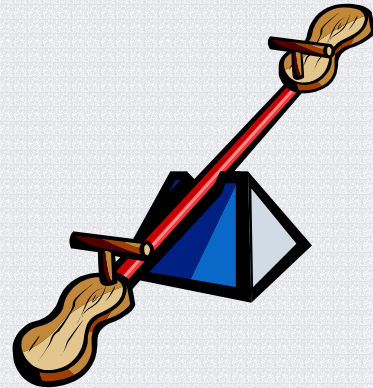


Balancing the Teeter-Totter of Data and Human Values

The Role of Compassion in Data
Analysis

Presented by
Blair Warman Nickle

April 24, 2009

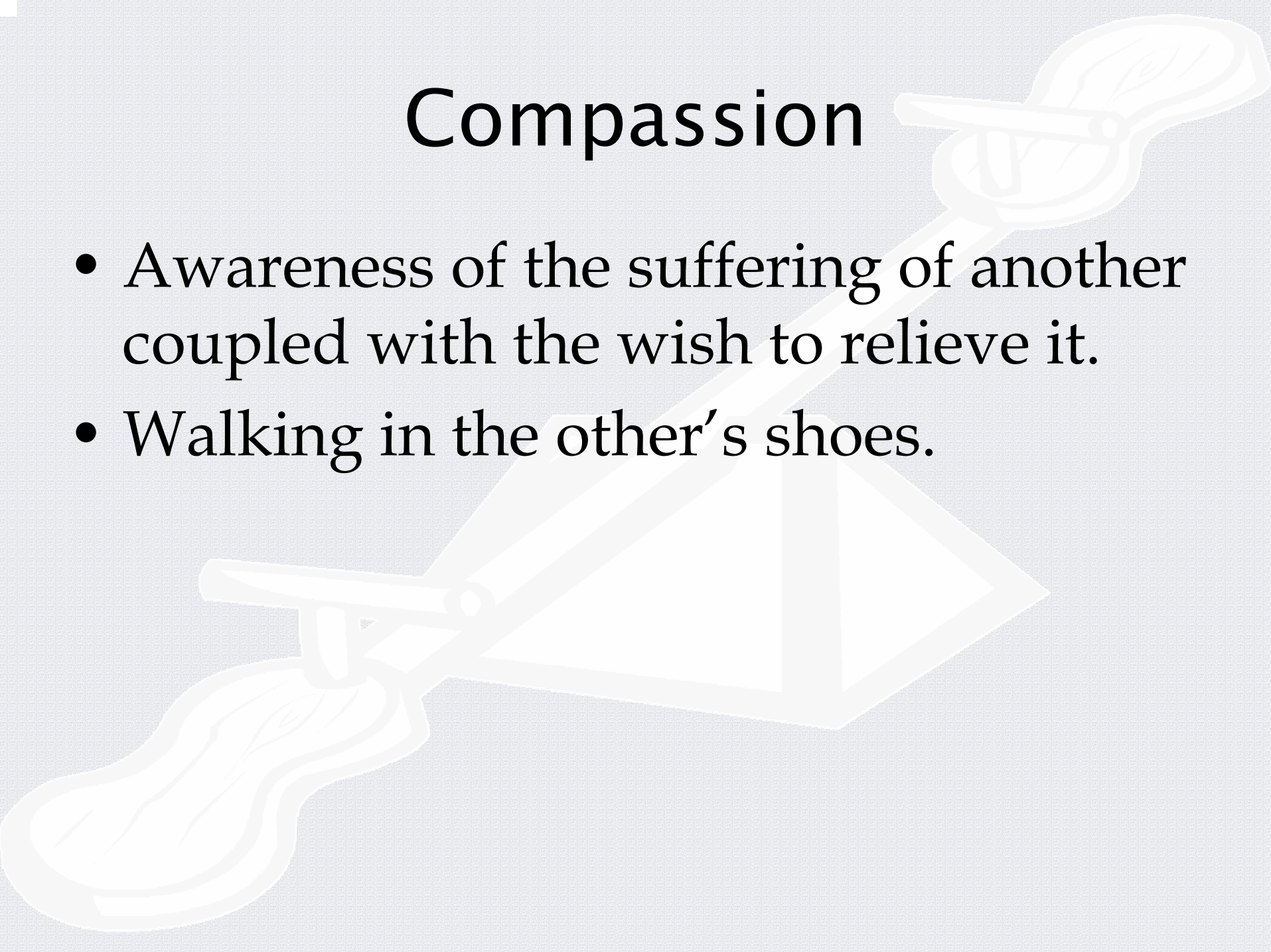




What is compassion?

Compassion

- Awareness of the suffering of another coupled with the wish to relieve it.
- Walking in the other's shoes.



