Leading & Learning Differently in Transformational Times

Sharon Murphy Enright, MBA
EnvisionChange LLC

Disclosure

The presenter has no conflicts to report
Learning Outcomes

- Create focused insight & perspective for changing healthcare landscape incentives & potential impact(s) for the pharmacy enterprise
- Envision how critical capability & capacity for collaboration & teaming can change your personal point of view (POV) to expand practice opportunity
- Apply five critical skills for effective team success
- Begin the framework for a personal strategy for influence & impact on the value of the work you do, with the aims of advocacy for ideas & delight in the work you do

Toffler’s Third Wave and Beyond

- Life sciences
- Information/communication technology
- Social justice/equity
- Systems thinking to transcend complexity

Four Revolutions Transforming Healthcare

- Industrial Wave (1960-2000)
- Agricultural Wave (1750-1850)
- Information Wave (1900-1960)
- Knowledge Wave (2000-?)

Frenk J. Acknowledging the past, committing to the future. @ http://www.hsph.harvard.edu/multimedia/JulioFrenk/FrenkRemarks.pdf
Today’s Environment is Complex

Like a school of fish, Facebook, a gaggle of geese, NAFTA, or a swarm of bees, healthcare organizations -- in fact the entire healthcare delivery process -- are complex systems . . .

How Could That Happen . . .

- 38 x overdose to 16 yo pediatric patient
- The error included significant involvement of:
  - The "system"
  - Doctor
  - Pharmacist
  - Alerts
  - Robot
  - Nurse
  - Patient

What’s a System?

- Organized, purposeful structure
- Interrelated and interdependent elements
- Continually influence one another
- Collectively achieve the goal of the system
- Systems have inputs, outputs and feedback mechanisms
- Maintain an internal steady-state (called homeostasis) despite a changing environment
- Parts display properties that are different than the whole (called emergent properties)
- Have boundaries that are usually defined by the system observer
What is Systems Thinking?

“Systems” is an approach to problem solving where “problems” are part of a wider, dynamic system.

Systems thinking is “thinking about how we think,” individually & collectively & demands deep understanding of linkages, relationships, interactions & behaviors.

Systems thinking is about awareness of our mental models & implications of actions.

WHO. Systems Thinking for Health Systems Strengthening, 2009
Image courtesy J. Trowbridge, with permission

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain of success, than to take the lead in the introduction of a new order of things.

— Machiavelli
Systems Thinking Requires a Paradigm Shift
- From static to dynamic thinking
- Focus on causal behavior not just effects
- Look past the trees to see the forest
- Beyond linear thinking to loop thinking & impact
- Organizing systems not just responding

The Power of Center
- A powerful, adaptable vision is essential
- Understanding complex systems to finding a path forward to achieve vision
- Leaders must have ability to center for full power, engagement, heightened awareness to perform at your highest level
- Finding your center to be “in the zone”

What Will it Take?
- Understanding how systems work
- BIG teaming
  - Understanding differentiating boundaries
  - Share perspectives, knowledge
- Building relationships
- Leading with an audacious, adaptable vision
- Experimenting with small actions
- Balancing influencing & innovating, hubris & humility
SYSTEMS THINKING WITHOUT SYSTEMS THINKERS WILL CHANGE NOTHING. FOR SYSTEMS THINKING TO TRULY WORK, ALL PEOPLE NEED TO BETTER APPROXIMATE REALITY NOT JUST SCIENTISTS WITH THEIR CONTROLLED EXPERIMENTS, BUT CITIZENS WITH THEIR DAILY EXPERIMENTS.

Four Simple Rules for System Thinking

1. Distinction Rule (D)
   • Any idea or thing can be distinguished from other ideas or things it is with
     • Thing -- Otherness

2. Systems Rule (S)
   • Any idea or thing can be split into parts or lumped into a whole
     • Part -- Whole

3. Relationships Rule (R)
   • Any idea or thing can relate to other ideas or things
     • Action -- Reaction

4. Perspectives Rule (P)
   • Any idea or thing can be the point of the view of a perspective
     • Point of View

Complex Adaptive Systems in Healthcare

Simple Rules
Characteristics of Complex Adaptive Systems

- Fuzzy boundaries
- Agents' behavior based on internalized rules
- Agents & systems are adaptive
- Systems embedded in systems, embedded...
  - They coevolve
- Tension & paradox is natural phenomena...
  - Not necessarily resolvable
- Interaction leads to novel behavior
- Patterns exist everywhere, as clues

