

ALIGNING HEALTH SERVICE SYSTEMS WITH REALITY

THE NEW CONSENSUS IN HEALTH & ASSOCIATED CARE

1. *Well-being* Shift from treatment of downstream illness to nurturing upstream health
2. *Evidence* Practice of medicine from craft/apprenticeship to information science
3. *Autonomy* From immature dependence to the “expert patient”
4. *Participation* Lay participation in policy formation and treatment
5. *Integration* “Joined-up” responses to community need
6. *Morale* Sustainable working practices for health etc practitioners

SOCIO-TECHNICAL STRATEGY GROUP

Making organisations work by aligning strategy with the natural properties of operational and human systems.

DEFENCES AGAINST THE THINGS THAT NATURALLY GO WRONG

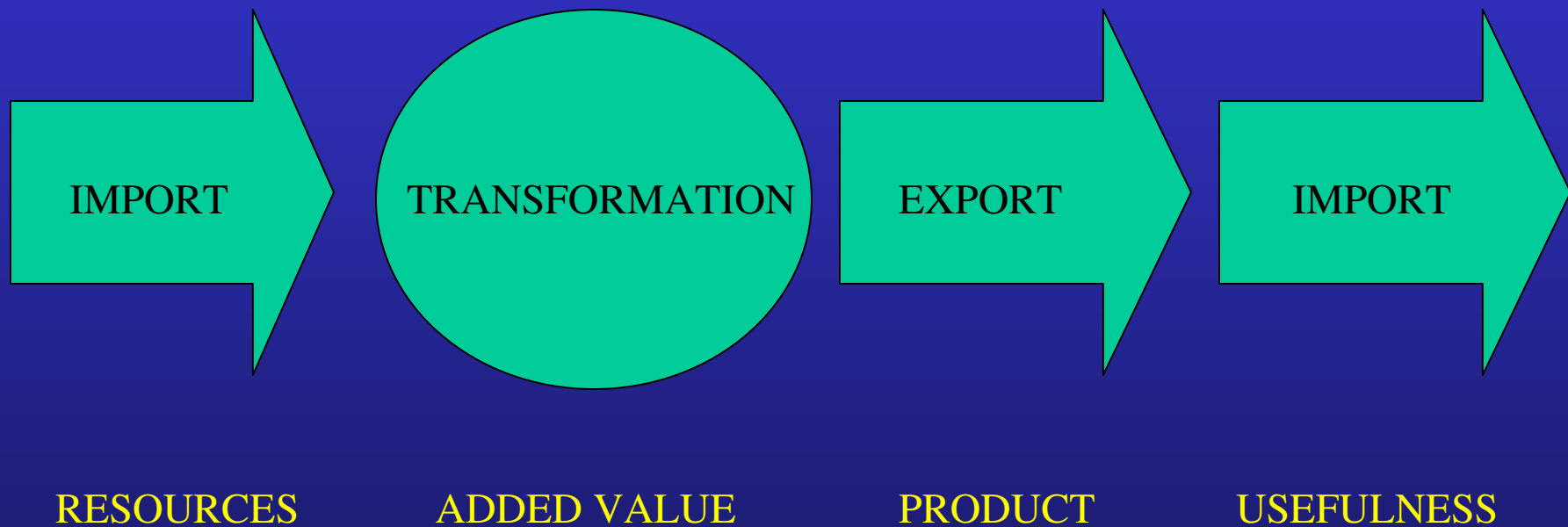
- Creeping Entropy: Systems are non-static; variability breeds.
- Sod's Law: If it can go wrong it will go wrong.
- Normalisation: Forgetting to be afraid.
- Routinisation: Expertise liberates consciousness.
- Intrinsic Hazards: Unpredictable local variation.

