“We are not dependent on what each part is doing as much as we are dependent on how the parts interact.” – Peter Senge

The House of Delegates conducted a mega issue identification session during the Spring 2011 HOD Virtual Meeting. External and internal collaboration of dietetics practitioners with others was identified as a mega issue. In exploring the list of mega issues, the House Leadership Team (HLT) agreed that the mega issue of collaboration weaves itself throughout the list. Trend scans also indicate that collaboration drives many areas of work. The HLT, therefore, determined that the issue of collaboration, especially in the form of interdisciplinary teams, would be a mega issue topic for the Fall 2011 HOD Meeting (September 23-24).

Interdisciplinary teaming will drive innovation and solve problems in all kinds of situations where nutrition matters. The profession will have to be assertive and opportunistic to secure positions in a world where competencies and credentials are less important than teaming and problem solving.

Mega Issues Questions: What are the forces moving registered dietitians (RDs) and dietetic technicians, registered (DTRs) toward operating in an interdisciplinary team (ID team) in every environment where food and nutrition matters? And how can we function in a more collaborative manner initiating and leading interdisciplinary teams?

Expected Outcomes: Participants will:
1. Identify strategic opportunities both inside and outside the profession of dietetics for RDs/DTRs to operate in interdisciplinary teams.
2. Determine what skills RDs/DTRs need to strengthen their skill set to initiate, lead and participate in interdisciplinary teams.

In January 2011, the Dietetic Workforce Demand Task Force of the Commission on Dietetic Registration received the Future Changes Driving Dietetic Workforce Supply and Demand Future Scan 2011-2021 (Marsha Rhea and Craig Bettles, Signature I, LLC). This scan was also shared with the House of Delegates in advance of the Spring 2011 HOD Meeting Identification of Mega Issues dialogue. The Executive Summary from the scan is provided as a refresher. In addition to the Executive Summary, pages 14-17 on Interdisciplinary Teaming Drives Innovation have been excerpted to provide the knowledge-base for the dialogue on this issue.

Backgrounders for the House of Delegates inform the readers on the mega issue and provide answers to the following questions throughout the document:
1. What do we know about the needs, wants and expectations of members, customers and other stakeholders related to this issue?
2. What do we know about the current realities and evolving dynamics of our members, marketplace, industry, profession, which is relevant to this decision?
3. What do we know about the capacity and strategic position of ADA in terms of its ability to address this issue?
4. What ethical/legal implications, if any, surround the issue?

To prepare the HOD for the discussions on interdisciplinary teams, this Backgrounder provides information in relation to the four questions throughout the backgrounder and is framed by Future Changes Driving Dietetic Workforce Supply and Demand Future Scan 2011-2021.

Knowledge-based Strategic Governance is a mechanism for consultative leadership. It recognizes that “strategy” is the necessary and appropriate link in the Board’s role to govern the organization, the House’s role to govern the profession and the staff’s role to manage implementation. To assist you in thinking about the issue to be addressed, four key background areas are presented as standard questions used for each Mega Issue. These questions create an environment of awareness of what we know and what is unknown. A wide range of resources have been used to provide you with what is known.

Executive Summary from the Future Changes Driving Dietetic Workforce Supply and Demand Future Scan 2011-2021

The dietetic profession faces many workforce challenges and opportunities to ensure RDs and DTRs are at the forefront of health and nutrition. The profession must prepare for new public priorities, changes in population, restructuring how people learn and work as well as new advances in science and technology.

In September 2010, the Dietetic Workforce Demand Task Force identified ten change drivers affecting dietetic workforce supply and demand in consultation with a panel of thought leaders. The full future scan report provides an overview of eight drivers. Two change drivers, health care reform and population risk factors and nutrition initiatives, are addressed in separate technical papers.

The impact of any change drivers individually and collectively in a dynamic system is uncertain. Nor is the outcome of any change driver certain. The dietetic profession faces many choices within each change driver to meet the workforce challenges and seize the opportunities for leadership and growth.

Identifying and researching the change drivers
The Dietetic Workforce Demand Task Force commissioned this future scan as well as a series of technical papers to inform its workforce projections. Signature I, LLC with assistance from Trend Spot Consulting designed and facilitated a one-day workshop September 27, 2010 with 14 thought leaders offering diverse perspectives on the future of the field. Through analysis and prioritization, the thought leaders narrowed the possible trends and issues shaping the profession to ten change drivers. After facilitating this session, futurists Marsha Rhea from Signature I, LLC and Craig Bettles researched eight of the change drivers. This futures scan is the synthesis of a wide-ranging literature scan using futurist methodologies to identify and analyze changes and their implications.