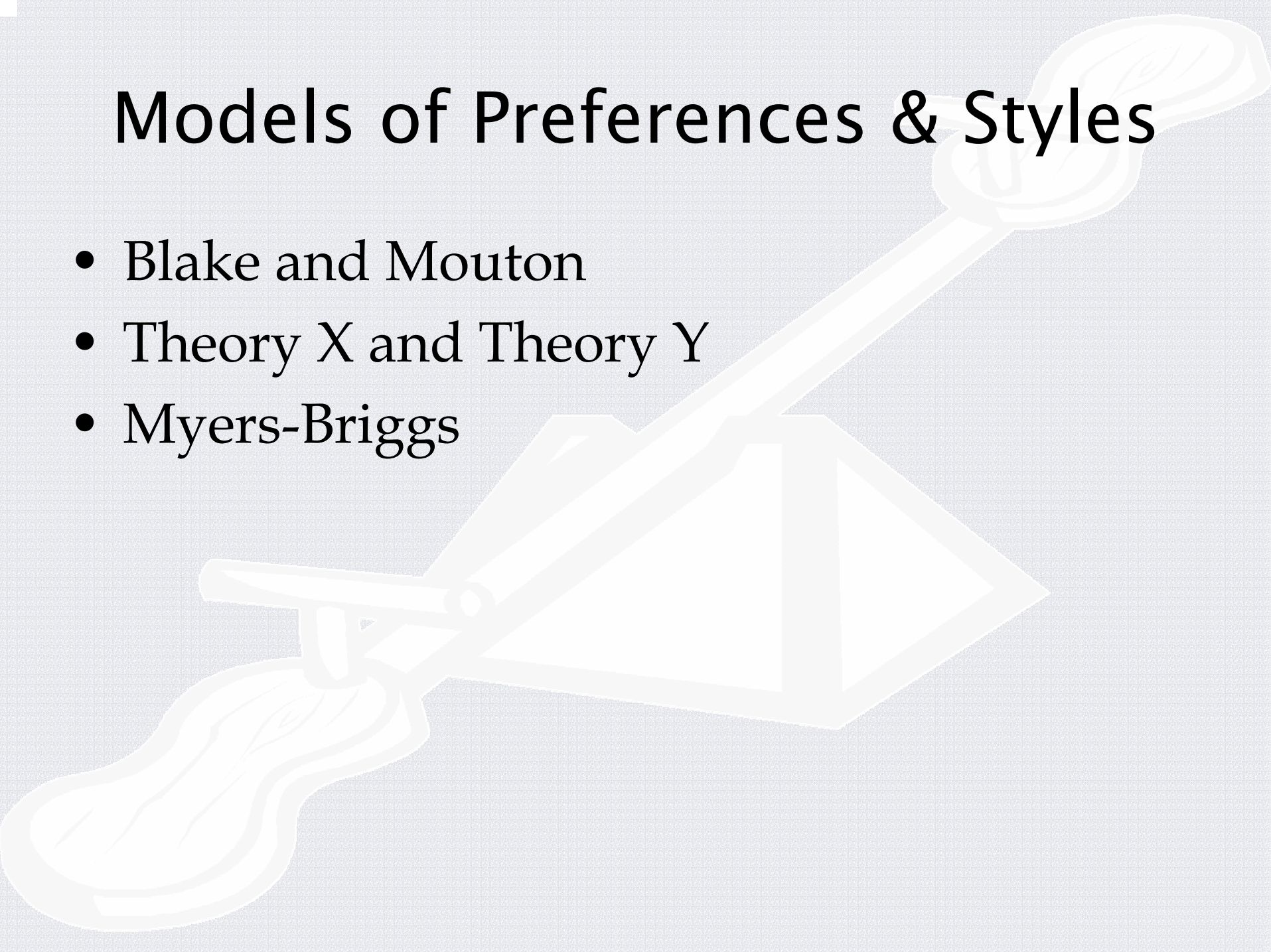
Human Values



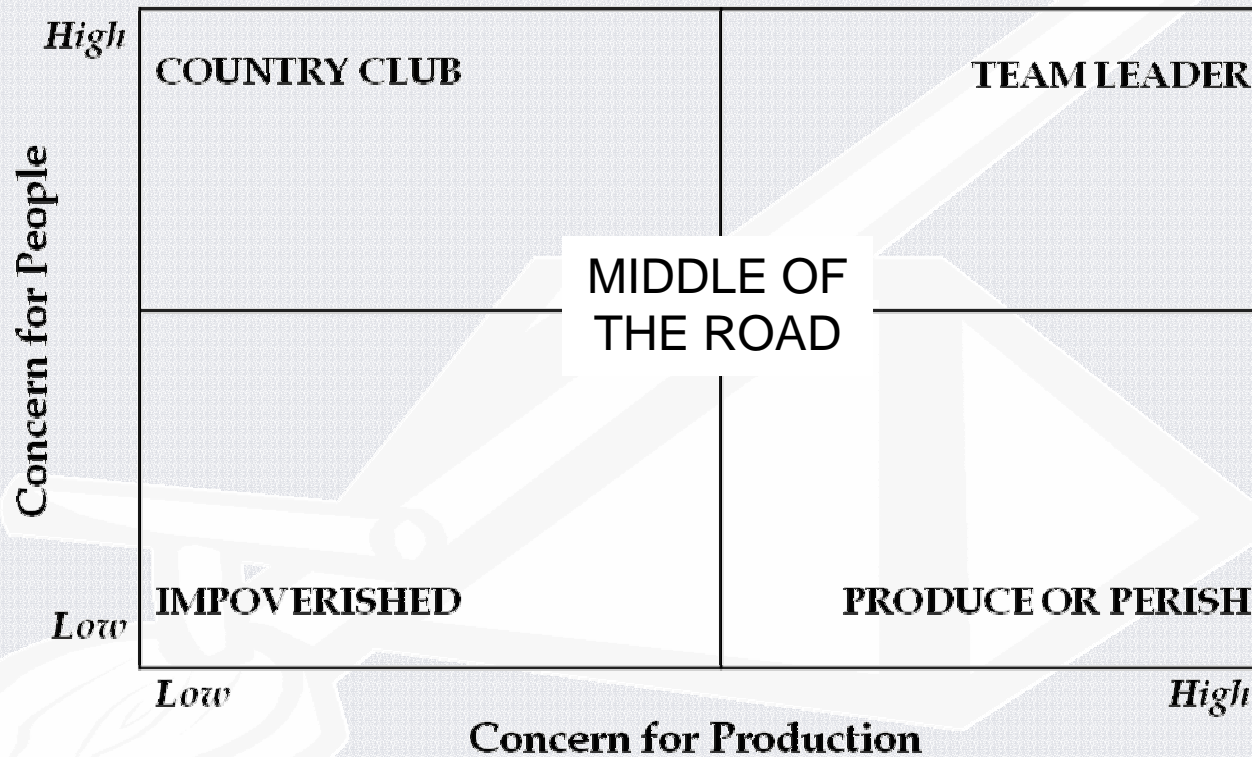
- Respect
- Diversity
- Teamwork
- Justice
- Seeing others as people and not as objects.

