

Plato, LEAN and Red Beads



MWHCEC 2019 Annual Conference
Karl J. Ahlrichs, SHRM-SCP, SPHR, CSP
kahlrichs@gregoryappel.com
317-250-9081

Your Challenge

Build a **sustainable, adaptable**
high performing culture
delivering **integrity** and **value**
to our efforts to deliver
high **quality medical services**
With a **shortage of talent** in the market
and **shifting demographics**

Your move!

The purpose of
Healthcare Engineering
is to improve human health
and well-being
through engineering
approaches.

Who said this, and when?

*“The greatest medicine of all
is teaching people
how not to need it.”*

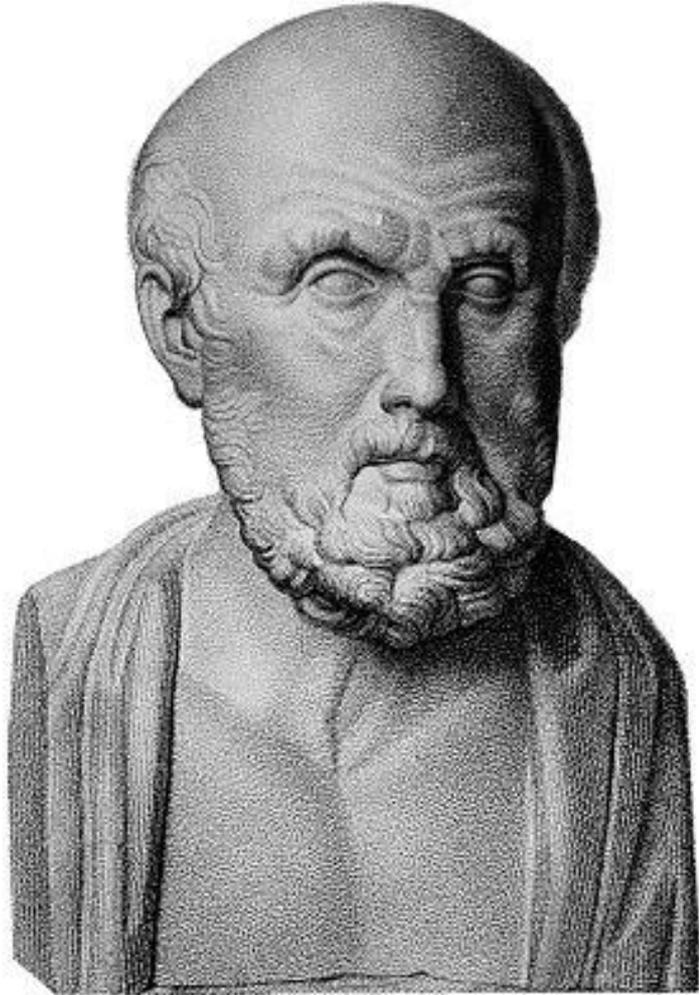
John Harvey Kellogg 140 years ago

Dr. John Travis 40 years ago

Hippocrates 2400 years ago

The foundation of medical process theory can be traced to the ancient civilizations of Greece, Egypt and Asia.





Hippocrates
(460B.C.-377B.C.)

The foundation of the principles of wellness, healthcare engineering and medical ethics.

Greek Contributions

Modern Language and Literature

Α Β Γ Δ Ε Ζ Η Θ Ι Κ Λ Μ Ν

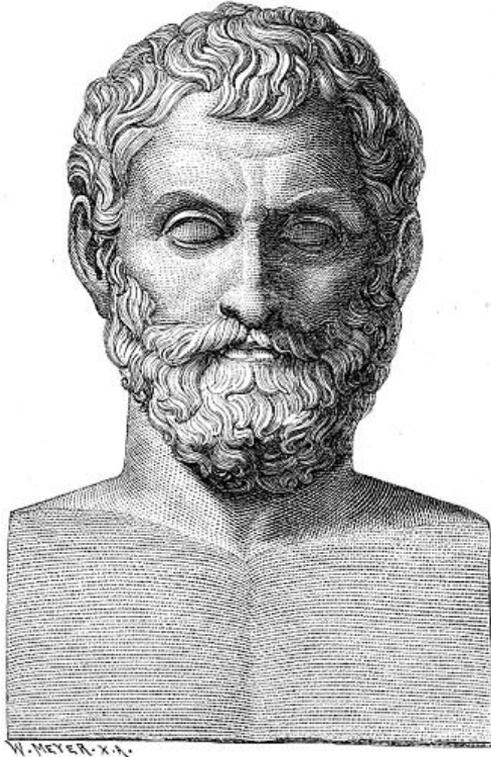
Ξ Ο Π Ρ Σ Τ Υ Φ Χ Ψ Ω

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Ancient Greeks

(1200 BC –200 BC)



Thales of Miletus

c. 624 – c. 546 BC

First person to break from using mythology to explain the world and began using theories and hypotheses, i.e. **science.**

The emergence of **Systems Thinking**

Ancient Greeks

(1200 BC –200 BC)



Made observations about the human body and the effects of disease that led to modern medical sciences

Believed illness is a result of natural causes, not the Gods

Beginnings of Anatomy

The Ancient Greeks were the first to attempt to study objectively the human body. Many medical terms are based on Greek.