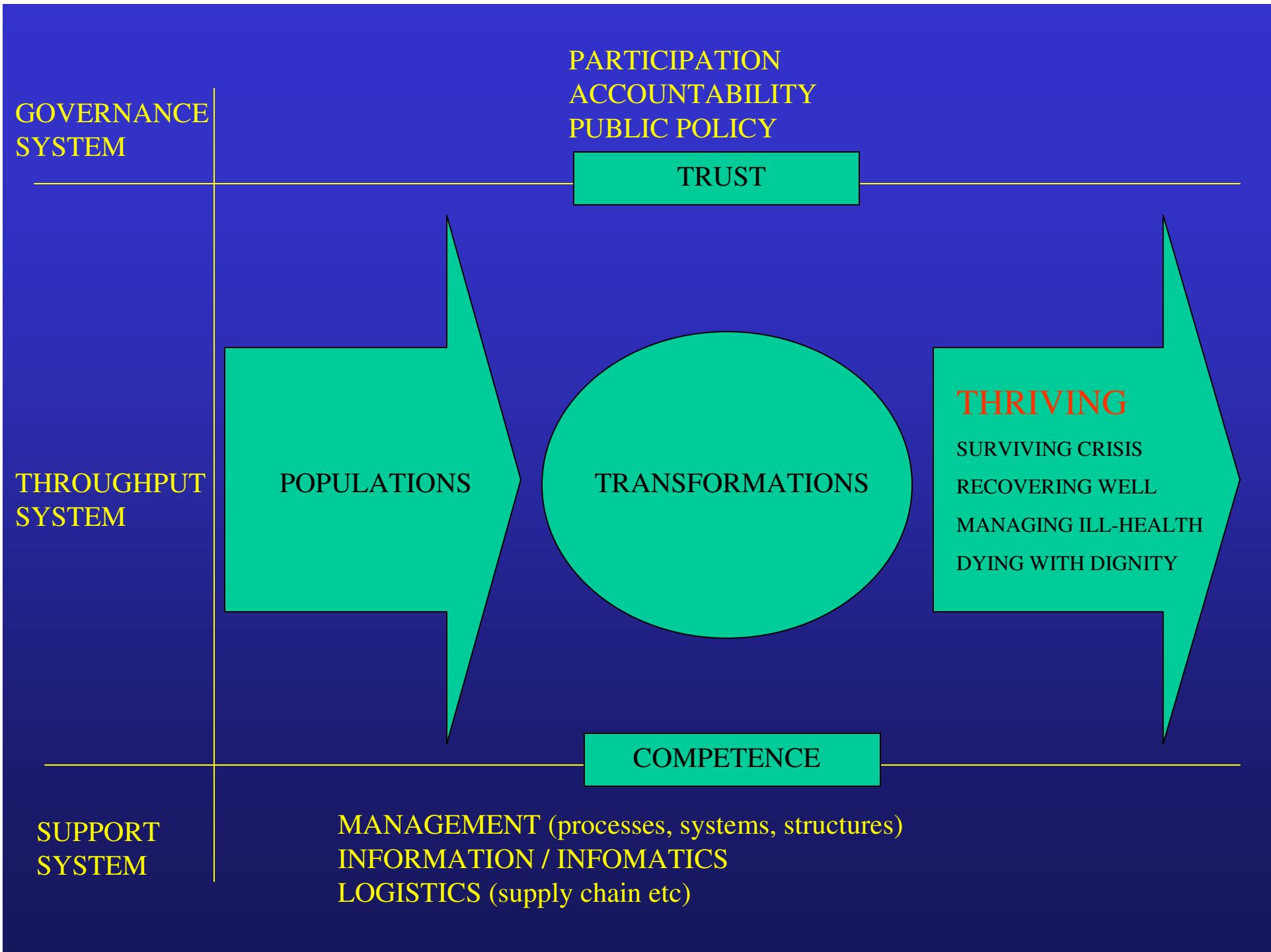
- Organisational purpose (outcomes) must always determine throughput processes
- If you don't add value to a "throughput", you're living on borrowed time
- Processes must always determine structure
- Teams are natural phenomena, deeply rooted in our nature
- Hierarchy is natural (after all, our bodies are hierarchies of systems and subsystems)

- *Authority* is the way we control and manage *power*
- Dependence is normal and healthy (though *immature* dependence is dangerous)
- The exercise of *judgement* is how we add value
- Most mistakes occur at the conjunction of operations and human nature
- Human nature doesn't change much or quickly

