

strategic / critical thinking



A MODEL FOR LEADERSHIP

By Jim Hackett

We either...

GET better

or

WE DON'T STAY THE SAME

GET worse



reflecting

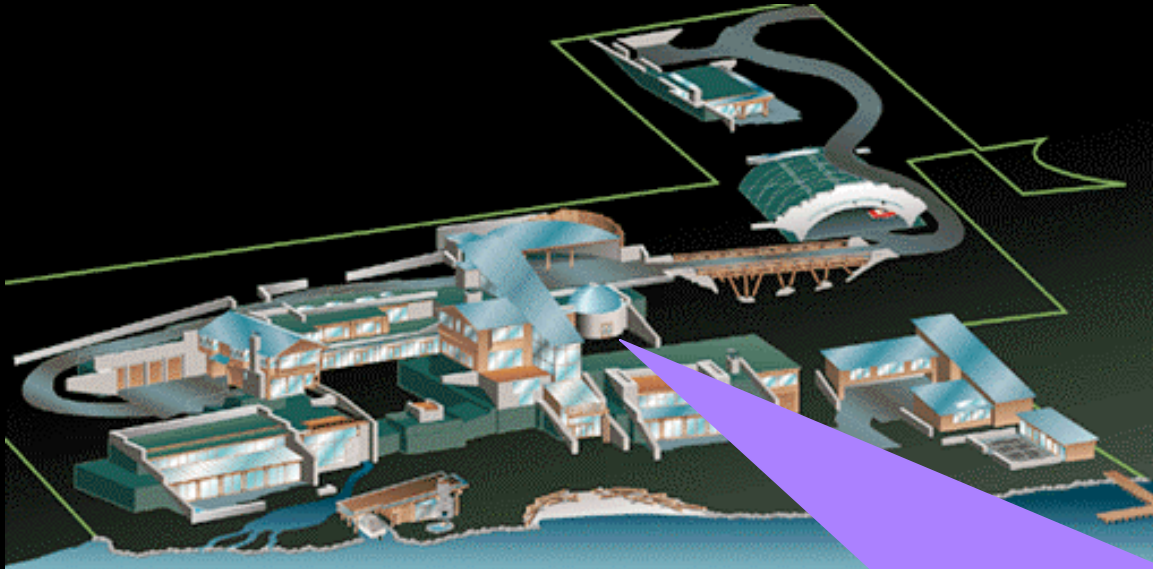
on Performance over Time

...some things go really well...

...some things **go poorly** that **should have gone** really well...

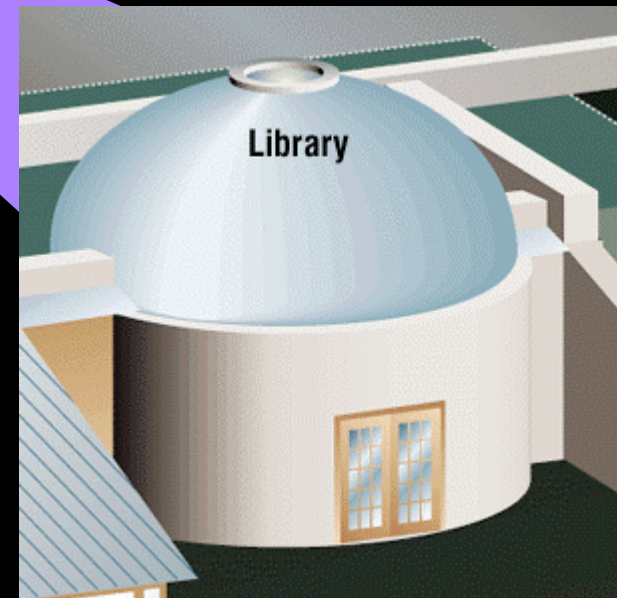
IF WE WANT TO BE BETTER

...realize that we need to learn and practice basic skills...



Gates' Home Library
Size: 2,100 sq. ft.

