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**PETER SENGE & EHR:
BEYOND ELECTRONIC PATIENT
RECORDS...ELECTRONIC PATIENT
MANAGEMENT AND EHR DESIGN**

2. Produce Practical Work

- ◆ The problem is that it is possible to design an elegant solution to healthcare's problems and yet not impact healthcare at all, **because it is not possible to use it within present day realities.**
- ◆ One enterprising full-page ad in the *New York Times* heralded that **"it is not how many good ideas you have that matters, but how many good ideas you can implement."**

Forward Thinkers versus Day Dreamers

- ◆ In this context, Dr. Senge addresses the difference between a **forward thinker** and a **day dreamer**. He said:
 - ◆ “The juxtaposition of vision (what we want) and a clear picture of current reality (where we are relative to what we want) generates what we call ‘creative tension’: a force to bring them together, caused by the natural tendency of tension to seek resolution.”

Forward Thinkers and Day Dreamers

- ◆ Forward thinkers are able to create and sustain “creative tension.” They are persistent and sometimes can be described as “**relentless**” in the pursuit of the future they have envisioned. Sometimes, they are not fun people to be around as they will constantly be declaring, “**Do it right and do it right now!**”

Forward Thinkers and Day Dreams

- ◆ “Creative Tension will occur in an organization when **“process becomes passion.”** When the goal is internalized and becomes a product of “generative” thinking and “creative tension” **both of which exist independent of external pressures and obstacles.**

Forward Thinkers and Day Dreamers

- ◆ **Health reform** employs external pressure to reshape healthcare delivery into a desired pattern. It functions only as long as rules, regulations, requirements and restraints squeeze the system into a desired form. Unfortunately, it is not creative and is not self-sustaining.

Forward Thinkers and Day Dreamers

- ◆ **Healthcare transformation** will result from the internalized ideals which create vision and passion, both of which produce and sustain “creative tension” and “generative thinking.” **Transformation** is not the result of pressure and it is not frustrated by obstacles. In fact, the more difficult a problem is, the more power is created by transformation in order to overcome the problem.

Forward Thinkers Have Personal Mastery

- ◆ Senge goes on to discuss “personal mastery” which in its essence, he says, “is learning how to generate and sustain creative tension in our lives.”
- ◆ “Personal Mastery” is the “intelligence” which is the foundation of transformation.

Forward Thinkers have Personal Mastery

- ◆ **Personal Mastery** – the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively – the learning organization’s spiritual foundation. (Peter Senge)
- ◆ **“The essence of personal mastery is learning how to generate and sustain creative tension in our lives.”**

Personal Mastery: Characteristics

People with a high level of personal mastery share several basic characteristics:

1. They have a special sense of purpose that lies behind their vision and goals. *For such a person, a vision is a calling rather than simply a good idea.*
2. They see current reality as an ally, not an enemy. They have learned how to perceive and work with forces of change rather than resist those forces.

Personal Mastery: Characteristics

1. They are deeply inquisitive, committed to continually seeing reality more and more accurately.
2. They feel connected to others and to life itself.
3. Yet, they sacrifice none of their uniqueness.
4. They feel as if they are part of a larger creative process, which they can influence but cannot unilaterally control. (p. 142)

Personal Mastery: Characteristics

1. Live in a continual learning mode.
2. They never ARRIVE!
3. (They) are acutely aware of their ignorance, their incompetence, their growth areas.
4. And they are deeply self-confident! (p. 142)

2. Produce Practical Work

- ◆ “Creative tension” can only produce results, however, when it finds a place from which to leverage change.
- ◆ Senge wisely comments that **“Cynicism...often comes from frustrated idealism – someone who made the mistake of converting his ideals into expectations.”**