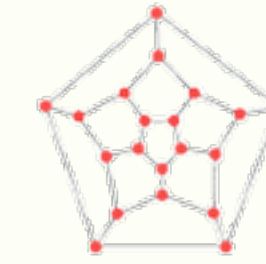


DEN RELATIVE SUCCES OG FIASKO AF ET ABT-PROJEKT

- LÆREN FRA PROJEKTET IT-STØTTE TIL VAGTPLANLÆGNING OG
OPERATIONSADFØRELSE PÅ BISPEBJERG HOSPITAL

OVERORDNET POINTE

- ▶ PILOTPROJEKTER ER BLEVET PROJEKTIFICERET
- ▶ PILOTPROJEKTER STILLER “ANDRE” KRAV TIL LEVERANDØRER
- ▶ FORLØB FREMFØR PROJEKTER
- ▶ ACCEPTER “FEJL” - LÆR OG DEL



INTRO

▶ **DER VAR EN GANG....EN GOD IDE....DER BLEV TIL EN ANSØGNING...DER BLEV TIL ET PILOTPROJEKT....DER SKULLE RESULTERE I.....**

▶ **BEDRE NORMTIDSUDNYTTELSE**



▶ **REDUKTION AF VAGTPLANLÆGNINGSOPGAVEN**



▶ **REDUKTION AF SYGEFRAVÆR**

Årsrapporter

> Afsluttede projekter

Aktiviteter

Forside // Resultater & overblik // Afsluttede projekter // Sundhed // It giver bedre planlægning af vagter og operationer

Administration

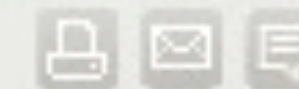
Andet

Dagtilbud

Det specialiserede social
og handicapområde

Forebyggelse og
genoptræning

Miljø og teknik



EVALUERING //

- Hent projektets
evalueringsrapport (pdf)

IT GIVER BEDRE PLANLÆGNING AF VAGTER OG OPERATIONER

Integration af IT-systemer til vagtplanlægning, operationsafvikling, booking og løn.

> I dag bruger mange klinikere på landets hospitaler arbejdstimer på vagtplanlægning, koordinering og kommunikation for få planlægningen på plads. Det vil sige, at sundhedsfagligt personale udfører administrative opgaver. I dag udføres arbejdet med papir og blyant. Elektronisk understøttet vagtplanlægning (ressourceplanlægning) findes ikke, ligesom koordinationen i forbindelse med operationer mellem medarbejderne



Årsrapporter

> Afsluttede projekter

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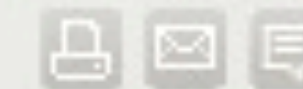
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Dagtilbud

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EVALUERING //

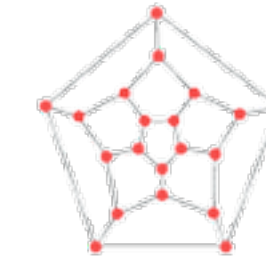
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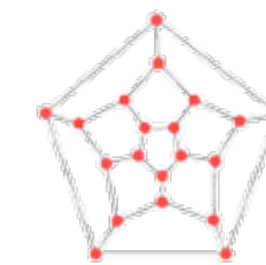
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ARBEJDSBESPARENDE POTENTIALIALE - TAL

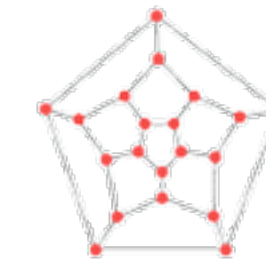
*** I NULPUNKTRAPPORTEN ER POTENTIALIALET NEDSKREVET TIL 10 %**



ARBEJDSBESPARENDE POTENTIALIALE - TAL

Arbejdsbesparende potentiale	Ansøgning forbrug (Årsværk BBH)	Forventet besparelse (Årsværk BBH)	Midtvejsrapport forventet besparelse (Årsværk)	Slutrapport besparelse (Årsværk)
Overtid	130	29 (22 %)	-	-
Vagtplanlægning	17,3	13,9 (80%)*	3,0	0,1

*** I NULPUNKTRAPPORTEN ER POTENTIALIET NEDSKREVET TIL 10 %**

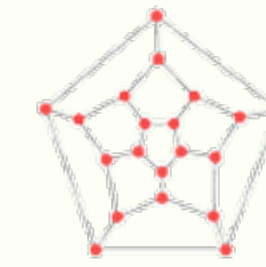


ARBEJDSBESPARENDE POTENTIALIALE - TAL

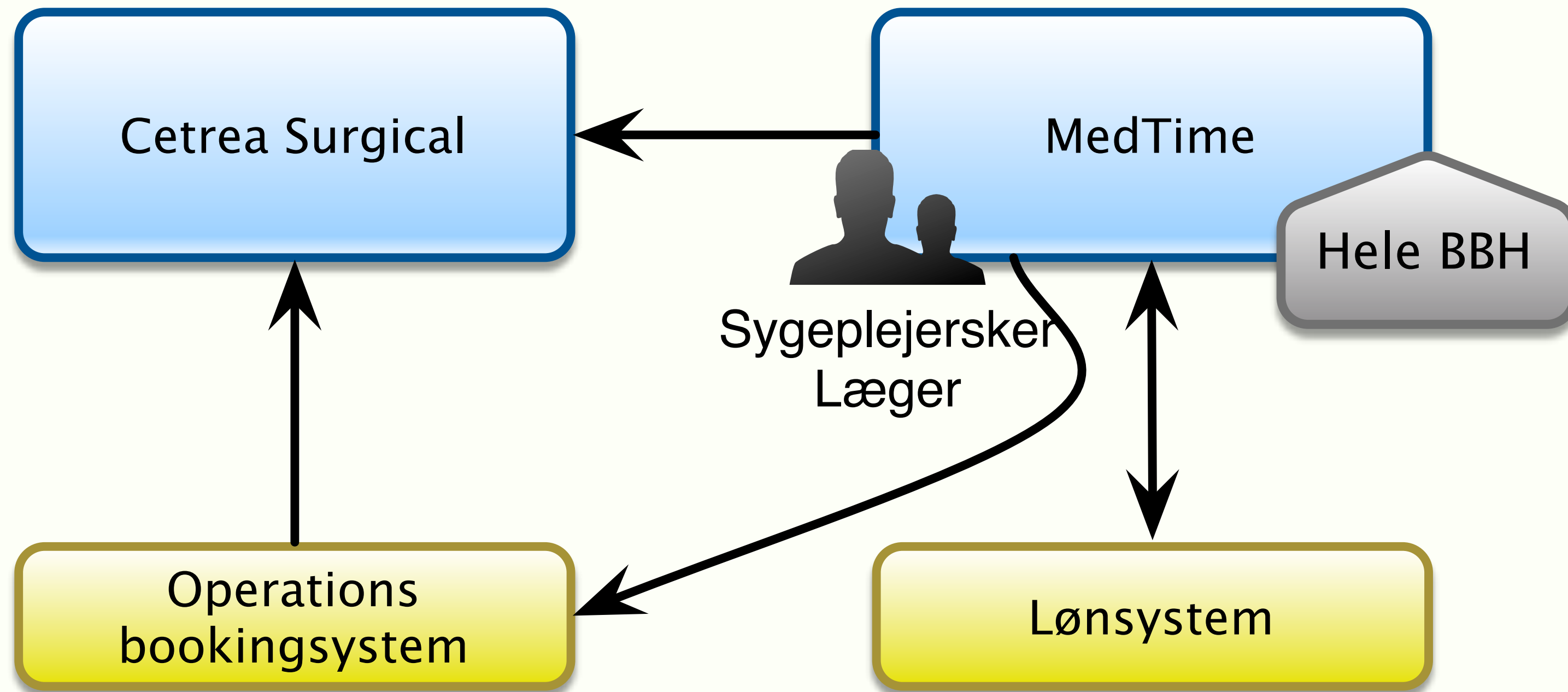
Arbejdsbesparende potentiale	Trappotsparelse (sværk)
Overordnet	-
Vagtpåklægnings	0,1

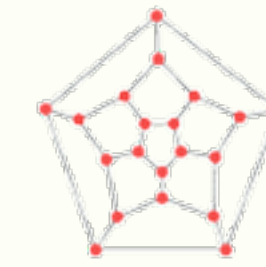
DET ER ET ELENDEGT PROJEKT!

* I NULPUNKTRAPPORTEN ER POTENTIALIET NEDSKREVET TIL 10 %



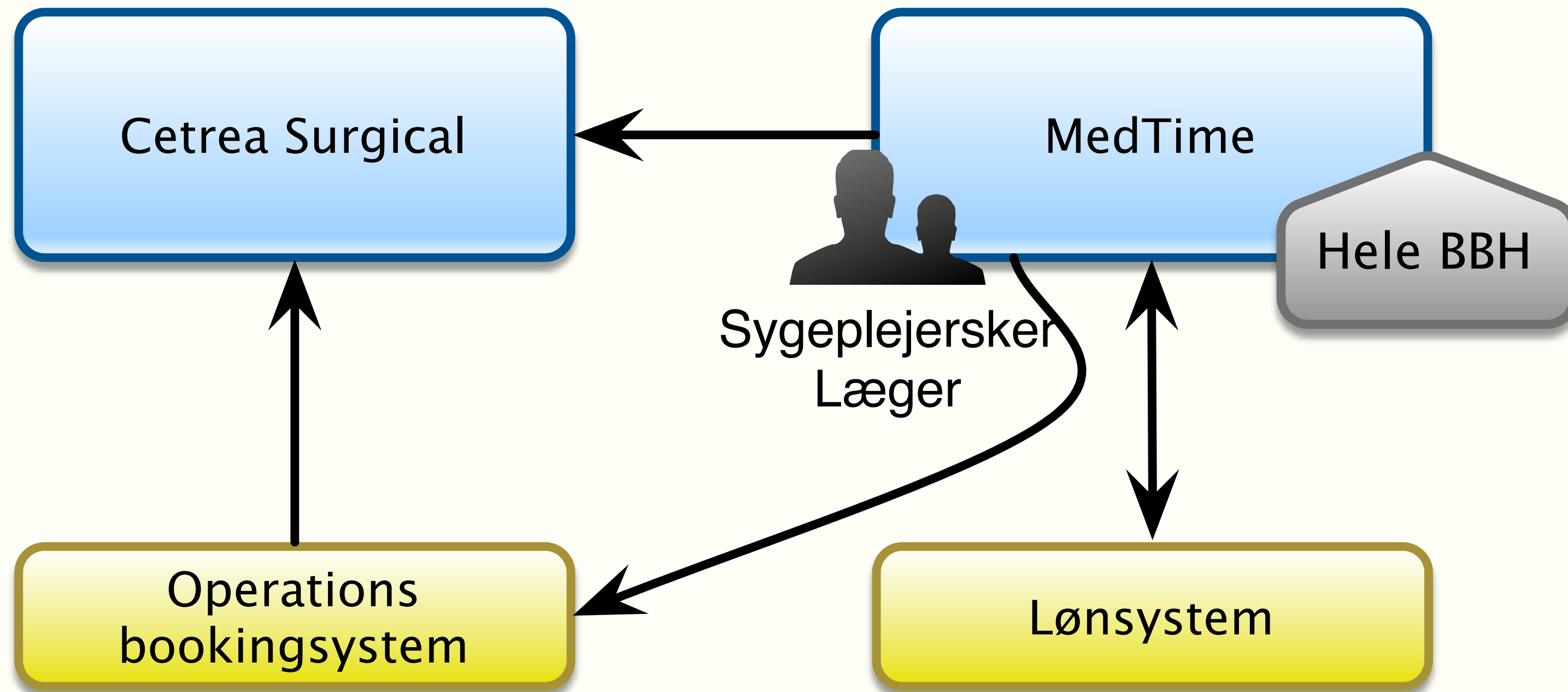
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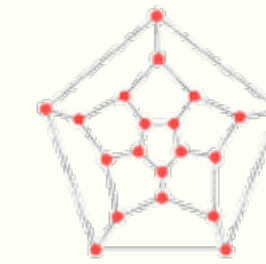




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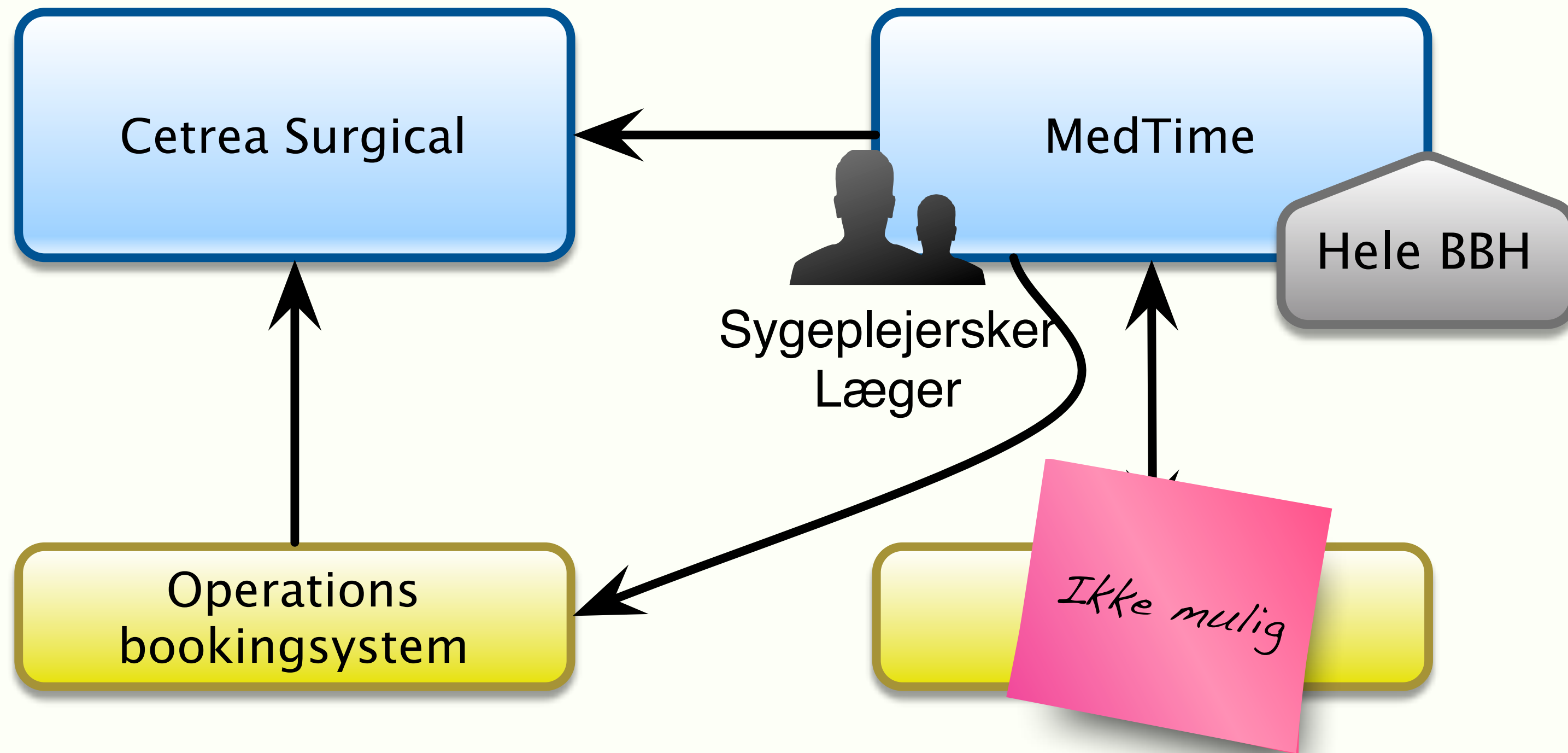
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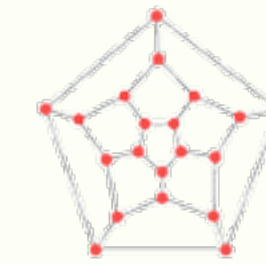




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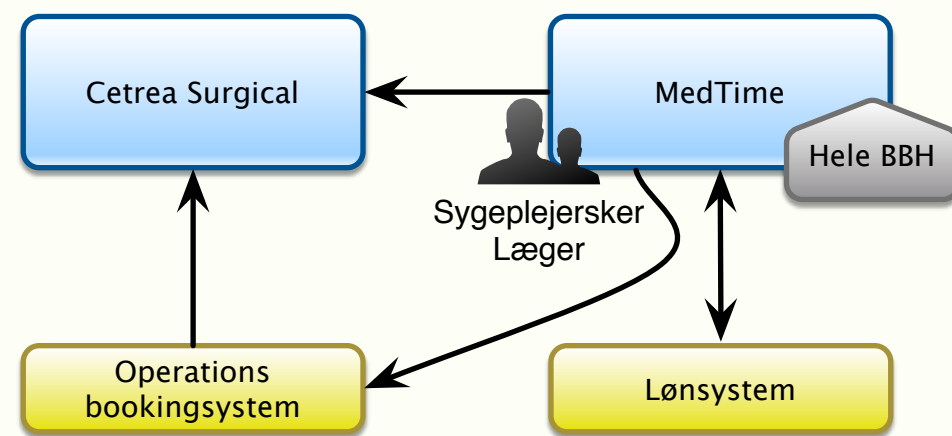
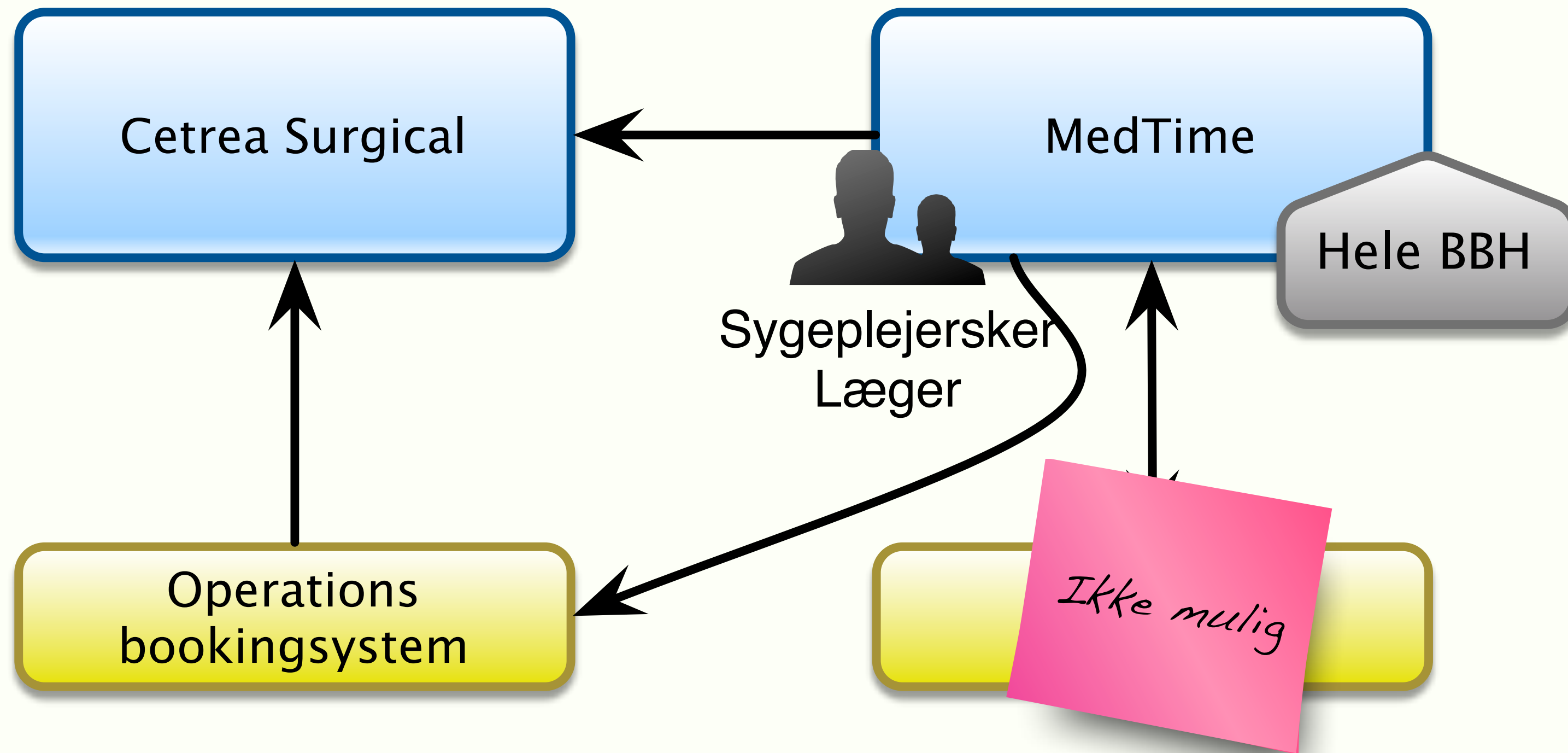
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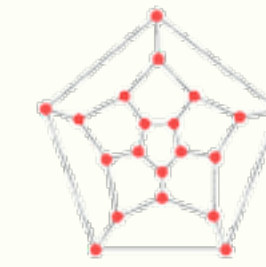




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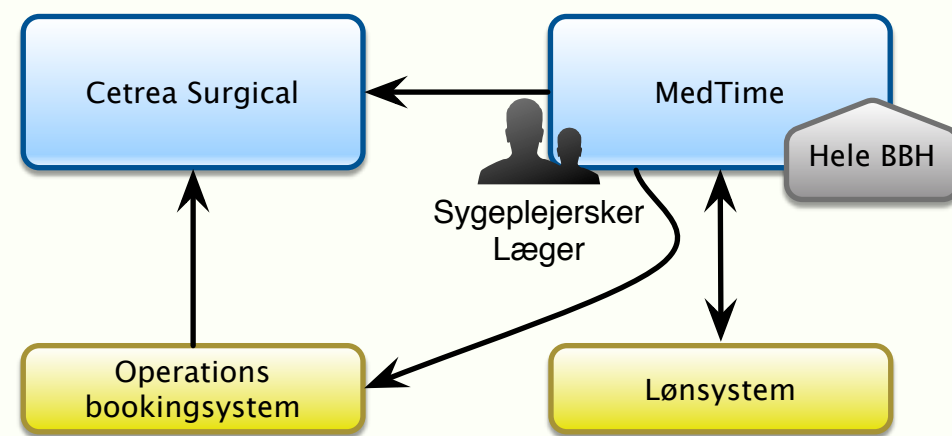
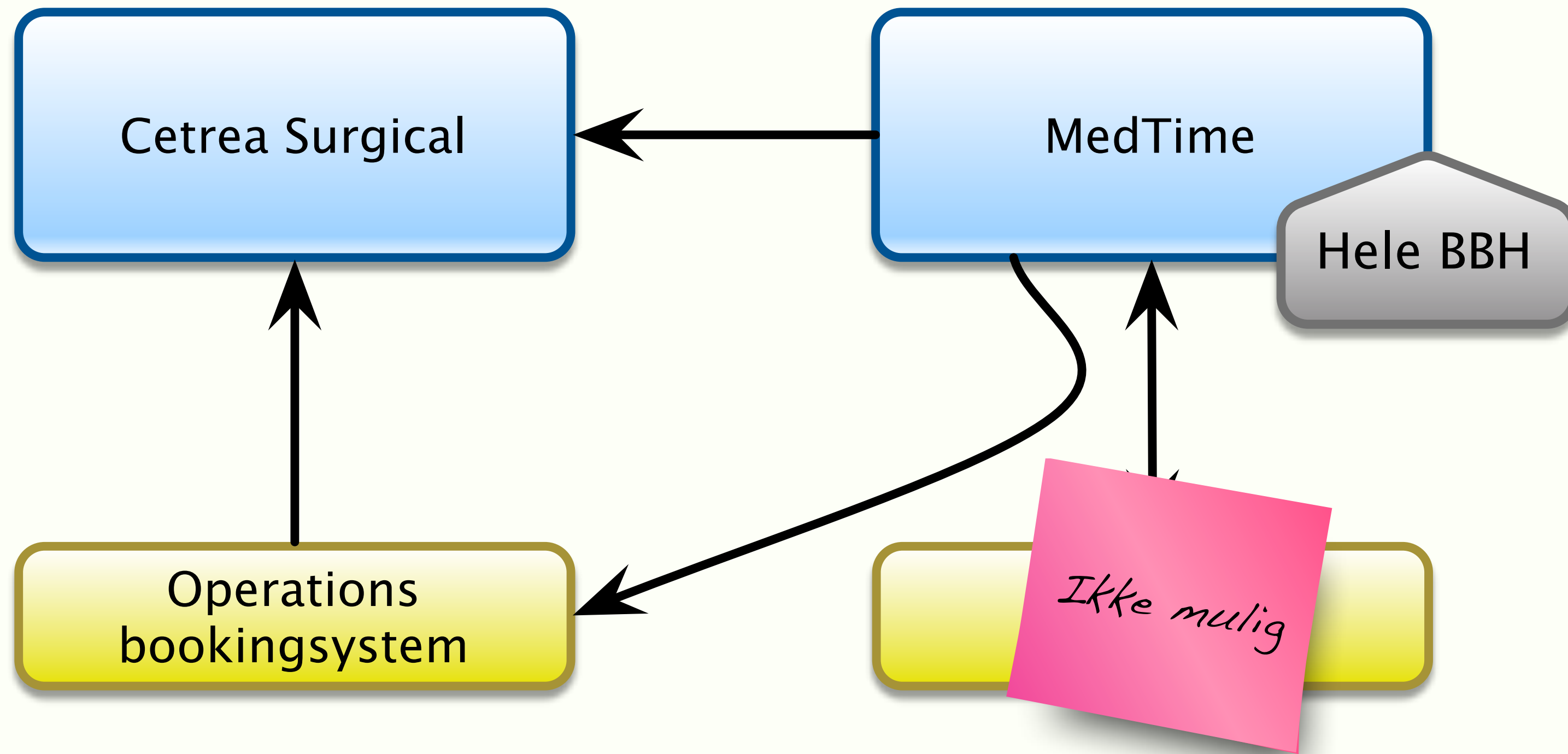
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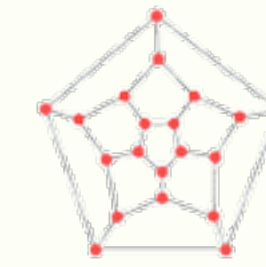




