

Negotiation and Conflict Resolution in Health Care

The Heller School for Social Policy and Management

&

Hanley Center for Health Leadership

PELI Advanced Leadership Course in Health Policy and Management

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Session goals

- Appreciate the contrast between interest-based and positional bargaining
- Listen and frame issues in negotiation based on interests
- Place negotiations and conflict resolution in health care context
- Anticipate negotiated partnerships and institutional change

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Readings

The collage contains four distinct reading materials:

- In Theory:** A white page with the title "Bargaining Over How to Bargain in Labor-Management Negotiations" by Joel E. Cutcher-Gershenfeld. It discusses the evolution of bargaining approaches from interest-based to interest-based bargaining.
- MITSloan Management Review:** A red and black page titled "The Art of Managing Complex Collaborations" by Eric Knight and Barbara Mitterton. It focuses on collaboration with widely varying interests.
- Comment:** A page with a colorful abstract image titled "Garbage in, garbage out: mitigating risks and maximizing benefits of AI in research" by Roshan Sharma, Shelley Bull, Joel Cutcher-Gershenfeld, Krishna Viswanathan, and Christopher Witt.
- Stanford SOCIAL INNOVATION Review:** A page with a colorful illustration of people and the title "When Launching a Collaboration, Keep It Agile".

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Session design

Friday		Saturday	
8:00	Welcome, Overview, and Expectations	7:30	Check-In
8:30	Stakeholder Bargaining Game	8:00	Negotiated Change Within and Across Organizations
9:30	Adjourn	8:45	Simulation: The Unit-Based Team Meeting
2:00	Interest-Based Bargaining Principles	10:15	Break
3:00	Simulation: The Angry Surgeon	10:30	Assumption Wrangling in Health Care Organizations
4:30	Break	11:00	Open Forum on AI and Health Care Negotiations
4:45	Workplace Conflict Resolution Principles	11:15	Concluding Comments
5:15	Collective negotiations	11:15	Lunch
6:15	Dinner		

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Most Frustrating and Most Rewarding

• In small groups discuss:

- What do you find to be the most frustrating or difficult negotiations in the health care context?
- What do you find to be the most rewarding or positive negotiations in the health care context?
- Be prepared to report one example of each.

• As a full group:

- Analyze the data

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Organizational self-assessment

Circle the number that most closely matches your location on each scale.

People Treated in Harsh, Disrespectful Ways	<p>Dignity and Respect</p> <p>1 2 3 4 5 6 7</p>	People Treated with Dignity and Respect
Arm's Length Adversarial Relations	<p>Constructive Relationships</p> <p>1 2 3 4 5 6 7</p>	Constructive, Collaborative Relations
No Shared Vision of Success	<p>Shared Vision</p> <p>1 2 3 4 5 6 7</p>	Clear Shared Vision of Success
Variable, Ineffective Meetings and Forums	<p>Effective Forums</p> <p>1 2 3 4 5 6 7</p>	Stable, Effective Meetings and Forums
No Consistent Process for Continuous Improvement	<p>Continuous Improvement</p> <p>1 2 3 4 5 6 7</p>	Systematic Mechanisms for Continuous Improvement
Adversarial, Positional Approach to Negotiations (formal & informal)	<p>Negotiated Change</p> <p>1 2 3 4 5 6 7</p>	Interest-Based, Problem-Solving Approach to Negotiations (formal & informal)
Constant Churning and Turmoil Around Leadership	<p>Leadership Transitions</p> <p>1 2 3 4 5 6 7</p>	Seamless Transitions When Leaders Change

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The Bargaining Game Simulation

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Stakeholder Bargaining Game Simulation

- Form teams of 2-3 people
- Sit in clusters of 4 teams
- Review the score sheet handout
- Goal: Bargain for as much as you can
- Note: Pay careful attention to the rules of the game

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Interest-Based Bargaining Principles

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Traditional bargaining tactics

- **Develop target and resistance positions in advance**
- **Overstate opening positions – lists of “I wants” and “give backs”**
- **Commit to these positions early and publicly**
- **Channel communications through a spokesperson**
- **Give as little as possible for what you get**
- **Never bargain against yourself**
- **Always keep the other side off balance**
- **Use coercive forms of power**
- **Mobilize support from constituents**
- **Divide and conquer the other side; protect against the same on your side**
- **An agreement reluctantly accepted is a sign of success**



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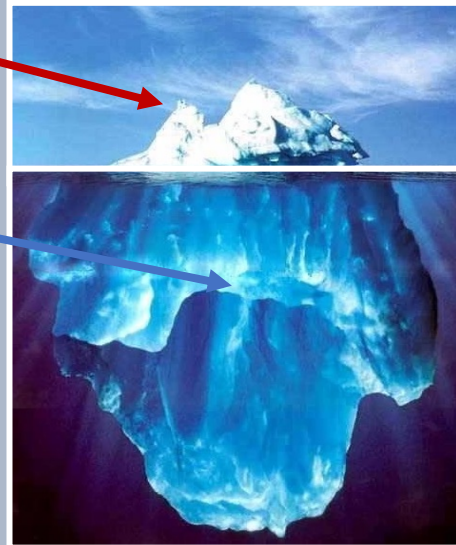
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Just focusing on “positions” is not sufficient

Visible Positions

Underlying Interests

- Needs/Concerns
- Hopes/Fears
- Qualities
- Contingencies



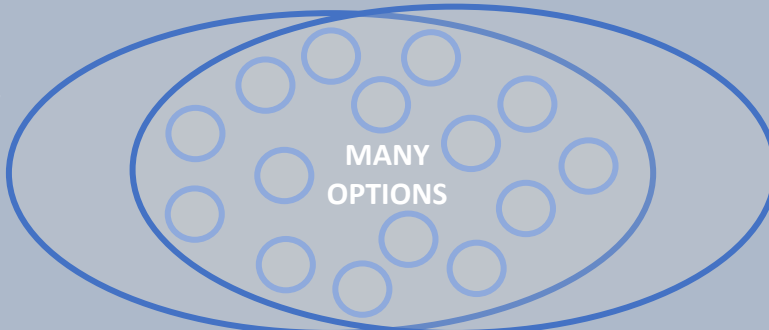
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INTEREST-BASED BARGAINING

OUR INTERESTS
(Needs,
Concerns,
Hopes, Fears,
Considerations,
Implications)



THEIR INTERESTS
(Needs,
Concerns,
Hopes, Fears,
Considerations,
Implications)

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Positions and Interests

Here are two statements -- which is positional and which is interest-based?

