

Integration ▫ **Sustainability**

High Performance

From Teams to Organizations and Inter-organizations Measures of Systems Thinking and Social Competencies from Production and Healthcare

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Today's Presentation: Key Takeaways and Topics

- I. Topic 1: People in Improvement Teams**
- II. Topic 2: People in Organizational Enterprises (Work Teams)**
- III. Topic 3: People in Multi-Org Enterprises**

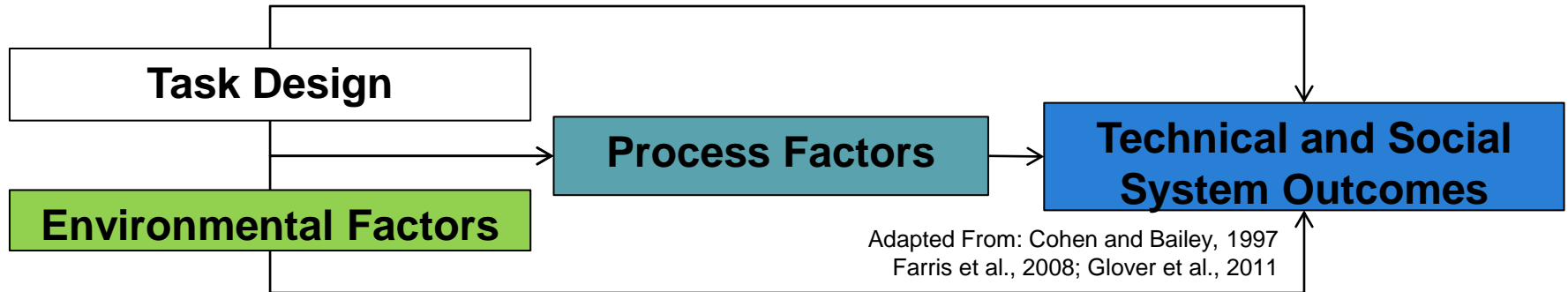
Background and Motivation: Kaizen Event Definition, Characteristics, and Use

A Kaizen event is a **focused and structured improvement project**, using a dedicated **cross-functional team** to improve a **targeted** work area, with **specific** goals, in an **accelerated timeframe**.

(Farris et al., 2009)



Social Capabilities and Improvement Teams (Glover et al., 2010)



Management Support (MS)

Our team:

- Had enough contact with management to get our work done
- Had enough help from others in our organization to get our work done