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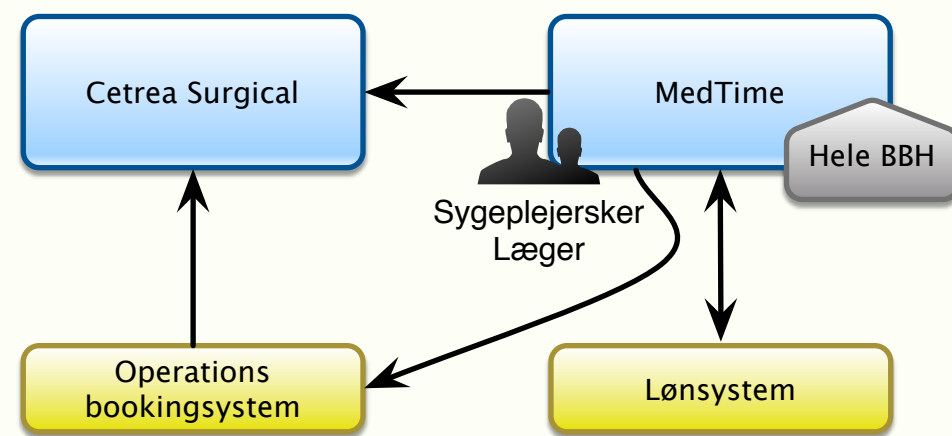
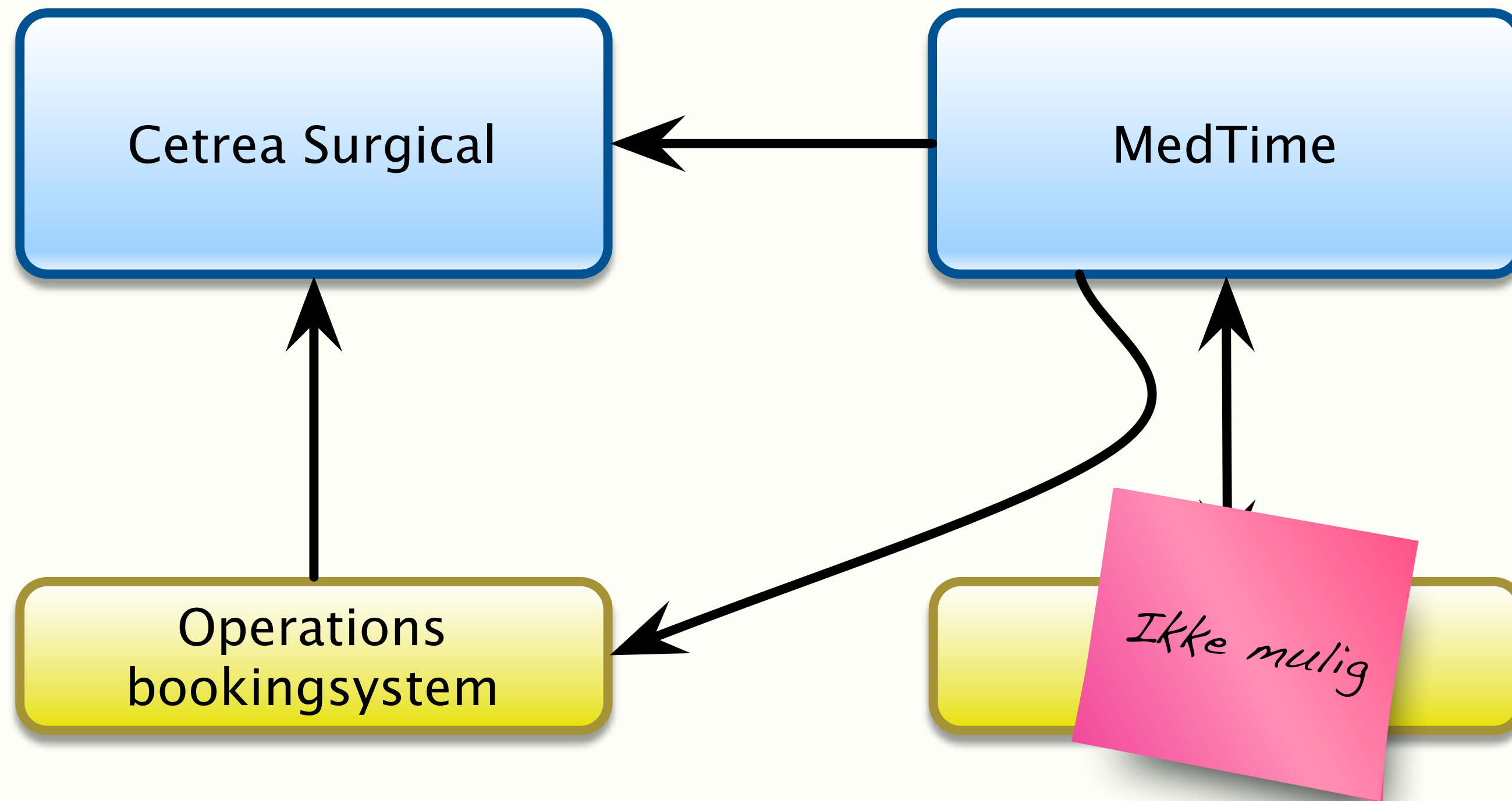
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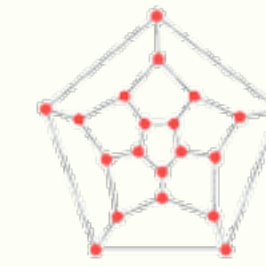




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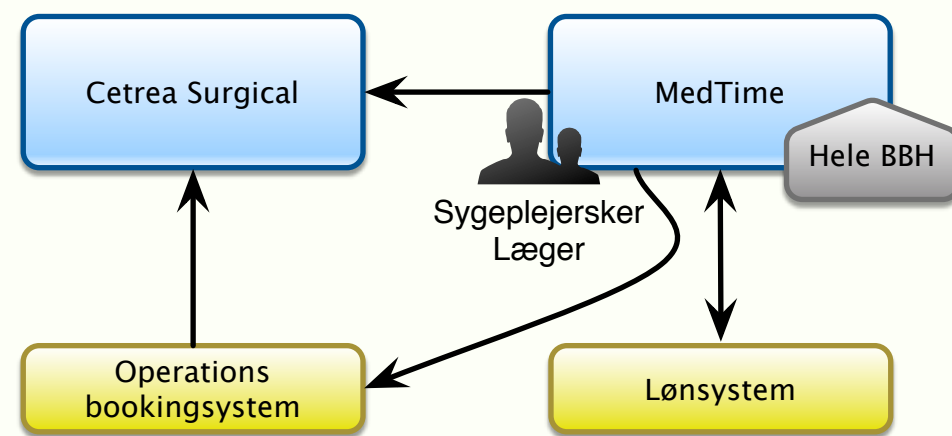
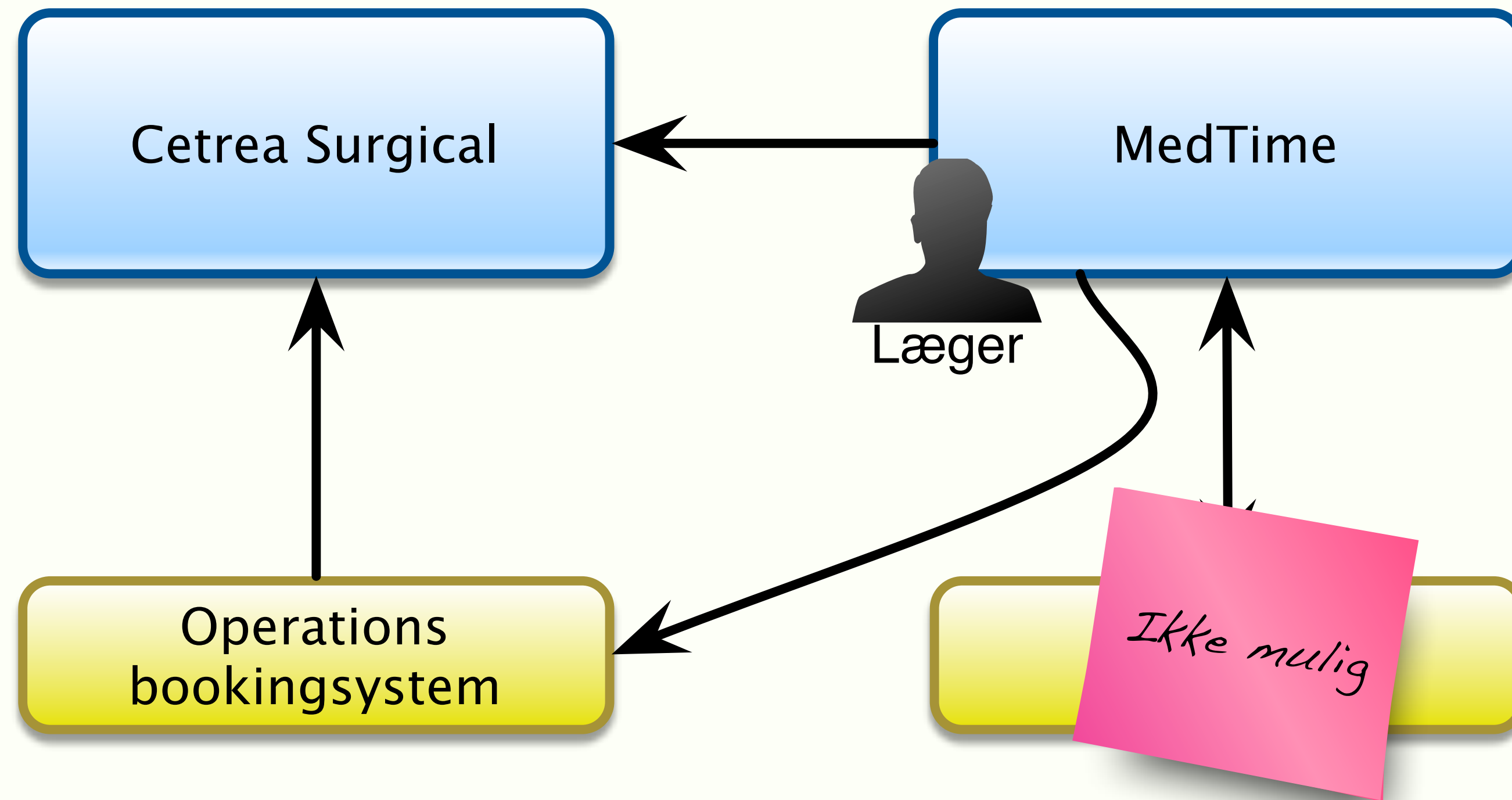
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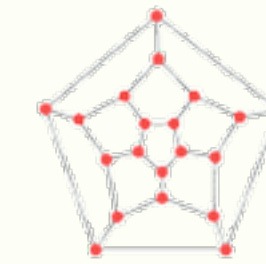




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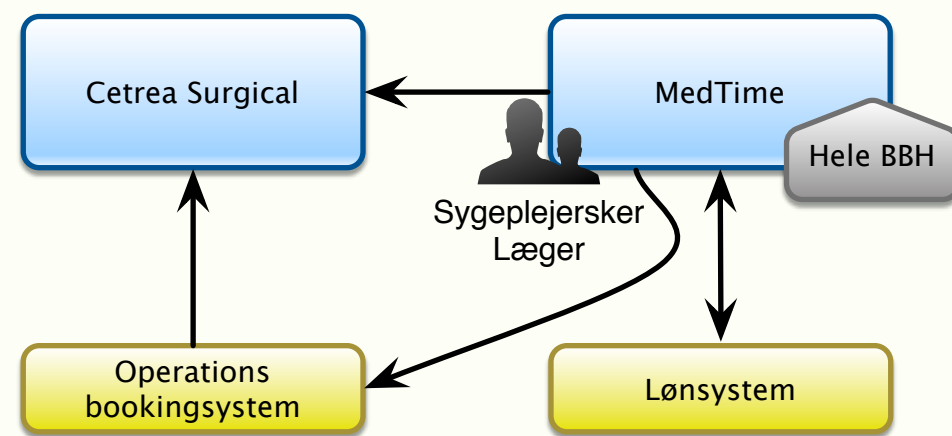
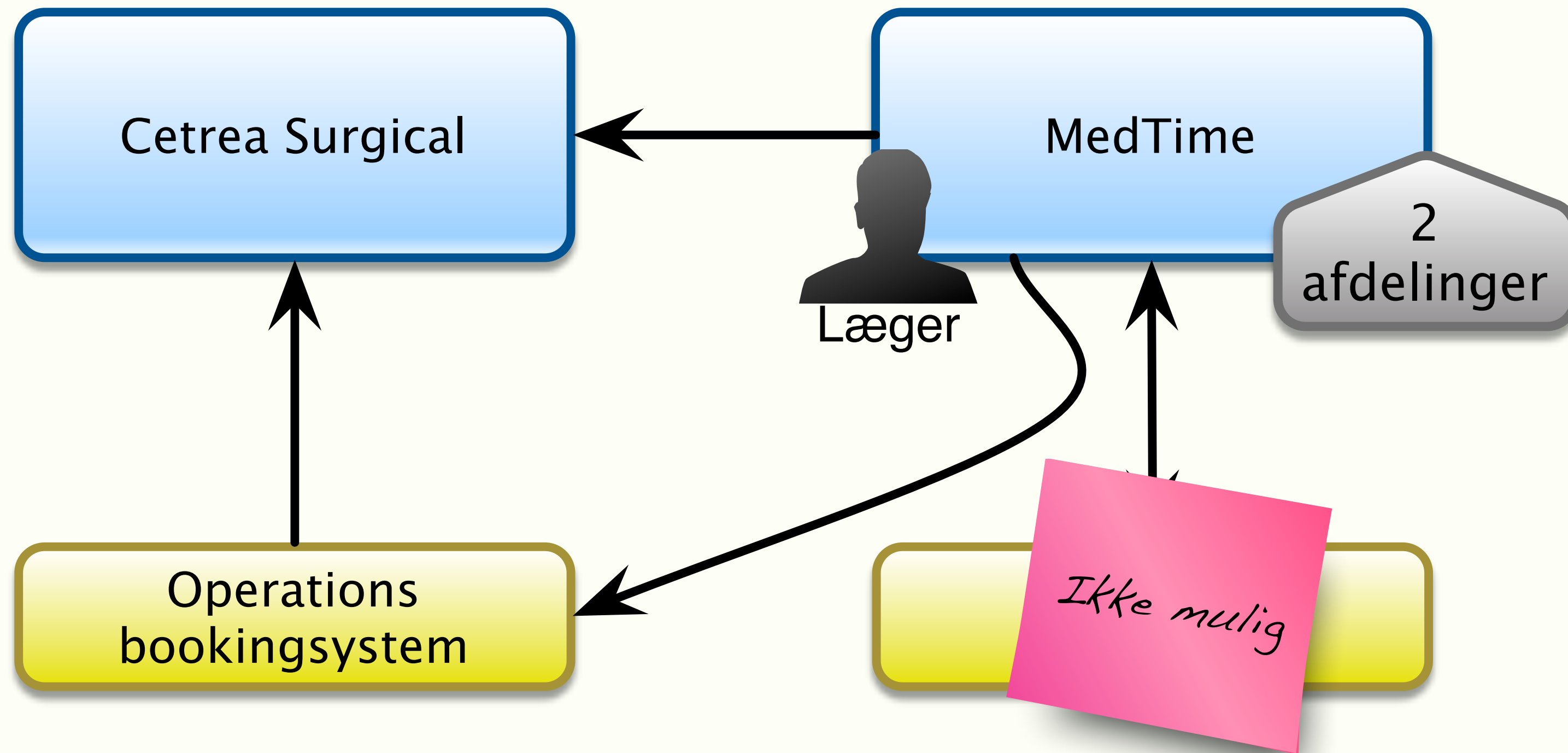
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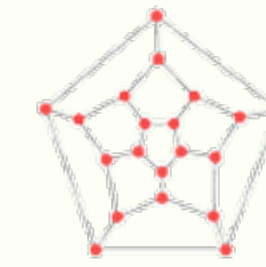




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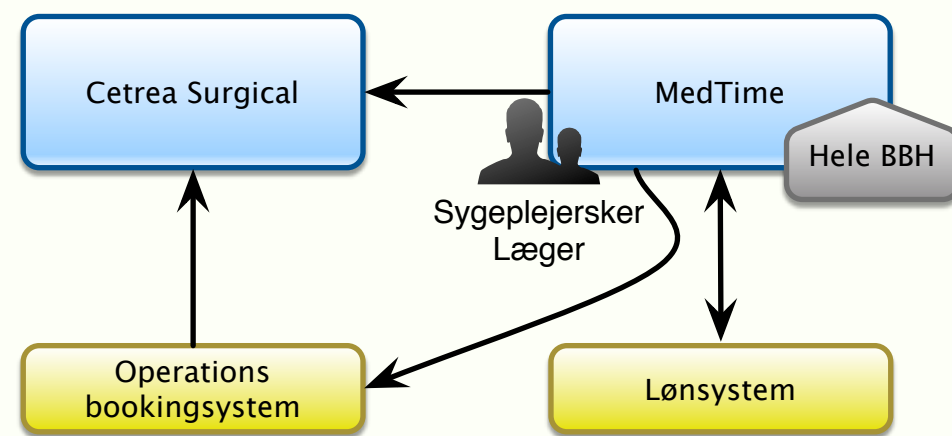
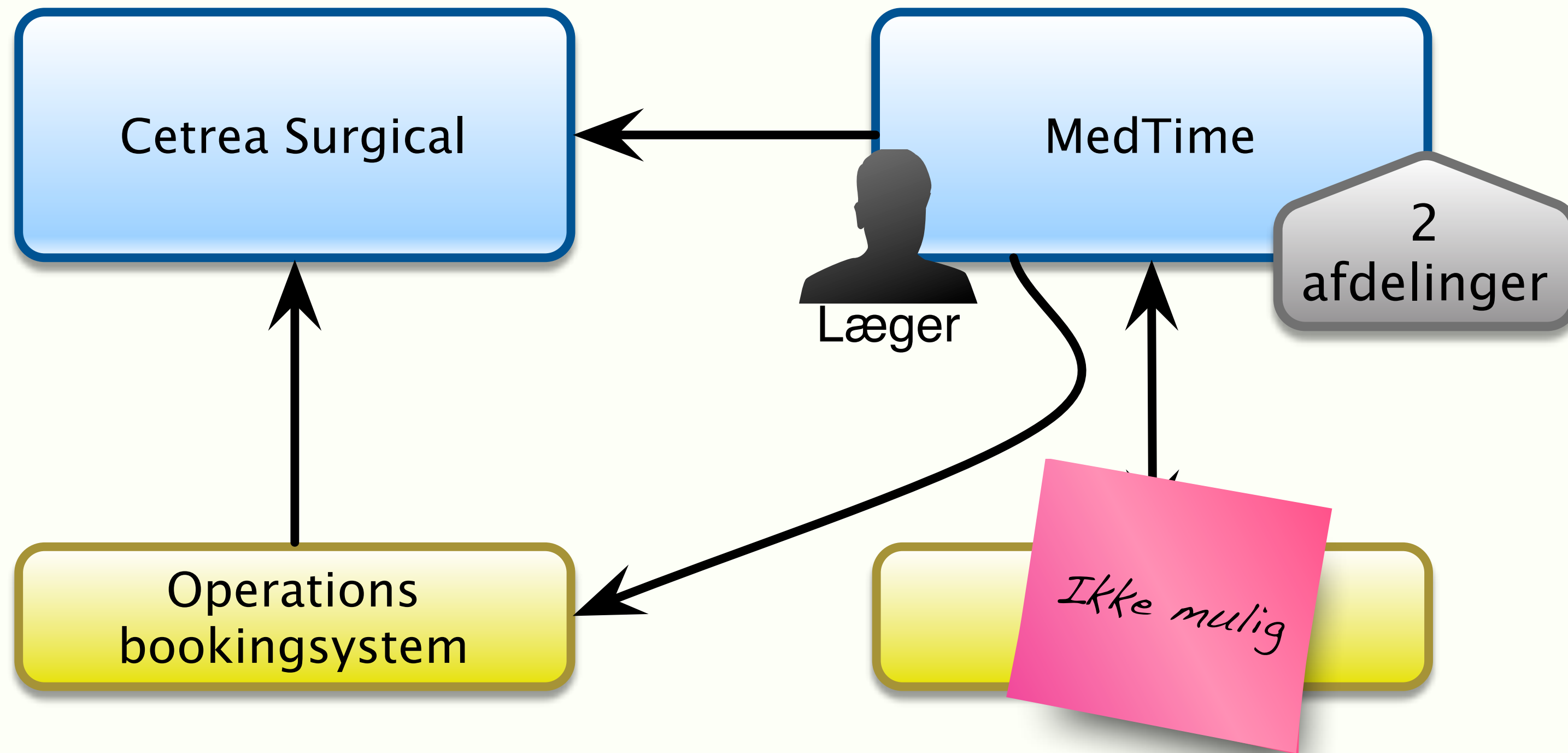
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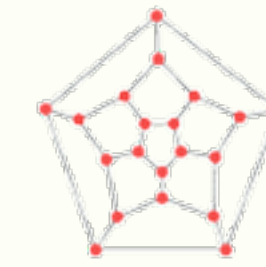




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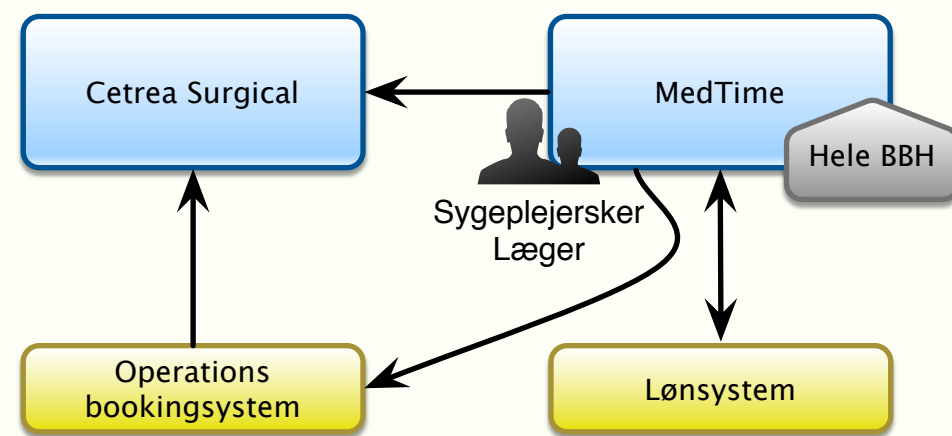
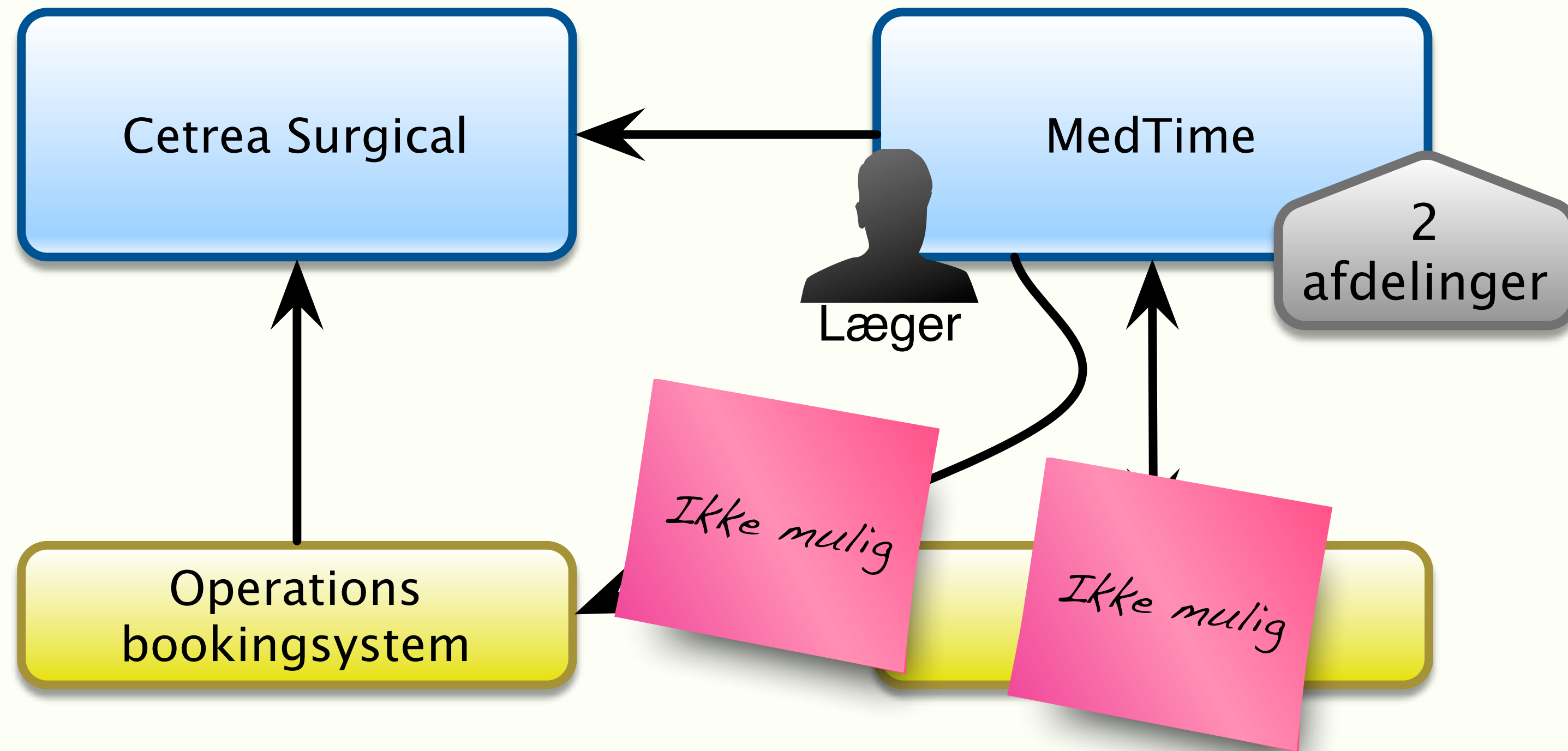
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- ▶ ÆNDRERE INTEGRATIONER

