

# The Sardine Effect



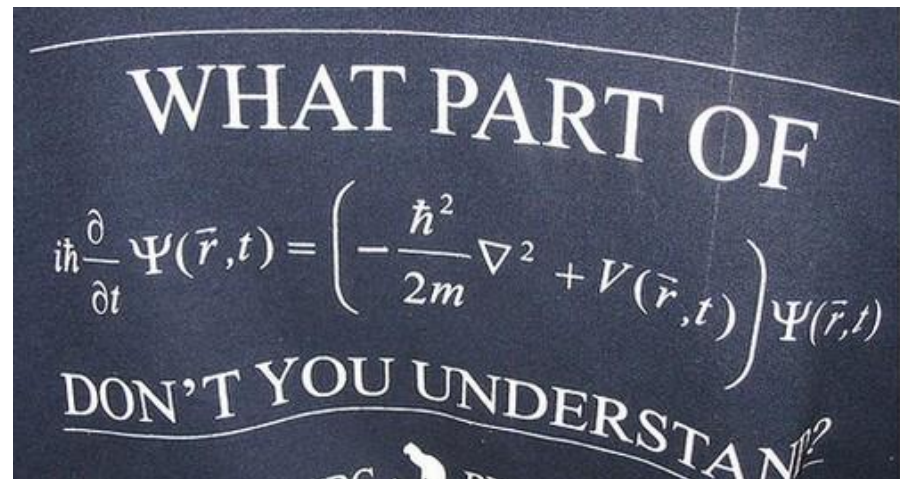
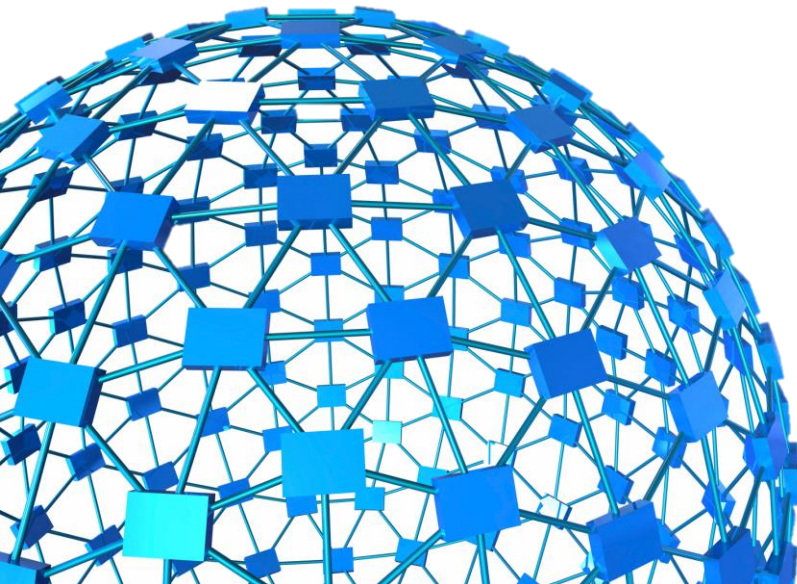
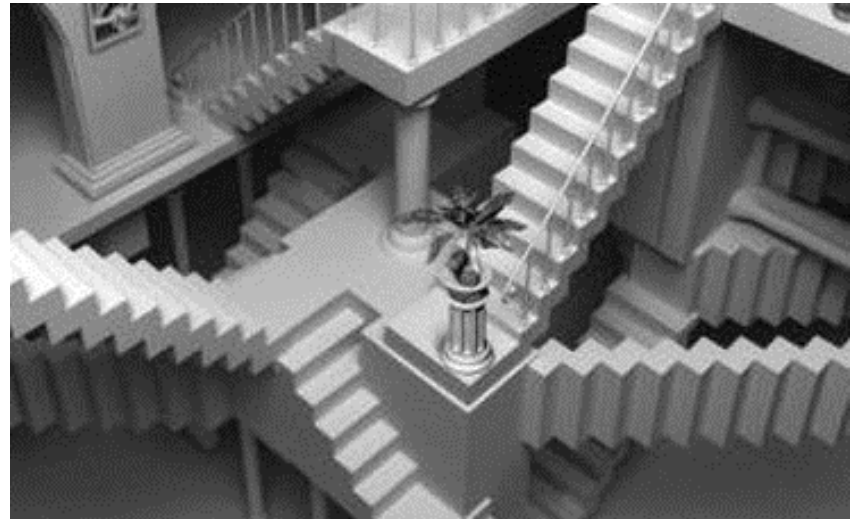
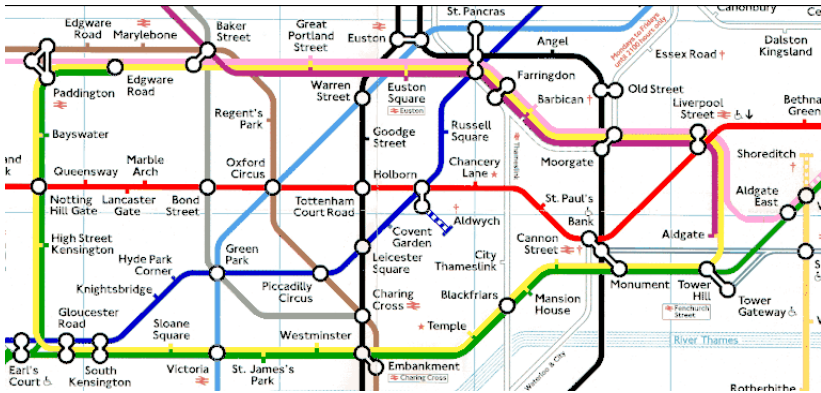
why we need to de-complicate our processes to deliver effectively