Statement A: *We are implementing a new quality initiative and we expect that the union and its members to fully participate.*

Statement B: *We are implementing a new quality initiative, which is aligned with overall quality objectives. We know that the workforce is essential to any quality initiative – so we need the union’s full participation. What can we do to work together on this issue?*

What do you notice when you compare the statements?

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Convert positional statements to interest-based ones

Physician Practice Leader:

- We are pulling from this hospital – we can do better on our own or with a different affiliation.

Medical Society Representative:

- This is our line in the sand on the scope of practice – we will not go over this line.

Nursing Union Representative:

- We demand minimum staffing ratios to ensure quality of care.

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Exercise: Checking the message

A general skill for effective listening -- Paraphrasing:

- Step 1: Indicate you want to check the message
- Step 2: Restate what you have heard
- Step 3: Check for accuracy
 - *If yes, proceed*
 - *If no, clarify and check again*

Exercise: Turn to your neighbor. State your hopes or fears about an upcoming health care negotiations. The neighbor follows the three steps. Reverse roles.

*When is paraphrasing essential?
What are its limits?*



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Exercise: Listening for interests

Statement by a hospital Unit-Based Team member to the unit supervisor:

“You were supposed to train me two months ago in how to use the computerized ordering system to order supplies and this still hasn’t happened.”

What are some potential underlying interests?

How would you know which interests are most important in this particular instance?

Lesson: Ask in order to fully listen.



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Getting to interests is like peeling an artichoke. . .

On the outside are visible positions, that are not particularly edible and that can be a bit prickly . . .
“This is what I want!”



Peel away the layers to get to the heart of the matter . . .
“This is why I care about this issue!”

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The Angry Surgeon

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The Angry Surgeon

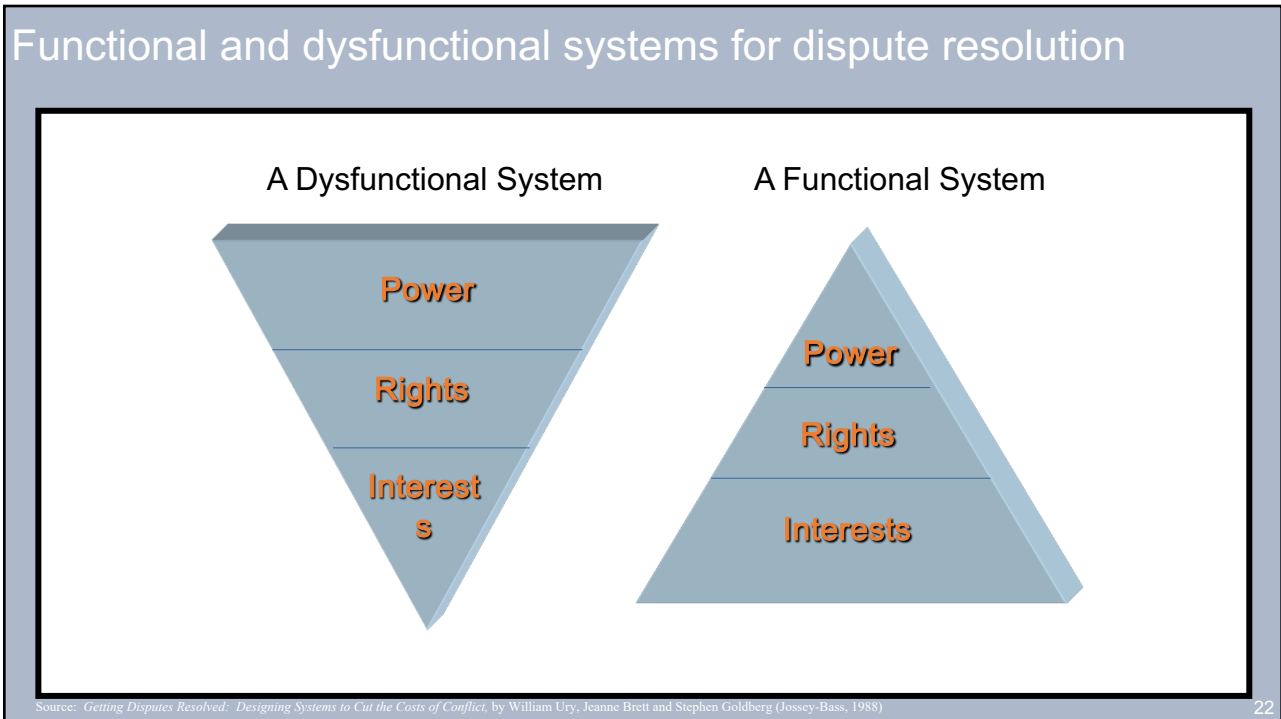
- You will be randomly assigned one of two roles.
- Prepare with people who have the same role.
- Round 1 will be an illustration of how not to handle this – traditional, positional bargaining.
- Round 2 will be an illustration of how to do so, using interest-based tools and methods.
- For this round, you will be randomly paired with another person who has the opposite role.
- If you finish early, see if there is anything more you can identify that would make you both better off.

<u>Toolkit: Issue Analysis Worksheet</u>		
Issue:		
Background Data and Root Cause: What data or history is relevant to review on this issue? What are the root causes of the issue? <ul style="list-style-type: none"> • • • 		
Surgeon's Interests: What are the surgeon's core concerns or interests on this issue? <ul style="list-style-type: none"> • • • • 	CFO's Interests: What are the CFO's core concerns or interests on this issue? <ul style="list-style-type: none"> • • • • 	Patient's Interests: What are patient's core concerns or interests on this issue? <ul style="list-style-type: none"> • • • •
Options: What are some options to consider on this issue – especially mutual gains options? <ul style="list-style-type: none"> • • • 		
Additional Considerations: Other stakeholders, power dynamics, potential standards, etc. <ul style="list-style-type: none"> • • 		

