

# Using Integrated Behavioral Health as a Template for Organizational Development

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Carl Heard, MD, MMM  
  
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## Introduction

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## Learning Objectives

- To understand the influence that organizational structure and culture has on integration
- To assess mindsets and beliefs that may limit the individual and team growth of “collaborative” organizations
- To promote promising practices that lead to more humane working conditions, self-management, and fuller growth of teams and individuals

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## Definitions

- Culture: the conscious and unconscious drivers of behavior
- Humanizing environment: an environment that encourages a person's realization of the greatest person they imagine themselves to be

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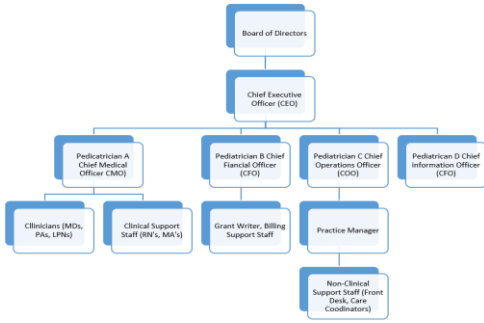
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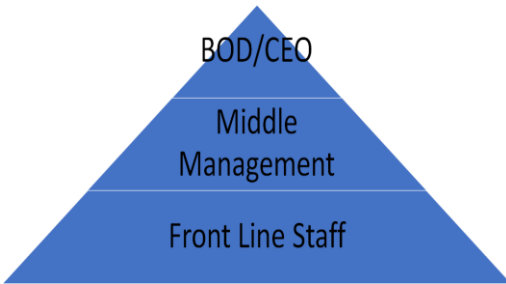
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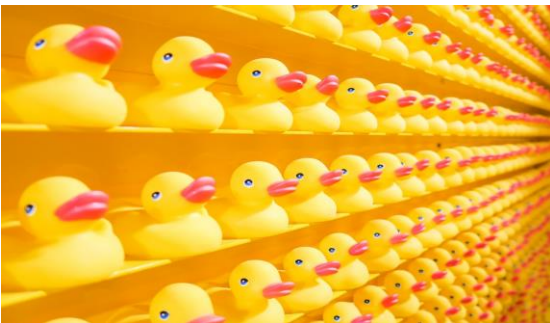
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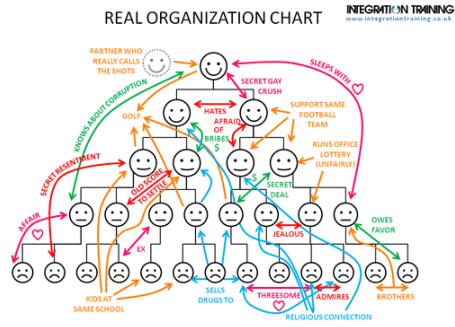
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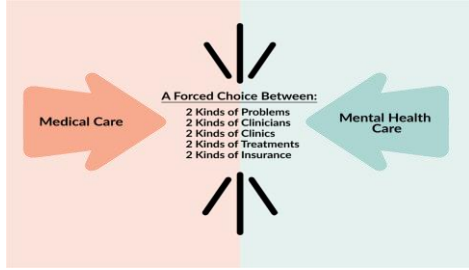
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### Culture Clash




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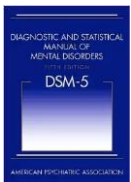
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### Medicalization of Mental Health



Assessment->Definite Diagnosis->Evidenced Based Treatment

Rooted in **Reductionism** and **Mechanism**

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## Fixed Mindset




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## VUCA




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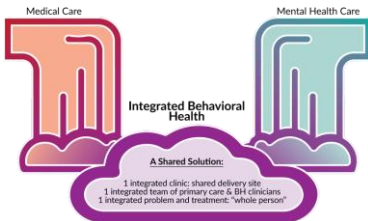
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## Behavioral Health Integration




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### Active Learning Break #1

**Think-Pair Share**

What is one thing that you like and one thing that you don't like about hierarchical organizations?

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### Roger Coleman Experience

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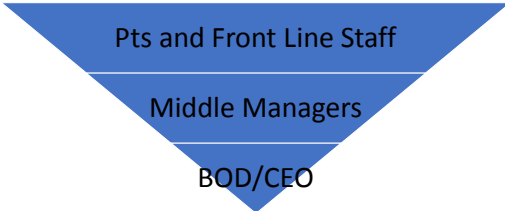
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### Upside Down Pyramid



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### Mental Models



Mental Models are deeply held internal rules of how the world works.

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## Single loop vs. Double loop learning



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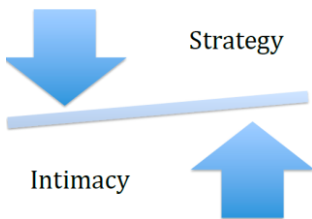
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In the ordinary organization, every person is doing a second job no one is paying to perform-covering their weaknesses and inadequacies, managing others' good impressions of them, and preserving a position that would feel more precarious if people didn't always see them at their best"

Robert Kegan

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## Active Learning Break #2

**Think-Pair-Share**

Complete trust survey based on a team that you **most** identify with?