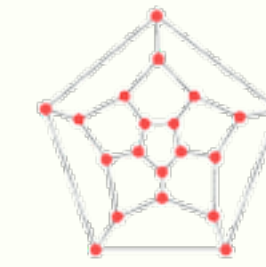




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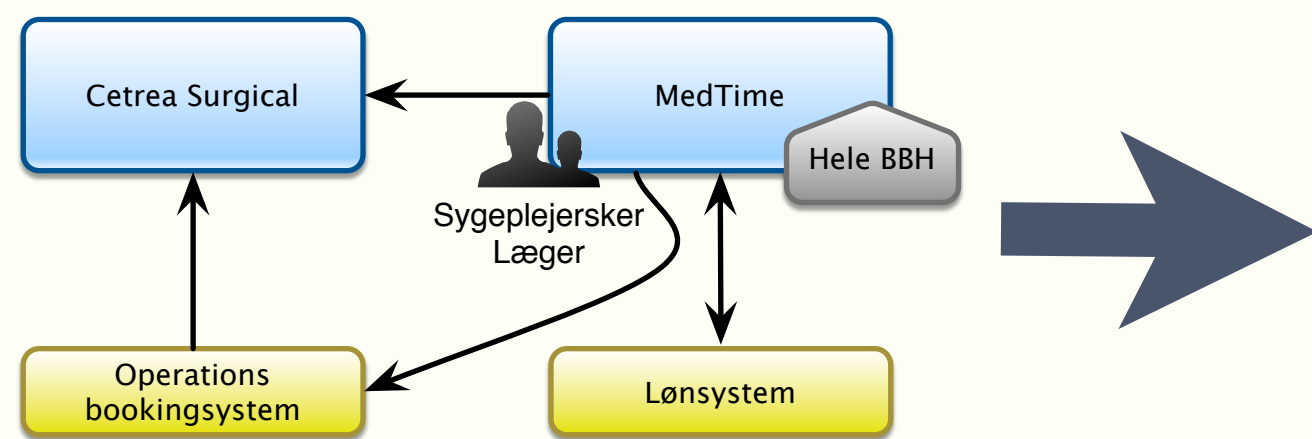
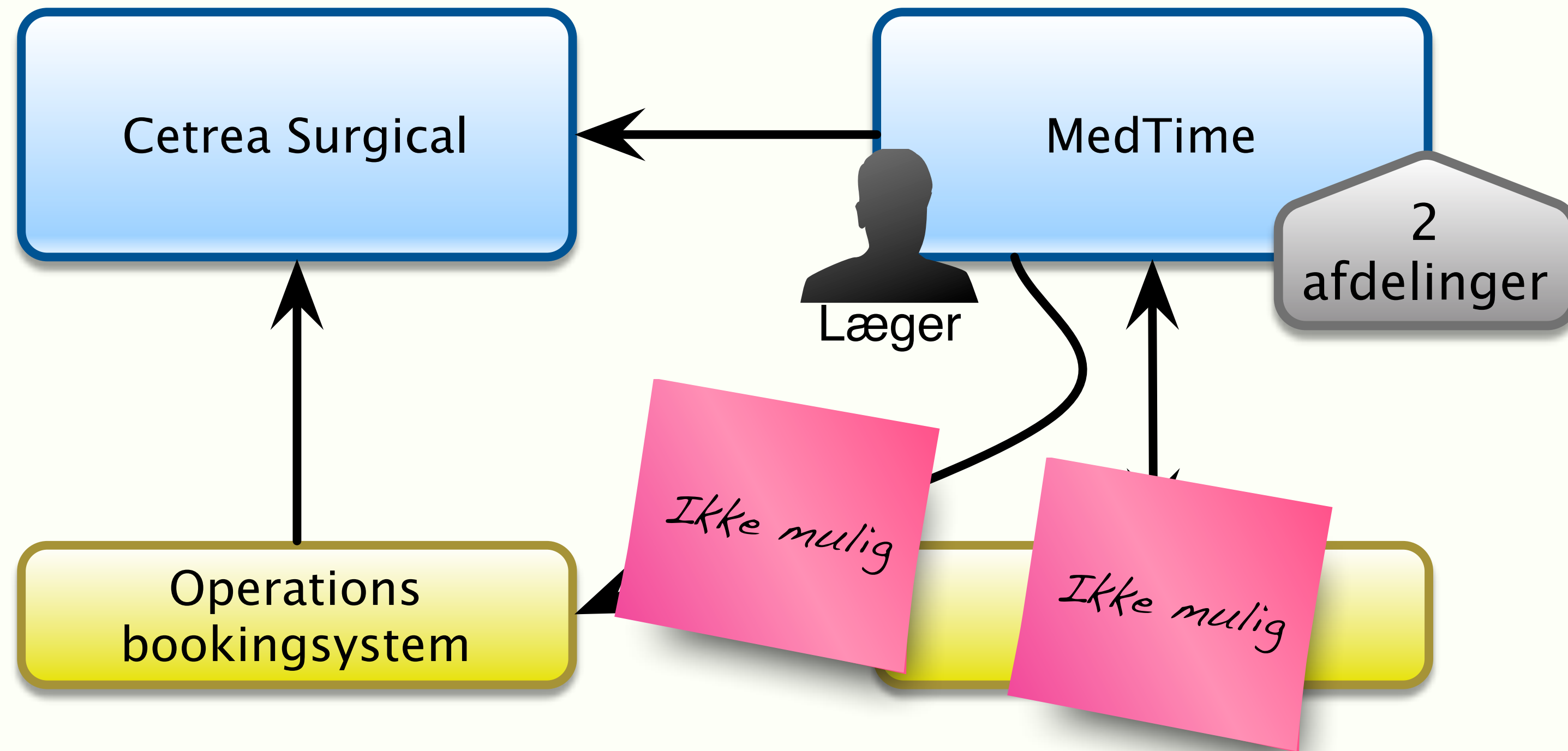
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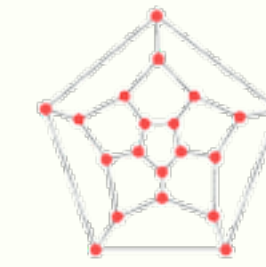




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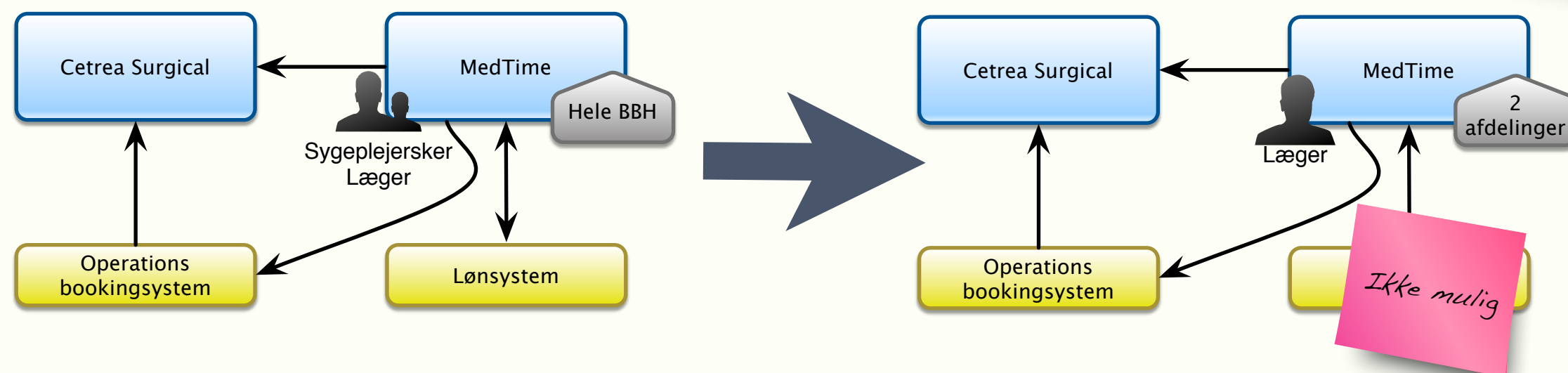
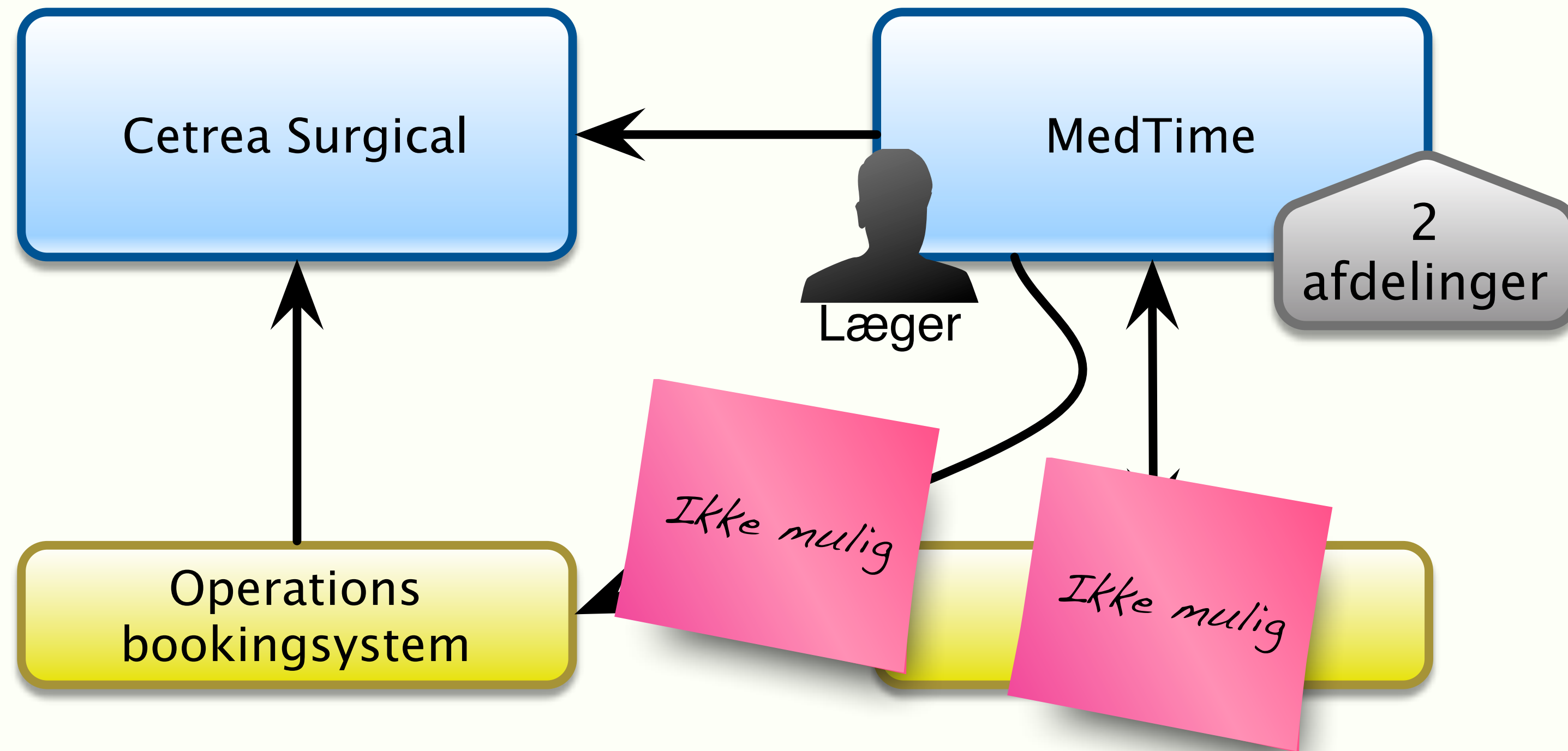
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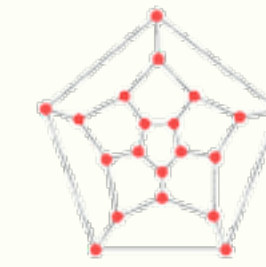




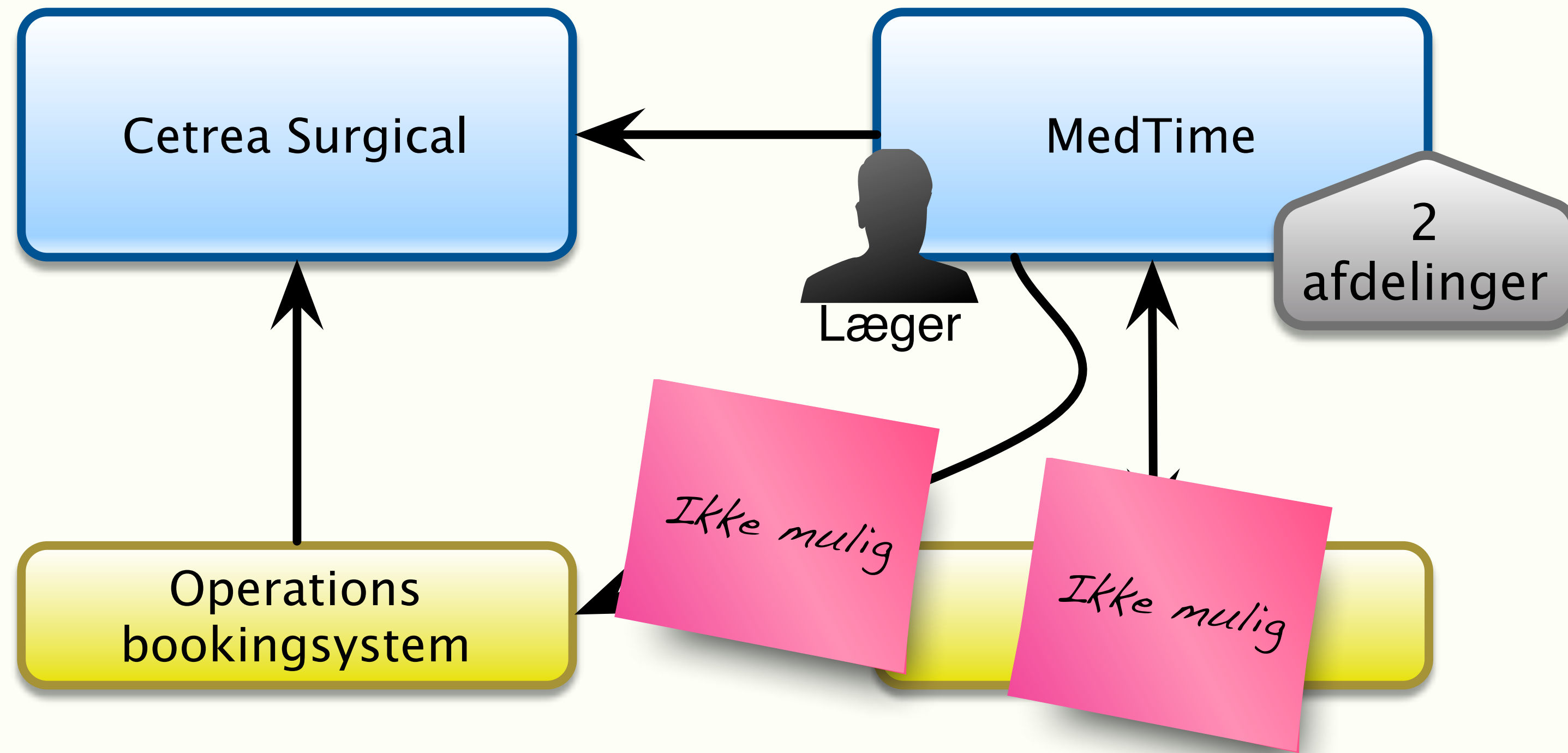
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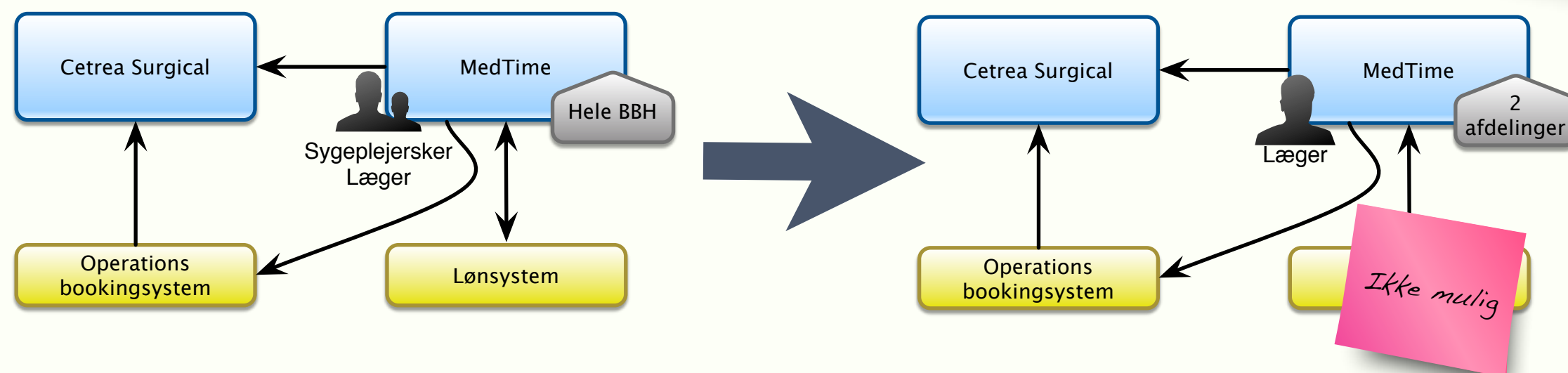


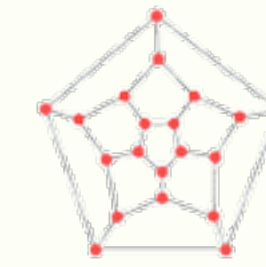


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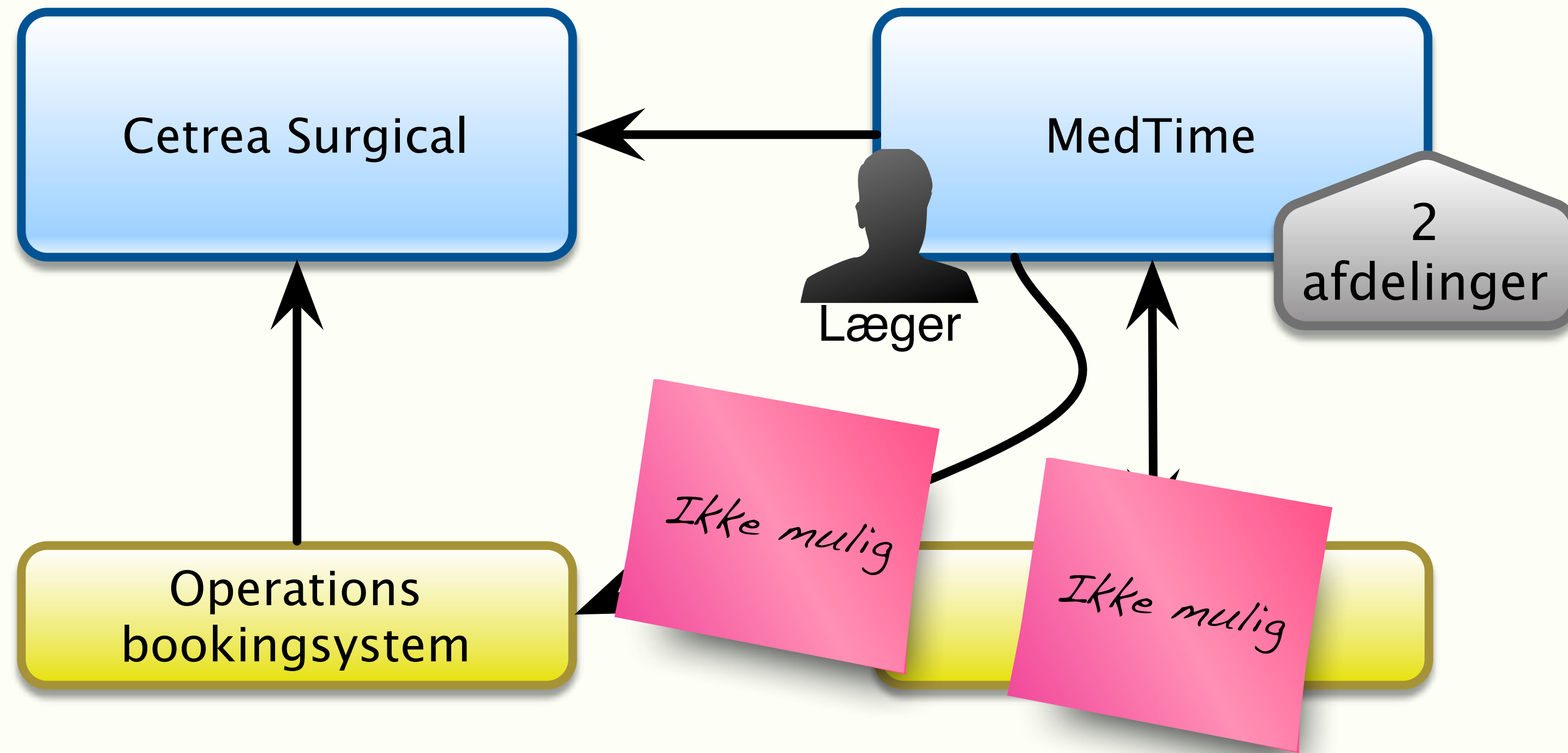


- ▶ UDBUD NYT LØNSYSTEM
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- ▶ NY(E) PROJEKTLEDERE

