

Using the Stacey Matrix to Rethink Action

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National **MCH** Workforce
Development Center
Advancing Health Transformation

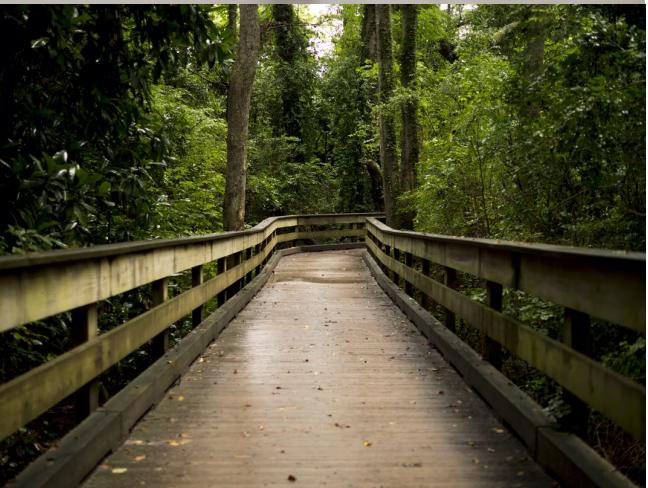


Motivating challenge



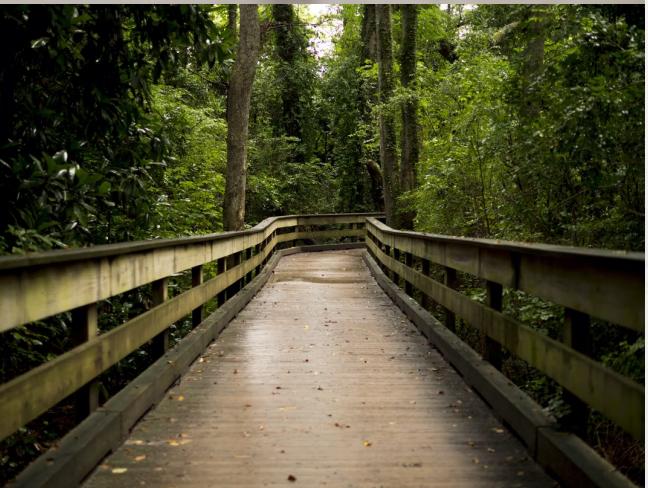


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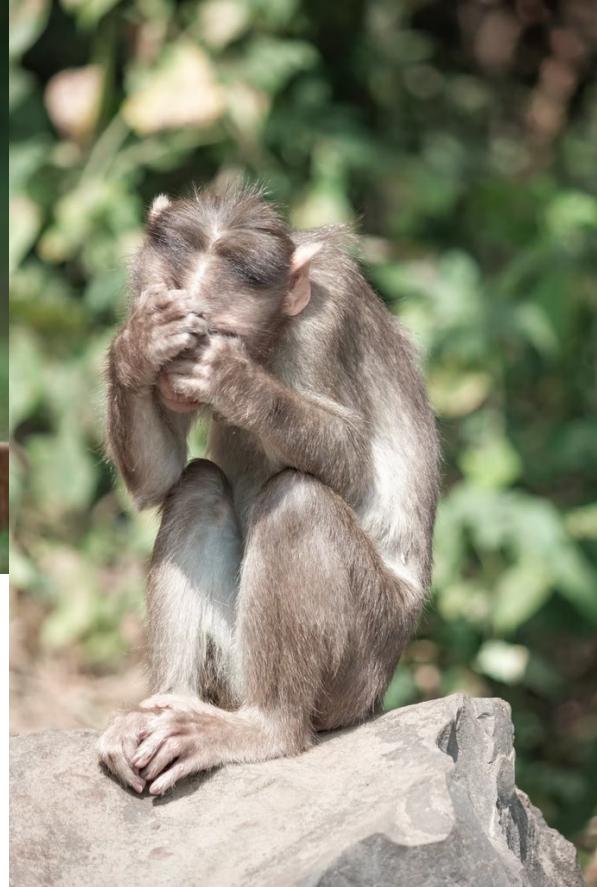
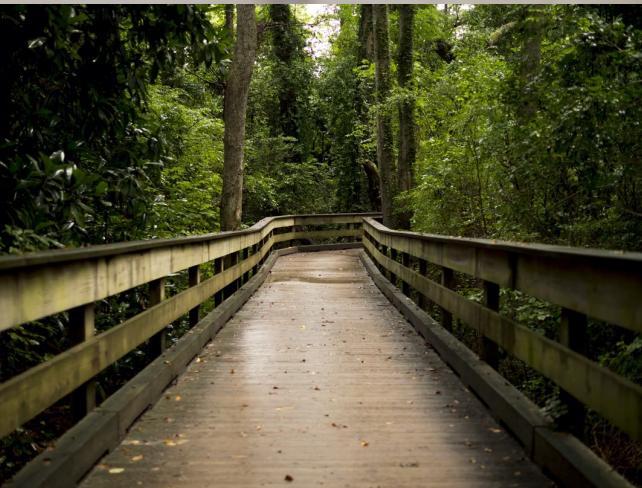


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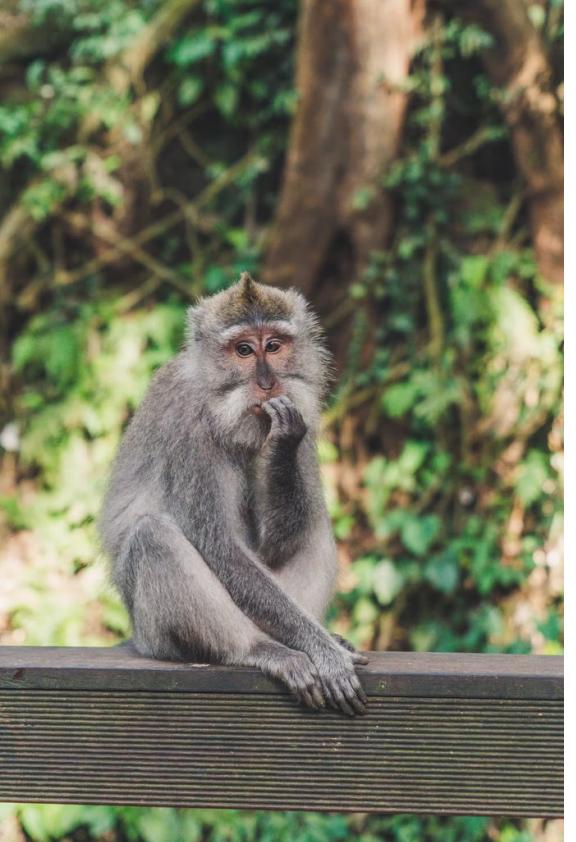


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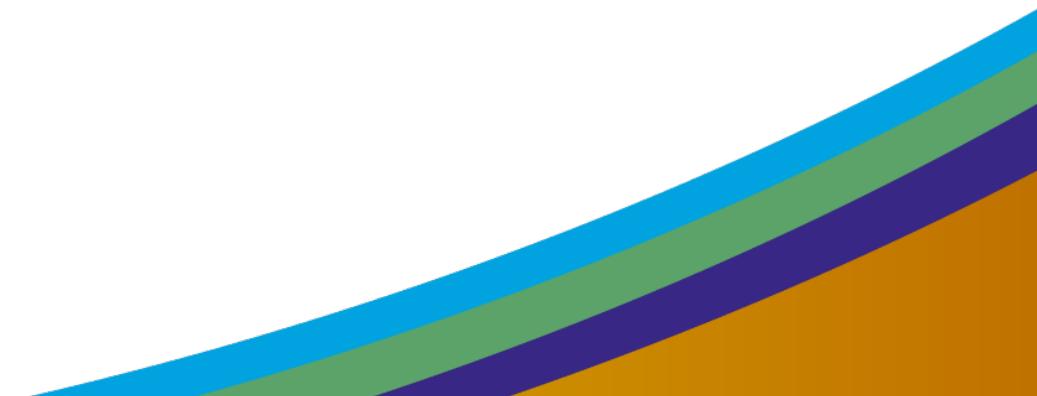


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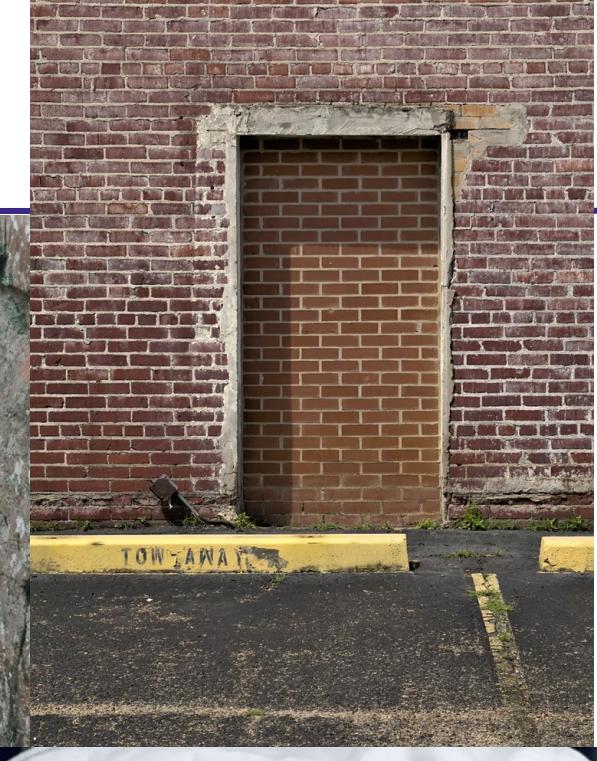


