

Integrating Technology & Organization in a Digital World

STS Roundtable 30th Anniversary
Quadrus Conference Center
Sept 2016

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After touring the HQs of world class digital companies -- Facebook, Google, Apple -- seventy six STS members from America, Canada, South America, Australia, Israel, and Europe descended the bus at Quadrus Conference Center, Menlo Park. The afternoon was designed around two conversations: Dean Hovey and Stu Winby shared how they applied STS principles in the Satellite Healthcare case to identify touchpoints and variances in patient experience. This was followed by a panel discussion, led by Ed Schein, which explored how three hi tech professionals experienced the SV culture over the last 40 years of break through innovation and technology discontinuities including the more recent digital discontinuity.

1. Welcome

2. Satellite Healthcare Case

3. Silicon Valley – The Heart of Innovation

4. STS and Digital Technology

5. Closing Remarks

6. Appendix - Group Photos

Welcome to Silicon Valley



WELCOME TO SILICON VALLEY!

STU'S MOM'S HOUSE



"ORGANIZATIONAL DESIGN" COINED THE TERM WILL FACILITATE TODAY'S ROUND TABLE

ED SCHEIN



BEULAH TRIST



ERIC TRIST'S WORK ON STS CHANGED MANY LIVES

INCLUDING THE GRATEFUL DEAD



STU WINBY

MY FATHER STARTED ONE OF SILICON VALLEY'S FIRST STARTUPS

GRAPHIC RECORDING - BECAUSE A PICTURE IS WORTH 1000 WORDS



DEAN HOVEY

• ≤ 15 • 2+ YEARS LIFE
MOUSE SPECS
• WORK ON IT FROM MY TABLE FROM STEVE JOBS
• AND ON MY LEGS

CO-FOUNDED HOVEY-KELLY (WHICH EVOLVED INTO IDEO)



ROLL-ON DEODORANT WAS THE INSPIRATION FOR THE MOUSE TRACK BALL



NOW DEAN IS BRINGING DESIGN EXPERTISE TO HEALTH CARE AS CEO OF COMPRENDO



STEVE JOBS

LATE 70S INSTRUCTIONS TO DEAN HOVEY

GRAPHIC RECORD BY CHRISTOPHER FULLER OF GRIDSEYE.COM FOR SPRING NETWORK 9.8.16

Quadrus Conference Center



Opening Remarks

Stu Winby, SPRING CEO

Thank you joining us today for the STS Anniversary. We have some special people joining us: Beulah Trist, Eric Trist's wife, and , Ed Schein.



Beulah Trist, Eric's Wife

Thank you for the opportunity to say a few words. I am enjoying this time on my pedestal! People say to me even today that Eric changed their life.



SPRING Team

SPRING team taking it easy!



STS Participants



STS Participants



Key Insights: Satellite Healthcare



New model should

- Introduce best therapy options (increases the funnel of patients into home)
- Empower patients and families for success at home
- Enable prolonged home dialysis
- Improve processes and efficiencies

Design Accelerator Objectives

- Develop an industry leading home program that:
 - Enrolls 40% of the patients into home
 - Offers individualized holistic home care
 - Prepares patients for optimal success
 - Prolongs home care option with the least interruption to patients/families' lives

Design Accelerator Outcomes

- Design a dialysis home care model that:
 - Improves key patient needs and experience
 - Improves organizational efficiencies and effectiveness
 - Differentiates SHC over competitors
 - Reaches >40% home modality

SATELLITE HEALTHCARE

DEAN & STU ARE WORKING WITH SATELLITE TO REDESIGN HOME HEALTH IN THE AREA OF RENAL CARE



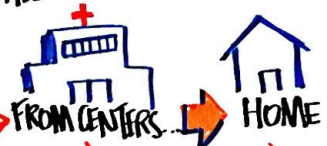
- 30 YRS OLD
- ~300 EMPLOYEES
- 70 PARTICIPANTS
- NOT-FOR-PROFIT

TOUCH POINT ANALYSIS

THE CRITICAL JUNCTURES THAT INFLUENCE THE PATIENT JOURNEY

- EMPOWERS PATIENTS
- GIVES THEM MORE FREEDOM
- REDUCES COST
- A NEW WAY OF WORKING

THE PROCESS



STRATEGY

WHERE'S STRATEGY COME FROM?

