

*Staff will make more decisions at the point-of-service in the future. The leader will need to make sure that staff members have the information and resources necessary to make the right decision the first time. Resource competency is no longer the strict province of the manager. Every member of the system has some accountability for the stewardship and use of resources.*

pendency, subordinacy, and the resultant nonownership in workers regarding the value or productivity of their efforts. Simply inviting participation does not create ownership or investment in the worker. A shift in the locus of control does just that.

The design of a management chart and table of organization does not support the development and creation of an integrated, team-based, interdisciplinary service model. Moving decisions into the team's hands will accomplish this, but the losses to administration and management often impede or slow the process. Staff members are busy holding on to what they did in the past model of illness care. Now that the opportunity to expand roles, shift function, and advance accountability is available, staff members often object to the loss of ritual and routine that increasingly have no role or value in the emerging paradigm of health service.

The effort to configure the organization around the point of service and to facilitate the formation and effectiveness of teams is indeed challenging work. No one is left unaddressed in these efforts to create new relationships and interactions. The demand is to understand the character of change and the emerging context for health care in a subscriber-based, price-capitated continuum of care.

The traditional, vertically integrated organizational design for health systems is quickly dissipating in importance and being replaced throughout by the construction of a horizontally linked service continuum that represents the range of stakeholders and providers who configure their efforts and relationships around the service population that reflects the community served by the health system.

## **PRINCIPLES FOR A NEW AGE**

Moving into a new paradigm for health care means discerning the essential principles that underpin the purpose and meaning of health care. The principles that once characterized the age out of which we are moving are now diminishing and shifting to a new set of foundations upon which society is being transformed.

For successful change to occur, these emerging principles must be clearly enumerated and take their rightful place as the foundation of the changes that will be built on them. There are four principles of the new age: partnership, equity, accountability, and ownership.

## Partnership

Every where one looks the evidence of partnership in the global community abounds. Mergers, acquisitions, alliances, and networks are all terms synonymous with partnership. As the global community becomes more integrated and whole regions move into boundaryless configurations, the characteristics of partnership become increasingly more evident and important to the understanding and application of change.

In a partner-driven paradigm, it is important to recognize that the content, character, and relationships in work radically change. Just as every other component of society is altered, so too is the workplace. Partnership does not occur without effort, rather partnerships must be created. They demand a mutual value that drives the players into the relationship and requires work to define the essential characteristics of the partnership.

Partnership does not simply occur. It requires a mutual purpose, insight to the content of the partnership, and value each member will obtain from the relationship. All partnerships are negotiated and renegotiated over the life of the agreement. Each member has a unique value that he or she brings to the partnership, which must be carefully articulated and expressed within the context of the value added to the partnership.

Each member of a partnership believes that something of value can be obtained by joining efforts with others. The value of the partnership must extend beyond the value any one person can accomplish alone. Partnership is an equity-based relationship, which depends on the understanding between each member that the contribution each person makes is essential to the integrity of the partnership. This notion of value and contribution forms the foundation for sustainable partnerships.

A reason to enter into partnership and a purpose that brings meaning to

*Almost everything in the new age exemplifies partnership. We are living in a boundaryless world where the information infrastructure connects and links all entities. Seamlessness and integration are the foundations of design for the workplace of the future.*

*Partnership is more than a connection. It is dynamic. It is present in the activities of all systems as they attempt to construct a sustainable format within which they can thrive. All the links necessary are addressed to ensure that the right connections are in place to ensure meaning and value.*



### **Partnership Changes Relationships**

- *Building relationships*
- *Negotiating issues*
- *Having genuine dialogue*
- *Collective problem solving*
- *Resolving personal conflicts*

the relationship must always be present. Each member must see an advanced or improved value or circumstance through entering into the partnership. This implies that the rewards of partnership are as clear as the work, and that the price paid for the construction of partnership is found in its fruits and rewards.

Partnership also demands a clarity and honesty of interaction so that each member is able and free to bring up issues and concerns regarding the character of the partnership. A partnership is always a work in progress. Continual renegotiation, dialogue, changing circumstances and positions, and new opportunities' needs are forever rising out of the expression and work of the partnership, thereby requiring continual discourse and renewal.

Partnership changes everything for an individual. Where it was once possible to make decisions without the consideration of others, this is not possible with partners. A partnership is often characterized as another person or structure that emerged at the creation of the "third entity" called partnership. Being dynamic rather than an event, partnership demands continual attention and service. Each of the leaders of the partnership will continually reassess and shift the conditions of the partnership, in the effort to advance or improve the conditions and circumstances affecting the viability of the partnership.