Workplace Conflict Resolution Principles


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ANALYZING YOUR CONFLICT MANAGEMENT SYSTEM

Some Conflict Management Options

	Interest-based				Rights-and power-based			
	mediating	facilitating	collaborating	problem solving	adjudicating	arbitrating	litigating	adversarial
Some Conflict Management Offices								
Affirmative Action								
Affinity Groups/Networks								
Audit								
Conflict Coaches/ Counselors								
Conflict Management System Office/ Coordinator/Steering Committee								
Disabilities								
Disciplinary Office/Internal Affairs								
Email/Online Harassment Officers								
Employee Assistance/Social Workers								
Employee Appeals Board								
Environmental Hazards/Waste Hazards								
Equal Opportunity								
Ethics/Compliance								
Executive Panels								
Graduate Students Deans/Advisors								
Hot Lines/Advice Lines/Idea Lines								
Human Resources/Human Capital								
Human Rights/Civil Rights								
Human Subjects/ Animal Care								
Inspection/Inspectors General								
I.P./Panels/Copyrights								
Legal Counsel/General Counsel								
Line Management relevant to issue								
Mediation Program								
Medical /Nursing/ Fitness for Duty								
Mentors/Peer Advisors								
Model Workplace								
Mortality/Morbidity								
Ombudsman Office	x	x	x	x	x	x	x	x
Patient Ombudsman/ Advocate								
Quality Assurance Circles/Monitors								
Race Relations/ Cultural Relations								
Religious Counselors/ Chaplains								
Residence Advisors/Managers								
Risk Management								
Safety/ EH&S Working Groups								
Security/Campus Police								
Sexual/Racial Harassment Advisors								
Staff Associations								
Undergraduate Deans/Advisors/Council								
Unions, Stewards, Union Officials								
Work/Family/Personal Life Programs								
Working Groups/Councils								

Interest-Based

- Affirming feelings
- Sharing information
- Reframing issues
- Generating options
- Referrals
- Coaching
- Shuttle diplomacy
- Mediation
- Informal looking into issues
- Facilitation
- Identifying “new” issues
- Communicating issue patterns
- Systems change
- Stakeholder follow-up
- Bystander training
- Conflict system

Rights Based

- Representing/ accompanying
- Advocate or witness
- Formal investigations
- Compliance reports
- Arbitration
- Management decisions
- Formal appeals

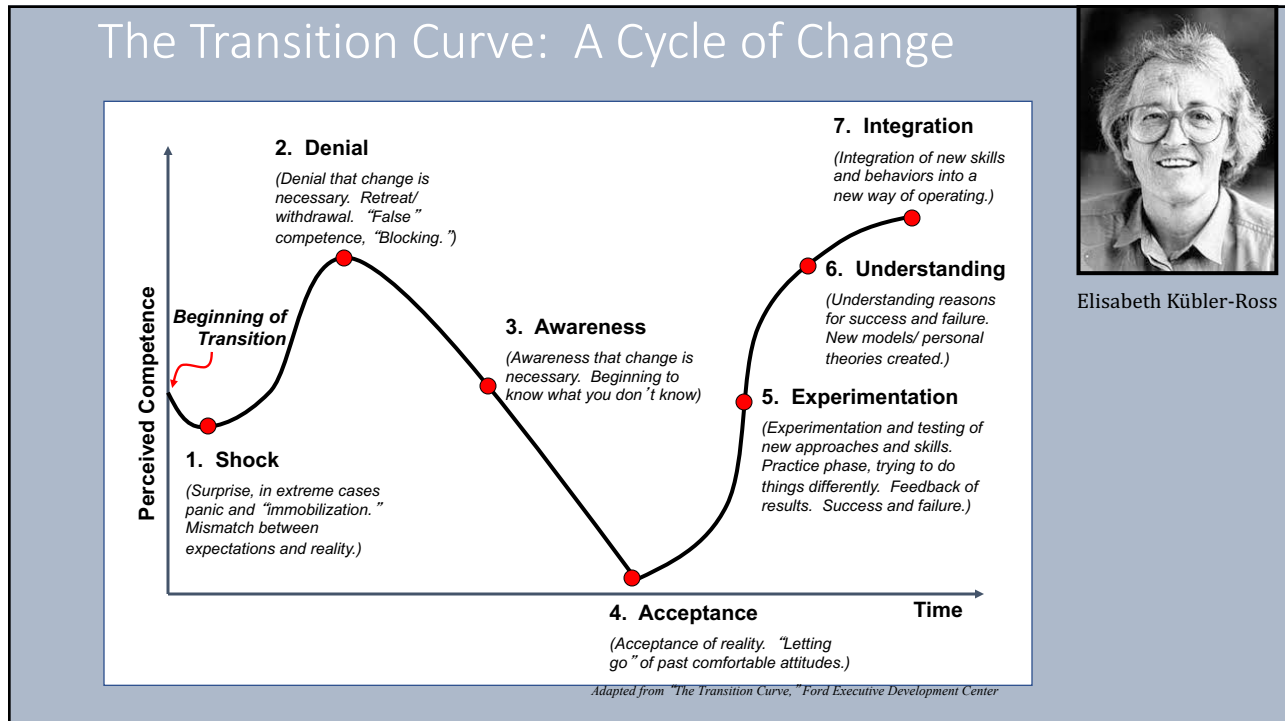
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Navigating Through Whitewater...What do you see?

