



2ND EFCC-UEMS CONGRESS
DUBROVNIK 2012, 10-13 OCTOBER
LABORATORY MEDICINE AT THE CLINICAL INTERFACE

How to Manage Change In Challenging Times

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Change and “Culture”

- The story of five monkeys
- Change or die dilemma
- We are all for change, but...





The Age of Transition

- The rapper, the golfer
- Reinvent yourself: If you don't innovate, you are dead!
- Banking is necessary, banks are not
- 1.3 billion C + I
- Living in times of famine and obesity
- Millenians and the Cool





*He is quick, thinking in clear images
I am slow, thinking in broken images
He becomes dull, trusting his clear images
I go on, mistrusting my broken images*

*Trusting his images, he assumes their relevance
Mistrusting my images, I question their relevance
Assuming their relevance, he assumes the fact
Mistrusting their relevance, I question the fact*

*When the facts fail him he questions his senses
When the facts fail me I turn back to my senses
He continues, quick and dull through his clear images
I continue slow and sharp through my broken images*

*He in a new confusion of his understanding
I in a new understanding of my confusion.*





Management of Change = Questioning the Clear Images

- Success: knowledge&skills vs. attitude
- Professional vs. social intelligence
- Leaders vs. administrators
- Natural vs. imposed project teams
- Business administration vs. business innovation
- Goals of an organization
- Corporate culture of the future
- Workers of the future...





More Questions...



- Why do some projects fail? Is it because we failed as professionals, or because we failed as humans?
- Are we rational decision-makers?
- What is an α -team? Is it the best or the worst possible team?
- How is a project manager typically appointed? Is such a routine good or bad?
- Do we hire people for knowledge/skills or for attitude? Which is more important for success?
- Is it just another recession, or is it a crisis of values?



Information Society

TECHNOLOGY

RATIONALISM

PRAGMATISM

PHYSICAL COMFORT

Rational intelligence



Cool Society

EMOTIONS

STORIES

VALUES

SPIRITUAL COMFORT

Emotional intelligence



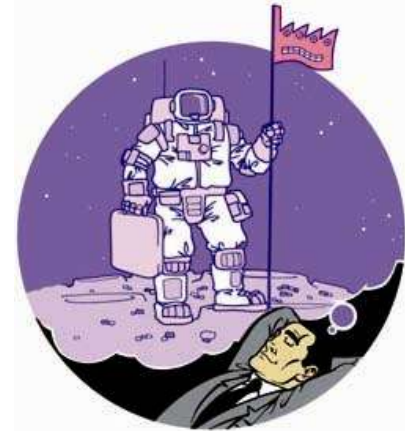
The Age of Transition

The corporation as we know it, which is now 120 years old, is not likely to survive the next 25 years. Legally and financially yes, but not structurally and economically.

Peter Drucker

We are living in the age of never satisfied customer.

Regis McKenna



There are two kinds of managers, the quick and the dead!

Jack Welch



The Old Corporation



- Organization based on fear
- Hierarchies, cubicles, pigeon holes, SOP's
- Leaders and teams are appointed by senior management
- Leaders are responsible, the goal attainment is based on command and control
- Control is imposed



The New Corporation



- Instead of organizations based on fear:
Organizations based on love
- Instead of hierarchies, cubicles, pigeon holes, SOP's: **Self-organized teams, based on friendship, partnership, common vision, mutually agreed values...**
- Instead of leaders and teams appointed by senior management: **Leader is the person who calls the meeting and people show up, teams are self-selected**
- Instead of leaders being responsible, the goal attainment being based on command and control: **Everybody is responsible; nobody is allowed to give orders in a team**
- Control is based on self-control



Change: Learn or Unlearn?

- Nan In: The problem is never how to get new, innovative thoughts into your mind, but how to get the old ones out!
- “If you want a paradigm shift, it is not enough for the old professors to retire; they must die!” (Tom Peters)