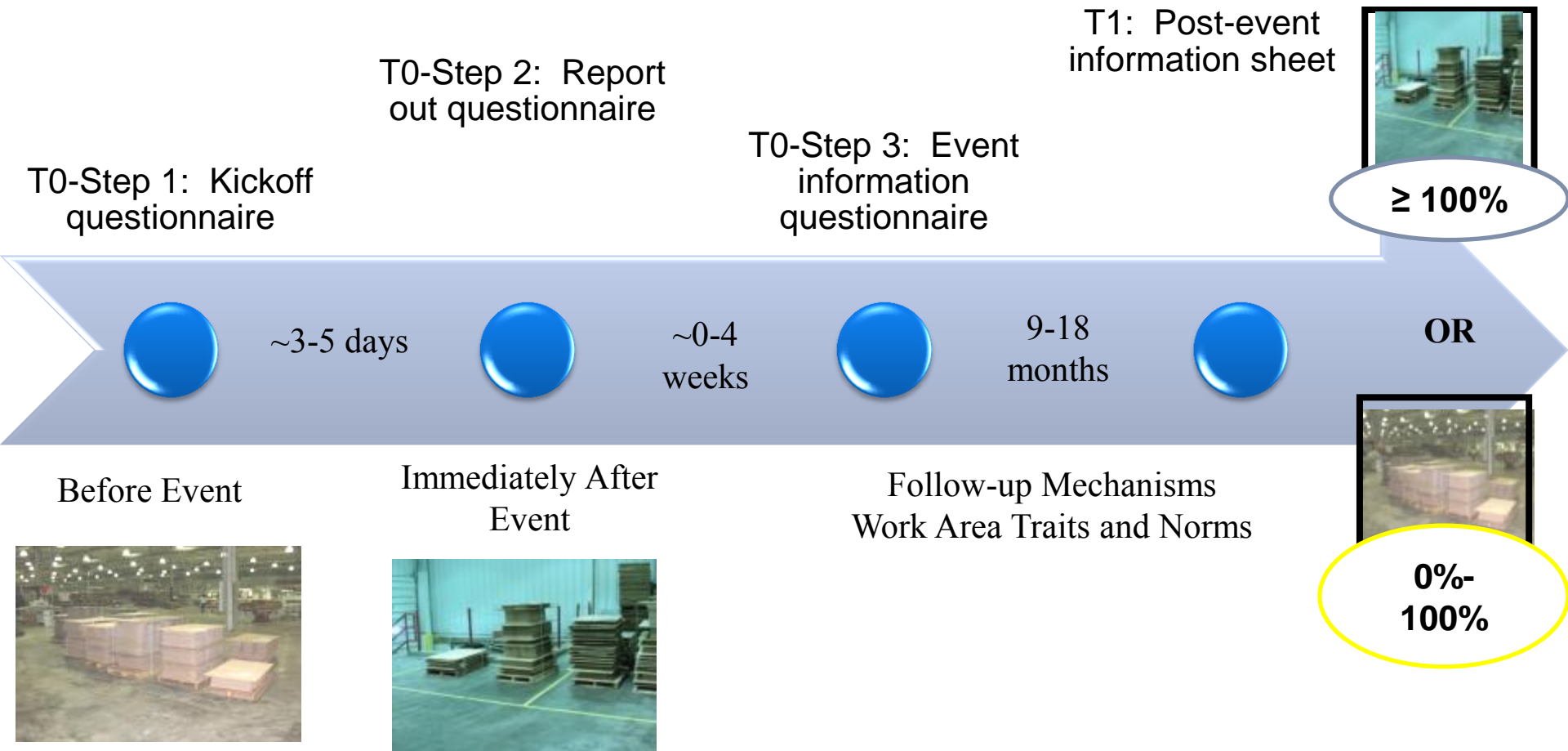
Internal Processes (IP)

Our team:

- Communicated openly.
- Valued each member's unique contributions.
- Respected each others' opinions/feelings.

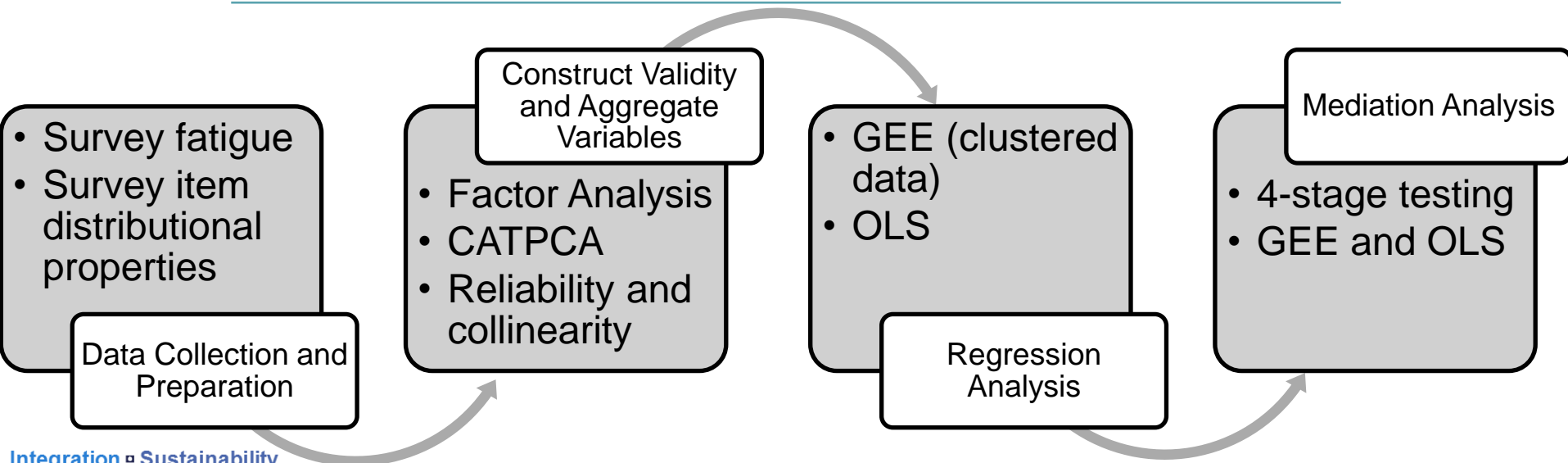
Finding: Social support and capabilities may be more important to success than task design or other technical factors.

