A6 Appreciate our differences as individuals in the microsystem - The Human Dynamics perspective

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We don’t see things as they are, we see things as we are!
Agenda

1. Introduction to Human Dynamics
2. Human Dynamics in Jönköping County Council
3. Perspectives of Human Dynamics from Esther improvement coaches
4. Individual application of Human Dynamics - Talk with Håkan, Camilla and Peter
5. The Human Dynamics perspective on improvement methods

Questions and dialogue

Not the whole truth.....

Roger’s Innovation Adoption Curve

Trying to convince the mass of a new idea is useless. Convince innovators and early adopters first.
The purpose of Human Dynamics

To develop, strengthen and support the potential of individuals and groups.

By gaining awareness and understanding of our different ways of being, we can develop and create effective cooperation with each other.

Background

- Gives perspective on fundamental differences in persons’ ways of functioning – independently of age, culture and sex.

- Ongoing studies since 1979, started by the American psychologist Sandra Seagal.

- Courses and programs in many countries over the world.

- Our personalities are only different – not more or less valued.

- Focus on strengths and development.

- Three universal principles: Mental  Emotional  Physical
Fundamental differences...

...in our way of

- thinking  
- learning  
- cooperating  
- contributing in organizations,  
  working groups and relations

- communicating  
- creating  
- developing
Peter Senge on Human Dynamics

http://www.youtube.com/watch?v=hFo8fRDeH7E

Three principles

Mental  Emotional  Physical
Thinking  Feeling  Doing
Objectivity  Subjectivity  Actualizing
Visions  Relationships  Making
Perspective  Communication  Sensory experience
Structure  Creative Imagination  System
Three ways of being centered: how we process information

- Mentally centered
- Emotionally centered
- Physically centered

Nine personality dynamics - "ways of being"
## The five predominant personality dynamics

### Mental-physical
- M: Mental
- E: Emotional
- F: Physical

### Emotional-mental
- M: Mental
- E: Emotional
- F: Physical

### Physical-mental
- M: Mental
- E: Emotional
- F: Physical

### Emotional-physical
- M: Mental
- E: Emotional
- F: Physical

### Physical-emotional
- M: Mental
- E: Emotional
- F: Physical

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## Communication needs and strengths

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<th>Personal dynamics</th>
<th>Communication needs</th>
<th>Strengths</th>
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<td>Mental-physical</td>
<td>• Explicit • Objective</td>
<td>• Objective evaluation • Explicitly</td>
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<td>• Logical • Exact</td>
<td>• Formulate principles • Longterm plans</td>
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<tr>
<td>Emotional-mental</td>
<td>• Direct • Goal oriented</td>
<td>• Driver • Innovator</td>
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<td>• Broad view • Ideas</td>
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<td>Emotional-physical</td>
<td>• Personal connection</td>
<td>• Takes emotions in consideration</td>
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<td>• Sensitive to emotions</td>
<td>• Personal communication</td>
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<td></td>
<td>• Process oriented</td>
<td>• Organizer • Create new forms</td>
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<tr>
<td>Physical-emotional</td>
<td>• Context • Detailed</td>
<td>• Create systems • See to practical possibilities • Doer • Continuity</td>
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<td></td>
<td>• Practical, concrete, facts</td>
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<td>• Time for reflection</td>
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<tr>
<td>Physical-mental</td>
<td>• Clear purpose • Structured</td>
<td>• Strategic planning • Create models and systems • Carries through</td>
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<td>• Details connected to purpose</td>
<td>• See to practical solutions and continuity</td>
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<td>• Concrete, facts</td>
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<td>• Time for reflection</td>
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The integration of the third principle

The third principle stands for:

- Emotions • Relations
- Communication • Flexibility
- Creative fantasy

- Act • Summarize
- Finish • Patience

- Distance • Objectivity • Structure
- Selectivity • Perspective

- Distance • Objectivity • Structure
- Selectivity • Perspective

- Emotions • Relations
- Communication • Flexibility
- Creative fantasy

Human Dynamics in JCC

2 x 2 days training program:
Approx. 240 persons (2007-2012)

Improvement tool at several units:
The rehabilitation clinic in Nässjö (management)
The Esther coach network
The medical clinic in Eksjö (management + care administrators)
The administration of health care of Höglandet medical health district (support unit, economy unit, personnel unit)
The IT Centre of JCC (management + IT consultants)
The emergency unit in Jönköping (care administrators)
Medical diagnostics (management + process coordinators)

Introduction to Human Dynamics:
(2-3 hours connected to team/unit communication, meeting the patient, etc):
Approx. 35 units

Qulturum programs and courses:
Leadership programs (communicative leadership)
Coaching programs
2 x 2 days training program

Step 1 – two days:
Introduction to Human Dynamics
Start your exploration
Personal development
Communication

Step 2 – two days:
Different work processes – problem solving and learning
Handling stress
Group assignment

Step 3 – two days:
Personality dynamics connected to leadership
The use of the three principles

Quotations from evaluations
What has been most valuable?

