



How Emotional Intelligence Enhances Business Agility

My Agile Journey

Kevin L. Ball



How Emotional Intelligence Enhances Business Agility

My Agile Journey

- Emotional Intelligence
- Business Agility
- Agile Manifesto
- My Agile journey – stories & case study
- What have you accomplished?
- What you can do – What can you do?



Emotional Intelligence

Psychology professors, John D. Mayer & Peter Salovey in their 1990 research paper coined the term

- Daniel Goleman's Five Components of Emotional Intelligence
 - Self-Awareness
 - Self-Regulation
 - Motivation
 - Empathy
 - Social Skills



Emotional Intelligence

Emotional Intelligence: Issues And Common Misunderstanding
Robert J. Emmerling, Psy.D and Daniel Goleman, Ph.D

“Is EI a better predictor of work performance than traditional measures of intelligence – or more precisely , *which kinds of work performance* does EI predict most strongly?”



Emotional Intelligence

Emotional Intelligence: Issues And Common Misunderstanding
Robert J. Emmerling, Psy. D and Daniel Goleman, Ph.D 2003

“Research on top performers (e.g. Kelly, 1998: Spencer & Spencer, 1993), suggests that IQ alone does not predict in this domain as well as competencies that integrate cognitive, emotional and social abilities”



Emotional Intelligence

Emotional Intelligence: Issues And Common Misunderstanding
Robert J. Emmerling, Psy. D and Daniel Goleman, Ph.D 2003

Is it possible to develop Emotional Intelligence?



Business Agility

- Adapt quickly to market changes – internally and externally
- Working solutions over comprehensive documentation
- Respond rapidly and flexibly to customer needs
- Adapt and lead change in a productive and cost-effective way without compromising quality
- Continuously be at a competitive advantage

Agile Business Consortium



Agile Values

Individuals and interactions over processes and tools

Working software over comprehensive documentation (**BA**)

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.



12 Agile Principles

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale
- **Businesspeople and developers must work together daily throughout the project**
- **Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done**
- **The most efficient and effective method of conveying information to and within a development team is face-to-face conversation**
- Working software is the primary measure of progress
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely
- Continuous attention to technical excellence and good design enhances agility
- Simplicity--the art of maximizing the amount of work not done--is essential
- The best architectures, requirements, and designs emerge from self-organizing teams
- **At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly**



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Case Study: Scrumming the Scrub

Brigham & Women's Hospital

Problem

- For over 40 years operating rooms experienced extensive turn around times, generally over an hour for each case
- This created long wait lists for surgery, an over-worked staff, and unhappy customers

Desired Outcome

- Operating room leadership wanted to decrease turn around time (patient out to next patient in) to 45 minutes or less so that they can add more surgeries per day while improving health and earning the hospital additional revenue.



Author: Kevin L. Ball

Impediments



Root Cause Analysis

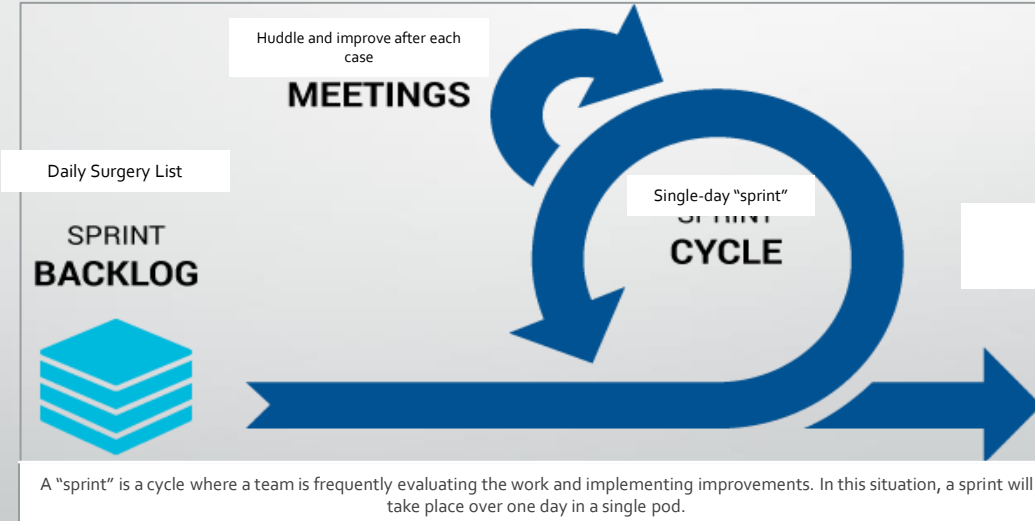
- Cross functional teams not communicating
- Leadership not aware of obstacles slowing down the team
- No clear communication channel to leadership

Author: Kevin L. Ball



Process Improvement Implementation

- Leadership secured participation from the operating room medical staff
- Department meeting of 100 people, including surgeons, nurses, anesthesiologist's, infection control unit, cleaning crew



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Innovative Sprints, Daily Scrum, Sprint Review & Retro

EVENT OBJECTIVE:

Focus the team on the Sprint Goal to **discuss progress** and **identify impediments** to meeting the team commitment to stakeholders.

