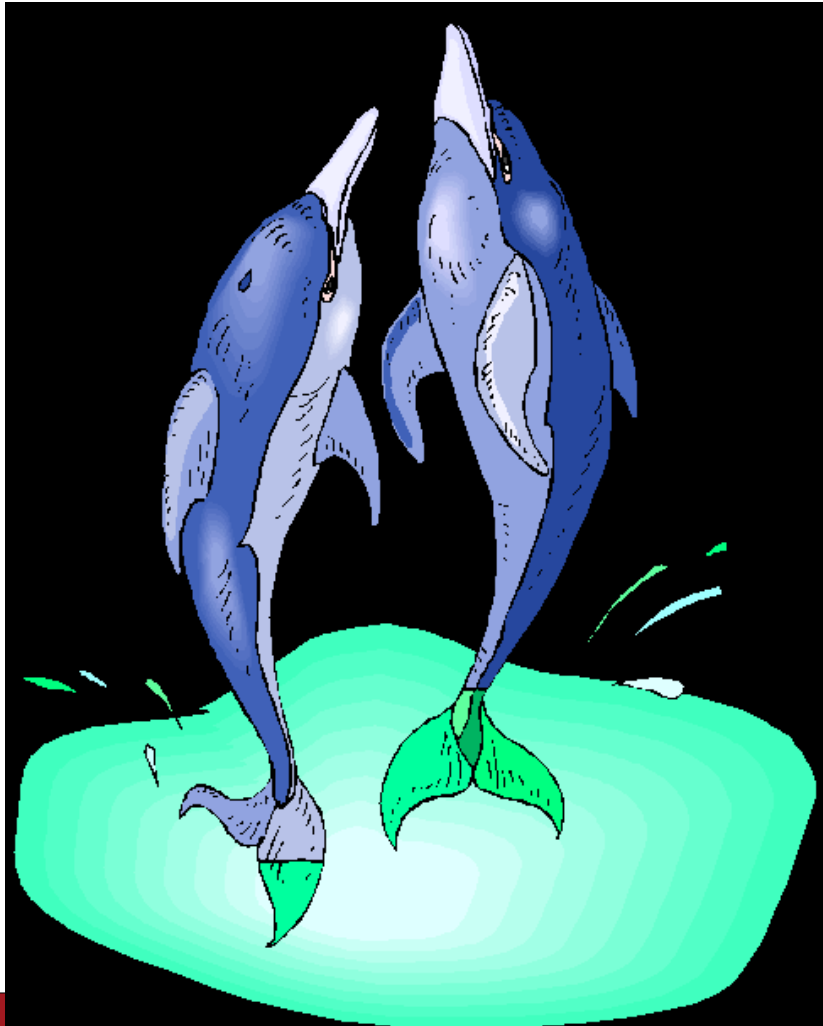


# Improvement Is More Than Methodology

*Rational and Non Rational aspects of  
change and improvement*

*Brian Thomas*

## Lessons From The Dolphins



- Perceptual Set
- What do I see that others see?
- What don't I see that others see?
- What do I see that others don't see?
- What don't I see that others also do not see?
- 4 levels of learning

# What happened in 1492



It was all about trust!

# The Seven Intelligences

*“Frames of Mind”* (1983), psychologist Howard Gardner introduced the theory of multiple intelligences, which posits that each of us possesses at least seven measurable intelligences (in later work Gardner and his colleagues catalogued twenty-five difference sub-intelligences). The seven intelligences, and some genius exemplars (other than Leonardo da Vinci, who was a genius in all of these areas) of each one, are .....

# The Seven Intelligences

- *Logical-Mathematical* – Stephen Hawking, Isaac Newton, Marie Curie
- *Verbal-Linguistic* – William Shakespeare, Emily Dickson, Jorge Luis Borges
- *Spatial-Mechanical* – Michelangelo, Georgia O’Keefe, Buckminster Fuller
- *Musical* – Mozart, George Gershwin, Ella Fitzgerald
- *Bodily-Kinesthetic* – Morihei Ueshiba, Muhammad Ali, F. M. Alexander
- *Interpersonal-Social* – Nelson Mandela, Mahatma Gandhi, Queen Elizabeth I
- *Intrapersonal (Self Knowledge)* – Viktor Frankl, Thich Nhat Hanh, Mother Teresa

*How to Think Like Leonardo da Vinci*, Michael Gelb, 2004 (page 4)

# The Seven Da Vincian Principles

**Curiosita:** An insatiably curious approach to life and an unrelenting quest for continuous learning.

**Dimostrazione:** A commitment to test knowledge through experience, persistence, and a willingness to learn from mistakes.