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## Business Review of Teal




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Exhibit 1: Evolutionary Breakthroughs in Human Collaboration

Color	Description	Building Metaphor	Key Breakthroughs	Current Examples
<b>WOLF</b>	Constant exercise of power by chief to keep foot soldiers in line. Highly reactive, short-term focus. Thrives in chaotic environments.	Wolf pack	<ul style="list-style-type: none"> <li>Division of labor</li> <li>Command authority</li> </ul>	<ul style="list-style-type: none"> <li>Organized crime</li> <li>Street gangs</li> <li>Tribal militias</li> </ul>
<b>ARMY</b>	Highly formal roles within a hierarchical paradigm. Top-down command and control. Future is repetition of the past.	Army	<ul style="list-style-type: none"> <li>Formal roles (stable and scalable hierarchies)</li> <li>Stable, replicable processes (long-term perspectives)</li> </ul>	<ul style="list-style-type: none"> <li>Catholic Church</li> <li>Military</li> <li>Most government organizations (public school systems, police departments)</li> </ul>
<b>ORGANISM</b>	Goal is to beat competition, achieve profit and growth. Management by objectives (command and control over what, freedom over how).	Machine	<ul style="list-style-type: none"> <li>Innovation</li> <li>Accountability</li> <li>Meritocracy</li> </ul>	<ul style="list-style-type: none"> <li>Multinational companies</li> <li>Investment banks</li> <li>Charter schools</li> </ul>
<b>GREEN</b>	Focus on culture and empowerment to boost employee motivation. Stakeholders replace shareholders as primary purpose.	Family	<ul style="list-style-type: none"> <li>Empowerment</li> <li>Egalitarian management</li> <li>Stakeholder model</li> </ul>	Businesses known for idealistic practices (Ben & Jerry's, Southwest Airlines, Starbucks, Zappos)
<b>TEAL</b>	Self-management replaces hierarchical paradigm. Organizations are seen as living entities, oriented toward realizing their potential.	Living organism	<ul style="list-style-type: none"> <li>Self-management</li> <li>Wholeness</li> <li>Evolutionary purpose</li> </ul>	A few pioneering organizations (see "Examples of Teal Management," page 8)

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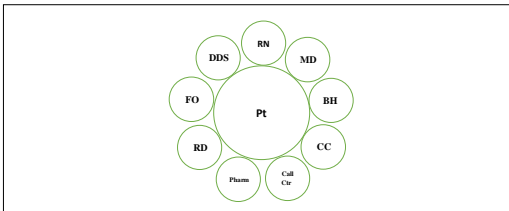
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## ICT Organizational Unit




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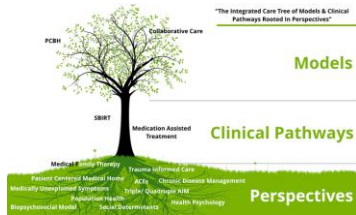
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### Integrated Behavioral Health Development




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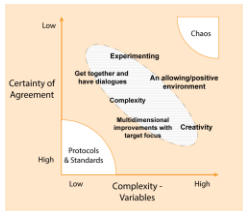
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### Team Development




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### What is 5 Dynamics?



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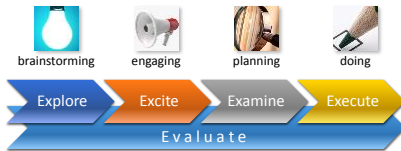
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### 5 Dynamics



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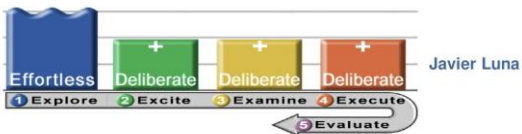
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### Energy Map Javier Luna



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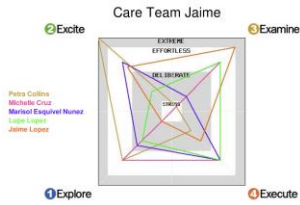
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### 5 Dynamics Team Graph




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### Teaming




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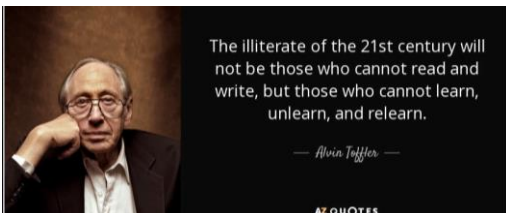
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### Learning




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### Coaching



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### Well Developed Competency

Well Developed



Shows Up A Lot

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### Active Learning Break #3

#### Think-Pair-Share

Which energy do you most identify and least identify with? Discuss with a partner

**Explore:** Perceiving, option oriented thinking

**Excite:** Inspiring; energizing others

**Examine:** Planning; building structure

**Execute:** Acting; turning the plan into reality

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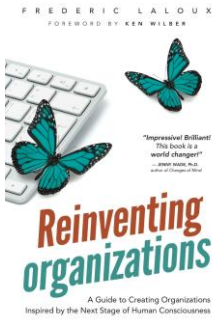
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Thank you!

Q & A

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