The great thing in this life is not so much where we are, but in what direction we are moving.

- O. W. Holme
Talent Management
In The Healthcare Industry
What is Talent Management?

The purpose of TM is to ensure that the right supply of talented workforce is ready to realize the strategic goals of the organization both today and in the future.

Organization’s efforts to attract, select, develop, and retain key talented employees in key strategic positions.

Talent management includes a series of integrated systems of

- Recruiting,
- Performance Management,
- Maximizing Employee Potential, Managing Their Strengths And Developing
- Retaining People With Desired Skills And Aptitude
Who are Talented People?

- They regularly demonstrate exceptional ability and achievement over a range of activities.
- They have transferable high competence.
- They are high impact people who can deal with complexity.
Why Organizations Need Talent Development?

- To compete effectively in a complex and dynamic environment to achieve sustainable growth
- To develop leaders for tomorrow from within an organization
- To maximize employee performance as a unique source of competitive advantage
- To empower employees:
  - Cut down on high turnover rates
  - Reduce the cost of constantly hiring new people to train
Leading a Learning Organization

Remember that it is far better to follow well than to lead indifferently.

- John G. Vance
Leading a Learning Organization

• Leadership in a Learning organization is based on principle of creative tensions
• Creative tensions occur when leader sees clearly where the organization should be and understands where organization is currently

• Leader as a designer
  – Designing & governing ideas, purpose, vision & core values

• Leader as a teacher
  – Responsibility to define reality

• Leader as a steward
  – Leader is to serve which aspires to lead
Re-engineering Work Systems
Common Organisational Problems

- Unclear/missing goals, strategies, basic values et cetera
- No common understanding of what practical leadership is all about
- Unclear roles, expectations, responsibilities and areas of authority
- Not enough delegation of authority
- Non-existing or bad routines in important areas
- Lack of information
- Ineffective meetings
- Too little co-operation across functional and organisational boundaries
- Too much focus on targets and results
- Too little focus on the processes needed to reach them
- Lack of competence (in leadership and staff alike)
What is Reengineering

- Reengineering is a methodology intended to overcome the difficulty in realizing TQM/CQI performance over a long duration, as well as the myopic conduct of organizational change, restructuring and downsizing.

- To reengineer the system, healthcare managers must be able to understand work-design, jobs, job measurement, process activities, and reward systems – all well known concepts of industrial engineering. With that knowledge, they can recognize the bottlenecks in the old system, identify unnecessary and repetitive tasks, and eliminate them.
Flow Process Chart

- Records a procedure in a graphic form, using a sort of shorthand to simplify and unify the record
  - Ensures every significant detail of the work process in its proper sequence is recorded
  - Highlights inconsistencies and redundancies
- Can eliminate, combine, change (sequence, place, person), or improve activities
Flow Chart for Emergency Room Specimen Processing

**Initial Process**

1. **Patient Entry**
   - **Triage:** need blood?
     - **No** → end
     - **Yes**

   - **Nurse draws blood**

   - **MD orders lab**

   - **IS order entry**

   - **Label & package**

   - **Verification**

   - **IS double entry**

   - **MD terminates lab order**

   **(end)**

**After Improvement**

1. **Patient Entry**
   - **Triage:** need blood?
     - **No** → end
     - **Yes**

   - **Nurse draws blood**

   - **MD orders lab**

   - **IS entry label & package**

   - **Lab**

   - **Results arrive in ER (end)**

   - **Accession & analysis**
Knowledge Management
“Processing Data Can Be Performed By Machine, But Only The Human Mind Can Process Knowledge Or Even Information.”

Jesse Shera, 1983
What is Knowledge Management

• “Knowledge management (KM) is an effort to increase useful knowledge within the organization.
• Ways to do this include encouraging communication, offering opportunities to learn, and promoting the sharing of appropriate knowledge artifacts.
• KM involves the creation, dissemination, and utilization of knowledge.
• The aim of Knowledge Management is to support Organizational Learning.
Central concept of KM

- Putting individuals in touch with one another to share their tacit knowledge.
- Transforming individuals’ tacit knowledge into explicit knowledge, which can be used by the entire organization.
- So, Knowledge Management can be interpreted as the ability to get the right information to the right people at the right time, and in the right place.
Viewing Knowledge Management

Knowledge Components

People
- Attitudes, Sharing, Innovation, Skills
- Team work, Motivation, Organization, Vision/Objectives, Communities, Standards
- 70%

Technology
- Data stores & formats, Networks, Internet, Data Mining & Analysis, Decision tools, Automation Standards
- 10%

Process
- KM Maps, Work flows, Integration, Best Practices, Business Intelligence Standards
- 20%

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n% = effort required
Organizational knowledge

Organizational and collective knowledge include:

- Rules
- Procedures,
- Strategies,
- Activities,
- Technologies,
- Conditions,
- Frames Of References;
Four Processes of Knowledge Management

• Creating of knowledge

• Distributing knowledge

• Sharing knowledge

• Capturing and Codifying knowledge
Knowledge Management Drivers

- Knowledge attrition
  - Voluntary and involuntary turnover
- Knowledge merging; communications challenge
  - Natural evolution of profit organizations
  - Conflicting knowledge models
- Content management
  - Digitally stored knowledge in naturally incompatible media/formats
  - Non-digitally stored materials – formal and informal; physical and non-physical
- Sheer volume of information and knowledge
- Electronic learning; training requirements
Knowledge Management Objectives

- Improve/enhance internal and external collaboration
- Capture/record/share best practices
- Improve customer relations and its management
- Learning faster to stay competitive
- Better document and protect proprietary items
- Provides workers with a more democratic place to work by allowing everyone access to knowledge
- Reduces costs by decreasing and achieving economies of scale in obtaining information from external providers
- Enhance marketing and advertising, especially on the web and other social media outlets
- Increases productivity by making knowledge available more quickly and easily
- Manage legal property such as brands
Knowledge Management Technologies

- Workflow
- Extranets
- Project Management
- Intranets
- Groupware
- Data Warehouse
- Decisions Support
- Records Management
- Document Management
- Web Conferencing
- Skype
- Go to Meeting
- Shared View

5/1/2015
Building A Learning Organization
Learning Organization

“A learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights”

“New ideas are essential if learning is to take place”
Building a Learning Organization

In the absence of learning,

- Organizations — and individuals — simply repeat old practices.

- Change remains cosmetic, and improvements are short-lived.
The Goal of a Learning Organisation
A Stimulating Work-Environment

- A general climate of co-operation
- Mutual respect and trust regardless of formal positions
- Open channels of communication. No "secrets" or hidden agendas
- Different skills and opinions being considered a bonus

- Development of everyone’s ability to create
- Minimising fear and uncertainty about the work-situation and the future
- Encouraging experimental attitudes
- Lots of humour and positive awareness
Characteristics of Learning Organization

- Learning Culture
- Management Processes
- Tools and Techniques
- Skills and Motivation
- Free exchange and flow of information
- Commitment to learning, personal development
- Valuing people
- Fostering a climate of openness and trust
- Learning from experience
Questions