

Understanding the Human Brain Its Generative Capacities, Its limitations and Sources of Human Error

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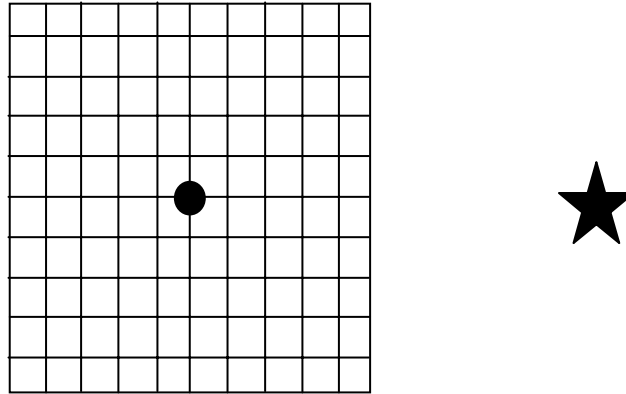
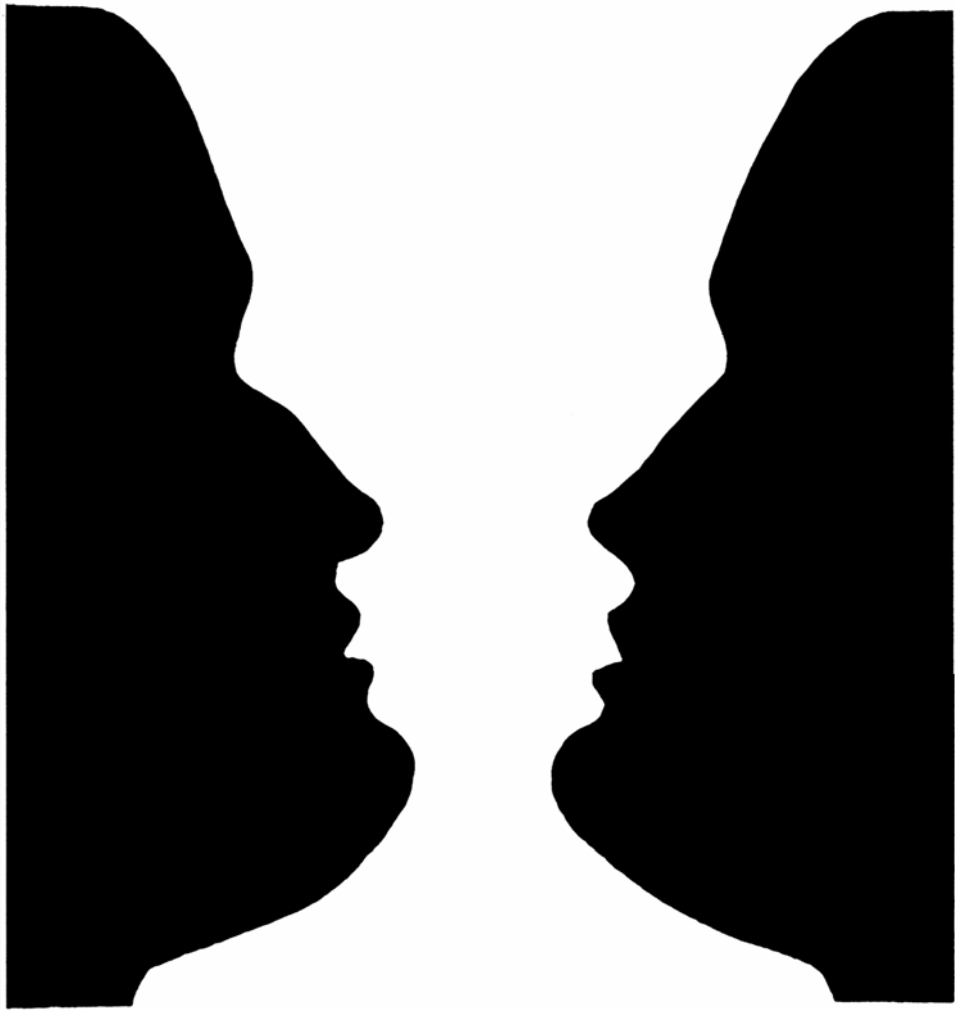


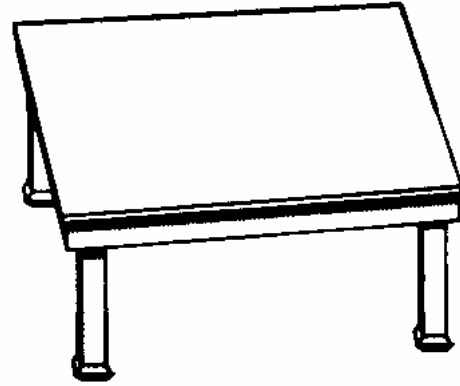
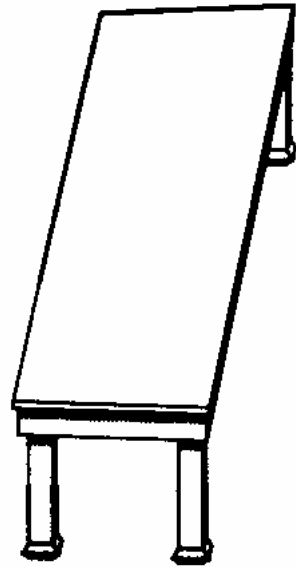
Figure 1