The ornate, paneled library has a domed reading room with oculus (light well), fireplace, and two secret pivoting bookcases, one containing a bar.



CLARIFYING CLONING

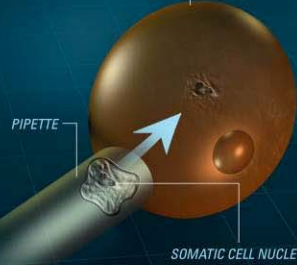
Reproductive cloning and research cloning involve the same technical processes until a cloned embryo is made: How that embryo is used determines the difference between reproductive and research cloning. Reproductive cloning results if that cloned embryo is used to start a pregnancy. Research cloning results if that cloned embryo is used as a source of embryonic stem cells.

1 First, eggs are donated by a woman.

EGG DONOR



HEALTHY FEMALE EGG WITH NUCLEUS



3 A pipette the diameter of the somatic cell nucleus is used to push it through the cell membrane of an egg cell, leaving the rest of the somatic cell behind on the exterior of the egg cell.

2 Somatic cells are obtained from an adult donor. All cells in the body except germline cells are somatic cells. Somatic cells contain 2 sets of chromosomes — a total of 46 chromosomes — one set from each parent.

ADULT SOMATIC CELL DONOR

SOMATIC CELL NUCLEUS

EGG CONTAINING GENETIC MATERIAL FROM THE SOMATIC CELL DONOR GROWS AND DIVIDES.

4 The egg cell is enucleated. The pipette is used to remove the egg cell's original nucleus, so that almost all of the egg's original genetic material is removed with it. All that remains of the original genetic material is a small amount of mitochondrial DNA from the mother.

NUCLEUS REMOVED FROM EGG

CURRENT AND POTENTIAL USES OF STEM CELLS

WHAT ARE STEM CELLS? Stem cells are a type of cell found in embryos as well as various tissues in the adult body. In adults, stem cells normally replace damaged or depleted cells. Scientists believe embryonic stem cells have the potential to replenish cells lost to age, damage, or disease because of their ability to develop into any cell type. Stem cells offer the possibility of a source of replacement cells to treat diseases and conditions. These are just a few applications for stem cells:

REPLACE DAMAGED CELLS

Adult stem cells such as those found in bone marrow currently are the only type of stem cell used to treat blood diseases such as leukemia and lymphoma. Scientists believe embryonic stem cells have the potential to replenish cells lost to age, damage, or disease because of their ability to develop into any cell type. Stem cells offer the possibility of a source of replacement cells to treat diseases and conditions. (See diagram at right.)

LEARN MORE ABOUT HUMAN DISEASE

Studying how stem cells transform into specialized cells will help scientists better understand these processes. This will help shed light on how certain medical conditions, such as cancer and birth defects, develop.

NEW DRUG DEVELOPMENT

Stem cells can be used to test the effectiveness or toxicity of new drugs.

BRAIN & NERVE TISSUE
Stem cells may be used to repair brain and nerve tissue damaged by conditions such as Parkinson and Alzheimer disease or spinal cord injury.

HEART DISEASE

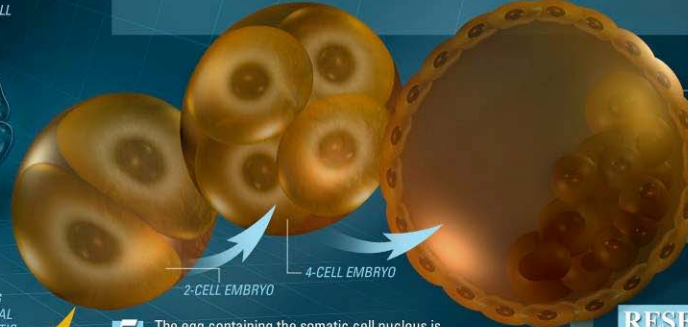
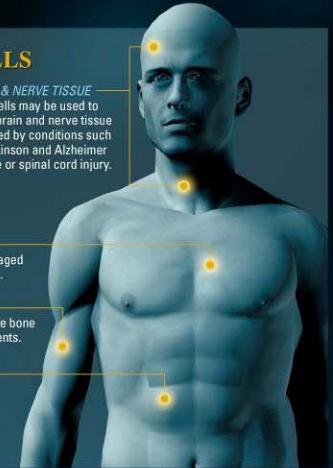
Stem cells may be used to repair damaged heart muscle caused by heart disease.