Knowledgeable RDs were selected to research population risk factors and nutrition initiatives. The task force is repurposing the American Dietetic Association’s extensive analysis of the new healthcare reform law into a technical paper specifically focused on the implications for workforce supply and demand.
Interdisciplinary Teaming Drives Innovation

The innovators in healthcare, science, business and government programs are using interdisciplinary teams to manage complexity and solve tough challenges. Dietitians will have many more opportunities to have their knowledge and skills become part of the solution in healthcare, public health, research and industry.

Professions will find it increasingly difficult to draw hard lines around their work scope and competencies to exclude others. Instead they will be asked to accept a more fluid and collaborative environment that relies on and rewards successful teaming.

Health and healthcare are reorganizing around the concept of high-functioning teams to address problems. The medical home and chronic care models depend on coordinated care teams. Health promotion and prevention initiatives rely on interdisciplinary strategies to create healthy communities and individuals.

Interdisciplinary teams are essential to scientific research and product development. Corporations are trading their cross-functional teams for teams that can swarm to problems and connect inside and outside their enterprise to the expertise they need.

Dietitians with sufficient interdisciplinary literacy and leadership skills are joining and leading teams where nutrition matters. They are on the frontlines of chronic disease management. They are helping food R&D teams reformulate healthier products and are planning efforts to organize communities for active living and healthy eating.

Future Directions Research

Team-Based Care Vital in Complex Situations. Teams already dominate actual practice in increasingly complex health settings. A study in 12 Pennsylvania hospitals found that a multidisciplinary team could get results similar to those of specially-trained physicians for patients in intensive care
units. The researchers speculated this is possible because multidisciplinary teams facilitate the implementation of best practices. Some of the best practices implemented included the application of evidenced-based treatments, pharmacists identifying potentially adverse drug indications and applying respiratory therapy and nurse-driven protocols to reduce ventilation time and shorten the length of ICU stay.

Medical Homes Coordinate Patient-Centered Care. The healthcare reform law includes a number of provisions promoting the use of “patient-centered medical homes”, a concept strongly endorsed by the Institute of Medicine and several physician groups. A medical home coordinates “caring and continuous healing relationships centered around patient needs and values”. Medical homes will dramatically improve care for people with one or more chronic diseases and are an important element in a related care model called the “chronic care model”. Under these approaches, each patient has an ongoing relationship with a personal physician who leads a team of patient care providers responsible for providing all the patient’s healthcare needs and, when needed, arranging for appropriate care with other qualified physicians. Nutrition therapy and counseling could be an important aspect of the medical home and chronic care models.

The Veterans Administration (VA) is undertaking a transformation to have at least 80 percent of its clinics on the medical home model by 2012. Among the core features of the VA transformation: team-based care that emphasizes continuity; a bigger role for nurses in coordinating care; email, secure messaging and other alternative forms of contact with patients; and more attention on behavioral health issues. The VA follows several smaller scale efforts by systems such as Kaiser Permanente and Group Health Cooperative. The VA’s nationwide experiment is viewed as a critical test of how to adapt the concept in diverse settings. Dietitians are expected to serve on these teams.

The Centers for Medicare and Medicaid (CMS) has established a new innovation center to provide a seamless care experience, better health and lower costs. CMS is undertaking demonstration projects of the medical home concept for primary care in eight states, an initiative to provide more coordination of care in health clinics, and a new state plan option that coordinates care for patients with at least two chronic conditions.

New emphasis on the patient-centered medical home (PCMH) model provides new opportunities for clinical dietitians to work collaboratively with other health care professionals in direct patient-management teams shown to be more effective in fighting patients’ chronic conditions. By using team members within the practice to provide integrated clinical care management, specialized care, and patient self-management services frees up PCP’s time, enables staff to work at the highest level their licensure or certification allows, and improves health outcomes for patients.
Accountable Care Organizations another Reform Innovation. Under the healthcare reform law, CMS will authorize Accountable Care Organizations (ACOs) in 2012. They are networks of physicians and other providers that work together to improve the quality of healthcare services and reduce costs for a defined patient population. While reimbursement will still be on a fee for service basis, ACOs will receive part of any savings as an incentive to deliver integrated care. Kaiser Permanente, Mayo Clinic and the Cleveland Clinic are trailblazers in accountable care. CMS hopes to expand the concept beyond hospitals to physician networks.

For additional background, read:
American Dietetic Association background on patient-centered medical homes. Available at: http://www.eatright.org/HealthProfessionals/content.aspx?id=7058


Task Competencies Blur Roles and Scopes. The Commission on Education of Health Professionals for the 21st Century observed that, “the walls between task competencies for different professions are porous, allowing for task shifting and task sharing to produce practical health outputs that would not be possible with sealed competencies.” Healthcare professional education needs to do a better job in both team-based learning and inter-professional education. Team-based learning is an instructional approach aimed at preparing students for effective, collaborative work within a cohesive group. Inter-professional education involves students of two or more professions learning together, especially about each other’s roles, by interacting with each other on a common educational agenda.

