Service Model Innovation for Financial Stability

2019 Employment and Vocational Services Leadership Conference

“When the rate of change outside exceeds the rate of change inside, the end is in sight”.

Jack Welch, highly successful former CEO of General Electric
"As you enter positions of trust and power, dream a little before you think."

Toni Morrison, Nobel Prize for Literature in 1993

"A leader's job is to look into the future and see the organization, not as it is, but as it should be."

Jack Welch, highly successful former CEO of General Electric
Introduction
Laura Ryan

BS Mechanical Engineering  
Boston University

MS Creativity and Change Leadership  
Buffalo State University

Heritage Christian Services  
Business Analytics and Strategy  
Advisor to the President

People Inc.  
VP of Strategy and Innovation
Service Model

Service Model Innovation for Financial Stability

Service Model
Service Model

= 

Service Continuum

Retaining “customers” with ID/DD
Otherwise, shopping at all agencies

Integration

... Choice

... Inclusion
Blue Ocean
Red Ocean Strategy

- Compete in existing market space
- Harness existing demand
- Make the value-cost trade off

Blue Ocean Strategy

- Create uncontested market space
- Create & capture new demand
- Break the value-cost trade off
Define your **Service Model**

List Out Competitors & Organizations You Collaborate or Cooperate With

Sometimes Known As…

"Coopetition"
Understanding Value Curves

**Red Ocean Strategy:**
When a company's value curve converges with its competitors

**Strategic Contradictions:**
Offering a high level on one competing level while ignoring others that support that factor.

**Blue Ocean Strategy:**
Standing out with Innovative Service Offerings
Innovation

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1st comes Creativity....then comes Innovation

Creativity
Think about your definition

Creativity

is novelty that is valuable
Novelty

• Context dependent

• What may be novel in one person, may not be novel in another

• Can be defined as progressive improvement, modification, or adaption

(Boone and Chiumento, 2001)

Creativity

Rhodes, 1961
A creative culture is one that
• allows for mistakes
• promotes idea generation, time resources and contemplation without the constraints of judgement
• encourages balanced risks
What are traits of creative people?
- Adaptable
- Risk takers
- Accepting of failure
- Imaginative
- Tolerance for ambiguity

Puccio, Murdock, and Mance, 2005
What is a Problem?
Define Challenge
Heuristic vs. Algorithmic

Qualities of a Problem

The gap that exists between what you have and what you want

ill-defined
novel
complex

(Mumford et al., 2000)
Creative Problem Solving (CPS)

Creative:  
Production of ideas that are both new and valuable

Problem:  
The gap that exists between what you have and what you want  
*ill-defined*
*novel*
*complex*

Solving:  
Taking action

Divergent Thinking

and

Convergent Thinking
Divergent Thinking

Generating LOTS of Options
    Stretch
    Making lists

Convergent Thinking

Judging Options
    Screen/Select
    Making Decisions

Balance between Divergent Thinking and Convergent Thinking
Let’s Practice

Let’s say....you are located in a rural location
What might be all unique programs you might offer a person with an ID/DD at your agency?

- Production of organic produce
- Produce store
- Selling fresh eggs
- Cleaning Service
- Rentable camping sites
- On-line business
- Dog walker
- Local goods retailer
- Bakery
- Instacart shopper
- Bake pet biscuits
- Bottle/can return
- Firewood delivery
- Uber/Lift driver
- Gig economy jobs
- Therapeutic Riding
What might be all the ways to overcome the concerns for hiring a person with ID/DD?
Innovation

Creativity

Puccio, Murdock, and Mance, 2005
Creative PRODUCT

= Service Model

Creative PRODUCT = Service Model

- Novelty: surprise, transformational, original
- Resolution: valuable, logical, useful
- Elaboration: well-crafted, elegant
Creative PRODUCT = Service Model

Service Model Innovation

USE of the idea or method that is ACCEPTED in the market
Financial Stability
Service Model Innovation for Financial Stability

Managing the Polarity

Financial Stability

Human Service and Business Environment

Mission Centric and Sustainability
Financial Stability
Financial Stability

Ask....

What are the Program Services?
What are the Job Services?
Which are “Feeders”?
For What “Leaders”?

As An Example, Ask...
• Is Site-Based Prevoc sustainable on its own?
• If not, is it a “feeder” for Comm Pre-Voc?
• Together are they financially sustainable?
Financial Stability: Starting Point

Short Term and Long Term Decisions

Risk Analysis

Financial Stability
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Key Learnings
## Taking it Home

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