Mental Care

The first classification of mental disorders was proposed by Hippocrates:

Mania, Melancholy, Insanity, Disobedience, Paranoia, Panic, Epilepsy and Hysteria.

Some of these terms are still used today.

Mental Care

It was believed that healing the soul through music also healed the body, and there were specific musical applications for certain diseases.

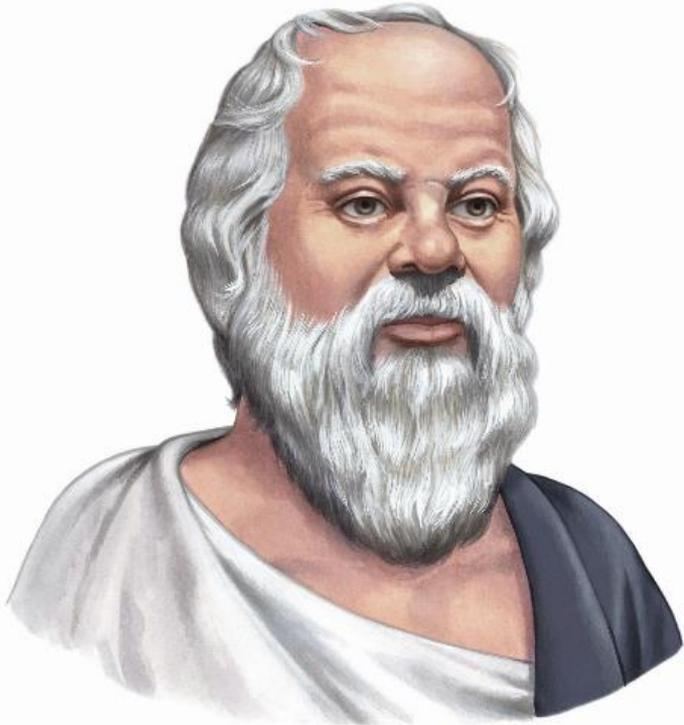
For instance, the sound of the flute and harp served as a treatment for gout.

The First Use of “Big Data”

In their diagnoses 2500 years ago, Greek physicians noted the patient’s **geographical location, climate, age, gender, habits and diet.**

Also **rational mood swings, sleep duration, dreams, appetite, thirst, nausea, location and severity of pain, chills, coughing, sneezing, belching, flatulence, convulsions, nosebleeds, even menstrual changes** were recorded...

