MAKING GOVERNMENTS MORE EFFECTIVE

Everyone wants government to be leaner, better organized, and more efficient. But what would that look like in practice? How would that happen?

Saybrook alumna Jamie Scibelli can tell you.

Jamie is the Project Manager for the "Lean government" initiative pioneered by Washington State's Department of Labor and Industries. They're taking the processes of one of the world's most effective companies – Toyota – and figuring out how they can be applied to make government better at every level.

"What we've discovered," she says, "is that you have to train employees on how to solve problems at the lowest level. That's a real culture shock. Solving problems is typically something leaders see as their prerogative. We have to teach them to encourage people to solve problems at every level in the organization. It's a whole different way of interacting with employees. But the payoff is that there's more ownership of the work, more connection with the customer, and a greater sense, on everybody's part, of how they fit in the strategic plan of the organization."

The project has been recognized by the governor, and is now a model for other departments. It's also something that her study at Saybrook prepared her for.

"The LIOS MA in **LEADERSHIP AND ORGANIZATION DEVELOPMENT** was an invaluable resource I could refer to for government transformation," she said. "I'm constantly referring back to the academics of leadership and change management, the models we applied at LIOS are great for coaching leaders. What I learned connects so perfectly to what I do."

HELPING HOSPITALS KEEP PATIENTS SAFE

One of the most dangerous things about health care is human error. A pharmacist picking up the wrong bottle or a doctor forgetting to wash her hands can lead to unnecessary complications – even death.

You don't have to imagine how many lives could be saved if such mistakes could be reduced – or how much less our health care system would cost. Saybrook student Mara Zabari is imagining it for you. A PhD candidate in Saybrook's **ORGANIZATIONAL SYSTEMS** program, Mara is leading a project to reduce patient harm in hospitals in three states by 40 percent.

"Hand washing is a great example," she said. "It's one of the most basic things. We've known what works for a very long time, have great protocols in place for when doctors and nurses need to wash their hands … and people don't always do it. The compliance rates have been abysmal. That's one of the things we're looking at: what in the culture is keeping hospital personnel from performing this basic step?"

Mara started her career as a nurse, but quickly moved into hospital leadership roles. "After three years of nursing I was becoming very disillusioned," she remembered. "I saw how difficult it was for my colleagues, who were very inspiring in their dedication to their jobs, and how many institutional barriers they had to overcome to do the work that the patients needed. If I wanted to be part of the solution, I needed to put myself in a position where I could have more influence."

Now the Director of Integration of the **Partnership for Patients**, a national initiative to reduce patient harm across the country launched by the Obama Administration, Mara says her work at Saybrook "has been instrumental to me having a more rigorous approach to understanding systems and applying it to my organizational work."

"I don't believe I'd be in my job today if it wasn't for Saybrook," she said. Mentoring from the faculty, and interactions with my fellow students really expanded my ideas of what was possible, and to let me bring the scholar piece to my practice. Now I'm working at the state level, and connecting with people all across the country who are doing research on this area of patient safety."

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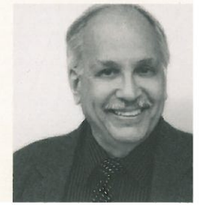
SAYBROOK UNIVERSITY

New Directions

SEE HOW SAYBROOK IS IMPROVING THE WAY ORGANIZATIONS WORK.



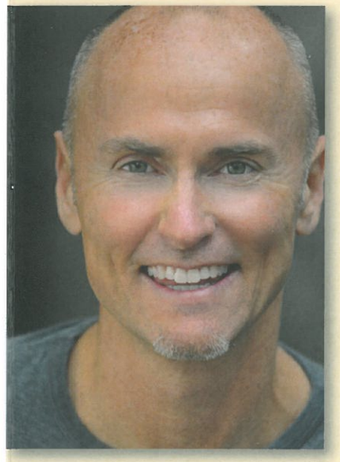
Every day we see how difficult it is for organizations built in the 19th and 20th centuries to address the challenges of the 21st. Are they up to the task? Are our governments, businesses, non-profits, and community groups designed to bring out the best in us? Can they harness our creativity and support our humanity?

I am proud of the way Saybrook's students are using what they learn here to bring organizations of every kind into the 21st century, creating a better world.

REIMAGINING BUSINESS CULTURE

WHEN PROFIT ISN'T ENOUGH: CHIP CONLEY TO WORK WITH SAYBROOK UNIVERSITY TO REINVENT BUSINESS CULTURE.

This is an insight Conley got from the humanistic psychology of Abraham Maslow – an eminent psychologist who was instrumental in the founding of Saybrook. For decades Saybrook has been working with leading scholars in humanistic psychology and systems thinking to find new approaches to business culture that enhance its positives – its dynamism, its innovation, its capacity to generate wealth – while putting the brakes on its destructive tendencies.



Since the publication of his best-selling book *"PEAK: How Great Companies Get Their Mojo from Maslow,"* Conley has been a key leader in that effort as well, bringing the principles of humanistic psychology directly to boardrooms across the world.

"Over time," Conley says, "what we've seen in looking at some of the best run organizations is that when an organization puts its attention on meaning, on that intangible of meaning, and really gives it an important part of the culture of the organization, it has a resonant impact for the employees and the customers. Those businesses tend to thrive in the 21st century, while businesses without a sense of mission beyond making a dollar are increasingly likely to fail."

Conley is now serving as **Saybrook's 2013 Scholar-Practitioner in Residence** (his second appointment to the position) and working with Saybrook to find new ways to extend the discoveries of humanistic psychology to the offices where we all live and work.

That includes working with Saybrook's own faculty, staff, and students; reaching out to businesses in the San Francisco Bay Area; and potentially sponsoring a joint conference to bring together business leaders and scholars to discuss the emergence of a newer, better, business culture centered around meaning.

Saybrook University President Mark Schulman said he is "delighted that Chip has re-upped with us as Scholar-Practitioner in Residence. We look forward to working with him on several exciting projects and I'm already looking beyond 2013 to see what Chip and Saybrook can do next!"