Hold the figure 1 at eye level, close your left eye, and stare at the circle in the middle of the grid with your right eye. Slowly move the paper along the line of your vision, until the star vanishes (about ten to fifteen inches in front of you). The star disappears when it is in your blind spot. If we have a blind spot, how is it we do not go around with a hole in our vision? Now open your left eye, close your right eye, and stare at the star. Move the figure until the circle in the middle of the grid Figure 1 vanishes. When it does, notice that the lines of the grid remain intact.

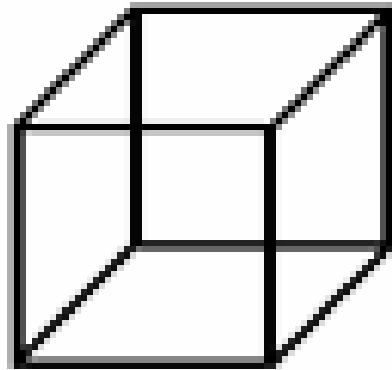
Display Data

Item	Thoughts	Images	Sensations in Body	Predisposition toward action

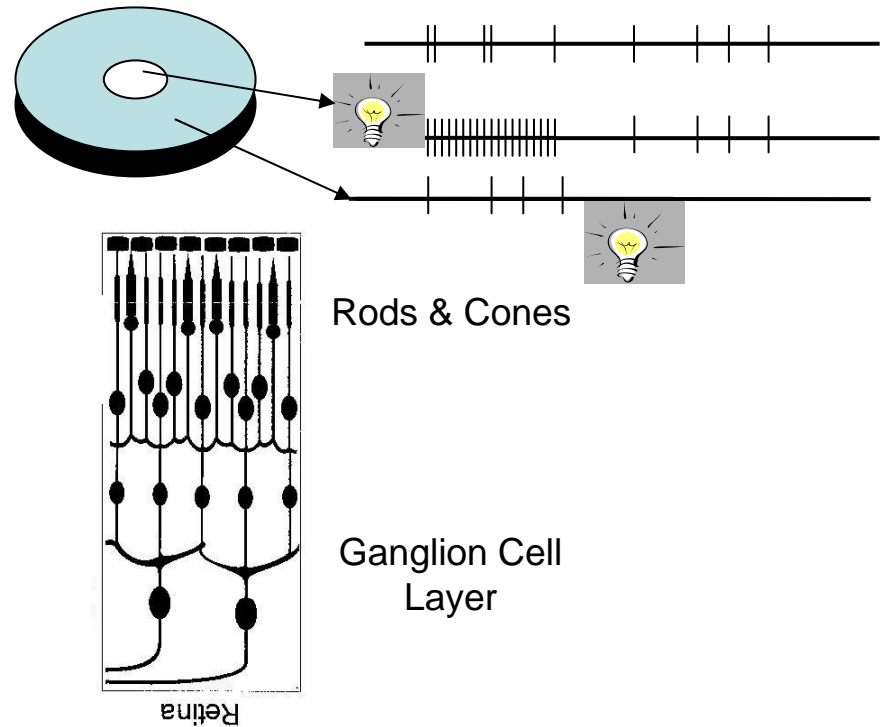
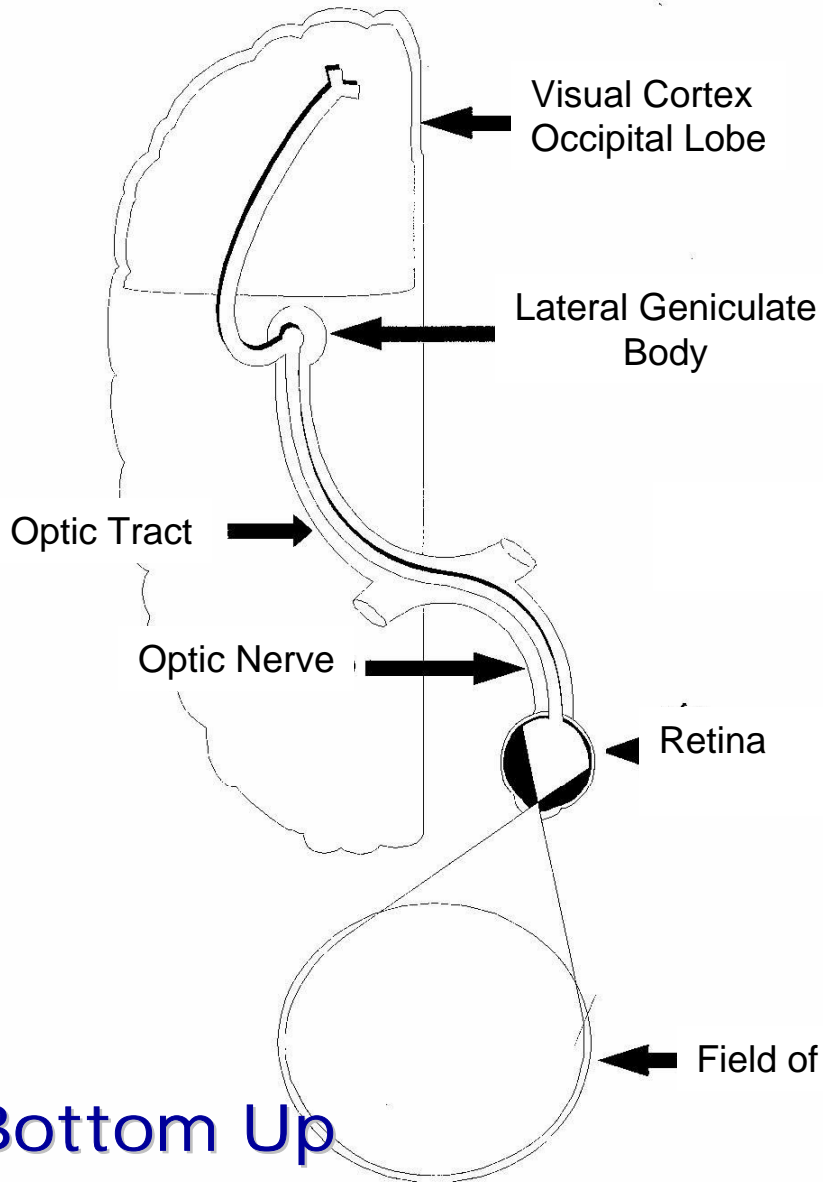