The new language of health care has embedded in it the implications for the formation of a wide variety of partnerships. Many of these more local partnerships must converge to assume a larger and more powerful work relationship. These networks, alliances, integrations, and mergers are all different ways of expressing the idea and practice of partnership. As is apparent, partnerships are becoming the foundation for many of the new health care models emerging in response to the demand for a more effective health system.

The notion of partnership moves toward the point-of-service. As patient-based approaches become the norm in designing patient care services, there is increasing need for partnership between providers and with patients. To apply this notion would unbundle a range of current practices

and all the hostilities around independent and discipline-driven loci of control. Emphasis on the various parts of an organization at the expense of the whole is no longer tenable, nor can it support the system's ability to thrive. Many of the patterns of behavior that have emerged out of historical compartmentalism are now subject to great suspicion and may fall deeper within the context of the current shifts in the health care system. These circumstances create the conditions for partnership and form the foundations for requiring it.

Because the health care system has not operated within the constructs of partnership in the past, there will be much work to do. Creating the clinical continuum necessitates a foundation in relationship at a level of connectedness and intensity not previously experienced. Teams of clinical providers become stakeholders in the process and must connect their energies and work together to produce standards, protocols, quality measures, and outcome determinations that can only be achieved through their mutual efforts. Partnership, rather than a luxury, becomes a requisite for sustainable health services for the future.

## Equity

If the value of each person contributing to the relationship is not noted a lasting relationship cannot form. Equity is the measure of value attached to the contribution of each of the members of a relationship. In equity we assume that value is attached to the contribution of each player to a team or partnership and that this activity lends value to the work of the group. In these circumstances every member of the group is expected to recognize this and incorporate it into his or her behavior and expressions of membership and work.

There is nothing more denigrating to the integrity of the group than to diminish the value of any one member through the application of ascendant behaviors or critical judgments between individual members and others in the group. Also, leveling, or creating a hierarchy of importance around the various contributions of members, diminishes the relationships essential to maintain the integrity of the group.

*Partnership demands that there be a sense of equality between the players. Each person contributes something of value to the relationship and needs to be honored for that contribution. Also, each partner's expectations include the right to receive full value from the relationship. Each member must give fully to the work of the partnership to advance the partnership and ensure it produces desired outcomes.*

*Equity is not equality; it is instead about value. At work, relationships must give evidence of their contribution to the purposes of the system to have any value.*



**Accountability is:**

- *Outcome driven*
- *Always expressed at the personal level*
- *Never delegated*
- *Competency based*
- *Evaluated with clear consequences*
- *Generated from the point-of-service*

Equity as a value demands that each essential contribution be viewed as an important part of the work of the whole. There should be a realization that the group's work is the aggregation of the efforts of all its members and that sustainability is impossible without the convergence of the efforts of everyone upon whom the outcome depends. The effectiveness of the team depends on this understanding. There is nothing that destroys teams and their effectiveness more than the pettiness and inequity of members in their dealings with each other. Equity is an essential constituent of every team and is facilitated through respect for each other's roles and the clarity of the contribution each one makes. Building that into the function of teams creates a firm foundation upon which to build effectiveness.

### **Accountability**

Personal accountability is becoming increasingly important to the effectiveness of achieving clinical outcomes in any health setting. As focusing on the outcome accelerates, the contribution to the outcome of each role in the system becomes vital. Knowing what that contribution is and how it fits with contributions of others is a significant activity of work groups today. Much work has been done on the issue of quality and outcome. The importance of defining the relationship of processes to outcomes for the sustainability of meaningful work activities is becoming clearer. The activities of work have no meaning in their performance unless that performance achieves some valued result; simply performing work has no value if that performance does not tightly fit with the outcomes toward which it is directed.

This fit between process and outcome, so prevalent in workplaces today, has created a need to become fully aware of the content of work and the contribution of each job in relationship to the expectations and outcomes to which they are directed. Never has so much focused on streamlining the fit between roles and their outcomes than has occurred in the past decade. Increasingly, the emphasis has been on defining the specific contribution to the outcome each role makes and determining just how "tight" is the connection between the two. This has been especially problematic for

many workers because it means focusing more intently on the content of their work and facing the conflict that comes from decisions that require the elimination of many roles and functions in an organization.