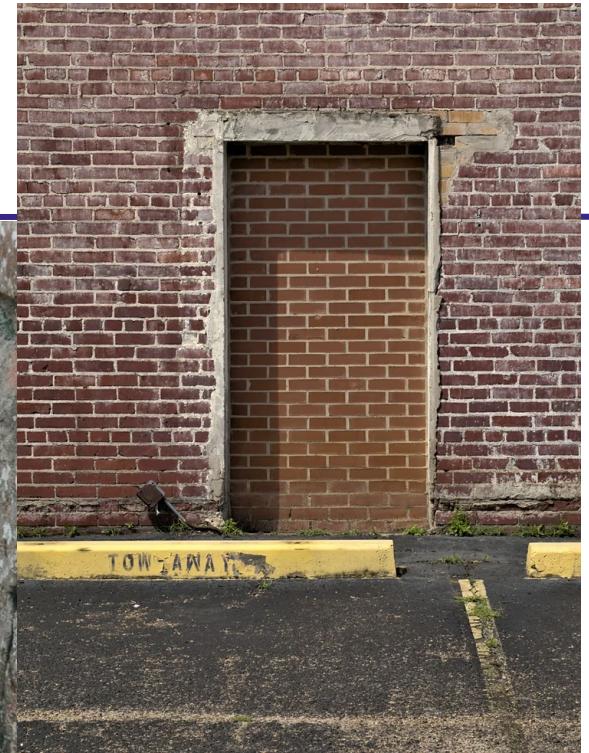
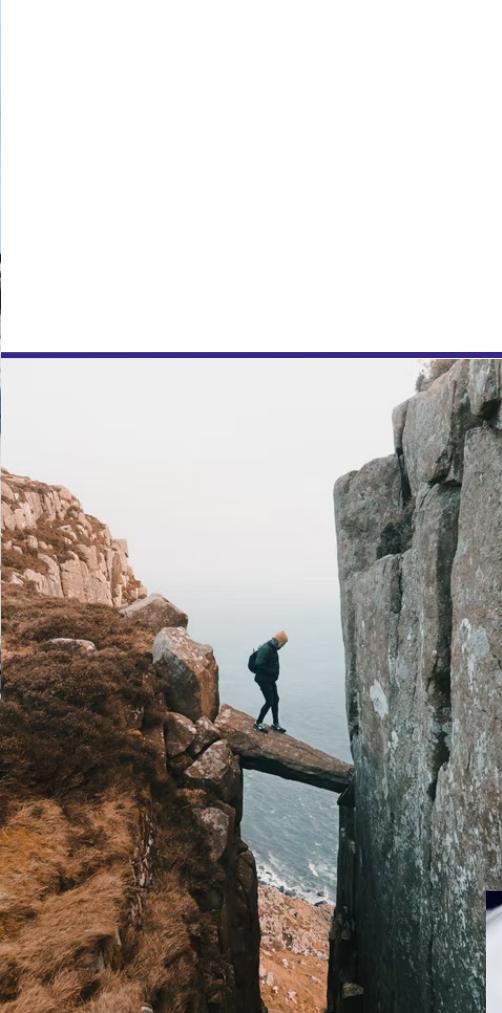
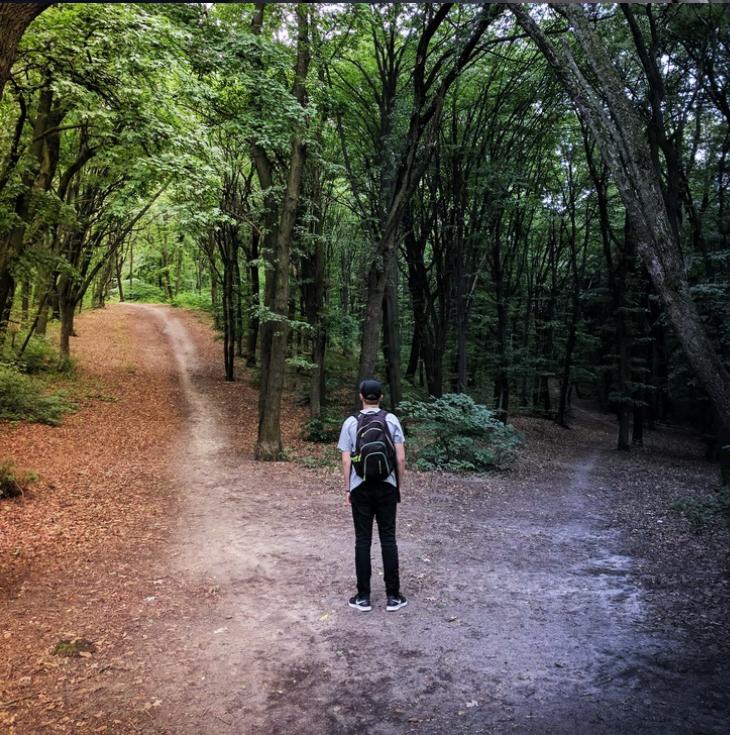
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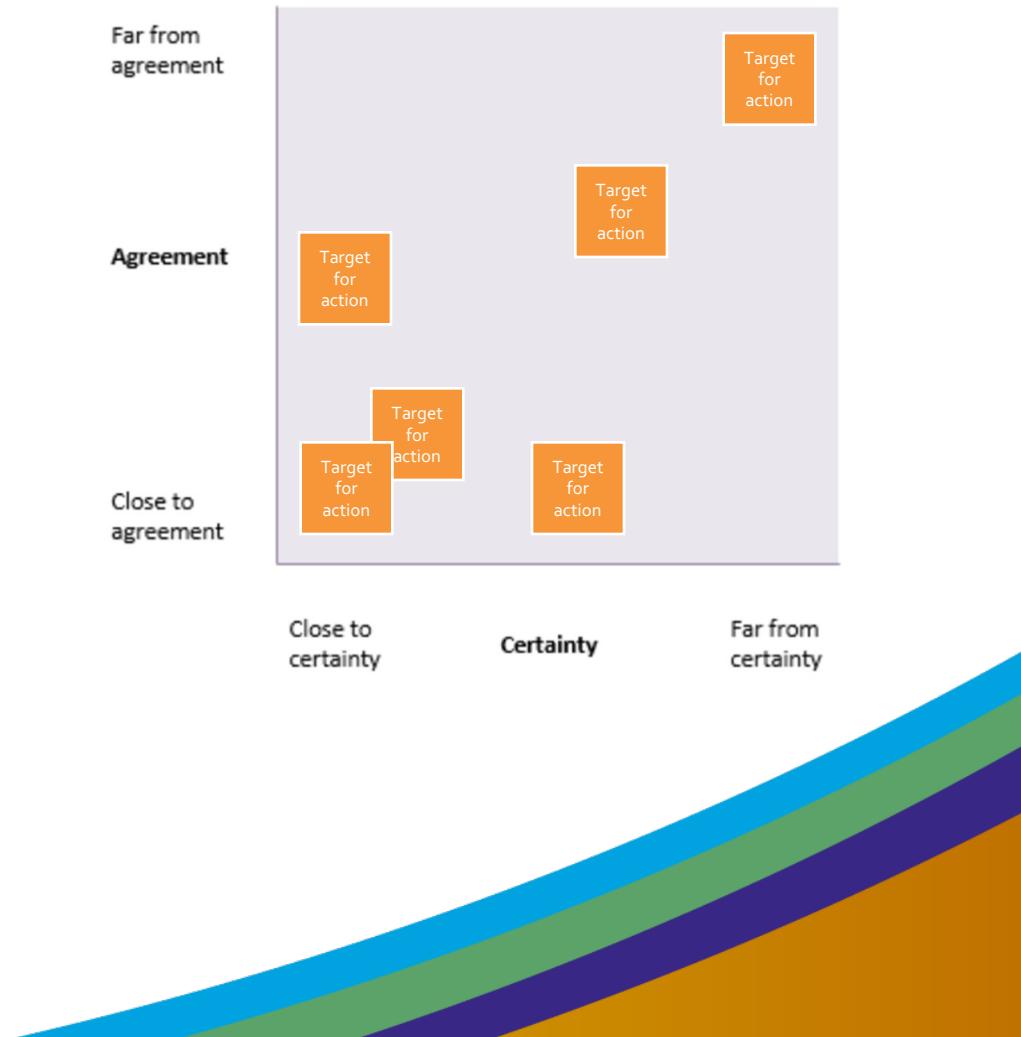
Session objectives

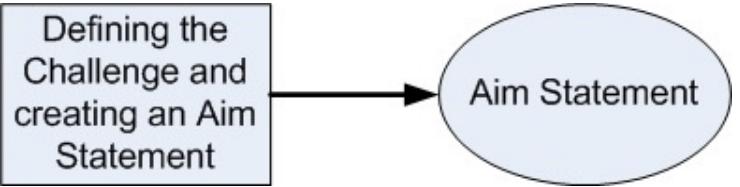
- Getting from aims to impact: We'll give you time to prioritize and name your team's targets for action (~3-8)
- We will introduce the Stacey Matrix as a framework for your team to assess whether your next-step actions need to address uncertainty about how to create change and/or disagreement about whether/what should be done for each target for action
- Practice placing targets for action from across your teams on the Stacey Matrix, and discuss ramifications for next-step action

