

Complexity Growth

From Standard Operating Procedures to Positive Organizational Behaviour
- an illustrative case in Leadership from a greater hospital department in
Denmark

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Context.....(1)

- The department of Anaesthesia...big university hospital with 4000 employees...250 employees in the anaesthesia department.... academic- and scientifically very active....very big production...low amount of employees per patient compared to familiar hospitals
- New Head of the department in 2003
- Difficulties in recruiting competent employees...nurses and doctors
- Heavily increasing production demands
- 5-8% cut downs in budgets per year
- Implementations of one or more greater governmental or local board directed projects across the hospital per year
- Merging with 2 other hospitals according to a governmental decision plan and politically managed
- Establishing new buildings and rebuilding the hospital for app. 300 million \$
- Increasing amount of new employees...e.g. + 50% more doctors in 1 year...
- 50% of the doctors had contracts for 1 -1½ year due to educational reasons
- Budget for the department app. 50 million \$
- Anaesthesia contributions on 6 different locations in Copenhagen

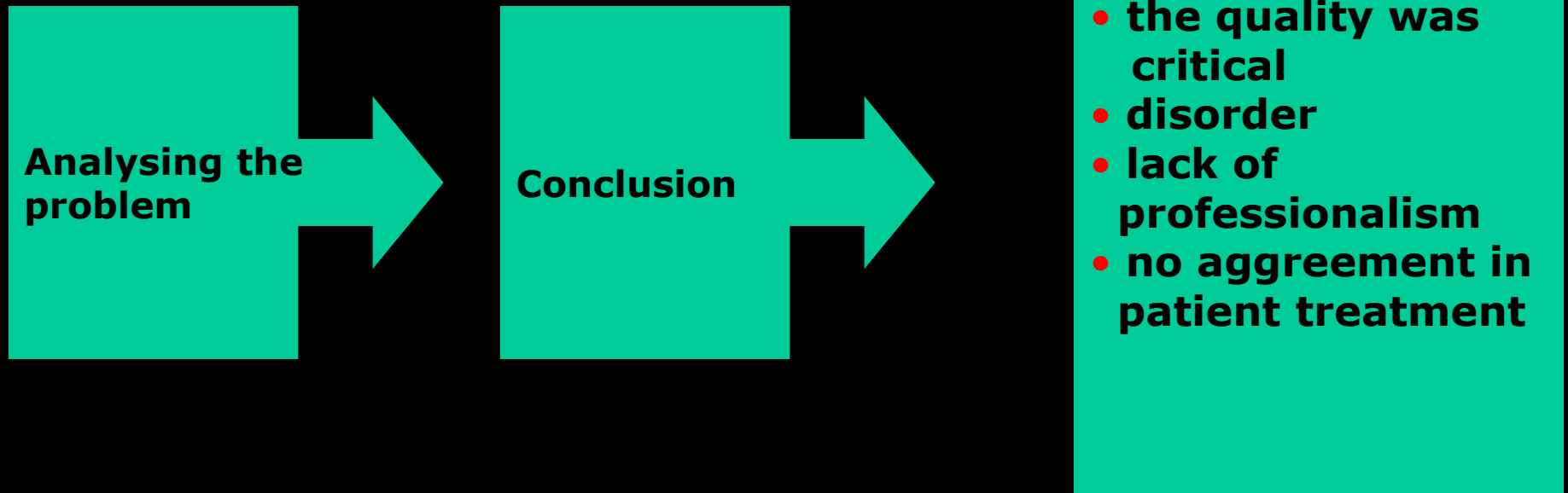
Context.....(2)

- decreasing quality in our key product – treatment of the patients
- decrease in professional skills...
- less scientific work....fewer publications...
- ratings and evaluations according to our teaching functions decreased

But


- assessed by our CEO of the hospital we were a successful department as the budgets were kept

Mode of solution.....(1)



Mode of solution.....(2)

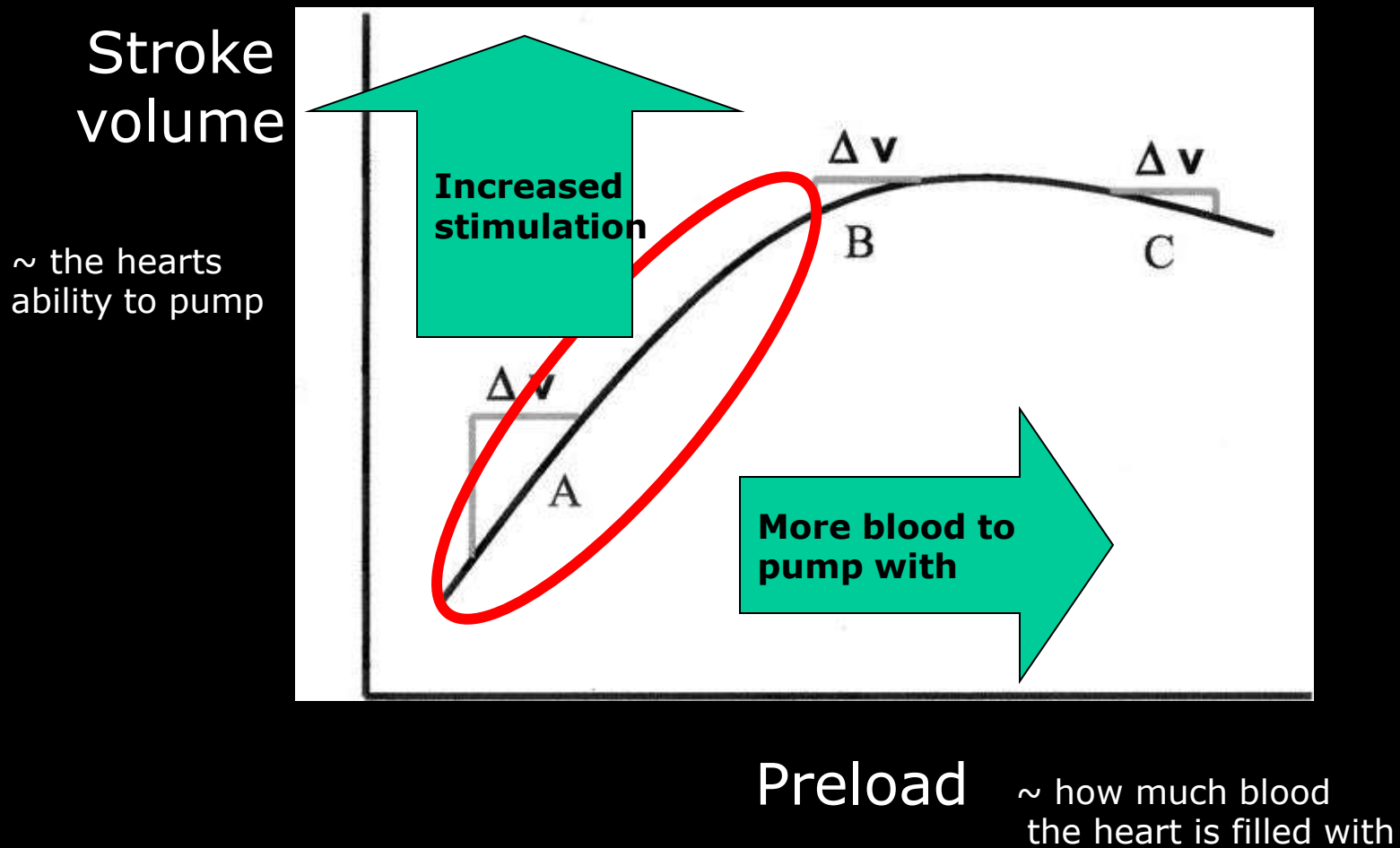
Control
Standards
Goal directions
Lean
Codes of conduct
QA
KPI