Accountability focuses on defining the outcomes of a role and giving evidence of having obtained the related outcomes. Different from responsibility, accountability focuses on what is produced or results as the measure of efficacy rather than simply on the content of the job. Work content and results must have a tight fit to justify the existence of a role and find value in it. Sustainable roles are those where the outcomes continually adjust or refine the expectation for function and performance. Within this frame of reference accountability takes its meaning and derives its value. An accountable person is one who sees work from the perspective of achievement and value. An accountable individual owns the obligation for performance and is committed to the measurement and application of functions, tasks, and activities in light of the outcomes to which they are directed (Box 1-5). The future of work includes the understanding that accountability is a requisite of every position and will be the foundation of the measures of performance for some time to come.

## Ownership

In the new age the notion of work and workplace relationships, often expressed in terms of superior-subordinate, master-servant, employer-employee, and parent-child, really have little sustainable value for any one. The notion that the workplace is the “playpen” of the owners of the means of work is no longer valid. Data have proven that such vertical and parental notions of work and performance are not sustainable.

This reality has created a new approach to understanding work and the worker at every place work is done. The age change has brought with it an understanding of the value of work and its relationship to the whole enterprise. In systems views of work essentially two sources of real value in the organization exist: financial capital and human capital. Respect, integration, and appreciation of both are essential to create the conditions necessary to ensure an enterprise’s sustainability.

### BOX 1-5

#### *Individual Accountability*

My accountability:

- I have to show that my work has value.
- I need to relate well with my peers.
- What I do is a part of the whole—it must fit.
- If I do not perform, there are consequences to us all.
- I need feedback to ensure that my team and I have a mutual understanding of my role.
- We must evaluate often what we are doing to ensure it still has value.

*Ownership is essential to effective and sustainable outcomes. For too long the sense of ownership has been missing from the work of those at the point-of-service and was held by those who managed. Good and sustainable service outcomes are rarely achieved by managers. Instead those who own the work they do ensure continuing effectiveness and lasting quality.*

*There is no more valid notion of “My Job” any longer. All work depends on relationship and good “fit” between people and processes. In a system, the intersection of all roles becomes the foundation for ensuring that the mission and purposes get fulfilled every place work is done.*

In a systems view, all the participants in an enterprise are essential to its success, or they should not be there. Ownership assumes that stakeholders exist at every place in the organization. Each player in a system has a stake in the success of the work of the system. Each person makes a contribution that either adds to or diminishes the value of the system. Every person must see themselves within the context of contribution and not simply as the recipient of employment. This means moving beyond the framework of a job orientation, a passive connection to work that is no longer viable. More investment and connection is needed in knowledge-driven organizations than was evidenced in the past. The principle of ownership takes its form from this frame of reference.

A part of the expectations for team-based processes is that each team member be fully invested in the work of the team and the relationship between its members. This investment must reflect a sense of ownership between each of the participants of their contribution to the work and effectiveness of the team. This level of commitment reflects the ownership necessary to build a collective energy directed toward the achievement of mutual outcomes.

The need for increasing a sense of ownership in the workplace is perhaps the most challenging activity of the time. When downsizing and reconfiguring organizations to be more appropriately in line with their resources and effectiveness, the temptation for workers is to lose interest, diminish commitment, and segment into job saving and functionalism (“I’ll just do my job”). The better strategy, however, is the opposite, that is, to join more intently on creating a better fit, increasing skills and value, and positioning fluidly for those new roles and expectations that emerge from the chaos of restructuring.

Ownership is exemplified by engaging in change and embracing the challenges that result in personal growth. No organization will be successful in the new age without the investment of the stakeholders, regardless of where they are located in the system.

## CHANGE AS A JOURNEY

The movement to committed and invested teams is not something that is accomplished or completed overnight. Indeed, it is a journey with many twists and turns and ups and downs along the way. In each stage of building team relationships there are challenges that can facilitate or strain the development of a team consciousness.

Everyone needs supplemental support and information along the way to effective relationship building and team formation. The strength of teams and their success depends on the team's attention to its own needs for growth and development. Many tools can supply information and support to each member as the team takes form and begins to function well together.

This TEAMbook is designed to render some encouragement and tools to the team builder in a health care environment. It is one of a number of "tool chests" that should be a part of the information base for team members and their facilitators.