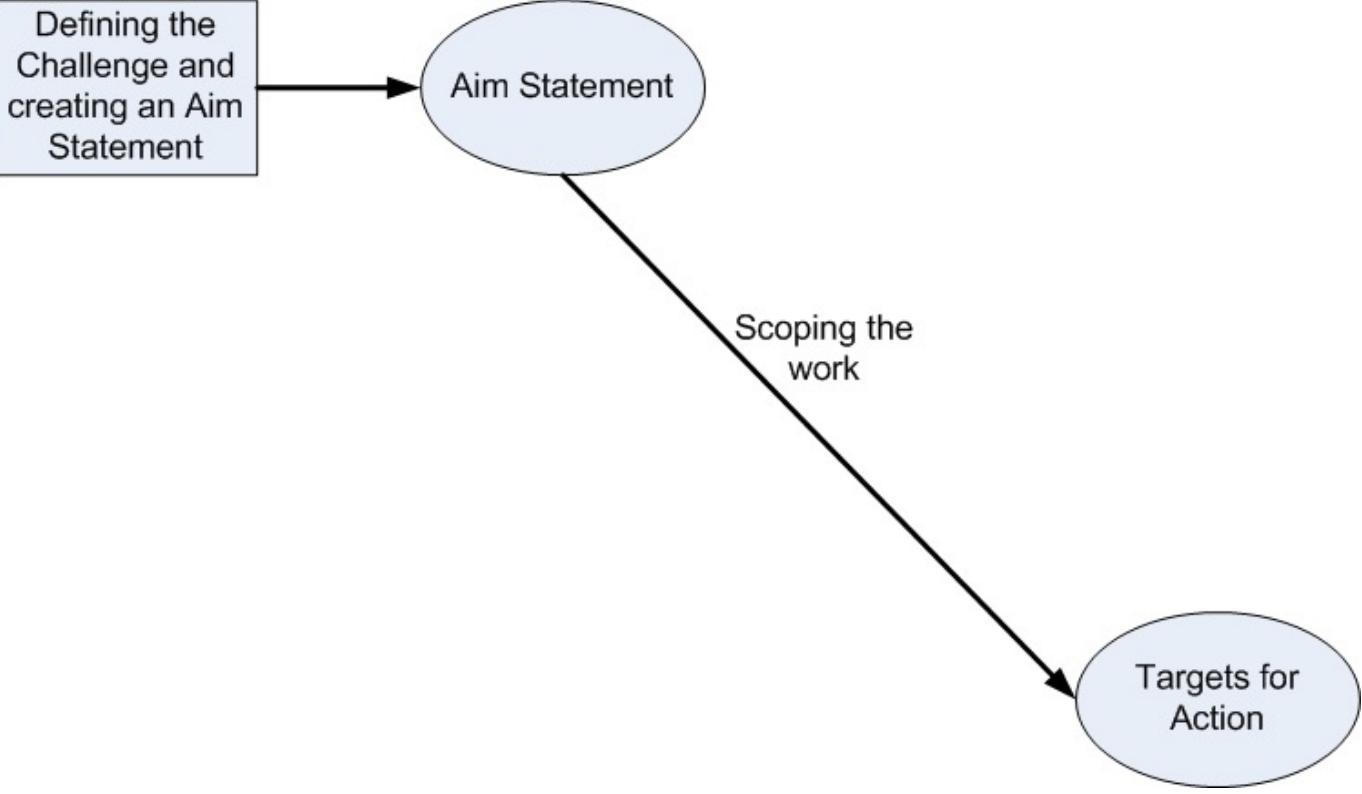


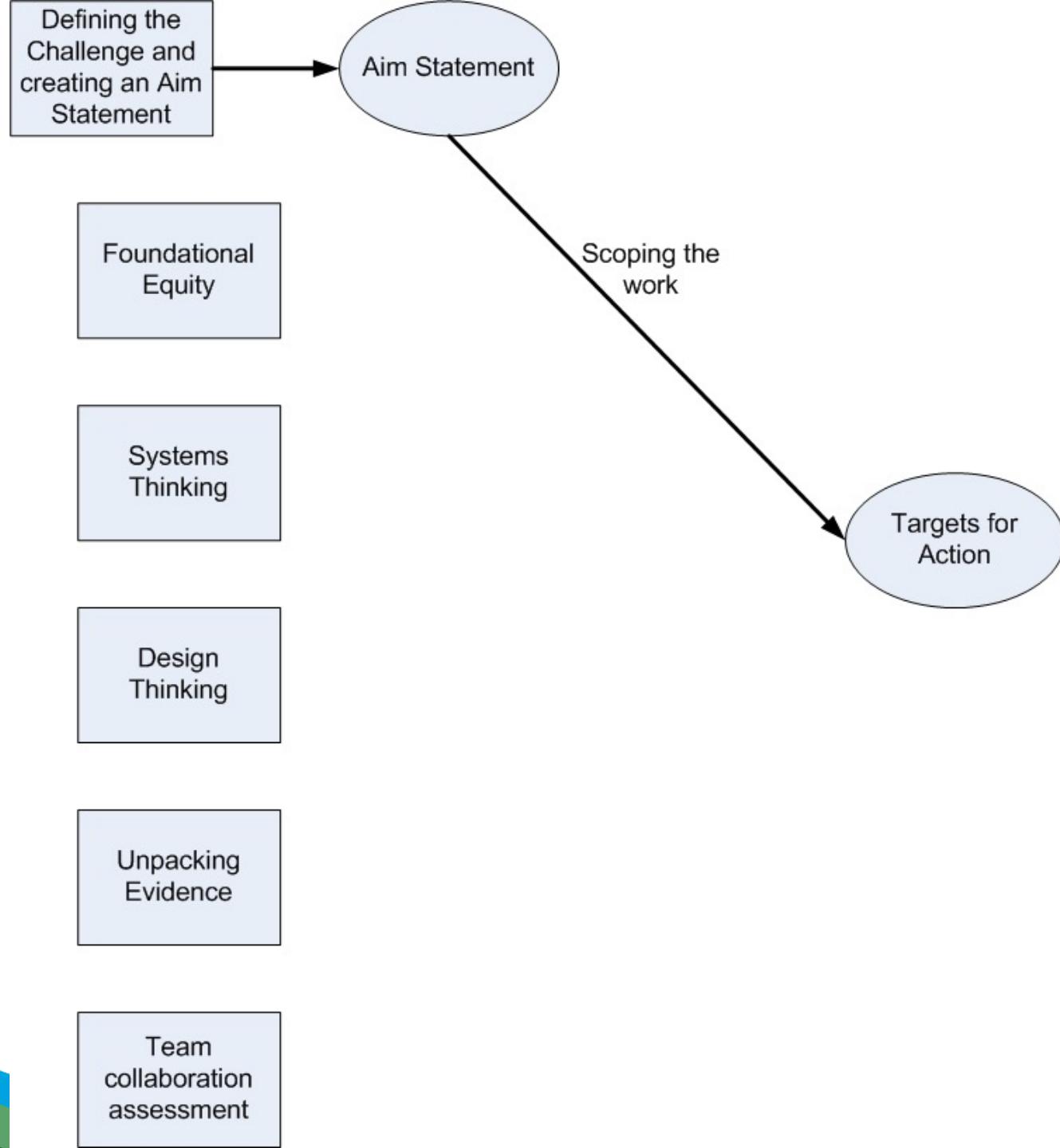
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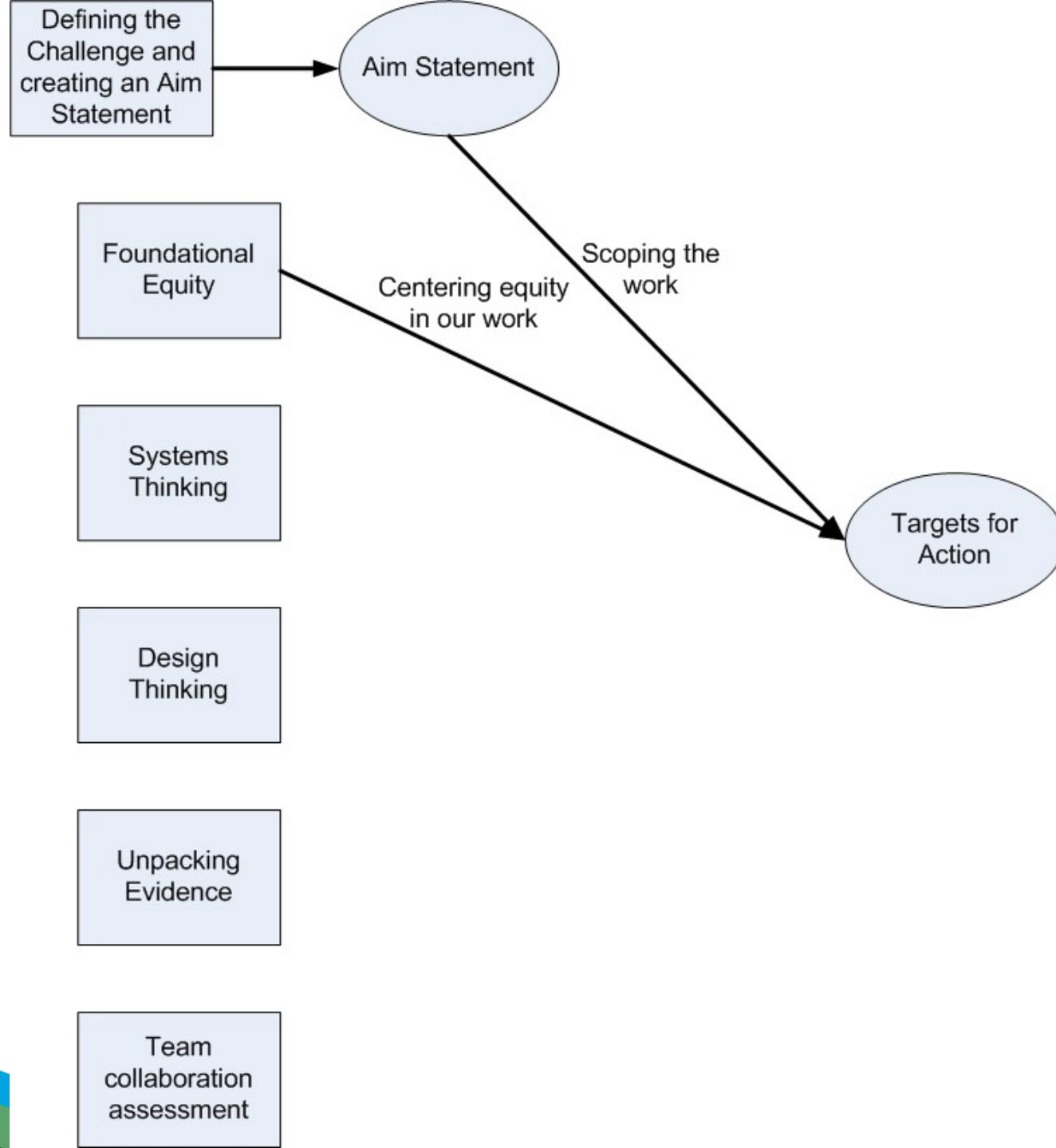
- You will leave being able to:
 - Use the Stacey Matrix with your team to assess the extent to which there is certainty and agreement about what your team should do related to each of your pre-identified targets for action.
 - Identify appropriate next steps for each target for action based on where it falls in the Stacey Matrix.