Models of Preferences & Styles

- Blake and Mouton
- Theory X and Theory Y
- Myers-Briggs



Blake and Mouton's Grid



Douglas McGregor's Theory X and Theory Y

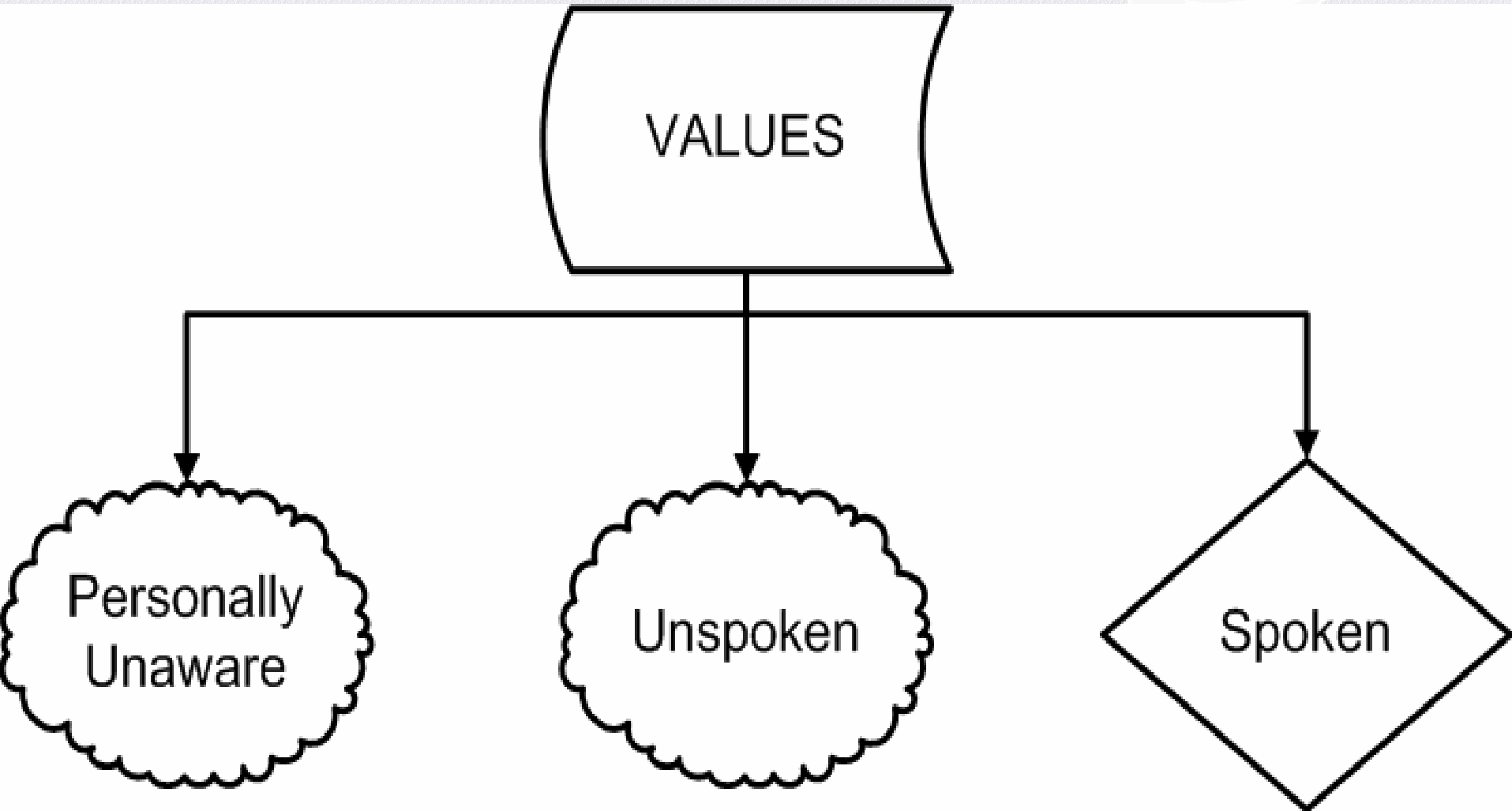
- **Theory X:** People are lazy and will avoid work. They must be managed/controlled to ensure organizational success.
- **Theory Y:** People may be self-motivating if given the right environment. A leader's job is to create that environment.

Myers-Briggs



- How we take in information:
 - Sensor
 - Intuitive
- How we decide:
 - Thinking decider
 - Feeling decider

How Values Play into Decisions



The ABC Chain of Events



- A: Activating Event
- B: Beliefs
- C: Consequences

Rational Emotive Behavior Therapy -REBT

From Whence Come the B's?

1. Concrete data
2. Generalize without testing
3. Leap of abstraction creates filters that view everything through the mental model of the generalization

Left hand column



LEFT HAND COLUMN

What I'm thinking

Oh, please. I hope she finally got his straightened out & on the right track.

Great. She wimped out again. This is never going to work.

Surely she can see she needs to address this - or she's worse manager than I thought.

Yeah. Like that will happen.

RIGHT HAND COLUMN

What we're saying

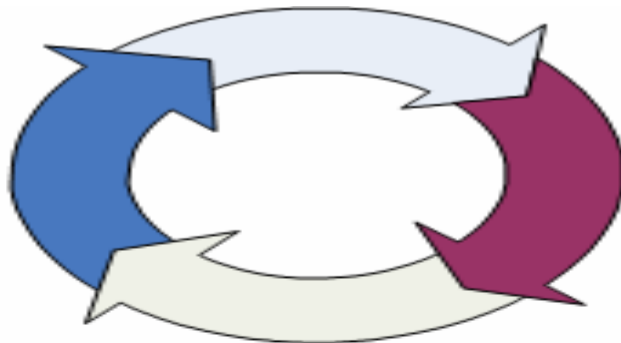
BLAIR: So, how did your chat with Mark go?

DEB: Well, it just didn't seem to be the time to address the issue.

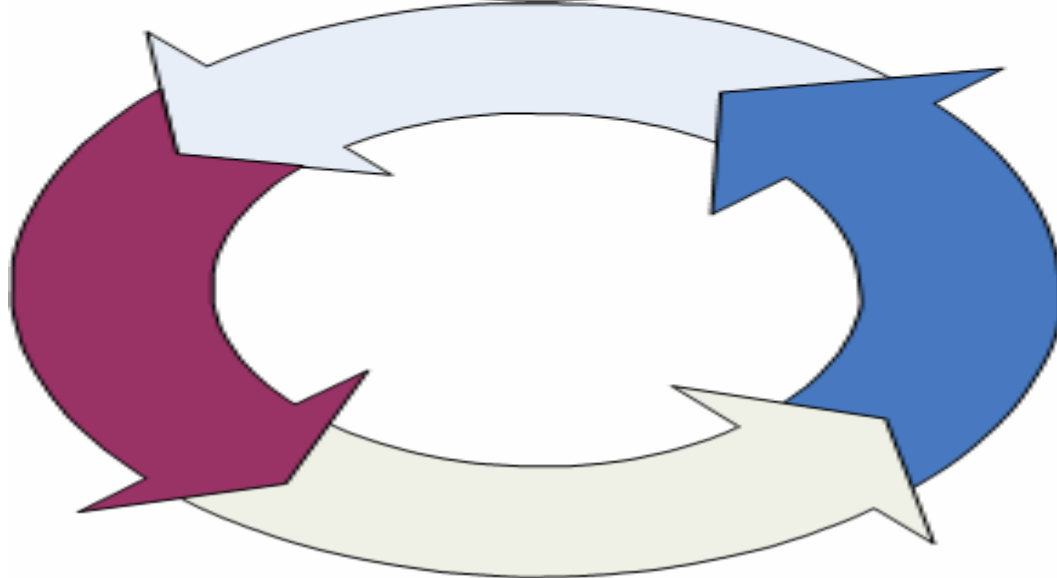
BLAIR: Did you decide when the time might be better?

DEB: Well, I thought maybe next week.