THE EYES LOOKING TO DIFFERENTIATE FROM 20% HOME USERS TO 40%.

EXPERIENCE - COST - CLINICAL OUTCOMES - HITTING THE TRIPLE AIM

PERSONALIZATION

WHAT'S THE EMERGING PROTOTYPE OF PATIENTS?

AGENTS? OR DO THEY HAVE LESS POWER?

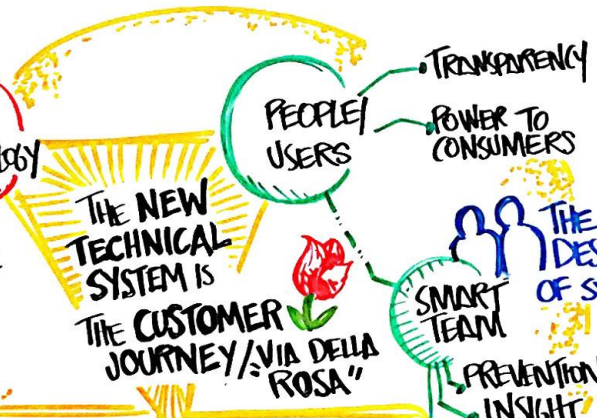


...ARE YOU SHITTING ME?

REMEMBER, YOU WORK FOR THE USERS - PERSONALIZATION IS CRITICAL

KNOW THEIR EXPERIENCE -> TRUST THE PATIENT

RAPID DATA
DIGITAL TECHNOLOGY
PREDICTIVE ANALYSIS



SOCIO-TECHNICAL SYSTEMS WORK IS TO ENABLE ADAPTIVE WORK SYSTEMS TO IMPROVE HUMAN USER EXPERIENCES

THE DESIGNERS OF SYSTEMS
SMART TEAM
PREVENTION INSIGHT
CREATE PROTOTYPES

ROLE-PLAYING VARIANCES



CULTURE

ARE ETHNOGRAPHIC TOOLS USED TO DEVELOP ADAPTIVE NETWORK DESIGN TEAMS?

CULTURAL RESISTANCE TO CHANGE? YOU MUST INCENTIVIZE

CO-LOCATE THE TEAM... AND PROTECT THEM

DON'T PUNISH THEM

TECHNOLOGY

TO WHAT EXTENT ARE YOU DESIGNING THE TECH WHILE DESIGNING THE EXPERIENCE?

SIMULTANEOUSLY

GRAPHIC RECORD BY CHRISTOPHER FULLER 9.8.16 OF GRIOTSEYE.COM FOR SPRING NETWORK

Silicon Valley – The Heart of Innovation



Silicon Valley Culture: Different Perspectives

Scott Love, Intel

- Came by wagon train to Stanford. And never left.
- Introduced to Apple by accident –Apple 1, interactive desk top. computer was very different from the main frame.
- 1982 recruited by Steve Jobs at Apple and NEXT.
- SV inflection point: need to start with people and process.

Peter Schein, SUN, Silicone Graphics, Startups

- Entered Stanford in early 80s
- Came to SV post desktop revolution; introduced to MACs connected to printers, not network.
- Got a MBA from Kellogg, joined Apple very "cool". Worked on Newton which had a stylus.
- Joined SV workforce when wave of MBAs were hired across high tech companies.

Evan Leonard, Google

- Program Manager at Google working on maintaining website – SRE, planning.
- Grew up in Connecticut, went to Carnegie Mellon focused on interaction design; Masters in conflict resolution.
- Google then called one day and asked “want to talk?”
- Worked startup in NH focused on debugging distributed systems.