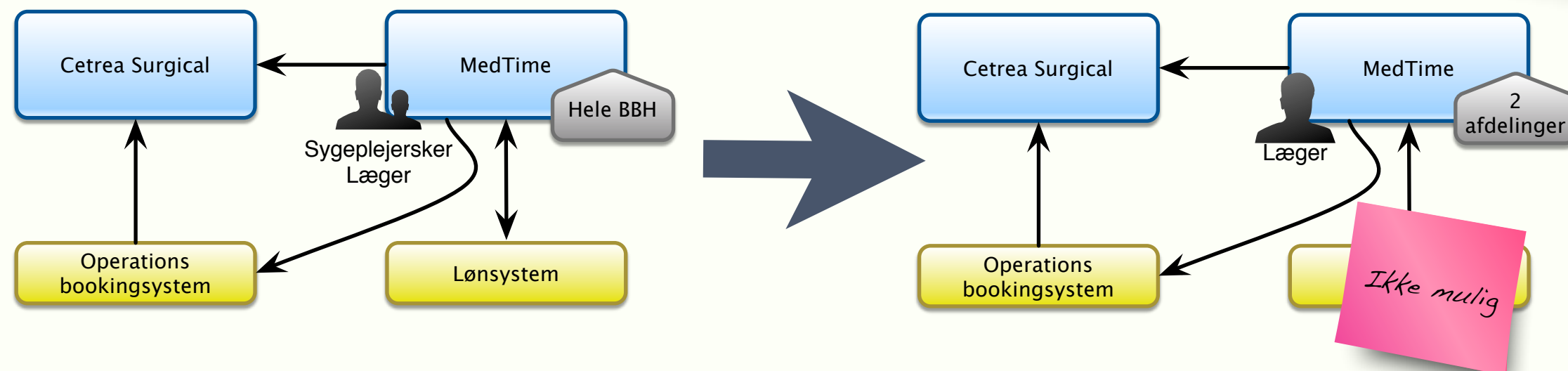


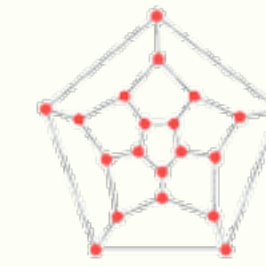


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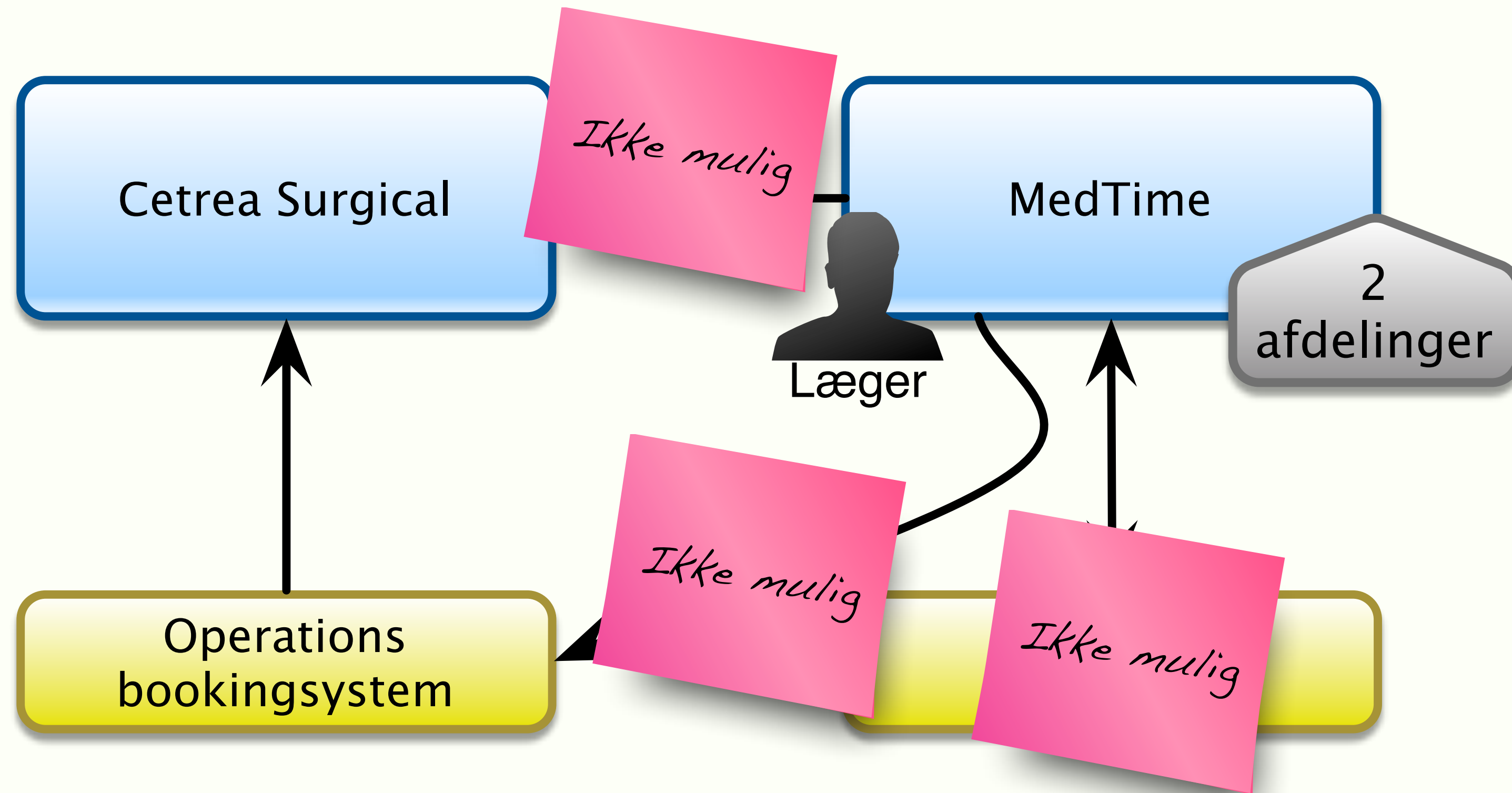


- ▶ UDBUD NYT LØNSYSTEM
- ▶ ÆNDREDE INTEGRATIONER
- ▶ NY(E) PROJEKTLEDERE
- ▶ LEVERANDØR KONKURS

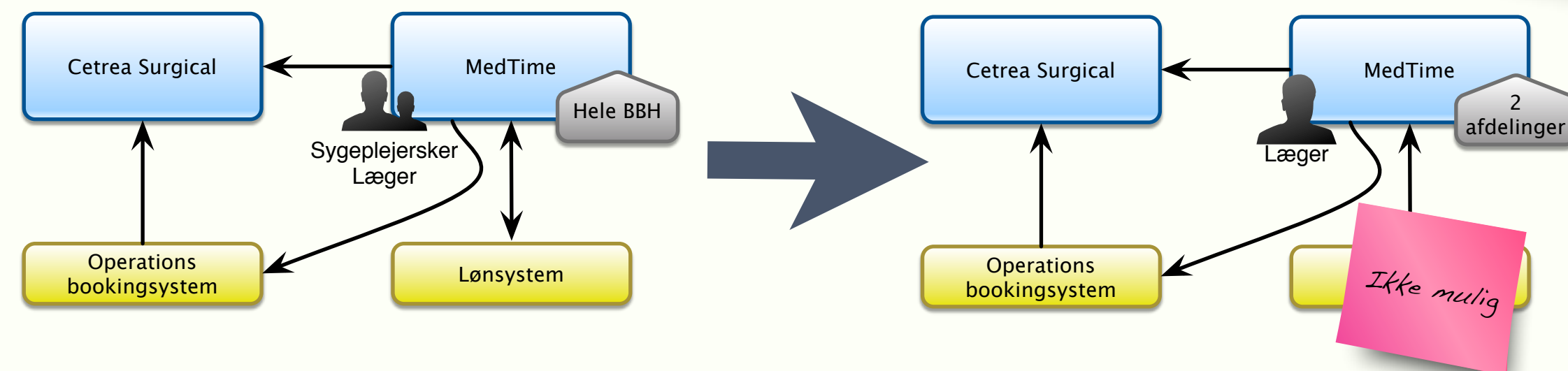


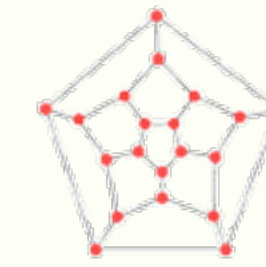


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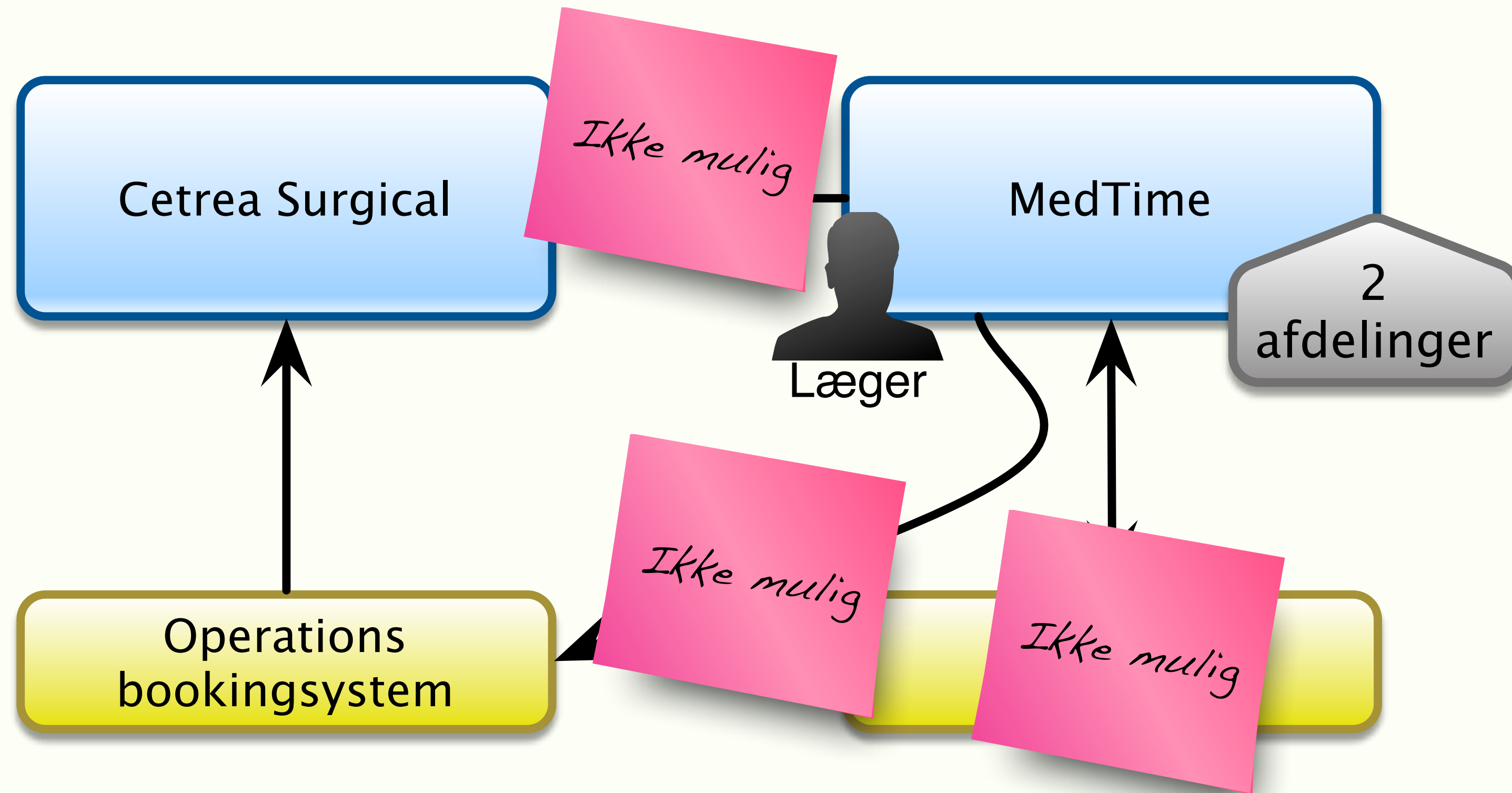


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- ▶ LEVERANDØR KONKURS

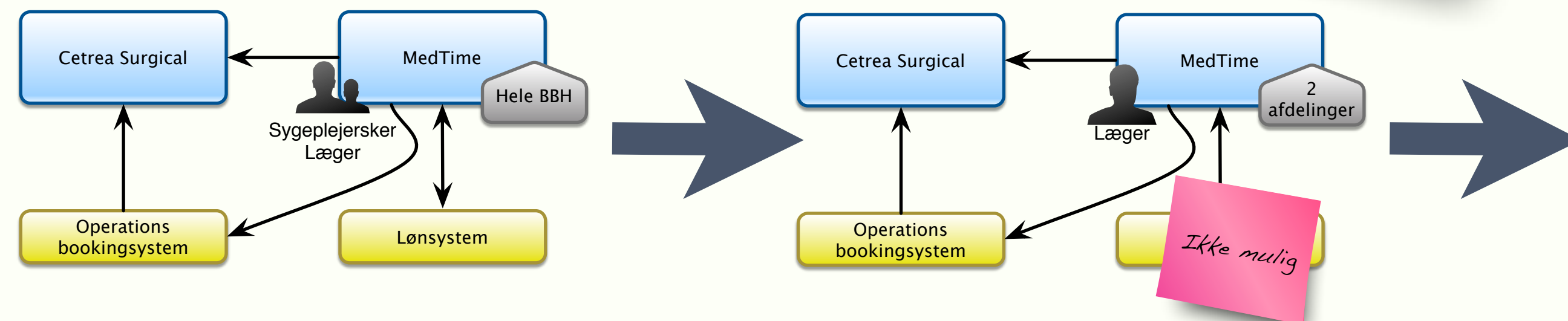


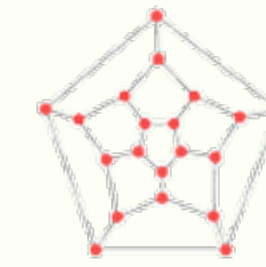


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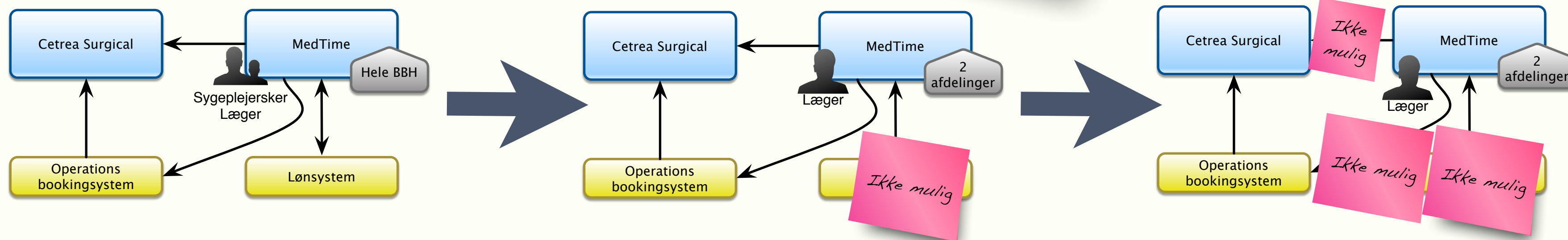
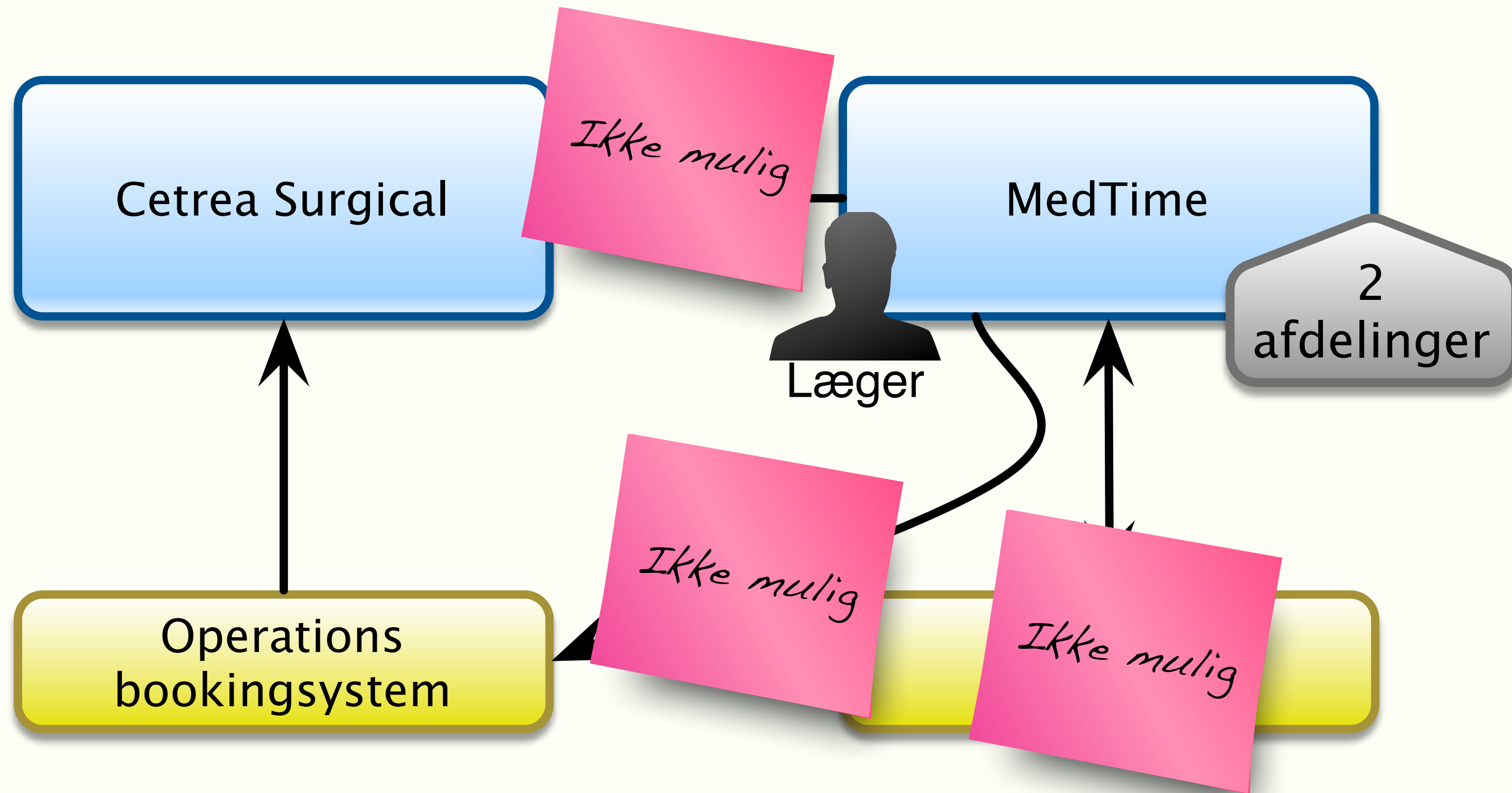
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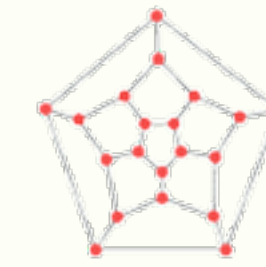




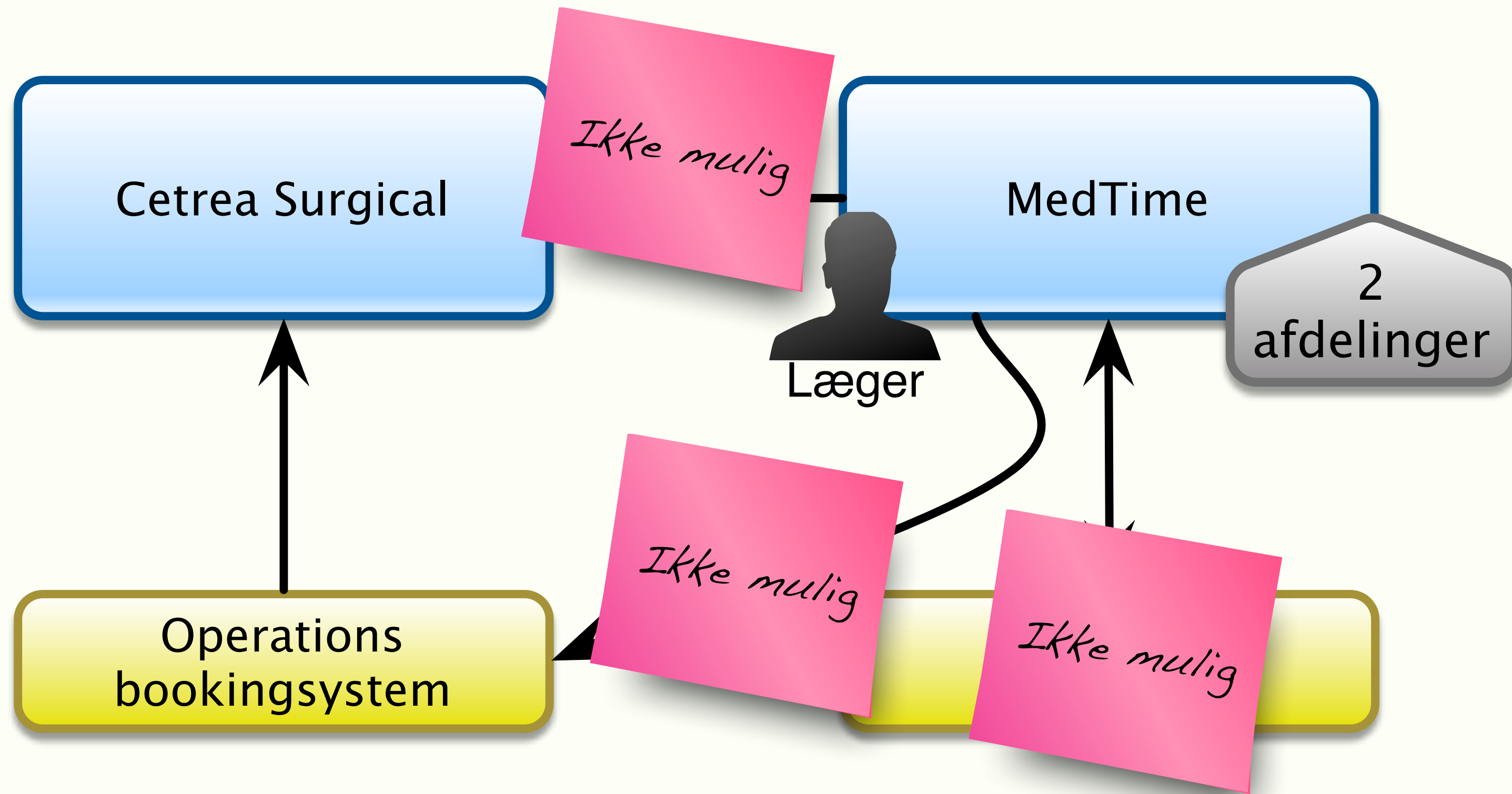
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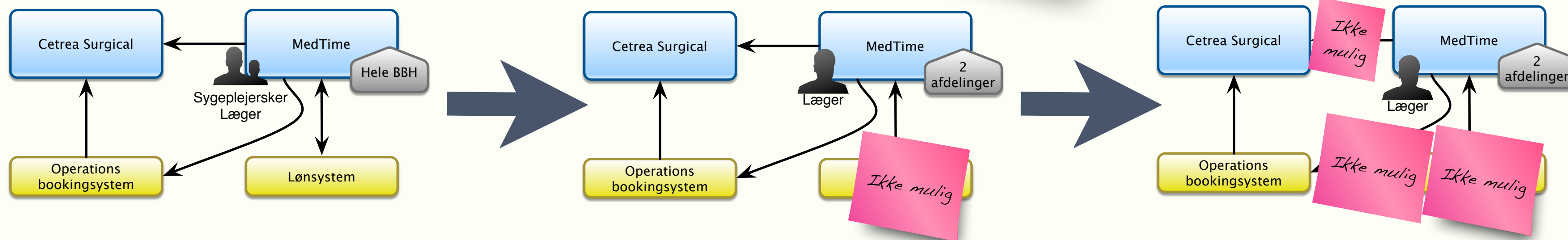


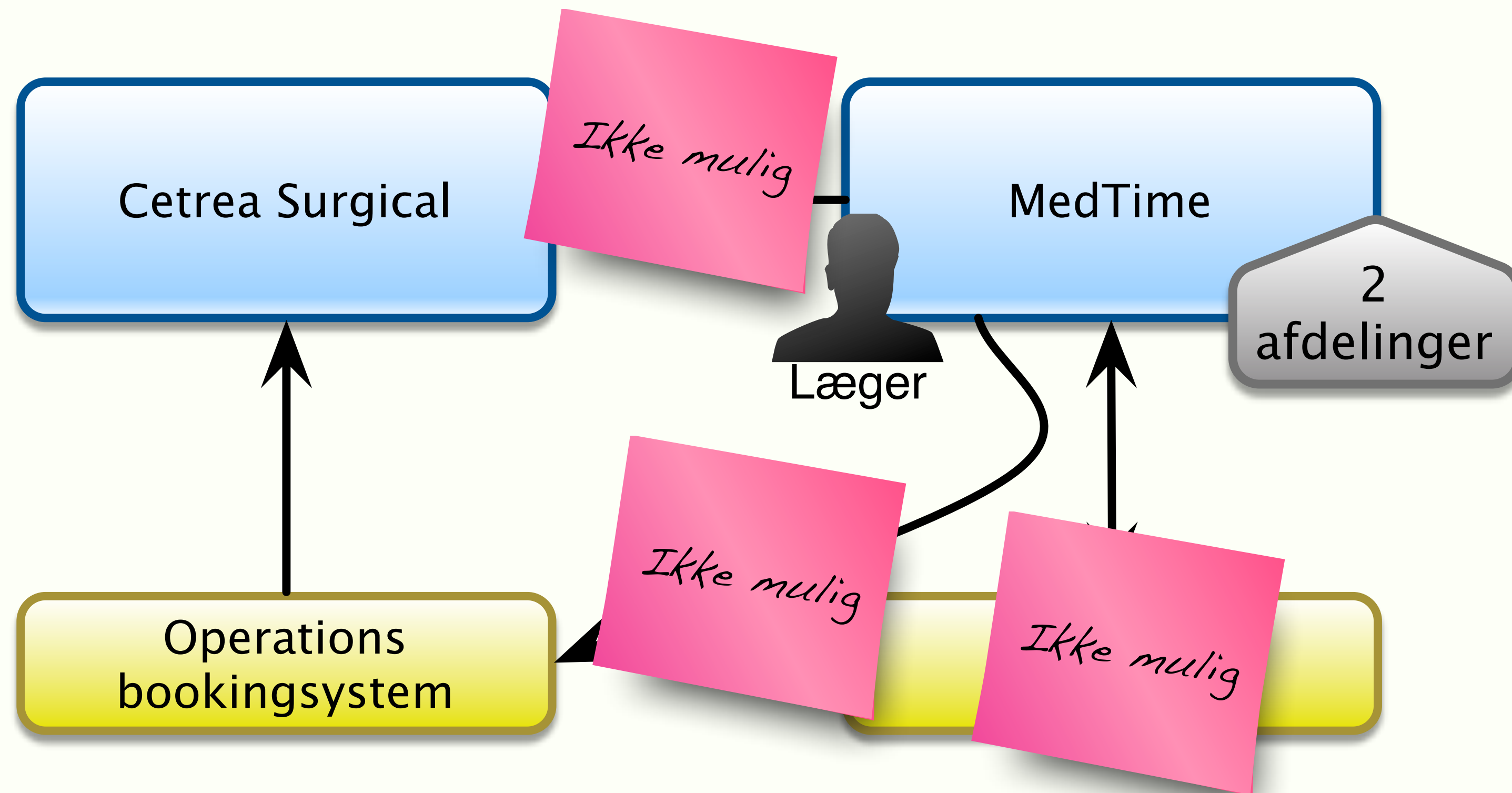
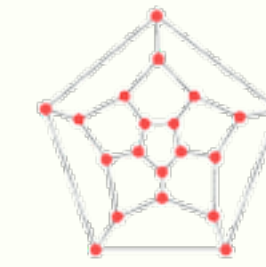