BONE MARROW REPLACEMENT

Stem cells are currently used to restore bone marrow or blood cells for cancer patients.

SKIN GRAFTING

Stem cells in grafted skin are currently used to replace damaged skin for accident or burn victims.



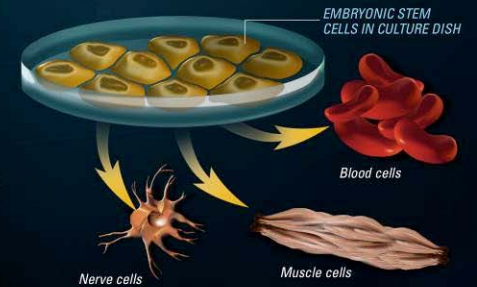
INNER CELL MASS

5 TO 7 DAY OLD CLONED BLASTOCYST

6 The cloned blastocyst is mostly identical to the somatic cell donor, with the exception of the mitochondrial DNA. The cells inside are called the inner cell mass.

RESEARCH CLONING

The inner cell mass of the blastocyst is removed, and gives rise to embryonic stem cells. When grown under laboratory conditions in culture dishes, embryonic stem cells can be used for further research. In addition, they can be coaxed into forming most cell types found in an adult. Scientists can reprogram, or differentiate, embryonic stem cells into neurons, muscle cells, or blood cells, for example.



REPRODUCTIVE CLONING

Reproductive cloning results when the cloned blastocyst is transferred and implanted into a uterus to start a pregnancy. The embryo continues to develop into a new being. Currently, human reproductive cloning remains theoretical.



CLONE IS BORN WITH NEARLY IDENTICAL DNA AS THE SOMATIC CELL DONOR.

question

Is there an important relationship between performance and

thinking

doing

realistically we tend to balance this way....

thinking **doing**

ideally, we'd like balance



thinking doing

PRACTICES FOR
critical thinking

think

point
of view

plan to
implement

implement

Steelcase

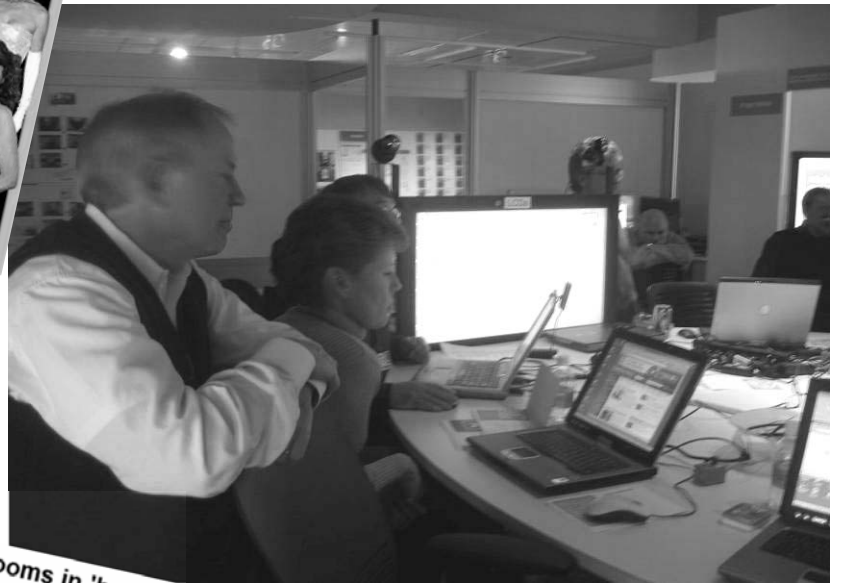
think

ponder

query

network

read



Hospital building booms in 'burbs
By Dennis Cauchon and Julie Appleby, USA TODAY
The USA is in the middle of the biggest hospital-construction boom in a half-century, a development expected to increase the use of high-tech medicine and add fuel to rising health care costs.