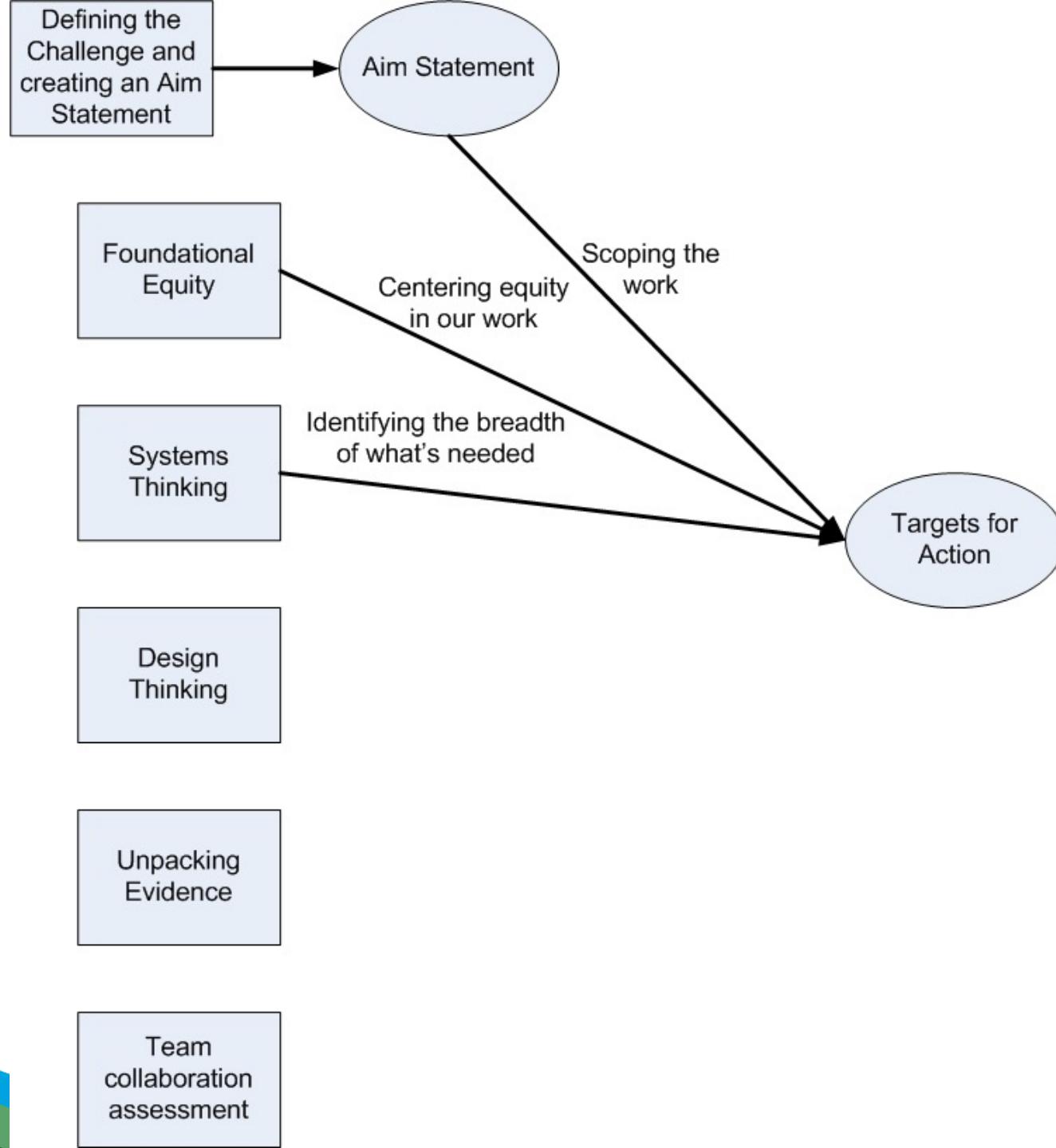


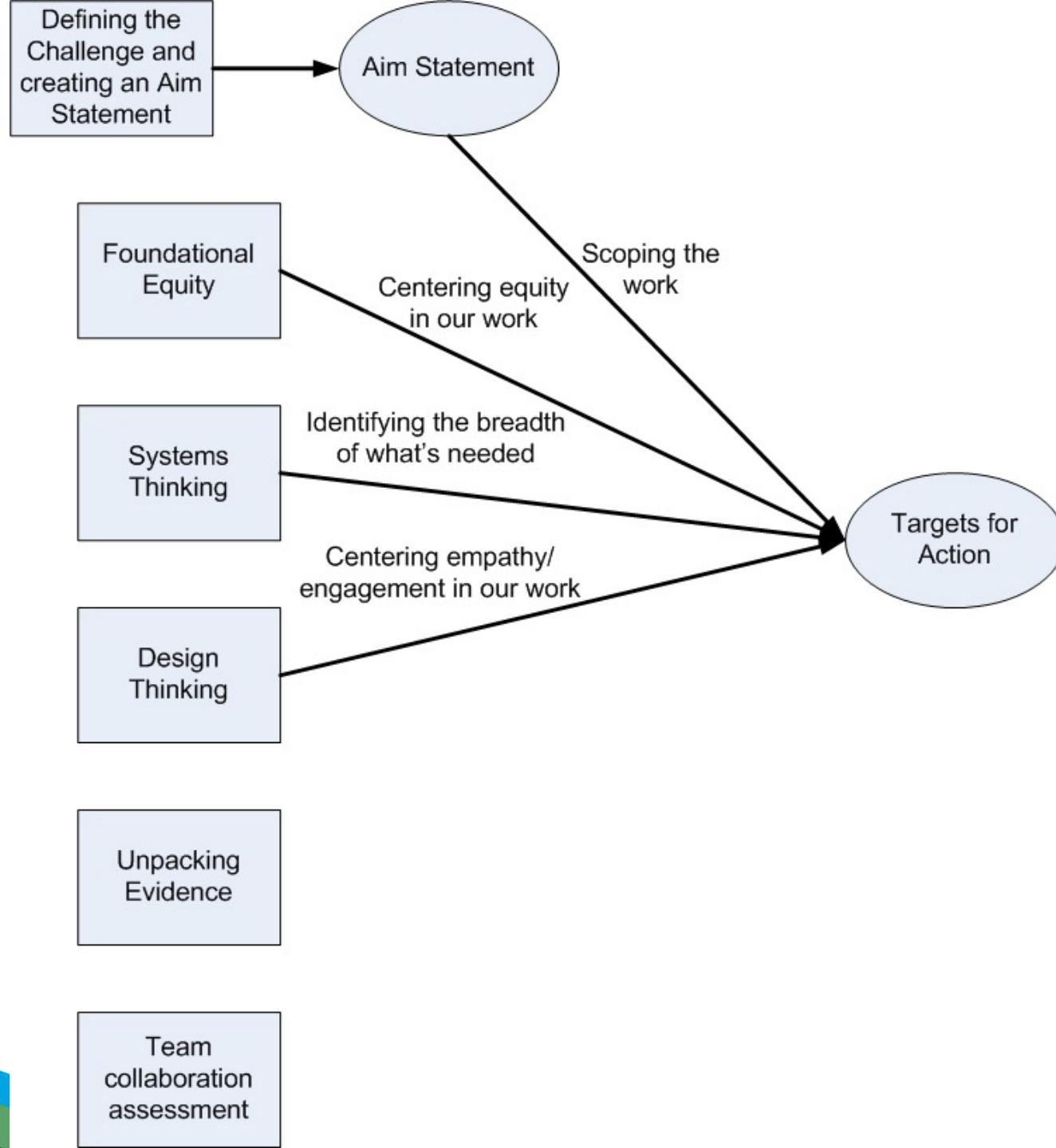


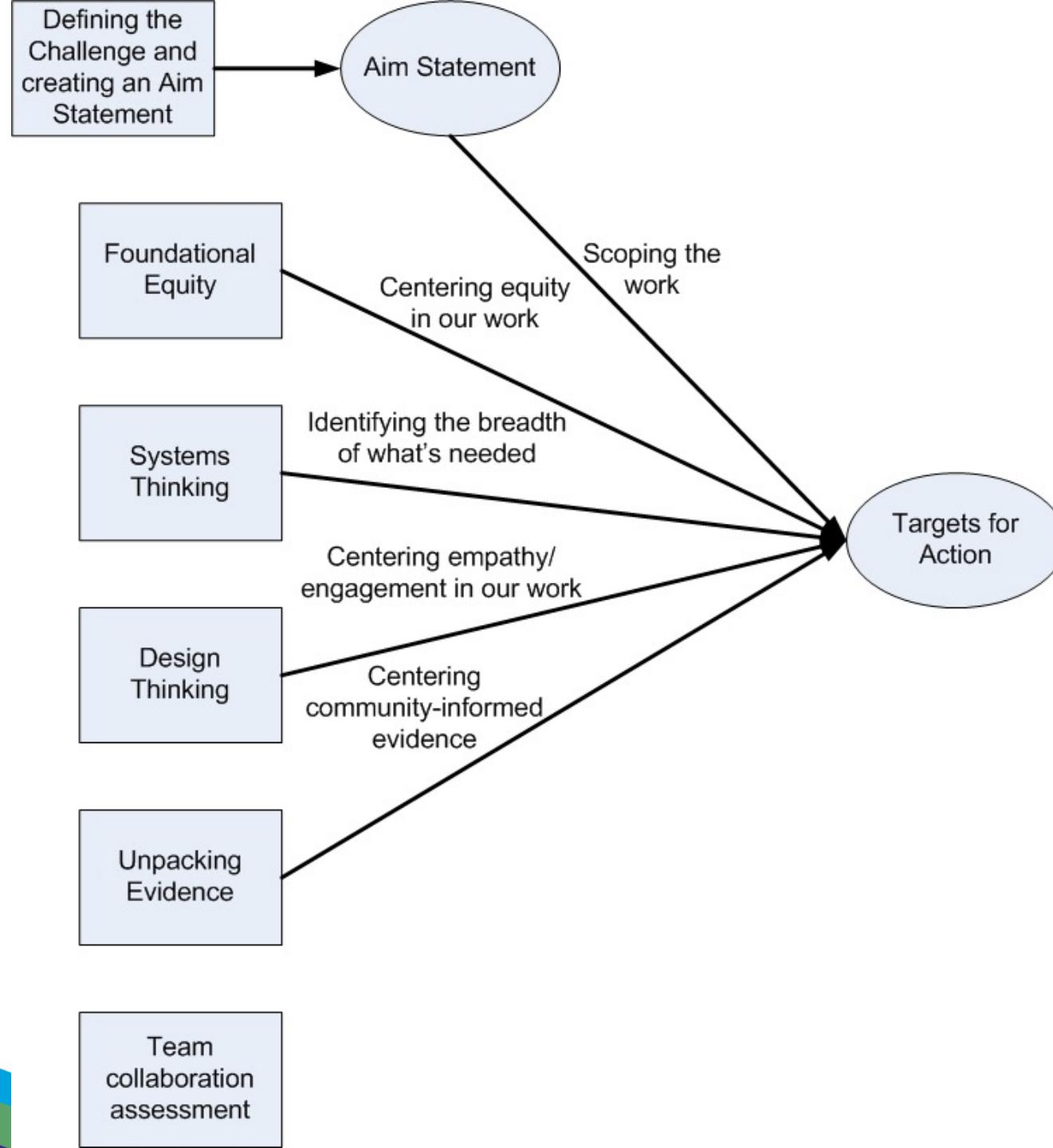


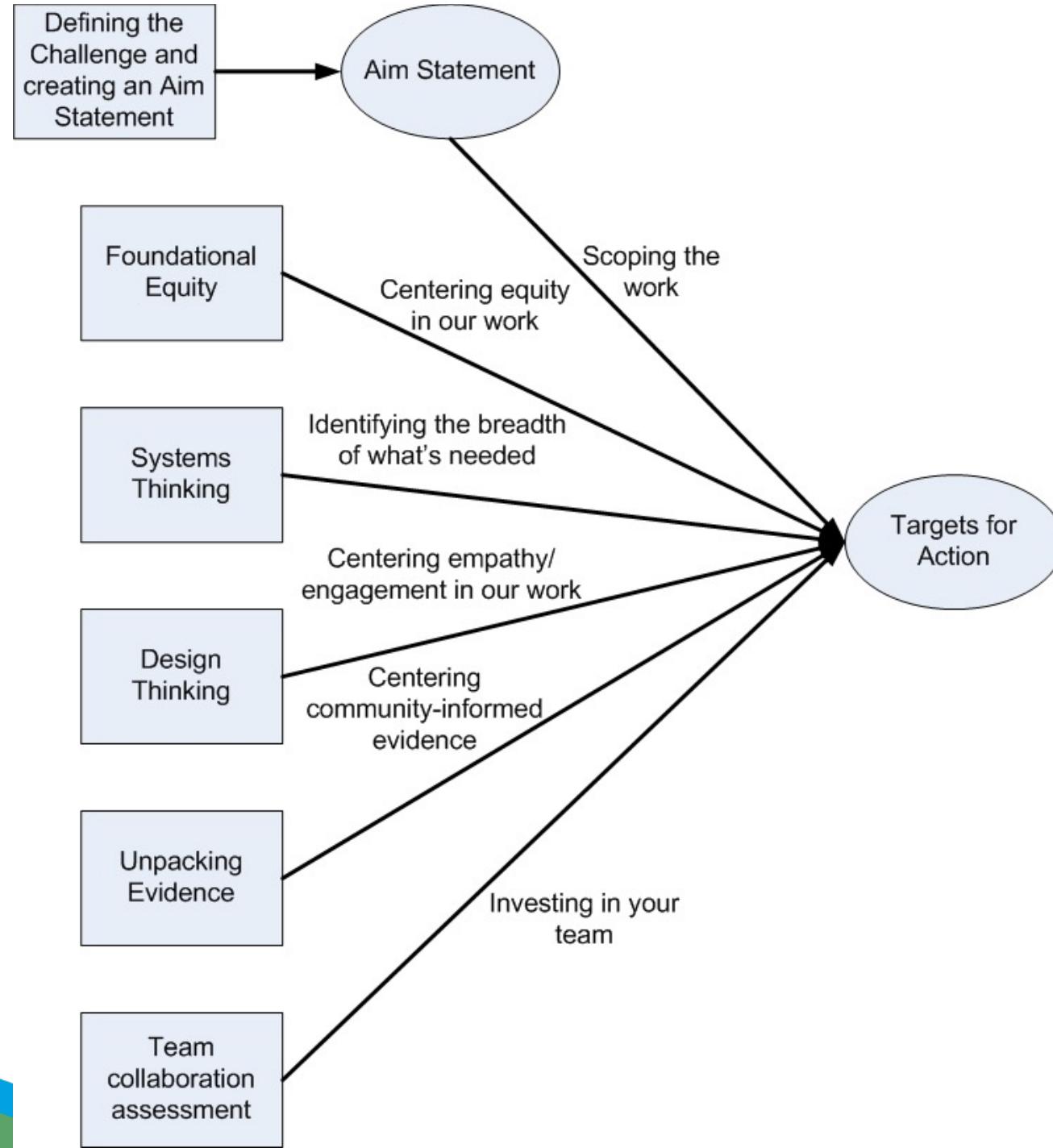


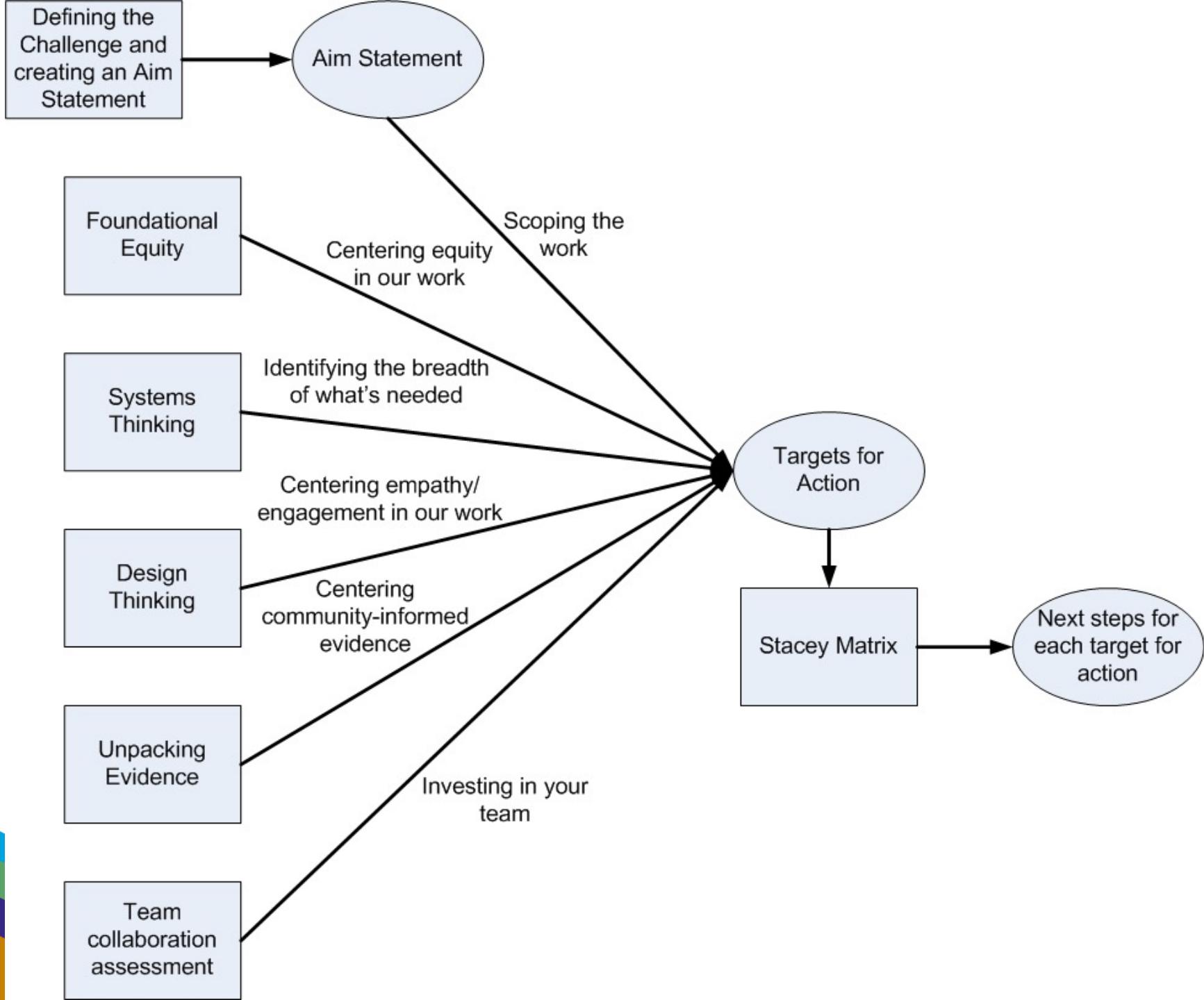


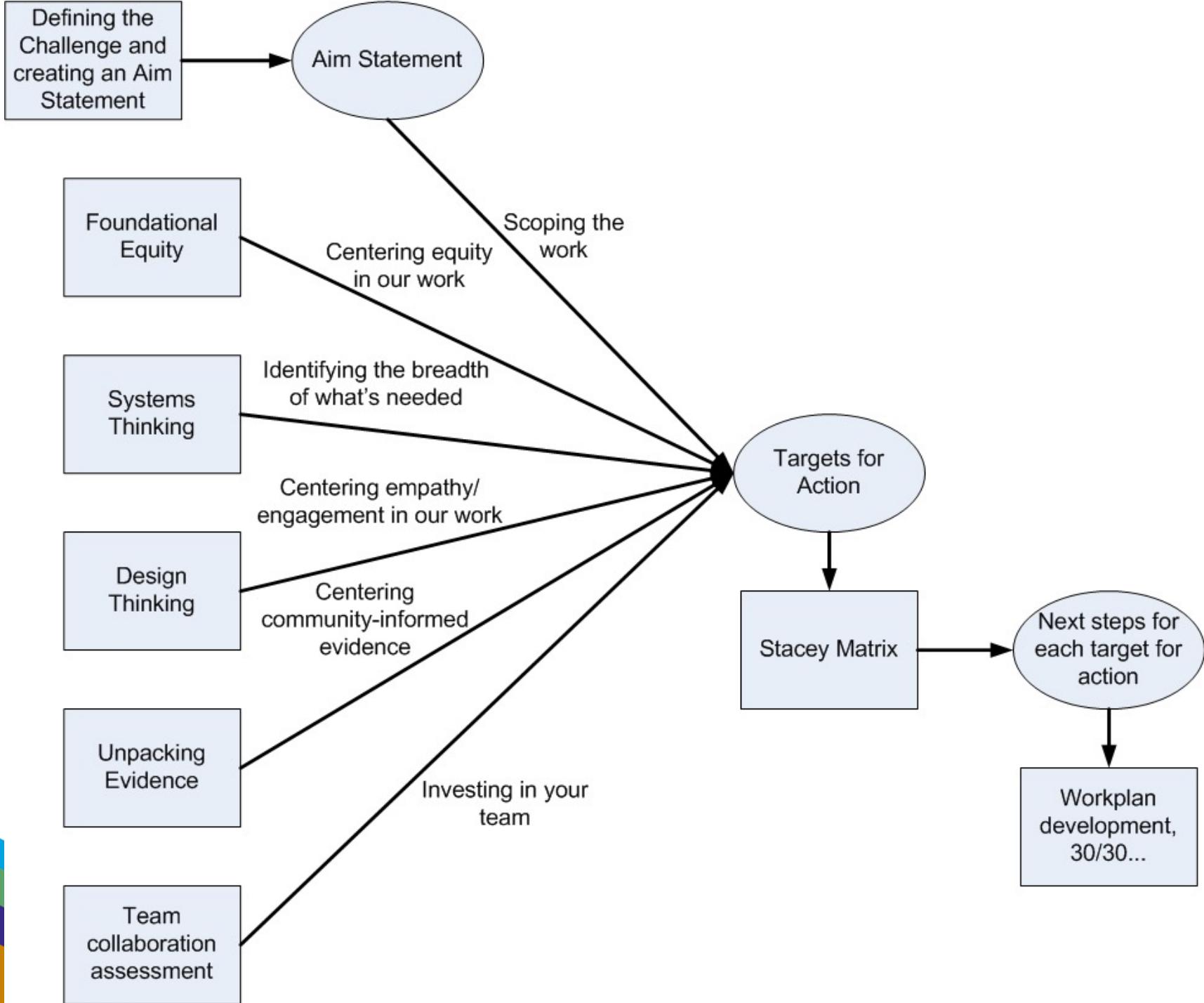


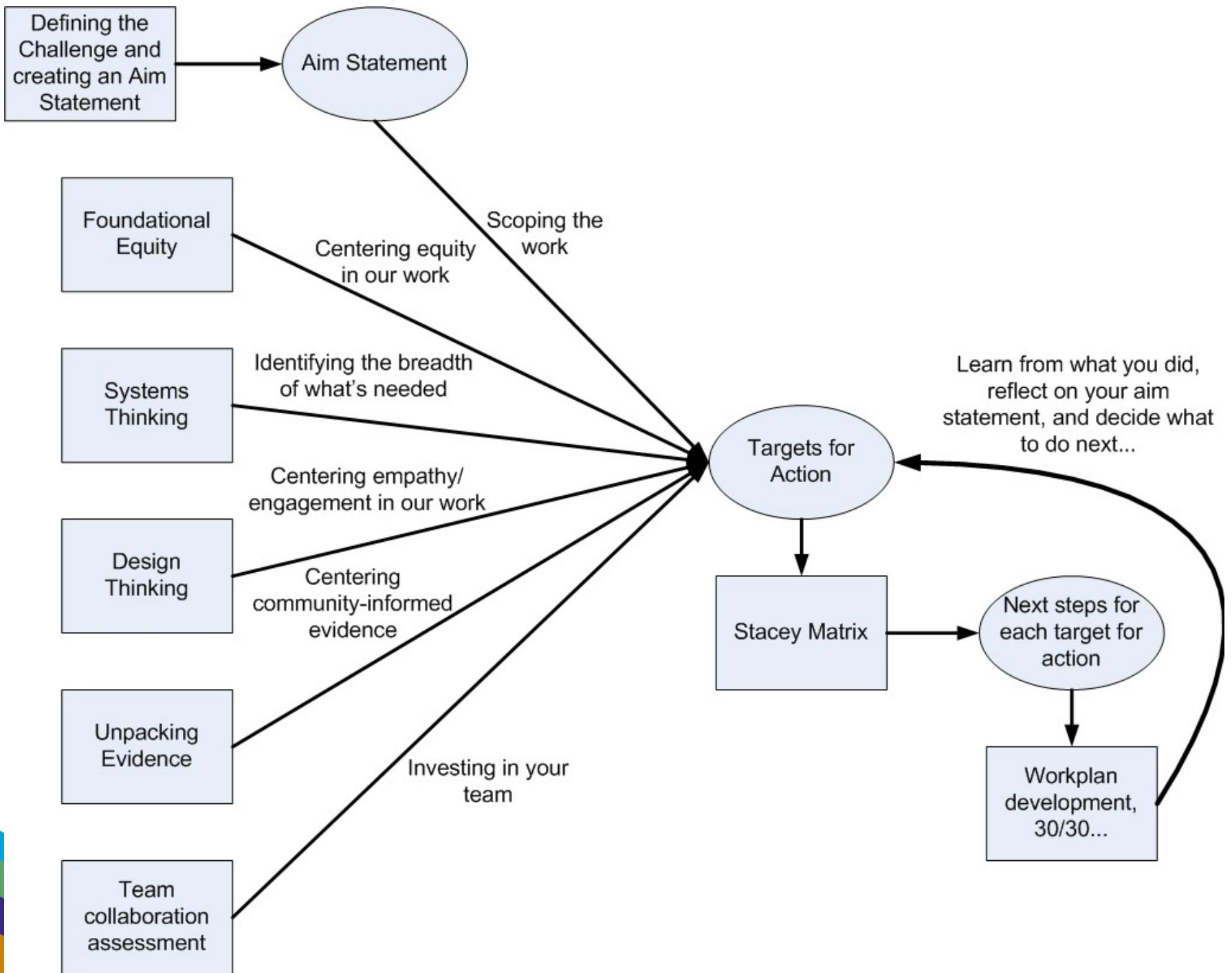












TEAM TIME!

- You have 25 minutes to think back on sessions from the past couple days and prioritize ~6 targets for action.
- Think about the breadth of things you need to work on to address your aim statement.
- You will want to balance targets inspired by the five LI sessions (see the last slide).

Please share the targets for action you are currently prioritizing to help you reach your project aims and strengthen your capacity:

Double click, type in your Target for Action, and place it where you think it belongs on the Stacey Matrix

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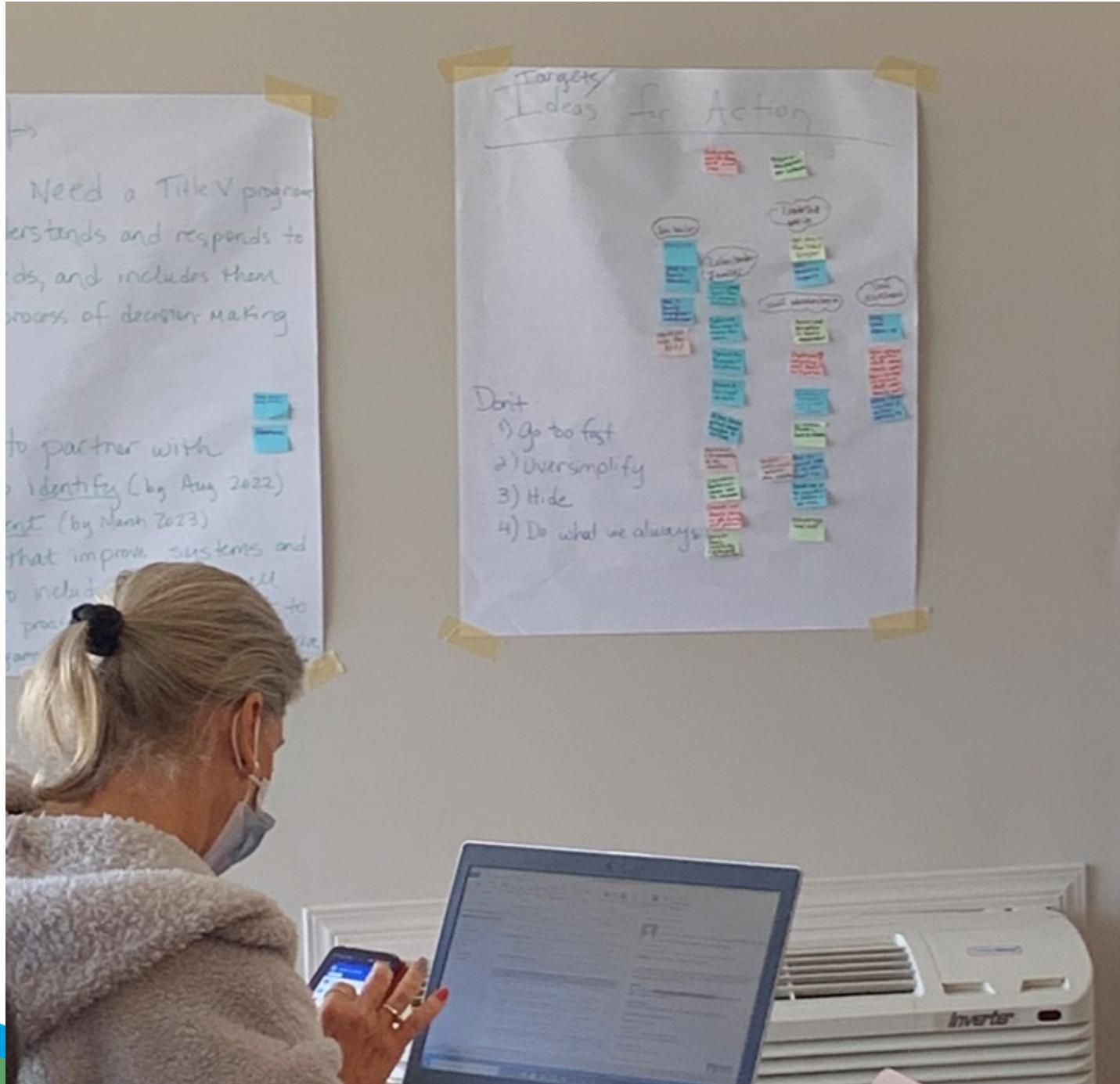