- Quality increase
- Order
- Increased professionalism
- Uniform way of work
- Increased customer satisfaction
- Increased employees satisfaction
- Easier to recrute specialists – new young talented consultants...engaged, professional attitudes, diligent and hard working

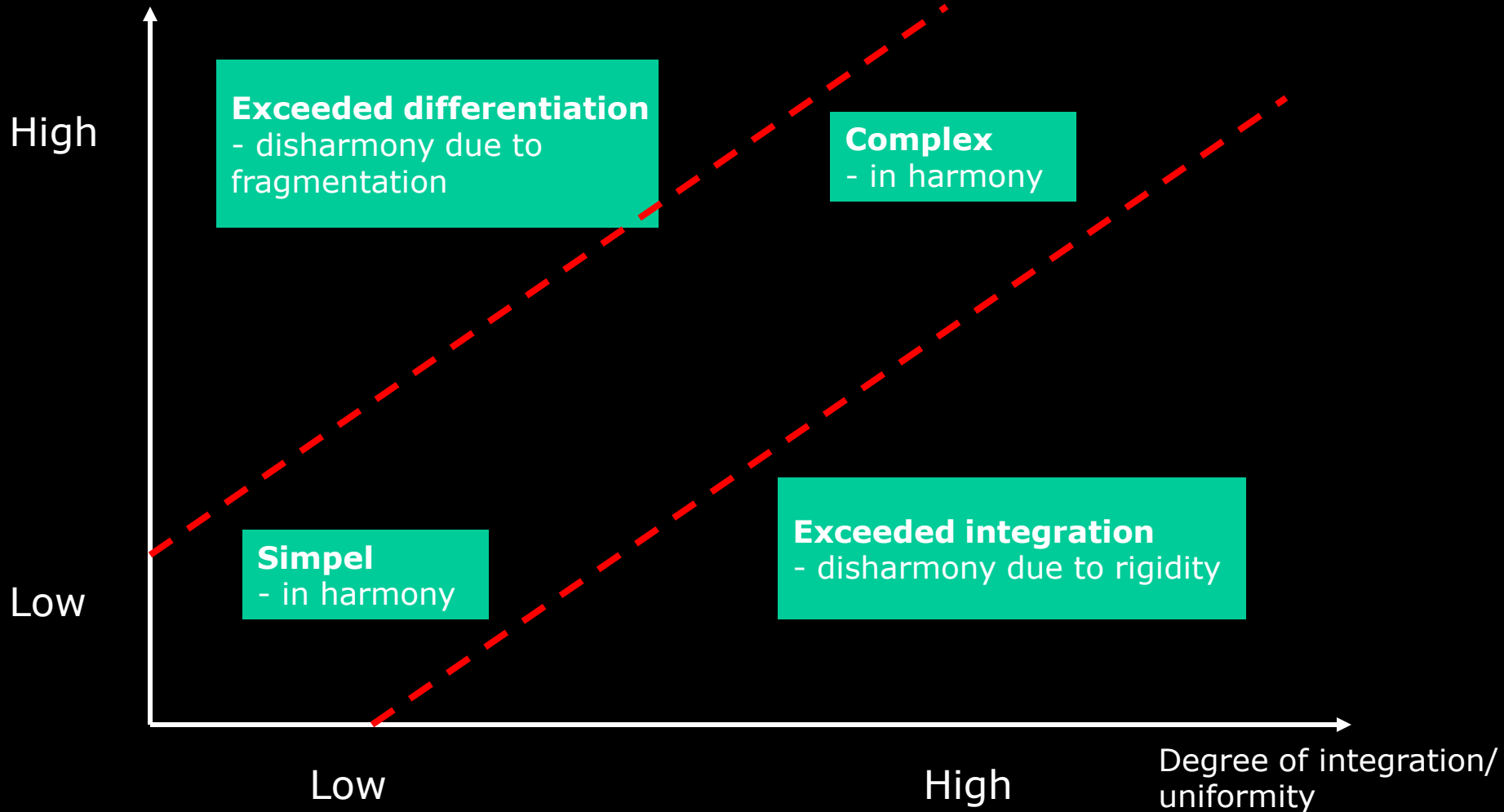
Succes for a couple of years