Remember that the principles discussed above are the foundations upon which all team efforts are validated and evaluated. These principles serve as the baseline for measuring the constituents of the journey and the products of the work of team building. Sustainability in the organization will depend on how the processes of the team resonate with the principles that reflect the age change.

The leader must always experiment, challenge, test, and struggle to keep what works and discard what does not. There are many moments in building effective teams when the process either seems overwhelming or does not appear to be fruitful. This, too, is part of the dynamic of team building. Success takes time.

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## WORDS of WISDOM

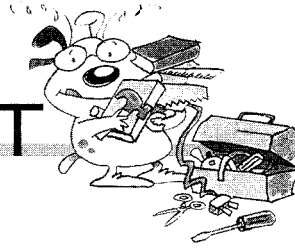
*The journey to a new health system means dismantling some of the old to make room for the new. What we need to bring with us from the past, we should bring. What we do not need, we should leave behind. Good leadership knows the difference between the two.*





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# TOOLCHEST



## TOOLA: The Team Bill of Rights\*

Each team must be free to do their work and exercise their judgment within the context of the authority given. Therefore teams have certain rights as well as responsibilities. These rights form the underpinnings for determining whether successful teams have been created and whether they are able to do their work.

The following rights are identified within the context of freedoms. Teams have a responsibility to undertake their activities successfully. Gifford and Elizabeth Pinchot\* have identified several freedoms, in the open organizational system. Reflecting these freedoms, the following elements of the team bill of rights are created:

### Freedom 1: The Right of Expression

All members of the team have the right to speak freely; to be able to communicate effectively in honest and truthful ways; and to be able to share frankly, truthfully, and openly the issues, perceptions, and concerns brought forth in team dialogue.

### Freedom 2: The Right to Learn

All participants on a team have a right to grow, adjust to change, and become. Therefore they are able

\*Pinchot G, Pinchot E: *The end of bureaucracy and the rise of the intelligent organization*, San Francisco, Berrett-Koehler, 1993.

to be involved in inquiry, access information, build knowledge, and expand their competence. As a result, they have the right to be curious and persistent, expand their awareness, seek successes, to enumerate failures, and continue to develop skills and ability and make learning a lifelong process.

### Freedom 3: The Right to Work

Every member of an organizational team has the right to do the work of the team and fulfill their obligations as members of the team. Therefore they have the right to participate in projects and priorities to determine their level of contribution and apply their gifts and their skills as fully as possible. They have the right to own and apply the tools of their profession or work and to commit to worthwhile activities with the full range of their skills and efforts. Each team member has the right to act with courage and maintain integrity and to be a fully involved, participating member of the team.

### Freedom 4: The Right of Enterprise

Each team member has a right to be influenced by the persons they serve, that is, the patients and customers who drive response to their work and interactions. Therefore they have a right to establish a way of exchanging relations, information,

and interaction with those they serve. They have an obligation to use the resources wisely and live within their means. They have an obligation to give fair measure of their work, have that work honored and consistently incorporated into the organization's goals and objectives, and participate in the rewards that would imply.

### **Freedom 5: The Right to Work as a Team Member**

Every member of a system is a member of an organization. Membership-driven organizations operate differently from employee-constructed structures. Therefore every team member has a right to participate in decisions; work freely with teammates; participate in choosing those teammates; share joint ownership in the team processes; and be able to benefit from the rewards, opportunities, and outcomes of the team's work. Each member has a right to achieve the goals, make good decisions in participation with others, care for and support other teammates, and look for others to become teammates who are consistent with the character and expectations of the team.

### **Freedom 6: A Right to Be a Member of Community of Differences**

Every member, regardless of their background, experience, frame of reference, and value system, has a right to full membership in the organization when they become a member. They have a right to a community of caring, of investment, of support—a group that is ethical and works well together in support of the purposes of the organization. They have a right to experience tolerance and nonprejudice. They have the obligation to balance self-interest against the common good and to work out the differences between the two. All members of

the community have a right to work toward worthwhile outcomes, use appropriate vision and values to construct them, and find support for their diversity and their contribution.

### **Freedom 7: Justice and the Rule of Law**

Each individual has the right to experience due process to ensure that the judgment is fair and equitable and that they have been treated in balance by the support of their peers. The expectation is that all team members are law abiding and support the rules, standards, and practices in which they have all agreed to participate to establish good process and framework for work, and to be consistent, balance self-serving in a way that serves the issues of others, to avoid entitlement, and to seek opportunities to fight injustice and inequity wherever it may be found.