Neckers cube



Top Down



Bottom Up

A Schematic Process For Awareness

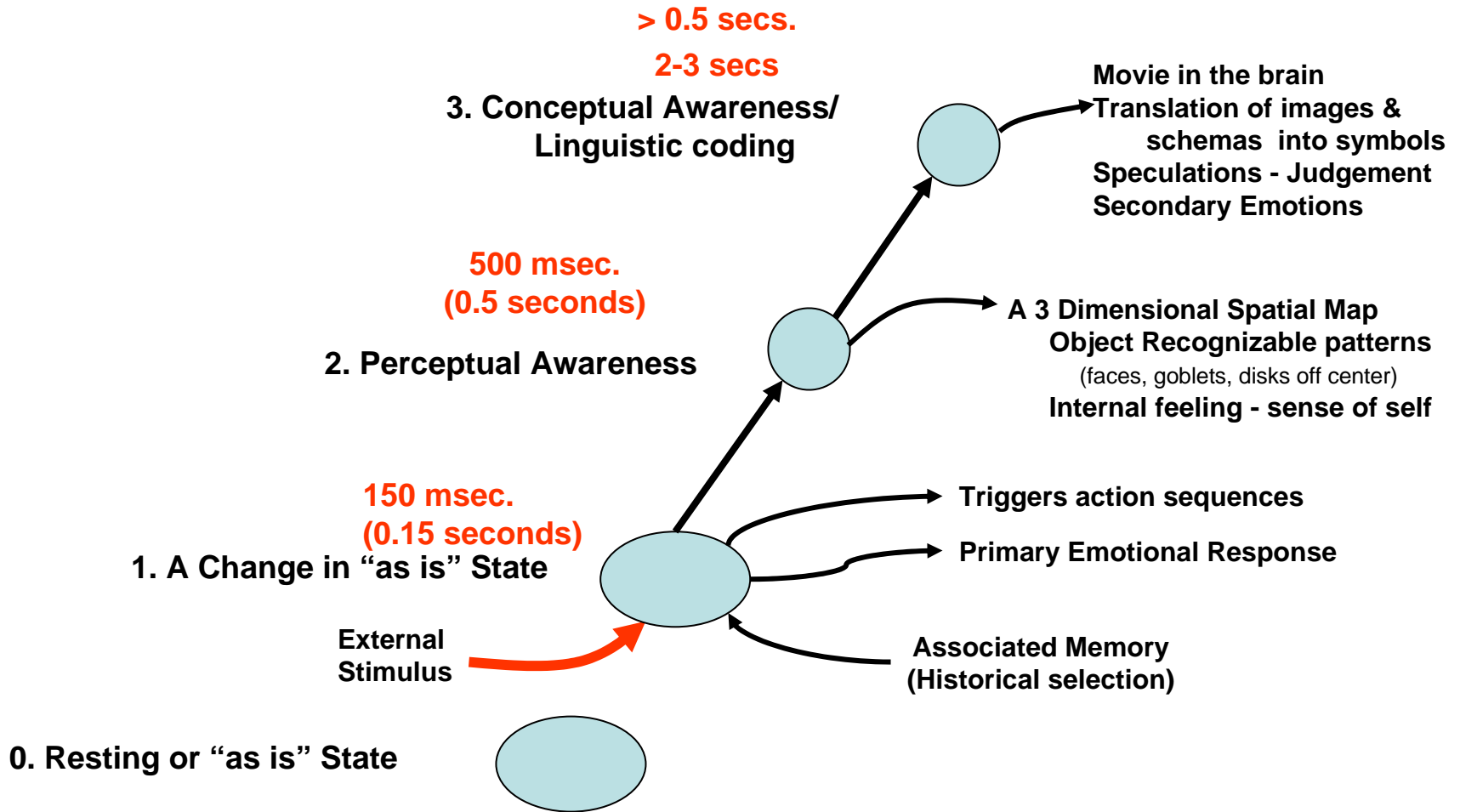
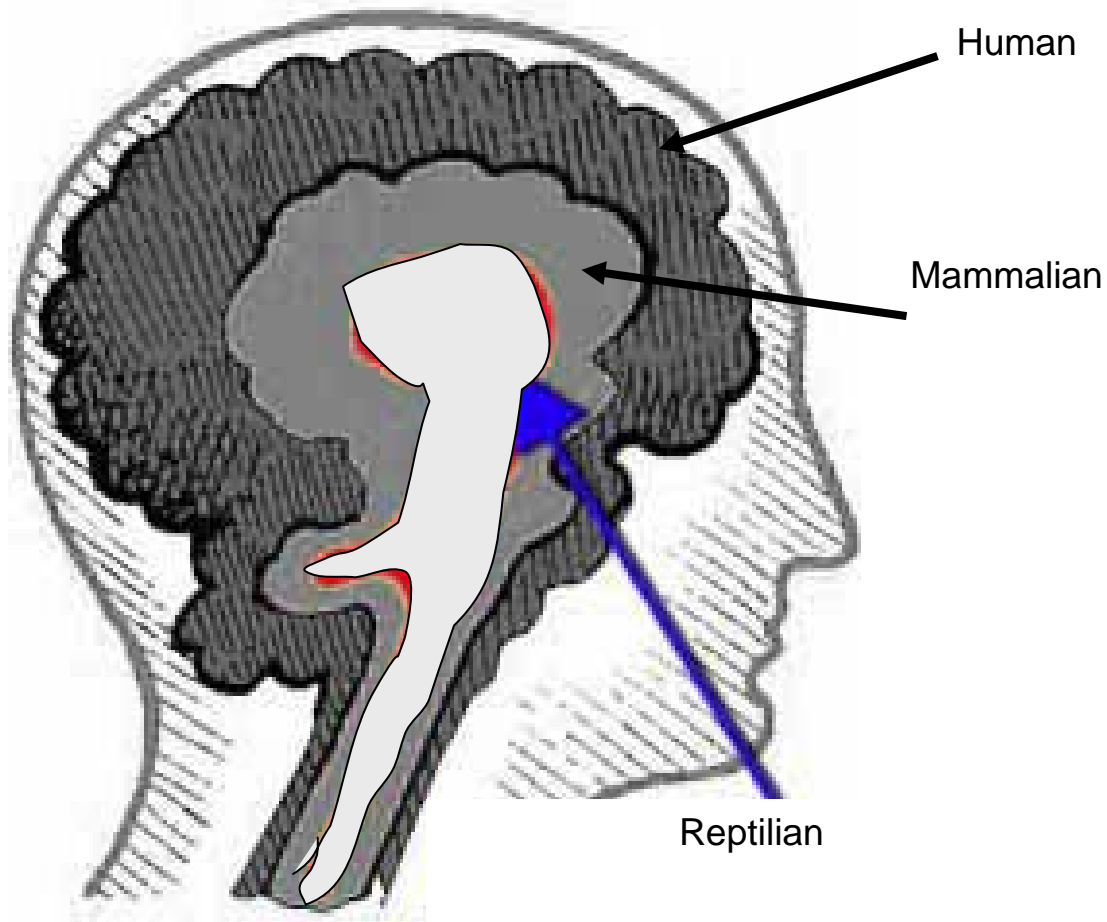


