Don’t Just Do Something, Stand There

Darrell Mann
1) The Problem

2) Three Why’s

3) Solutions?

4) Two How’s

5) One Way Forward
197 Hand offs to discharge a patient

Patient Pathway Trauma
Bolton Hospitals NHS
GAME OVER!
play again?

Contracts Clause
Corporate Personhood
State Constitutions
Corporate/Go.
Revolving Doc.
State Preemptions
Commerce Clause
USSC Rulings
Regulatory System
Banging your head on a wall burns 150 calories per hour.
Busy... Busier... ...Busiest
THE 8 WASTES

CORRECTION
Any Defects, Errors, Rework, or Repair

OVERPRODUCTION
Making More than the Amount that is needed Right Now for One-Piece Flow.

MOVEMENT
Moving Materials, Parts, or Vehicles in or from Storage or Between Processes

MOTION
Any Unnecessary Movement of People that Does Not Add Value to the Product, Including All Walking and Time Spent Looking for Tools and Parts.

WAITING
Idle time Created When Materials, Parts, Information, People, or Equipment is not Ready when Required.

INVENTORY
Any Materials, Supplies, Parts, or Products in Excess of Just-in-Time Requirements. Inventory Institutes Problems.

OVERPROCESSING
All Non-Value-Added Process Steps or Actions Taken That are Not Important to or Required by the Customer.

NON-UTILIZED TALENTS
Under-Utilizing Employee Skills, Talents, & Knowledge. Ignoring Innovative Ideas and Creativity.
DO

PLAUSIBLE
DENIABILITY

STUDY

PLAN

ACT

DO
DO

FIREFIGHT

PLAN

PLAUSIBLE

DENIABILITY

STUDY

DO
1) The Problem

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FIGHT, FLIGHT, FREEZE
The escalation of **fearing**  
(patterns of fight, flight, freeze, and fake)
NOW

LATER
LOOK AT ALL THESE PROJECTS AND PAPERS I HAVEN'T STARTED
Fast decisions, unless they’re fatal, are always better.
• At a white square, turn 90° right, flip the color of the square, move forward one unit

• At a black square, turn 90° left, flip the color of the square, move forward one unit
$f(Z) = Z^2 + C$
“fly as close to your neighbours as possible”
Cynefin

Complex

Complicated

Disorder

Chaotic

Simple
“get away from the falcon”
NO CAPTAIN CAN DO VERY WRONG IF HE PLACES HIS SHIP ALONGSIDE THAT OF THE ENEMY.

Horatio Nelson

British Fleet of the Battle of Trafalgar
21st October, 1805

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Cynefin

Complex
Unknown

Complicated
Knowable, Unfamiliar

Disorder

Obvious
Known, Familiar

Chotic
Unknowable

Understanding

Standardisation

Control

Loss of control
Cynefin

- Complex
  - Enabling constraints
  - Loosely coupled
  - probe-sense-respond
  - Emergent Practice

- Complicated
  - Governing constraints
  - Tightly coupled
  - sense-analyse-respond
  - Good Practice

- Chaotic
  - Lacking constraint
  - De-coupled
  - act-sense-respond
  - Novel Practice

- Obvious
  - Tightly constrained
  - No degrees of freedom
  - sense-categorise-respond
  - Best Practice

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1) The Problem
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30 seconds
Beating ‘Competitors’…

COMPETITOR SENSE-RESPOND CYCLE TIME

US

THEM

COMPETITOR SENSE-RESPOND CYCLE TIME

OUR SENSE-RESPOND CYCLE TIME
1) The Problem

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Observe What?
THE SAME OLD THINKING

THE SAME OLD RESULTS
THE SAME OLD THINKING
THE SAME OLD RESULTS

THE SAME OLD ABSOLUTELY EVERYTHING AROUND ME
We Are ‘Assume the Best’ Comfort-Seekers…

…it used to be unattainable…
Smile, be grateful, be positive.

Sometimes It’s not about ‘positive’

It’s about the Contradiction.
Sometimes, It’s Supposed To Be Difficult!
just a thought

positive procrastination?
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>managers want to multiply subordinates (not rivals)</td>
</tr>
<tr>
<td>2</td>
<td>managers make work for each other</td>
</tr>
<tr>
<td>3</td>
<td>people are naturally lazy</td>
</tr>
<tr>
<td>4</td>
<td>'if I do this quickly, my reward will be more work'</td>
</tr>
<tr>
<td>5</td>
<td>desire to stay in comfort zone</td>
</tr>
<tr>
<td>6</td>
<td>desire for an easy life</td>
</tr>
<tr>
<td>7</td>
<td>sliding down a slippery slope &amp; can’t get back up</td>
</tr>
<tr>
<td>8</td>
<td>people don’t like making decisions &amp; procrastinate</td>
</tr>
<tr>
<td>9</td>
<td>desire to be in control</td>
</tr>
<tr>
<td>10</td>
<td>desire to not stand out from others/be part of the tribe</td>
</tr>
<tr>
<td>11</td>
<td>wrong decisions may reveal a lack of competence</td>
</tr>
<tr>
<td>12</td>
<td>meaningless work</td>
</tr>
<tr>
<td>13</td>
<td>procrastination is a basic human need</td>
</tr>
<tr>
<td>14</td>
<td>the next job might be worse than this one</td>
</tr>
<tr>
<td>15</td>
<td>why would I volunteer for more work?</td>
</tr>
<tr>
<td>16</td>
<td>life is too overloaded elsewhere, work is easiest place to 'bunk off'</td>
</tr>
<tr>
<td>17</td>
<td>it’s nice to get away with stuff</td>
</tr>
<tr>
<td>18</td>
<td>employer steals my time, this is how I get it back again</td>
</tr>
<tr>
<td>19</td>
<td>bosses keep adding new stuff into agreed programme</td>
</tr>
<tr>
<td>20</td>
<td>continuous improvement has sucked away all the fat, so we’re all overloaded</td>
</tr>
<tr>
<td>21</td>
<td>life is complex so sometimes delaying til the last minute allows changes to be built in</td>
</tr>
<tr>
<td>22</td>
<td>people work better when they’re allowed to incubate and finish with a surge</td>
</tr>
<tr>
<td>23</td>
<td>people get defensive if you challenge what they’re doing</td>
</tr>
<tr>
<td>24</td>
<td>managers don’t like to confront difficult issues</td>
</tr>
</tbody>
</table>