Jack Welch: Road to Success

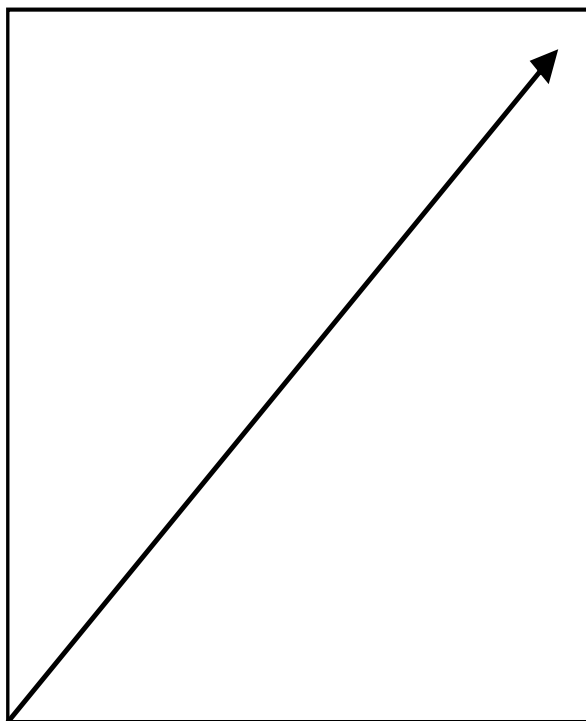
- Turning a bureaucratic system into entrepreneurial environment, ready to change and innovate!
- Key issues:
 - Take care of employee satisfaction!
 - Take care of customer (client) satisfaction!
 - Monitor **cash flow** (avoid the “red”!)



Social vs. Professional Intelligence

IQ

Professional
Competence
(Knowledge
and Skills of
the Trade)



EQ

Emotional Competence
(Social Skills)





The Perfect Employee

Professional attitude

Emotional attitude

| OLD PARADIGM |
|--------------|
| INTELLIGENCE |
| DILLIGENCE |
| OBEDIENCE |
| INITIATIVE |
| CREATIVITY |
| PASSION |



| NEW PARADIGM |
|--------------|
| PASSION |
| CREATIVITY |
| INITIATIVE |
| INTELLIGENCE |
| DILLIGENCE |
| OBEDIENCE |





Tom Peters: Act and think global

1. Accept the ranking: intellectual property, financial property, physical property
2. Innovate and change (competitive advantage is a temporary monopoly)
3. Be global, think global, act global!
4. Pursuit of Wow
5. Keep learning new tricks
6. Produce value





Shift in Goals

- Profit
- Market share
- Growth
- Meeting standards

- Satisfied employee
- Satisfied client
- Sustainable growth
- Happiness





Selecting a Team

- Leader
- Leader
- Leader

- Team members
- Team members
- Team members





Routine vs. Creativity

- Morning film?
- How much knowledge our students use in everyday life?
- How creative are you while doing your job?

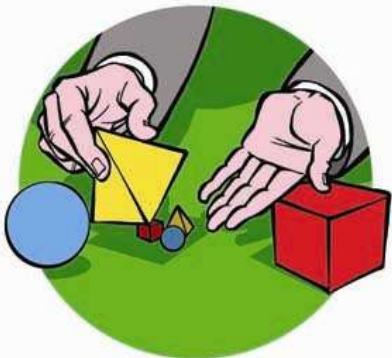
- Change = Proactivity (Nobunaga)





Administrators - Leaders

- Change is almost always “irrational”
- If you want your dream to come true, first you must have a dream!
- Management is rational (right way)
- Leadership is emotional (right stuff)





MBA Crisis



- analytical, pragmatic, rational, structured and organized.
- accustomed and trained to search for *clear images*,
 - to plan, to organize, to control and to evaluate in a well structured and standardized way



MBI (Master of Business Innovation)

- *attitude* of leadership, creativity, reengineering, innovation, harmony, social and emotional intelligence, multiculturalism
- Masters of change
- Innovators
- Reengineers
- Charismatic





Internet as an MBI Metaphore

- Endless creativity
- Full adaptability
- Inspirational environment
 - Organization based on love
 - Ideas compete on equal footing
 - Tasks are selected, not administered
 - Authority is not based on position
 - Hierarchies are natural, not imposed
 - Teams are self-organized
 - Leaders serve
 - Resources are attracted and not budgeted...





Corporations Based on Love

- Work should be all about love!
- Passion, Enthusiasm, Appetite for Life, Engagement, Commitment, Great Causes, Determination to Make a Damn Difference, Shared Adventures, Bizarre Failures, Growth, Insatiable Appetite for Change...
- Otherwise, why Bother?