# Agenda

- Theory
- Example
- Practical Guidance

# Theory

# A word about Complexity vs Complicatedness



# Clinical Development Process



# How to Manage Complexity Without Getting Complicated

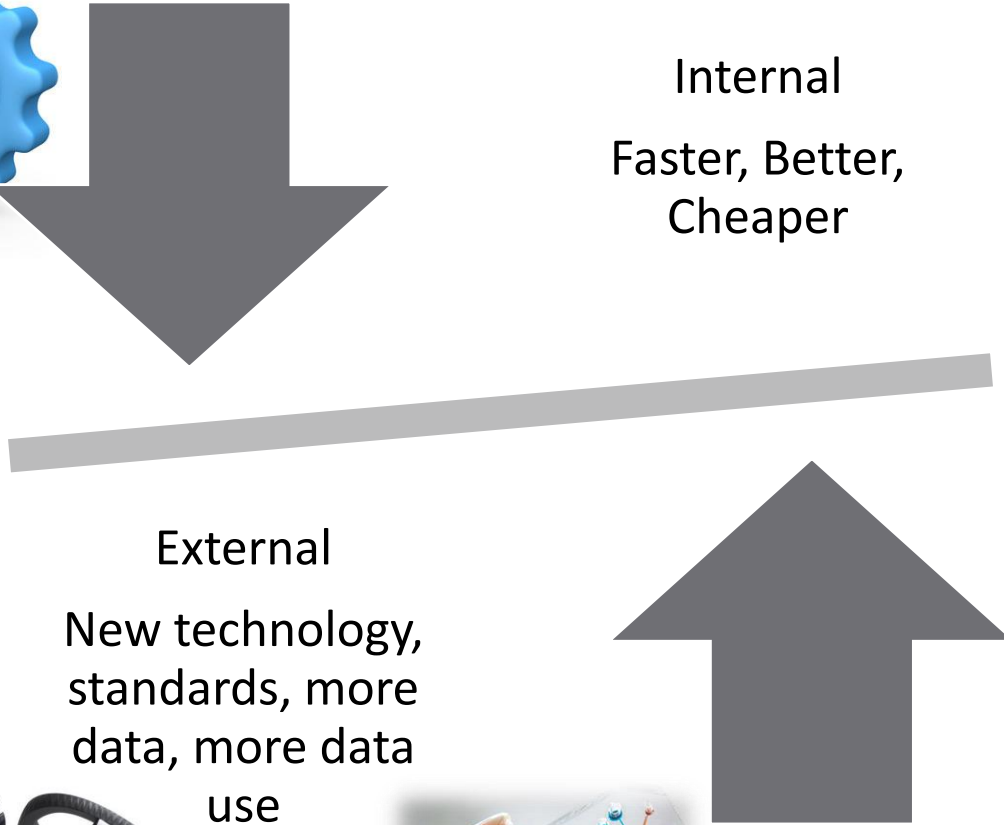
1. Understand what your people do
2. Reinforce integrators
3. Increase the total quantity of power
4. Increase reciprocity
5. Extend the shadow of the future – create direct feedback loops
6. Reward those who cooperate

