

ΣΤΡΑΤΗΓΙΚΟΣ ΣΧΕΔΙΑΣΜΟΣ
&
ΔΙΟΙΚΗΣΗ ΜΕΣΩ ΣΤΟΧΩΝ

Πανεπιστημιακό Γενικό Νοσοκομείου
Ηρακλείου – Γ.Ν. «Βενιζέλειο»

Δρ. Νικόλαος Ραπτάκης

Εκτελεστικός Γραμματέας Περιφέρειας Κρήτης

Lead Auditor ISO 9001, OHSAS 18001, SA8000

Στρατηγικός Σχεδιασμός



Αν θέλεις να φτιάξεις ένα πλοίο,
μην αρχίσεις να στέλνεις τους
άνδρες σου στο δάσος να
μαζέψουν ξύλα,
να τους δίνεις εντολές και να
μοιράζεις τη δουλειά...

Αντίθετα, δίδαξε τους να
λαχταρούν το ταξίδι στην
απέραντη θάλασσα...

(Antoine de Saint-Exupéry)



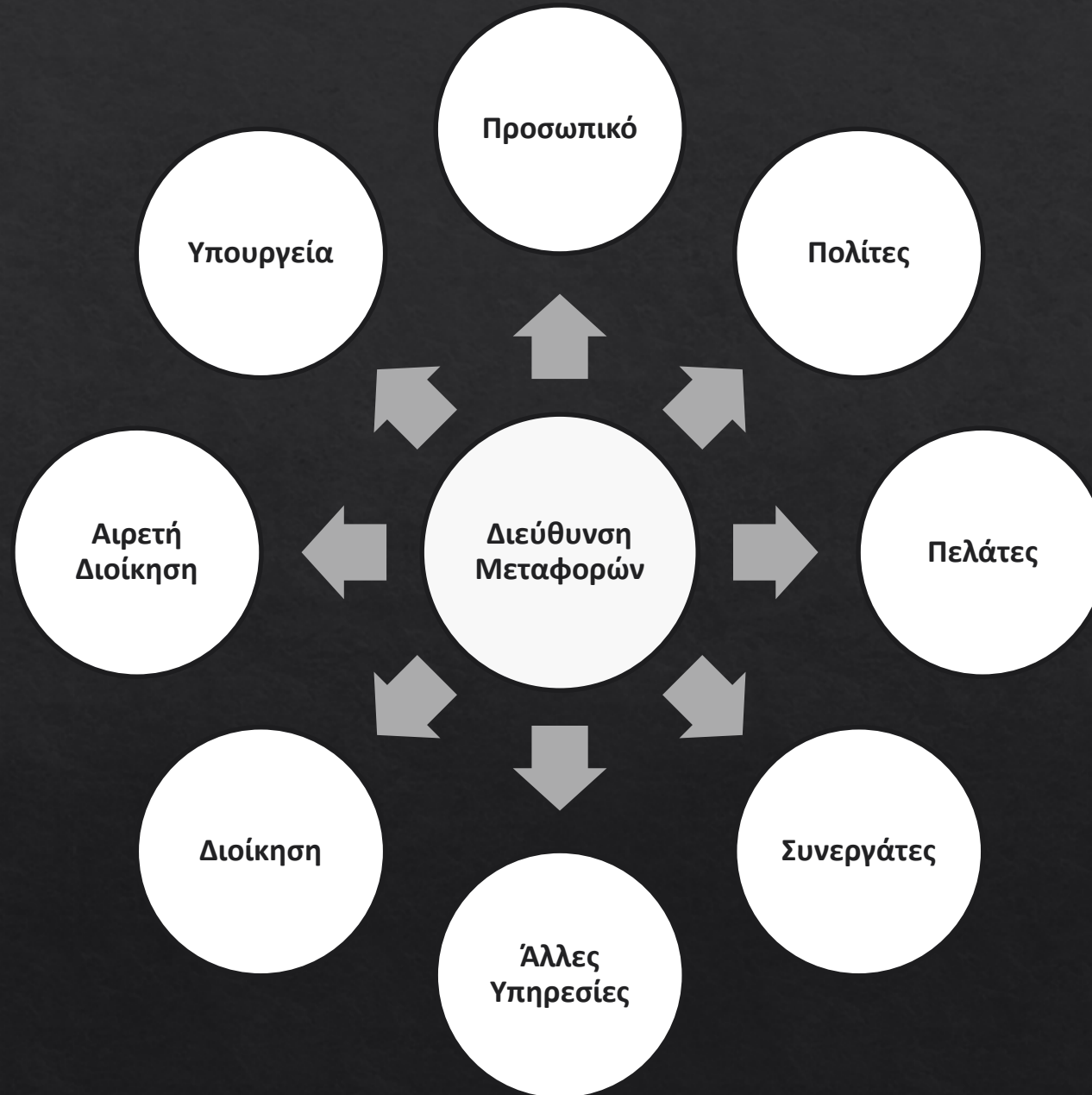


Αποστολή

Αποστολή είναι ο λόγος ύπαρξης
ενός οργανισμού.

