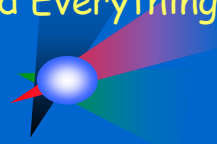


Health and Everything



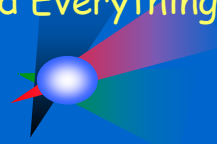
Well-Functioning Organizations

An Introduction



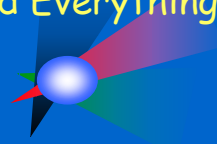
Tavistock Experiences

- Seminar for several years
 - Learning about unconscious forces in organizations
 - Style of consulting
 - Influences of Bion
 - Menzes Lyth
 - Elliott Jacques
- Leicester Conference
 - As participant and trainee
 - Experience of anxiety of chaotic environments as well as moments of well-functioning in organization
 - Experience of consulting in temporary organization
- As consultant to T.I.M.S
 - To find a strategy for the future



What is a Well-Functioning Organization?

- Hierarchical structures contain anxiety of workers
- Leadership at the top allocates roles and responsibilities
- Leader has power to clarify and arbitrate nature of primary task
- Leader assigns authority to those accountable for the primary task
- (Elliot Jacques Influences these views)



Anton Obholzer in “Unconscious at Work”

- A leader .. needs the power to initiate and implement changes as required by a change in social or institutional circumstances, or even, in the light of these factors, to change the primary task of the organization. As part of this process, a system of accountability needs to exist, as does a mechanism for the delegation of authority, an in-house network that allows for the flow of both authority and feedback. By such means, it becomes possible to delegate aspects of the primary task to individuals or teams within the structure, and to call them to account for the nature of their functioning in relation to the overall task of the organization.¹



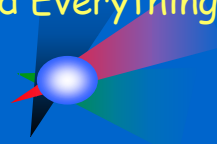
Temporary Organizations as Models

- Leicester Conference as an example
 - No early spontaneous self organization
 - Struggles to identify the primary task
 - Rivalry for leadership
 - Escape from organization
 - Through such things as coupling
 - Refusal to accept authority of emerging leaders
 - Subversion of others efforts
 - Difficulties in collaborative work
 - Occasional moments of working
 - Once Leaders are established
 - When clarity of primary task emerges



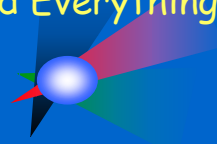
Other Models

- Other answers to questions about well-functioning organizations
- Is it possible to Self-organize around a relatively unclear primary task
- Is it possible to contain and build on conflict in organizations
- Is it possible to design spontaneously self-organizing temporary organizations
- What are the unconscious forces at work here?



Open Space Overview

- A new way of approaching the dynamics of organizations
- The open space conference is a self-organized, temporary, transitional organization
- It models aspects of the complexity of most human services organizations
- Acts as a forum for gathering ideas and gaining commitment
- Gives everyone voice and accepts diverse views
- Brings together passion and responsibility