What did Socrates know about healthcare and engineering? **A lot.**

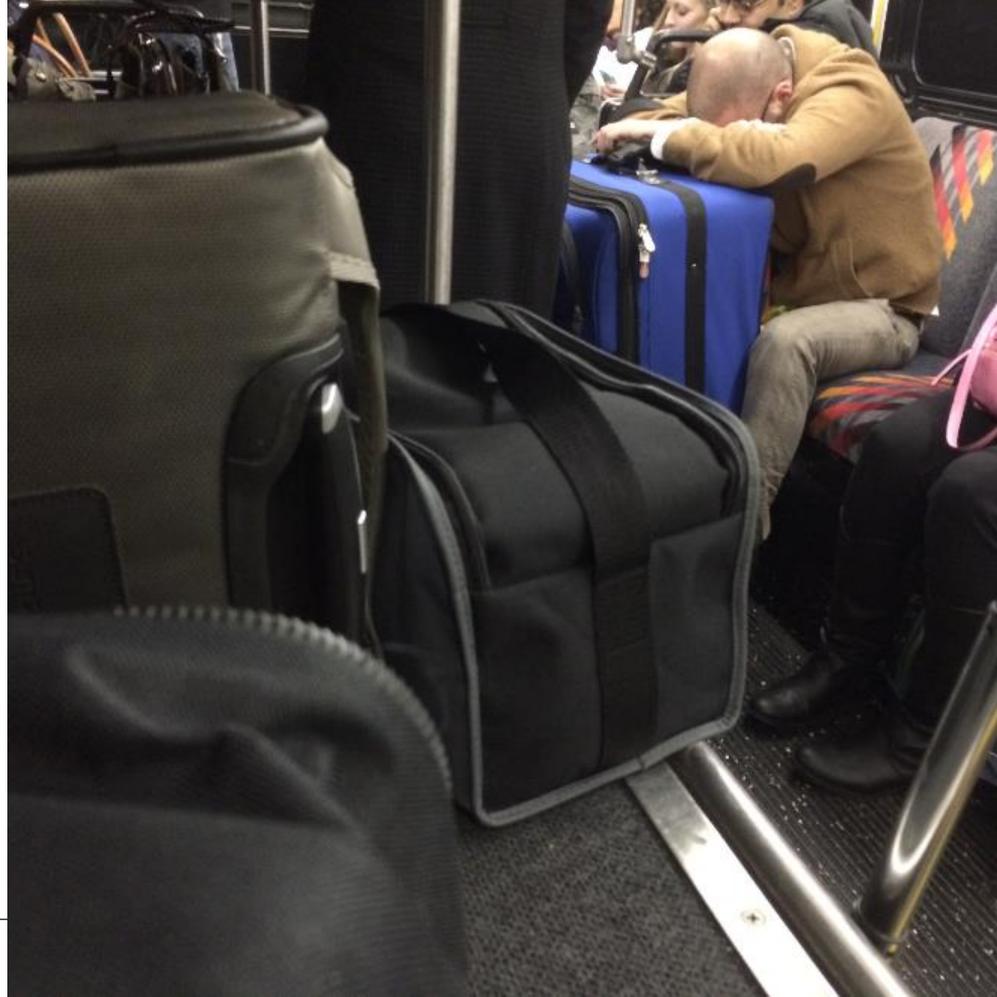


Enlightenment and Ethics.

Socrates (469-399 BC)

One of the first to encourage common citizens to turn their attention from the outside world to the condition of man.

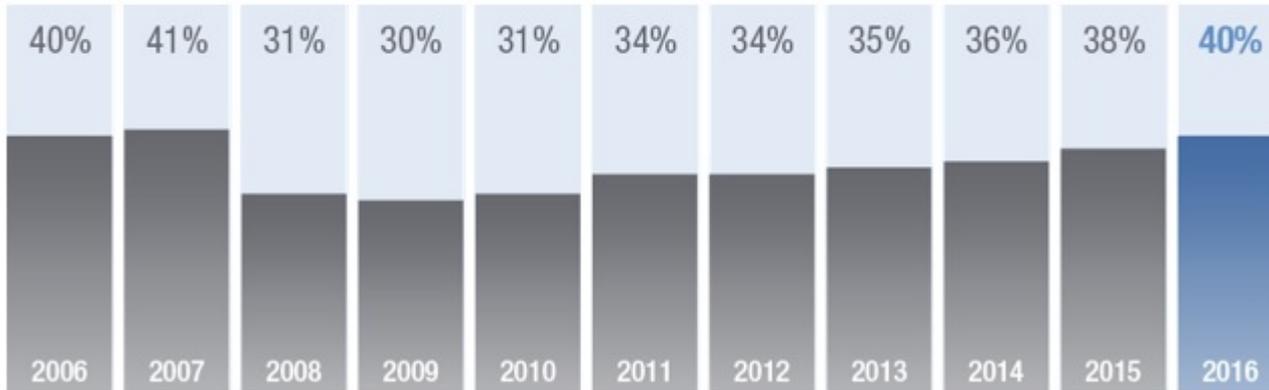
Back to Modern Life



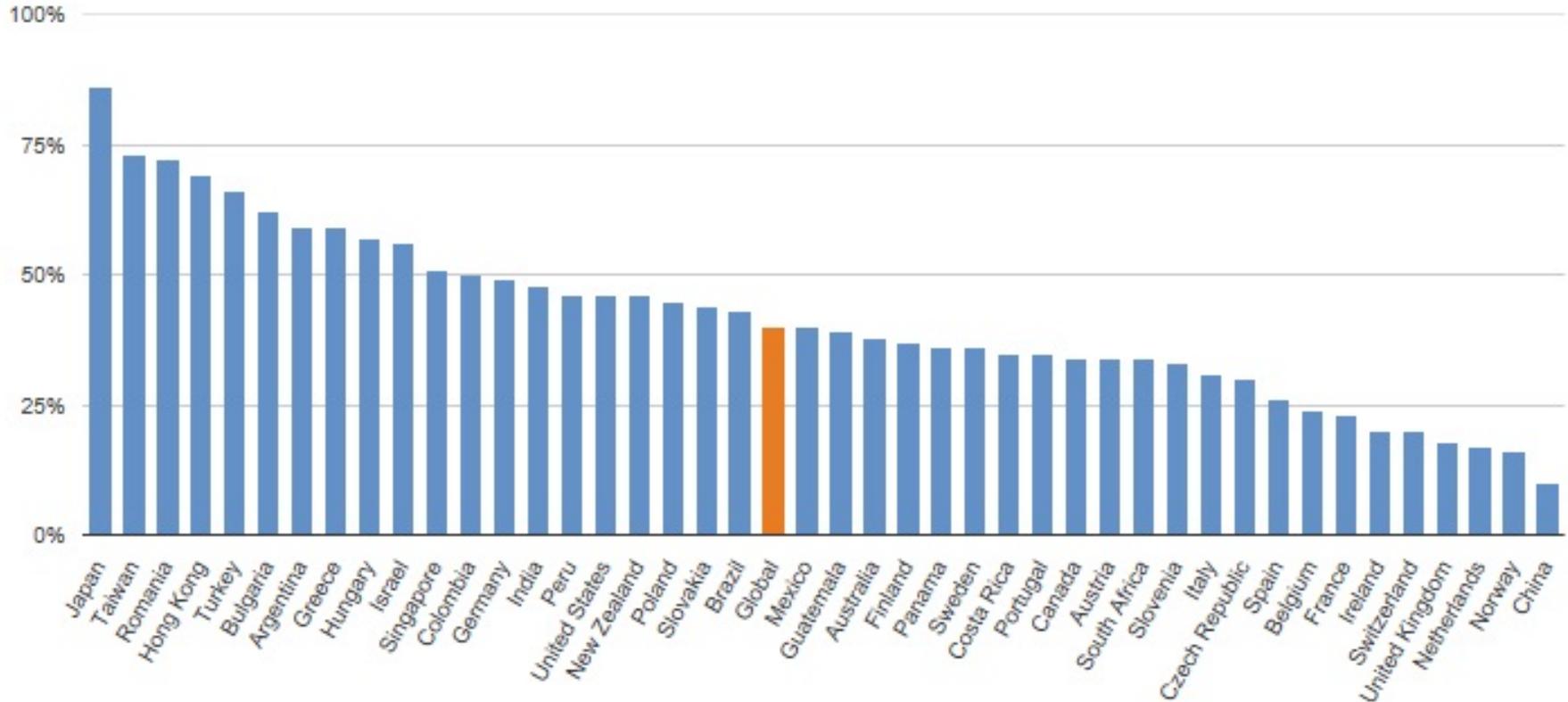
Not a Worker Shortage – a Talent Shortage