Targets for action



Targets for action



Targets for action



The Stacey Matrix

Place each target for action based on whether you are certain about what to do (or not) and about the level of agreement.



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Certainty

- Do we know how to achieve the outcome?
 - “We” is your team.
 - But also ... how clear is the action-to-impact linkage in the broader evidence base?
 - Are there best practices?
 - Sometimes what is needed is finding out (others know). But often it requires learning.
 - Even if there are best practices or clear answers, are they appropriate for your context?
 - Might something else be better? We need to find it... and decide.
 - Might we need to adapt a best practice to make it work or be feasible?



Agreement

- Is there support to achieve the outcome, broadly?
 - Among your team,
 - From your home organizations (or departments, etc),
 - From diverse consumers,
 - From community, state, or other leaders,
 - From... ?
- Once your team increases certainty about what to do, will there be agreement?
- Might anyone resist?
 - Who, how much, why?
- Have we heard from representative voices?

Let's try it out – place one target for action per team and discuss ramifications for action

Far from
agreement

Agreement

Close to
agreement

Close to
certainty

Certainty

Far from
certainty

Consider:

1. Certainty

Do we know how to achieve the outcome? Are there best practices? Are they appropriate for our context?

2. Agreement

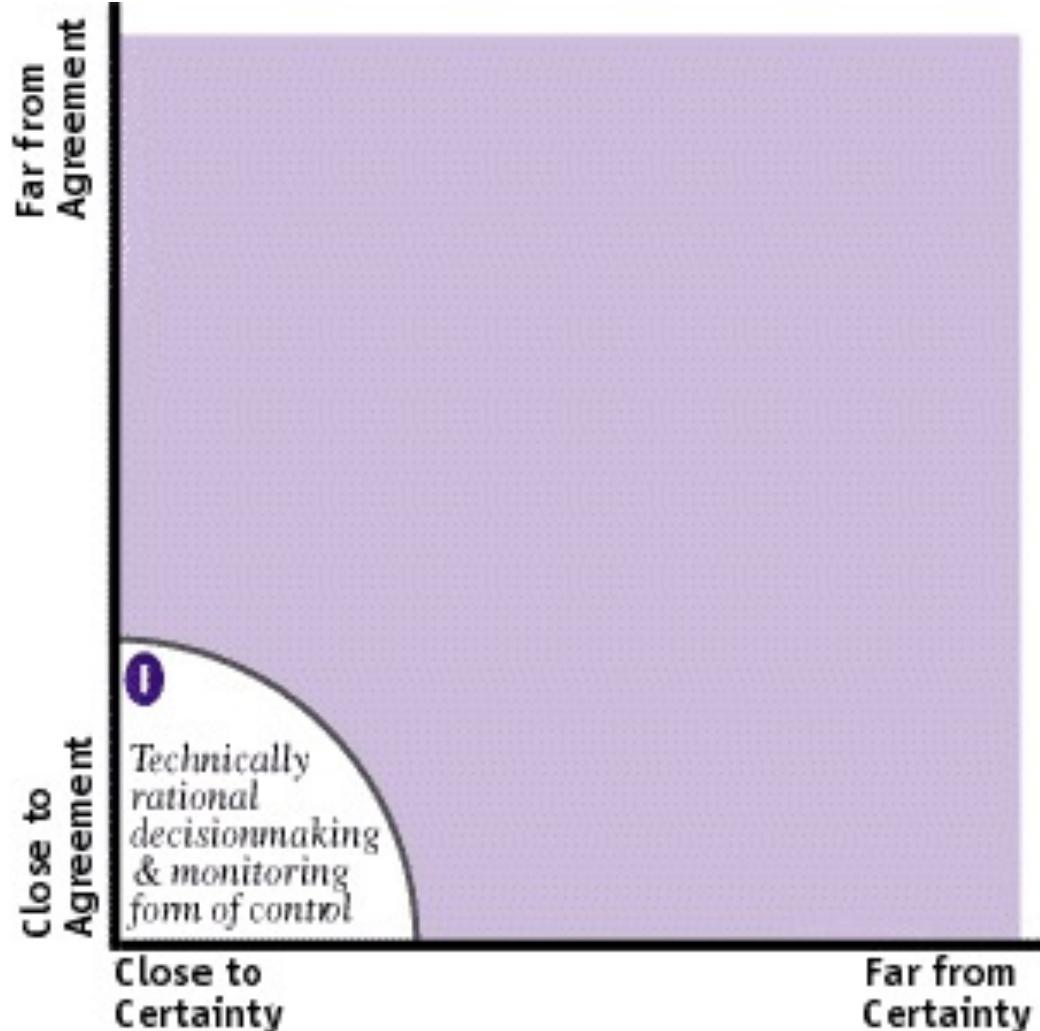
Is there support to achieve the outcome broadly (e.g., your team, your organizations, diverse consumers, state leaders)? Once your team increases certainty about what to do, will there be agreement? Might anyone resist? Who, how much, why?