Single Loop/Double Loop

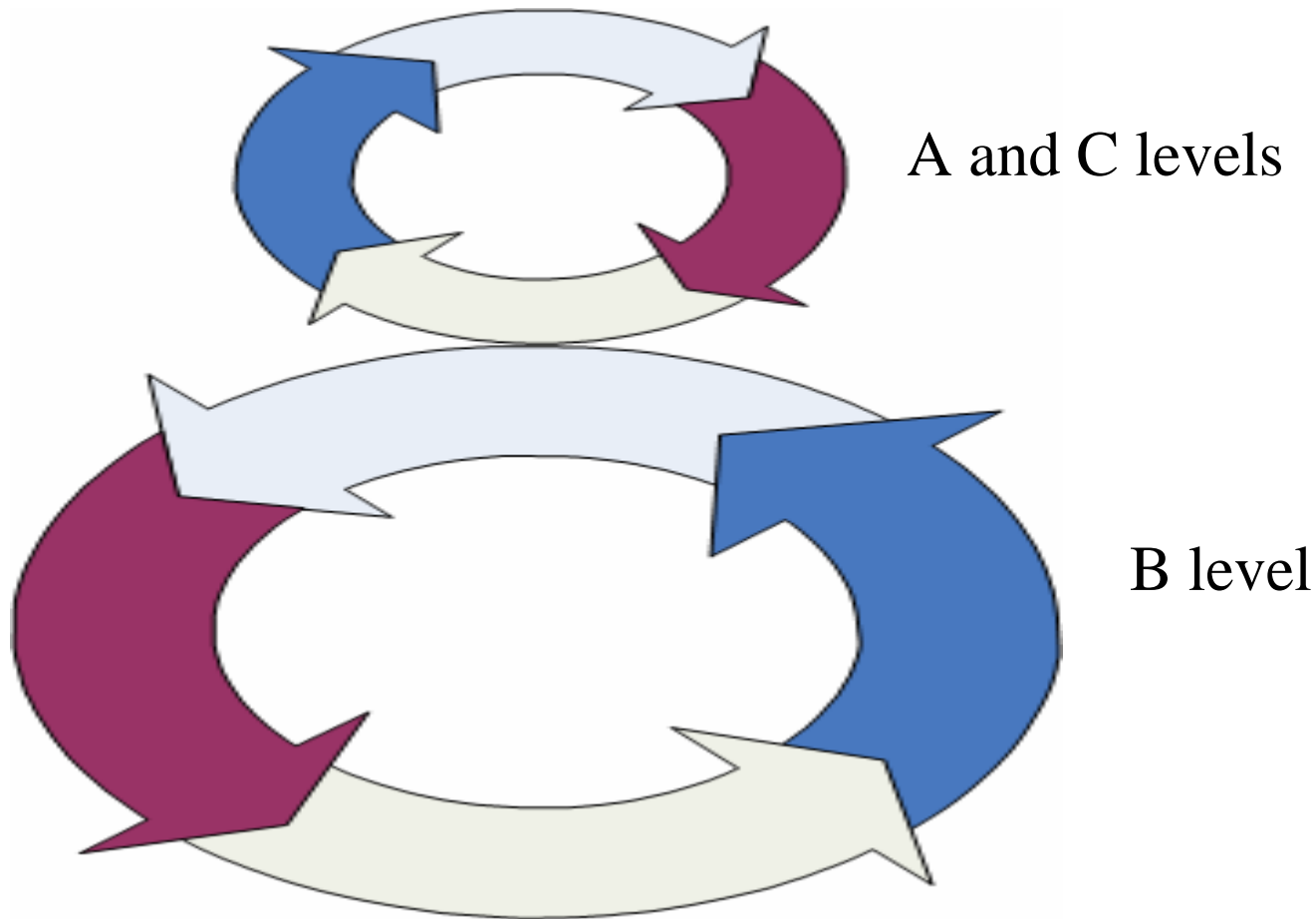


Stated issues and
observed actions

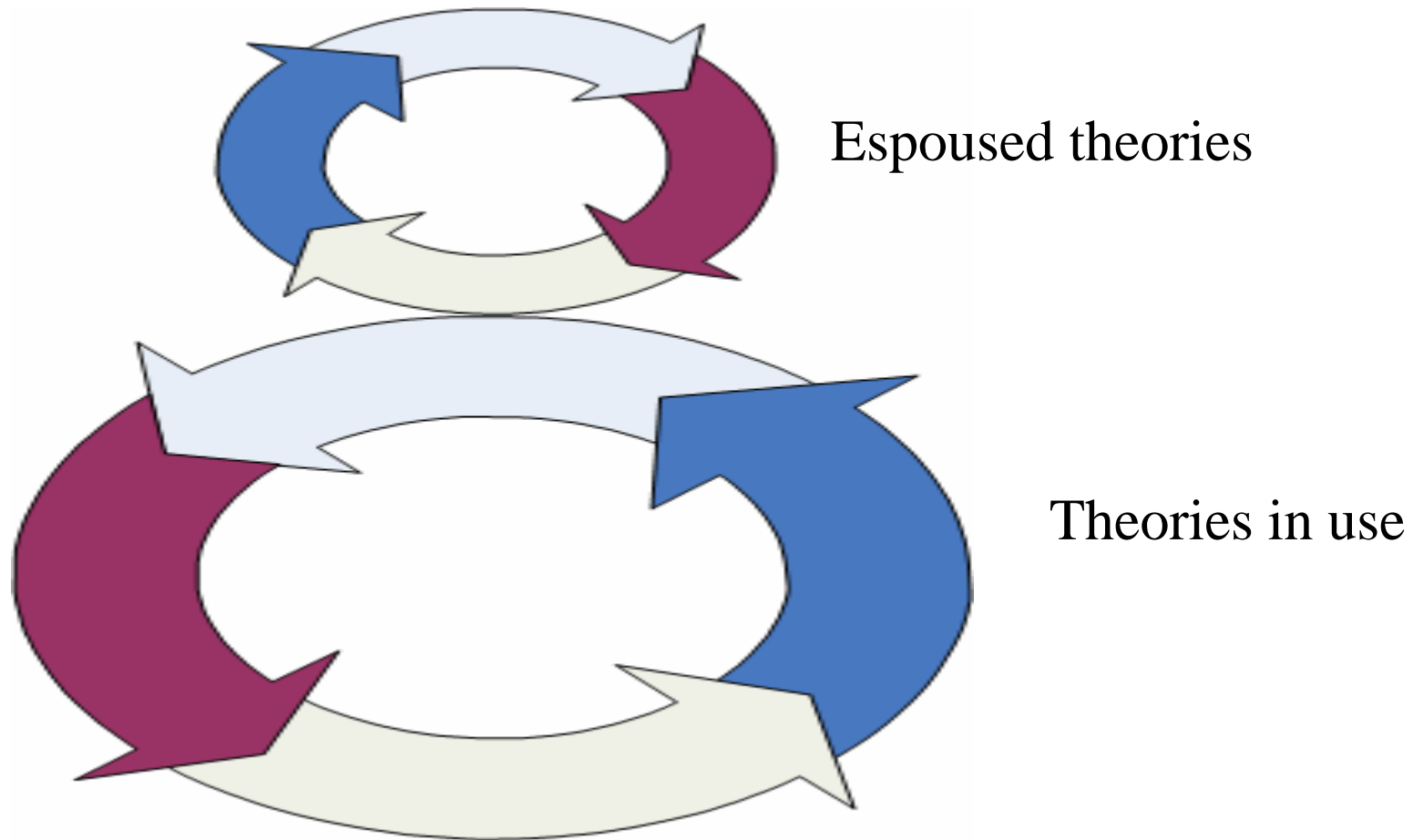