### **Freedom 8: Democratic Process**

Each individual has the right to participate fully in the contribution of the team's outcomes. Self-management and self direction of the team within the boundaries established are appropriate for all team members. Every member has the right to participating and designing its relationship to the larger system and in the larger system support of it. Each member has an obligation to listen and to be heard; to learn and to be taught; to teach and to stand for the commitments, principles, and values to which the team has committed.

### **Freedom 9: The Freedom of Interrelationships**

Each member of the team has the right to associate and aggregate with those who facilitate, encourage, or promulgate the purposes of the individual in the team, as well as to make choices with

regard to those they associate with and how those associations will be built. They have the obligation and the freedom to honor and respect the commitments of each member of the team, to make their commitments appropriately and be wise in their application, to deliver one's commitments and honor the commitments made, to use time carefully and wisely, and to serve the larger community as a part of their commitment to the team.

### **Freedom 10: Limits on Systems Governance**

Every system should support the activities of that which occurs at its point-of-service. Therefore the role of a system is to provide the support necessary to enhance the relationship between the provider and those served. Every individual should support the right of every member of the team in

the system. Constitutional, policy, and structural limits are placed on inappropriate and unnecessary control of the individual. The governance structure is one that guides the system and creates a fit between all the components of the system, thereby ensuring that all come together to facilitate the work and the value of the system. The system's governance makes sure that the incentives and mandates of the system are fairly and equitably applied and continue to advance the work of each individual as well as the team. Planning and strategic work are expected to reflect farsightedness in a commitment to long-term sustainability, and all decisions should generate from the point-of-service and be supported by a system whose role is to see that the mission and purposes of the organization are fulfilled at every level of the system.

## **TOOLB: Change Mapping**

Many changes are moving at a rapid pace through the health care system. The struggle for each individual is to be able to cope and keep up with the impact of change on the individual's work and the goals for their own work and career. To thrive in the new environment, each person must understand his or her relationship to work and the impact the relationship has on adapting to work. These questions relate to specific individual adaptation to the changes that affect job course and personal direction.

### ***Goals of the Instrument***

1. To ensure that individuals spend time looking at their roles, jobs, and careers.

2. To allow the individual to analyze past choice and future choice, and to see the fit between where they are and where they are going.
3. To help the individual understand the activities necessary to achieve personal goals.
4. To identify and assess the direction of the individual's career.
5. To develop a framework for actions that individuals might take to fulfill personal choices.

### ***Instruction and Process***

1. The facilitator outlines the general activities and the need to help individuals seek the difference between where they are and the goals that they attempt to achieve. Each indi-

vidual has a copy of this instrument and uses it for the framework for the questions at each table. Group size for this tool is as many as 25 individuals in groups of 4 to 6 members; the time required is 2 to 3 hours of group work.

2. Questions contained in this instrument are answered at each table by each individual at the table as fully and as completely as possible in about 15 to 20 minutes.
3. After completing the questions each group member shares with other group members the content of their personal career goals and issues based on the questions that they answered. This takes about 30 minutes of discussion time.
4. Discussion stops, and each individual outlines the specific demarcations of his or her career pathway from initiation to what may be considered important or defining moments in the work or career path. Each demarcation is identified on a sheet of paper and connected with a line that shows a continuation or road that links each demarcation with the other. The group then discusses the specific elements for 20 minutes.
5. Based on the discussion each individual identifies two to three elements of future choices that need to be made in his or her career, job, or work pathway. These choices serve as the foundation for the next level of dialogue in the group, which lasts about 20 minutes.

6. After the discussion, each member of the group identifies at least two action items that he or she will implement within the next year. Once an individual names these, he or she will share them with the group and commit to their implementation.

### ***Career Development Pathway Questions***

1. What specific event, circumstance, or condition stimulated you to select your current career pathway?
2. Where did you start your development and education for this career pathway?
3. Do you feel good about the choice you made? If not, what other choice would you have made?
4. Identify two significant events that validate the path you have taken.
5. In 5 year increments identify the specific role in your career you've had.
6. Where are you currently on your career path? Where has this path brought you?

These questions serve as the foundation upon which discussion begins and builds. Using the information gained in this foundation, the subsequent questions and activities of the team can be undertaken. Each participant should remember that the goal is to identify the next stages and activities in which he or she will contribute, and then begin to make judgments about where to move and what activity each person will need to undertake to achieve the career or role changes identified.