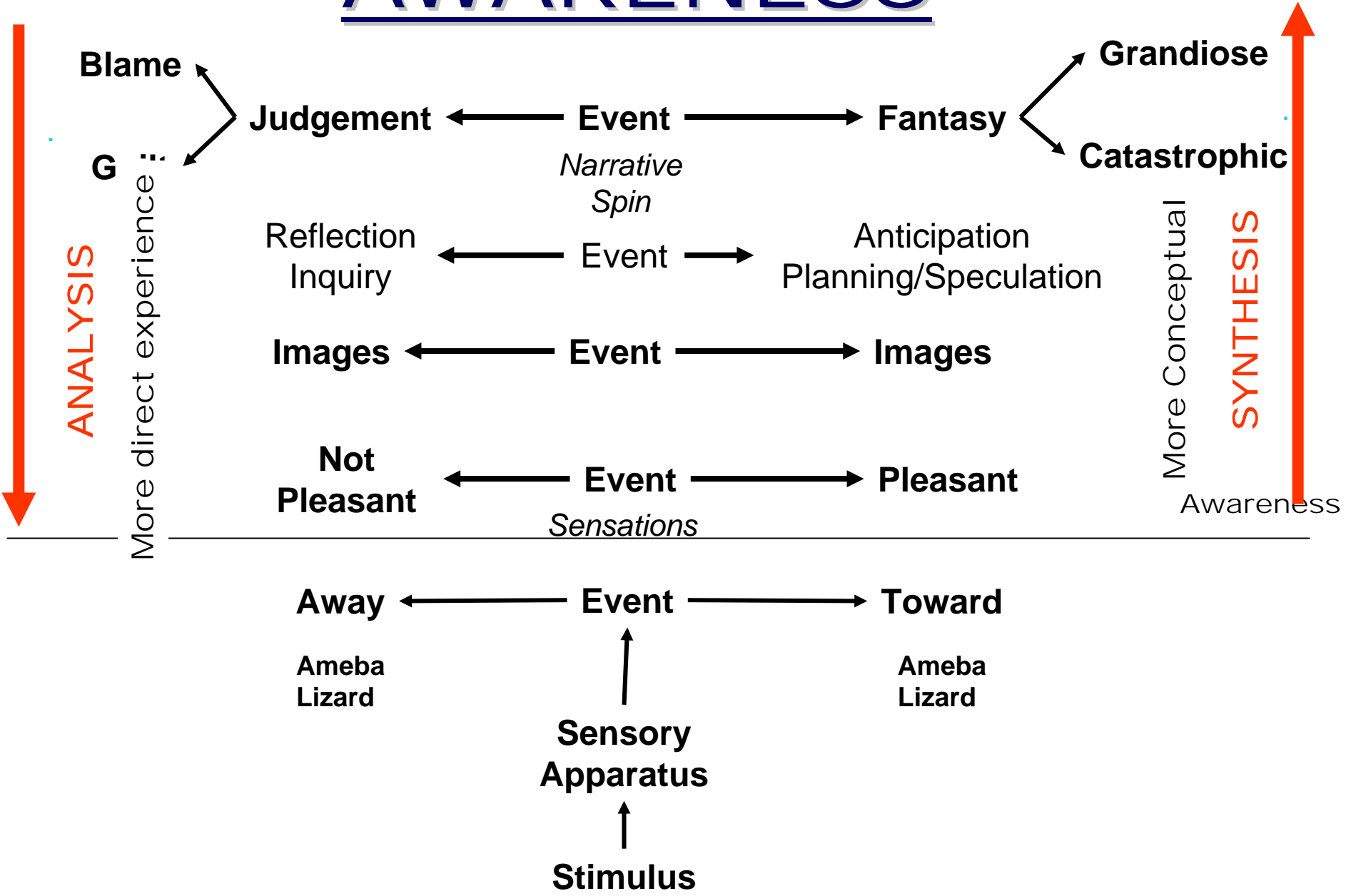
Figure 4.9

The figure is drawn in linear fashion for simplicity and the timeframes are approximations. It is the relative order and not the actual time that is important.