40% of Global Employers Report Talent Shortages

More Employers Than Ever Are Turning to Training & Development to Address Talent Shortages



From Japan (high) to China – (low)



What is the result?

43% of North American employers say **talent shortages are having a negative impact** on their ability to meet client needs.

Consequences include:

- Reduced competitiveness (41%)
- Increased employee turnover (32%)
- Higher compensation costs (32%)
- Reduced employee engagement (32%)

Overlapping
problems

Produce
-20%

**Poor
Producers**

Produce
60%

**Average
Producers**

Produce
60%

**High
Performers**

68%

Bottom 16%

Top 16%

Keeping
high
performers
engaged is
key to the
future of
Healthcare
Engineering

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-20%

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Producers**

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68%

Bottom 16%

Top 16%

What
Motivates
High
Performers?

Produce
-20%

**Poor
Producers**

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Challenge
Recognition
Development

You're not here for last year's ideas

“Best Practices”
are not the answer

Apple Newton?
Palm Pilot?

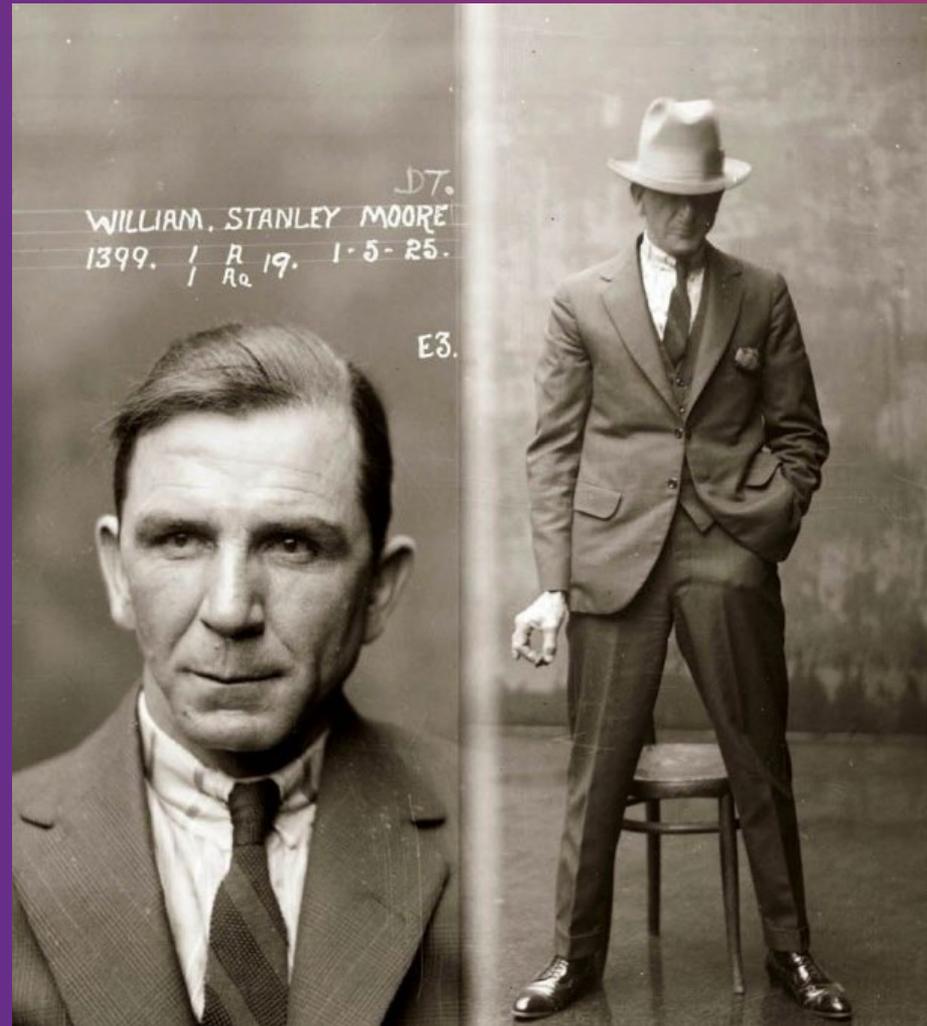
(crickets...)