Research Methods: Data Collection Process

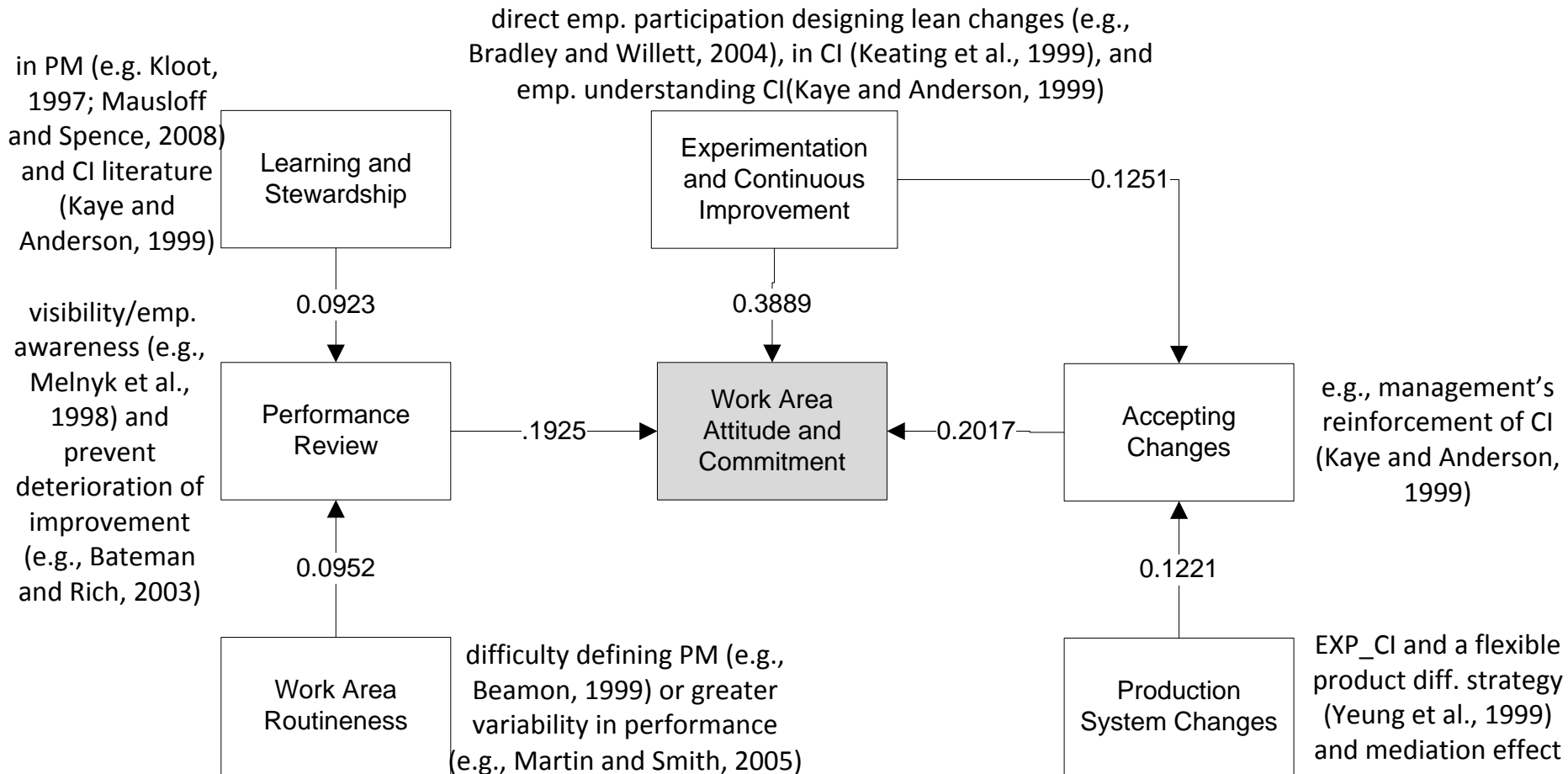


Research Methods: Sampled Orgs., Data Collection and Analysis

Description	No. of events
A: Secondary wood product manufacturer	19
B: Electronic motor manufacturer	4
C: Secondary wood product manufacturer	4
E: Specialty equipment manufacturer	13
F: Steel component manufacturer	7
G: Aerospace engineering and manufacturer	7
Q: IT component manufacturer	5
R: Aerospace engineering and manufacturer	6
Total	65



Results and Discussion: Work Area Attitude and Commitment



	GEE β	SE GEE	α GEE	OLS β	SE OLS	α OLS
Intercept	1.653	0.467	0.000	1.380	0.437	0.003
Performance Review	0.161	0.064	0.012	0.168	0.063	0.010
Experimentation and CI	0.288	0.107	0.007	0.301	0.111	0.009
Accepting Changes	0.202	0.072	0.005	0.247	0.076	0.002

OLS $R^2=0.504$, OLS $R_a^2=0.479$, $F_{3, 59}=20.001$ ***

