When we permit rudeness our patients die unnecessarily.
Complexity

Or why we were sold a lemon
Agreement about what the problem is.
Agreement about what the problem is.

Certainty about the solution to the problem.
Agreement about what the problem is.

Certainty about the solution to the problem.
Agreement about what the problem is.

Certainty about the solution to the problem.

Simple puzzle
Agreement about what the problem is.

Certainty about the solution to the problem.

- Simple puzzle
- Hard puzzle
Agreement about what the problem is.

Certainty about the solution to the problem.

- Simple puzzle
- Hard puzzle
- Complicated
Agreement about what the problem is.

Certainty about the solution to the problem.

- Simple puzzle
- Hard puzzle
- Complicated
- Complex
But what do we test?
Agreement about what the problem is.

Certainty about the solution to the problem.

- Simple puzzle
- Hard puzzle
- Complicated
- Complex
And where do we get results as leaders?
Agreement about what the problem is.

Certainty about the solution to the problem.
Agreement about what the problem is.

Certainty about the solution to the problem.
Agreement about what the problem is.

High	High

Certainty about the solution to the problem.

Simple puzzle

Hard puzzle

Complicated

Complex

Need for compromise
Need for teamwork
So how do we make the complex understandable?
We simplify
More Confidence, Less Competence: Dunning-Kruger Effect

Mount Stupid
If we respect complexity, we give ourselves the chance to create the best outcomes.
Teams
Variation in outcomes for complicated/complex situations

Catastrophic outcome

Amazing outcome
How we behave towards each other is the single greatest factor in how well competent teams perform.
Incivility
Have you seen rudeness at work?
How did it feel?
How did you respond to the rudeness?
Impact on the recipient
61% reduction in cognitive ability
Impact on staff onlookers

20% decrease in performance.

50% reduction in willingness to help others.
what a wonderful opportunity....
civility saves lives