Learning to slow down my tempo (EM).
To learn how to consider our differences at meetings/projects (EPh)
You can learn a lot by listening to others (EPh)
Everybody should feel important (EPh)
To understand my own way of functioning – that when I "sit and do nothing", it actually happens a lot unconsciously (and consciously) (PhE)
Everybody can contribute to a group process (PhE)
To try to get a grip of my emotional part (PhM)
To learn that we function differently but complement each other (PhM)
That it’s "normal" to need longer "take-offs" than others (PhM)
Quotations from evaluations

What part of the knowledge can you use directly?

Make more preparations (EM)
Include pauses, for example in meetings (EM)
Ask for help when I need it (EPh)
Ask for an agenda before meetings (PhE)
That it’s ok to ask to come back with an answer later (PhE)
At meetings we have different needs of time for reflection or pauses (PhE)
To start group processes in new ways (PhM)

EXPLORING THE IMPACT OF THE HUMAN DYNAMICS PROGRAM IN A HEALTH CARE ORGANIZATION

by Frances D Glosson

Human Dynamics had positive impact in five learning categories:

- Self understanding
- Understanding of others
- Communication
- Team function
- Leading meetings
Perspectives of Human Dynamics from Esther improvement coaches

Report from the care administrator program, International Business School, Jönköping, 2011 (Helena Lundahl och Elisabeth Myrsell Borg)

• Does Human Dynamics give you use and value in your work as Esther improvement coach?

• Is Human Dynamics a support for you in order to understand different perspectives of willingness to change – in yourself and in others?

• Is Human Dynamics a support for you in order to listen actively to others?

• Is Human Dynamics a support for you in order to give and receive feedback?

Does Human Dynamics give you use and value in your work as Esther improvement coach?

EMOTIONAL-MENTAL:

When I think "now it’s time to start" and people haven’t really understood, I feel stressed out.

In an improvement work, I often think that people go over things over and over again. But it’s really their physical side that needs its time. I know this now, and I can accept it.
Does Human Dynamics give you use and value in your work as Esther improvement coach?

EMOTIONAL-PHYSICAL:

I understand why people react in different ways, for example when you are to introduce a new thing. Persons that are reactionary (which I thought before) may just need some time to take in the information, and think it through. Others are more like "Oh, that’s fun, let’s go!".

Therefore, I've learnt that when I spread information, I might have to do it in several ways to make sure that everybody in the group accepts it.

Does Human Dynamics give you use and value in your work as Esther improvement coach?

PHYSICAL-EMOTIONAL:

As coach, I should try to support other persons to develop their ideas and make improvements. And Human Dynamics gives an understanding in that you might have to do that in different ways, depending on which personality this person has.

Also (to understand) where I put my focus and the person that I'm supporting put her or his focus. That's really important.
Does Human Dynamics give you use and value in your work as Esther improvement coach?

PHYSICAL-MENTAL:

You can never know exactly where a person is in this Human Dynamics system. But you can have a clue and ask certain questions to see what these persons want to do and how you can support them in reaching their goals.

Is Human Dynamics a support for you in order to understand different perspectives of willingness to change – in yourself and in others?

EMOTIONAL-MENTAL:

I understand why I can think "Let's do this now", while others think "Ah great, finally some rest and peace".

I think change is part of the everyday thinking and that it's stimulating. Some others think that change is a disturbing element.
Is Human Dynamics a support for you in order to understand different perspectives of willingness to change – in yourself and in others?

EMOTIONAL-PHYSICAL:

When people say something, I’m often like "That sounds fun", but then I don’t really know what I’ve answered to. Now, I try to think things through before I answer "yes".

In others, I think about the quiet ones. We need to listen more to them and try to help them (to talk), because often they get in the background. But when they say something, it’s wise and well thought-out. I can see persons in my team, who I used to think were reactionary, but really aren’t. They just listen a bit more.