Why we exist

Αποστολή: Εξισορρόπηση απαιτήσεων και αναγκών





Αξίες

Αξίες ονομάζονται οι γενικές αρχές
που οδηγούν τη στρατηγική σκέψη και δράση...

Οι αξίες καθορίζουν
την καθημερινή μας συμπεριφορά
και συνοδεύουν κάθε μας ενέργεια...

What we believe in
and how we behave

If you're not willing to accept the pain
real values incur, don't bother going
to the trouble of formulating
a values statement.

R

E

S

P

E

C

T



RECOGNITION

EXCELLENCE

SERVICE

POSITIVITY

ETHICS

COLLABORATION

TRUST

CELEBRATE SUCCESS

STAY CURIOUS AND
STRIVE FOR THE BEST

STUDENTS &
STAFF FIRST

NEVER GIVE UP

MAKE MOM PROUD!

WITH OUR TEAMS
AND COMMUNITIES

TRANSPARENCY
AND CLEAR
COMMUNICATION

Netformx Core Values



mission

To educate talented leaders in healthcare and medicine with respect for people's lives,
To provide state-of-the-art medical services,
To contribute to society by developing and advancing innovative medical technologies.



vision

To be a reliable, patient-oriented hospital





Αρχές

1. All team members are considered caregivers.

Under this principle, everyone in the workforce, from housekeeping staff to the CEO, is part of patients' care experience. **Regardless of one's role, each person is expected to put the patient first.** To create a patient-centered culture, MSHA has patient-centered care training for new employees. "They learn from day one that all team members are caregivers," Ms. Parsons says. In addition, MSHA recognizes employees through thank you notes and awards for demonstrating patient-centered care principles.

2. Care is based on continuous healing relationships.

This principle reinforces a focus on the continuum of care for patients rather than episodes of care. "We're here to not only provide care, but also to provide healing — a more personal level of healthcare.

3. Care is customized and reflects patient needs, values and choices.

The principle of customizing care recognizes that **each patient is different and may have different needs and preferences**. In addition to customizing the care plan for each patient, MSHA works to make the environment comfortable to individual patients. For example, one patient may want music in the room, where another patient may not. "It allows the patient's individuality to be a component of care.

4. Knowledge and information are freely shared between and among patients, care partners, physicians and other caregivers.

In a patient-centered environment, all members of the care team — including the patient — need to be aware of the patient's status and care plan. "If the patient is going to be the center of care, [he or she] absolutely **needs to be informed and part of the decision-making.**

**5. Care is provided in a healing environment of comfort,
peace and support.**

Part of a patient-centered culture is the environment. MSHA has several features that create a healing environment for patients, including music, healing gardens, soothing color schemes and pet therapy programs. The hospitals also ensure rooms have pleasing scents, such as lavender or the smell of baked cookies.

6. Families and friends of the patient are considered an essential part of the care team.

MSHA recognizes that family and friends are essential supports for the patient's healing process. Family and friends support patients not only emotionally, but also physically, as they can help patients understand physicians' instructions. In the health system's Very Important Partner program, patients identify an individual to listen to care information with them. "Patients [may be] in a state of discomfort and pain or fear, and don't always hear information, so it [allows] a trusted family member or friend identified by the patient to participate in the sharing of information and guidance we give before sending patients home or to the next level of care.

7. Patient safety is a visible priority.

Making patient safety a visible priority demonstrates the **organization's commitment to patient care**. MSHA implements policies and procedures to enforce patient safety best practices. For example, the system had a campaign around employee immunization and hand hygiene. MSHA also has a balanced scorecard called the blue print. The scorecard tracks the system's performance in key areas, such as heart failure, pneumonia and surgical care.

8. Transparency is the rule in the care of the patient.

This principle recognizes that true patient-centered care requires **transparency between providers and patients and among providers.**

Providers should be "upfront and honest with information so [patients] can make informed decisions with us," Ms. Parsons says.

One way MSHA supports transparency is by posting its quality and safety performance on its website.

9. All caregivers cooperate with one another through a common focus on the best interests and personal goals of the patient.

All processes at MSHA, even those that don't involve patients, should be performed from a "patient-value" perspective," Ms. Parsons says. **For example, she says the coding and billing process is done from the perspective of the patient;** staff has worked to make bills clear and easy to understand for patients.