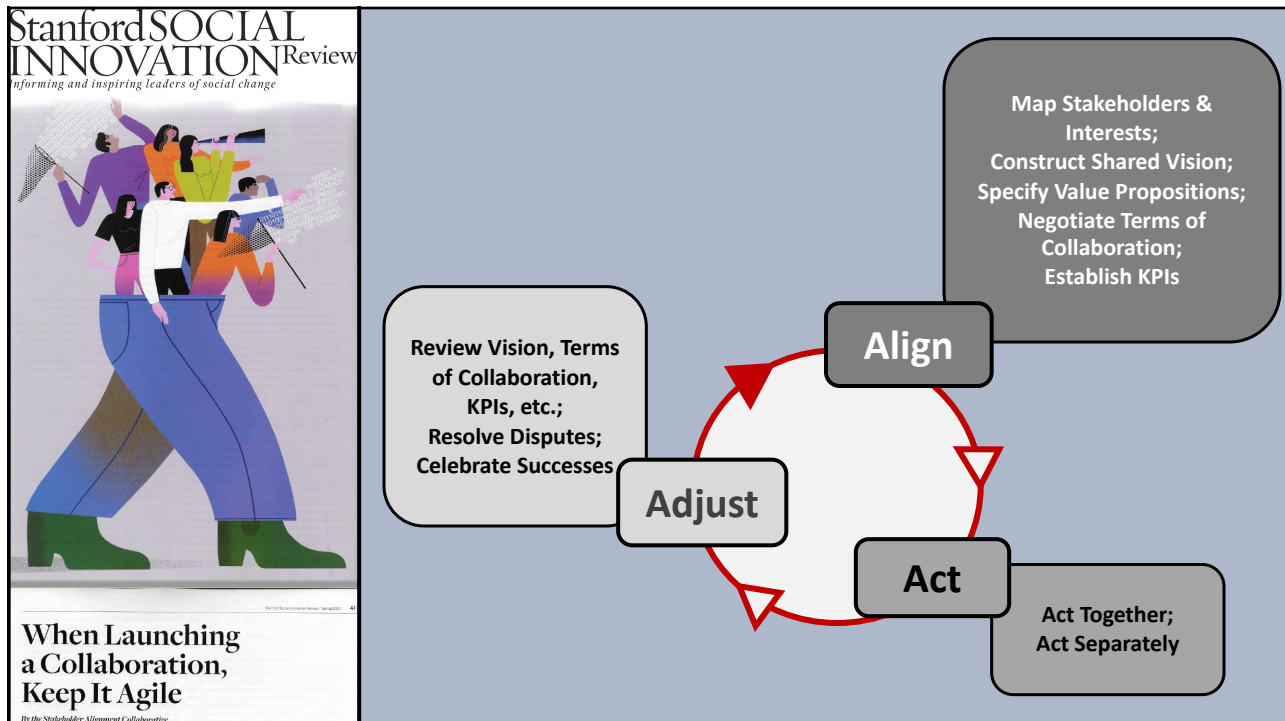


<https://www.youtube.com/watch?v=UmiwcyLq27U>
http://www.youtube.com/watch?v=skybufGuNpo&feature=player_detailpage

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Applying Interest-Based Principles

- In small groups:
 - Select a forum or location in your organization or broader ecosystem
 - Examples: Surgical unit, Medical Ethics Review Board, Pre-admission Testing unit, State Certification Body, etc.
 - Describe a common interaction that is highly positional
 - Describe a change process that would shift the interactions to be more interest-based
 - Be prepared to share your thoughts

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Collective Negotiation Principles

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Labor-Management Relations

	Organization of Work	Management	Union
21 st Century First Half ?	Knowledge-Driven Work, Co-evolving Social & Technical	Network Alliances & Multi-stakeholder Consortia	Professional Associations
20 th Century Second Half	Service Work, Teams	Global Multinational Corporations	Amalgamated Unions
20 th Century First Half	Job Classifications, Work Rules	Vertically Integrated Hierarchies	Industrial Unions
19 th Century Second Half	Apprenticeships, Lines of Demarcation	Small Decentralized Enterprises	Craft Unions

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Bargaining strategies

Forcing Unrestrained or Restrained?

Fostering Superficial or Robust?

Escape

STRATEGIC NEGOTIATIONS

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Go Back to the Positions and Interest Statements

Here are the same two statements from before – which strategies – forcing and fostering are involved in each?

Statement A: *We are implementing a new quality initiative and we expect that the union and its members to fully participate.*

Statement B: *We are implementing a new quality initiative, which is aligned with overall quality objectives. We know that the workforce is essential to any quality initiative – so we need the union's full participation. What can we do to work together on this issue?*

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Sequential disconnects



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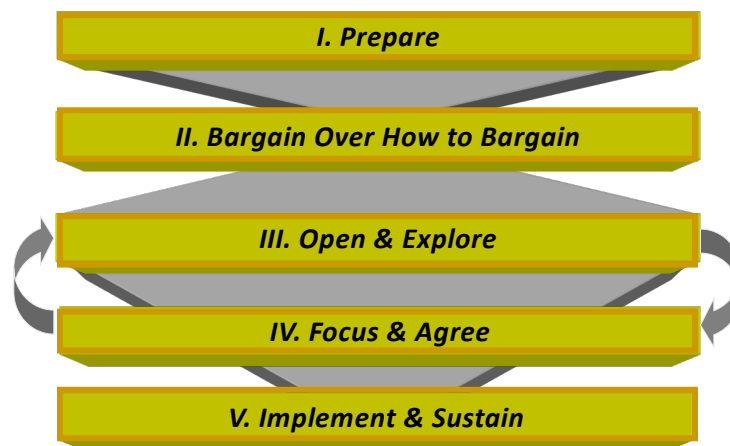
Guidelines for restrained forcing and robust fostering

- | | |
|---|--|
| <ul style="list-style-type: none"> • Restrained forcing • Don't be greedy • Focus on interests • Explain why • Generate options • Deliver results • Prevent escalation • Anticipate and attend to recovery | <ul style="list-style-type: none"> • Robust fostering • Be bold • Focus on interests • Explain why • Generate options • Deliver results • Promote synergy • Anticipate and attend to conflict |
|---|--|

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Five phases in the bargaining process



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Sample framing of Issues – Selected from union opening statement

- **Job Security:**
 - How can we ensure long-range workforce planning and implementation, increases in productivity and utilization of represented employees? How can we ensure that our local union members are the workforce of priority and choice for this company? What can we do to address issues such as seniority accumulation for bidding and the job posting process? What can we do to incorporate the language from the largest bargaining unit and apply it to members of the other bargaining unit involved in this negotiations? How to firm up commitments made at the close of the 1999 negotiations? How can we ensure apprenticeships within the respective classifications – US DoL recognized apprenticeships? How to provide entry level work with pre-apprentice qualifications and appropriate skill transfer? How can we address contracting and outsourcing issues?
- **Wages:**
 - Increase, as well as addressing such things as wage progression for some classifications, wage parity issues between certain classifications, the use of employee evaluations. In addition, how can we improve the job evaluation process?

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Sample framing of Issues – Selected from union opening statement

- **Health Care:**
 - How can we achieve an incremental mutually acceptable level of Health Care benefits with the best utilization of resources? How can we do this in a way that will be ratified? What can we do with flexible spending accounts? What opportunities are out there for improvement around providers and summary plan improvements? What about substance abuse and other matters?
- **Pension/Savings Plan:**
 - How can we address such items as reduction items, tables, factors, moving the gas pension benefit closer to the electric pension benefit? How can we achieve mutually agreeable plan utilization? How can we improve the retirement of incapacitated employees? What improvements can be made on the employer match and employee education on the savings plan?
- **Training:**
 - What can we do to improve the Training Advisory Groups (TAG) structure and functionality? How can we improve the quality and timing of training and education? What training can be implemented jointly?