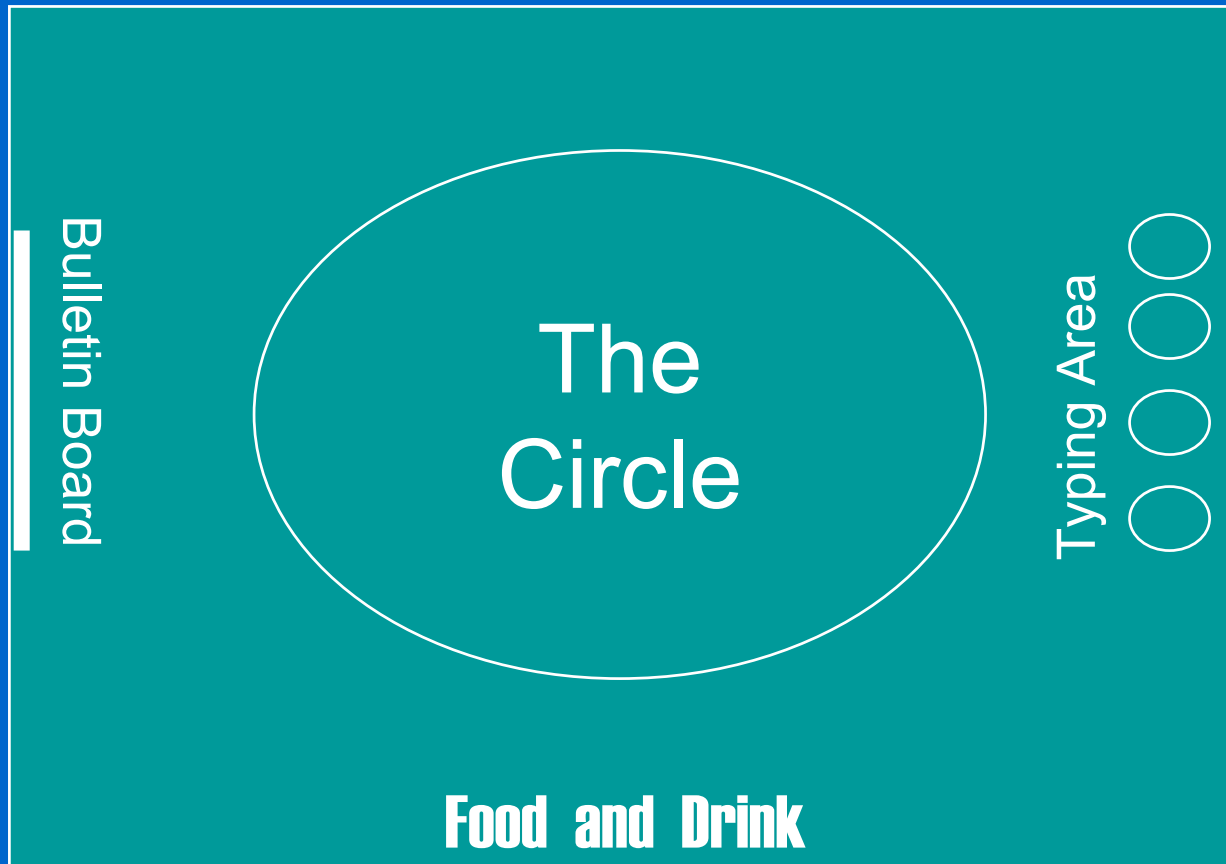


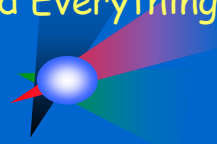
Preparation for Open Space

- The Role of the Commissioner
 - Adopts a meaningful question
 - Recognize that open space gives an equal voice to everyone
 - Is prepared to give up control over the agenda or results
- Preparing the space
 - Meeting room double size circle of chairs
 - 1 Breakout room per 20
 - Computers for each room + printer
 - Bulletin Wall
 - Food and drink all day



The Space





How Open Space Works

1. Frame the question
2. Invite conveners (passion and responsibility)
 1. state topic
 2. choose time and place
 3. convene meeting
 4. prepare report
3. Topics are posted
4. Market place opens
5. Open space begins
6. Reports are posted and discussed
7. Evaluation and review
 1. Evaluation
 2. What has changed as a result



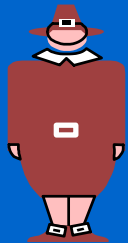
Roles in Open Space



Convener: Passion & responsibility



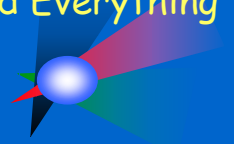
Bumblebee: Cross Pollinates Ideas



Loyalist: Stays the Distance



Butterfly: Waits and Watches



Four Principles of Open Space

1. Whoever comes is the right people.
2. Whatever happens is the only thing that could have.
3. Whenever it begins is the right time.
4. When it is over, its over.



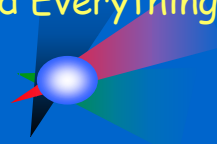
The Law of Motion

If you find that you are
neither learning nor
contributing, move on.



A Case Study

- Westcare Hospitals
 - Period of restructuring
 - 6 hospitals begin to meet
 - How to be proactive in a somewhat hostile environment
- Inside Hospitals
 - How to respond to threats?
 - How to deal with suspicions?
 - How to mobilize people?
- Contribute \$100,000 each
 - To consultants



Preparations

- Decision to hold an Open Space Conference based on sense of urgency
- Meetings with Board Level representatives to determine question
- Meetings with support staff to plan infrastructure



The Question

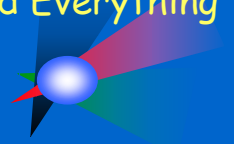
As a result of the pressures on the health care system, the six Westcare hospitals have agreed to plan for an integrated hospital network for West Toronto.

- What should it look like?
- How do we get there?
- How do we ensure that we improve the quality of care?



The Infrastructure

- Dates on Friday and Saturday
 - Employed staff give up weekend
 - Doctors give up a day of income
- Hire all public space of a large hotel
 - Ballroom capacity 1000 for 500 expected participants
 - 20 Meeting Rooms
 - Food available throughout two days
 - Lunches available in two restaurants
- Donation from IBM of computers and printers



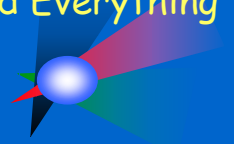
The Event

- 550 People in four rows formed as a circle
- The question was framed and people were asked to come forward to convene meetings
- Several moments of silent anxiety followed by the introduction of 130 topics
- A chaotic market place where people decided where they would go and signed up and negotiated changes



Three Exemplary Stories

- First event was a meeting of nurses to demand their right due
 - Attended by doctors who had never heard this stuff expressed in such an articulate way
- An event in day 2 brought together a pediatric oncologist and a survivor of cancer to talk about the organization of clinical care on an equal level
- Attempts to push through a prepared agenda by one hospital failed



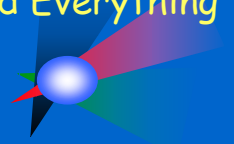
Summary of the Days

- 550 Participants
- 132 Meetings
- 250 Page Report distributed to all at end of Saturday



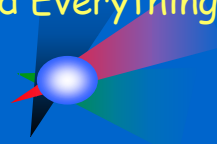
Topics and Participation

Topic	Meetings	Participants
Westcare Vision	14	550
Clinical Programs	18	380
Functional Groups	9	160
The Leadership Model	16	460
Stakeholder Communications	12	375
Community Linkages	22	610
Human Resource Issues	17	280
Quality of Care	24	680



Brief Summary of Evaluation

- "Many good ideas were expressed."
 - Over 90% of all interest groups agreed.
- "I feel more knowledgeable."
 - Over 80% of all groups except doctors agreed.
- "Opportunity to express my views."
 - 100% of doctors and over 90% of others agreed.



Conclusion

- Most complex human groupings in fact contain large elements of spontaneous non-hierarchical self-organization
- They are often difficult to see because of the formal organizational structures which are traditionally hierarchical
- People take on authority and are largely accountable to themselves
- This may allow for a redescription of what actually happens in many organizations