Starling's law of the heart



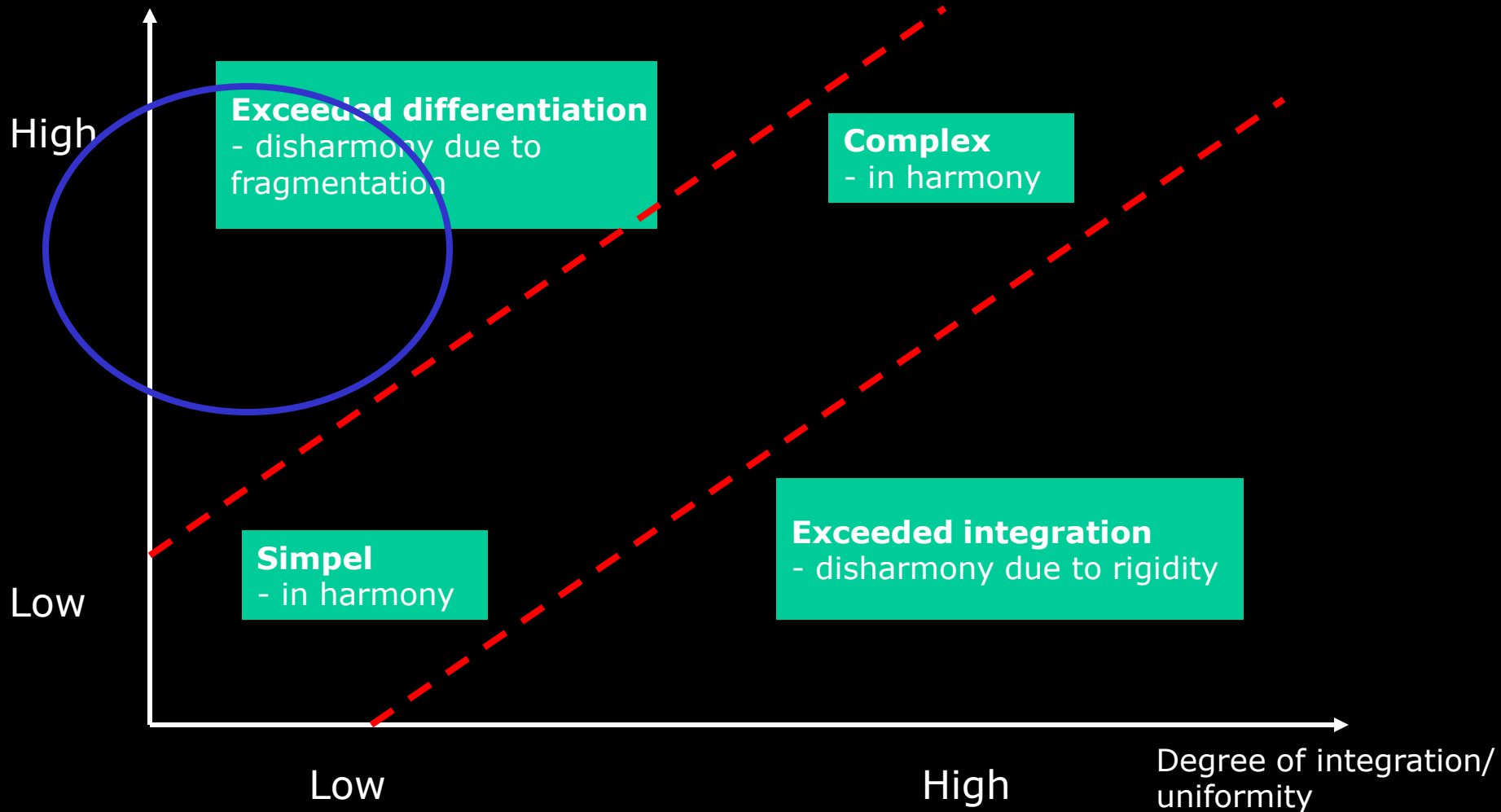
Differentiation/integration in the Organization....

Degree of differentiation/
multiplicity/variety



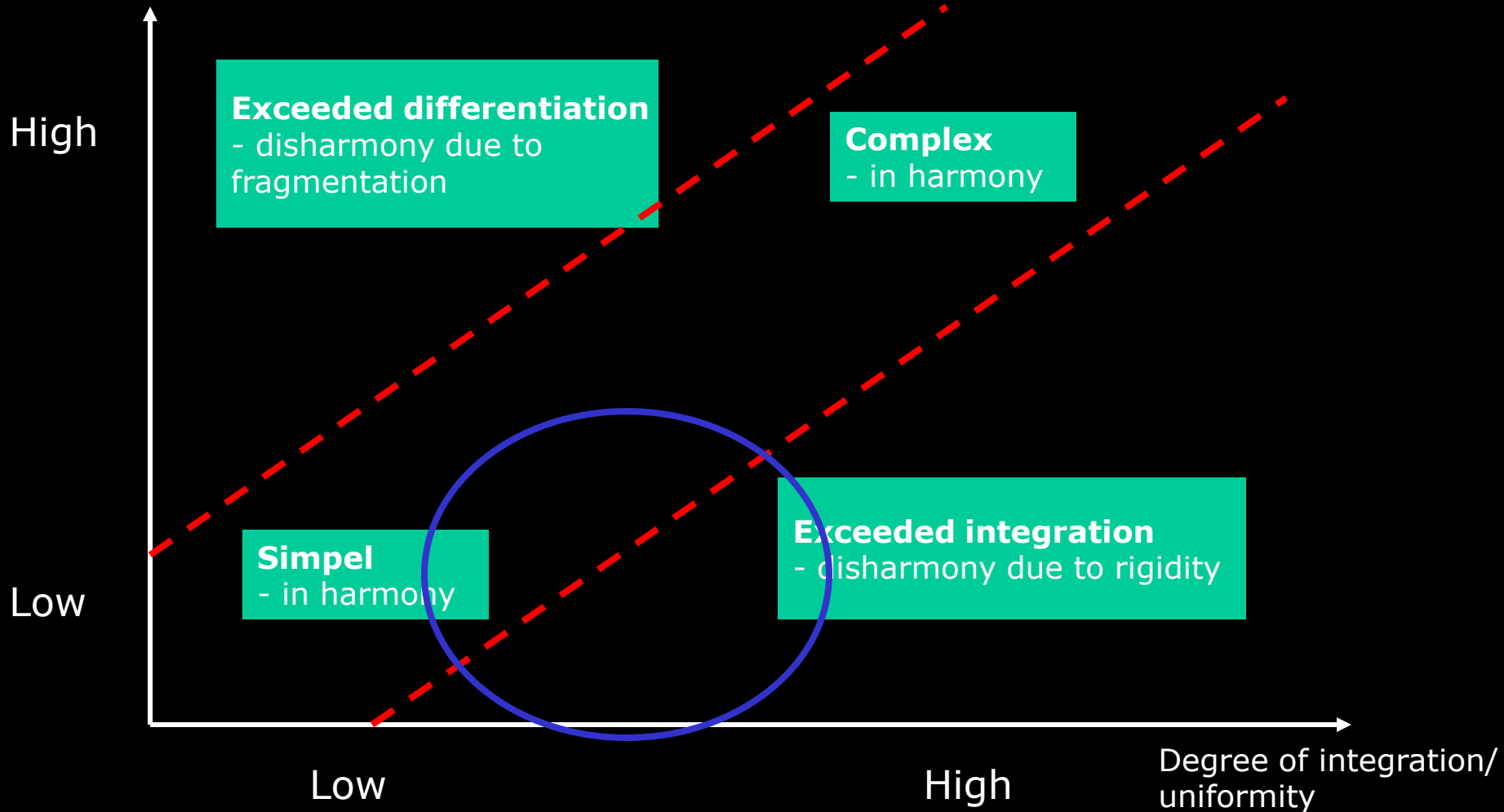
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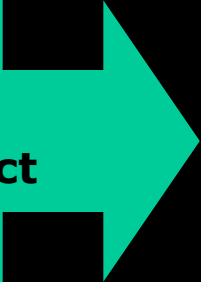
Differentiation/integration in the Organization....

