

Management 3.0 applied in clinical laboratories

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INTRODUCTION

Clinical laboratories have been working on quality for more than 50 years. In all this time, the technologies have improved and the analytical quality has reached a level of excellence in most clinical laboratories, the non-analytical quality focused on the processes and workflows (Lean) has begun to work no longer more than 10 years.

A new methodology that was born in the area of software development and that is very useful for the empowerment, leadership and commitment of the work teams (Lean Agile) has been working for less than 5 years in Healthcare area.

This methodology is based on a series of activities that seek to improve the value delivered to the customer focused on a human factor. There are a series of tools that can be used in agile methodologies, among them are SCRUM, Kanban, Extreme programming and Management 3.0

For this study, Management 3.0 created by Jurgen Appelo was used. This is a series of concrete practices that help inspire managers and team members with the idea of generating positive change in the organization.

7 are the activities to get happy organization



The objective of this study is to determine the contribution of Management 3.0 in the management applied to Clinical Laboratories.

METHODOLOGY

A series of meetings was organized with the directors of 5 different clinical laboratories and one Hospital director in Chile to determine the type of Management 3.0 activity to be carried out with the laboratory staff, teams of 4 to 7 people were created with which they worked once a week in sessions of no more than two hours. According to the objectives set, we worked on:

Personal Map, is a sheet of paper with your name in the middle and different categories of interest around the name

Moving Motivators, is a card game to reflect on people's motivation and how it is affected by organisational change

Delegation poker, is a card game with Seven Levels of delegation. The team decide who does what, the decision-making power lie with each teammate

Skill Matrix, It is a grid that visualizes the required and available skills and competencies in a team

RESULTS

Personal Maps

The main idea of this is decreasing the distance between yourself and others in your work, family and community, this helps increase communication and creativity. A great exercise for a better understanding of people and yourself is to capture what you know about other.



Moving Motivator



The Moving Motivators facilitation reveals the people's motivators and how the effect of an change in their life or work will affect their motivators. Is a good tool to know what kind motivator you need in a person for a specific position

A week after the first activities planned with the work teams, important changes were observed in the work environment, improved communication flow between people and allowed to advance in a better way with the following planned activities. Once these activities that took about a month were completed, a series of actions were implemented that improved the flow of information among the staff, who participated in the activities were more committed and motivated to do new Management 3.0 activities and generated an interest of the rest of the staff to know and participate in any of the activities carried out

The results of each of these activities were placed in the office of the director of the clinical laboratory in order to visualize what was working.



Delegation Poker



This collaboration game helps clarify who's responsible for what and on what level. This is a method where you can encourage employee engagement through controlled self-organization and clarified value and decision-making

CONCLUSIONS

Lean Agile helps make changes in the organization in a short time. The activities carried out in Management 3.0 allow adding value to the product generating a change in the work environment that allows to do the activities in a better way, in a shorter time at a low cost. Workers who can make decisions and trust them are more committed and empowered workers in their daily activities.

Face-to-face conversation, Motivation, confidence, Simplicity, Adaptation to changing circumstances are the most difficult things to achieve among employees and this is where Management 3.0 is a great help to transform the organization of work groups into teams committed to their work. functions and with clear horizons. Clearly all this is achieved with the management commitment you want and makes things happen giving time and resources for this type of activities

Skill Matrix



Employees are beneficiaries of a better identification and understanding of their own strengths and weaknesses. It helps to understand the value that contribute to the organization, this lowers the levels of stress thus eliminating the uncertainty since there is full awareness of its "function". Within some organizations it was used for the employee training program

	Admin	Oper	Lab	Info	Other
Administración	1	1	1	1	1
Operación	1	1	1	1	1
Lab	1	1	1	1	1
Info	1	1	1	1	1
Other	1	1	1	1	1

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