For additional background, read:

Community-Based Health Requires Collaborative Teams. Engaging the community to change health behaviors requires collaboration with health departments, employers, community leaders and medical care providers. This team can include non-physician clinicians including dietitians, pharmacists, social
workers, case workers, Certified Health Education Specialists (CHES), and occupational or physical therapists — to help patients focus on exercise and healthy eating habits beyond the clinical setting. Potential care for people with chronic diseases could include reimbursed group visits, patient-directed self-management teaching, case management, and educational home visits.

RDs Contribute to interdisciplinary Research. Major health issues and scientific challenges often require interdisciplinary teams. The National Institutes of Health has an interdisciplinary research program as part of its current roadmap to build bridges between the biological sciences and the behavioral and social sciences. Three of the new multidisciplinary research programs are bringing together investigators to attack the nation’s obesity epidemic. These programs are at the University of North Carolina at Chapel Hill, the University of Texas Southwestern Medical Center in Dallas, and the University of Washington. These research efforts span nutrition, biomedicine, genetics, psychology, epidemiology, health behavior, public health, urban planning economics and public policy.

In clinical care, nutrition clinical scientists and RDs with research training can lead and contribute to these teams and help accelerate knowledge translation and transfer to practice. These interdisciplinary research teams are also working in the food and pharmaceutical industries. Dietitians play an important role in reviewing and translating the science for policy and marketing purposes. By participating in these research teams, dietitians contribute their expertise and ensure nutrition has a recognized role in creating and maintaining health.

Swarming Teams for Chaotic Environments. Gartner says by 2020, a new form of teaming called swarming will help organizations adapt to work that is less routine and characterized by increased volatility and hyper-connectedness. Gartner defines swarming as “a work style characterized by a flurry of collective activity by anyone and everyone conceivably available and able to add value. Swarms form quickly, attacking a problem or opportunity and then quickly dissipating. Swarming is an agile response to an observed increase in ad hoc action requirements, as ad hoc activities continue to displace structured, bureaucratic situations.” Individuals in a swarm may only know one another through weak links. People will navigate their personal, professional and social networks to survive and exploit swarms for business benefit. Hyper-connectedness will lead to a push for more work to occur in both formal and informal relationships across enterprise boundaries.
The 2011 Future Connections-Summit on Dietetic Practice, Credentialing and Education

The Future Connections Summit on Dietetic Practice, Credentialing and Education convened March 24-26, 2011. The Summit sought to identify innovative ways (pilot initiatives) so the profession can evolve and develop multiple levels of practice in a vibrant and challenging environment. To set the context for the summit’s work, participants explored the key changes in the environment facing the profession. A priority change driver explored was that the profession must foster learner-centered and transformative professional education that emphasizes leadership development, critical thinking for decision making and change, and competency in interdisciplinary teaming. RDs and DTRs must embrace interdisciplinary teaming in both education and all areas of practice. Several pilot initiatives addressed interdisciplinary teams:

- Pilot Initiative 1.14, Webinars on Interdisciplinary Teaming
- Pilot Initiative 1.19, Home Health Outcomes
- Pilot Initiative 1.21, Synergizing the Health Care Team through Interdisciplinary RD/DTR Education, Training and Practice
- Pilot Initiative 2.3, Lead Interdisciplinary Teaming and Practice and Create Mini Clinics
- Pilot Initiative 4.7, Leadership Tool Kit
- Pilot Initiative 5.6, Interdisciplinary Learning

ADA Associate Category Supports Collaboration

Collaboration is known to greatly enhance organizations’ chances of success. The House of Delegates approved the establishment of the Associate Category. The addition of this category to the American Dietetic Association supports the collaborative trend in professional associations. The addition of this category is in line with the current association-wide trend toward inclusivity versus exclusivity in membership categories. According to the American Society of Association Executives (ASAE 2001), inclusivity emphasizes understanding and the preservation of valuable differences, using these differences as a resource for creativity and problem solving. They further state, “Increasingly, differences will be valued and viewed as a resource for creative adaptation.” Having a variety of backgrounds and viewpoints within an association can improve creativity, inform decision making, and enrich programming.

Information on the Profession

The current status of the profession is central to the mega issue as it varies greatly from practitioner to practitioner. There is limited hard data and statistics on this issue. Several abstracts in the Journal of the American Dietetic Association have been published in the past and ADA position papers support the RD/DTR working in an interdisciplinary team environment.