**Sensazione:** The continual refinement of the senses, especially sight, as the means to enliven experience.

**Sfumato:** (literally “Going up in Smoke”) A willingness to embrace ambiguity, paradox, and uncertainty.

**Arte/Scienza:** The development of the balance between science and art, logic and imagination. “Whole-brain” thinking.

**Corporalita:** The cultivation of grace, ambidexterity, fitness and poise.

**Connessione:** A recognition of and appreciation for the interconnectedness of all things and phenomena. Systems thinking.

*How to Think Like Leonardo da Vinci*, Michael Gelb, 2004 (page 8)

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# Trust

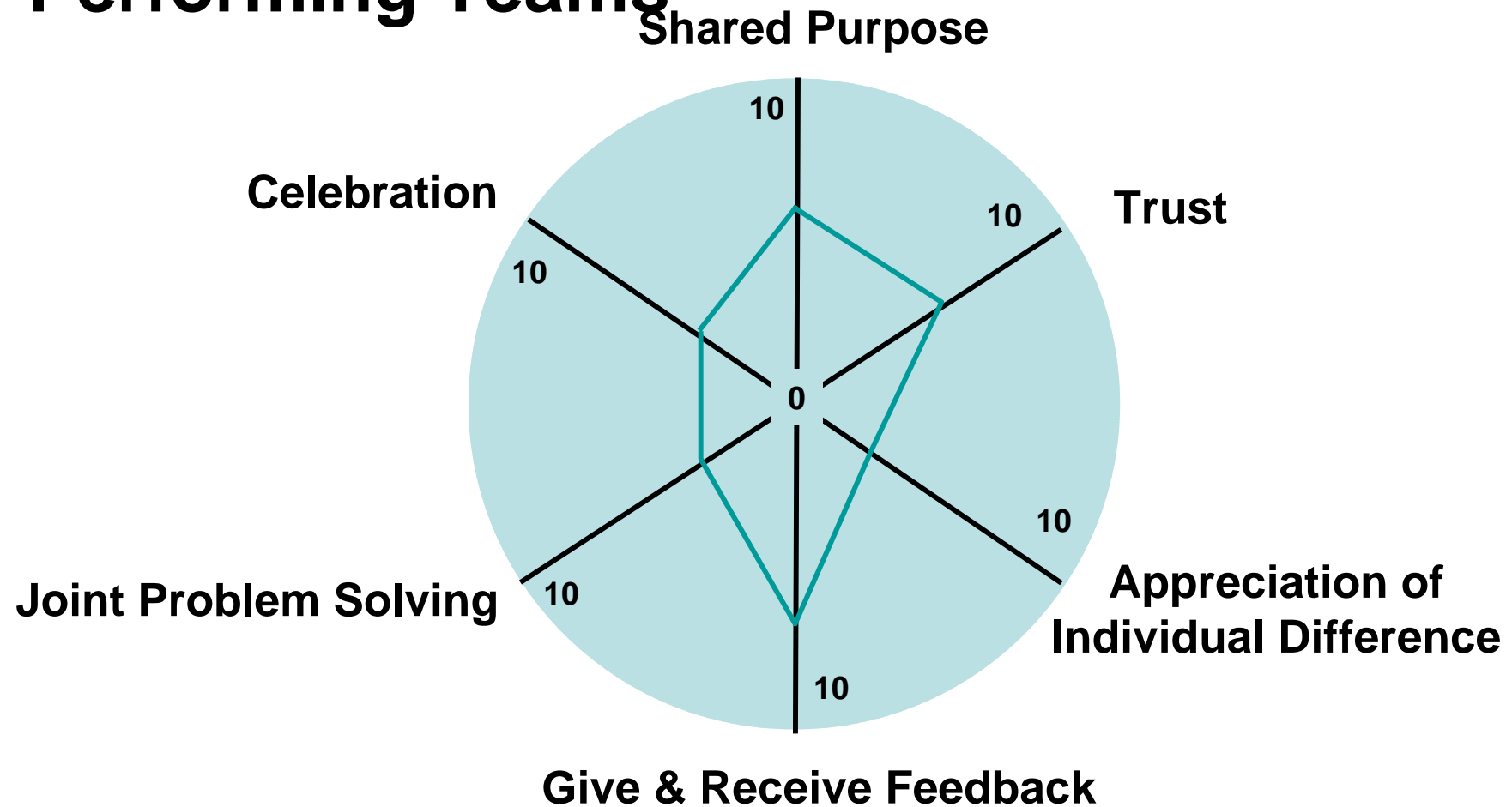
- Intentions
- Competence
- Disclosure
- Contractual