GEE $R^2=0.503$, GEE $R_a^2=0.477$, $\rho=0.175$

Background and Motivation: People in Organizations



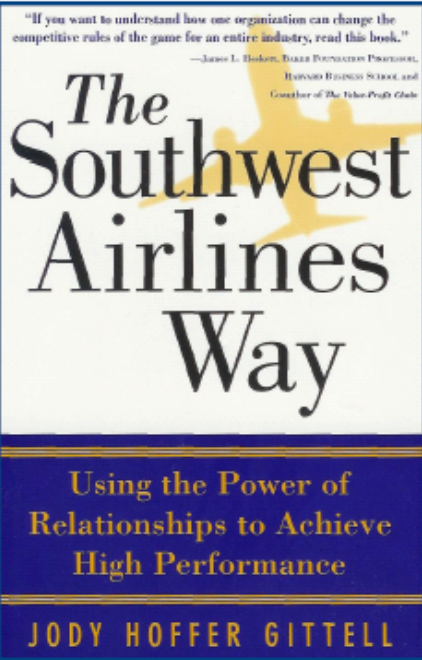
Southwest Airlines...



- Has had only one fatality in 35 years of operation - an overrun on a snowy runway at Midway on Dec 8, 2005
- Until the purchase of AirTran, flew only Boeing 737s
 - Simplifies training, maintenance, logistics
- Has never had a layoff of employees to reduce costs, including after 9/11
- Is the most highly unionized major U.S. airline
- Has a point-to-point, not hub-and-spoke, route structure
- Consistently offers some of the lowest fares available
- Is a favorite of both investors and employees

What makes Southwest so successful?

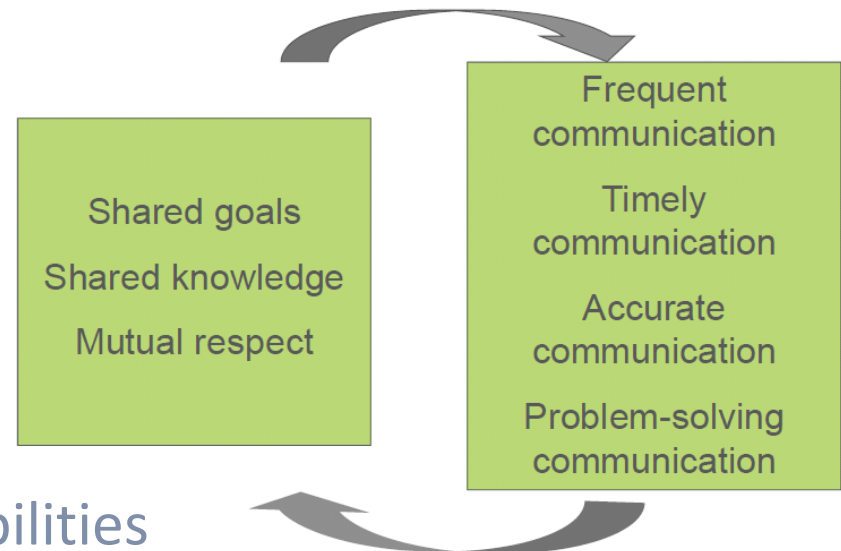
Relational Coordination as an Organizational Competency (Gittell)