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Sample IBB Analysis of an Issue: Attendance

Union's Interests	Management's Interests
<ul style="list-style-type: none"> • A uniform attendance monitoring process for all local members • Improved attendance is important to the bottom line performance of the company • Improved attendance to reduce impact on workers who are present • What ever monitoring plan is developed, should take into account social demographics, age, type of work (physical impact on individuals) • Preserve what is valued about the attendance guidelines • Making sure any agreement reached is utilized 	<ul style="list-style-type: none"> • Improve attendance performance • Improved ability to plan – increased stability in operations • Productivity • Reduce the cost of sick absences • Not see deterioration of attendance levels achieved in the gas operations • Preserve what is valued about the approach in the gas operations • Concern that the guidelines are vague (for example, language on frequency over six months) • Potential issues around the mixing of FMLA hours under the guidelines • Concern about variation in the application of the guidelines

Sample Framing for Tentative Agreement:

In this negotiations the company and the union indicate their mutual agreement in having a fair, consistent and effective attendance monitoring policy. It is mutually understood that absenteeism impacts negatively on the economic performance of the company and imposes a burden on the employees who are at work. It is also mutually understood that any attendance monitoring process must be implemented and administered in consistent and appropriate ways. Particular attention has been given in this negotiations to establishing good attendance behaviors from the very beginning of an individual's employment relationship. Also, attention was given to ensuring appropriate distinctions between absence under the terms of the Family Medical Leave Act (FMLA) and other absences. In crafting the following policy, the company and the union reviewed the provisions of the existing policies and practices. . . .

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5 W's & How

Who	What	When
Where	Why	How
Completed by: _____ Date Completed/revised: _____ Use back of sheet for additional details on the "how"		

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5 W's & How example: Sample on Health Care and Benefits Agreement

<p>Who:</p> <ul style="list-style-type: none"> ■ DTE/UWUA Local 223 Union and management bargaining committees and members of the Leadership LMC ■ Members of the Health Care and Benefits Joint Implementation Team (Joint Benefits Committee) ■ Health and benefits implementation champions and subject matter experts ■ Appropriate LMCs and CURBs, and other relevant forums ■ Representatives of providers and contractors providing benefits services to DTE ■ Segments of the workforce involved in or affected by specific health and benefit initiatives ■ Plan participants 	<p>What:</p> <p>A Health Care and Benefits Joint Implementation Team (Joint Benefits Committee) serving as an ongoing joint forum, acting in an advisory capacity, to promote the health and welfare of the workforce through all available initiatives, including:</p> <ol style="list-style-type: none"> 1. Investigating matters pertaining to the cost effective and efficient delivery of the contractually agreed upon health care coverage; 2. Evaluating the success of health care carrier and provider efforts to meet performance standards; 3. Exploring and recommending alternative health and welfare delivery systems, programs for cost containment and quality assurance; 4. Reviewing and analyzing appropriate information to determine trends in health care and prescription drug programs; and, 5. Analyzing and recommending effective member communication vehicles for health and welfare and retirement benefit choices and options. 	<p>When:</p> <ul style="list-style-type: none"> ■ The Joint Benefits Committee will meet on company time and will meet at least on a quarterly basis or as needed based on co-chair agreement ■ Scheduled working sessions prior to the awarding of contracts or changing contracts with health care and benefits providers ■ Scheduled working sessions prior to open enrollment periods and other relevant communications to the workforce on benefits matters ■ Review of utilization and other relevant data on at least an annual basis
<p>Where:</p> <ul style="list-style-type: none"> ■ Meetings of Health Care and Benefits Joint Implementation Team (Joint Benefits Committee) at Local 223 or DTE facilities ■ Training and development sessions for Committee members and other relevant individuals at appropriate locations ■ Briefings, training and other activities in respective Business and Bargaining Units where benefits initiatives are being implemented 	<p>Why:</p> <ul style="list-style-type: none"> ■ Manage benefit costs; ensure effective implementation of disease management, disability case management, wellness and other initiatives; and identify new opportunities for mutual improvement through verifiable data, employee education and joint action 	<p>How:</p> <ul style="list-style-type: none"> ■ The JIT will first establish a Shared Vision (this 5Ws & How document – the “Desired State”) and Charter for the Joint Implementation Team; then it will examine the “Current State” and “Delta State” milestones, using a “Managed Change” methodology; the JIT will use an interest-based approach to any negotiated or policy issues that emerge ■ Ensure joint implementation and “PDCA” (Plan, Do, Check, Adjust) support, with periodic review by the Joint Bargaining Committee Oversight Process ■ Standardized Committee operations keyed to set annual timing for benefits events ■ Employee feedback mechanisms to assess satisfaction and utilization experience

Completed by: Rich Mata and Rick Lueders Date Completed/ revised: 1/13/05

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Work Group Process Used in 2007 UAW-Ford Negotiations

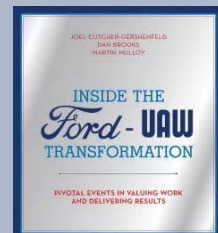
Start Up: Confirm working group membership, meeting logistics and establish simplified charter

Scope: Use charter to identify issues to be addressed by the working group – what is and is not “in scope”

Potential Standardized Process:

1. **Opening and Shared Vision:** Define the issue, including opening statements and resolutions, and develop a shared vision of success
2. **Joint Data Collection:** Jointly assemble, prepare and analyze background data
3. **Analyze Underlying Interests:** Analyze the interests of Labor, Management and other Stakeholders – what is at stake for each
4. **Generate Options:** Brainstorm options, particularly options that build on the data and the identified interests
5. **Negotiate Agreements:** Where appropriate, negotiate agreements or potential elements of agreements
6. **Main Table Calibration:** Provide periodic updates and a final report to the main table
7. **Anticipate Implementation:** Anticipate implementation, including recommended communication/training plans and sustainment

Calibration: Schedule periodic main table reports



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In 1951 George Taylor warned . . .



. . . the successful use of collective bargaining was dependent upon union and the management voluntarily giving reasonable weight to the broad public interest. . . . A general “ganging up on the consumer” would be incompatible with the development of collective bargaining as a socially desirable institution.”

George Taylor, “National Labor Policy,” in the Annals of the American Academy of Political and Social Science, 247 (March, 1951): 185-194.

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Article 24: San Juan Unified School District

The District and the Association agree to take responsibility and be held accountable for the improvement of the quality of teaching and learning which represents an expanded role in public education. It is in the best interest of the San Juan Schools that the District and the Association cooperatively engage in activities and communication which demonstrate mutual respect for all stakeholders and results in the improvement of student achievement through development of common goals, a cooperative, trusting environment and teamwork. It is the [parties’] belief that actively and constructively involving all relevant stakeholders contributes significantly toward achieving these goals.

Shared responsibility and accountability for results are at the core of a continuous improvement model. Joint responsibility for student success means that educators share in celebrating what works and share in identifying together areas that are not working and are in need of improvement.