[https://www.ted.com/talks/yves\\_morieux\\_as\\_work\\_gets\\_more\\_complex\\_6\\_rules\\_to\\_simplify?language=en](https://www.ted.com/talks/yves_morieux_as_work_gets_more_complex_6_rules_to_simplify?language=en)

# Pressures on Process



Internal  
Faster, Better,  
Cheaper

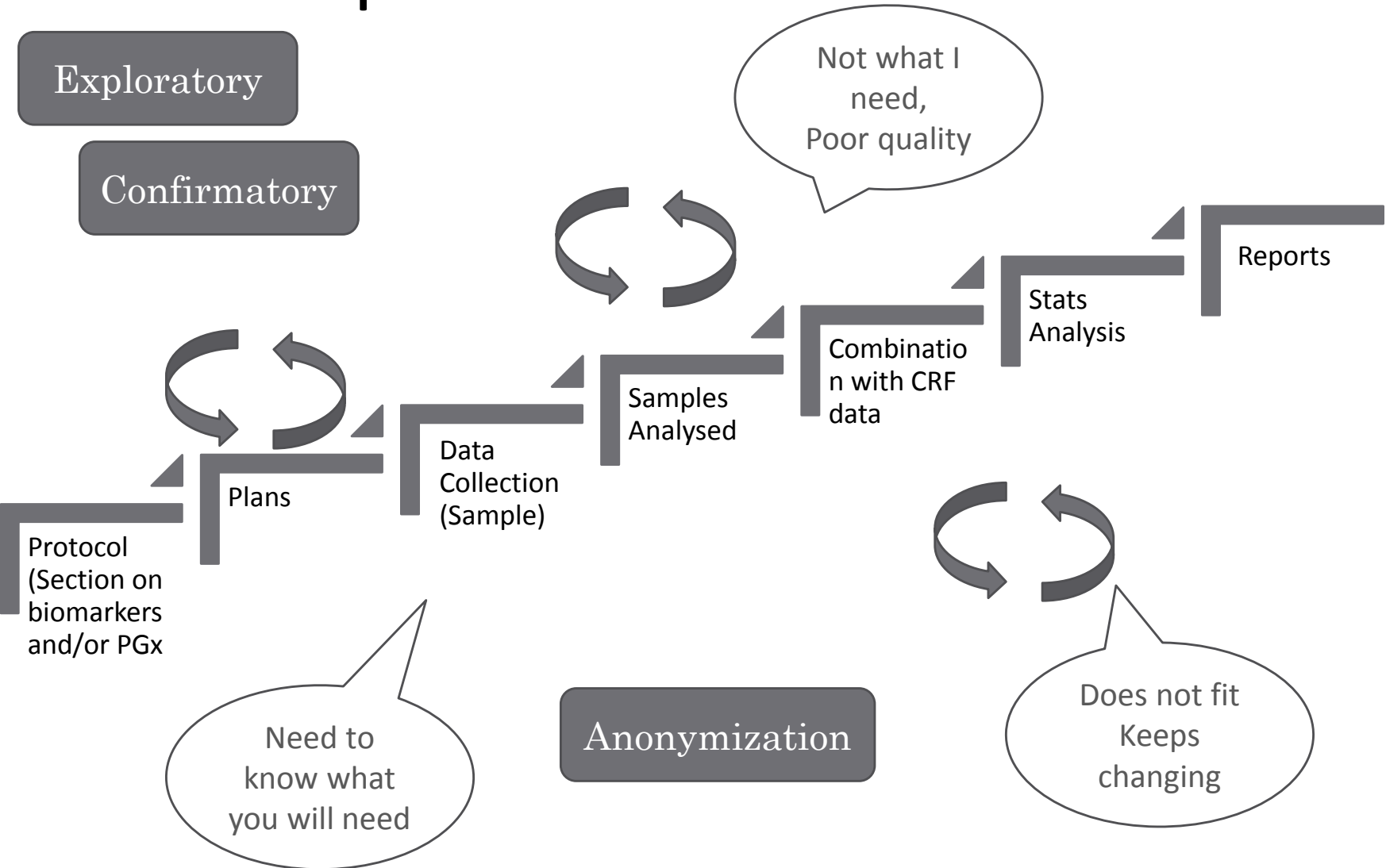


External  
New technology,  
standards, more  
data, more data  
use



# Example

# Example



# Practical Guidance

# Simple Steps

- Be curious
- Visit with those who provide you with inputs to your process
- Visit with those who benefit from the outputs of your process

‘good’ learning ‘takes place in a climate of openness where political behaviour is minimized’ (Easterby-Smith and Araujo 1999)

# 3 Simple Questions

## 3 Simple Actions

Q Why do you do what you do? (with which purpose?)