3 Brained Animal



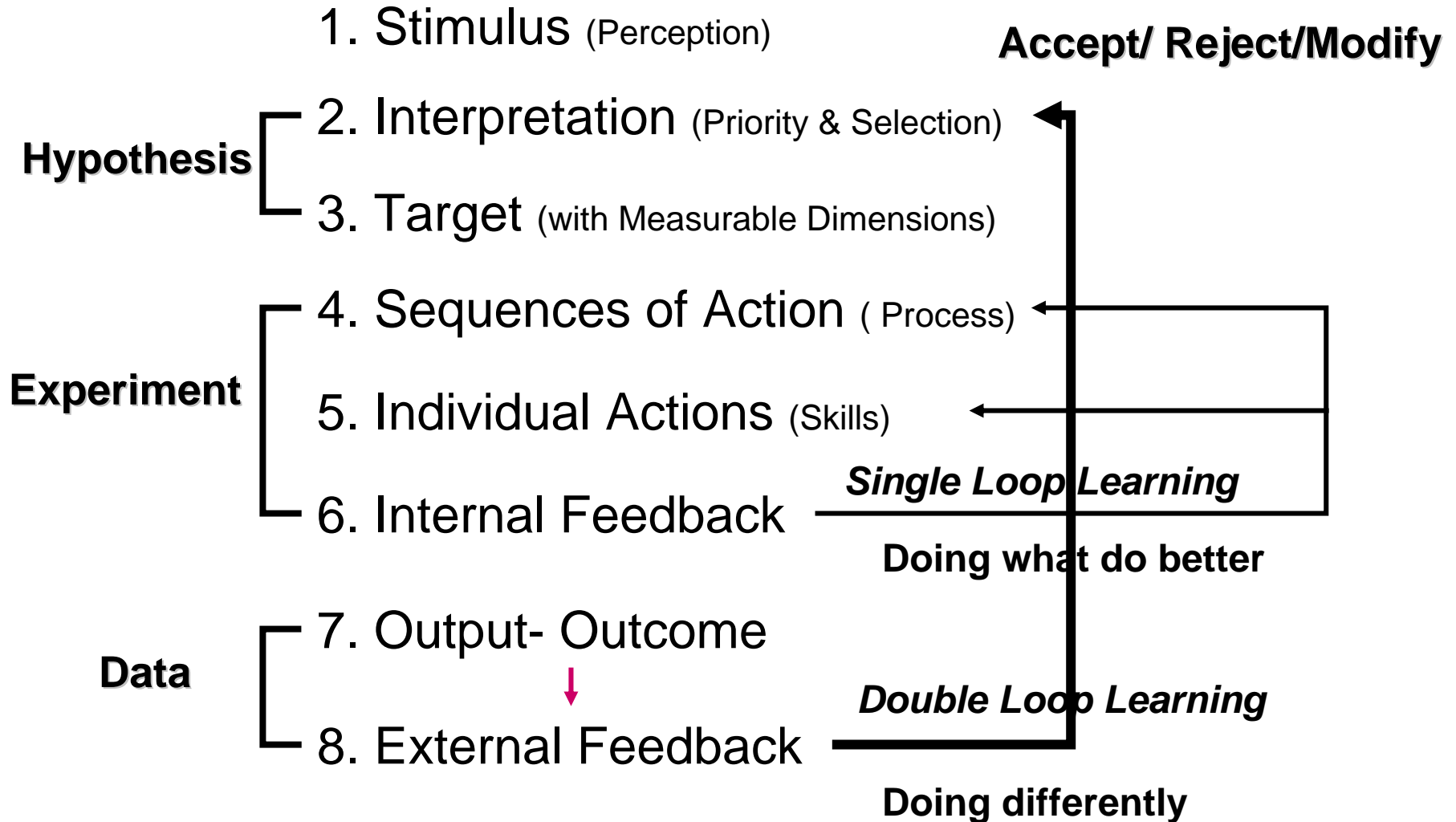
AWARENESS



Nature of Now

- Shows up
- In context
- Shaped by history
- **Sometimes by design**
 - always and experiment that will show up with some of 83 problems
 - *Lever for design is context*

SELF ORGANIZING & SELF LEARNING SYSTEM



Recognize?