- Mentoring Dietetics and Nursing Undergraduates in Interdisciplinary and Global Learning; August 2006 (Vol. 106, Issue 8, Supplement)
- Role of the Registered Dietitian (RD) in an Interdisciplinary Cleft Team; September 2010 (Vol. 110, Issue 9, Supplement)
- Registered Dietitians and the Interdisciplinary Anticoagulation Team; September 2009 (Vol. 109, Issue 9, Supplement)
- An Interdisciplinary Wellness Approach to Improving the Nutrition and Health Status of Patients with Mental Illness; August 2007 (Vol. 107, Issue 8, Supplement)
- An Interdisciplinary Approach to Increasing Patients PO Intake and Improving Nutrition Status; September 2010 (Vol. 110, Issue 9, Supplement)
• Interdisciplinary Mucositis Management Protocol; September 2008 (Vol. 108, Issue 9, Supplement)
• Tacos & Team-Building: An Interdisciplinary, Service-Learning College Cooking Lab; September 2008 (Vol. 108, Issue 9, Supplement)
• Food Selectivity and Sensory Sensitivity in Children with Autism Spectrum Disorders; February 2010 (Vol. 110, Issue 2)
• Water and Food Safety in the Developing World: Global Implications for Health and Nutrition of Infants and Young Children; November 2007 (Vol. 107, Issue 11)
• Dietary, Weight, and Psychological Changes among Patients with Obesity, 8 Years after Gastric Bypass; April 2010 (Vol. 110, Issue 4, Pages 527-534)

Anecdotal reports indicate that RDs and DTRs tend to be key members of interdisciplinary teams in the public health/community practice setting. Food service and corporate areas also lend themselves to working with more interdisciplinary teams. This may be due to feeling less territorial about scope of practice or being more closely linked to business versus clinical environments. However, in these areas, there is still the question about RD/DTR skill sets being utilized to their fullest potential.

The clinical environment can be one of the most challenging. Almost half of ADA members work in the clinical environment (Figure 1). The management structure of a healthcare facility often lays the groundwork for how teams are viewed. Many clinical institutions are still governed by the "higher up", which is often an MD or some kind of "powerful boss".

![Figure 1. Primary Practice Areas](image)

In these situations, dietetics professionals end up functioning behind the scenes, making recommendations that are not heard, and writing notes that are not read. In essence, they are not being able to make the impact on patient care/outcomes, being stimulated by work, or receiving respect or recognition for their knowledge and expertise.
However, this cycle can also occur when the RD/DTR does not have the right set of skills to be effective providers, be in a position to demonstrate their value, or earn the respect from potential or current team members.

Current Writings on Leadership and Teams


**Description**

Pat Lencioni tackles a prominent symptom of corporate frustration: silos, the invisible barriers that separate work teams, departments and divisions, causing people who are supposed to be on the same team to work against one another. According to Pat, silos—and the turf wars they enable—devastate organizations by wasting resources, killing productivity and jeopardizing results. Drawing from his book, *Silos, Politics, and Turf Wars*, Pat provides leaders with powerful advice on how to eliminate the structural obstacles that derail organizations. Urging leaders to provide a compelling context for their employees to work together, Pat’s model gives leaders a simple tool for enabling clarity, unity and alignment in their organizations. ([http://www.tablegroup.com/books/silos/](http://www.tablegroup.com/books/silos/)).

**Key Excerpt**

Lencioni challenges us to consider the following as we work to form interdisciplinary teams, focus our energy, and break down the silos.

“Silos are nothing more than the barriers that exist between departments within an organization, causing people who are supposed to be on the same team to work against one another. And whether we call this phenomenon departmental politics, divisional rivalry, or turf warfare, it is one of the most frustrating aspects of life in any sizable organization.

Now, sometimes silos do indeed come about because leaders at the top of an organization have interpersonal problems with one another. But my experience suggests that this is often not the case. In most situations, silos rise up not because of what executives are doing purposefully but rather because of what they are failing to do: provide themselves and their employees with a compelling context for working together.

This notion of context is critical. Without it, employees at all levels—especially executives—easily get lost, moving in different directions, often at cross-purposes.

Even the most well-meaning, intelligent people get distracted and confused amid the endless list of tactical and administrative details that come their way every day. Pulled in many directions without a compass, they pursue seemingly worthwhile agendas under the assumption that their efforts will be in the best interest of the organization as a whole.

But as employees notice their colleagues in other divisions repeatedly moving in different directions, they begin to wonder why they aren’t on board. Over time, their confusion turns into disappointment, which eventually becomes resentment—even hostility—toward their supposed teammates. And then the worst thing possible happens—they actually start working against those colleagues on purpose!
This maddening problem exists, to different degrees, in most companies I’ve encountered. And in too many of those companies leaders who are frustrated by the silo mentality mistakenly attribute it to the immaturity and insecurity of employees who somehow just refuse to get along with one another.

But the fact is, most employees have a profound and genuine interest in working well across divisions. That’s because they, more than anyone else, feel the daily pain of departmental politics as they are left to fight bloody, unwinnable battles with their colleagues.