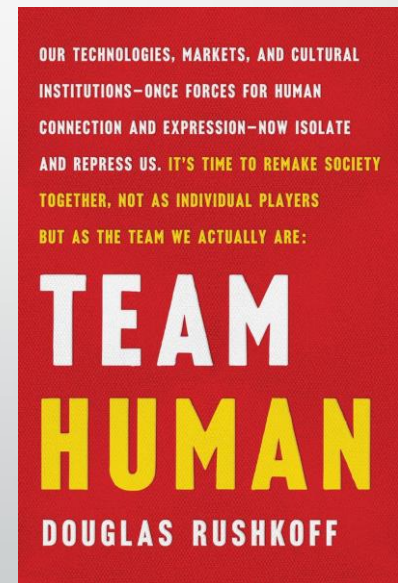
- Make progress and impediments transparent
- Identify and organize other detailed conversations that need to happen
- Short and provided rapid feedback and real time value in (5min or less)
- Covered the entire Scrum cycle

0:5:00



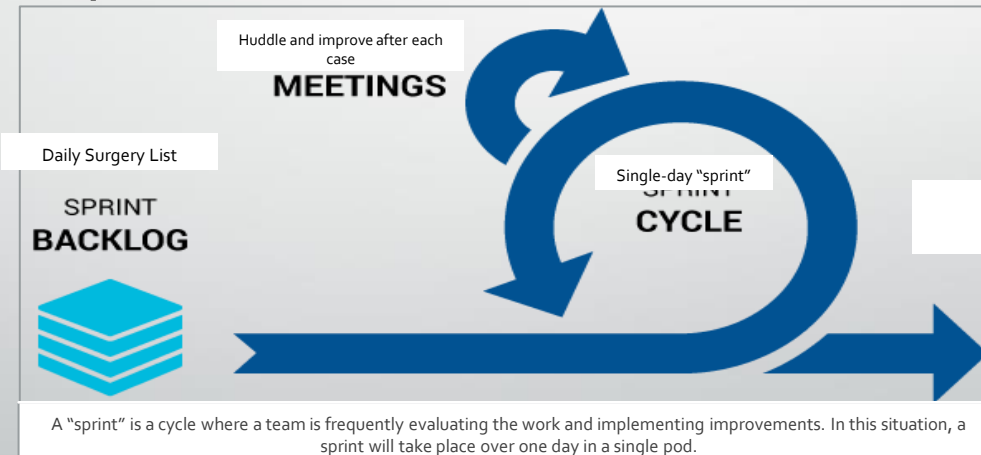
“Human social cohesion is supported by subtle biological processes and feedback mechanisms. Like trees that communicate through their root systems, human beings have developed elaborate mechanisms to connect and share with one another.”

Douglas Rushkoff, Team Human



Continuous Process Improvement

- Leadership committed to continuous integration and improvement throughout the patient experience
- Improving pre-operation process in order further improve the entire patient experience.



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Primary Results

- The fastest turn around time in its history - 30 minutes
- Added 2 more surgeries per day per operating room

Historical average turnover time: 52 minutes

Overall median turnover time: 41 minutes, 21% better

Historical average cleaning time: 32 minutes

Overall median cleaning time: 19 minutes, 41% better



Impact of Improvements

- Increased the number of surgeries per day by 20% per pod (3 surgery rooms per pod)
- About \$60K per day cost savings plus 20% more revenue per day per pod
- Rolling out to 42 surgery rooms in the hospital will generate greater than \$1,000,000 per day in cost savings plus 20% (hundreds of millions) increase in surgery revenue
- More effective and focused innovation **improves treatment outcomes, reduces medical error,** and provides treatment at **lower cost** to more **patients**
- 20% increase in surgery opens a \$705M revenue opportunity for the hospital with a decrease in costs.





Scrum@Scale Implementation

- Executive MetaScrum
 - Hospital Leaders, EVP-COO, Chair of Surgery, Director, Process Improvement
- Executive Action Team
 - Head Surgeon, Head Nurse, Head of Anesthesiology
- CPO – Process Improvement Leader
- PO – Surgeon
- SM – Nurse in Charge
- Team – PO, SM, Medical Staff, Cleaning Crew

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Ball 80/20 Rule

80 % EI + 20% Agile = Business Agility



Ball 80/20 Rule

WGBH Educational Foundation Story



Open Discussion Q/A



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