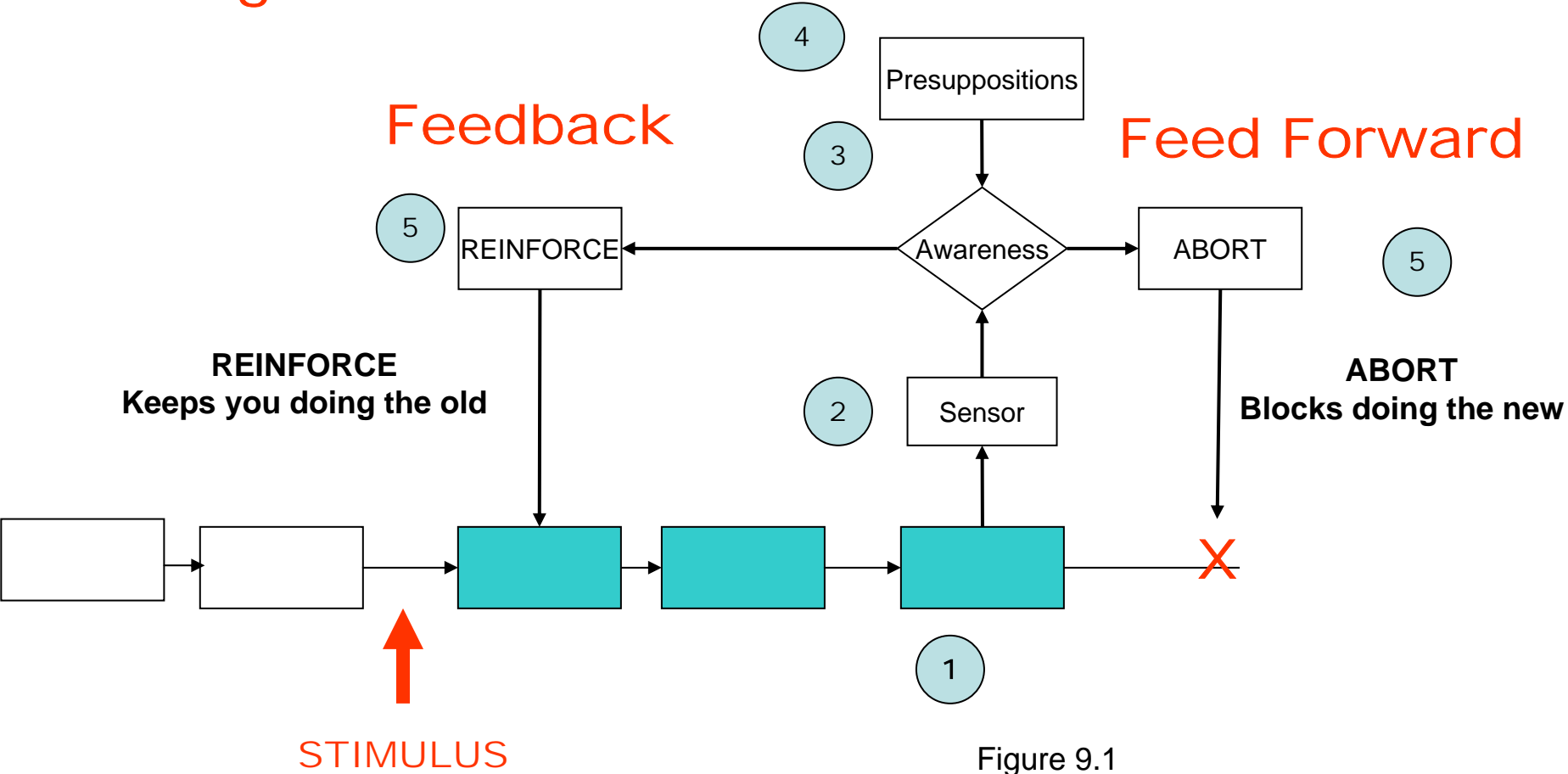


Figure 9.1

DESIGN

- **Starts with the whole**
- **Design like change is a journey not an event**
- **Few Root problems**
- **Limited generic intervention**

Grounded vs Ungrounded Assessments

A grounded assessment includes the following:

A statement about an action in a particular domain

An assertion (witnessable event) about past action in that domain

A relation to some community standard (shared interpretation)

A recognized speculation about future actions in that domain

A grounded assessment is an interpretation (hypothesis) that is specific (applies to a particular domain of action) with reference to community standards.

Additionally, it is substantiated by events (data) that can be witnessed in the world by a community of observers.

A grounded assessment embodies the elements of the scientific method. The scientific method is an essential practice of life.

The General- Context

Underlying Structure of Social Spaces

- **Morality** – a set of agreed upon distinctions between helpful and harmful actions (shared map)
- **Accountability** – managing Promises & Requests
the glue for coordinating actions (shared practices)
- **Charity** – contributing together creates more good that can be generated individually (Goal)
- **Transcendence** – a powerful vision and a view that the whole is more than the sum of day-to-day appearances. (Belief that it makes a difference)

Aspiration – Vision
Deposition toward life – Attitude
Practice

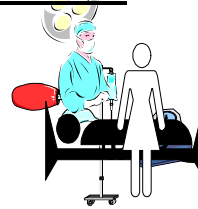
TRANSLATION



Customers & Environment
*Customers)



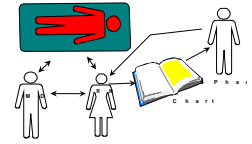
Organization
(Leaders)



Differentiated Processes
(Process managers)



Tasks
(Staff)



Repetition
(Performers)

INFORMATION FLOW

Socialized
(Tacit)
Procedural
Action

Externalization
(Explicit)
Conceptual
Thought

Combination
(Explicit)
Conceptual
Thought

Combination
(Explicit)
Conceptual
Thought

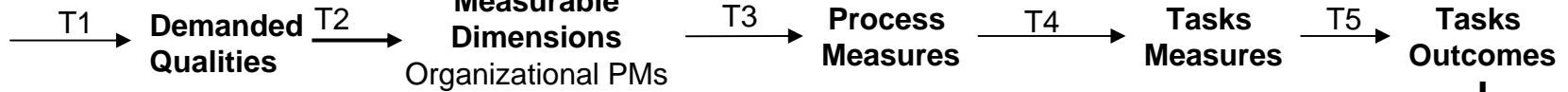
Internalization
(Tacit)
Procedural
Action