Degree of differentiation/
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Mode of solution.....(3)

Control
Standards
Goal directions
Lean
Codes of conduct
QA
KPI



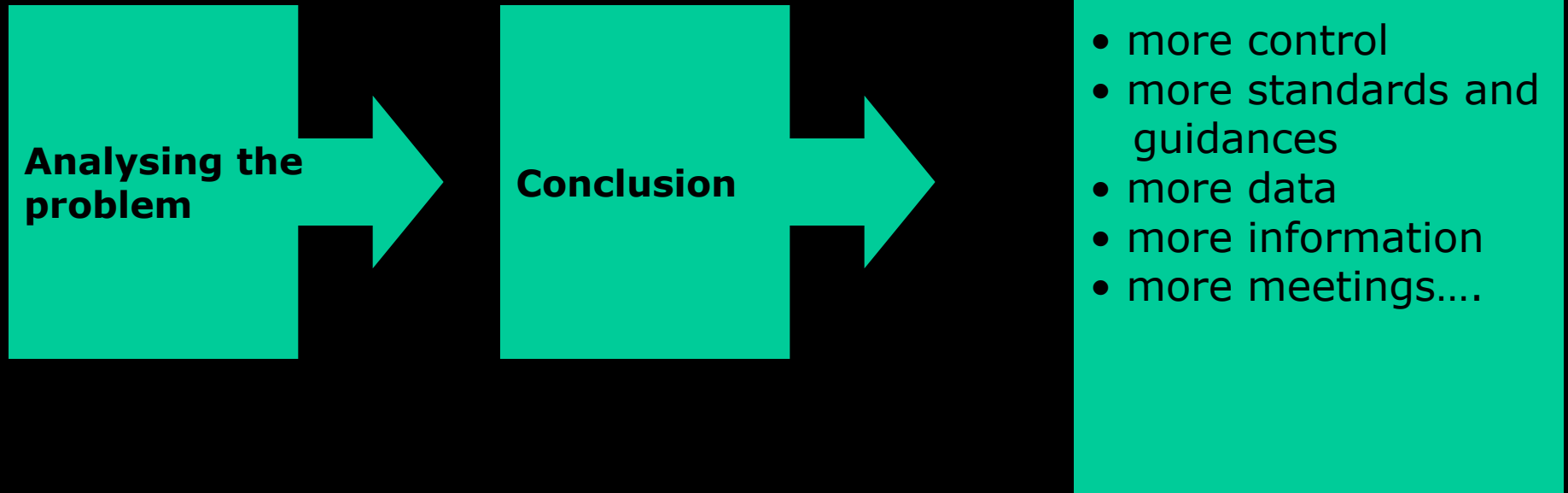
- Quality increase
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- Easier to recrute specialists

BUT.....

New development.....after 2 years.....

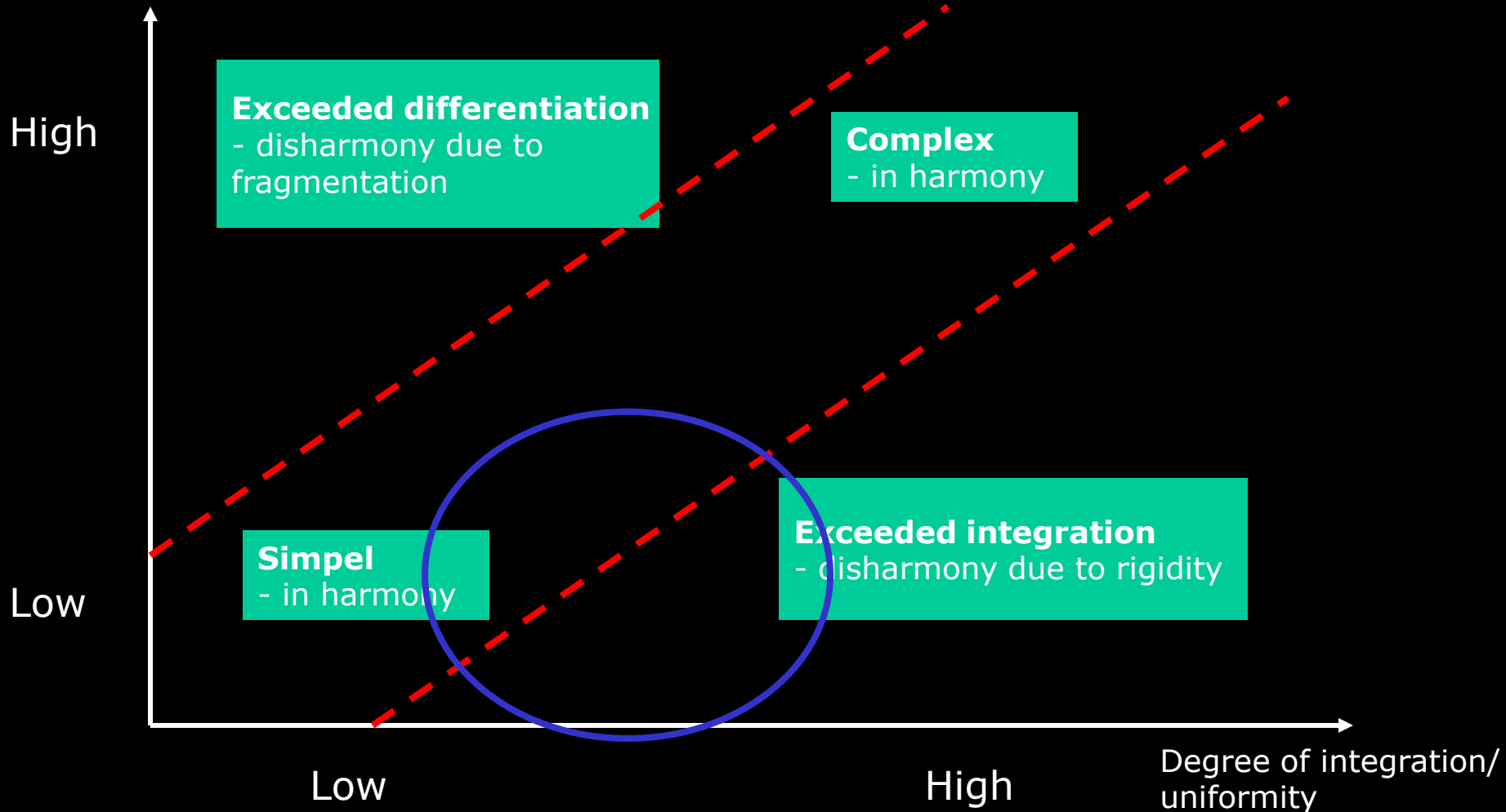
- decrease in engagement
- lack of (self)responsibility
- 'misinterpretation' of information
- lack of dialogue and communication –
between management/employees and
employees/employees
- complaints of lack of informations !!