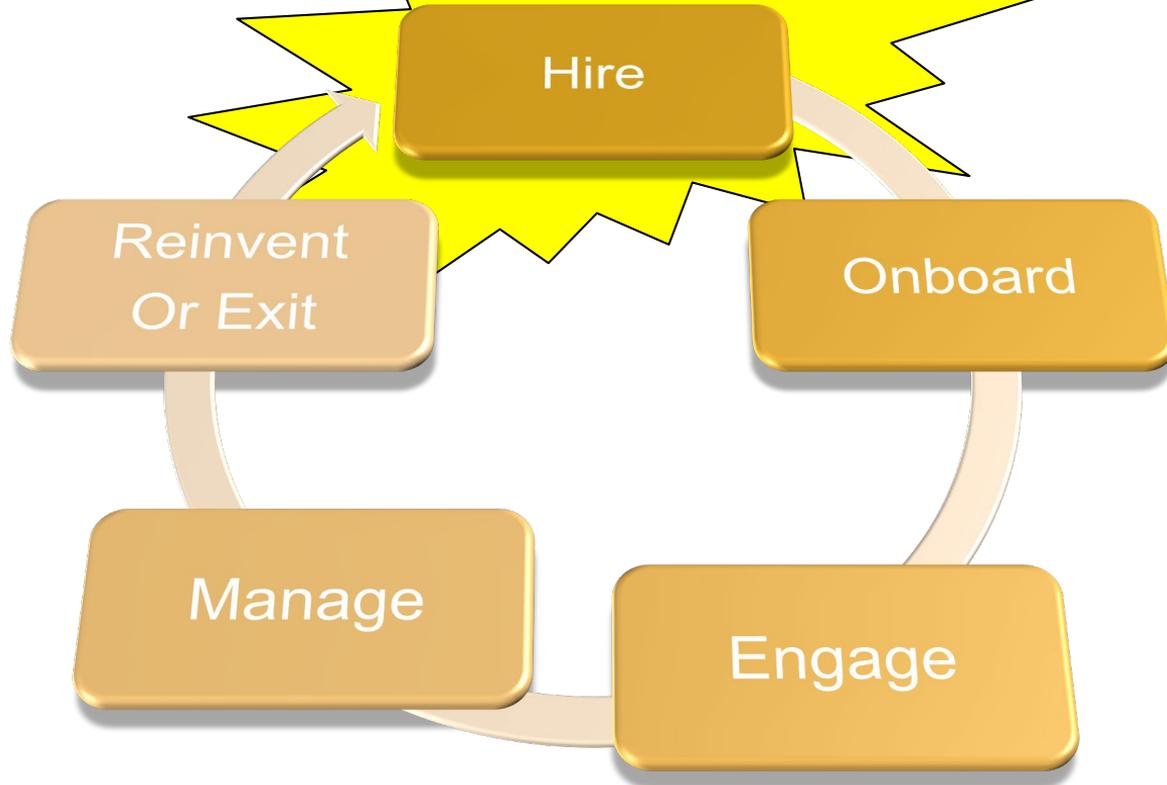
Driving
while
looking in
the rear
view
mirror is
not a good
strategy

Why bother?

You want to have
the right people,
in the right place,
at the right time,
with the right skills



What should you fix first?



Hire average people and your best employees leave.

“People want to be a part of a good unit. High quality people see poor quality people, and wait for leaders to find the problem and fix it.”

- Colin Powell



The Law of Limited Opportunities

The **fewer** your opportunities:

The **more likely** you will
have to **compromise**

The **more** you must make
of each **opportunity**

Scarcity can
drive
desperation

What to do **first**?

Hire to a higher standard

Figure out who your high performers are

Train first line managers in listening skills

Recalibrate performance management

Constantly train your high performers

Test fast, fail fast, adjust fast

The long-term answer may not be the easiest in the short term.

