

The Compass

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MODEL-NETICS PLAYBOOK

Harold S. Hook

Model-Netics: “The 5% Solution”

Over 50 years ago, IBM set out to make “THINK” a part of the management lexicon. They named their magazine, *Think*, and passed out small THINK desk signs. Incidentally, I still have mine. In retrospect it made a lot of sense. Organizations didn’t buy IBM out of habit – they had to “THINK” about it. Thinking is a kind of default activity. We rarely undertake conscious thought unless it is absolutely necessary.

How can we act without conscious thought? The answer is: habit.

Habit Defined. Habit is defined as: The response to a given stimulus, without conscious thought. How much of what we do every day is controlled by

habit? The “experts” say about 95%. Habits are formed through conscious thought and repetition. Habit formation starts out with a stimulus that can’t find a matching response in our memory. A response is developed through conscious thought, and this response is then bonded to that given stimulus through repetition.

5% Problem. The 5% problem situations are those that require action, but, for whatever reason, we don’t seem to have a ready solution. To deal with this kind of problem we need a problem solving process or methodology. What am I thinking about? Yes, the answer is Model-Netics. Specifically, the Model-Netics Reference Check.

Model-Netics Reference Check. A quick review is in order. The Reference Check is a process where an initial problem definition is compared or matched to each of the 151 models in

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Teaching Model-Netics Benefits the Whole Organization



They always say that if you want something to get done to give it to a busy person. Perhaps that explains why some of our best Model-Netics instructors are those with the proverbial full plate. Such is the case with Jeff Rydburg, Operations Vice President-Far West Division of HCA Physician Services in Brentwood, Tennessee. Jeff went through the Model-Netics instructor training program in September, 2005 and has since managed to teach and co-teach four classes in two years.

Although Jeff’s responsibilities in physician operations and physician relations keep him extremely busy, he feels strongly about a commitment to Model-Netics due to the positive impact of the models on his organization. “It provides a framework for how to prioritize activity and ensure better communication. It is a great reminder of how to do things like delegation, interviewing, etc... It gives us a common language to use to focus immediately on the issues.”

Jeff highly recommends not only taking Model-Netics, but also becoming a certified Model-Netics instructor, as a means of self-development. “All of us are busy doing our job and find it hard to make time for self-development. Model-Netics is a great reminder system for the senior manager and a great way to learn about management for the new

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“The greatest challenge to any thinker is stating the problem in a way that will allow a solution.”

Bertrand Russell
(1872 - 1970)

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Model-Netics, in alphabetic order. The selection test is relevance of the model to the problem. The objective of this reference checking exercise is to accomplish the critical step in problem solving of naming and framing the key elements in the problem.

Naming and Framing. Defining the problem sounds deceptively simple. In fact, a problem starts out as a vague recognition of, what we call in Model-Netics, a "deviation from standard." In order to understand the problem, we need to identify all the concepts and ideas that are involved in a given problem structure. This process is called "naming," and is the first step in reference checking. The second step in reference checking is called "framing." This is where the most relevant concepts are selected. The problem "frame" is usually expressed in no more than five to seven key models. The purpose of "framing" is to establish a boundary around the problem. The most relevant models are inside the frame, everything else is outside the frame.

Why is framing necessary? The quick answer is human limitations. Problem solving is a short term memory process, and short term memory has definite limitations. This limitation is usually no more than seven plus or minus two elements.

Why do you need Model-Netics to accomplish naming and framing? Each of us is in our own Logic Box (Model 65). We need a process to get us outside of



this "box." A reference check using Model-Netics is this process.

3-Way Test. Thinking is hard work. Problems that require conscious thought to solve are easy to put off. Both experience and research indicate that any standardized approach to complex problem solving must meet a 3-way test.

(1) Activation. Is it easy to get started? All that is required to launch the Model-Netics Reference Check is the list of the models (and of course knowledge of the models).

(2) Comprehensive. Is it comprehensive? The user must be confident that the problem has been looked at from every angle. If the problem is organization and management, the Model-Netics Reference Check provides a comprehensive problem analysis which includes both naming and framing.

(3) Solution Direction. Does the process produce a relatively clear direction for the problem solving activity? The problem solving direction is clearly established in the Model-Netics reference checking procedure.

Summary. Whenever you face one of those "5% Problems," we hope you will THINK of Model-Netics as the "5% Solution."

HSH

Harold S. Hook is the Founder and President of Main Event Management Corporation and the creator of Model-Netics.

Model-Netics Brain Teasers

Model-Netics Cryptogram:

F lp qrn stln f ntfqb f lp,
 _____,

lqe f lp qrn stln grc ntfqb f lp.
 _____.

F lp stln f ntfqb grc ntfqb f lp.
 _____.