If there is a place where the blame for silos and politics belongs, it is at the top of an organization. Every departmental silo in any company can ultimately be traced back to the leaders of those departments, who have failed to understand the interdependencies that must exist among the executive team, or who have failed to make those interdependencies clear to the people deeper in their own departments.

Thankfully, there is a simple and powerful way for those leaders to create a common sense of purpose, and a context for interdependency: they must establish, for the executive team as well as the rest of the organization, a rallying cry. A thematic goal.

Components of the Model: Thematic Goal

**Definition:** a single, qualitative focus that is shared by the entire leadership team—and ultimately, by the entire organization—and that applies for only a specified time period.

To avoid politics and turf battles, executives must establish an unambiguously stated common goal, a single overriding theme that remains the top priority of the entire leadership team for a given period of time. In turn, this thematic goal serves to align employees up and down the organization and provides an objective tool for resetting direction when things get out of sync.”


**Description**

In just the last few years, traditional collaboration—in a meeting room, a conference call, even a convention center—has been superseded by collaborations on an astronomical scale. Today, encyclopedias, jetliners, operating systems, mutual funds, and many other items are being created by teams numbering in the thousands or even millions. While some leaders fear the heaving growth of these massive online communities, *Wikinomics* proves this fear is folly. Smart firms can harness collective capability and genius to spur innovation, growth, and success. A brilliant guide to one of the most profound changes of our time, *Wikinomics* challenges our most deeply-rooted assumptions about business and will prove indispensable to anyone who wants to understand competitiveness in the twenty-first century. Based on a $9 million research project led by bestselling author Don Tapscott, *Wikinomics* shows how masses of people can participate in the economy like never before. They are creating TV news stories, sequencing the human genome, remixing their favorite music, designing software, finding a cure for disease, editing school texts, inventing new cosmetics, or even building motorcycles. ([http://www.wikinomics.com/blog/index.php/about/](http://www.wikinomics.com/blog/index.php/about/))
Key Excerpt
Don Tapscott challenges us as leaders to move more quickly during this time of mass collaboration. “There has probably never been a more exciting time to be in business, nor a more dangerous one. The wikinomics genie has escaped from the bottle, wreaking havoc on some and bestowing long-term success on those who embrace it.

This is a paradigm shift. Paradigms are mental models that constrain our thinking and are often based on assumptions so strong we don’t notice them. New paradigms cause disruption and uncertainty, even calamity, and are nearly always received with coolness, hostility, or worse. Vested interests fight against the change, and leaders of the old are often the last to embrace the new. Consequently, a paradigm shift typically causes a crisis of leadership.

Look around and you can see how most firms are slow to respond to the mass collaboration revolution. Like the publishers and telcos, they underestimate the threat, and by the time they adapt it’s too late. So the key is to fine-tune your radar and move quickly to seize the opportunities for influence as a new business paradigm takes hold.

If Sun and Microsoft had launched an aggressive attack on Linux in 1996, for example, they might not have won, but they could have changed the future landscape. They didn’t do that, and today they’re busy adopting open source tactics in their business as fast as they possibly can. If everything else fails, companies can do as some telcos are doing and fight back with laws and regulations. This does not attack the superior value proposition of innovators like Skype, but it may barricade them from entering your market.

The best route is to move early to participate in building a brand-new business. By joining the community of new innovators you might even position yourself at the front of the parade. This is what Red Hat and IBM have done with Linux. Joining early gives you the ability to influence major issues, such as the strategic direction, standards, and rules. If it’s late, you can align yourself with the community to prevent damage from future battles.

The lesson of history is that profound changes favor the newcomer and, in rare cases, the incumbent firms that learn to think differently. Value will migrate to new players the way that the telegraph business lost out to telephones or the way the PCs displaced the mainframe. But that is the nature of the capitalist beast. Holding back technology to preserve broken business models is like allowing the blacksmiths to veto the internal combustion engine in order to protect their horseshoes.

Sure, ask your manager if they would prefer to compete in a “well-mannered” economy, in which every new innovation was subject to their approval, and they would overwhelmingly respond in the affirmative. But a well-mannered economy is not today’s reality.

Stability is dead. The idea that you can invent a business that will never be disrupted by technology is over. As blogger and science-fiction author Cory Doctorow put it, “Blacksmiths weeping into their beer about their inability to sell horseshoes in the era of railroads doesn’t make horseshoes more popular. Blacksmiths learning how to become auto mechanics, on the other hand, puts food on their table.”

The choice facing firms is not whether to engage and collaborate with peer-production communities but determining when and how. Now that people have access to tools for creation and distribution they will use them—for their own ends and on their own terms. New disruptions—Wikipedia, flickr, open source
software, and blogging—are emerging all the time. The opportunity for customers or competitors to get the jump on new innovations in your area of business increases daily. And with the speed at which these communities move, the time to act is now”.