INTELLIGENT LEADERSHIP

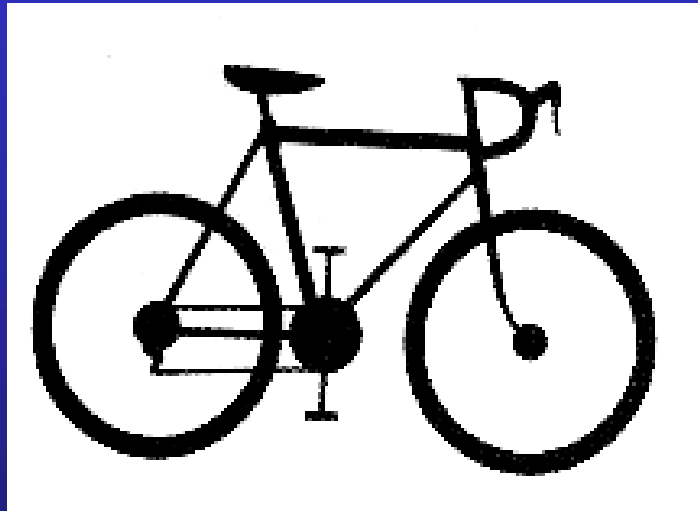
The natural properties of open systems



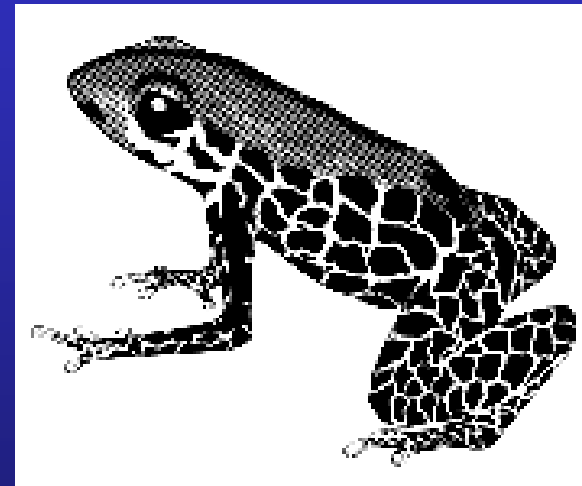


The exercise of judgement is how we add value

THE NATURAL PROPERTIES OF INSTITUTIONS



Component-level
solutions



Total system-level
solutions

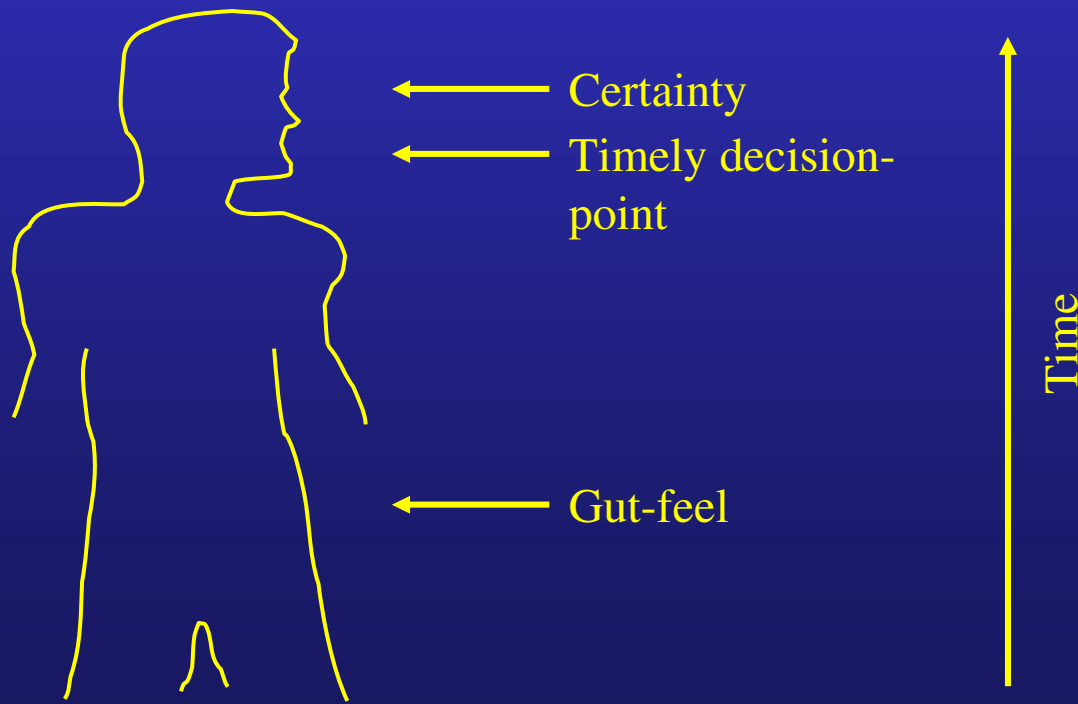
Proposition B:

What gets measured gets done.
If you don't measure it you
can't manage it

Proposition F:

The unmeasurable is important
because it is unmeasurable

NATURAL PROPERTIES: The exercise of human judgement



A USEFUL DEFINITION OF JUDGEMENT:

What you do when you don't (and can't) know what to do!
(but you sense you must do something quick)

*“Good judgement is based on experience; experience is
built on bad judgement”*

A SOUND ORGANISATION STRUCTURE:

A SYSTEMATIC set of RELATIONSHIPS between
individuals (and groups) which allows just the right
amount of elbow-room for the exercise of
DISCRETION in making JUDGEMENTS.