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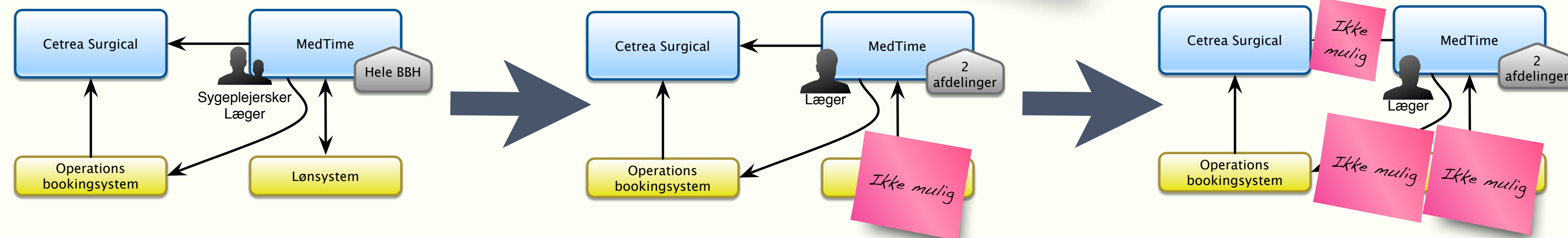


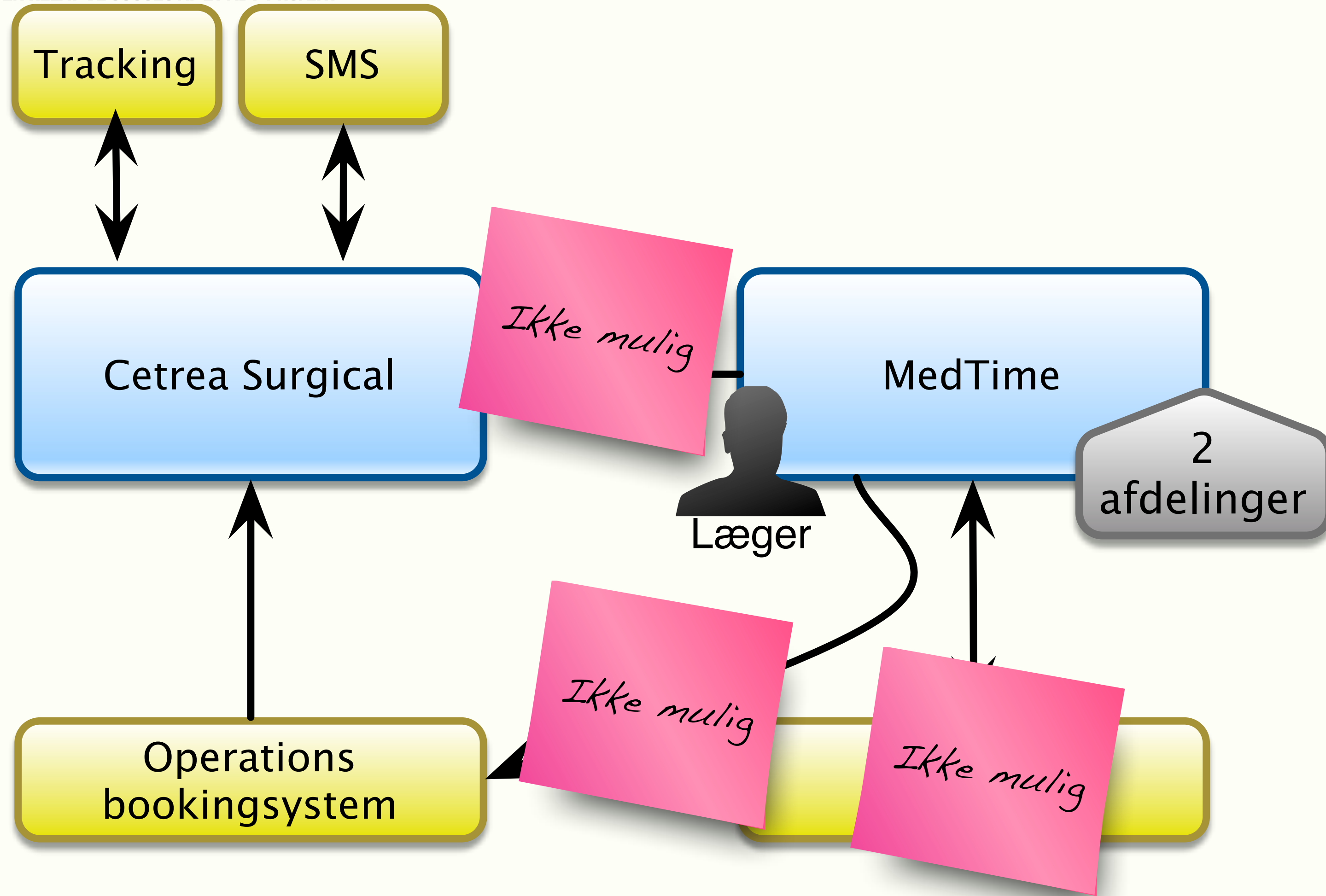
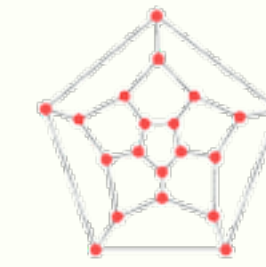
- ▶ UDBUD NYT LØNSYSTEM
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- ▶ NY(E) PROJEKTLEDERE
- ▶ LEVERANDØR KONKURS
- ▶ TEST AF TRACKING/SMS



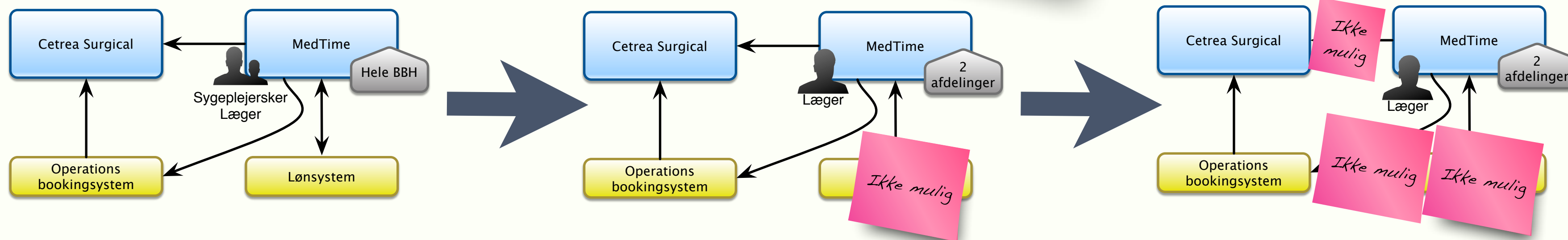


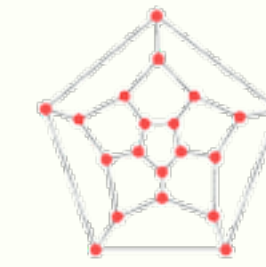
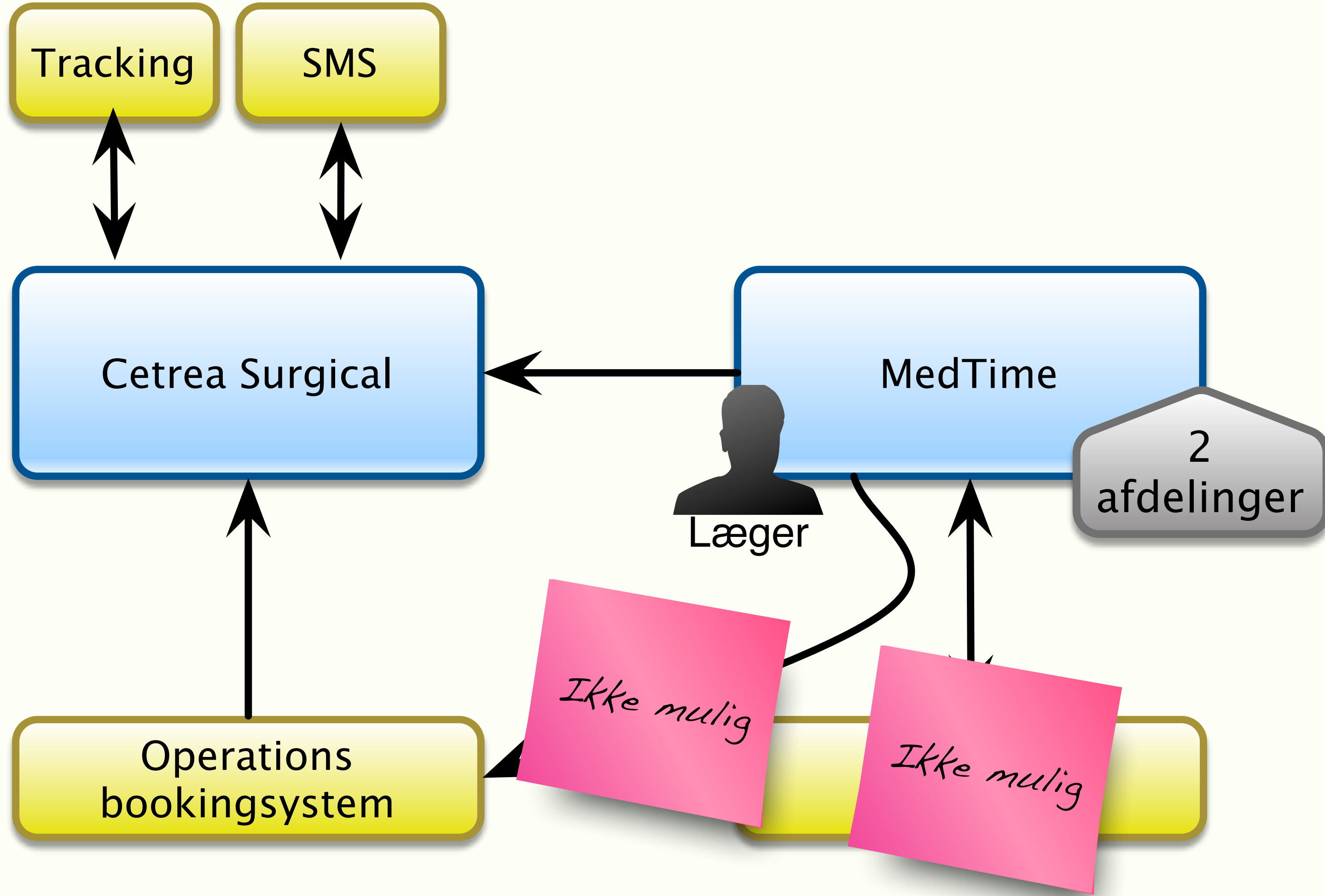
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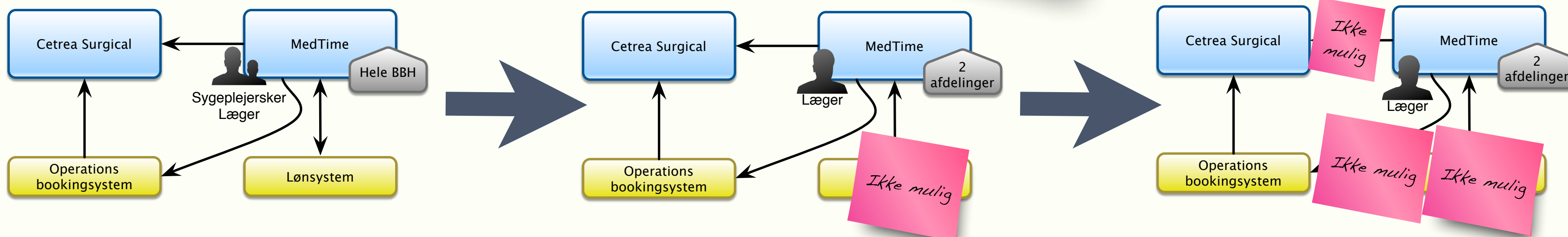


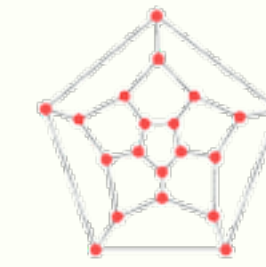
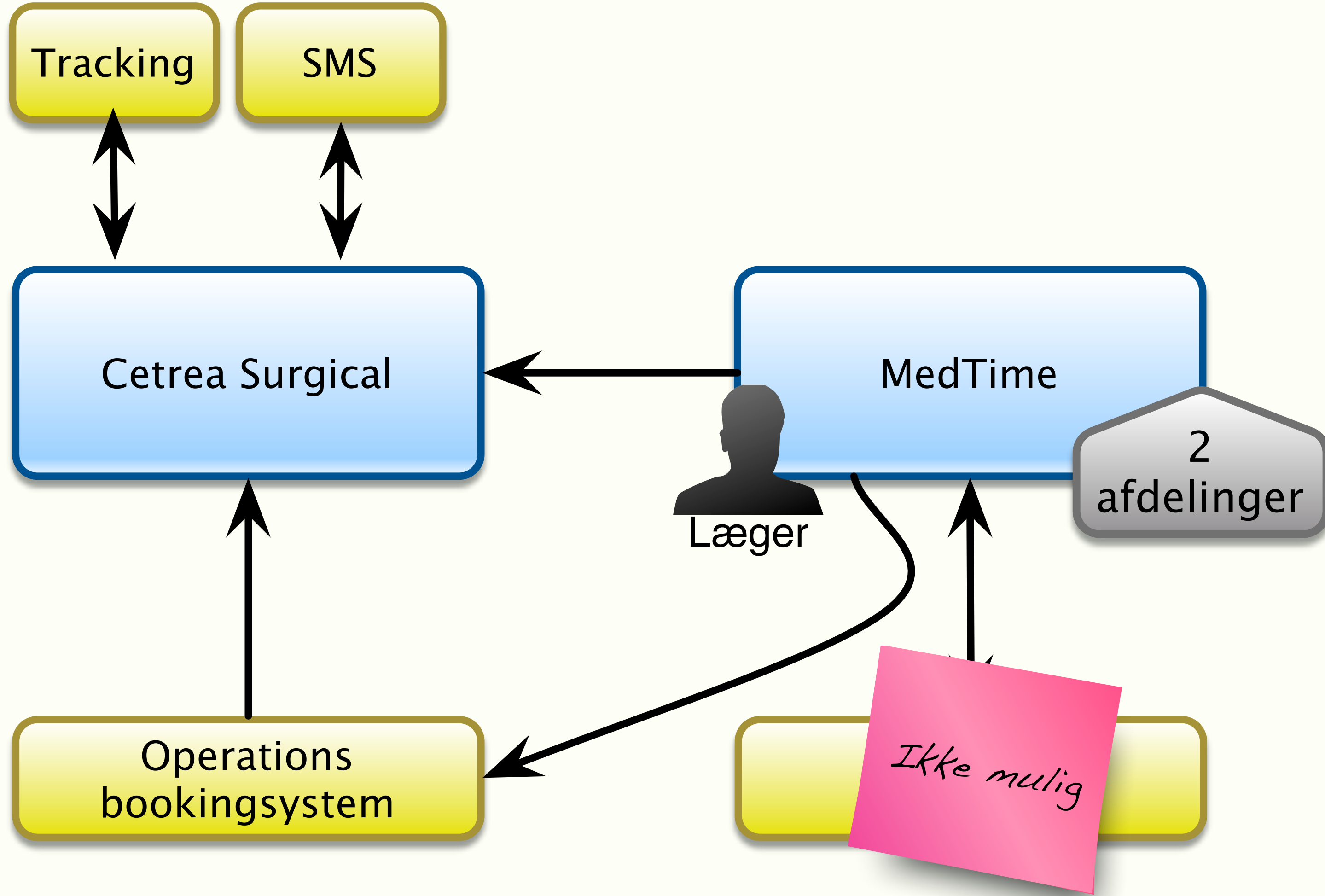
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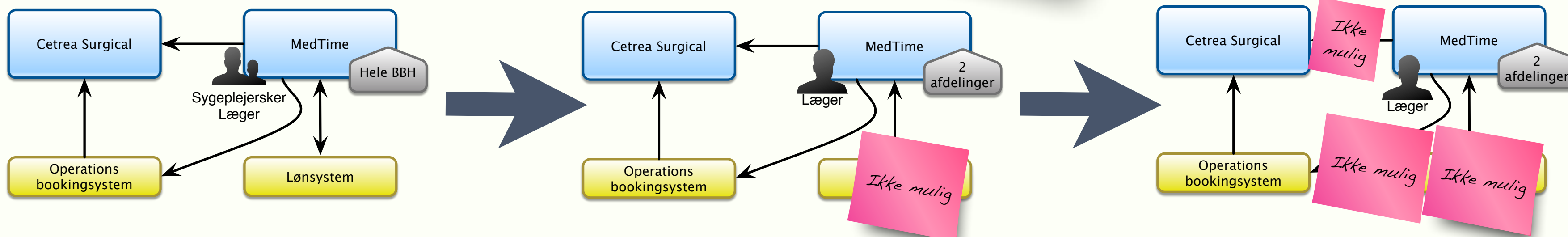


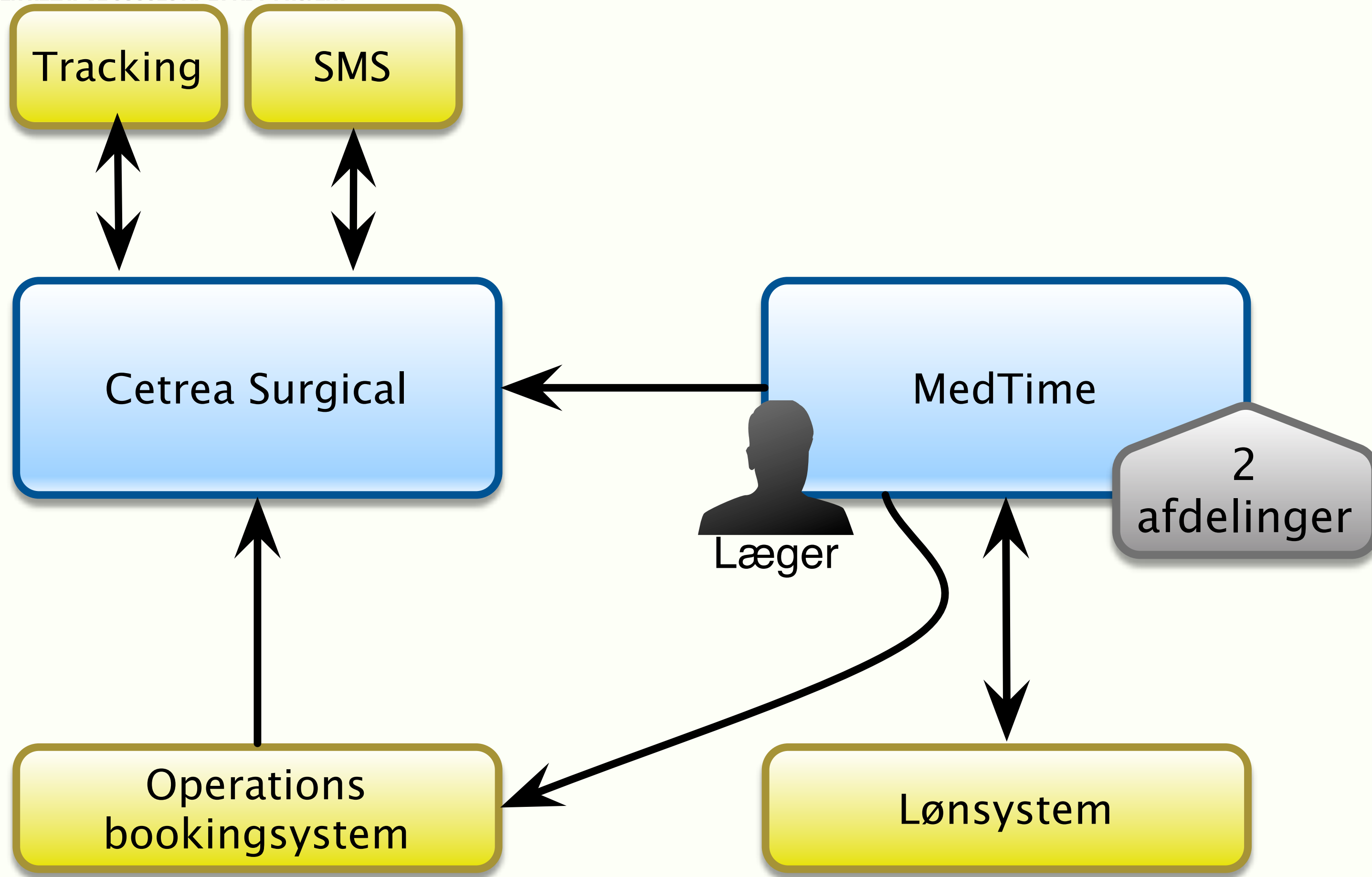
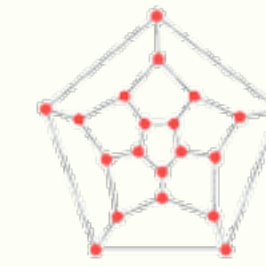
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- ▶ NY(E) PROJEKTLEDERE
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- ▶ TEST AF TRACKING/SMS



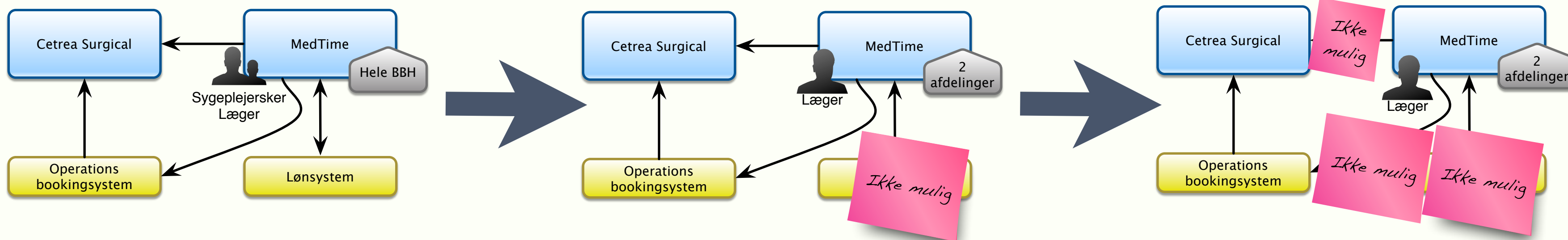


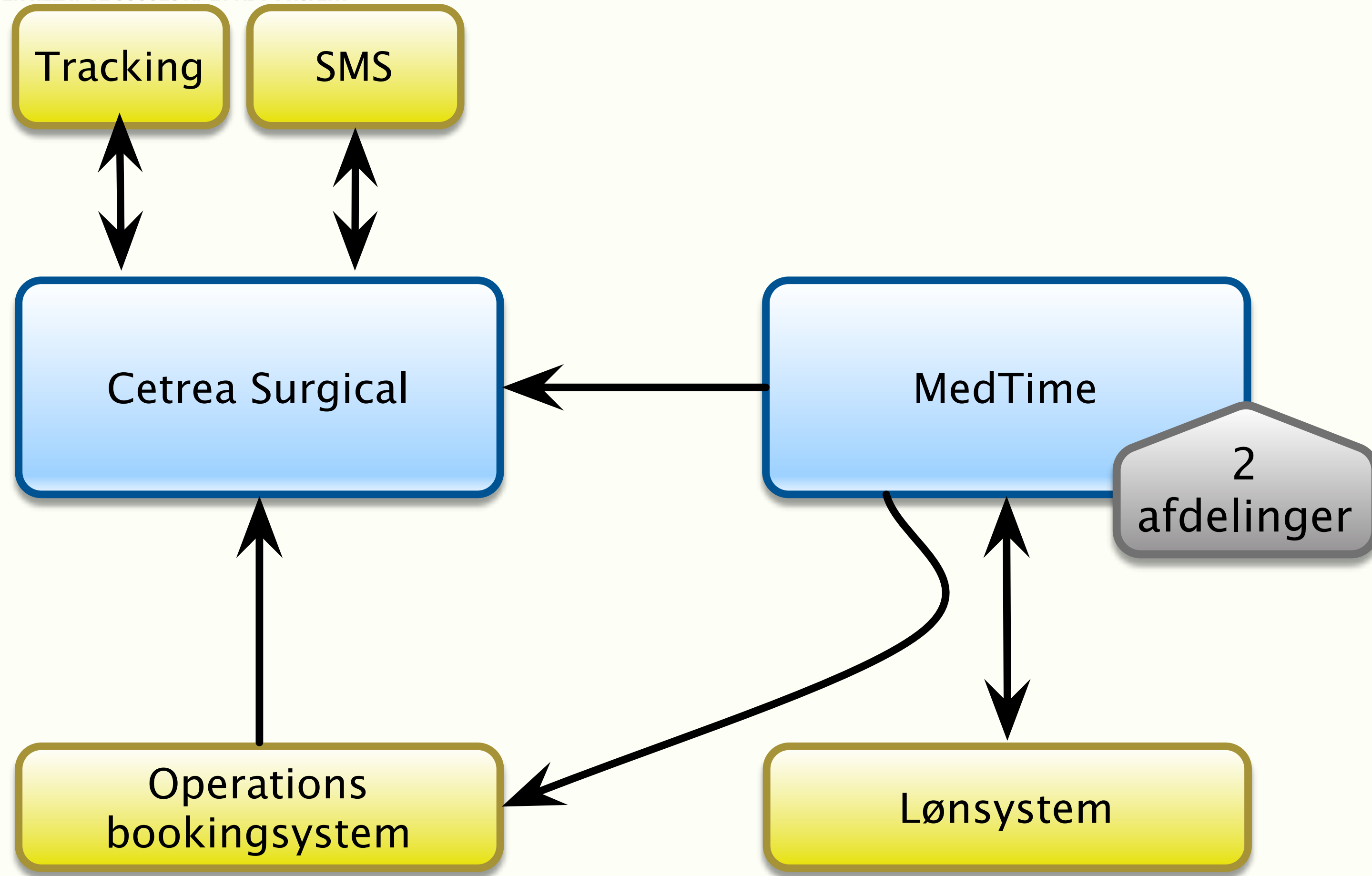
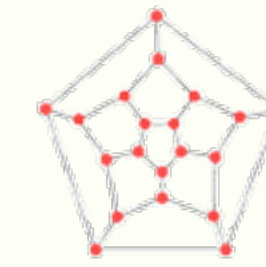
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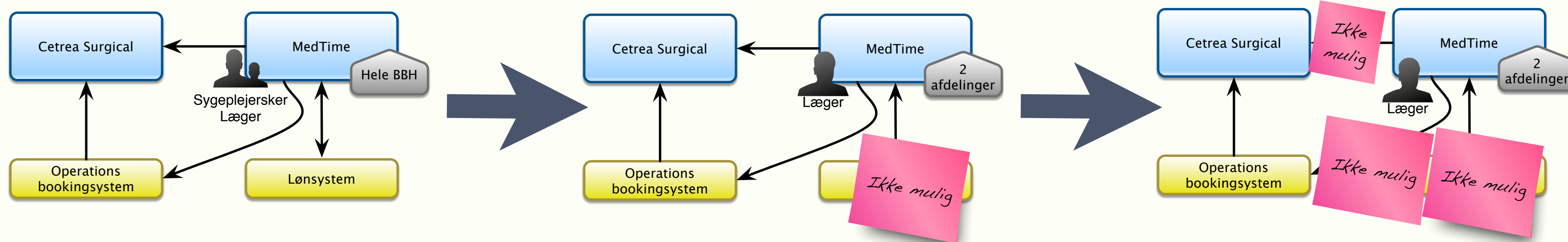