PHYSICAL-EMOTIONAL:

Well, it’s this thing about (change) leading to good use. If I don’t get that clear, I’m not that eager to change. While others, if they don’t get to talk about their ideas, can get frustrated. And that’s not good either. One has to balance it so that everybody’s needs get respected.

For me, I now think more about what I need to develop. That "now I must go to someone more emotional, because I know the good use, but I need some new ideas". And then I need to go to someone who kicks me in the but and says "well, you have to get done, too..."
Is Human Dynamics a support for you in order to understand different perspectives of willingness to change – in yourself and in others?

PHYSICAL-MENTAL:

I’m the kind of person who isn’t really very enthusiastic when people come and say “Let’s do this”. Some people say “Yippie”, and get going and I sit and think “calm down a little”.

I’ve learnt that it’s OK to be like that. Before, I’d felt pressed to think “Come on, you must be as enthusiastic as everybody else”. But I’m more comfortable now with the way I am. I say “Did you think about this?”, “Get some facts about that”, “What’s the purpose?”. So I might be perceived as being a brake in the improvement work. But when I have all facts needed, and have read enough, I think it’s OK.

I’ve tried to explain to my colleagues that “use me to gather facts and to see if anyone has done something like this before. How did they do it? Where are the pitfalls? So we don’t have to do it all over again”. I think I’ve learnt a lot about myself when it comes to that. But if everybody was like me, it would take a very long time to do things. So I also need to appreciate others and really use them the right way.

Is Human Dynamics a support for you in order to listen actively to others?

EMOTIONAL-MENTAL:

I used to interrupt more before, but I still do. Sometimes I have difficulties with time for reflection, but I’ve become better.

But suddenly I come to think about something, and it just falls out (of my mouth).
Is Human Dynamics a support for you in order to listen actively to others?

EMOTIONAL-PHYSICAL:

I think I’m getting better. I try to be more quiet on meetings.
I try to think "Do I need to say that or not".

Is Human Dynamics a support for you in order to listen actively to others?

PHYSICAL-EMOTIONAL:

I think about meetings, where there often is a special culture. That’s a culture where we who have physical personalities haven’t been so active.

(It’s a culture) where the emotional persons have taken a lot of space, and where there’s no agenda. A lot of working time, and nobody knows why we are there. And nobody knows what we bring back.

I think there needs to be a structure on meetings, so people can talk but only in a limited time.
Is Human Dynamics a support for you in order to listen actively to others?

PHYSICAL-MENTAL:

I’m a person who listens very actively, so I’ve never really thought about that I need to do that more - that’s just who I am.

But I might be more open to not getting irritated on persons who don’t listen actively. I can understand better how their patterns of thought work.

Is Human Dynamics a support for you in order to give and receive feedback?

EMOTIONAL-MENTAL:

Yes, when you work with improvement work, that’s where it shows. Feedback can be expressed differently for different persons.

And it’s good to know about Human Dynamics, because some people have the ability to express themselves so that it sounds very negative, even if it isn’t. But I need this feedback and don’t have to take it personally even if it sounds negative.
Is Human Dynamics a support for you in order to give and receive feedback?

EMOTIONAL-PHYSICAL:

When you give feedback you can analyze why people interpret it in different ways.

I think more about what kind of feedback different people need. I’ve become more humble.

PHYSICAL-EMOTIONAL:

I try to support the strengths of the differences in people I work with. I try to give feedback on that: "You are so good at this what do you think would be a reasonable time limit?", or "What a great idea you had!".

When I get feedback, I prefer to get it on paper (written). But I realize that not everybody wants it that way.
Is Human Dynamics a support for you in order to give and receive feedback?

PHYSICAL-MENTAL:

Yes, but that's something I should get better at. Giving feedback, positive and negative, is somewhat my Achilles’ heel.

It's difficult to say "that was good". It's easier to get hold of the negative, what doesn’t work, because that I see.

The other, I see that too, but that's the way it should be, I think. Why do you need a pat on your shoulder everyday, because you do a good job? But I need to think about that more, I try to.

Expert panel (experts on being themselves!)

Håkan Carlson, Esther improvement coach

Peter Kammerlind, statistician/process leader, Qulturum

Camilla Strid, improvement leader, the medical clinic, Höglandet hospital, JCC
Consider the principles in strategic planning

**Mental**
How clear is the vision and the values – to me and to others?

**Emotional**
How do we relate to each other and how do we handle change?

**Physical**
Are we doing progress? Is it effective, practical and useful?

"We are constantly invited to be what we are"

*Henry David Thoreau*