# Six Dimensions of a High Performing Team

- Unity
  - strong sense of shared purpose
- Trust
  - 4 dimensions
- Appreciation for individual difference
- Giving and receiving feedback
  - two way, listening
- Joint problem solving
  - on team and task related issues
- Celebration
  - letting go and moving on

*“Groups at work” Oscar G Mink et. al.*

# Six Dimensions of High Performing Teams



# The Basics of Business

- Only the outcome matters to the customer
- To Improve the outcome we need to improve the processes
- We need to measure to understand, manage, control and improve
- Only the operator can control the process
- Context is king

# Rational & Non Rational Dimensions of Change

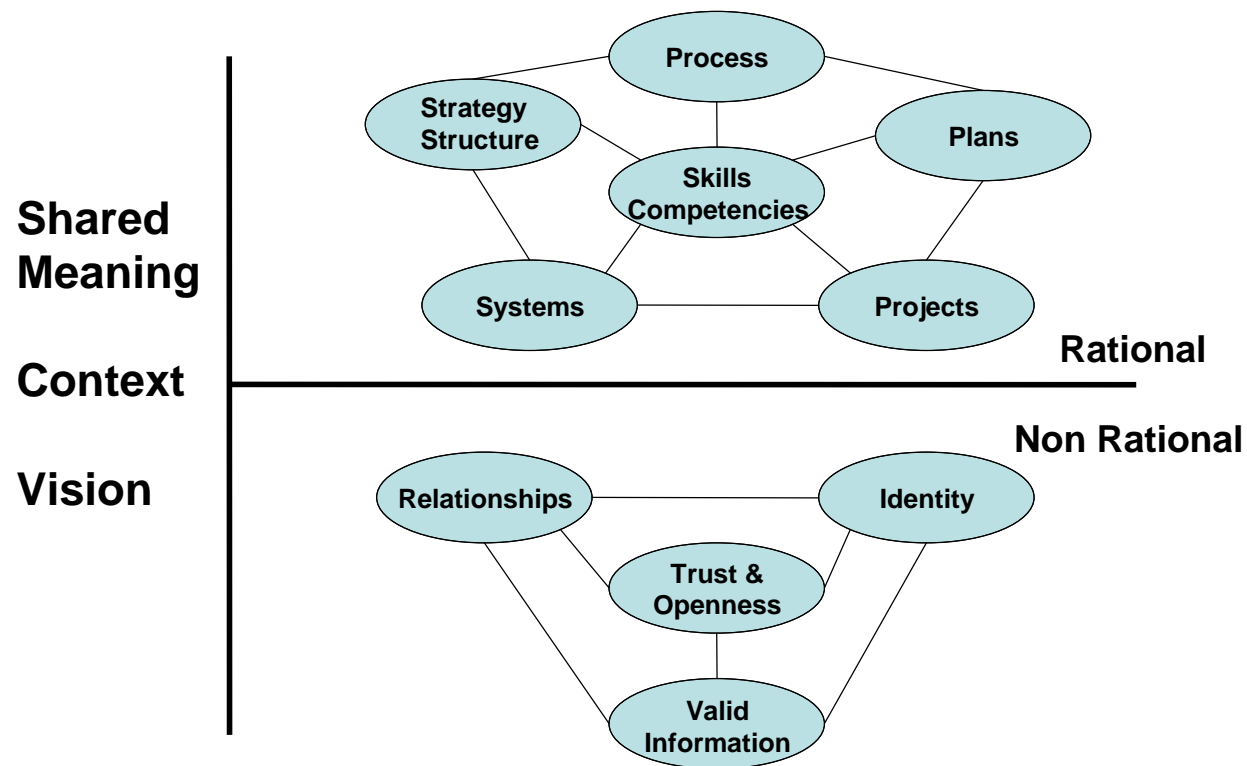


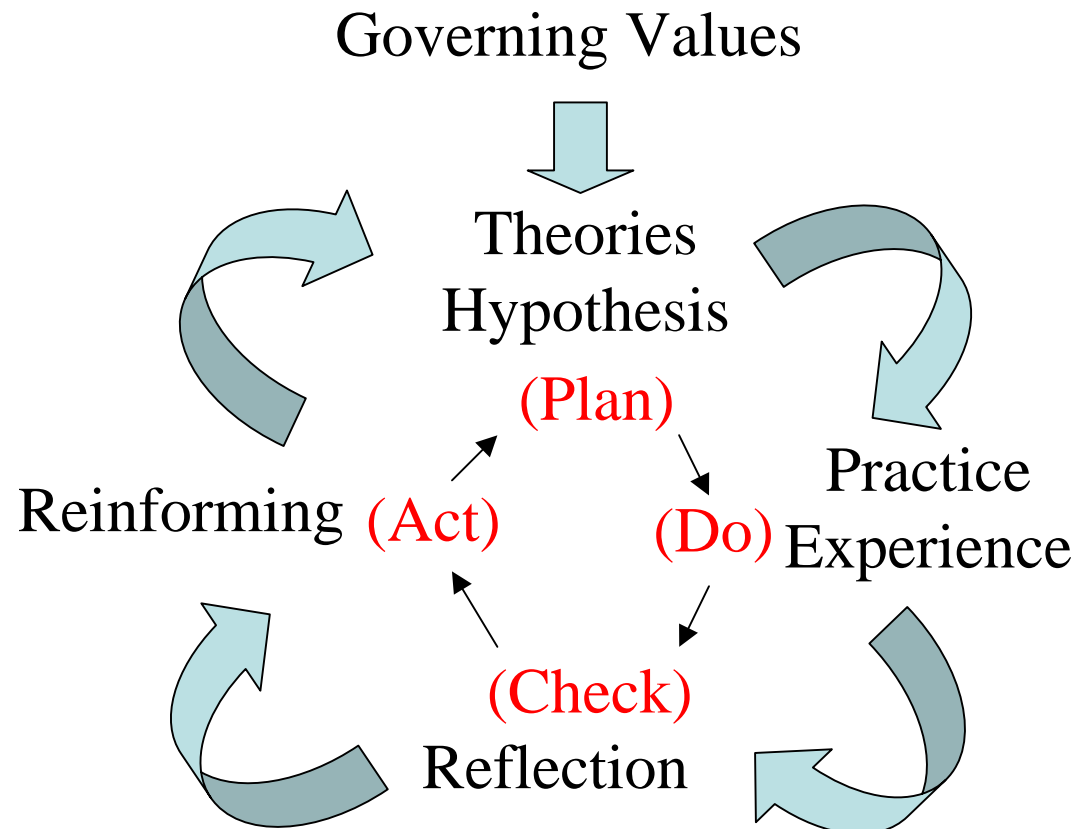
Fig. 1

Adapted from Meg Wheatley

# PRAXIS

- The key to learning and growth
- Trial and error is legitimate
- Experimentation is valued
- Know self before knowing others
- The basis for continuous Improvement
- Occurs in a context of governing values

# PRAXIS and PDCA – A basis for learning and improvement



# Trust and Change

Trust, Confrontation and Power

*Three elements of a change process*

↓ Trust + Confrontation

*Low power role leads to rejection*

↓ Trust + Confrontation

*High power role leads to compliance*

↑ Trust + Confrontation

*leads to the possibility of real change irrespective  
Of power roles*

# Change and Managing the Transitions

- All change starts with an ending
  - Recognition and reflection on what has gone before
  - The good things that have been achieved
  - Unfreezing
- Neutral Zone
  - Ambiguity
  - Stages of concern
  - Understanding
- Refreezing
  - Refocusing
  - Commitment to the change
  - Moving forward

Force field analysis can  
be helpful

# You are leading and collaborating on important hospital processes that impact people in a variety of ways – all of them significant

I have personally experienced this process over the last 43 years and ask, what has really changed?

Have fun and make a difference in peoples lives using the business basics, an understanding of peoples experiences, perceptions, needs and expectations, data from the process and an understanding of how to engage and lead people through change based on shared purpose, trust and openness.

Patients, clinicians, therapists, support staff and others impacted by this process are all cooperating as hard as they can given their understanding of the context. Each believes they have the answer.

Use your knowledge of the rational and non rational approaches to change and the power of context and vision to bring about significant change and improvement.

Thank you

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