10. The patient is the source of control for their care.

A core tenet of patient-centered care is that the patient controls his or her care. "Making patients the source of control of their care is **the result of effective deployment of all other guiding principles,**" Ms. Parsons says. "To be the source of control, you have to have transparency and share information, create an environment that allows the patient to heal and focus work on the patient."



Όραμα

Είναι το πραγματοποιήσιμο όνειρο,
πως ο δημόσιος οργανισμός επιθυμεί
να εξελιχθεί μακροπρόθεσμα...

What we want to be

...είναι δηλαδή η εξισορροπημένη διαφορά
μεταξύ ονείρου και της σημερινής πραγματικότητας.

Το όραμα πρέπει
να είναι ορατό...

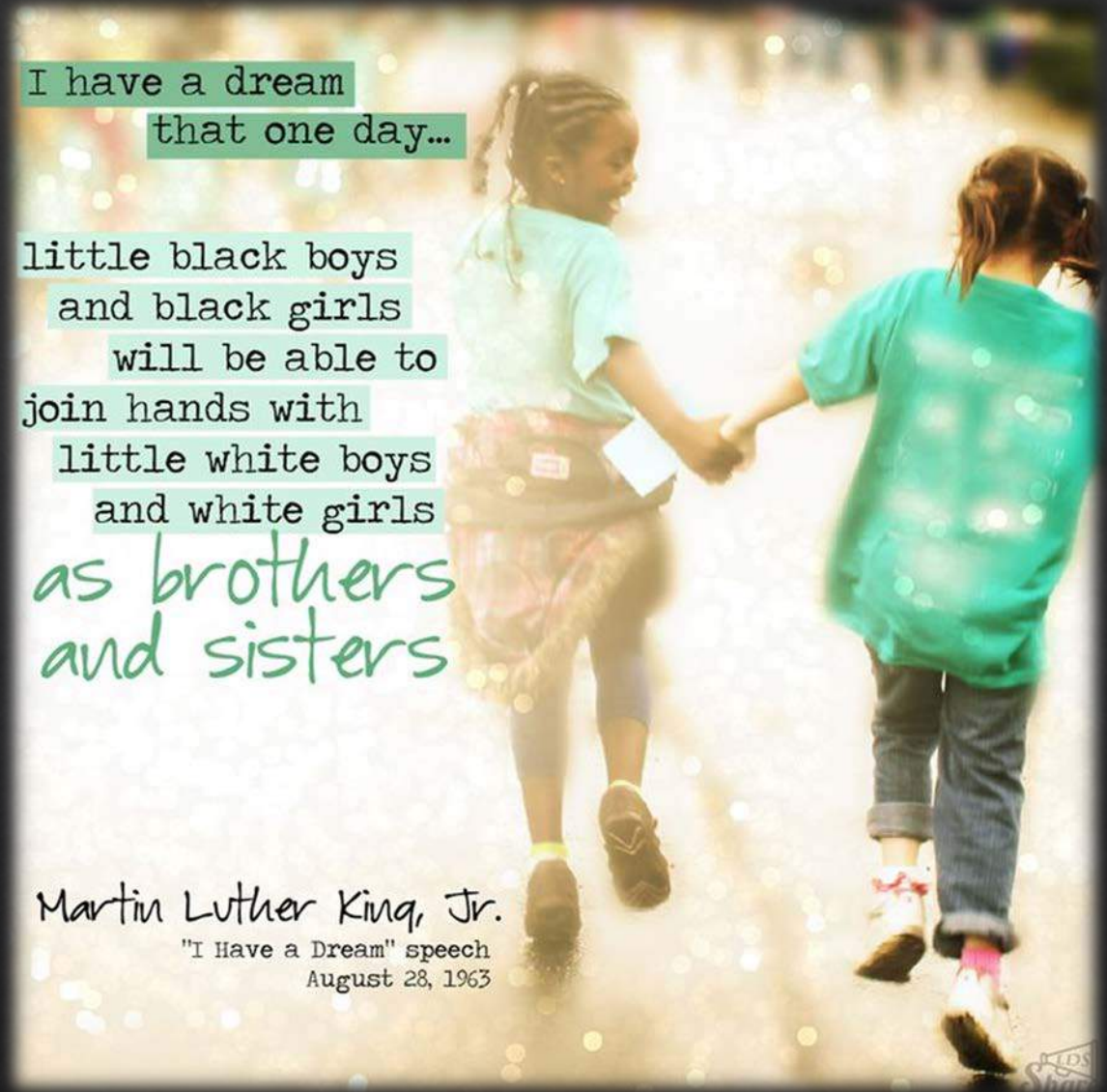
I have a dream
that one day...

little black boys
and black girls
will be able to
join hands with

little white boys
and white girls
*as brothers
and sisters*

Martin Luther King, Jr.