Values, beliefs, and
structural
underpinnings

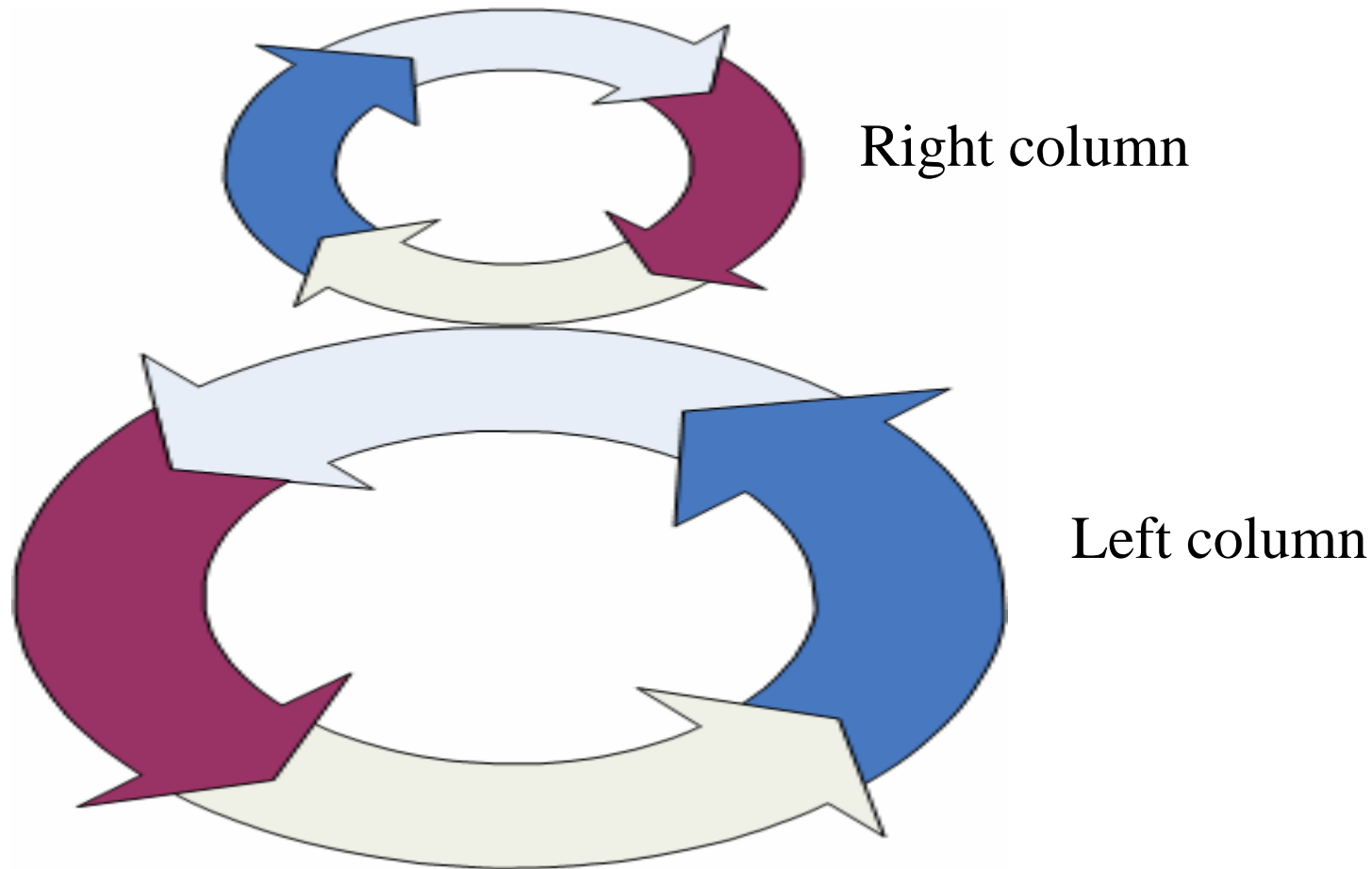
Single Loop/Double Loop in the ABC Chain