THE NATURAL PROPERTIES OF HUMAN BEINGS

The Need to be Useful

- To work in an organisation which does something useful for its environment.
- To work in a job/role which adds value to the surrounding system.

The Need for Association

- To work as part of a team.
- To get the work/recreation balance right.

The Need for Achievement

- To work in stretch mode, running just-manageable risks.
- Continuously to develop personal capability.

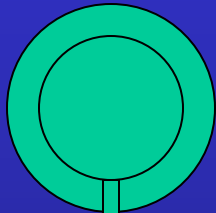
The Need for Mature Dependence

- To work for a capable and sane authority figure (e.g.: “boss”).
- To receive and manage the dependent projections of others.

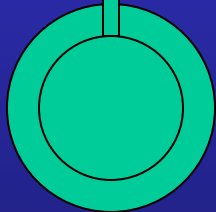
PURPOSE and SANITY

“Binary”

Master



Servant



Power

Survival

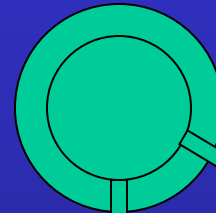
Win/Lose

Raiding

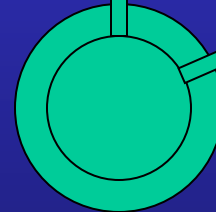
Fight/Flight

“Ternary”

Servant 1



Servant 2



Master

Key Words

Authority

Achievement

Consensus

Building

Mature dependence

THE GOOD BOSS

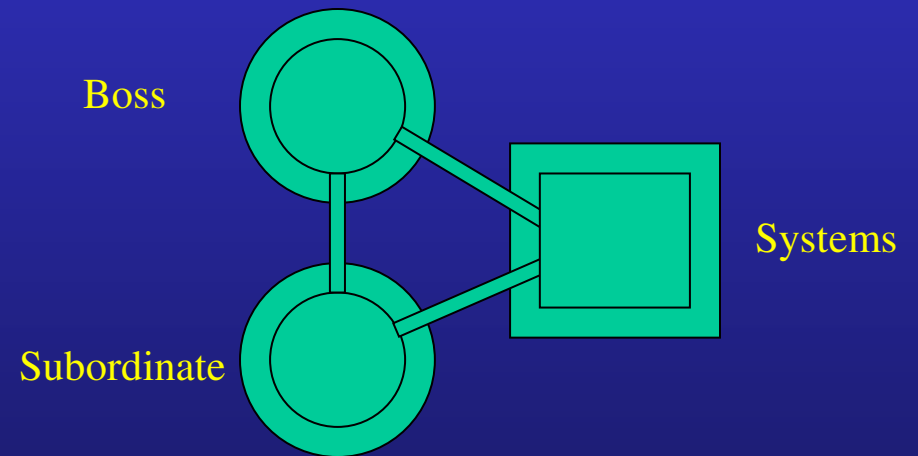
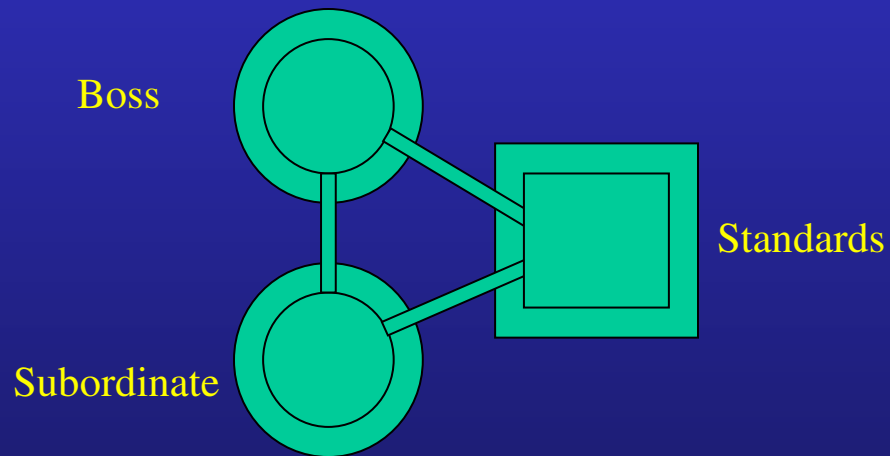
TOUGH