Hire better - for **values**
and **job fit**

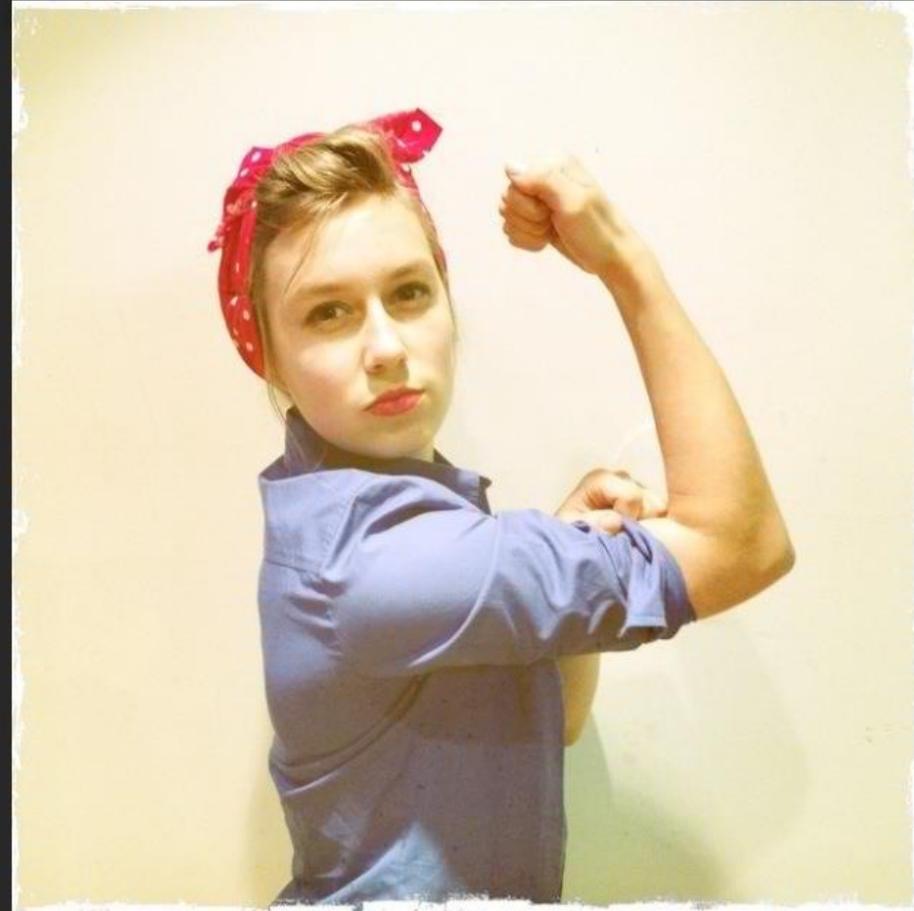
Onboard quickly, with
care

Keep **training them**

Know your people, **listen**
well

Be **fair and consistent**

Help them see a **career**
path



Let's solve the Puzzle

Sourcing

Screening & Hiring

Onboarding

Engaging

Managing

Reinvent or Exit

The long-term answer may not be the easiest in the short term.

Let's solve the Puzzle

Use Agile and LEAN Methods

Now, we must reinvent the hiring process.

We must focus on

Speed

Accuracy

Job Fit

Values Alignment

The long-term answer may not be the easiest in the short term.

LEAN?



Eliminate waste

Value each other

Individual
accountability

Build a high
performing culture

Principle 1: Respect Value

Value is the worth that your customer places in the products and services you provide them.

Creation of value is the purpose of business. All things that interfere with the creation of value should be avoided.

LEAN

“Progress cannot be generated when we are satisfied with existing situations.”

-- Taiichi Ohno

Principle 2: Respect for People

Value can only be created by human action.

Employees are not interchangeable and replaceable.

That passion for what is right translates into win-win solutions, and, therefore, creates value.

LEAN

“Progress cannot be generated when we are satisfied with existing situations.”

-- Taiichi Ohno

Principle 3: Respect for Time

Everything other than time can be purchased.

Time is finite and unrecoverable; no more can be acquired. Time is the limiting commodity.

LEAN

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-- Taiichi Ohno

Principle 4: Respect for Gemba

The **gemba** is the workplace. Gemba is the system that people use to generate all value.

Knowing and living in the workplace is fundamental to process excellence.

LEAN

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-- Taiichi Ohno

Principle 5: Respect for Problems

All processes will eventually have problems.

What differentiates quality organizations is how they deal with problems.

By solving our problems we improve the people, our use of time, and our value.

LEAN

“Progress cannot be generated when we are satisfied with existing situations.”

-- Taiichi Ohno

Principles before Rules

It's not the work we do,
the products we make,
or even how we do the job
that's important – what
matters most is:

**how we think about
the job we do
and for whom we do it.**

Deming and Red Beads

- **William Edwards Deming** was an American engineer, statistician, professor, author, lecturer, and management consultant.
- The name **red bead** is a metaphor for the problems that we experience every day in our life.



Deming and Red Beads

The world has a **never ending supply of problems.**

You get up in the morning and solve the problems of the day. **Solve one problem and more problems appear.**

It is the way of the world.



Let's improve the process



Standing

Let's improve the process



* Desk not included

Walking

Let's improve the process



Hamster Wheel

Let's solve the Puzzle

Sourcing

Screening & Hiring

Onboarding

Engaging

Managing

Reinvent or Exit

The long-term answer may not be the easiest in the short term.

So, How do you select?