The 8th Habit: From Effectiveness to Greatness, Stephen R. Covey.

Description
The world is a vastly changed place. The challenges and complexity we all face in our relationships, families, professional lives, and communities are of an entirely new order of magnitude.

Being effective as individuals and organizations is no longer merely an option—survival in today’s world requires it. But in order to thrive, innovate, excel, and lead in what Covey calls the new Knowledge Worker Age, we must build on and move beyond effectiveness. The call of this new era in human history is for greatness: it’s for fulfillment, passionate execution, and significant contribution.

Accessing the higher levels of human genius and motivation in today’s new reality requires a sea change in thinking: a new mind-set; a new skill-set, a new tool-set—in short, a whole new habit. The crucial challenge of our world today is this: to find our voice and inspire others to find theirs. It is what Covey calls the 8th Habit.

So many people feel frustrated, discouraged, unappreciated, and undervalued—with little or no sense of voice or unique contribution. The 8th Habit is the answer to the soul’s yearning for greatness, the organizations’ imperative for significance and superior results and humanity’s search for its “voice.” Profound, compelling, and stunningly timely, this groundbreaking new book of next-level thinking gives a clear way to finally tap the limitless value-creation promise of the Knowledge Worker Age.

Key Excerpt
Thinking Win-Win or No Deal
Stephen Covey challenges us to think “win-win” when establishing interdisciplinary teams and using 8th Habit thinking.

“Win-lose thinking is the underlying assumption of almost all negotiations and problem solving. It comes from society’s scarcity mind-set, which says the more the other guy wins or gets, the less there is for me. The goal is to get what you want—which usually means figuring out how to manipulate or gain the advantage over the other guy to get him to concede as much as possible. Many try to work out differences with others, even family members, in the same way. Both parties battle it out until one concedes or they settle on a compromise.

I remember making a presentation in which I taught the idea that the key to breaking out of this win-lose mind-set is to become emotionally and mentally settled on championing the other party’s “win” as much as your own. It requires courage, abundant thinking, and great creativity to not settle on anything that is a compromise for either party. I taught that a further key was to begin with a No Deal option. In fact, until No Deal is a viable option in your own mind, that is, until you are totally prepared to go for No Deal, to walk away, to agree to disagree agreeably unless both parties actually feel it is a win for them, you’ll find yourself manipulating and often pressuring or intimidating others to go along with your win. But when No Deal is truly a viable option, you can honestly say to the other, “Unless this is a true win for you and you deeply and sincerely feel it, and unless it’s a true win for me and I deeply and sincerely feel
it, let’s agree right now to go for No Deal.” That process is so liberating, so freeing, and it requires such a combination of humility and kindness with strength and courage that once it is truly hammered out, both parties are transformed; such intense bonding takes place that afterwards they will always be loyal to each other in each other’s absence.

After the presentation, a man who had been sitting on the front row came up to me to thank me for this very timely idea. He represented Disney-Epcot and said he intended to practice it the very next day in a situation regarding the showcasing of a particular country at the Epcot Center. He explained that the people who were willing to supply much of the financing wanted a country exhibit that Disney felt would not hold enough general interest. They were feeling pressure to compromise in order to get the funding and development moving on time. But now he saw a new option.

He later reported to me that he respectfully said to the funding source, “We really want to go for a win-win agreement and relationship with you. We certainly need the financing you’re offering. But given our fundamental differences, we’ve concluded that if your agreement and joint project isn’t genuinely going to be a big win for both of us, it would be better to go for a ‘no deal’”. As soon as the funding source sensed his sincerity, openness and honesty of expression, they themselves stopped manipulating and pressuring. They backed up, regrouped, and then began genuine communication until a truly synergistic win-win arrangement was made.

You’ll notice that the power of this Think Win-Win or No Deal deposit lies in the initial willingness to sacrifice—to suspend your own interests long enough to understand what the other person wants most, and why, so that you can then go to work together on a new, creative solution that encompasses both of your interests”.

**In Summary**

Dietetics practitioners have an opportunity and expertise to be members, leaders, and even initiators of teams working toward a common goal where nutrition matters. Teams can include people from within dietetics or other health professions, finance, marketing, operations, and human resources departments. Typically, teams include employees from all levels of an organization. Members may also come from outside an organization. As indicated in the scan, dietetics practitioners can take advantage of this trend and influence decision-making processes and organizational structures. New procedures have started to emerge that work best with teams that the profession can use to achieve the Association’s mission of empowering members to be the nation's food and nutrition leaders and vision of optimizing the nation's health through food and nutrition.
Short On Specialized Intensive Care Physicians, Team-Based Approach Improves ICU Outcomes

ScienceDaily (Feb. 22, 2010) — The severe shortage of specially-trained intensivist physicians has hospital intensive care units (ICUs) nationwide struggling to staff units with critical care teams led by intensivists, even though the presence of these specially trained physicians reduces the risk of death for patients in the ICU. A new Penn Medicine report found that replacing intensivist-led teams with multidisciplinary care teams can also reduce the risk of dying in intensive care units.