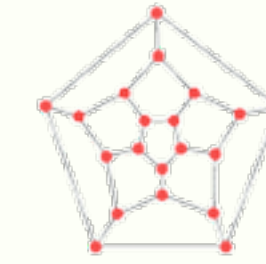
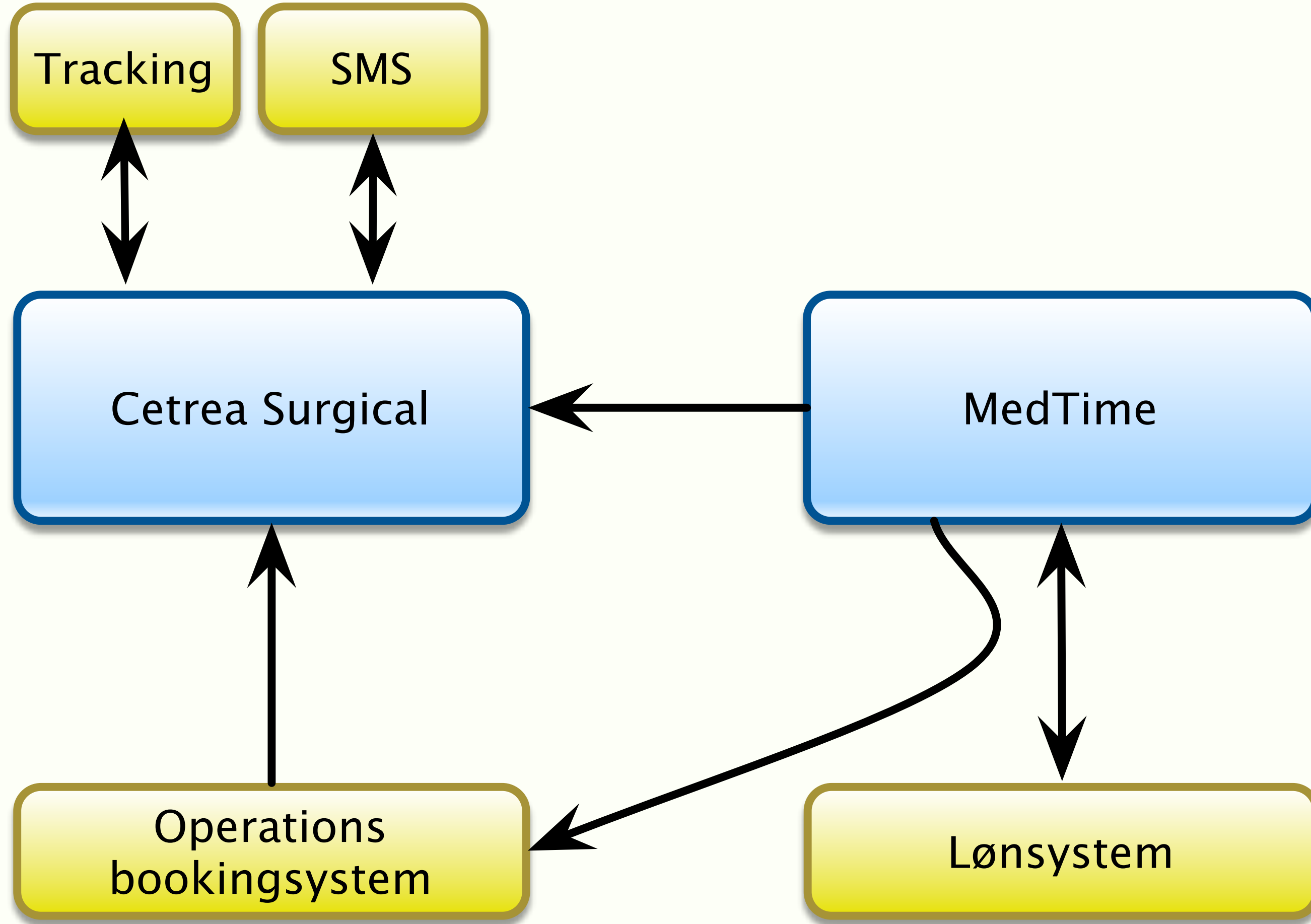
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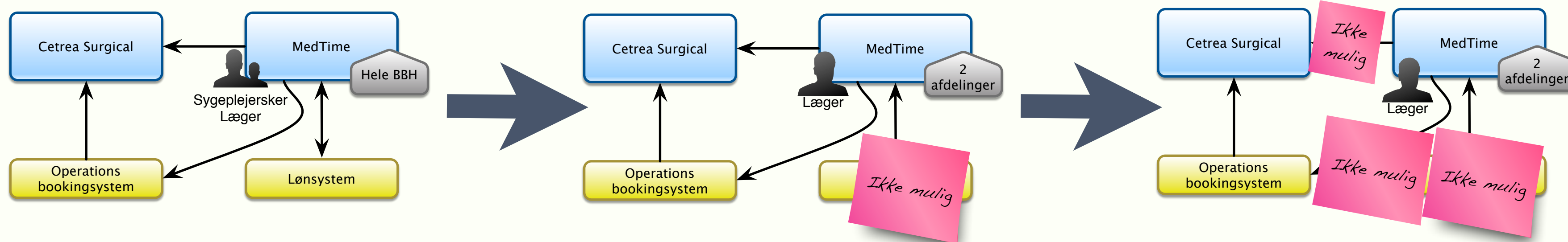


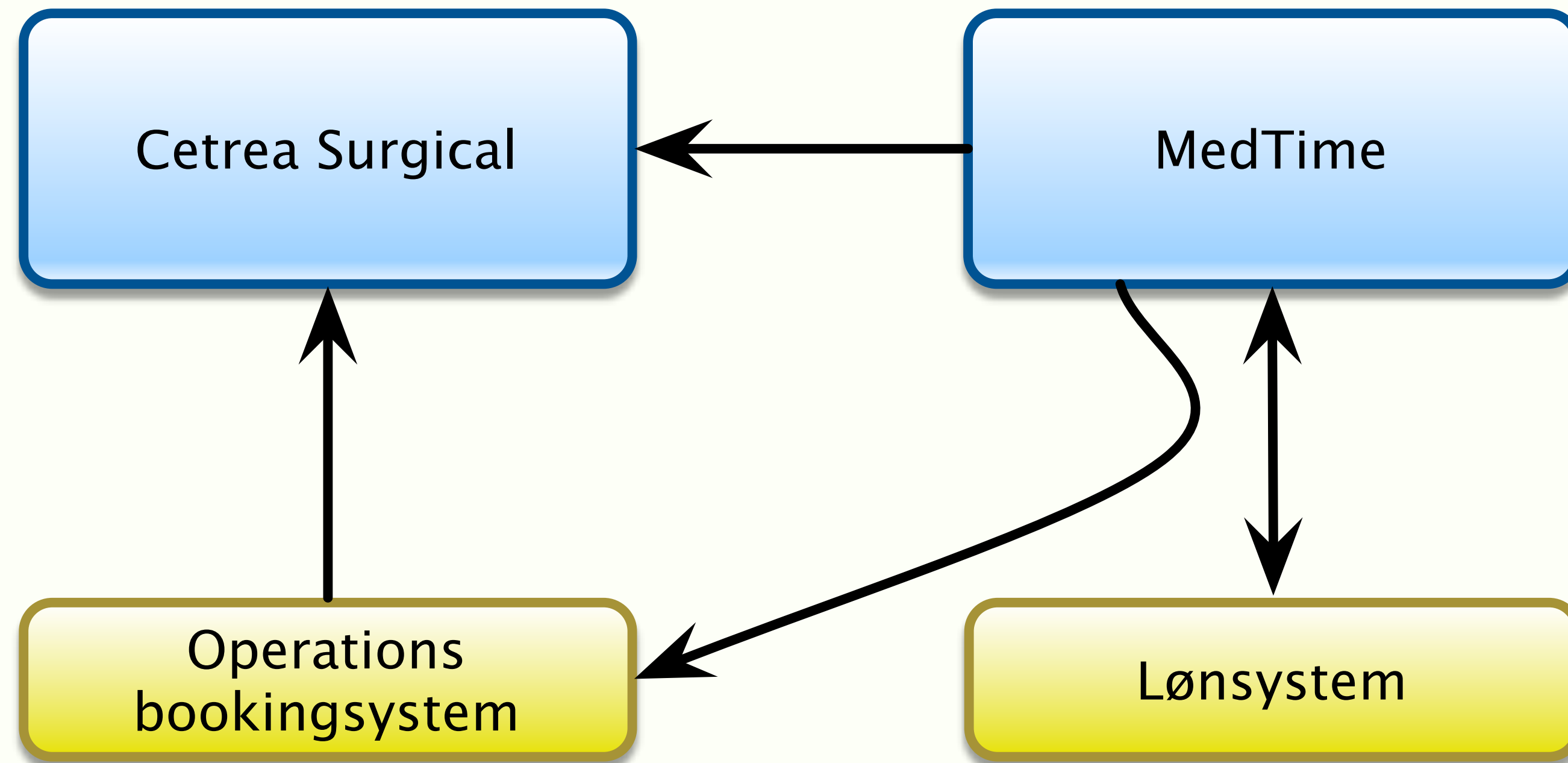
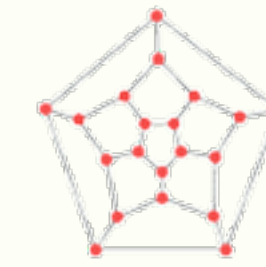
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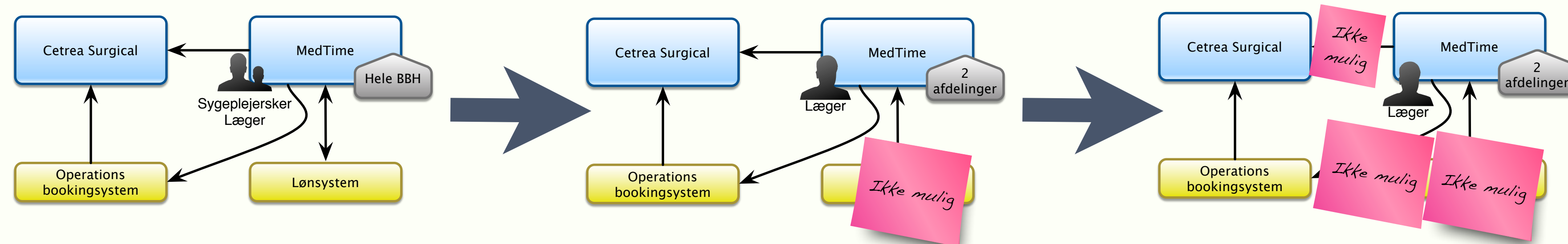


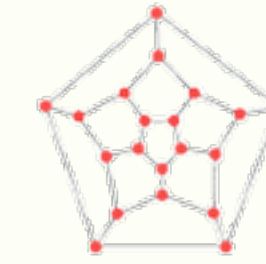
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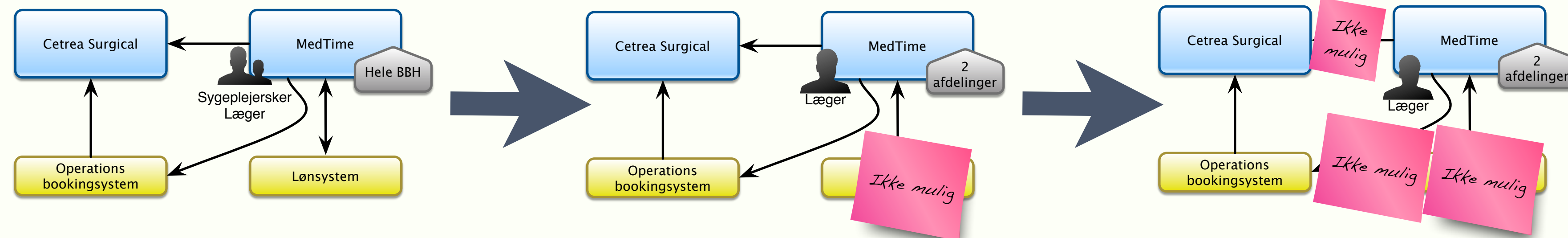


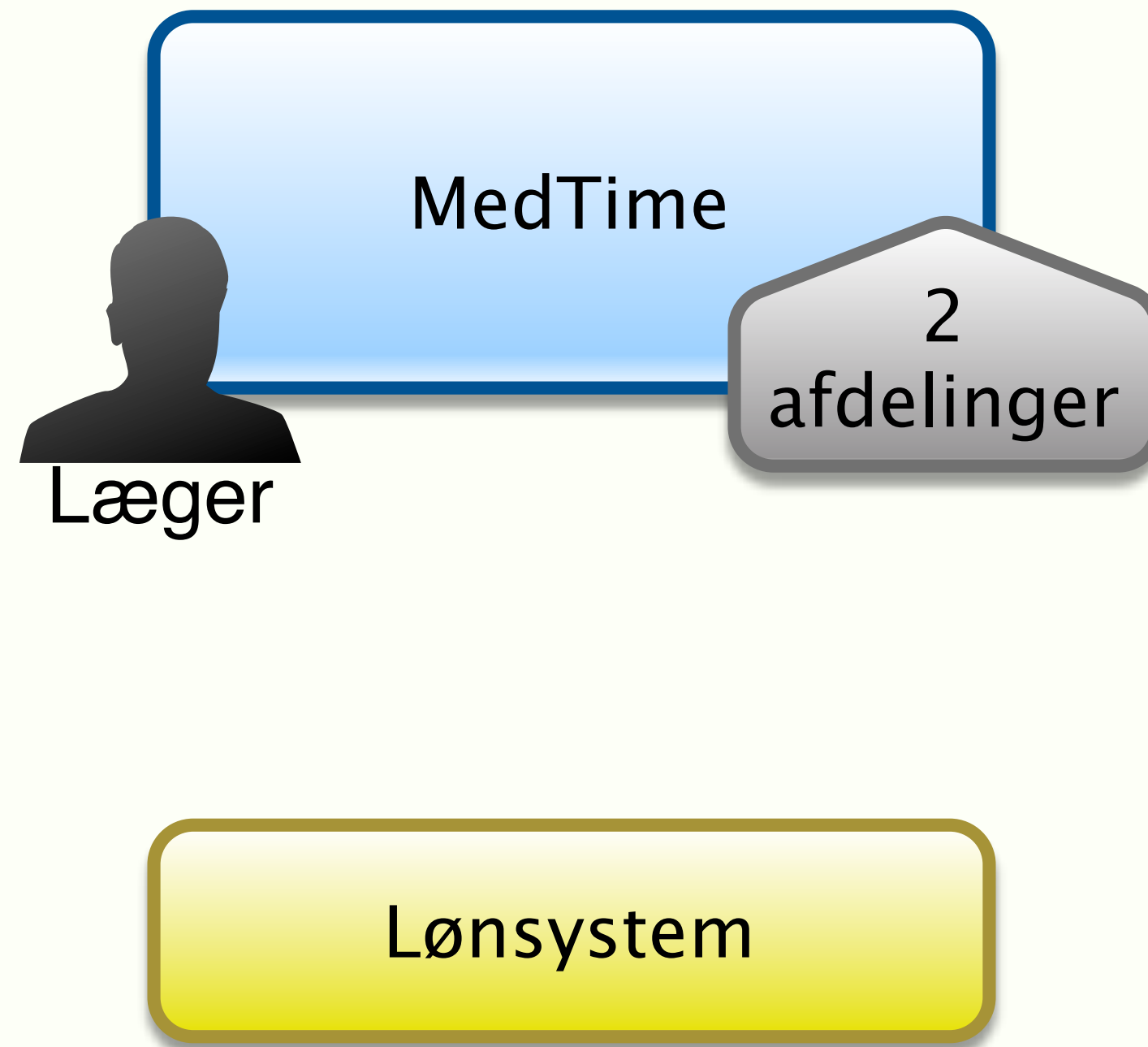
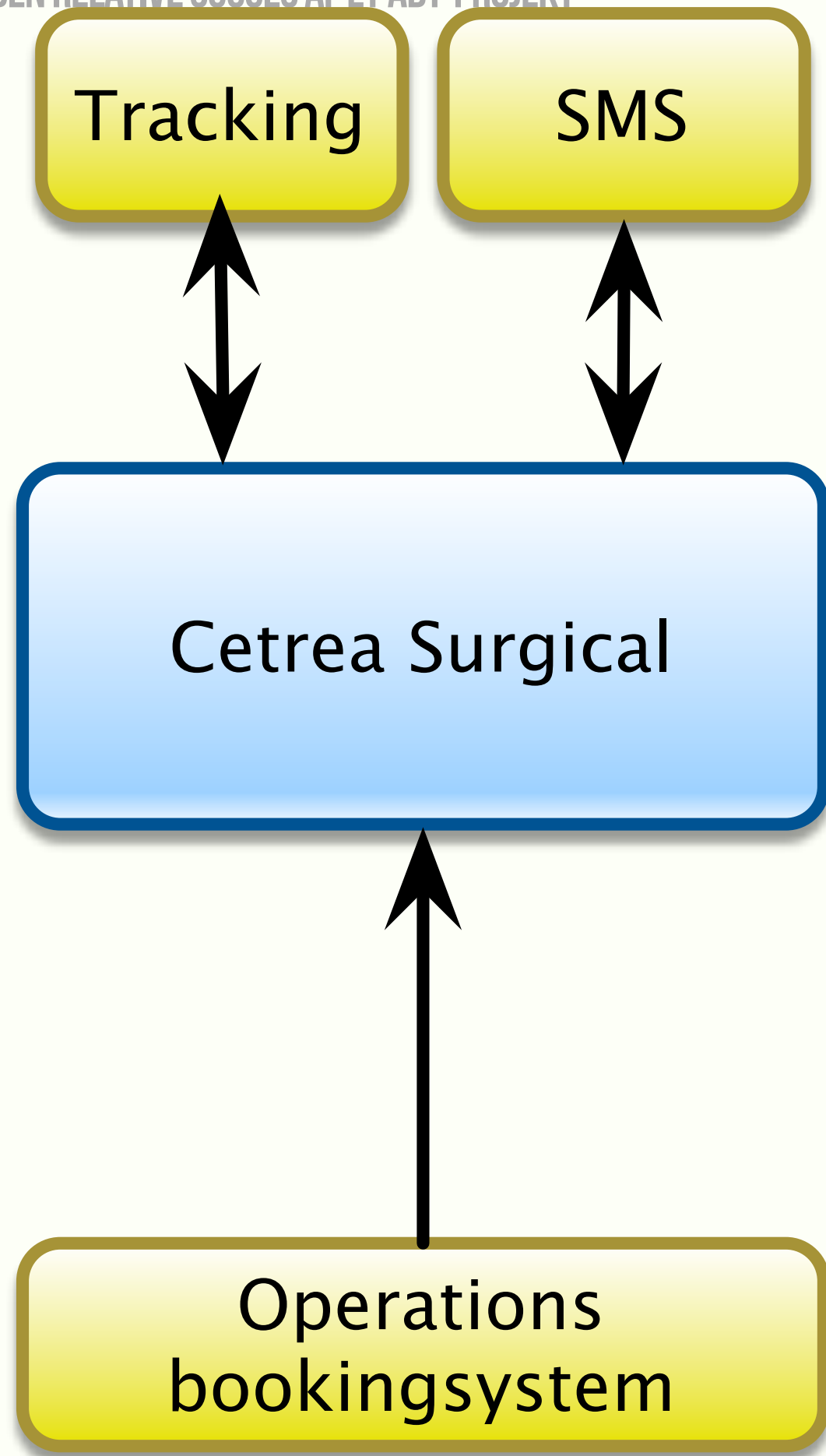
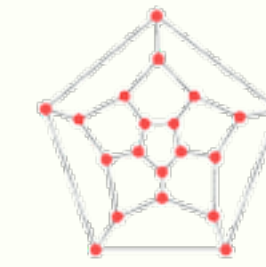
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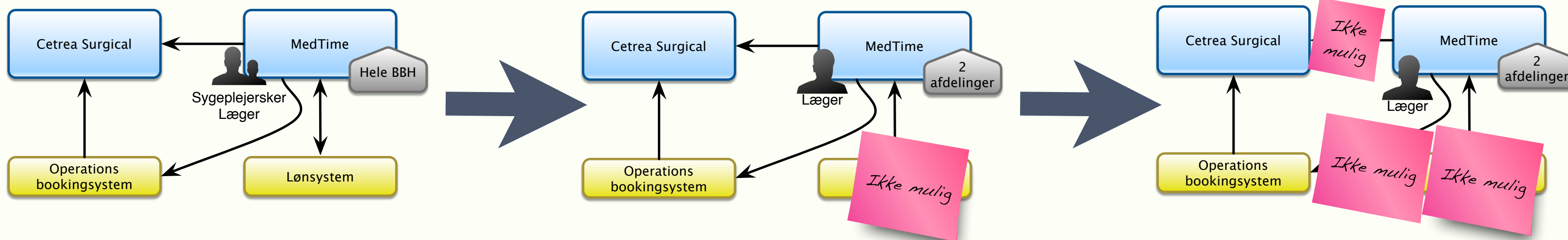