Mode of solution..... *as usual*



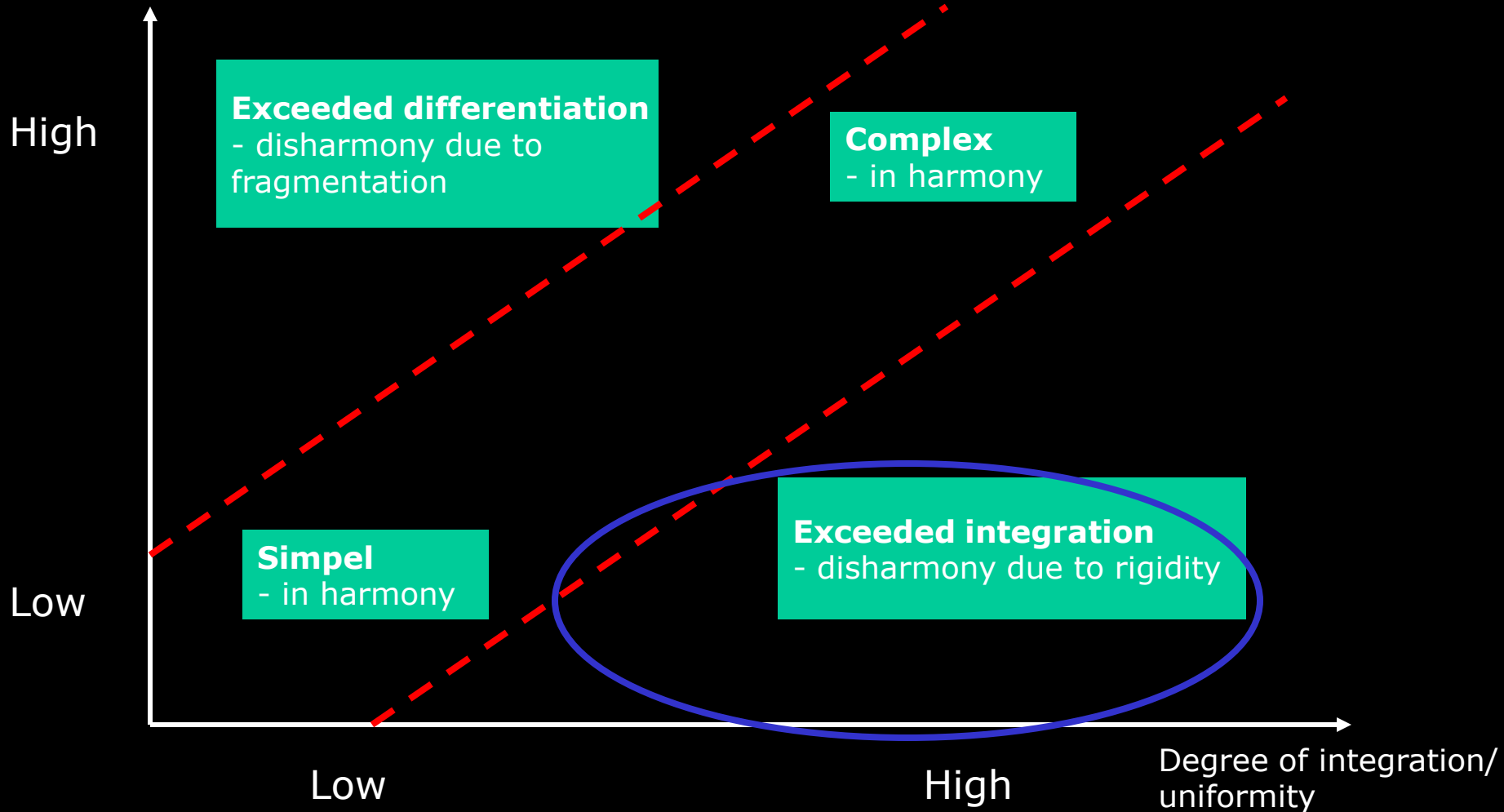
Differentiation/integration in the Organization....

Degree of differentiation/
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Differentiation/integration in the Organization....

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Traditional management behaviour....

Control, ruling, keep in check -
Integration

Disorder

- Allowing chaos
- 'Wait and look what will happen'
- Use a deliberate positive approach
- 'Love' disturbances
- Educate and use ambassadors
- Change own attitude immediately

Larson

Suddenly he became very strange.....
Maybe he ate mushrooms...??


C Lund MD



It was certainly not for free to change attitude and behaviour.....

How was the 'transformation' carried out ?