Evolution of STS and SV Culture



Ed Schein, Observations

- I was involved in STS in 1950s at NTL with Eric Trist. The focus was around experiential learning
- Kurt Lewin had established the research center at MIT interested in human performance
- What drives socio tech are tasks that can't be done without the collaboration between people and technical interaction and alignment.
- Challenge: How do we personalize across hierarchy and cultures
- Multi-cultures in SV reflect different technologies and industries
- EEs are a real culture, they have an approach that allows for “quick testing”
- We have moved from Age of Computers, Biotech. The next age is Age of Relationships – how do we use technology to improve relationships - both laterally and vertically

Evolution of STS and SV Culture



THE SOCIO-TECHNICAL SYSTEMS ROUND TABLE - FACILITATED BY ED SCHEIN

HOW SILICON VALLEY BECAME SILICON VALLEY



TO DESIGN A SYSTEM MEANS DESIGNING ALL ITS PARTS



THE DOD HAD A HUGE SILICON VALLEY INFLUENCE - EARLY ON

Q HOW DO WE DO THINGS BETTER? - IS IT AN ONGOING ? IN THE VALLEY?
A YES - BUT WITH A BIG MONEY MOTIVATOR

BLAMELESS POST-MORTEMS

STARTED WORKING WITH DISTRIBUTED SYSTEMS ON THE EAST COAST

EVAN LEONARD

GREW UP W/ THE MGT: ~7 YRS AGO
PARTNER MGT @ Google
ENGINEERS RELIABILITY FOR ALL OF GOOGLE'S SITES
CARNEGIE MELLON GRAD
MASTERS IN CONFLICT RESOLUTION

* SIDE NOTE: GOOGLE'S HR PERSON HAS A BACKGROUND AS A SPY

Q SILICON VALLEY BURNS PEOPLE OUT - YOUNG PEOPLE W/ Q FAMILY ARE ATTRACTED - BUT WHAT ABOUT MORE MATURE?
A GOOGLE CAN PROVIDE A LOT OF PERKS - AND HIGH SALARIES

QUALITY OF LIFE IS CRITICAL - TRANSPORTATION IS A PROBLEM

PEOPLE + PROCESS

SCOTT LOVE

CAME IN '75 TO STANFORD
'82
STANFORD WAS MUCH DIFFERENT THAN THE ENTREPRENEURIAL INCUBATOR IT IS TODAY

BACKGROUND

BIG SYSTEMS & NETWORKING WHEN I ARRIVED

PETER SCHEIN

STARTED @ eWORLD, NEWTON

STANFORD GRAD
ED'S SON

POST-80'S DESKTOP REVOLUTION
NON-NETWORKED

MBA FLOOD IN THE 80'S CHANGED THE VALLEY

WORKED WITH JOBS @ NEXT

Q HOW ARE NUMBERS KEPT FROM DOMINATING?
A KNOW THE OUTCOME YOU'RE AFTER - GAMES

VOICES ARE KEY

BE WILLING TO CRITICIZE - NEVER PERSONAL

Q SOME CULTURES (WOMEN'S / MINORITY'S) DON'T PROMOTE THEMSELVES - HOW DO YOU DEAL WITH THAT?
A LEADERSHIP HAD TO SURFACE THE BIAS UPFRONT - WHEN THEY STOPPED IT CAME BACK

WORK-AROUND

Q HOW'S SOCIAL DIVERSITY REFLECTED?
A INTEL CREATED A MENTORING PROGRAM & COMPANIES MUST SHARE THEIR RESOURCES W/ UNDERSERVED COMMUNITIES

MILLENNIALS HAVE A DIFFERENT ATTITUDE ON AGE, GENDER
CAN IT BE LEVERAGED?

ECOLOGY

TOP ENGINEERING & ACADEMIC SCHOOLS

TERRIFIC CLIMATE
LIMITED ENVIRONMENT



WEST COAST CULTURE
ENGINEERS @ COMPETING COMPANIES TALKED TO EACH OTHER

ORGANIZATIONAL CULTURE

CAN WE CHANGE THE BOSS/EMPLOYEE DYNAMIC?