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“In this book I argue that Southwest’s most powerful organizational competency... is its ability to build and sustain high performance relationships ... characterized by **shared goals, shared knowledge, and mutual respect**. Although these relationships appear simple, appearances are deceptive.”
(Emphasis added)

Relationships *shape* the communication through which coordination occurs



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High Performance

Systems Thinking * Social Capabilities

Example from Healthcare: Psychological Health and the Military

Enduring Combat Operations

- 1.9 M Troops since Oct. 2001
- Prolonged combat exposure, increased deployment rates
- Technologies enabling higher combat survival rate

Mental Health Disorders

- Post-Traumatic Stress Disorder (PTSD)
- Traumatic Brain Injury (TBI)

Challenges

- Access to and quality of care
- Challenges with culture and stigma
- Consideration of families



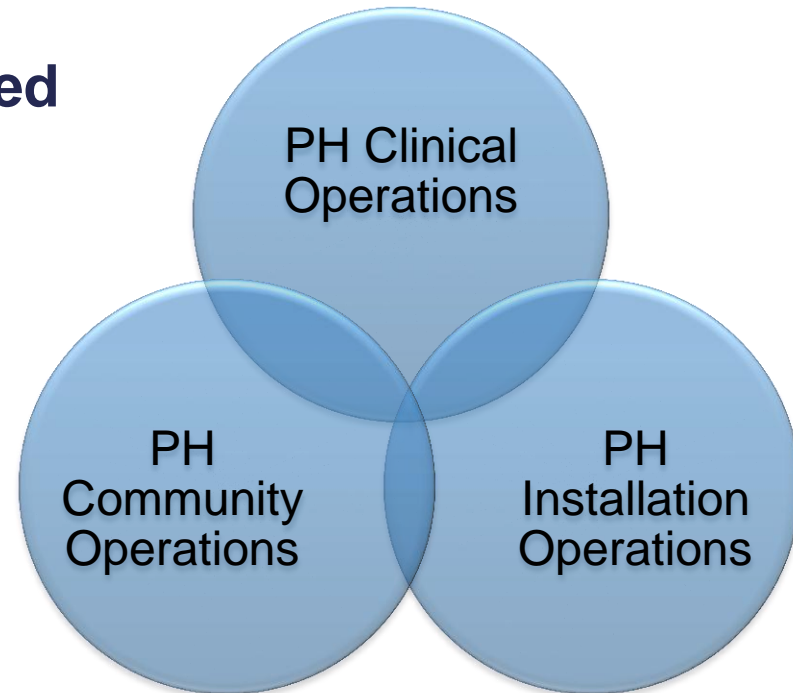
Example from Healthcare: Psych. Health and the Military

Attempts to Solve Challenges

- Over \$2 Billion Invested
- Over 450 psychological health related programs
- Known program interdependencies
- Recent integration efforts

Goal to Improve Enterprise Performance

- Efficiency → Dec. Per Capita Cost, Fewer Redundant Programs
- Quality → Inc. Population Health, Access to Care



Systems Thinking and Social Capabilities in Enterprises (Glover, Naveh, Carroll)

External Perspective

Item: [Our Organization] understands how our work fits into the bigger picture of the services provided to the servicemember