Q What causes you the most trouble?

Q What could I do differently?

A Remove duplication

A Move quality upstream

A Avoid «go-betweens»

# Questions?

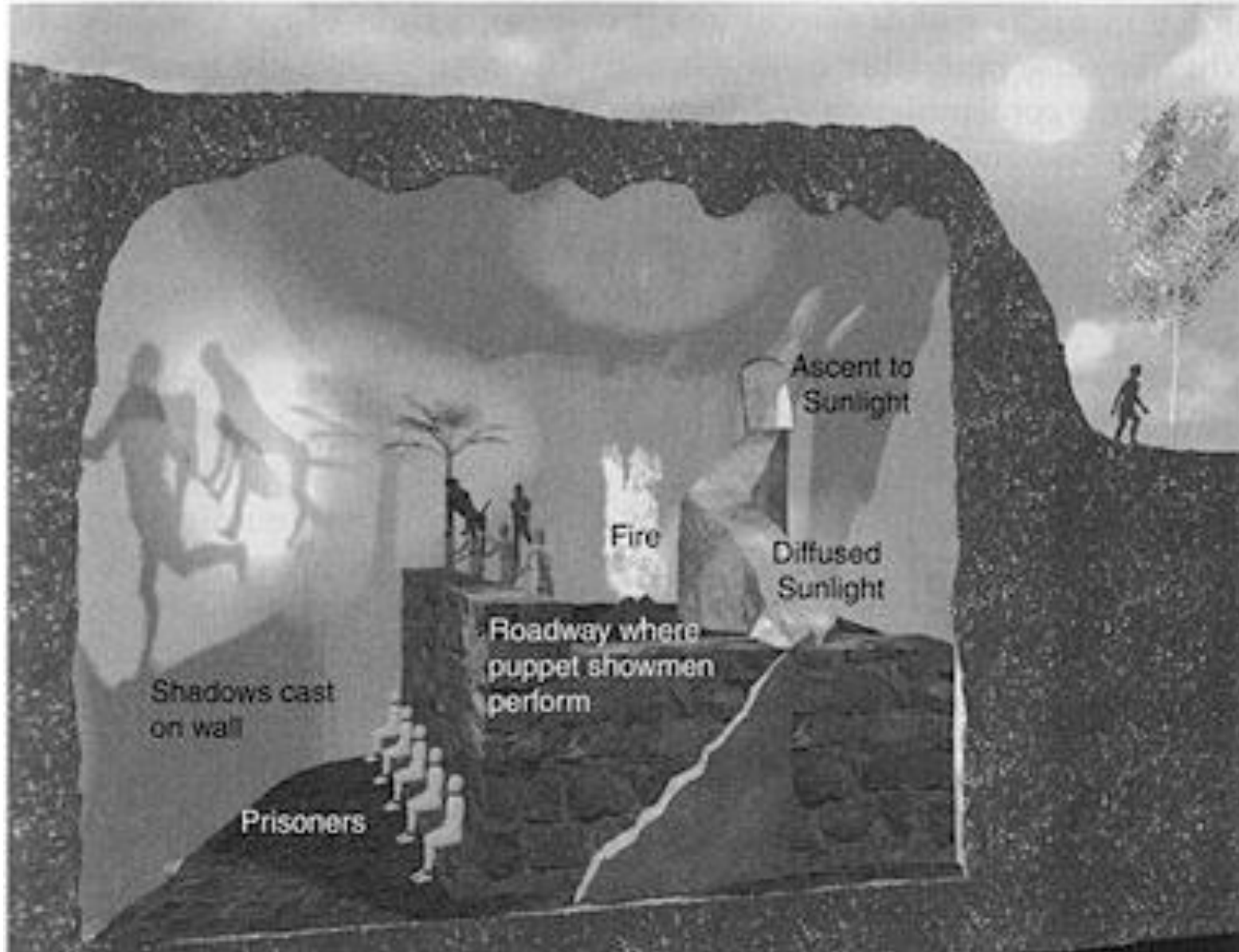


# Acknowledgements

- Roy Radich (help with formulating the theory and some of the references)
- Jon Davidson – Reminding me of Plato's Cave and Espoused theories and theories in use
- Ian – the title and endless encouragement

# Back Up Slides

# PLATO'S ALLEGORY OF THE CAVE



# Dilemmas of letting go