OK TO FAIL REALLY EVALUATED @ APPLE

FAB. CULTURE IS DIFFERENT FROM SOFTWARE CULTURE



STEVE MADE THE ULTIMATE DECISIONS

ASKED YOU LOTS OF QUESTIONS

PROFOUND WAS 24/7

YET NO ANALYSIS PARALYSIS

DO YOUR OWN THING

THE VALLEY NEEDS DIVERSITY

GOOGLE



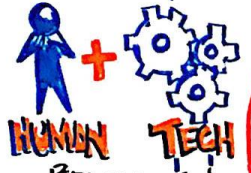
GO CONTRIBUTE TRANSPARENTLY / SELF-DETERMINATION

EMPLOYMENT SECURITY VS EMPLOYABILITY INSURANCE

THE TECH SIDE IS AHEAD OF THE SOCIO SIDE - SO WHEN ARE WE GOING TO GET SERIOUS ABOUT SOCIO?

ED SCHEIN'S BACKGROUND - MID 1950'S - EXPERIENTIAL LEARNING

HEALTHCARE WILL DRIVE SOCIO-TECH



HUMAN TECH
PERSONALIZATION IS CRITICAL
THE CULTURE REFLECTS THE TECHNOLOGY

Key Insights: Silicon Valley Culture

Silicon Valley Stories and Practice

- 90 hours a week and loving it (Steve Jobs)
- It is ok to fail (many SV companies)
- There is definitely a Google culture of transparency
- Manager on-boards a new hire by saying “here is a team, go help”, (Google)
- “Blameless post mortems”(Google)

Comparison between East and West Coast Companies

- Highway 128 companies differ from SV – one of the key cultural differences in E. Coast companies tend toward company loyalty more so than W. Coast companies
- Digital do right thing for customer; Apple “do your own thing”

SV Ecology, Climate and Values

- SV has an attractive climate with proximity of two world class universities with strong engineering departments
- Climate – Shockley brought transition out from Bell Labs
- Reminder of cyclical nature of SV companies e.g. Facebook keeps SUN logo visible, Google keeps Silicon Graphics campus footprint

STS and Digital Technology

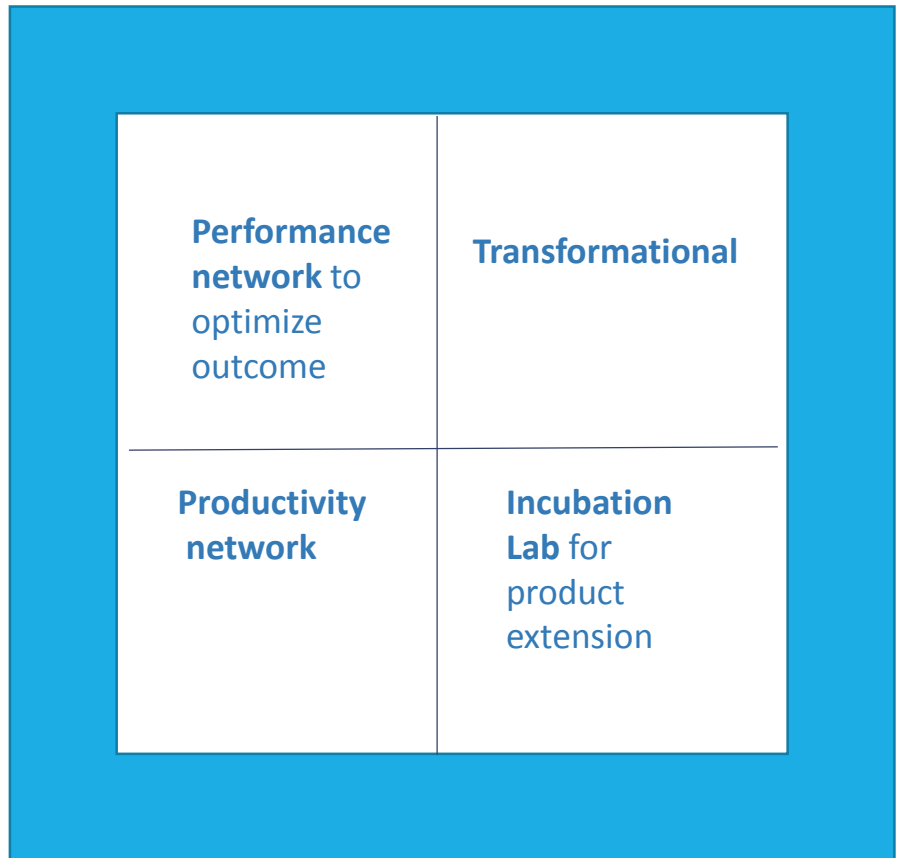
Key Themes

Healthcare is moving to personalized apps

- Experience is everything
- Digital overlay to experience
- Customized drugs per patient