- Nothing is linear
- Small differences lead to huge downstream outcomes
- Everything is unpredictable
- Non-linear, changeable elements sensitive to small changes defies predictability
- Attractor behavior
- Inherent self-organization through simple, locally applied rules

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Mental Models & Unique Personal Schema

- Mental model is an explanation of thought process about how something works in the real world
- A representation of the surrounding world, relationships between various parts and a person’s intuitive perception about own acts and their consequences

- A schema (plural schemata or schemas): describes an organized pattern of thought or behavior that organizes categories of information and the relationships among them
- People have varying levels of complexity & detail associated with their personal schema

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- Slumber
- Pillow
- Dream
- Night
- Bed
- Blanket
- Quiet
- Pajamas
- Nap
- Snooze
Mental Models Can Trip Up Our Thinking

- Mental models can blindside us
- Focus on reflective, not reflexive response
- Develop ability to make conceptual habits less prominent

Typical Traditional Decision Maker

- Linear thought process
- Mental models are poorly mapped and cause us to often ignore feedback
- Causation
- Non-linear relationships
- Face more beliefs than can be handled
- Overly simplify connection to policy
- Then act rationally within an overly simplified context
Crumbling Monuments (Circa 1990)

- Bird poop on monuments required daily power washing
- $1 million/yr study
- Toxic effects of nature causing cumulative erosion
- No danger to public
- $25 million & 5 years later . . .

Decision-Making in the Zone of Complexity

- Adaptive, good enough planning
- Multiple action & decision paths
- Listen to the "shadow" system
- Use intuition to muddle through
- Experiment to learn
- Provide minimum specifications
- Employ metaphors
- Live in the (wicked) questions

Helpful Resources
Wicked problems result from the mismatch between how real-world systems work and how we think they work.

Systems-thinking approaches attempt to resolve this mismatch.

Wicked Problems

- Clear problem definition
- Simple organization or unit involved
- Leadership structures in place for solution
- Unclear & non-finite problem
- Requires innovation & learning across multiple units for solution
- Demands adaptive leadership to create cross-boundary experiments

Organizations that will truly excel in the future will be those that discover how to tap into people’s commitment & capacity to learn at all levels.

Learning new skills in an uncertain environment, where knowledge is a moving target is a competitive imperative.

Peter Senge, The Fifth Discipline
Leaders & Learners Journey

- Taking greater risk
- Confronting failure
- Crossing “untouchable” boundaries
- Redshaping processes
- Creating new context at the front lines of care

Both BIG L Positional Leaders & small “l” dispersed leaders

Super-Organisms

Multiple independent organisms acting in unison
Accumulation of self-interested, autonomous agents (aka employees)
- Transformed into adaptive, organic, social, intelligent whole
- Capable of far more than individual agents acting alone

Getting everyone on the same page takes leadership, simple rules

Teaming to Solve Wicked Problems

- Compelling direction
- Supportive structure
- Understanding of context
- Shared mindset & purpose

Why Do Teams Fail?

- People don't get along
- Silence
- Fear
- Disagreement
- Naïve realism
- Fundamental attribution error

Lack of Trust
Tension & Conflict
No Commitment
Missing Accountability
Poor results

Cohesive Teams . . .

- Make better, faster decisions
- Tap into skills & opinions of all members
- Don’t waste time/energy on destructive conflict
- Create competitive advantage
- Make work fun

Cowboys or Pit Crews

- Teach DSIP
  - Dissonance
  - Systems
  - Relationships
  - Perspectives
- Develop life-long learners
- Provide
  - Vision
  - Mission
  - Systems perspective
  - To adapt culture
- Foster CAS as super-organisms
Typical Team Metaphors

Execution as Learning
Organizing to Learn
Teaming

Diagnosis
Design
Action
Reflection
Reach across boundaries
Learn from failure
Create psychological safety
Frame issues for learning
Speaking up
Freedom to experiment
Cross boundary collaboration
Reflection

Five Dysfunctions of a Team
Building Trust

- Confidence among team members that peer’s intentions are good, there is no reason to be protective or overly guarded
- Teammates need to be comfortable with vulnerability

Lack of Trust Behaviors

- Conceal weaknesses and mistakes
- Won’t ask for help
- Don’t provide constructive feedback
- Don’t offer help
- Jump to conclusions
- Fail to acknowledge others skills
- Waste time on bad behaviors
- Hold grudges
- Avoid other team members

When a gifted team dedicates itself to unselfish trust and combines instinct with boldness and effort, it is ready to climb.
Mastering Conflict

When there is team trust, team members are able to engage in unfiltered constructive debate.