Poor Job Fit

Produces low performers

Increases turnover

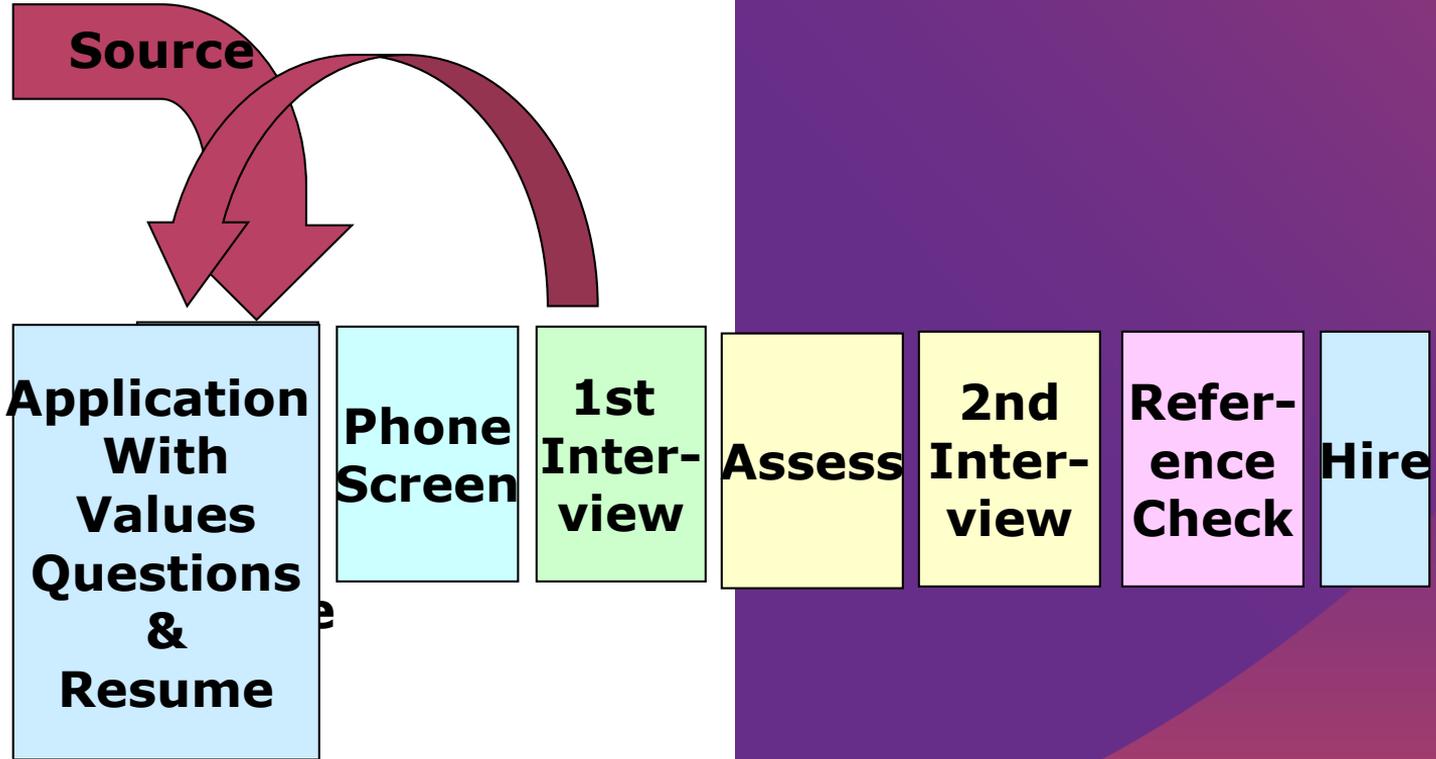
Distracts the organization

No values alignment

Reduces profitability

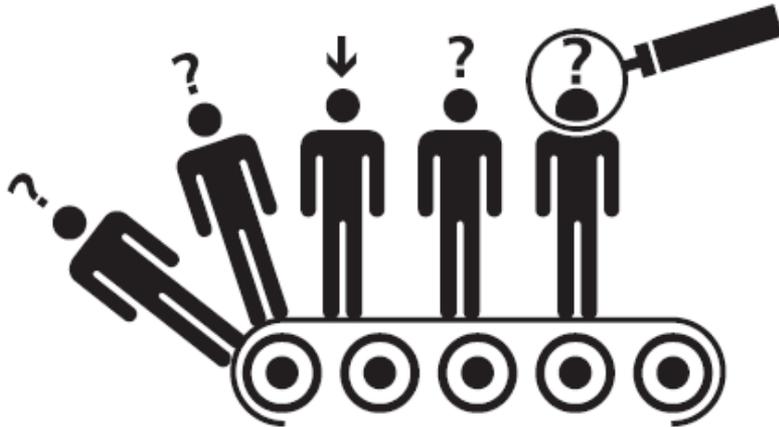


Screen for Job Fit early



One inescapable conclusion

We've Been Measuring
the Wrong Things...



What should we be Measuring?

Quality

- Quality of **Referral Source**
 - Quality of **Candidate**
 - Quality of the ***Job Fit***
 - Quality of the **process** as a predictor of **performance**
 - Quality of **proficiency** of the candidate in specific skills
 - Quality of the **handoff** to the hiring manager
 - Quality of the **overall team**
-

LEAN
or Agile
is the
answer

Characteristics of Top Performers

- ✓ Learn quickly and do not get caught up in the wrong details
- ✓ Take personal accountability and responsibility for their own actions
- ✓ Have a sense of humor that defuses stress and conflict in the workplace
- ✓ Fit with the team

It is not that one list is right
and the other is wrong...