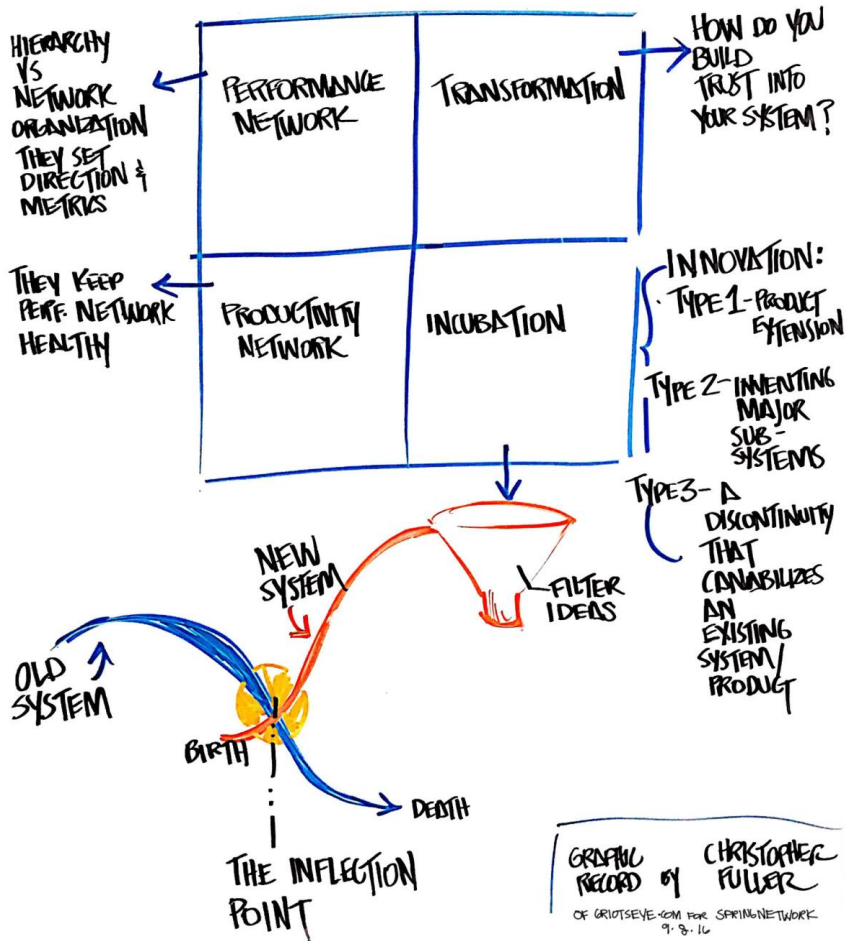
Digital is causing more discontinuities

- Remote medical sensing is causing a shift from treating episodic to continuous symptoms
- Challenge: how do we treat the social system to adopt to the emerging digital technology
- Digital is an enabler to help address health issues
- Challenge: how do we build trust in the digital app? Trusting Woz to get us to airport