Convergence

Divergence

TRANSLATION

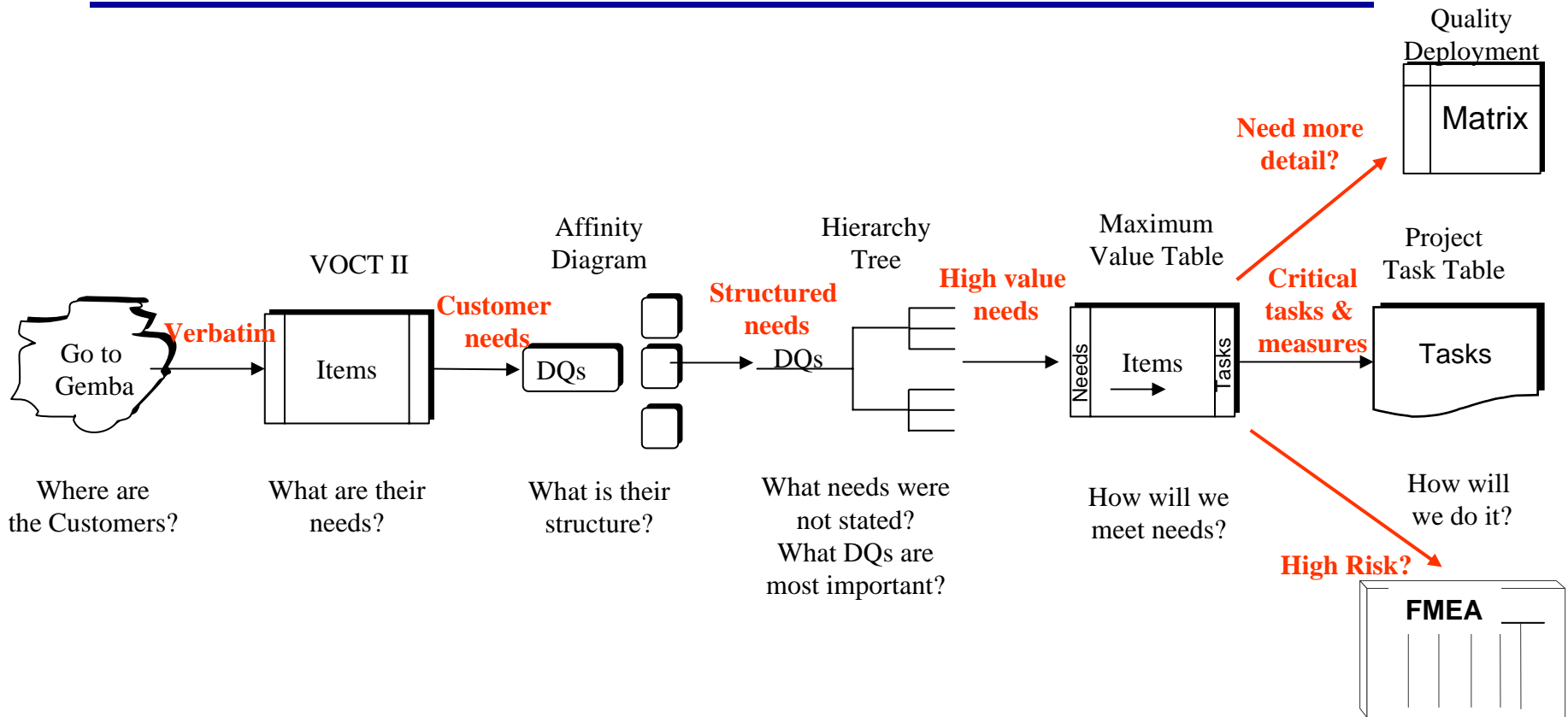
Steps



5 Step Translation Process

From Chaplin, E and Akao, Y. Process Improvement: Translate Know- What into Know- How Quality Progress 10:56-61 December 2003

RAPID CYCLE -BLITZ QFD



2-3 Customers

DAY 1

2nd DAY

From Chapter 14

Chaplin, E and Terninko, J: *Customer Driven Healthcare: QFD for Process Improvement and Cost Reduction* Milwaukee, WI ASQ Press 2000 (www.asq.org)

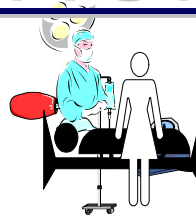
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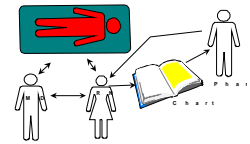
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Tasks
(Staff)



Repetition
(Performers)

Quality Function Deployment

- Visits 10-12 customers capture 85% of wants and needs
- Expand 95%

MAXIMUM VALUE TABLE

Demanded Quality	Performance Measure	Function (Actions)	Failure Mode
Structure - subject + verb + object + adverb - subject + verb + adjective + object	Structure - witnessable metric (units)	Structure - noun + verb + object	Structure - effect, defect or cause
TARGETS - Measurable Characteristic and Time Frame		PROCESS ITEMS	MISTAKE PROOFING

THE SPECIFIC

- **Quality Function Deployment - Visit 10-12 customers capture 85% of their wants and needs - Expand 95% (WHAT -TARGETS)**
- **TRIZ- 95% of what need to know is already available in another industry or discipline. (HOW)**
- **Barrier to success:**
 - **access to the knowledge - to the know how to**
 - **inertia -historical habits & biases**
 - **contradictions within existing systems**
 - **seeing change as an event**
 - **longing for technology as the magic potion**
 - **failures in capture & translation of knowledge**
 - **trapped in 10,000 constructs, not living in the actual experience**

The General- Context

Underlying Structure of Social Spaces

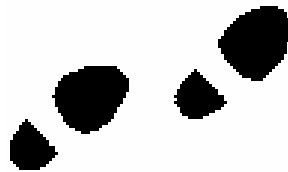
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Deposition toward life – Attitude
Practice

SCIENCE

Theory

Life is an evolving hypothesis



Experience

Our task is to listen to the data

Millions of years of Intelligence & Wisdom

THERE IS BEAUTY IN SIMPLICITY

Simplicity & 85th Problem

1. Inquiry into our nature

Understanding top down nature

Top Down

2. Engage in practices to be present

Direct experience

Bottom UP

3. A Journey not a Destination

Scientific Method

$$\hat{\wedge}_1 = X^2 + c$$

$$X_2 = X_1^2 + c$$

$$X \rightarrow X_n^2 + c$$

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