Applied
elements
from
Positive
Psychology

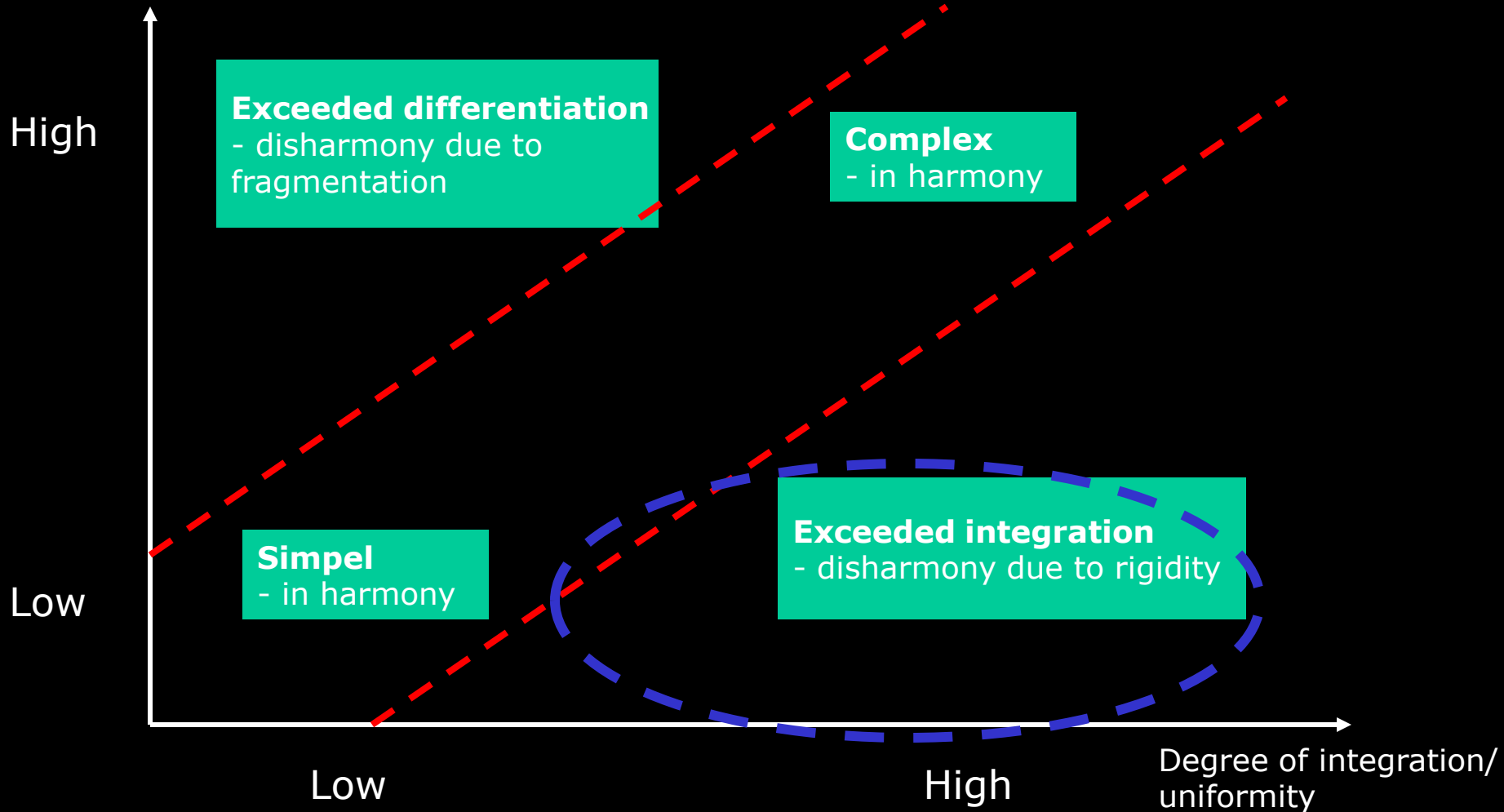


- From moderate pessimistic/ 'realistic sceptical' to deliberate employment of hope, optimism, self-confidence and resiliency
- Re-newing and re-organizing the tone in the organization
- 'Education' in PsyCap conceptions – participating in a Ph.D.- study
- Workshop for most of the doctors in the department with tests, theory, exercises etc.
- Interview/dialogue with all employees with a deliberate positive approach to every presented challenge
- All specialists were having their own recesses
- Standards were re-newed by the doctors themselves
- 'Chaos' was allowed
- Social relations were used deliberately as tools in leadership
- Promotions of ambassadors to leading positions

What happened the first time ?? – what went wrong ? – and what succeeded ?

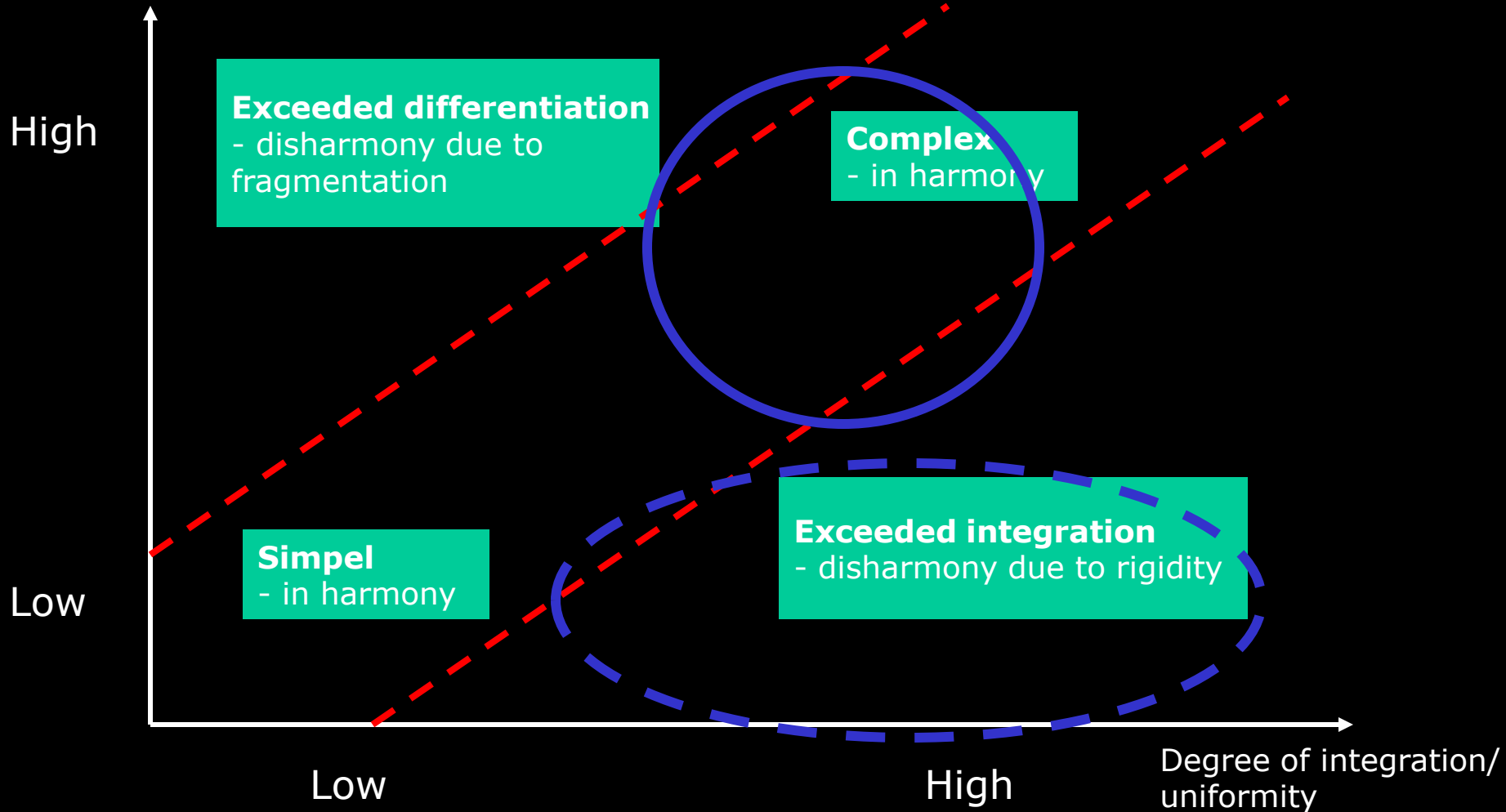
Differentiation/integration in the Organization....

Degree of differentiation/
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Differentiation/integration in the Organization....

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The solution was an *increase in complexity*

- exact the reverse of what to be expected.....