Hint: Precious gems.
 smnrosfdecaaiod

Hint: Spirals
 nelfcceccinrodi

MODEL-NETICS JUMBLE

Hint: Kickoff
 nleectariimoonzia

Hint: Flow
 tabyccerhr

(Answers in the next issue of *The Compass*.)

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manager. I think the models are extremely helpful for the new manager.” Teaching the models then becomes a win-win situation. Not only do the students benefit by having an internal instructor who can tie the models to organizational situations, but the instructor also gains tremendously by reviewing the model concepts and taking the time to think through practical application examples in preparation for the sessions. In response to those who object to making the commitment to teaching Model-Netics due to time constraints, Jeff offers, “I truly believe you do not get the full value of Model-Netics if you don’t teach. Every time I teach, I remember and learn more. Though it takes time to prepare, the more you teach, the easier the preparation is--and the more comfortable you become in using the models in every-day activity. “

“[Model-Netics] gives us a common language to use to focus immediately on the issues.”

Jeff went on to explain an additional benefit of teaching Model-Netics—the insight you gain by interacting and observing your participants in the classroom situation. “I really enjoy teaching because I am teaching my new people. It gives me a chance to see them in a different setting and learn their skills and attitudes. It really helps build up the team. I think the managers are better by going through this training; our operations are more effective and efficient when I am able to ask them to use models in planning for budgeting, working with difficult staff, etc...”

In an effort to making the Model-Netics experience as meaningful as possible for his students, Jeff learned to put a creative spin on his teaching techniques. He offers the following option for the close of your Model-Netics class:



JEFF’S FINAL REVIEW CHALLENGE

Instead of requiring a comprehensive exam final exam at the end of the Model-Netics course, Jeff engages the class in a "Family Feud" type game—"The Review Challenge"—he developed to create competition, encourage independent study and review, and end the class on a celebratory, high note. It has worked very well with his participants. Try it at the end of your next class!

“I split the class into two groups and announce that the losing group will buy dinner for the winner. (*Once we get there, I buy for everyone*). We then alternate asking questions to the teams. The questions center on model definitions, components and the message, or “so what” of the models. Each question is directed toward an individual on a team. If they get it right, the team gets a point; if incorrect, the other team gets a chance to steal. I think this serves as both a review (because everyone hears every model and what the right answer is) and forces them to study more than a conventional final exam would because they do not want to look bad to their team. Just thought I would share this idea with others!”



Calendar of Events

2007

Model-Netics Instructor Training Program

December 3 - 5, 2007

Model-Netics Recertification Seminar

December 6-7, 2007

2008

Model-Netics Instructor Training Program

March 3-5, 2008

September 8-10, 2008

June 2-4, 2008

December 1-3, 2008

Model-Netics Recertification Seminar

March 6-7, 2008

September 11-12, 2008

June 5-6, 2008

December 4-5, 2008

Model-Netics Instructor Training Program (ITP)

Graduation Luncheon - 9/12/07

The Model-Netics Instructor Training Program (ITP) was held on September 10-12, 2007 in Houston, Texas. Listed below are the 11 sponsoring organizations from 6 states.

*Alabama State University
American General Financial Services
Analytical Services, Inc.
City of Houston Airport System
Duck Creek Technologies
HCA Patient Account Services
HCA Physician Services
Health Trust Purchasing Group
Independence School District
Jack Henry & Associates, Inc.
Raydon Corporation*

Pam Paul, Director of Communication and Education, Health Trust Purchasing Group spoke on behalf of the Part I ITP class.

Pam stressed that the most important aspect about Model-Netics is that it allows groups to have a common language. "It opens up the door to have wonderful, very constructive discussions about

management processes and issues that we experience on a daily basis." Pam finds

"Model-Netics ... allows groups to have a common language."

Pam Paul

that the models use common sense concepts to help you make better management decisions. "I want to take that back to my organization...and I want my colleagues to all have that common language. They will be able to approach different business situations that they encounter with a new perspective. "

Patty Hunt (2893) Curriculum Development Specialist, Duck Creek Technologies represented the graduating Part III class.

Upon returning to Duck Creek Technologies, Patty will continue spearheading the efforts to provide a Model-Netics foundation for the organizational culture. "I'm envious of those of you who work in a company with a built-in Model-Netics culture

that several of you have. You can borrow perception any time you want because everybody around you understands it. However, I'm also proud to be in the company that is a recent convert to the light because

"I will continue ... to provide a Model-Netics foundation for the organizational culture."

Patty Hunt

that makes me a torch bearer, cheerleader, or resident expert. And as we gain confidence and competence in Model-Netics, I realize I have to be in the forefront of that."

Because of the incredible support for the program from the highest levels in Duck Creek, Patty was very pleased to report that the impact of Model-Netics is already evident in the organization.

For more information about Model-Netics Instructor Training, visit www.maineventmanagement.com