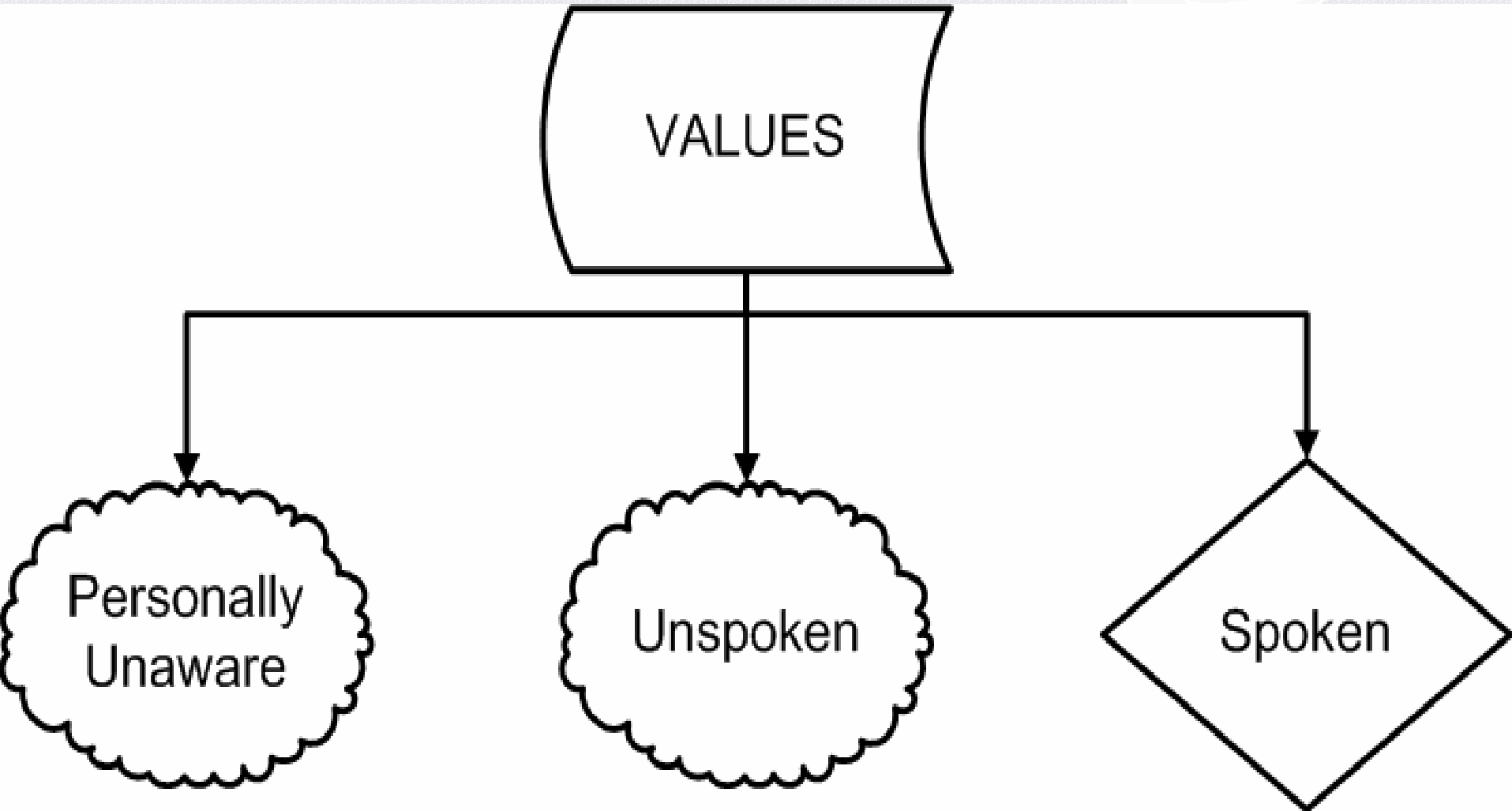
Single Loop/Double Loop (Chris Argyris)



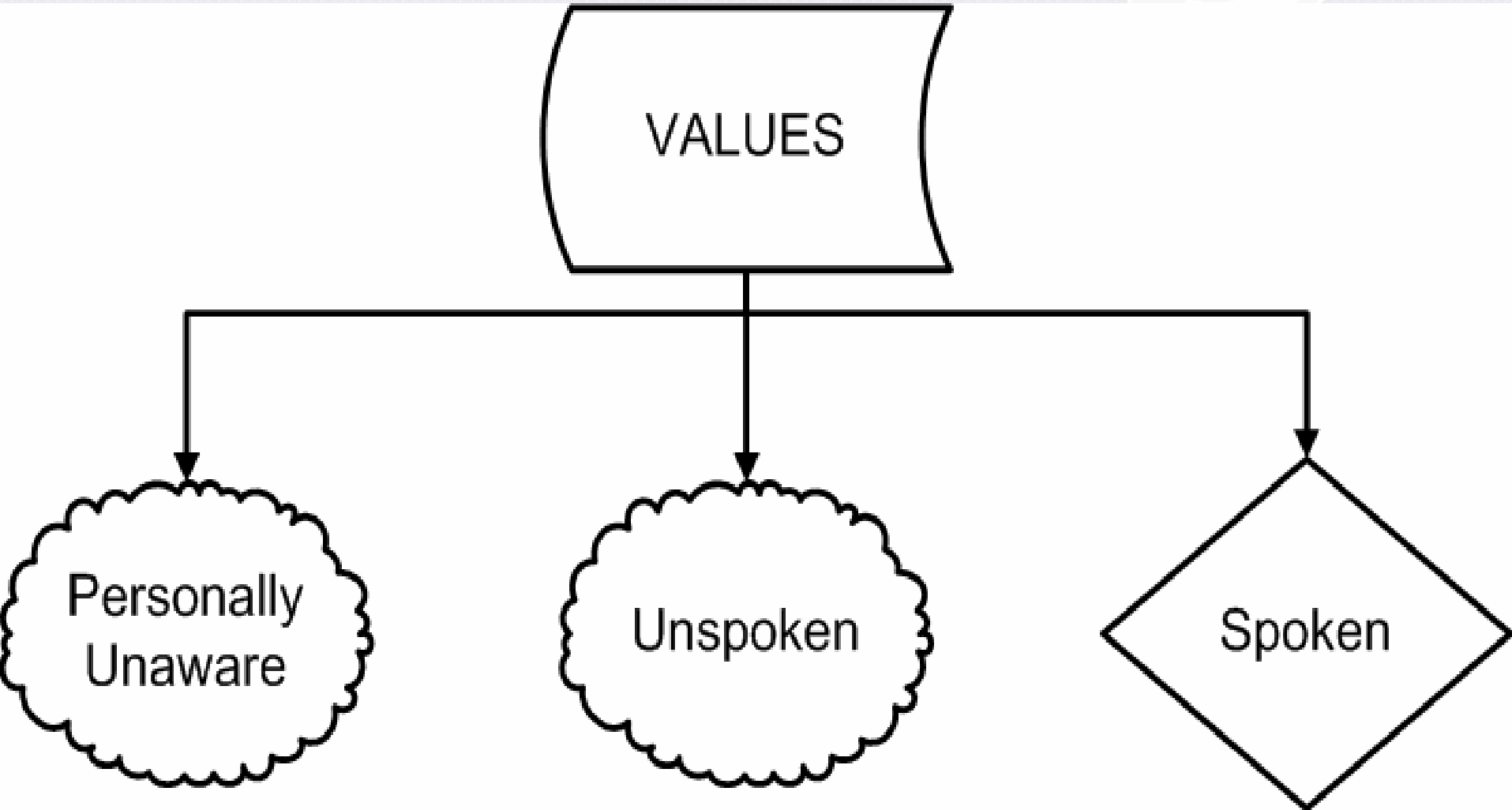
Single Loop/Double Loop (Chris Argyris)