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Coalition of Unions and K-P Value compass



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Negotiated Change Within and Across Organizations

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Adversarial, Positional Approach to Negotiations (formal & informal)	Negotiated Change 1 2 3 4 5 6 7	Interest-Based, Problem-Solving Approach to Negotiations (formal & informal)
Constant Churning and	Leadership Transitions 1 2 3 4 5 6 7	Seamless Transitions

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Negotiated collaboration

- **In small groups discuss:**

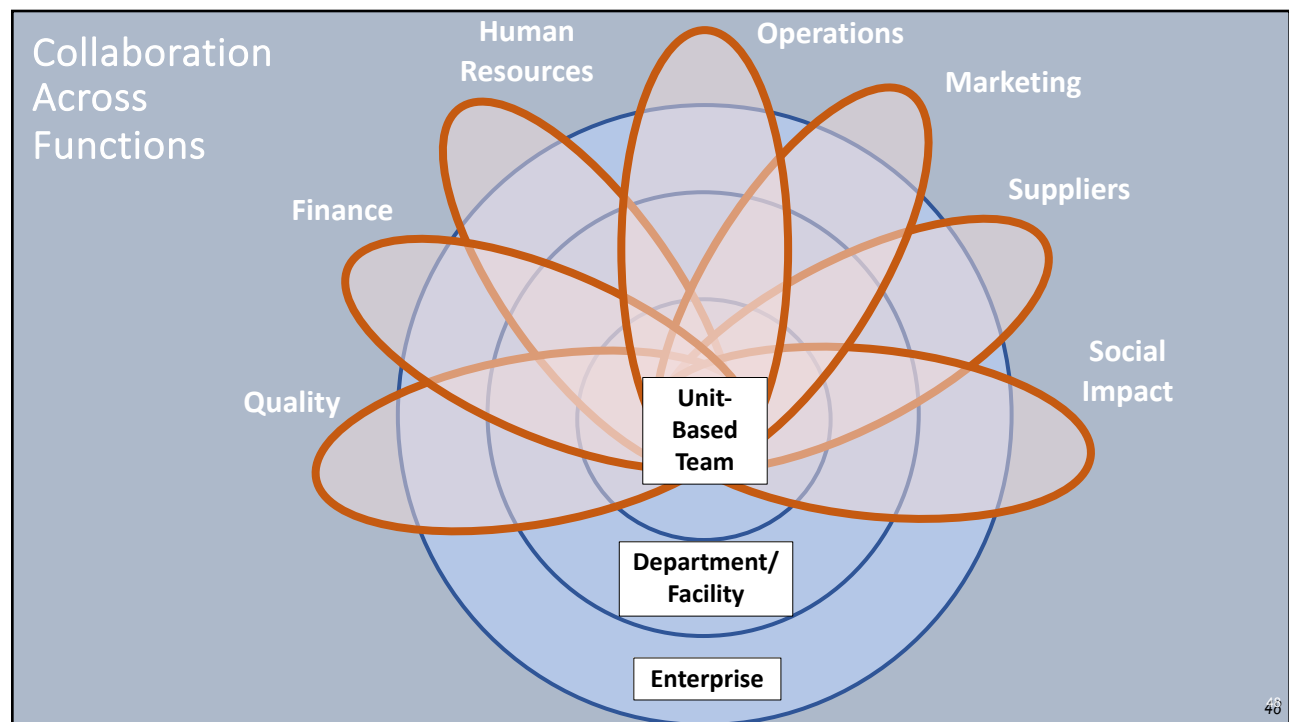
- What aspects of the workplace cultures in which you operate would you like to see increased collaboration?

- **As a full group:**

- Report out and consider the full list

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Support Function Alignment: Three Roles

1.Regulator/Enforcer

- Compliance with policies, laws, contractual agreements

2.Service Provider

- Administration and delivery of programs and activities

3.Change Agent

- Systems change implementation and procedural fairness



Adapted from Jan Klein, "The Evolution of HR Professionals from Traditional Managers to Change Agents in Strategic Partnership for High Performance," Work In America Institute 1995

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Example: HR

Role	Sample Activities	Sample Competencies
<i>Regulator/Enforcer</i>	EEO, OSHA, ADA, Collective Bargaining Contract	Legal/technical Detail oriented Risk adverse
<i>Service Provider</i>	Benefits, Recruiting, Compensation, Technical training	Procedure oriented Consistent
<i>Change Agent</i>	Champion for effective Work Groups, OD, Culture change	Innovative/flexible Proactive Risk taking

Adapted from Jan Klein, "The Evolution of HR Professionals from Traditional Managers to Change Agents in Strategic Partnership for High Performance," Work In America Institute 1995

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Example: Finance

Role	Sample Activities	Sample Competencies
<i>Regulator/ Enforcer</i>	Adherence to generally accepted accounting standards	Legal/technical Detail oriented Risk adverse
<i>Service Provider</i>	Providing daily, weekly, monthly, quarterly and annual reports	Procedure oriented Consistent
<i>Change Agent</i>	Implementing balanced scorecards across the enterprise	Innovative/flexible Proactive Risk taking

Adapted from Jan Klein, "The Evolution of HR Professionals from Traditional Managers to Change Agents in Strategic Partnership for High Performance," Work In America Institute 1995

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Example: Information Technology

Role	Sample Activities	Sample Competencies
<i>Regulator/ Enforcer</i>	Maintaining common information systems standards	Legal/technical Detail oriented Risk adverse
<i>Service Provider</i>	Ensuring 24 hour IT support and backup systems	Procedure oriented Consistent
<i>Change Agent</i>	Implementing a unified voice-over IP communications system	Innovative/flexible Proactive Risk taking

Adapted from Jan Klein, "The Evolution of HR Professionals from Traditional Managers to Change Agents in Strategic Partnership for High Performance," Work In America Institute 1995

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Support Function Exercise

- Identify a major shift in each of the three functional areas that might be happening in today's context – shifts in regulator/enforcer, service provider, and change agent roles.
- What negotiations dynamics are likely and how will you prepare for them?