A view of the atrium before the dedication of the new Clarian North Medical Center Friday morning.

think

point
of view

leaders must develop & articulate POV

make a decision around the debate

one person must establish direction

**changing POV is only valid if new evidence
is submitted**

Administration Office
Nurse's Station
Files
We Can
Radiology
Labs
Patient Room
Make
Cafe
A Difference
Waiting Ro
Exam Room
Lighting
Computer Support
In Health Care Areas
Laborato
Consultation Room
Loung

Have you ever seen a

goat RODEO?



IT IS NOT THIS CUTE

think

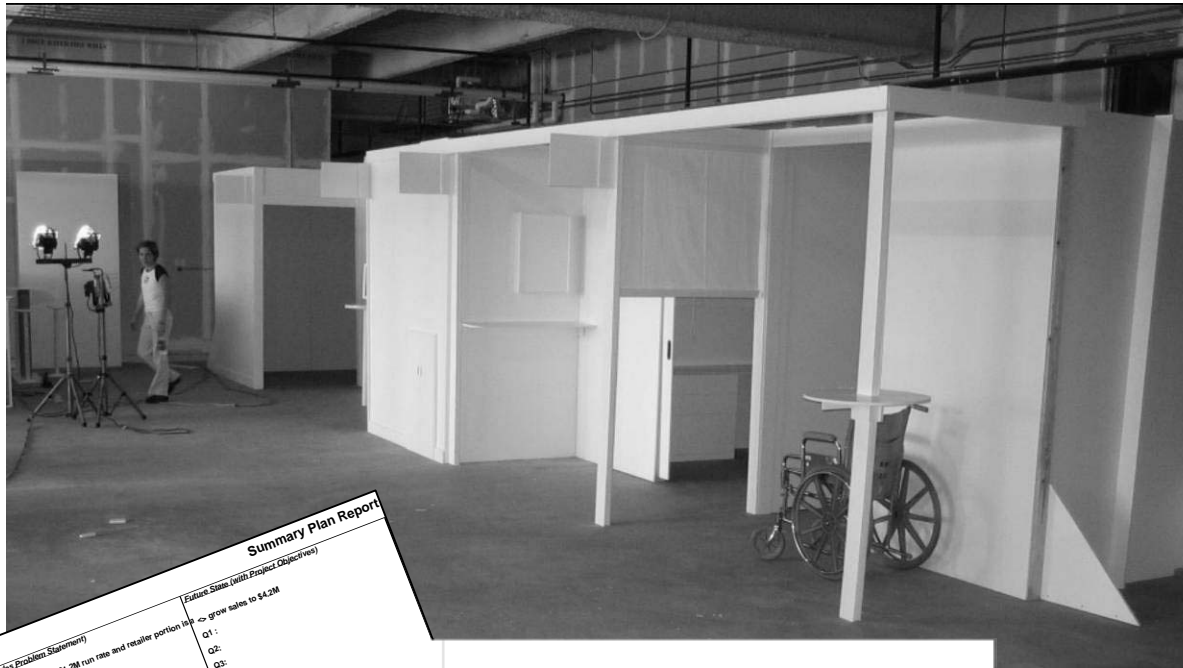
point
of view

plan to
implement

Plan:
what
who
how
where

**Practice,
Practice,
Practice!**





Healthcare Business Project

Project Information

Current State (Includes Problem Statement)

Future State (with Project Objectives)