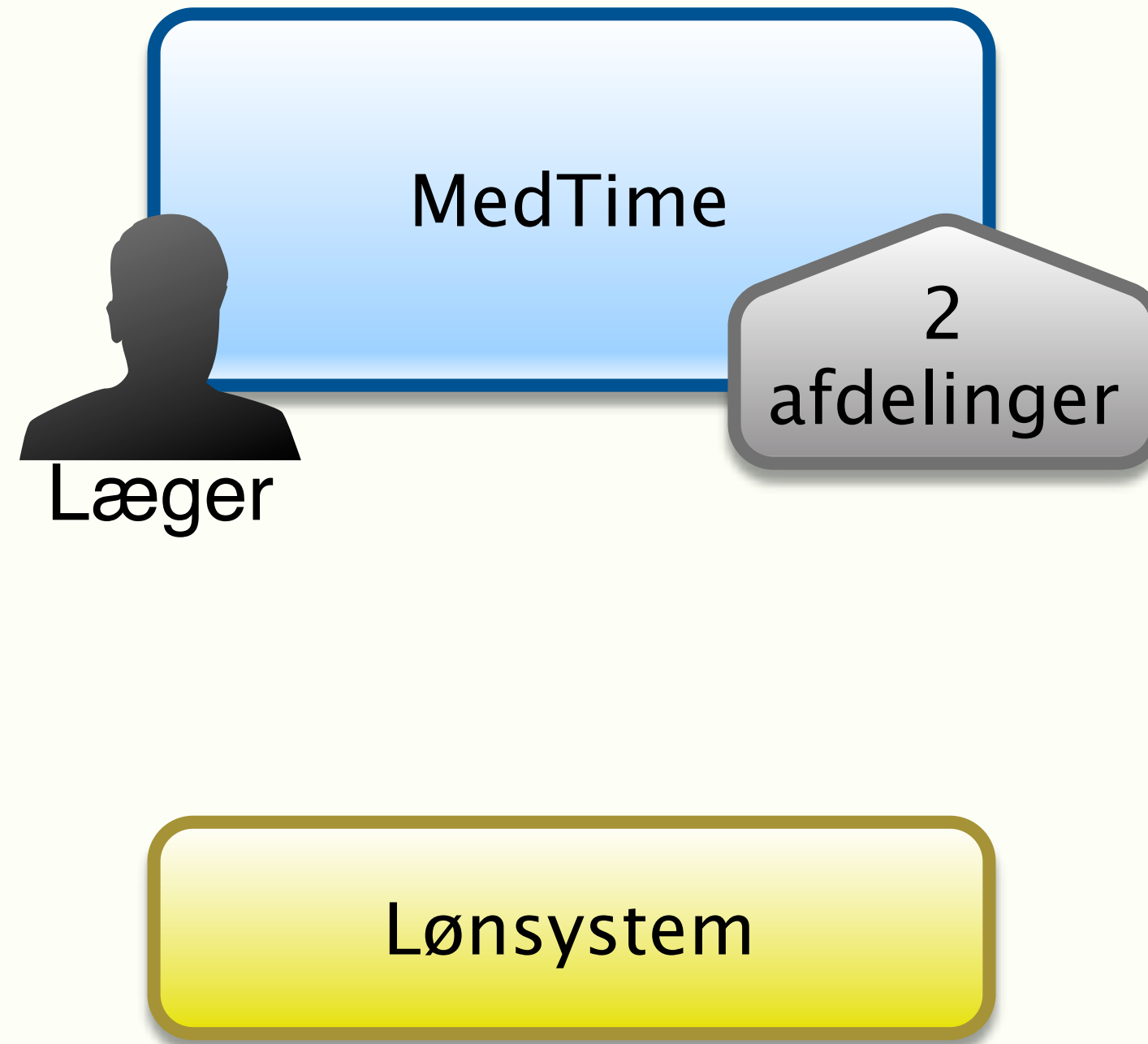
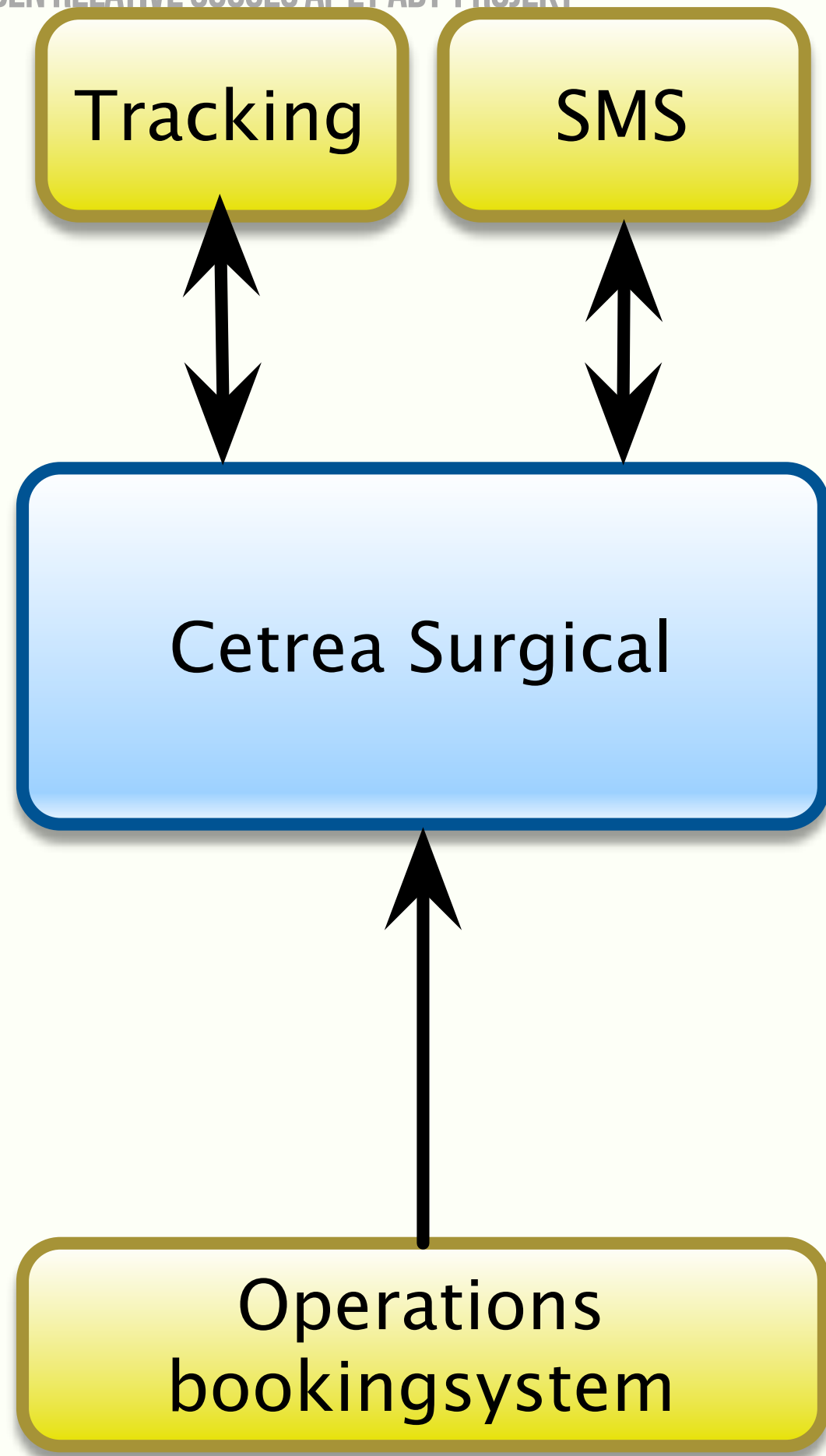
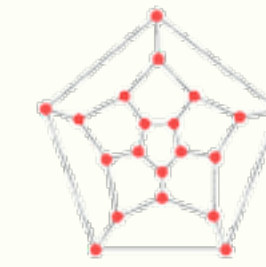
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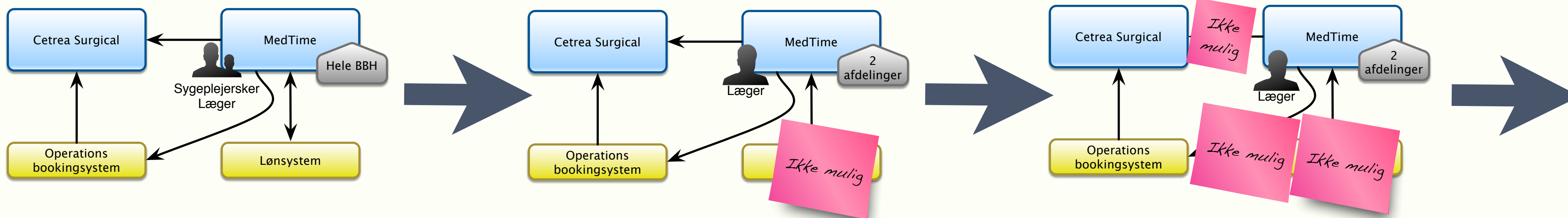


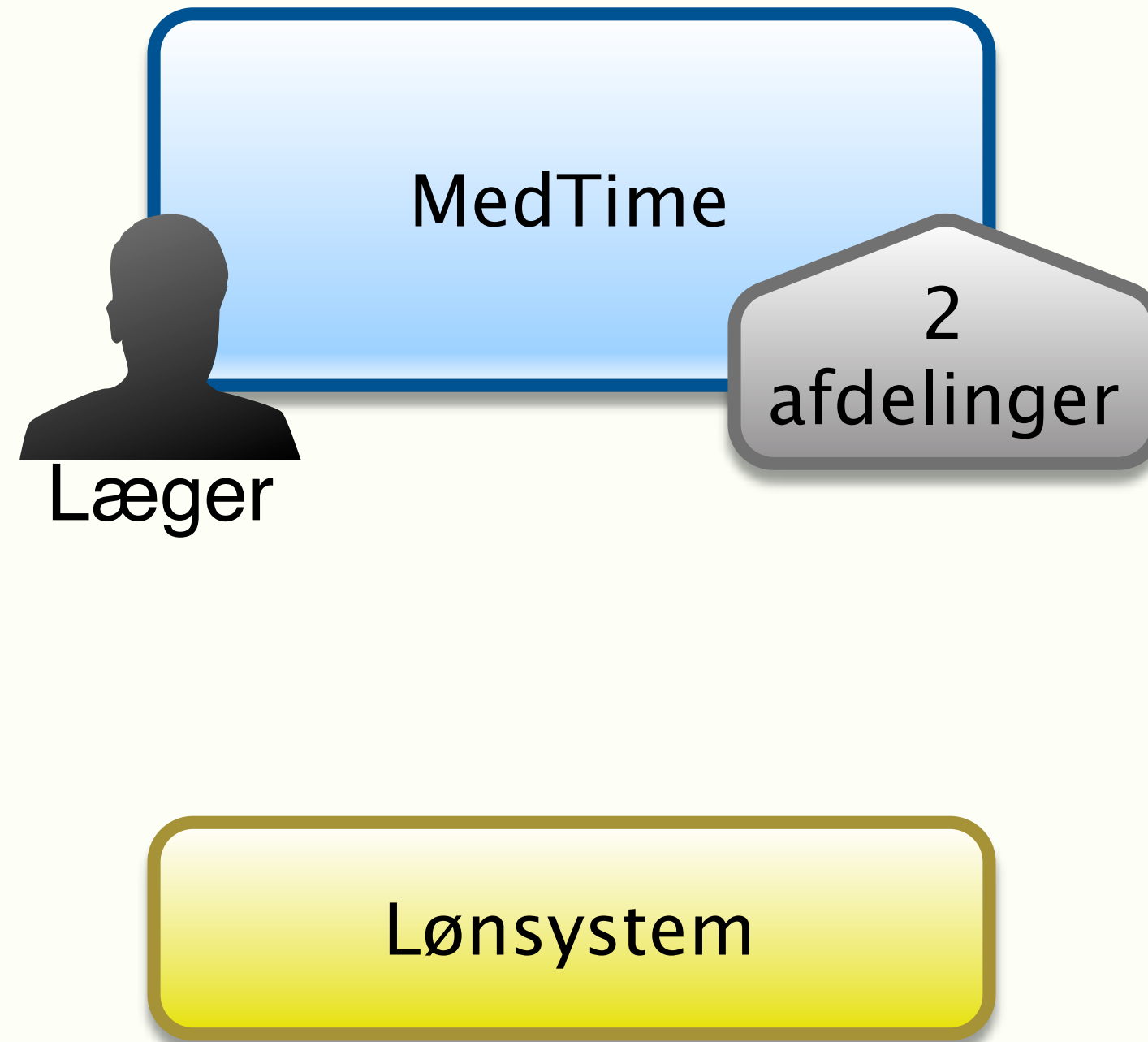
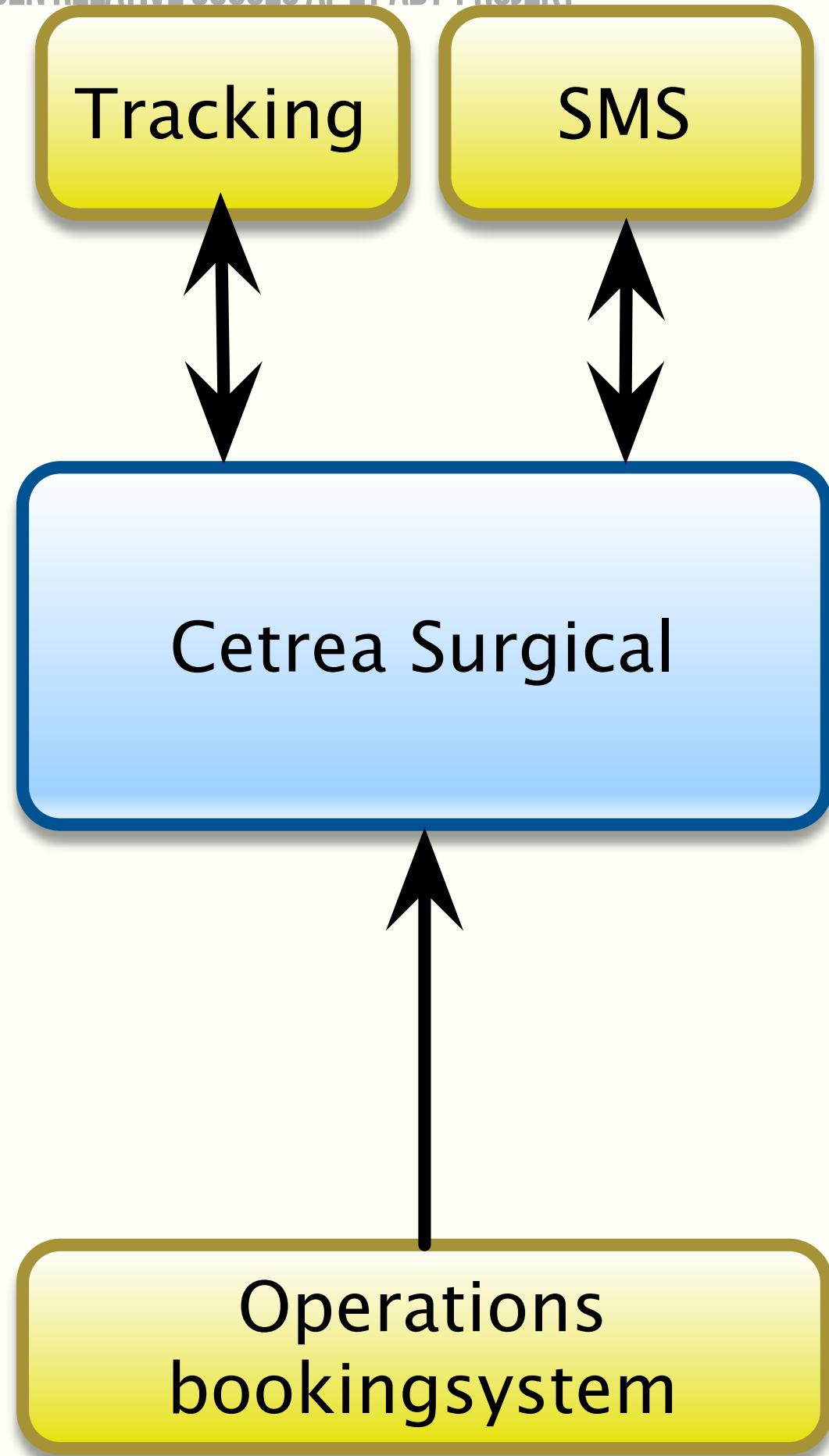
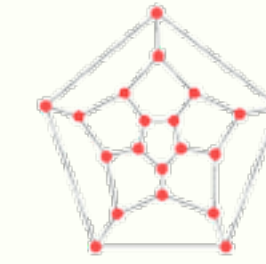
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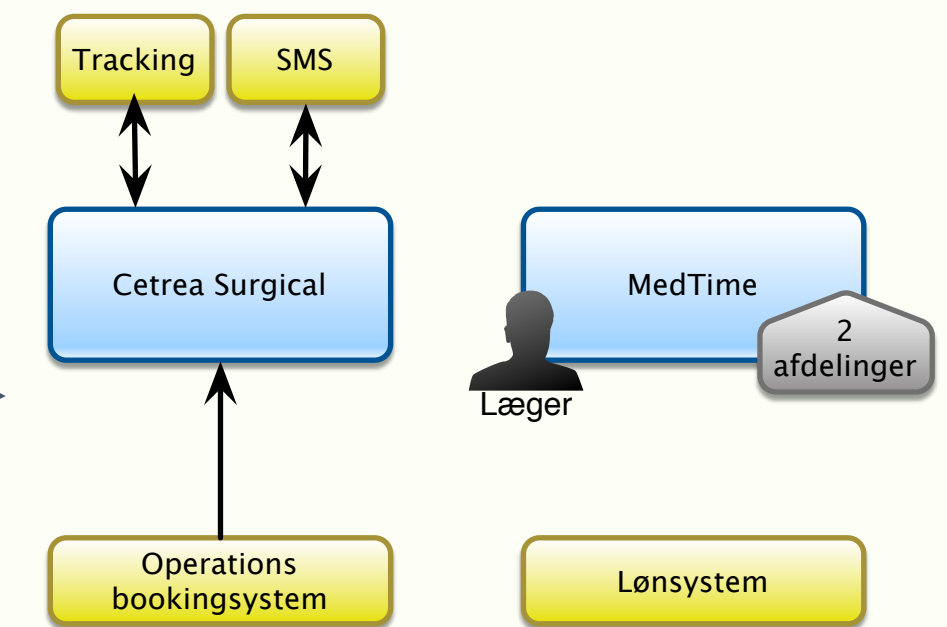
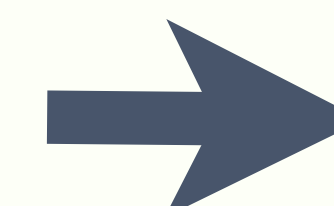
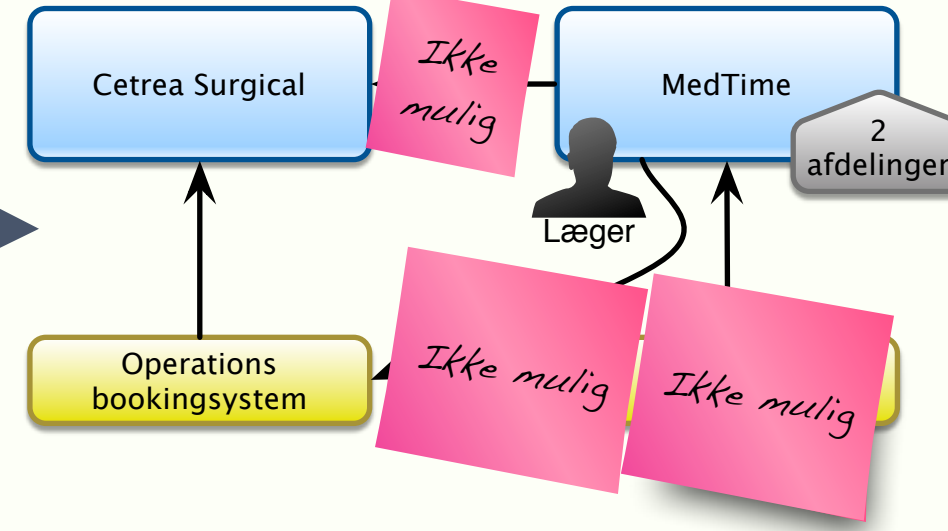
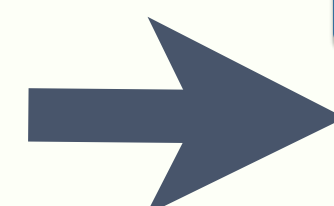
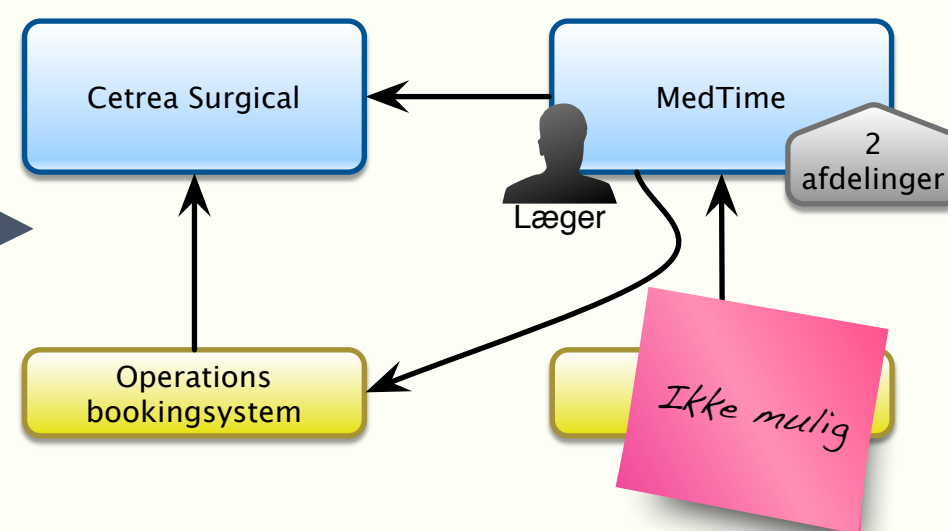
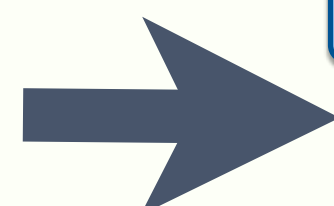
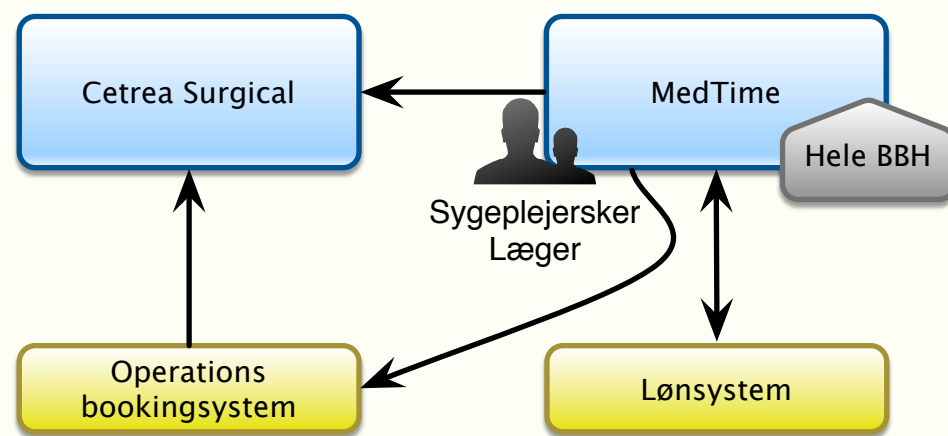


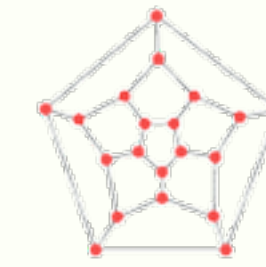
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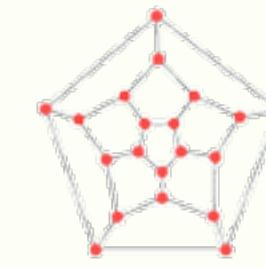
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OPMÆRKSOMHEDER

- ▶ **NÅR DELE TAGES UD ER DET ET NYT PROJEKT**
- ▶ **VIRKSOMHEDENS IT-DRIFT SKAL TILLADE PILOTER**
- ▶ **TRÅDLØSE TEKNOLOGIER ER (STADIG) RISIKABLE**
- ▶ **DIREKTE OG INDDIREKTE PARTER SKAL TAGES I ED**
- ▶ **HÅNDTÉR OVERVÅGNINGSASPEKTER FORNUFTIGT OG TIDLIGT**
- ▶ **FORSTÅ AT ET HOSPITAL ER ET HOSPITAL OG ORGANISATIONEN ÆNDRE SIG (OFTE)**
- ▶ **AFKLAR DE KOMMENDE ARBEJDSGANGE**
- ▶ **ELIMINÉR DOBBELTARBEJDE**
- ▶ **FYSISKE OMGIVELSER OG INFRASTRUKTUR**



OPMÆRKSOMHEDER

▶ NÅR DELE TAGES UD ER DET ET NYT PROJEKT

▶ VIRKSOMHEDEN I TO AFSNIT BLEV LAGT SAMMEN

▶ TRÅDLØSE TEKNOLOGIER ER (STADIG) RISIKABLE

▶ DIREKTE OG INDDIREKTE PARTER SKAL TAGES I BEMÆRKSATION

▶ HÅNDTÉR OVERVÅGNINGSASPEKTER FØRNUFTIGT OG TIDLIGT

TO AFSNIT BLEV LAGT SAMMEN

NYE PATIENTTYPER

NYT PERSONALE

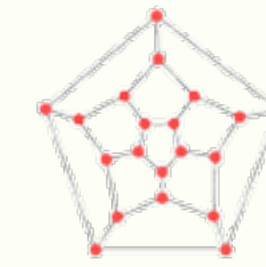
MINDRE IT-VELVILJE

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▶ AFKLAR DE KOMMENDE ARBEJDSGANGE

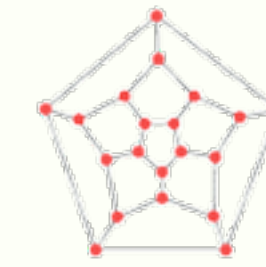
▶ ELIMINÉR DOBBELTARBEJDE

▶ FYSISKE OMGIVELSER OG INFRASTRUKTUR



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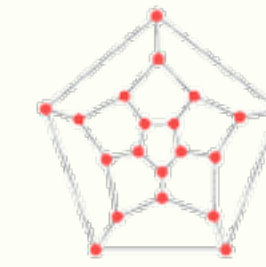
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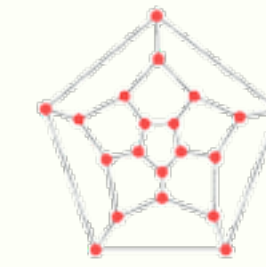
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- ▶ DIREKTE OG INDIREKTE **DOBBELTARBEJDE OPSTOD**
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- ▶ FYSISKE OMGIVELSER OG INFRASTRUKTUR