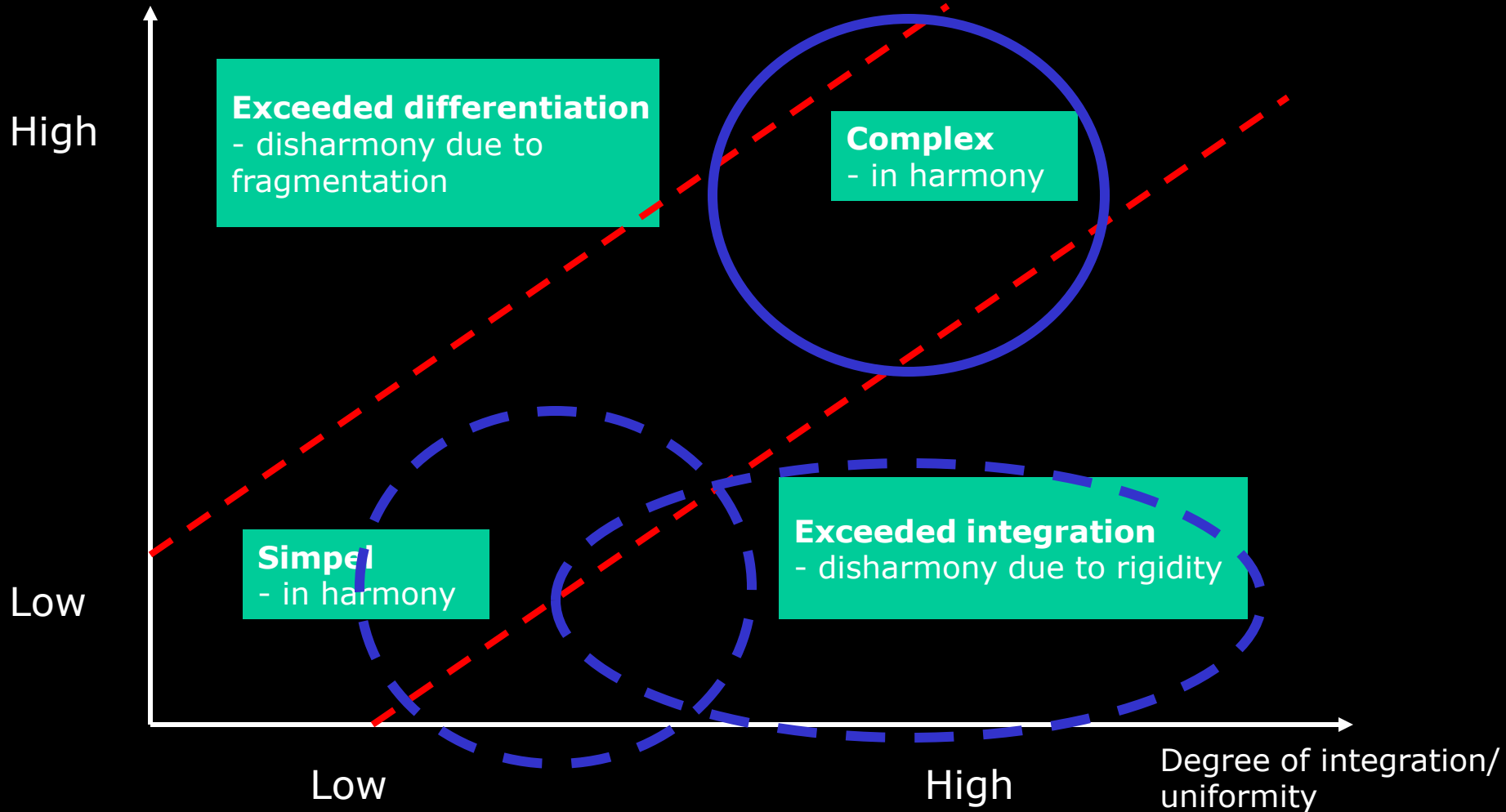
There is a certain kind of complexity in every system...

.....complexity means that the system consists of many different parts (differentiated), but also that the parts are working closely together for the whole (integration).....

- in the system of co-ordinates one moves along both the X and Y axes to obtain succes.

Differentiation/integration in the Organization....

Degree of differentiation/
multiplicity/variety



The leadership has to be placed right in between the two arithmetical operations –
to fragmentize and let loose, to allow a certain kind of disorder –
and to assemble or integrate to one entity or unity.

Too much differentiation leads to chaos – but too less leads to a static, rigid and dead system



But obviously in your leadership you are supposed to keep a certain general view

The secret for 'The good and talented Leader' is (perhaps?)
possesing

*"A greater capacity to live with the anxiety of not knowing
and of not being in control".....*

R Stacey

The name of the road followed was
Positive Psychology with construction of
Psychological Capital

... it may be dangerous
and despite you follow the line
you have to look to the
sides



Deep down in this case positive psychology was only about daring and to take a start in all those positive findings, experiences and characteristics the department possessed.

A totally turnaround was made where all future perspectives only was defined from own organizational experiences 'that went well'.

All employees were forced to come up with positive storytelling and these stories were used as the foundation and platform for 'the new way to go'

Coming from a strict scientific world, especially the anaesthetic world where it all concerns about avoiding and finding failures and correcting them.....

Hope, optimism, selfconfidence and resiliency ...in relation to anaesthesiologists.....among others ???

'Selfconfidence' and 'Resiliency' were not difficult to arm among the doctors –

On the contrary...it is almost written in the jobprofile, when you choose to become an anestehsiologist – however, 'Hope' and 'Optimism' is extremely un-danish and difficult to implement.

Results.....

- Change in way of communicating in the organisation – mutual respect
- Increase in self-responsibility and in attention of self-defined tasks
- Increased understanding for the whole
- Perception and understanding of daily meaningfulness
- No problems in recruiting doctors
- Much easier to be chief !!

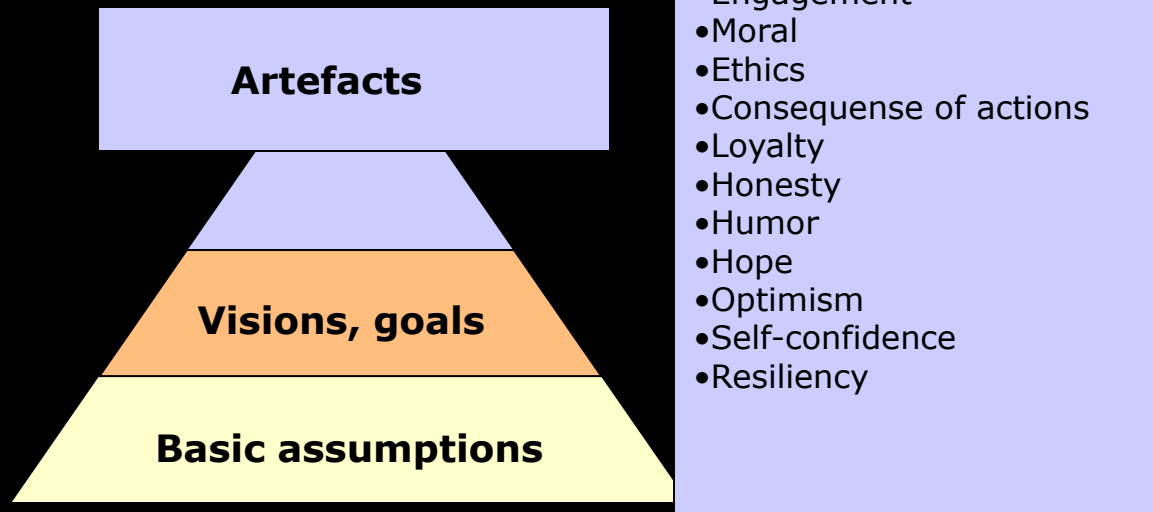
Costs ???

No...