but

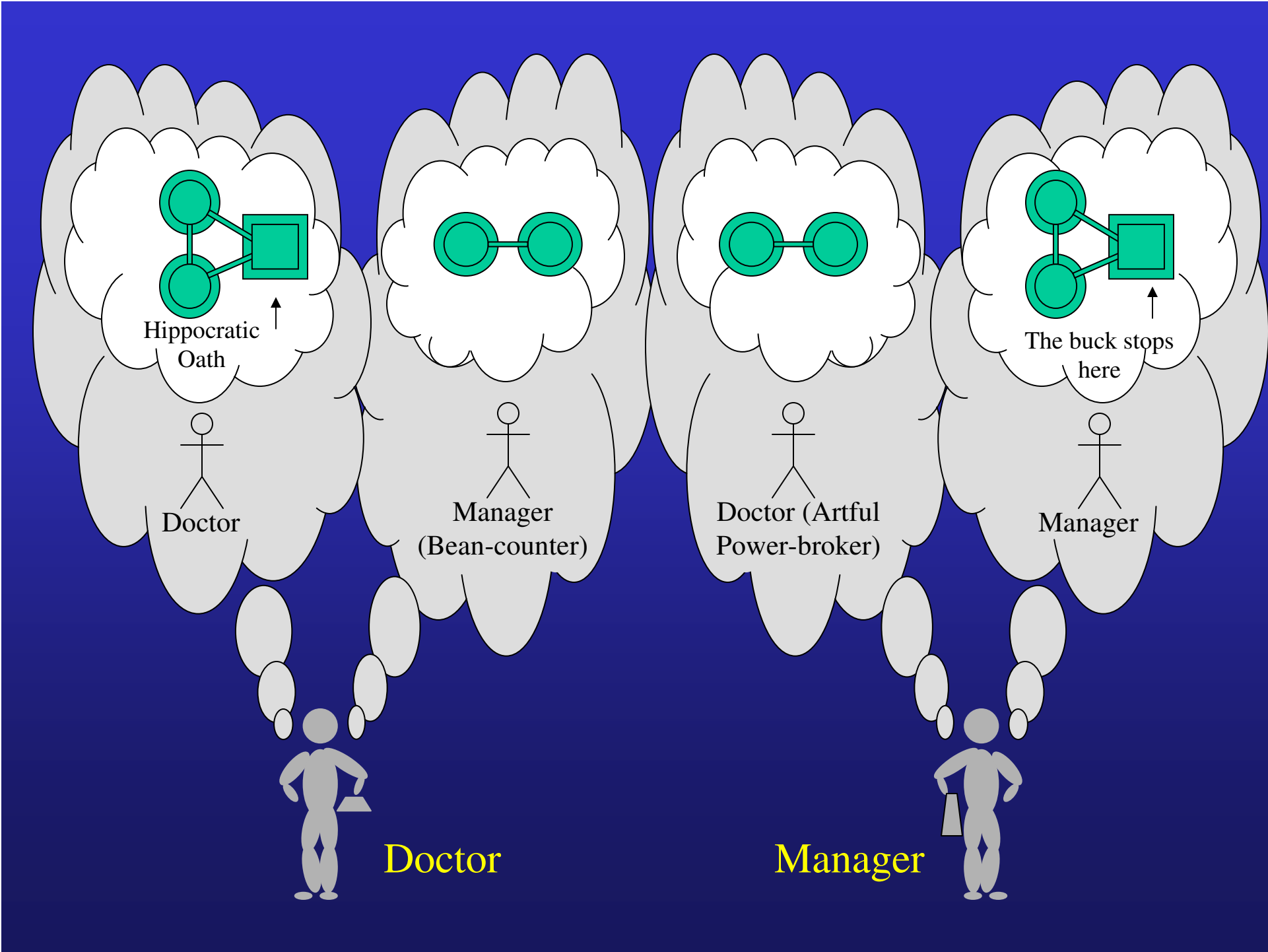
FAIR

Not a “tough” personality but...
strict on standards.

Not a “nice” personality but...
creating equitable systems.



Authority is the way we control and manage power



TWO VIEWS OF LEADERSHIP

Typical American
(Warren Bennis)

Leadership

“Doing the
Right
Things”

The Great Divide

Management

“Doing
Things
Right”

Typical European

Effective
Management

Exercising Judgment in Pursuit of
System Outputs

Managing
Throughputs
("Management")

Understanding
Contexts

Pointing to New
Destinations
(“Leadership”)