# Question 4

1. Robert's Rules provides for constructive and democratic meetings, to help, not hinder, the business of the assembly. It is clear that the HUGO project is a project that can improve the efficiency of hospitals, clinics and emergency departments. From our point of view, this project will bring great benefits to the medical industry. But as Johnson said, many doctors, nurses and other staff were not supportive of the project. I think Johns can propose Robert's Rules to them, which he can use to convince those who disagree. Robert's Rules emphasize a rule that "in fairness, the minority should obey the majority". A reform makes sense if the majority of people in your industry approve of it. If Johnson can explain Robert's Rules clearly, then she doesn't need to try to convince everyone, she just needs to convince more than 50% of the people that the HUGO project will bring convenience to the medical industry, so that the HUGO project can be successfully implemented. Of course, the premise of using this rule is that the industry recognizes the rationality of the rule. I think the medical industry is a serious industry, and most of the practitioners in this industry are highly educated, so if you can explain to them Robert's Rules, then they will accept it.
2. It should be noted that the HUGO project is led by Johnson's team, but this project not only includes her team members, but those hospital staff are also important participants in the project. When trying to implement the HUGO project, Johnson inevitably ran into conflict with others, especially those who disagreed with the project. Even those who agreed with the HUGO project could potentially clash with Johnson over the course of the project. So I think Johnson needs to do conflict management. We have learned the concept of this part in the course. To do a good job in conflict management, she must first realize the essence of conflict. It is a process that begins when you perceive that someone has frustrated or is about to frustrate a major concern of yours, it can change, sometimes the reasons behind it may not matter. Conflict is perceptual in nature, so for Johnson, how to formulate a more complete project plan is very important, but what’s more important is that how to deal with the relationship between her (or her team) and medical institutions. Finding the key reason for the conflict requires her to investigate the background of each hospital, to understand why some doctors or other staffs have different opinions, is it related to their experience? Is it because of some previous accident at the hospital? These investigations could be of great help to Johnson.
3. As I read this material, I noticed that some nurses are opponents of the HUGO project. The reason for their opposition is not that there are some loopholes or mistakes in the project itself, but that they think their work is done so well that they do not need technical upgrades. Some of them claim “cared for patients for many years using pen and paper” and “the mistakes never happened to them because they had perfected the manual process”. This brings me to the Interpersonal Conflict, which may be due to different work ethics, different behavioral styles, egos, personalities that do not mesh easily. These nurses may simply be accustomed to their inherent work patterns and are afraid to change. Johnson should convince them to open their minds to new things. On the other hand, for some nurses who may be worried that new technology will take their place and cause them to lose their jobs, Johnson should make it clear to them that the HUGO project will not cost them their salary. Johnson should have shown them that the implementation of barcode medication administration reduced more than 700 medication errors in one hospital within 6 months. These mistakes were unnoticed by human, and sometimes people make mistakes for various reasons that machines don't.
4. Since conflicts are inevitable, Johnson should find a way to solve them. The Traditionalist view of conflict is to view it as having a negative effect on organizations and the emphasis of traditionalists is conflict suppression and elimination. There is no doubt that Johnson should try to be an Interactionist instead of being a Traditionalist. In fact, I think conflicts can have a good side in this case. As described in the material, the HUGO project involves multiple medical institutions, unlike traditional projects that are only carried out within a certain company or organization. A project in the medical industry is long-term, it's not like 'Ok we have done the system update and that's all'. The HUGO project while upgrading the hospital system also requires simultaneous training for many doctors, nurses and staffs, such as how to use CPOE, CLMP and eMAR. By understanding these conflicts, a lot of information can be obtained about the learning ability, ideology and education level of these participants, which is very helpful for follow-up work. Johnson should try to collect different conflicts, encourage nurses and doctors to voice their concerns, and use these conflicts as a basis for improving the project. Solutions for different conflicts should be clearly explained to HUGO participants to allay their concerns. It's better to have a conflict early than late. No one likes to make adjustments after the project is complete. That's too expensive.
5. Johnson can use some main problem solving techniques published by PMBOK to deal with these conflicts. Confronting - as I said before, don’t avoid or ignore conflicts, no matter how hard or complex they are, collect these conflicts and record them. This should be the first step, only after she faces the conflicts, she can find ways to solves them. Compromising - Johnson should take a step back for some people, the material mentioned that there is a wide age range of doctors and nurses, some of them may be too old to accept new technology, which is understandable, for these people, Johnson could consider excluding them from HUGO. Postponing a decision - The HUGO project has a deadline but considering the particularity of this project (involving multiple medical institutions and human life), the deadline should be flexible. Smoothing - Johnson should make everyone, both those who agree and those who disagree, aware that HUGO's purpose is to better care for patients, to advance the medical profession. Based on this consensus, the communication efficiency will be higher. Forcing - For those who have the ability to adapt to new technologies, such as CPOE, CLMP, etc., based on Robert's Rules, they may need to be forced to accept the HUGO project. When an industry as a whole is improving, those who are unwilling to accept must also adapt. Every reform will have opponents, but that is not a reason for us to give up. When you have the ability to accept new technology, have the ability to adapt to new training, and most people agree with the project, you need to keep up and you have to.