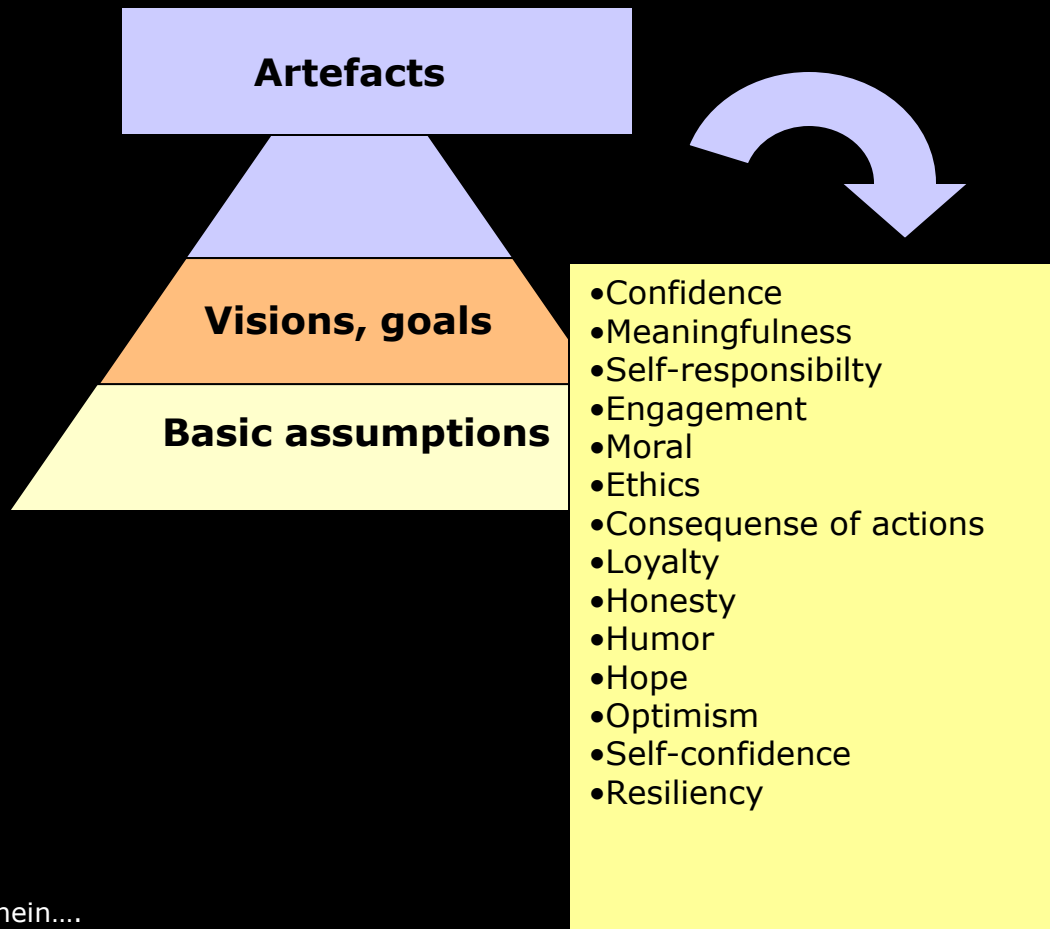
"In my opinion you have to work with these concepts in a period that long so hope, optimism, relevant competent self-perception and resiliency move from being artefacts to become basic assumptions in the organization.

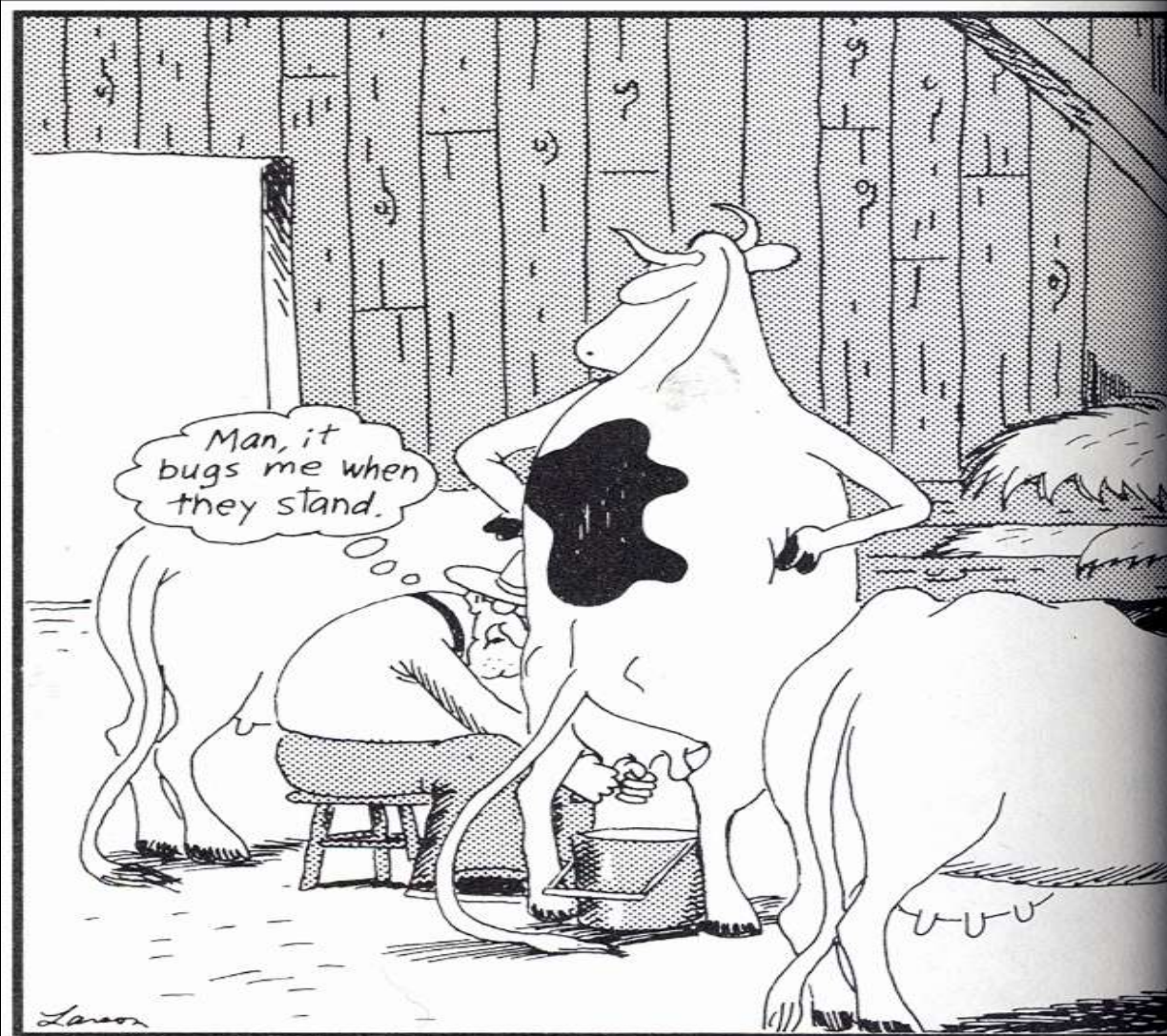
When that happens you can call it 'mission accomplished'."

C Lund



From Schein....





Challenges...??

Yes !

Most people hate
when things are
performed
different....

Nevertheless, that's what we have to do !!...
- as more of the same provides more of the
same.....



But be sure to present your
message very precise as many
may misinterpret your purposes

Thank you !