** Ensure someone takes notes as placement is discussed!*





1) Close to Agreement, Close to Certainty



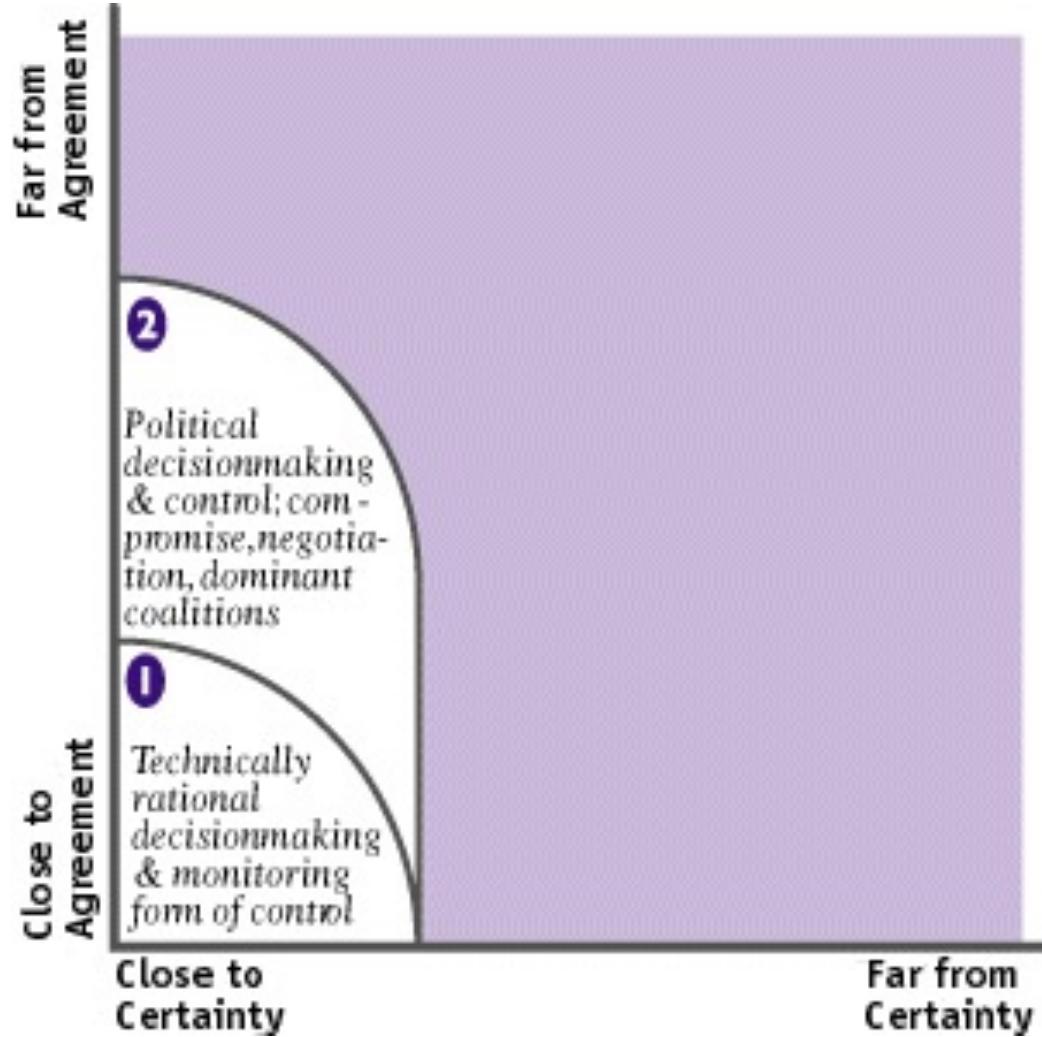
In this region:

- we have best practices or experts to call;
- we know what to do and it is supported;
- cause-effect linkages are clear, so we can plan specific paths of action to achieve outcomes and monitor the actual behavior by comparing it against these plans.

The goal is to repeat what works to improve efficiency and effectiveness.



2) Far from Agreement, Close to Certainty



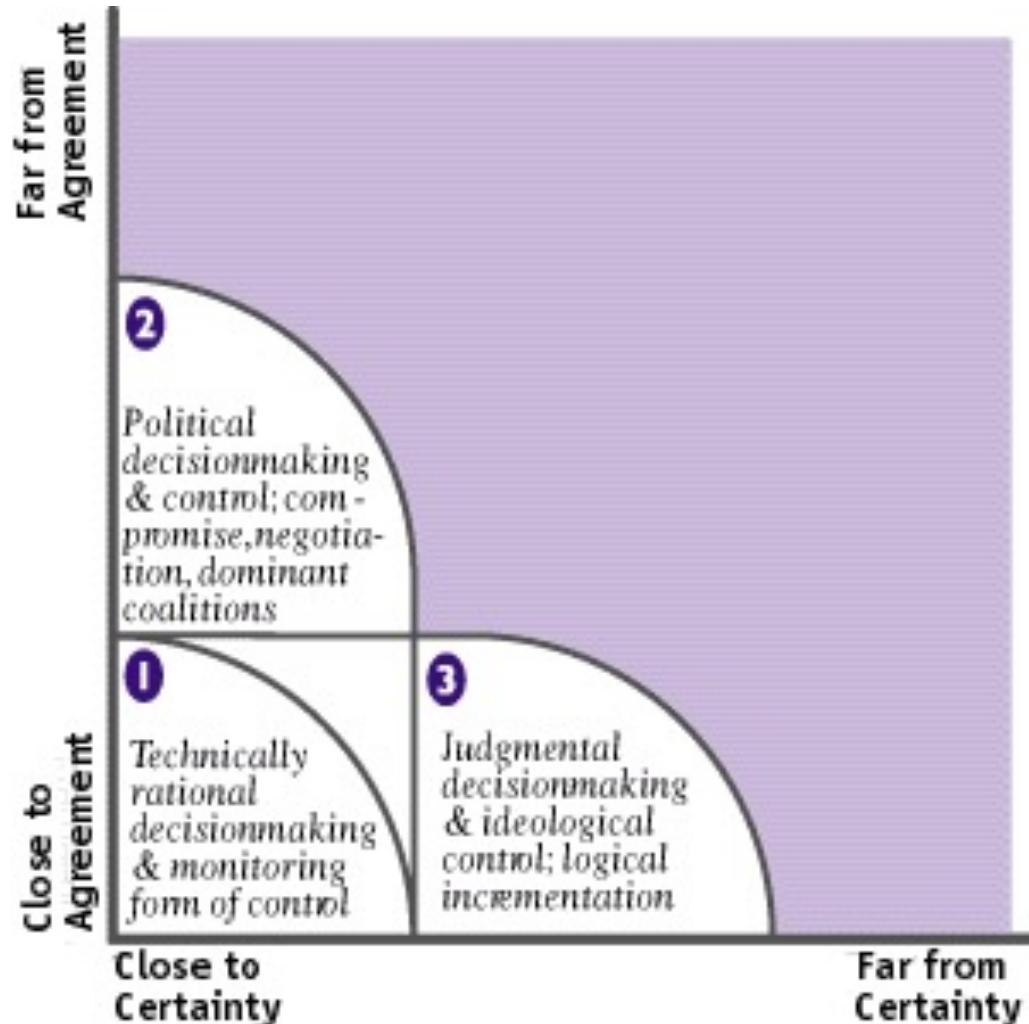
In this region we have:

- a great deal of certainty about how outcomes are created, but
- high levels of disagreement about which outcomes are desirable (or what to do).
- Neither plans nor shared mission are likely to work in this context.
- Instead, relationships, knowledge, buy in, and engagement become more important.

Coalition building, negotiation, and compromise are often used to create a common agenda and direction.



3) Close to Agreement, Far from Certainty



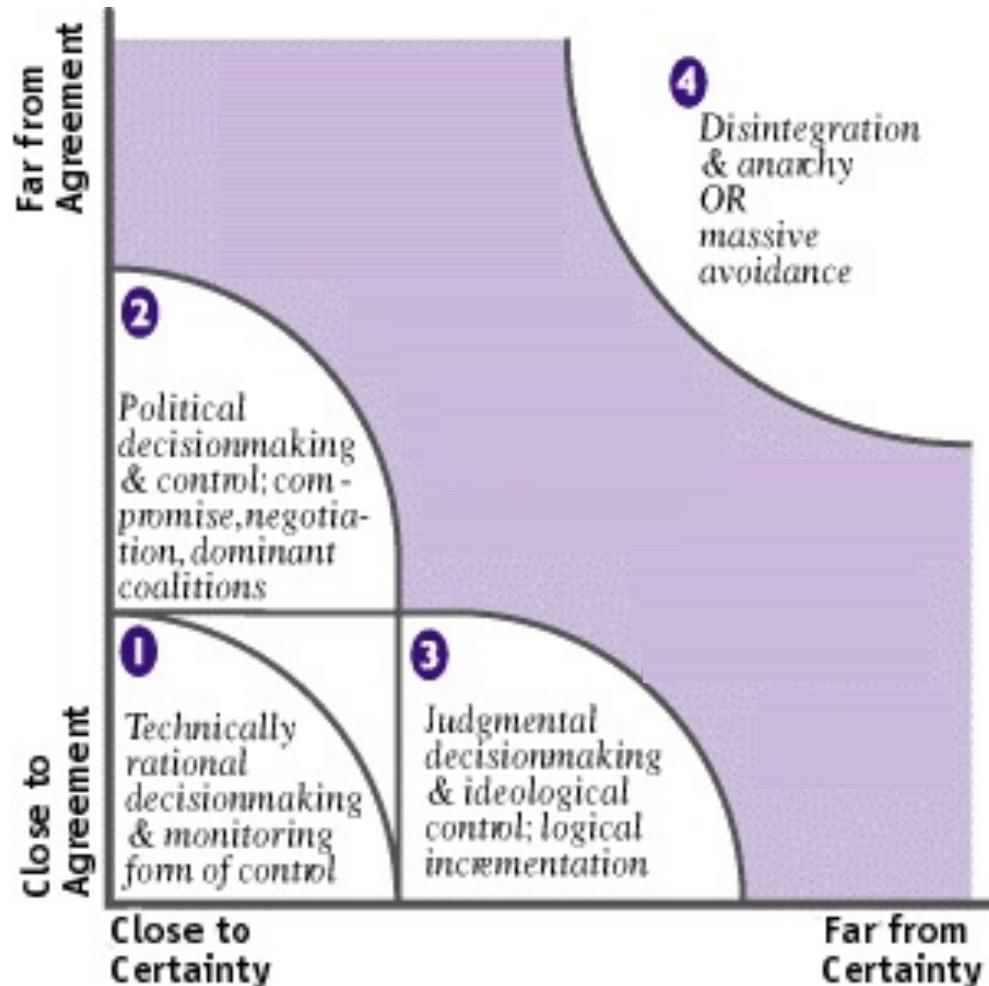
In this region:

- issues have a high level of agreement,
- but not much certainty as to the cause-effect linkages to create the desired outcomes.
- A strong sense of shared mission or vision may substitute for a plan, but will it get you where you want without other types of action? Probably not (and not efficiently).