Tom Peters



Shift in Focus

- Small and immature: **Resource management**
- Medium and developed: **Business process management**
- Large and sophisticated: **Organizational culture**





The Old and the New



- Rationalism
- Profit
- Pragmatism
- Hard Intelligence
- Efficiency
- Capital
- Structures
- Routine
- Organizations
- Information
- Control
- Resources
- Emotions
- Sustainable Growth
- Values
- Soft Intelligence
- Quality of Life
- Human Capital
- Processes
- Creativity
- Networks
- Communication
- Trust
- Organizational Culture



A Few Examples



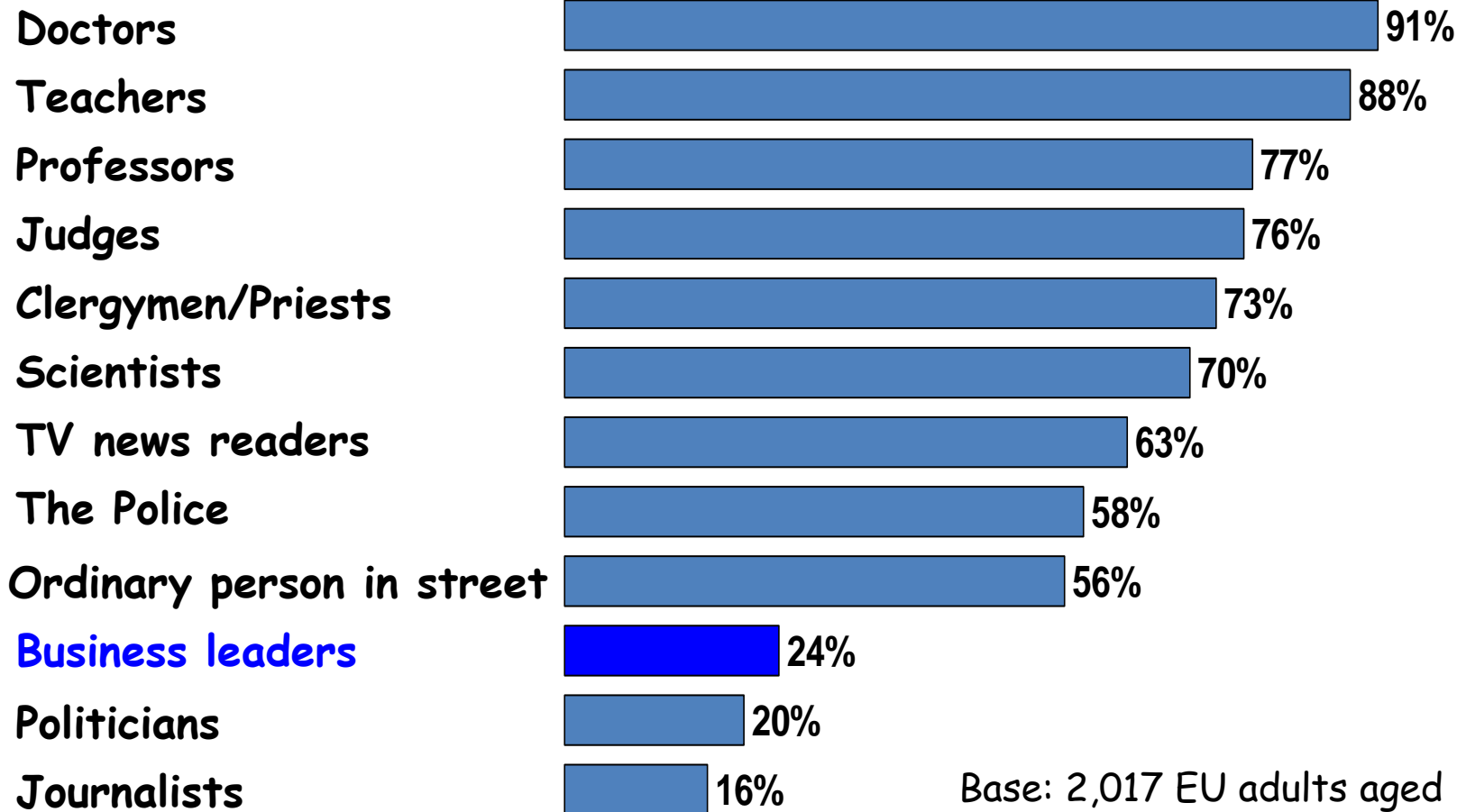
- One day per week you do at work whatever you want
- Nobody is allowed to give orders
- The boss is the guy who calls the meeting and people show up
- You create your own workplace
- You pick the projects and the teams
- You are hired for attitude and trained for skills



Lack of Trust in Business

Question:

Who would you generally trust tell the truth?



Base: 2,017 EU adults aged 15+,



- When I was clever, I wanted to change the world.
Now I'm wise and want to change myself!
- Before you act, listen! Before you react, think!
- Before you spend, earn! Before you criticize, wait!
- Before you attack, forgive! Before you quit, try!
- "Wise men talk because they have something to say; fools, because they have to say something."

Plato



Thanks for your Attention!

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