Some Questions to Consider for Leaders At All Levels

Macrosystem leader
• How does this work bring help / value to the patients? What stories illustrate that?
• What are the values that are part of the everyday work?
• What helps people grow, develop and become better professionals here?
• What helps people personally engage the never ending safeguarding and improving of patient care?
• What connects this whole place—from the patient and those working directly with the patient down to the leaders of the organization?
• What helps the processes of inquiry, learning and change within, between and across microsystems and mesosystems?
• What helps people do their own work and improve patient outcomes—year after year?
• What might be possible? What are some of the current limits we face?
• What are some of the most relevant external forces for this micro-meso-macrosystem?
• Do you have the measurements & feedback necessary to make it easy for you to monitor and improve the quality of your performance?
• Are you treated with dignity and respect everyday by everyone you encounter, without any regard for hierarchy?
• Are you given the opportunity and tools that you need to make a contribution that gives meaning to your life?
• Does someone notice when you've done the job you do?
• As you think about what you do and your ability to change it—what gains have been made, as you think about now in comparison with the past?
• How do you actually do what you do? What changes have you been able to make? What changes are you working on now?
• What changes that you've tried haven't worked?
• Do people feel compelled to regularly justify or rationalize things that happen around here?

Mesosystem leader
• How do the "organization's messages" move?
• How does the "macro" strategy connect to the microsystems? What helps adapt, respond to it?
• What are the microsystems doing about
• Muda—wasted activity
• Mura—irregular work flow
• Muri—stress, overwork
• How do the microsystems link strategy, operations and people needed for successful execution?
• What are the helpful cultural supports for measurably improving the quality, reliability and value of care in the microsystem(s)?
• What are the cultural changes required to measurably improve the quality, reliability and value of care at the frontlines?
• What is the process for identifying, orienting the microsystem leaders…for helping set their expectations…for reviewing their performance and for holding the clinical microsystem accountable for its performance?
• What about my own style of work speaks more convincingly than my words about the desired "way" of work?
• What helps maintain a steadfast focus on "improved patient care outcomes by more reliable and more efficient systems that are regularly reflected on and redesigned?"

Microsystem leader
• How does this microsystem work? Who does what to whom? What technology is part of what you regularly do?
• What is the main or core process of the way work gets done here? How does it vary?
• What are some of the limitations you encounter as you try to do what you do for patients?
• When you want to change the clinical care because of some new knowledge, how does that work?
• What are the helpful measures you regularly use here? How are those measures analyzed and displayed?
• What are the things people honor as "traditions" around here? If you had to single out a few things that really contribute to and "mark" the identity of this clinical microsystem, what might you point to?
• What do people ask questions about around here? Who asks? Who gets asked?
• What does it take to make things happen around here? When did it work well? Who did what?
• How does information & information technology get integrated into the daily work and new initiatives around here?
• When you add new people here, how do you go about it?
• How are things "noticed" around here?
• If you to point to an example of "respect" amongst yourselves here, what might you point to?
• How do the leaders get involved in change here?
• How are patients brought into the daily workings and improvement of the clinical microsystem?
• Do people have a good idea of each others' work? How is that brought about?
• Do you discuss the common patterns of the way you work? And the ways you test changes in them?