work expands to fit the available time
21. Life is complex so sometimes delaying til the last minute allows changes to be built in (4)

22. People work better when they're allowed to incubate and finish with a surge (5)

8. People don't like making decisions & procrastinate (6)

13. Procrastination is a basic human need (0)

12. Meaningless work (5)

1. Managers want to multiply subordinates (not rivals) (4)

2. Managers make work for each other (0)

14. The next job might be worse than this one (4)
What’s The Frequency, Kenneth?
What’s The Frequency, Katrina?
Save the Titanic

- 2224 people on board
- Enough lifeboat seats for 1178 people
- 2 hours to sink
- 4 hours until rescue arrives
- 4 minutes in the North Atlantic at that time of year will cause death
Progress comes fastest when focus is on the unknowns.
And…
Reduce Waste
Reduce Variation

3M’s INNOVATION CRISIS
How Six Sigma Almost Smothered Its Idea Culture
by BRIAN HINDO [INSIDE]
What's The Frequency, Kenneth?
“How wonderful that we have met with a paradox. Now we have some hope of making progress.”
<table>
<thead>
<tr>
<th>Attribute</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight of Moving Object(1)</td>
<td>1</td>
</tr>
<tr>
<td>Weight of Stationary Object(2)</td>
<td>2</td>
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<tr>
<td>Length or Angle of Moving Object(3)</td>
<td>3</td>
</tr>
<tr>
<td>Length or Angle of Stationary(4)</td>
<td>4</td>
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<tr>
<td>Area of Moving Object(5)</td>
<td>5</td>
</tr>
<tr>
<td>Area of Stationary Object(6)</td>
<td>6</td>
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<tr>
<td>Volume of Moving Object(7)</td>
<td>7</td>
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<tr>
<td>Volume of Stationary Object(8)</td>
<td>8</td>
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<tr>
<td>Improve - Shape(9)</td>
<td>9</td>
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<tr>
<td>Amount of Substance(10)</td>
<td>10</td>
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<tr>
<td>Amount of Information(11)</td>
<td>11</td>
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<tr>
<td>Duration of Action of Moving Object(12)</td>
<td>12</td>
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<tr>
<td>Duration of Action of Stationary Object(13)</td>
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<td>Speed(14)</td>
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<td>Force Torque(15)</td>
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<td>Energy Used by Moving Object(16)</td>
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<td>Energy Used by Stationary Object(17)</td>
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<td>Power(18)</td>
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<td>Function Efficiency(24)</td>
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<td>Loss of Substance(25)</td>
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<td>Loss of Time(26)</td>
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<td>Loss of Energy(27)</td>
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<td>Loss of Information(28)</td>
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<td>Noise(29)</td>
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<td>Harmful Emissions(30)</td>
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<td>Other Harmful Effects(31)</td>
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<tr>
<td>Adaptability Versatility(32)</td>
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<td>Compatibility Connectability(33)</td>
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<td>Aesthetics Appearance(39)</td>
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<td>Manufacturability(41)</td>
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<td>Manufacture Precision Consistence(42)</td>
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<td>Automation(43)</td>
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<td>Productivity(44)</td>
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<td>System Complexity(45)</td>
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<td>Control Complexity(46)</td>
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<td>Positive Intangibles(47)</td>
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<td>Negative Intangibles(48)</td>
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<td>Ability To Detect Measure(49)</td>
<td>49</td>
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<tr>
<td>Measurement Precision(50)</td>
<td>50</td>
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As to methods, there may be a million and then some, but principles are few. The man who grasps principles can successfully select his own methods.
For every complex problem there is an answer that is clear, simple, and wrong.

H. L. Mencken
For every complex problem there are thousands of clear, simple, wrong answers.

For every complex problem there is a clear, simple, right one.

If we understand and affect the first principles.
EMPLOYEE HANDBOOK

Our number one goal is to provide outstanding customer service. Set both your personal and professional goals high. We have great confidence in your ability to achieve them, so our employee handbook is very simple. We have only one rule...

NORDSTROM

OUR ONE RULE

Use good judgment in all situations.

Please feel free to ask your department manager, store manager or Human Resources any questions at any time.

Image courtesy of Nordstrom, Inc.
Better Questions

- Pulse Rates
- Unknowns
- Contradictions
- ‘Between’s
Thanks!
Innovation... Most Difficult Game In The World?

Darrell Mann

Yekta Özözer

Darrell Mann

darrell.mann@systematic-innovation.com

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