Step 1: Bringing Values into the Decision



Step 2: Bringing Values into the Decision



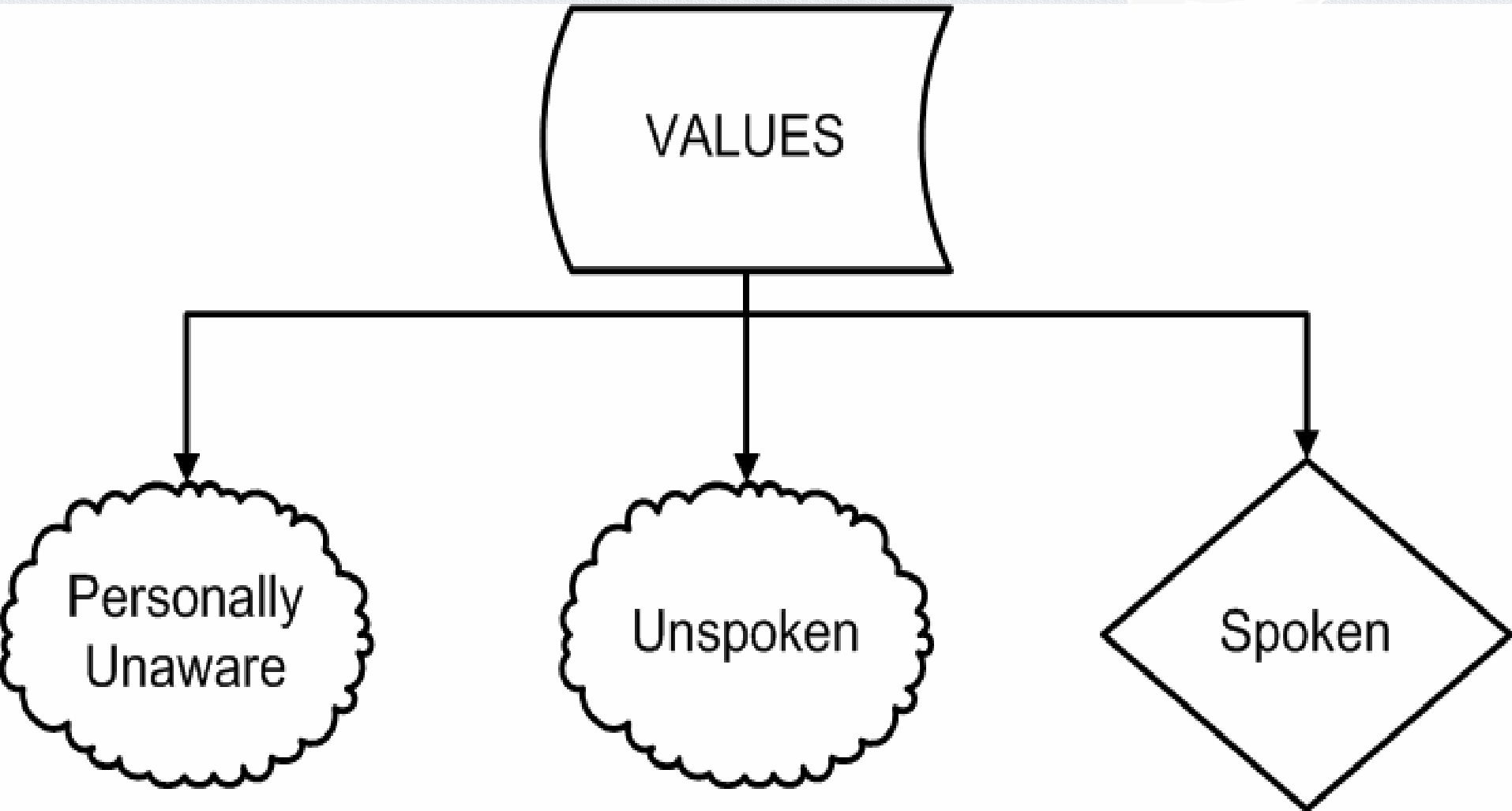
Skills for Surfacing Values



- Skills of reflection
- Skills of inquiry

Which enable us to balance advocacy and inquiry...

Step 3: Bringing Values into the Decision



Novant Health Values

- **Compassion:** We treat our customers and their families, staff and other healthcare providers as family members with kindness, patience, empathy and respect.
- **Diversity:** We recognize that every person is different, each shaped by unique life experiences. This enables us to better understand each other and our customers.
- **Personal Excellence:** We strive to grow personally and professionally and approach each service opportunity with a positive, flexible attitude. Honesty and personal integrity guide all we do.
- **Teamwork:** The needs and expectations of any one customer are greater than what one person's service efforts can satisfy. We support each other so that together as a team, we can be successful in the eye of the customer as a quality service provider.

Bons Secours Values



Respect

Respect is our commitment to treat all people well. It is based on our belief that each person has equal dignity because each individual “is made in the image and likeness of God.” We promote self-respect and mutual respect and trust among all the members of the Bon Secours team.

Justice

Justice is the value that supports and protects the rights of all people. It characterizes what we desire in our relationship to those we serve and our co-workers. It promotes the right to have needs met and in a manner consistent with human dignity; and it supports and protects the right of the individual to participate in decision making regarding their care.

Integrity

Integrity implies a highly-developed sense of ethical behavior, consistent with that expected of an individual or organization with great moral character. Integrity is having our actions in harmony with our thoughts, feelings, and values. This integration of behavior with thoughts, feelings, and values applies to each of us as individuals as well as collectively as an organization.

