# Levels of Moral Reasoning

1. **Practical Values**
2. **Gap Analysis**
3. **Definition of Results**

- Using the Purpose to Define Results – Cherokee Nation Health Services
- Cherokee Nation Health Services Purpose
- The Mayo Clinic Organizational Philosophy
- Summary
- Key Terms
- Exercises

## Chapter 5: Leading with Strategic Intelligence and Profound Knowledge

- Strategic Intelligence (SI) & Profound Knowledge (PK) Model
  - Foresight Questions
  - Visioning As Designing the Idealized Organization
  - Partnering
  - Motivating
  - Profound Knowledge
  - Understanding Systems
  - Understanding Variation
  - Understanding Psychology
  - Understanding Theory of Knowledge
  - Employing Strategic Intelligence and Profound Knowledge
  - Summary
  - Key Terms
  - Exercises

## Chapter 6: Changing Health Care Systems with Systems Thinking

- Transforming from an Organization to a Health Care System Focus
  - Four Ps and System Definition
  - Deming Organization Viewed as a System
  - Contrast between Organizational Chart and Systems Map
  - Interdependence
  - What do we mean by process?
    - Concept of a Key Process and Level of Detail in a System
  - Two Kinds of Complexity
  - Nested Systems and Change at the Detail Level
  - Classification of Processes
  - Institute of Medicine -10 Simple Rules for Delivery Systems
  - Defining the System
  - Why Systems Theory is Difficult
  - Comparison of Analysis and Systems Thinking
  - Changing a System – Reactive and Fundamental Changes
  - Leverage, Constraints and Bottlenecks
  - Systems and People – Improving Behavior
  - Summary
Chapter 7: Statistical Thinking for Health Care Leaders 107
- Knowledge About Variation 107
- Common and Special Causes
  - Construction of the Control Chart 109
  - Avoiding the Two Kinds of Mistakes in Reaction to Variation 113
  - Shewhart’s Rationale for the Control Chart Limits 113
- Graphical Display Using Statistical Thinking
  - Hospital “Dashboard” with Traffic Lights
  - Chart for Safety Events per 10,000 Adjusted Bed Days
  - Chart on Safety Errors
  - Chart on Unplanned Returns to the Emergency Department
  - Infections per 1000 Patient Days – Total 119
- Power of Simple Run Charts for Data Display 124
- Leadership to Improve Population Health – Florence Nightingale
  - Nightingale’s Causes of Death Chart – 1854-1856
  - Run Chart on Nightingale’s Data 128
- Summary 129
- Key Terms 129
- Exercises – Statistical Thinking Exercises for Leaders 129
- Example of Case Study 130
- Opportunities for Learning from Variation 131

Chapter 8: Understanding the Psychology of Collaborators 134
- Intelligence Defined
- Personality Intelligence
  - Talents and Temperament 136
  - Social Character 137
  - Drives 139
  - Motivational Type 142
  - Comparison of Motivational Types – Freud, Fromm, Maccoby & Porter
    - Freud’s Personality as a System 145
    - Maccoby’s Personality as a System 145
  - Identity and Philosophy 145
- Bureaucratic and Interactive Values 146
- Motivation: Popular Ideas to Unlearn
  - Maslow’s Hierarchy of Needs 149
  - Hawthorne Works Experiment – Maccoby Critique 151
- Using Personality Intelligence 154
- Relationship between Five Rs and 7 Value Drives
  - Five Rs of Motivation Defined 159
- Recognition of Contributions – Critical for Building Intrinsic Motivation
Chapter 9: A Health Care Leader’s Role in Building Knowledge

- How Do Theories Evolve?
  - Descriptive and Normative Theories
- Single and Double Loop Learning
- Learning & Continuous Improvement
- Shared Meaning & Operational Definitions
  - Operational Definition Defined
- The Leader as Learner and Teacher
- Utilizing a Standard Methodology for Learning in the Organization
  - Model for Improvement
  - PDSA Cycle
  - PDSA – Deductive and Inductive Learning – Theory Building
- Shared Meaning, Ladder of Inference & Learning Norms

Chapter 10: Three Case Studies - Mastering Change

- Health Care Learning Organization – Jonkoping County Council
- Improvement in Dialysis
- OCHIN

Chapter 11: Leading Change: First Steps in Employing Strategic Intelligence to Get Results

- Defining Purpose of the Organization
- Define Leadership Role
- Define Leadership Philosophy
- Gap Survey Template
- Strategic Intelligence Inventory
- Displaying the Results from the Strategic Intelligence Questionnaire and Practical Values Gap Survey for Leadership Team Learning Defining Results for the Leadership Team
- Process of Change
  - 4 Ps Summary of Action
  - 4 Ps Template – 5 years
- Translating the Vision and Strategy to Actionable Approaches
  - Driver Diagram – Translation from Strategy to Action
  - Charter Approval Form
  - Charter Approval Form - Example
  - Sponsor Report
Appendix  306
  • Leadership Personality Survey  306
    o  Scoring Chart  308
  • Social Character Questionnaire  309
    o  Scoring of Social Character Questionnaire  310
  • Understanding Leadership Personality  311
    o  The Caring (Freud’s Erotic) Leadership Personality  312
    o  The Visionary (Freud’s Narcissistic) Leadership Personality  315
    o  The Exacting (Freud’s Obsessive) Leadership Personality  316
    o  The Adaptive (Fromm’s Marketing) Leadership Personality  317
  • Leadership Personality Examples  319
  • Combination of Types  320
    o  Exacting-Dominant Mixed Leadership Types  323
    o  Adaptive-Dominant Mixed Leadership Types  324
    o  Mixed Type and Social Character  325

Glossary  328
Transforming Health Care Leadership is a call to seek the knowledge and master the tools necessary to survive the unprecedented level of change that health care organizations and their leaders now face. The authors methodically challenge management myths that may have worked in yesterday’s health care bureaucracies but have no place in the types of learning organizations that are coming to dominate this field.

Health care organizations are challenged to improve care at the bedside for patients, learn from individual patients to improve population health, and reduce per capita costs. To achieve these aims, new kinds of leaders are needed in all parts of the organization. These leaders need to apply and integrate:

- **Strategic Intelligence** (foresight, partnering, visioning, motivating)
- **Shared Philosophy** (purpose, practical values, ethics and moral reasoning, definition of results)
- **Profound Knowledge** (systems, variation, personality intelligence, theory of knowledge)
- **Methods and Tools** based on the above to move a health care organization from a bureaucracy to a learning organization that can adapt to continual change.

Readers of *Transforming Health Care Leadership* will find themselves much better prepared to thrive and succeed in today’s environment, by improving the patient’s experience, challenging prevailing assumptions about cost, and raising the health of the populations they serve.

---

**20 percent discount. Order at josseybass.com or by phone 800/956-7739; use code MPH20**