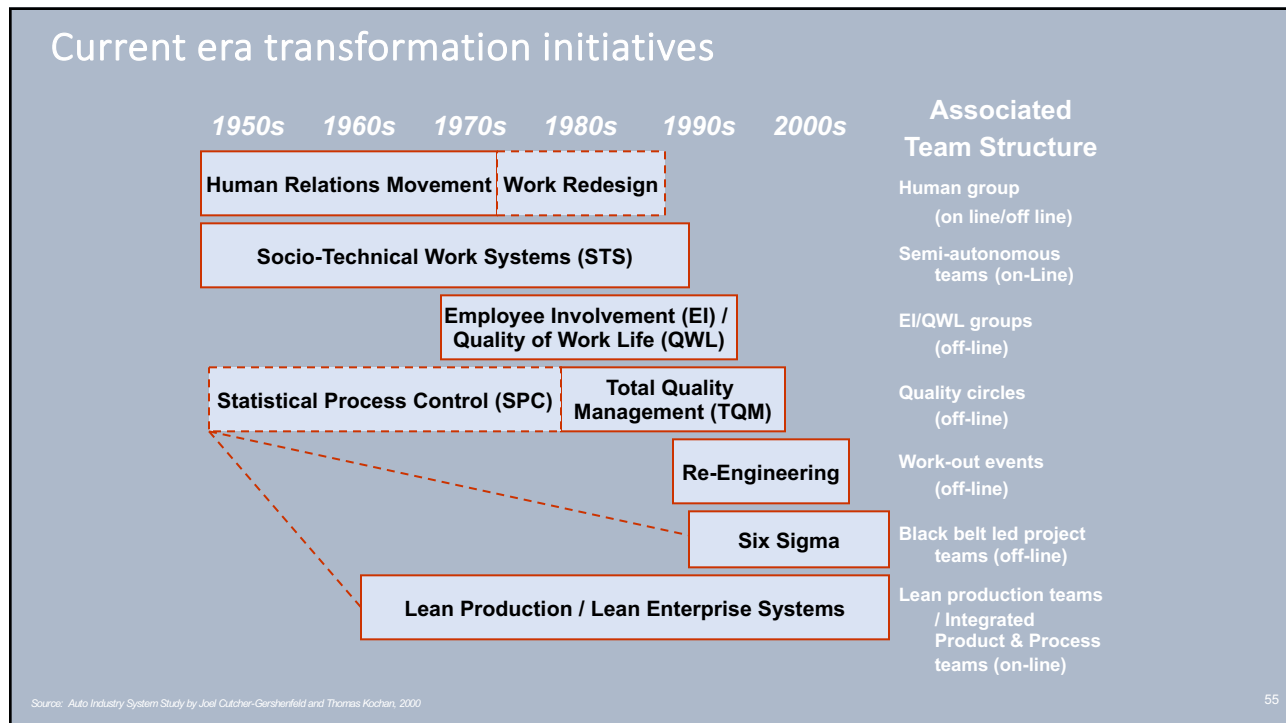
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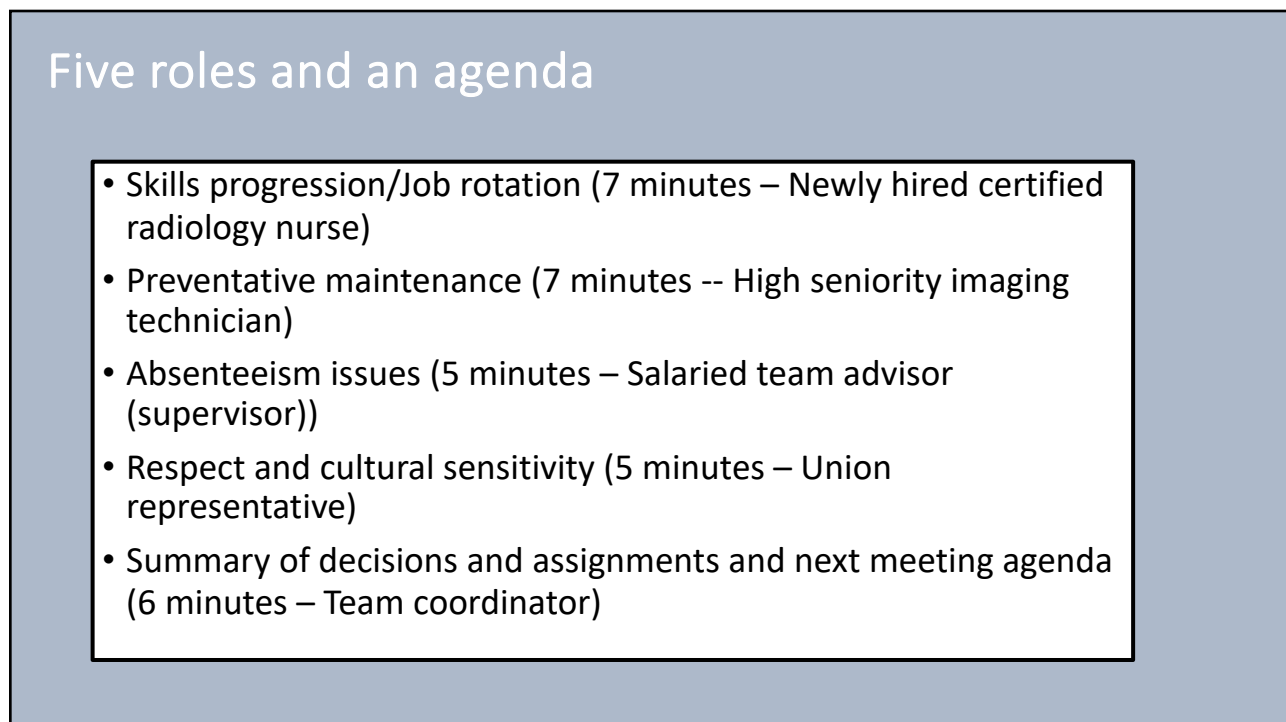
Unit-Based Teams in Health Care

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Coalition of Unions and K-P Value compass



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Self-Directed Teams Lead Improvements ?



Most day-to-day work in partnership happens in self-directed teams called **unit-based teams**—natural work groups of frontline workers, physicians and managers who jointly identify and solve problems, set goals and measure results.

More than 3,600 unit-based teams lead change across Kaiser Permanente.

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Targets for Team Development

All unit-based teams are rated on a 5-point scale of performance
 80 percent of teams rated high performing (Level 4 or 5) as of December 2019

Level 1	Level 2	Level 3	Level 4	Level 5
Pre-Team Climate	Foundational	Transitional	Operational	High-Performing
Learning what a UBT is and how it works.	Establishing structures and norms.	Demonstrating progress.	Joint leadership, improved performance.	Full collaboration and measurable success.