Healthy conflict focuses on concepts and ideas to produce the best possible solution.
Commitment

- When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.
- While not necessary to achieve consensus, clarity & ownership are key to commitment.
- When the decision is final, everyone owns it.

Buy-In vs Ownership

- **Buy in**
  - How is that change thing going?
  - Keep me posted...

- **Ownership**
  - Onboard, involved, committed
  - What can I do?

FIVE BEHAVIORS OF A COHESIVE TEAM

1. Trust
2. Results
3. Accountability
4. Commitment
5. Conflict
6. Trust
Accountability

- Clarity of purpose & rules
- Personal accountability
- Team accountability
  - Willingness to call out behavior
    - Team over self

FIVE BEHAVIORS OF A COHESIVE TEAM

RESULTS
ACCOUNTABILITY
COMMITMENT
CONFLICT
TRUST

Learning Resources
POV is Lens Dependent: Strategic . . . Political . . . Cultural

Complexity in the Learning Process

- Knowledge is spread & should be shared
- Concepts built & modified through dialog
- We are all learners at different stages

Learner centric & competency-based
Learning asynchronous & individualized
QI/PI embedded in learning

Commitment to learning means openness to living in the question(s) . . .

To build a CULTURE that can . . .
Engagement

- 70% employees are not engaged
- 58% partially invested
- 18% actively disengaged
- 2015 Advisory Board engagement report shows pharmacy 36 of 40 health professions
- 2015 study shows burnout a healthcare epidemic (Mayo study)
- 50% of health professions show signs of burnout
- 9% increase for physicians last year

At What Cost?

- Business
  - Lower satisfaction
  - Lower productivity
  - Higher risk
- Quality
  - Lower quality of care
  - Reduced empathy

AMA, NCQA, IHI, Advisory Board, Mayo Clinic, Health Affairs, Annals of Family Medicine, California Healthcare Foundation

Leiter MP, Maslach C. Quiz: are you on the path to burnout? Self-assessment. Science, January 1, 2015. Access @
http://www.scienceama.org/online/offsite/quiz/are-you-on-the-path-to-burnout/

With permission. Slide Share.

Restoring Joy in Work

- Restoring pride in work (Deming)
- Connections to meaning & purpose
  - IHI
  - Dartmouth Institute
- Appreciative Inquiry (Cooperrider)

What are the JOYSPOTS in your workplace?
Appreciative Inquiry: a Positive Change Theory
<table>
<thead>
<tr>
<th>Constructing a new social reality</th>
<th>Every patient tells a story</th>
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<tbody>
<tr>
<td>Affirmation migration</td>
<td>Multitasking fallacy: stop time</td>
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<tr>
<td>Having undiscussable dialogs</td>
<td>Through the patient’s eyes</td>
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<td>Resolving paradoxical dilemma</td>
<td>Listening</td>
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<td>Appreciative process for change</td>
<td>Family</td>
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<td>Information therapy</td>
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<td>Technology in perspective</td>
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Learning Resources

Gamestorming

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1. Healthcare’s third wave is focused on:
   a. Technology
   b. Information
   c. Knowledge
   d. Patients

2. The World Health Organization considers which of the following to be critical leadership issues for evolving healthcare systems:
   a. Emerging breakthrough in life sciences
   b. Informatics related technology
   c. Access for social equity
   d. Systems thinking for managing complexity
   e. All of the above

3. The fundamental change essential for healthcare organizations and individual practitioners is a willingness to change thinking, behavior and practice patterns. T or F

Test Questions

4. Mental models:
   a. Define how things work in the real world
   b. Establish relationships with others
   c. Are a causal factor in shaping wicked problems in our daily work
   d. Have nothing to do with the way we make decisions

5. Leaders decisions are
   a. Linear, and must be
   b. Flawed by time, access to information, beliefs and a tendency to simplify
   c. Never experiments and can’t fail
   d. Absolute, based on the unique knowledge leaders must have

6. To succeed in a complex environment, leaders must be skilled in
   a. Teaming
   b. Systems thinking
   c. Nurturing collaborative learning
   d. Living in the question
   e. All of the above

References

Citations appear as footnotes on individual slides
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