they are just different lists

LEAN
or Agile
is the
answer

Let's solve the Puzzle

Sourcing

Screening & Hiring

Onboarding

Engaging

Managing

Reinvent or Exit

Now, you'll
have the
resources to
improve the
rest of the
employment
cycle

New skills needed:

Behavioral Psychology
Strategic planning
Communication



In closing, **remember...**

Speed of relationship building
is the future answer

Hire for **values**

**Use a valid assessment to
hire for job fit**

Onboard with care

Keep **training them**

Know your people, **listen well**

Be a **fair and consistent** boss

Help them see a **career path**

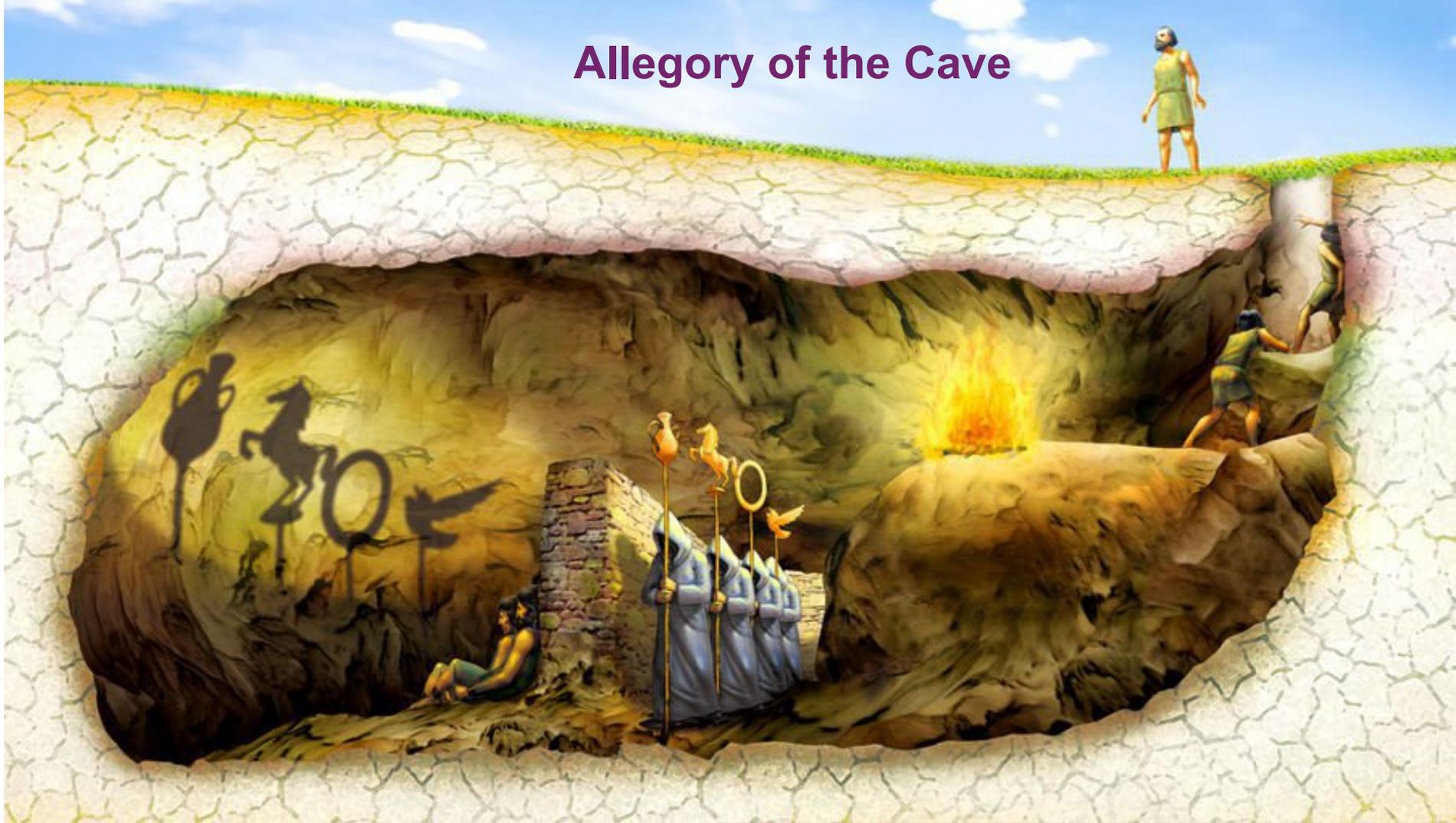


Allegory of the Cave

Plato distinguishes between people who mistake sensory knowledge for the truth and people who really do see the truth.

Imagine a cave, in which there are three prisoners. The prisoners are tied to some rocks, their arms and legs are bound and their heads are tied so that they cannot look at anything but the stone wall in front of them...

Allegory of the Cave



Allegory of the Cave Lessons

Knowledge cannot be transferred, but the student must be guided to make their own decisions about what reality is and what is important.

Seeing light or gaining knowledge may be painful at first.

Once a person is enlightened, he or she has a responsibility to society.

Rulers must be wise, not eager to rule, and willing to live among the populace

Questions?

Karl Ahlrichs

317-250-9081

kahlrichs@gregoryappel.com