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Team Engagement Brings Results

Employees who are highly involved in their UBT have:

- **33 percent higher scores on the People Pulse Culture of Health Index**
- **18 percent fewer workplace injuries**
- **29 percent higher scores on the People Pulse Speaking Up Index**
- **13 percent fewer lost work days**
- **4 percent improvement in patient satisfaction**



Source: Kaiser Permanente Organizational Research

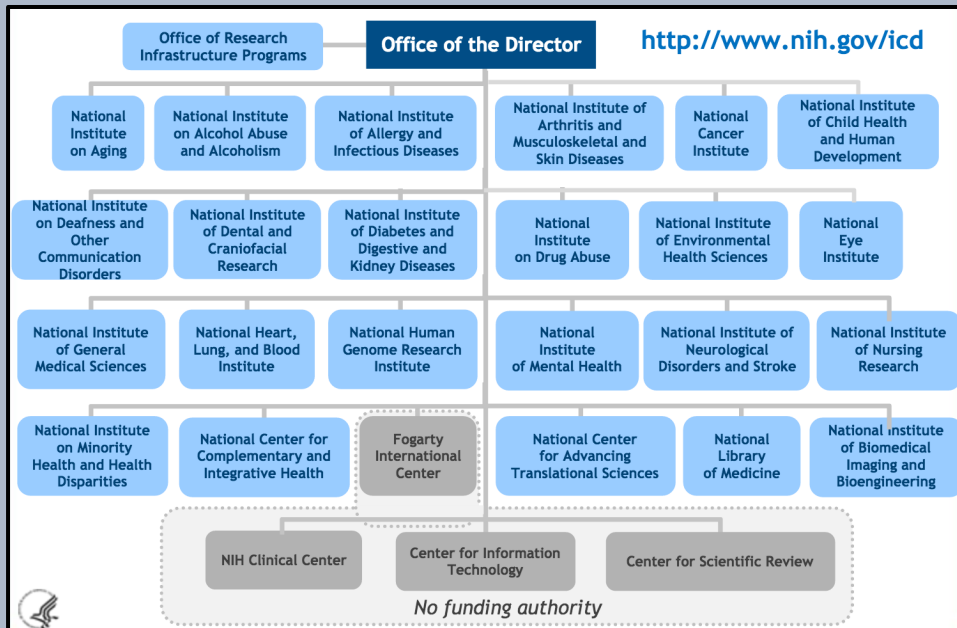
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Collaboration Across Domains

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Collaboration Across Domains



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Stakeholder alignment – what it is and what it is not...

A continual accomplishment. . .
 stakeholder alignment is dynamic – parties continuously orienting and connection around common and competing interests

Not just . . .
 stakeholder engagement – reaching out to likely supporters

Not just . . .
 stakeholder management – anticipating and mitigating risk with potential opposition

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Stakeholder alignment

Example: Community Wellness

How much alignment is needed for action?

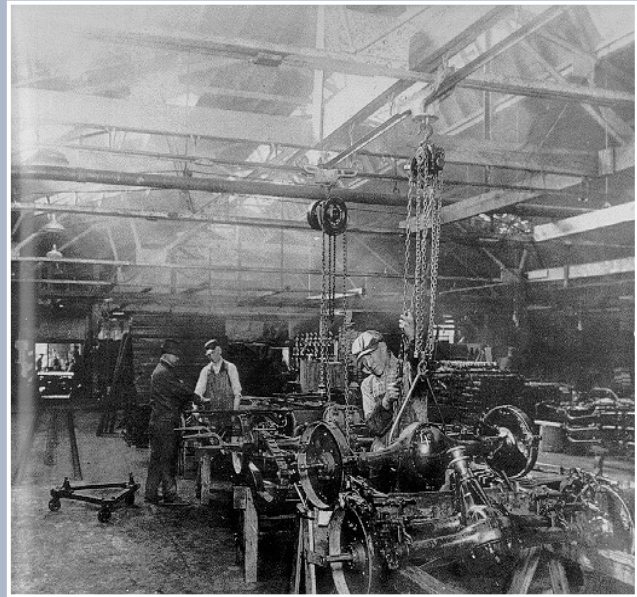
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Focus on earlier historical transitions



French Illustration Depicting



Source: Auburn & Cord by Lee Beck and Josh B. Malks, Motor Books, Intl., 1996

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The big picture



<p><u>Craft Production</u> Socio: Decentralized Enterprises Mastery of Craft Tech: Custom Manufacture Specialized Tools</p>
<p><u>Mass Production</u> Socio: Vertical Hierarchies Scientific Management Tech: Assembly Line Interchangeable Parts</p>
<p><u>Digital Production</u> Socio: Modular Organizations Knowledge-driven work Tech: Flexible Specialization Bits and Atoms</p>

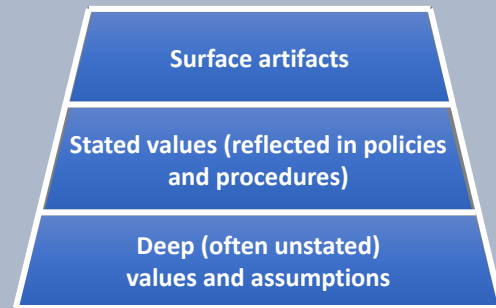
Adapted from: "Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices" (Oxford University Press, 1998)

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“The next time you attend a meeting, ...[t]une your ears to listen for assumptions about human behavior, whether they relate to an individual, a particular group, or people in general.”

-- Douglas McGregor, The Human Side of Enterprise, 1960 (chapter 1, p. 9)



Source: Edgar Schein, Organizational Culture and Leadership (Jossey-Bass; John Wiley, 1990)

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Sample “From” and “To” Assumptions

From:

- “People need to be monitored and controlled to ensure they do their best at work.”
- “Problems are to be contained and resolved within your span of control”
- “Experts and professionals should lead operational decisions since they are accountable for the outcomes.”

To:

- “People have an intrinsic commitment to do their best at work”
- “Problems are to be made visible and shared as early as possible to draw in needed resources.”
- “Front-line workers have unique knowledge and expertise that should be fully integrated into operational decisions.”

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Assumptions Wrangling

In the medical ecosystem:

Step 1: **From/to** (state the current assumption and the aspirational alternative)

Step 2: **Force Field** (what are the forces driving and restraining change?)

Step 3: **Indicators** (if the assumption begins to shift, how will you know?)

Step 4: **Action recommendations**

- What will you personally do over the next 18 months that would help shift the assumption?
- What could happen in the next 18 months more broadly in your relevant ecosystem that would lower barriers or reinforce drivers?

Motivation: Accelerate progress on culture change challenges

- Everyone talks about culture -- we will be doing something about it!

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<i>Assumption Wrangling Worksheet</i>		
Assumptions	From:	To:
Force Field	Restraining Forces: <ul style="list-style-type: none"> • • • • • 	Driving Forces: <ul style="list-style-type: none"> • • • • •
Indicators	<ul style="list-style-type: none"> • • • • • 	
Actions	Personal: <ul style="list-style-type: none"> • 	Ecosystem: <ul style="list-style-type: none"> •

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Open Forum on AI and Health Care Negotiations

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