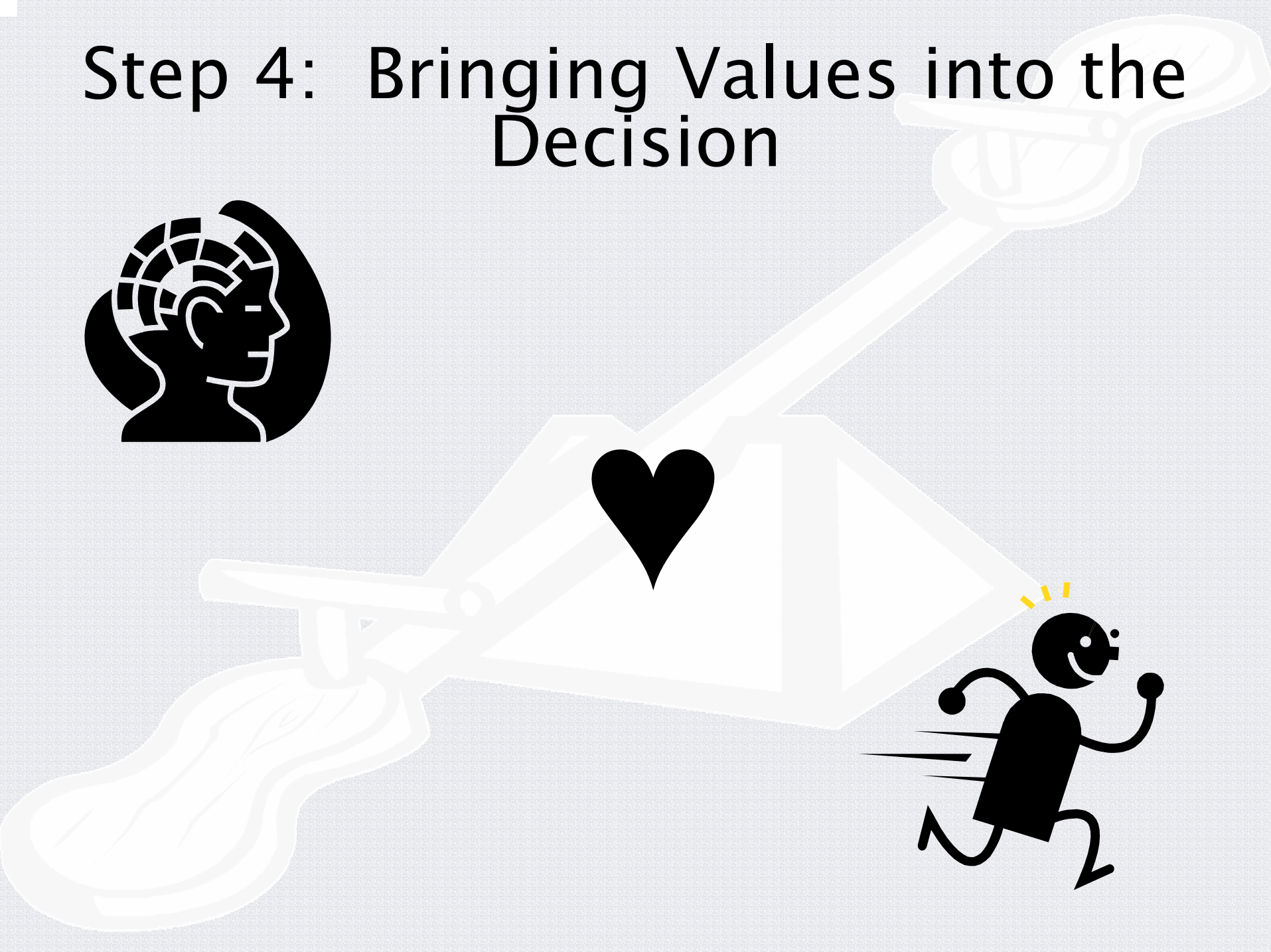
Stewardship

Stewardship is the responsible use of all our resources for which they are intended to support, promote, expand, and preserve our mission and ministry. It is the use of good business principles. It is the balanced and right relationship of quality and value with cost and financial return.

Compassion

Compassion means experiencing empathy with another's life situation. Compassion is being with another as well as doing for them. This "being with" is done in such a way that the person experiences acceptance, concern, hopefulness, and sensitivity.

Step 4: Bringing Values into the Decision

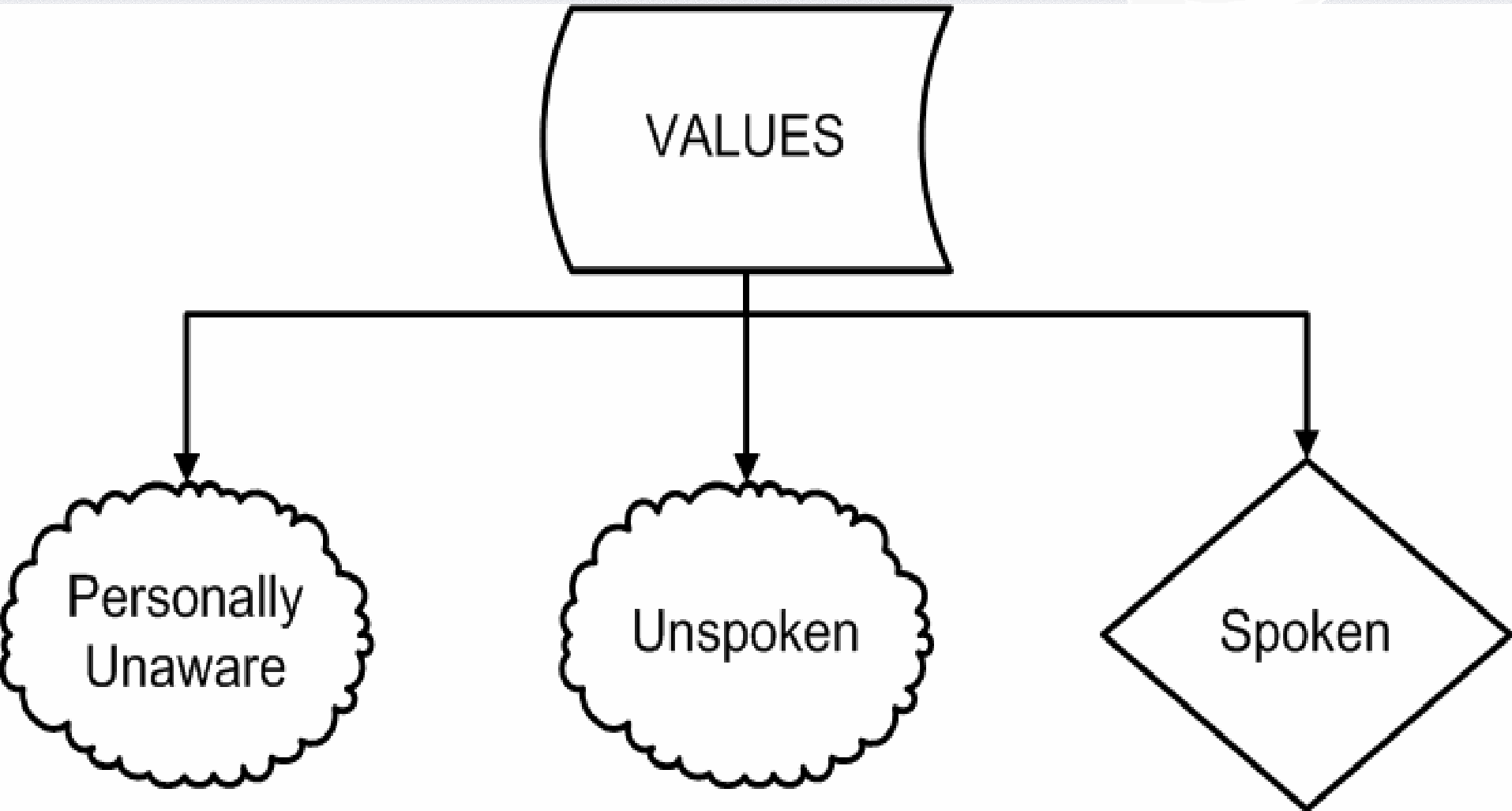


Compassion



- Seeing people as people
 - People making the decision
 - People affected by the decision
- Be compassionate with ourselves – but be honest

How Values Play into Decisions





**Questions, Comments,
and a
Few Cheap Shots**