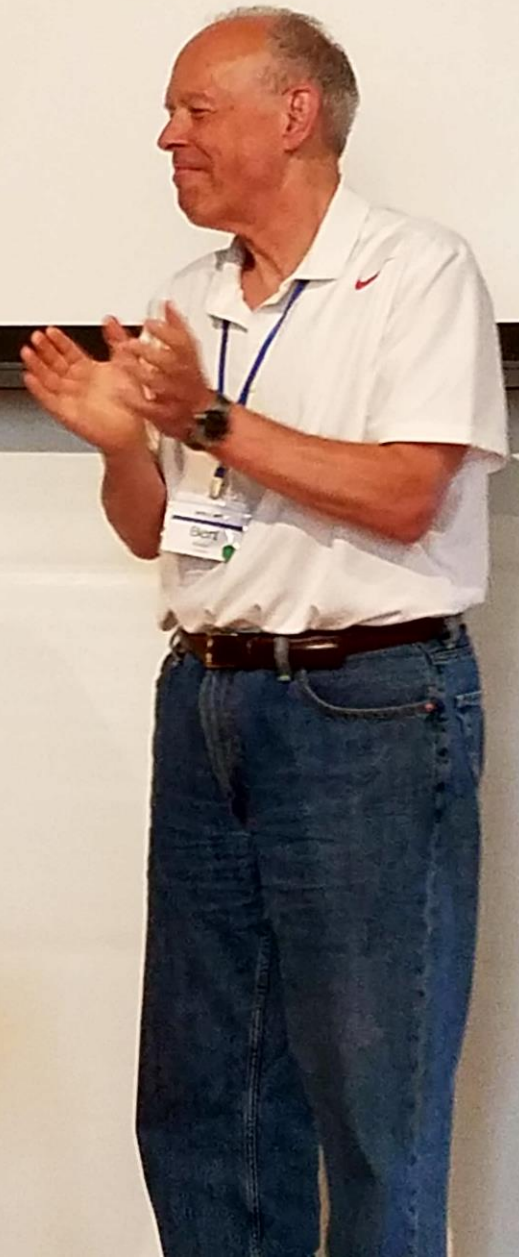
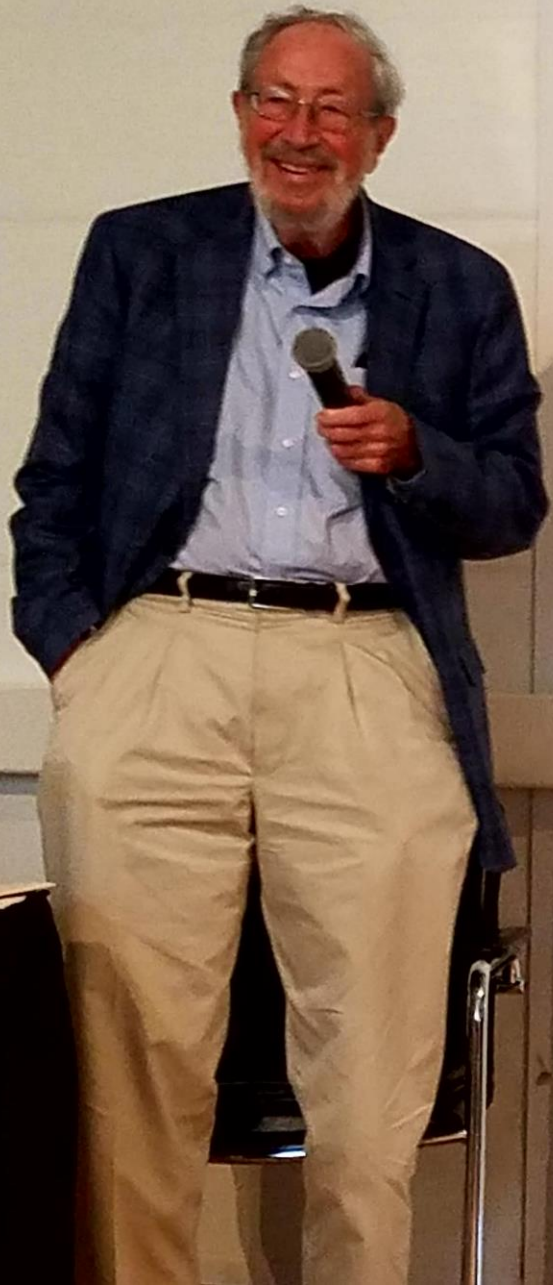


STS and Digital Technology

HOW DO YOU FRAME THE DIGITAL DIMENSION INTO TRANSFORMATION?



Closing Remarks



SPRING

NETWORK



Group Photos







EXIT

Geert

Mom's
House

Apple Spaceship Headquarters