Enterprise Integration

Climate

Centralization
Formal Coordination
Informal Cooperation

Enterprise Performance

Efficiency
Quality
Learning

Organizational Characteristics

- Efficiency Climate
- Autonomy
- Trust
- External Perspective

Trust

Item: [Our Organization] believes their performance will meet our expectations

Informal Cooperation

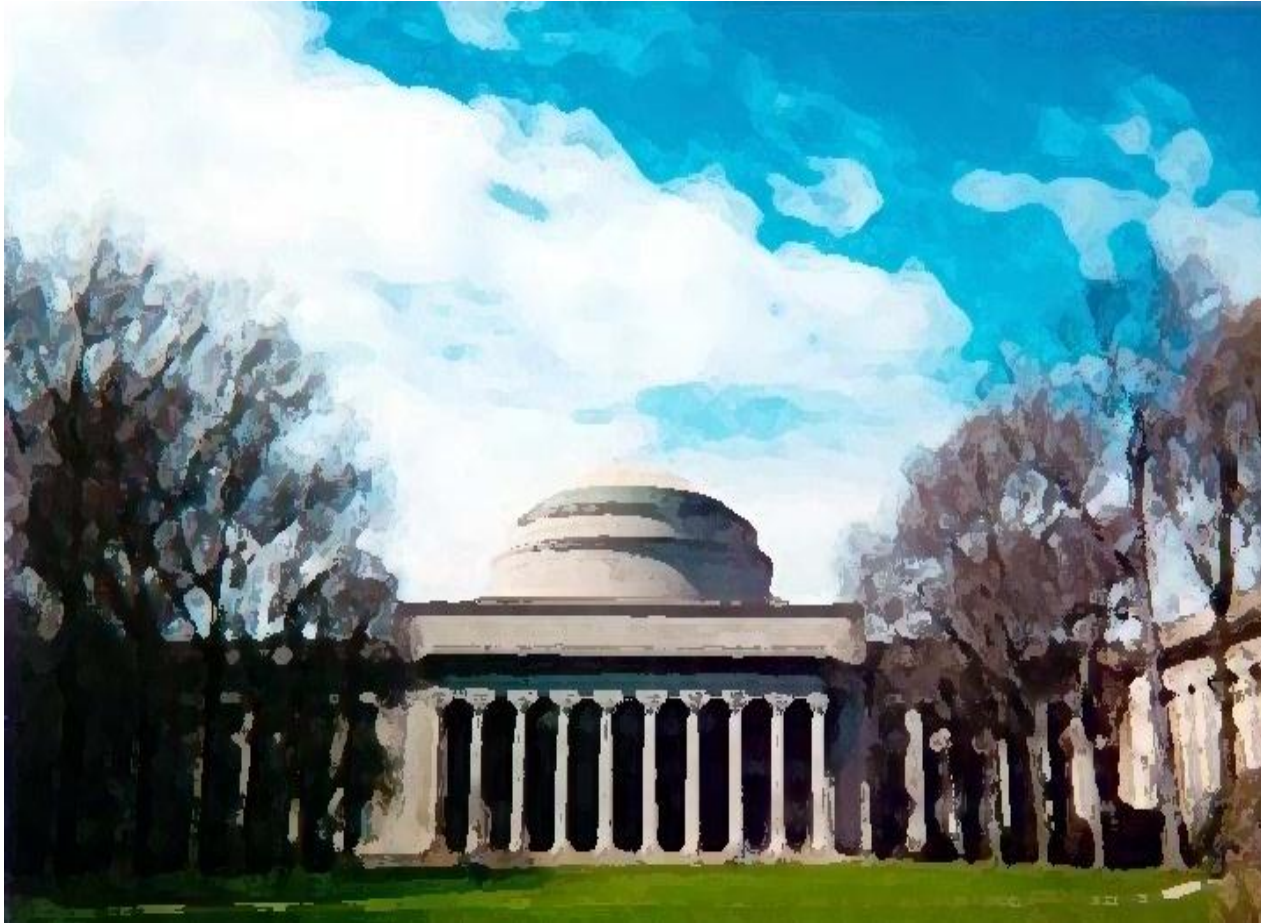
- Item: We can talk to anyone we need to.
 - e.g., “My experience allows me to collaborate and share with others”

Glover, Naveh, and Carroll, “Enterprise Integration: When is More Better?” Working Paper, 2011

Thanks and Contact Information

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