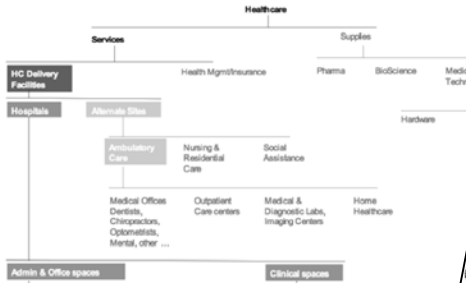
Q1:
 Q2:
 Q3:
 Q4:

Summary Plan Report

Project	Q1	Q2	Q3	Q4
Project 1				
Project 2				
Project 3				
Project 4				
Project 5				
Project 6				
Project 7				
Project 8				
Project 9				
Project 10				
Project 11				
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Project 50				

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The scope of this project focuses on hospital (primary focus) and ambulatory site construction.



Healthcare Business will expand in phases

Phase	Phase I	Phase II	Phase III
Knowledge	Build Knowledge HC Product Checklist A&D + E&O	Market Knowledge Knowledge Training Further Research 1 - HC arcs+	Expand Knowledge Build in Measurement
Application & Product	Applications Dev. Product Hubs (as is & refine) Prioritize Refine Opp	Acquire/Partner/Develop Analysis Nemischall/Egrotor/Inospace	New Applications based on Learnings Refine products A&T Launch Technology Partner Workstage - Alternative Sites Equipment Partner
Sales	Screen Target Projects 2 Dedicated Sales+ Dealer Authorization Dev.	Applications Training A&T Strategy Stryker Partnership	9+ Dedicated Sales Dealer Authorization Dev. SCS +
A&D			

think

point
of view

plan to
implement

implement

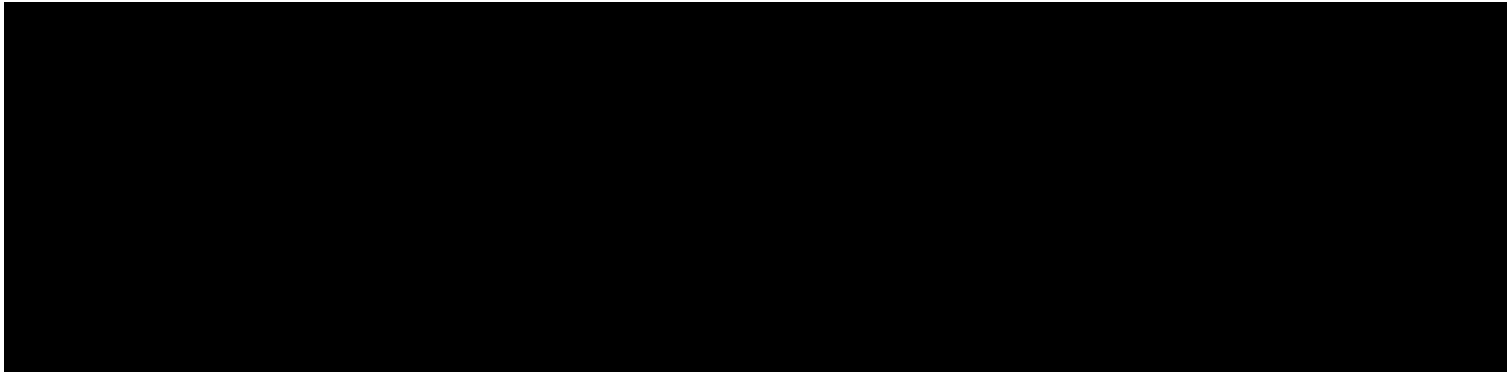
one voice

play to win

brave heart

celebrate

conclusion!



PRACTICES FOR
critical thinking

think

point
of view

plan to
implement

implement

Steelcase

think

point
of view

plan to
implement

implement

t?

What about time?

.....tick...tock...tick...tock...



Timing through all four phases is less important than ensuring you complete each phase before moving to the next.

1 HOUR 1 DAY 1 WEEK 1 MONTH 1 HOUR 1 DAY 1 WEEK 1

PRACTICES FOR
critical thinking

think

point
of view

plan to
implement

implement

Steelcase