The study appears in the February 22 edition of the Archives of Internal Medicine.

"Hospitals without intensivists can still achieve significant reductions in mortality in their ICUs by implementing a multidisciplinary, team-based approach," said the study's lead author, Jeremy Kahn, MD, MS, Assistant Professor of Medicine at the University of Pennsylvania School of Medicine. "Patient outcomes are improved when physicians, nurses, respiratory therapists, clinical pharmacists and other staff members work together to provide critical care as a team."

There are more than four million intensive care unit admissions in the U.S. each year. With an intensivist at the helm, intensive care units have shown to lower mortality rates, even when caring for the sickest patients. Yet there are not enough trained intensivists to meet either current or future demand, and only a minority of ICUs are currently staffed with intensivists.

The study authors examined data from 112 hospitals in Pennsylvania comparing outcomes from ICUs that both were and were not staffed by intensivists. The researchers found that a multidisciplinary approach to care teams, with or without an intensivist, was associated with a 16 percent reduction in the odds of death. This was comparable to an intensivist alone. When hospitals employed both a multidisciplinary care team and an intensivist physician, there was a 22 percent reduction in the risk of death during an ICU stay.

Perhaps most importantly, a multidisciplinary approach in the absence of trained intensivist was associated with a significant 12 percent reduction in mortality. "Given our findings, having ICU clinicians work better together is a key strategy to improving survival in the ICU," said Kahn.

Researchers noted a few explanations for the impact of the multidisciplinary care team model. Multidisciplinary care may facilitate implementation of best practices, including the application of evidence-based treatments, pharmacists identifying potential adverse drug indications, and implementation of respiratory therapy and nurse-driven protocols to reduce ventilation time and shorten ICU length of stay.
Health care providers and administrators can use these results to help organize their critical care services and potentially improve outcomes for critically ill patients in hospitals where intensivist staffing is not available.

The study looked at data from the Pennsylvania Health Care Cost Containment Council (PHC4) and was funded by grants from the National Institutes of Health's National Institute on Aging and National Heart Lung and Blood Institute, as well as a grant from the Leonard Davis Institute of Health Economics at the University of Pennsylvania.

Other study authors included Lee Fleischer, MD, professor and chair of Anesthesiology and Critical Care Medicine at the University of Pennsylvania School of Medicine, Michelle Kim, MSc, of the Health Care Management and Economics program at Penn's Wharton School of Business, and Amber Barnato, MD, MPH and Derek Angus, MD, MPH, both of the University of Pittsburgh School of Medicine and Graduate School of Public Health.

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Story Source:

The above story is reprinted (with editorial adaptations by ScienceDaily staff) from materials provided by University of Pennsylvania School of Medicine.

Journal References:

Appendix B

Gartner Says the World of Work Will Witness 10 Changes During the Next 10 Years

Gartner Analysts to Discuss the Changing Nature of Work at Gartner Portals, Content and Collaboration Summit 2010 in London, UK, September 15-16

(http://www.gartner.com/it/page.jsp?id=1416513)

Egham, UK, , August 4, 2010— The world of today is dramatically different from 20 years ago and with the lines between work and non-work already badly frayed, Gartner, Inc. predicts that the nature of work will witness 10 key changes through 2020. Organizations will need to plan for increasingly chaotic environments that are out of their direct control, and adaptation must involve adjusting to all 10 of the trends.

“Work will become less routine, characterized by increased volatility, hyperconnectedness, 'swarming' and more,” said Tom Austin, vice president and Gartner fellow. By 2015, 40 percent or more of an organization's work will be ‘non-routine’, up from 25 percent in 2010. “People will swarm more often and work solo less. They’ll work with others with whom they have few links, and teams will include people outside the control of the organization,” he added. “In addition, simulation, visualisation and unification technologies, working across yottabytes of data per second, will demand an emphasis on new perceptual skills.”

Organizations will need to determine which of the 10 key changes in the nature of work will affect them, and consider whether radically different technology governance models will be required.

1. De-routinization of Work
The core value that people add is not in the processes that can be automated, but in non-routine processes, uniquely human, analytical or interactive contributions that result in words such as discovery, innovation, teaming, leading, selling and learning. Non-routine skills are those we cannot automate. For example, we cannot automate the process of selling a life insurance policy to a skeptical buyer, but we can use automation tools to augment the selling process.

