



**In this world
you either make
dust or eat dust!**