



## SEMINAR

### *Transforming Relationships for High Performance: A Relational Model of Organizational Change*

**Thursday 16<sup>th</sup> February, 2012. 2 – 3pm**

**Royal Brisbane Hospital Campus  
ES Meyers Lecture Theatre**



Health and human service organizations face a challenging economic environment, with increasing pressures to reduce their costs while improving the quality of their outcomes. Yet many organizations are structured as traditional bureaucracies with workers trapped in their silos, producing poor quality outcomes at high cost. Some evidence suggests that connecting workers with each other (relational coordination), their customers (relational coproduction) and their managers (relational leadership) through relationships of shared goals, shared knowledge and mutual respect has positive implications for quality, efficiency, and worker well-being. But existing relational patterns are deeply engrained, inhibiting the ability to change.

Professor Gittel will draw upon live case studies in health and human service sector to develop a relational model of organizational change. This model suggests that meaningful transformation requires changes in the worker-worker, worker-customer, and worker-manager relationships using three kinds of interventions -- relational, work process, and structural. Relational interventions include mapping current relationship patterns, fostering psychological safety and coaching/role-modelling new relational dynamics. Work process interventions include mapping current work processes, clarifying roles, identifying goals, and engaging in problem solving. Structural interventions include redesigning rewards, performance measures, selection, training, conflict resolution, meetings, protocols and information systems to reinforce and sustain the new ways of working together by embedding new relational patterns into roles.

### **Speaker: Professor Jody Hoffer Gittel**

Professor of Management at Brandeis University's Heller School for Social Policy and Management and Director of the Relational Coordination Research Collaborative.

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