2. Work Swarms
Swarming is a work style characterized by a flurry of collective activity by anyone and everyone conceivably available and able to add value. Gartner identifies two phenomena within the collective activity; Teaming (instead of solo performances) will be valued and rewarded more and occur more frequently and a new form of teaming, which Gartner calls swarming, to distinguish it from more historical teaming models, is emerging. Teams have historically consisted of people who have worked together before and who know each other reasonably well, often working in the same organization and for the same manager. Swarms form quickly, attacking a problem or opportunity and then quickly dissipating. Swarming is an agile response to an observed increase in ad hoc action requirements, as ad hoc activities continue to displace structured, bureaucratic situations.

3. Weak Links
In swarms, if individuals know each other at all, it may be just barely, via weak links. Weak links are the cues people can pick up from people who know the people they have to work with. They are indirect indicators and rely, in part, on the confidence others have in their knowledge of people. Navigating one's own personal, professional and social networks helps people develop and exploit both strong and weak links and that, in turn, will be crucial to surviving and exploiting swarms for business benefit.
4. Working With the Collective
There are informal groups of people, outside the direct control of the organization, who can impact the success or failure of the organization. These informal groups are bound together by a common interest, a fad or a historical accident, as described by Gartner as “the collective.” Smart business executives discern how to live in a business ecosystem they cannot control; one they can only influence. The influence process requires understanding the collectives that potentially influence their organization, as well as the key people in those external groups. Gathering market intelligence via the collective is crucial. Equally important is figuring out how to use the collective to define segments, markets, products and various business strategies.

5. Work Sketch-Ups
Most non-routine processes will also be highly informal. It is very important that organizations try to capture the criteria used in making decisions but, at least for now, Gartner does not expect most non-routine processes to follow meaningful standard patterns. Over time, we believe that work patterns for more non-routine work will emerge, justifying a light-handed approach to collecting activity information, but it will take years before a real return on investment for this effort is visible. In the meantime, the process models for most non-routine processes will remain simple “sketch-ups,” created on the fly.

6. Spontaneous Work
This property is also implied in Gartner’s description of work swarms. Spontaneity implies more than reactive activity, for example, to the emergence of new patterns. It also contains proactive work such as seeking out new opportunities and creating new designs and models.

7. Simulation and Experimentation
Active engagement with simulated environments (virtual environments), which are similar to technologies depicted in the film Minority Report, will come to replace drilling into cells in spreadsheets. This suggests the use of n-dimensional virtual representations of all different sorts of data. The contents of the simulated environment will be assembled by agent technologies that determine what materials go together based on watching people work with this content. People will interact with the data and actively manipulate various parameters reshaping the world they’re looking at.

8. Pattern Sensitivity
Gartner has published a major line of research on Pattern-Based Strategy. The business world is becoming more volatile, affording people working off of linear models based on past performance far less visibility into the future than ever before. Gartner expects to see a significant growth in the number of organizations that create groups specifically charged with detecting divergent emerging patterns, evaluating those patterns, developing various scenarios for how the disruption might play out and proposing to senior executives new ways of exploiting (or protecting the organization from) the changes to which they are now more sensitive.

9. Hyperconnected
Hyperconnectedness is a property of most organizations, existing within networks of networks, unable to completely control any of them. While key supply chain elements, for example, may be "under contract," there is no guarantee it will perform properly, not even if the supply chain is in-house. Hyperconnectedness will lead to a push for more work to occur in both formal and informal relationships across enterprise boundaries, and that has implications for how people work and how IT supports or augments that work.
10. My Place
The workplace is becoming more and more virtual, with meetings occurring across time zones and organizations and with participants who barely know each other, working on swarms attacking rapidly emerging problems. But the employee will still have a “place” where they work. Many will have neither a company-provided physical office nor a desk, and their work will increasingly happen 24 hours a day, seven days a week. In this work environment, the lines between personal, professional, social and family matters, along with organization subjects, will disappear. Individuals, of course, need to manage the complexity created by overlapping demands, whether from the new world of work or from external (non-work-related) phenomena. Those that cannot manage the underlying "expectation and interrupt overloads" will suffer performance deficits as these overloads force individuals to operate in an over-stimulated (information-overload) state.


Tom Austin will further discuss social software and collaboration trends at the Gartner Portals, Content & Collaboration Summit 2010, taking place on September 15-16 in London, UK. For further information on the Summit, please visit http://europe.gartner.com/pcc. You can also follow the event on Twitter at http://twitter.com/Gartner_inc using #GartnerPCC. Members of the press can register for the event by contacting Ben Tudor, Gartner PR on + 44 (0) 1784 267 738 or at ben.tudor@gartner.com.

About Gartner Portals, Content & Collaboration Summit 2010
This year’s Summit looks at a market where the pace of change and technological development has never been faster. Consumers have embraced social networking, driving technologies and behaviours into the workplace. The way in which organizations interact with customers and employees is changing quickly and irrevocably. At the Summit, Gartner analysts will provide advice on how to harness the power of social software and realise real return from collaboration investments.

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