The goal is to head towards an agreed upon future state even though the specific paths cannot be predetermined. You may want to pursue learning – from others or through your own experiments.



4) Anarchy: Far from Agreement, Far from Certainty



In this region:

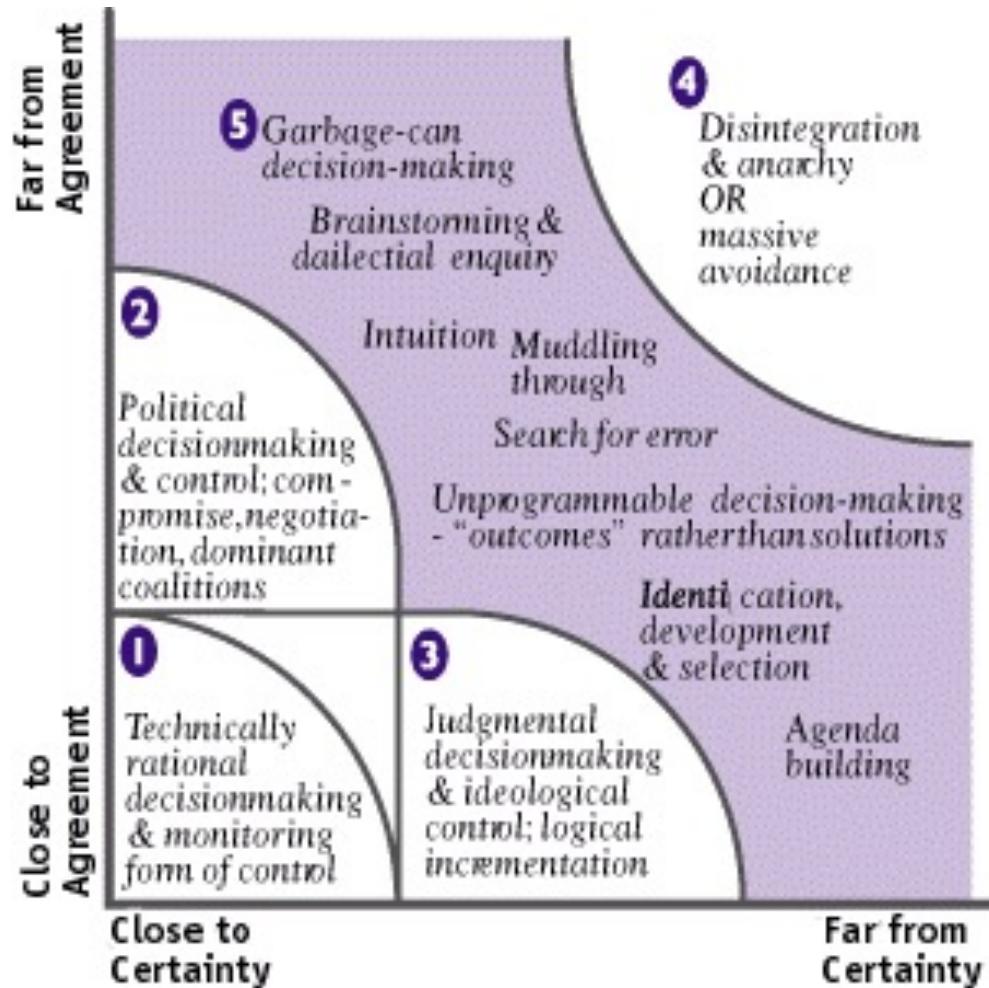
- very high levels of uncertainty and disagreement often result in a breakdown or “anarchy.”
- The traditional methods of planning, visioning, and negotiation are insufficient.
- Tendency toward avoidance.

Instead, the goal is to respond to crises in a manner that moves us out of this zone and into the zone of complexity.

Act, sense, and then respond.



5) The Edge of Chaos (Zone of Complexity)



In this region:

- traditional management approaches are not very effective.

But, this is the zone of high creativity, innovation, and breaking with the past to create new modes of operating.

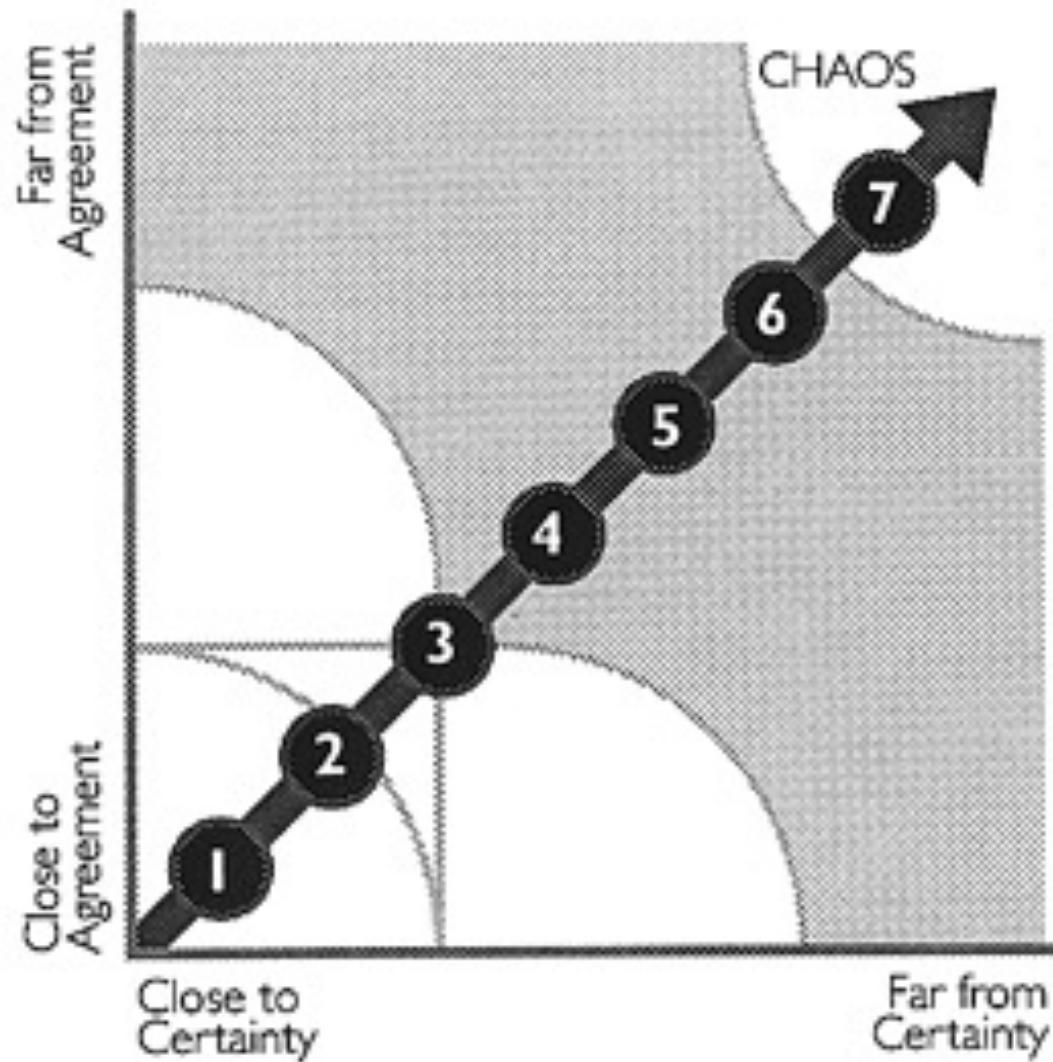
Encourage all stakeholders to be creative and open-minded. Imagine “what if” constraints didn’t hold?

Experiment, learn, and don’t be afraid of a little failure! Systems thinking is very useful here!

Probe, sense, and then respond.



Moving Away from Agreement and Certainty

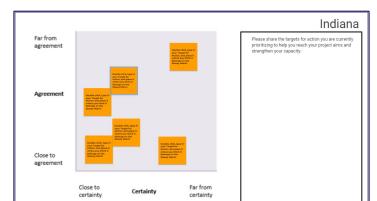
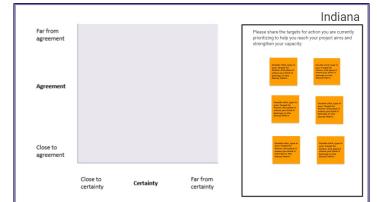
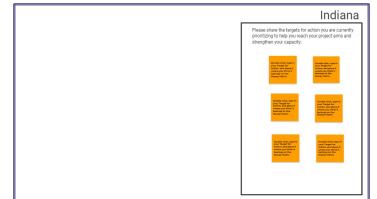


- 1 **Direct**
- 2 **Change Work Processes**
- 3 **Modify Structure**
- 4 **Convene and Intervene**
- 5 **Convene**
- 6 **Examine, Describe Patterns**
- 7 **Seek Patterns**



Jamboard Part 1:

1. Go to jamboard using the link in the chat or here:
<https://jamboard.google.com/d/1uKZJELAzO68WrVMXuMELiDdgpnzKT2wdbST17EC3NBM/edit?usp=sharing>
2. Find your team's Jamboard page
3. Click on the large white box on the left side of the Jamboard page and delete it – to uncover the Stacey Matrix
4. Talk with your team about where to place each of your **target for action stickies** in the Stacey Matrix. If you don't agree, speak up and explain your reasoning.





Jamboard Part 2:

1. Go to the next frame in Jamboard and copy/paste your **target for action stickies** into the table
(ctrl+c to copy, ctrl+v to paste – or retype)
2. In the same row, double click on the **green sticky** and type in the corresponding Stacey Matrix zone
3. In the same row, double click on the **yellow sticky** and type in 1-2 next step actions that make sense given the zone in which the target resides

Target for Action:	Zone:	Course of Action(s):
Double click and type in your target of action.	Double click and type in the corresponding course of action(s).	Double click and type in the corresponding courses of action(s).
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References:

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- Stacey RD. *Strategic management and organisational dynamics: the challenge of complexity*. 3rd ed. Harlow: Prentice Hall, 2002.
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Thank you!



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