DOBBELTARBEJDE OPSTOD
=
NÅR INTEGRATIONERNE FEJLER
SKAL PERSONALET OVERTAGE



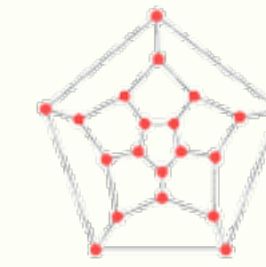
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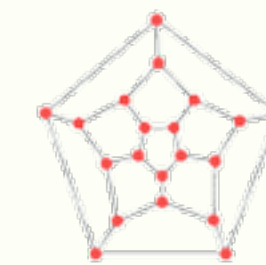
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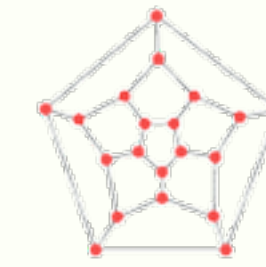
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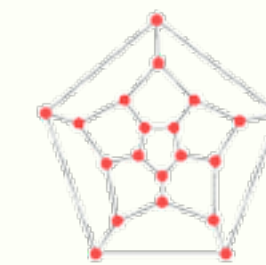
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 - ▶ SVÆRT HVIS MAN IKKE KAN FÅ LOV AT LEGE OG TESTE



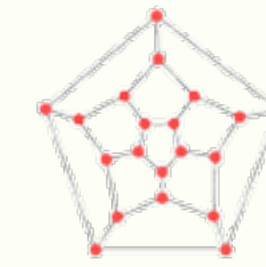
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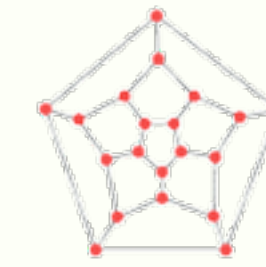
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 - ▶ TIDLIGT
- ARBEJDSGANGE FOR ALLE PARTER OGSÅ DEM DER OPSTÅR VED ÆNDRINGER**
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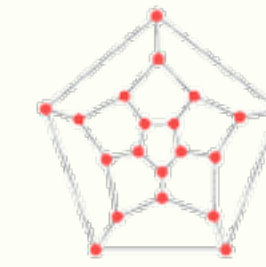


OPMÆRKSOMHEDER

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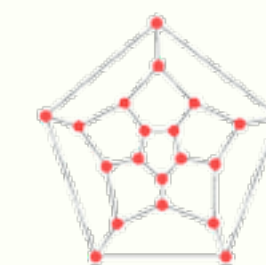
**ALLE MED SNITFLADER
ALLE PARTER DER KUNNE
TÆNKES AT BLIVE INVOLVERET
PILOTER ER USTABILE**

- ▶ FYSISKE OMGIVELSER OG INFRASTRUKTUR



OPMÆRKSOMHEDER

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OPMÆRKSOMHEDER

- ▶ NÅR
- ▶ VIR
- ▶ TRÅ
- ▶ DIR
- ▶ HÅN
- ▶ TID

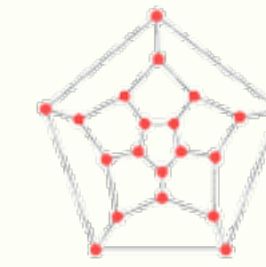
PILOTPROJEKTER ER “PILOTER”

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MANGE PRODUKTFORBEDRINGER

OG

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OPMÆRKSOMHEDER

UDEN HELLED

- ▶ NÅR
- ▶ VIR
- ▶ TRÅ
- ▶ DIR
- ▶ HÅR
- ▶ TID

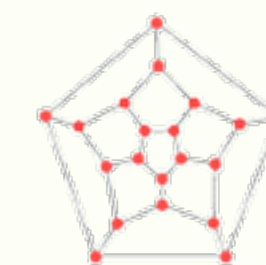
PILOTPROJEKTER ER “PILOTER”

-

MANGE PRODUKTFORBEDRINGER

OG

R



OPMÆRKSOMHEDER

- ▶ NÅR
- ▶ VIR
- ▶ TRÅ
- ▶ DIR
- ▶ HÅR
- TID

PILOTPROJEKTER ER “PILOTER”

-

MANGE PRODUKTFORBEDRINGER

OG

R

OPSUMMERING

- ▶ VI HAVDE ET PILOTPROJEKT
- ▶ VI ENDTE MED **SELVSTÆNDIGE** “PILOT” PROJEKTER/FORLØB
- ▶ POTENTIALALET KUNNE IKKE REALISERES I HENHOLD TIL UDGANGSPUNKTET

OPSUMMERING

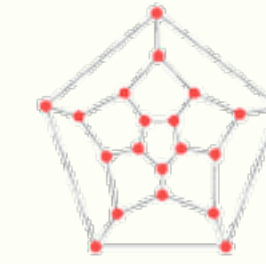
▶ VI HAVDE E

▶ VI ENDTE M

▶ POTENTIAL

PROJEKTET HAR FEJLET

?



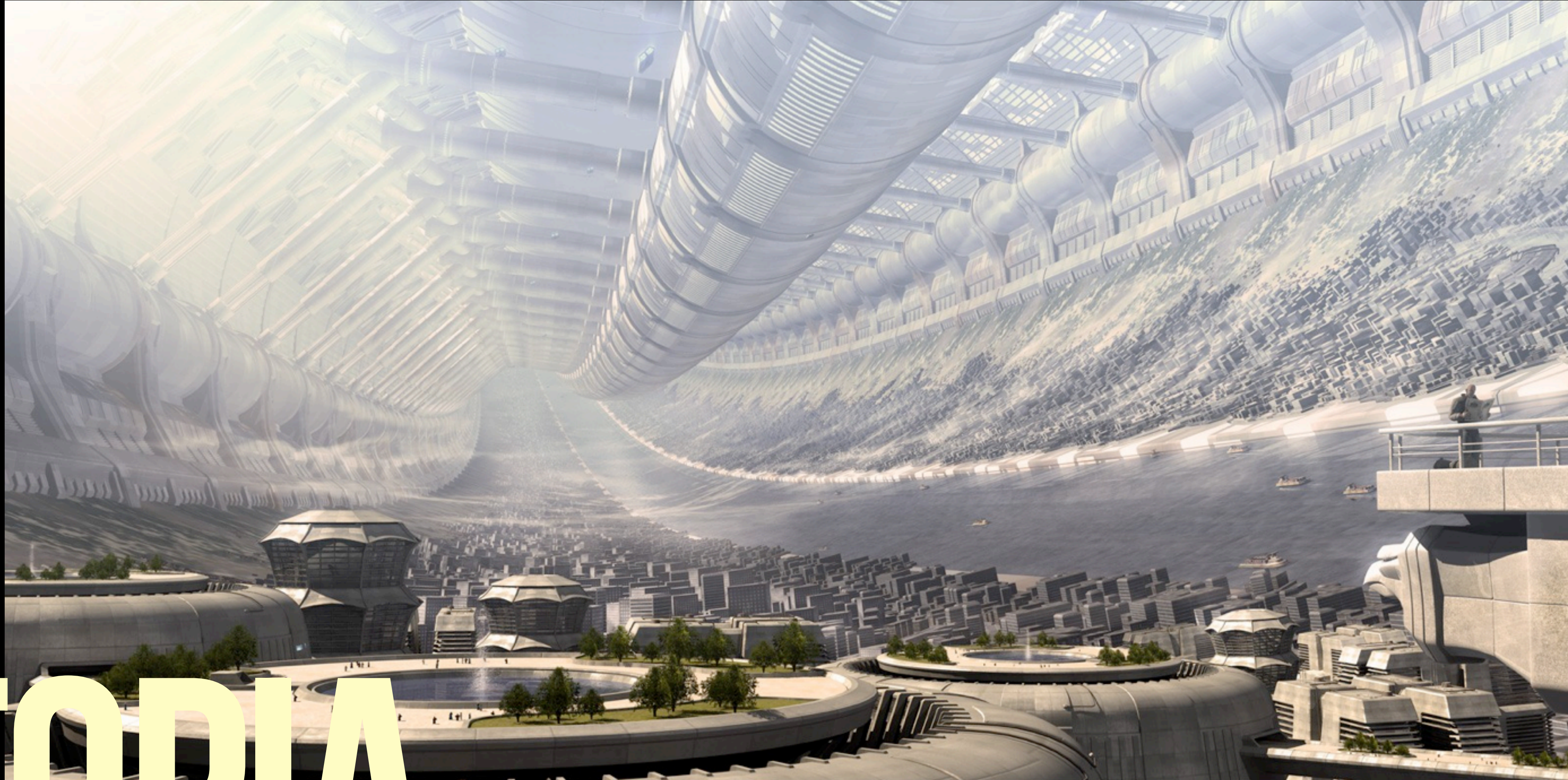
HVORFOR LÆRER MAN IKKE AF PROJEKTER?

- ▶ 1) MAN FORSTÅR TEKNOLOGI FOR SNÆRVERT
- ▶ 2) MAN BETRAGTER PROJEKTETS OMGIVELSER OG INDHOLD FOR STATISKE STØRRELSER

TEKNOLOGIFORSTÅELSE



▶ BEGGE DELE HAR EN FORUDDEFINERET TEKNOLOGIFORSTÅELSE DER VIL STYRE FORLØB OG LÆRING



UTOPIA



DYSTOPIA

TEKNOLOGI ER IKKE GODT ELLER DÅRLIGT

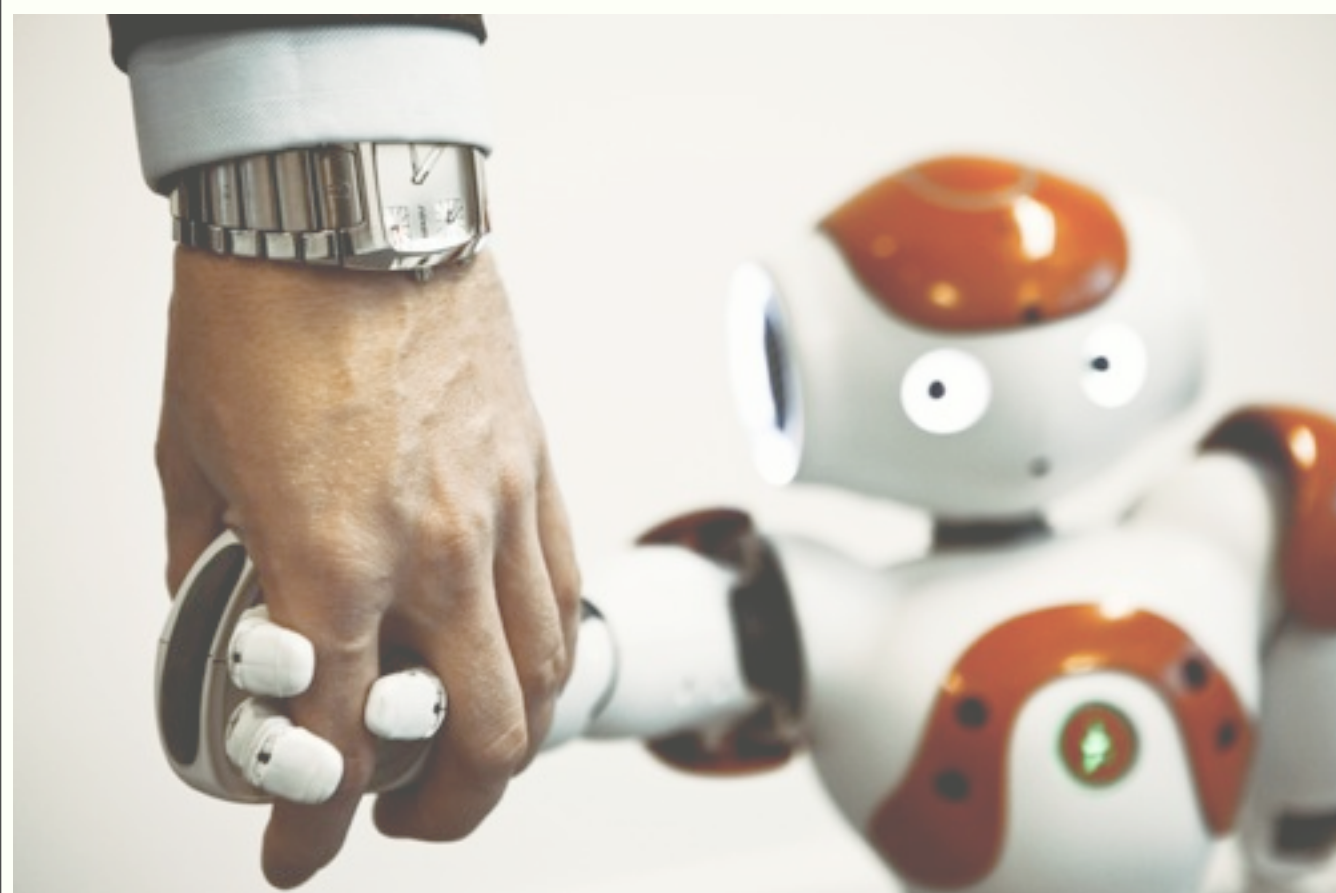
▶ HVIS MAN SER TEKNOLOGI SOM GODT ELLER DÅRLIGT PER SE, SER MAN ELEMENTER I PROJEKTET I DETTE LYS OG KAN KUN DRAGE EN SIMPEL LÆRING.

▶ ENTEN BLIVER SUNDHEDS-IT TIL DET DER VIL

- REDDE VERDEN FRA DEMOGRAFIENS UDFORDRINGER (ÆLDREBØLGEN)
- GØRE ALT MERE BØVLET



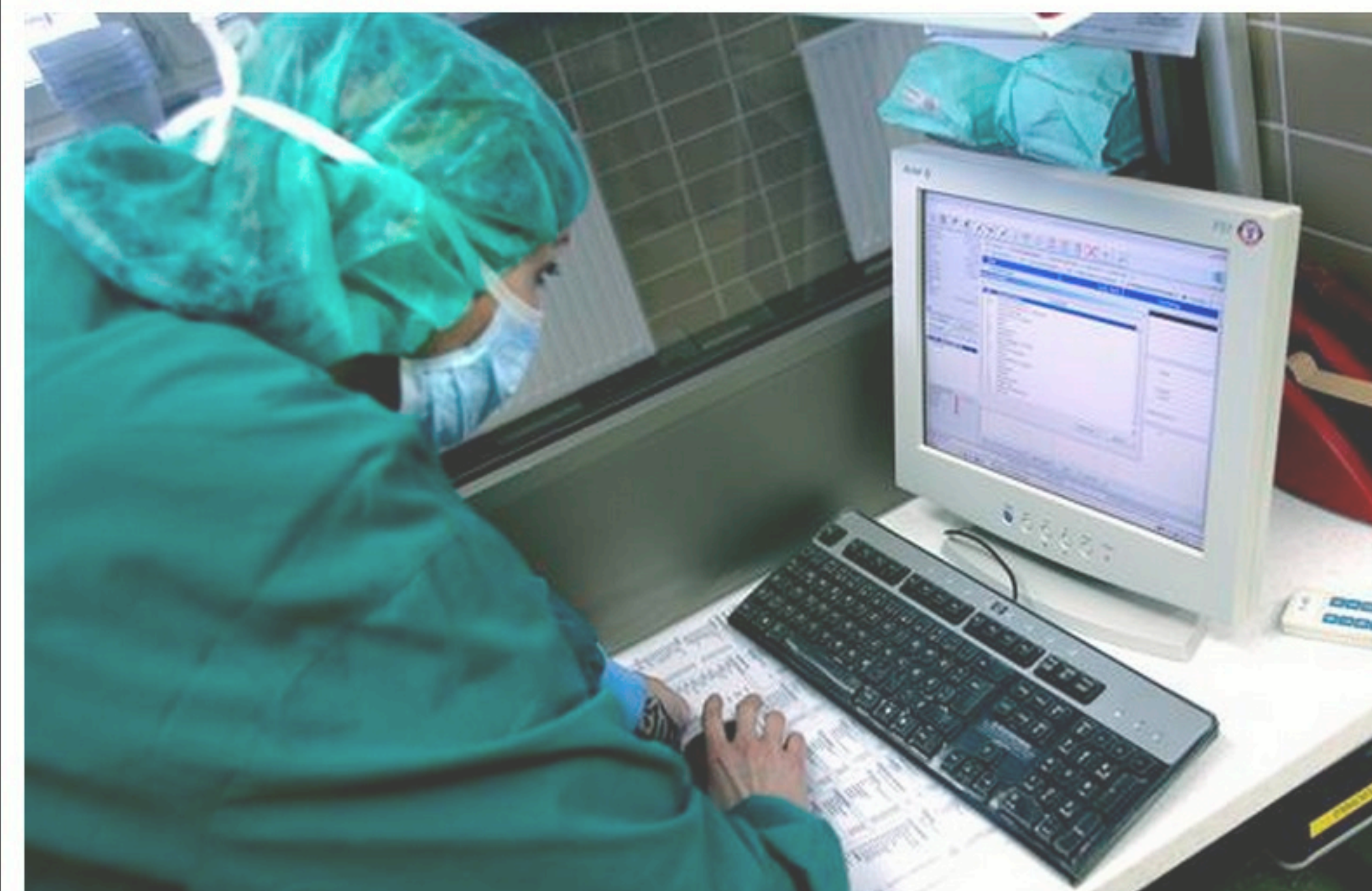
IT = SUCCES



Telemedicin – sundheds-it med stort eksportpotentiale

Et virvar af forældede systemer spilder lægernes tid og tvinger dem til at indtaste samme oplysninger mange gange dagligt.

12. maj 2010 kl. 22:44 • Troels K.



IT = FIASKO



Elektroniske patientjournaler udgør ny Amanda

Via Politiken, af newz-Hillezzz

26. okt. 2005 11:15 It-ekspert Erik Bonnerup siger til Politiken, at det elektroniske patientjournal system, er den største it-skandale, siden arbejdsformidlingens Amanda-system.

Det elektroniske patientjournal system, som skulle have været færdig d. 1 januar 2006, ser ifølge en ny rapport ud til at blive meget forsinket.

“Det er vanskeligt at begribe, hvordan man kan finde på at foreslå noget så talentløst som g-epj. [...] Aldrig vil så mange få så lidt for så mange penge. Det er skandaløst.”
Finn Eldon, 1. reservelæge, ortopædkir. afd. T, Herning Sygehus i Dagens Medicin



Område	Model 1	Model 2
VALUES	<ul style="list-style-type: none"> - ACHIEVE THE PURPOSE AS THE ACTOR DEFINES IT - WIN, DO NOT LOSE - SUPPRESS NEGATIVE FEELINGS - EMPHASIZE RATIONALITY 	<ul style="list-style-type: none"> - VALID INFORMATION - FREE AND INFORMED CHOICE - INTERNAL COMMITMENT
STRATEGIES	<ul style="list-style-type: none"> - CONTROL ENVIRONMENT AND TASK UNILATERALLY - PROTECT SELF AND OTHERS UNILATERALLY 	<ul style="list-style-type: none"> - SHARING CONTROL - PARTICIPATION IN DESIGN AND IMPLEMENTATION OF ACTION
OPERATIONALIZED BY:	<ul style="list-style-type: none"> - UNILLUSTRATED ATTRIBUTIONS AND EVALUATIONS E.G.. "YOU SEEM UNMOTIVATED" 	<ul style="list-style-type: none"> - ATTRIBUTION AND EVALUATION ILLUSTRATED WITH RELATIVELY DIRECTLY OBSERVABLE DATA
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	<ul style="list-style-type: none"> TREATING ONES' OWN VIEWS AS OBVIOUSLY CORRECT 	<ul style="list-style-type: none"> ENCOURAGING PUBLIC TESTING OF EVALUATIONS
	<ul style="list-style-type: none"> MAKING COVERT ATTRIBUTIONS AND EVALUATIONS 	
	<ul style="list-style-type: none"> FACE-SAVING MOVES SUCH AS LEAVING POTENTIALLY EMBARRASSING FACTS UNSTATED 	
CONSEQUENCES INCLUDE:	<ul style="list-style-type: none"> DEFENSIVE RELATIONSHIPS 	<ul style="list-style-type: none"> MINIMALLY DEFENSIVE RELATIONSHIPS
	<ul style="list-style-type: none"> LOW FREEDOM OF CHOICE 	<ul style="list-style-type: none"> HIGH FREEDOM OF CHOICE
	<ul style="list-style-type: none"> REDUCED PRODUCTION OF VALID INFORMATION 	<ul style="list-style-type: none"> INCREASED LIKELIHOOD OF DOUBLE-LOOP LEARNING
	<ul style="list-style-type: none"> LITTLE PUBLIC TESTING OF IDEAS 	

BASERET PÅ: SMITH, M. K. (2001) 'CHRIS ARGYRIS: THEORIES OF ACTION, DOUBLE-LOOP LEARNING AND ORGANIZATIONAL LEARNING', THE ENCYCLOPEDIA OF INFORMAL EDUCATION, WWW.INFED.ORG/THINKERS/ARGYRIS.HTM.

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STRATEGIES	<ul style="list-style-type: none"> - CONTROL ENVIRONMENT - PROTECT SELF AND OTHERS 	<ul style="list-style-type: none"> - DESIGN AND IMPLEMENTATION OF ACTION
OPERATIONALIZED BY:	<p style="text-align: center;">VÆRDI: “VIND!”</p> <p style="text-align: center;">- PROJEKTET SKULLE VÆRE SUCCESFULDT PÅ ÉT PLAN: ØKONOMISK RENTABEL MODEL (RATIONALIERING)</p>	
CONSEQUENCES INCLUDE:	<ul style="list-style-type: none"> LOW FREEDOM OF CHOICE REDUCED PRODUCTION OF VALID INFORMATION LITTLE PUBLIC TESTING OF IDEAS 	<ul style="list-style-type: none"> HIGH FREEDOM OF CHOICE INCREASED LIKELIHOOD OF DOUBLE-LOOP LEARNING

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Område

Model 1

Model 2

VALUES

STRATEGIES

OPERATIONALIZED BY:

CONSEQUENCES INCLUDE:

STRATEGI: "STYR PROJEKTET

OG DETS OMGIVELSER"

- PROJEKTETIDEEN ER PERFEKT, UDFØRELSEN OG OMGIVELSERNE SKAL INDORDNE SIG EFTER DETTE. KONTROL CENTRALISERES.

LOW FREEDOM OF CHOICE

REDUCED PRODUCTION OF VALID INFORMATION

LITTLE PUBLIC TESTING OF IDEAS

HIGH FREEDOM OF CHOICE

INCREASED LIKELIHOOD OF DOUBLE-LOOP LEARNING

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OPERATIONALISERET VED: "AT LUKKE NED FOR PROBLEMER"

- DET DER STOD I VEJEN FOR PROJEKTET SKULLE FEJES VÆK (UNDER TÆPPE)

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Område

Model 1

Model 2

VALUES

- ACHIEVE THE PURPOSE AS THE ACTOR DEFINES IT
- WIN, DO NOT LOSE
- SUPPRESS NEGATIVE FEELINGS
- EMPHASIZE RATIONALITY

- VALID INFORMATION
- FREE AND INFORMED CHOICE
- INTERNAL COMMITMENT

STRATEGIES

- CONTROL ENVIRONMENT AND TASK UNILATERALLY
- PROTECT SELF AND OTHERS UNILATERALLY

- SHARING CONTROL
- PARTICIPATION IN DESIGN AND IMPLEMENTATION OF ACTION

OPERATIONAL

- UNMOTIVATED

- OBSERVABLE DATA

KONSEKVENSER: "ERFARINGERNE BLIVER

KUN SPARSOMT TAGET VIDERE"

- DOUBLE LOOP LEARNING VAR UMIDDELBAR MINIMAL.

CONSEQUENCES INCLUDE:

DEFENSIVE RELATIONSHIPS

MINIMALLY DEFENSIVE RELATIONSHIPS

LOW FREEDOM OF CHOICE

HIGH FREEDOM OF CHOICE

REDUCED PRODUCTION OF VALID INFORMATION

INCREASED LIKELIHOOD OF DOUBLE-LOOP LEARNING

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HVORDAN LÆRER MAN OG HVAD KRÆVER

▶ AFPRØV

▶ ACCEPTÉR AT INDHOLD OG OMGIVELSER IKKE ER FIKSEREDE

▶ FRIGIV KONTROL

▶ OMFAVN FEJL OG BREAKDOWNS

HVORDAN LÆRER MAN OG HVAD KRÆVER

▶ AFPR

▶ ACCE

▶ FRIGI

▶ OMFA

DET “DÅRLIGE” PROJEKT KAN
OGSÅ VÆRE GODT!

KONTAKT OS - LÆS RAPPORTEN

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NIS@SYMMETRIC.DK

MARTIN.SOELVKJAER@REGIONH.DK

[HTTP://ABTFONDEN.DK/RESULTATER-OG-OVERBLIK/AFSLUTTEDE-PROJEKTER/SUNDHED/IT-GIVER-BEDRE-PLANLAEGNING-AF-VAGTER-OG-OPERATIONER](http://abtfonden.dk/resultater-og-overblik/afsluttede-projekter/sundhed/it-giver-bedre-planlaegning-af-vagter-og-operationer)