"I Have a Dream" speech
August 28, 1963



Ο πραγματικός ορισμός του οράματος





EPΣA Nominee



A Root and Branch Reformation of an Organisation's Business Model

Submitted by the Region of Crete

This project is about a complete mentality change of public administration by turning an authority with major operational problems such as poor levels of service, lack of trust and transparency issues into a modern and client-centred organisation. It comprises workplace re-organisation, business process reengineering, paper record digitisation, document standardisation, and the development of intelligent IT applications in times of crisis. This whole change process reflects the values of service quality, transparency and efficiency and is a quantum leap for Greek public administration.

Φτάσε όπου μπορείς, παιδί μου...

Φτάσε Όπου Δεν Μπορείς.

(Νίκος Καζαντζάκης)

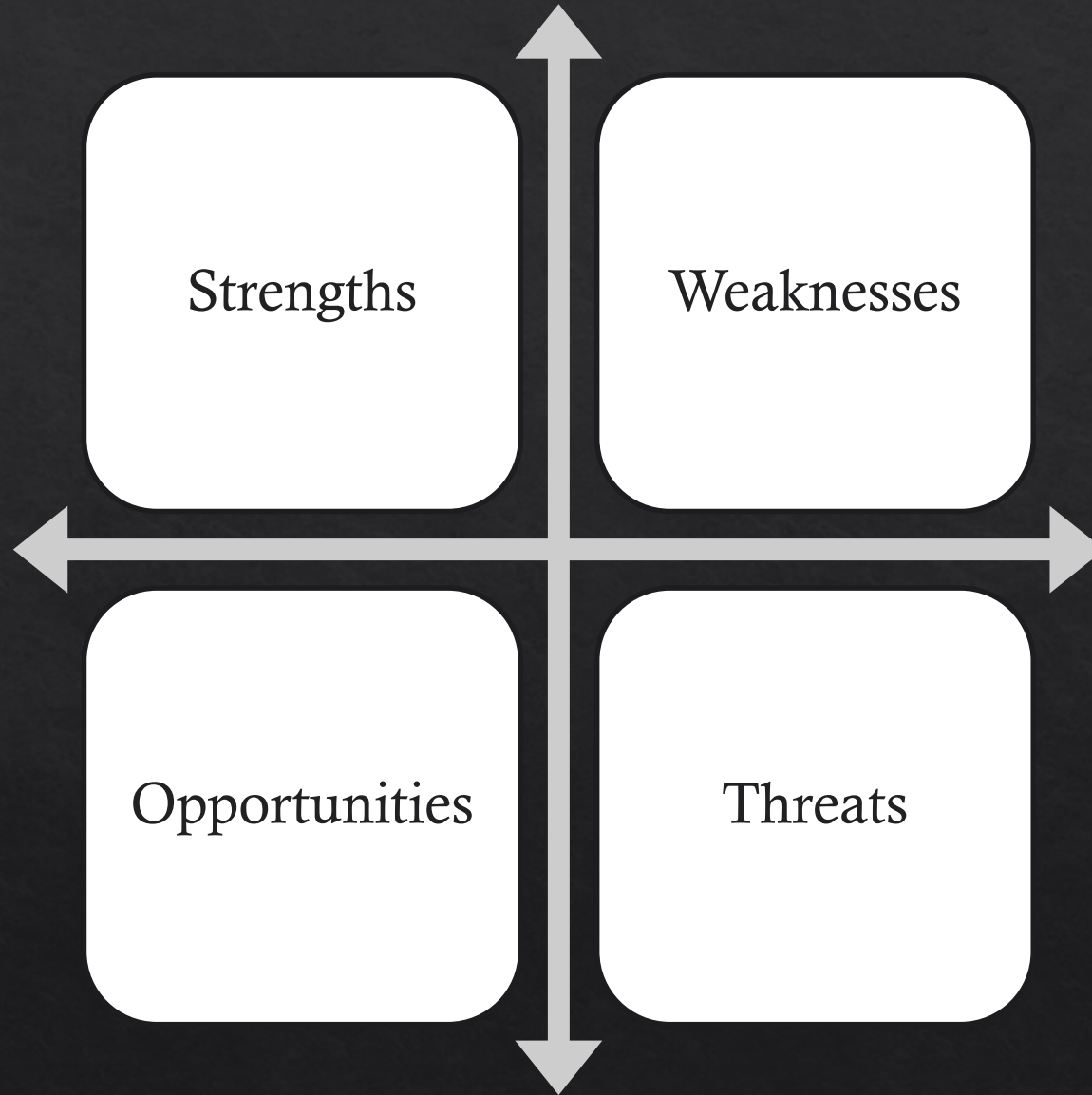


Στρατηγική

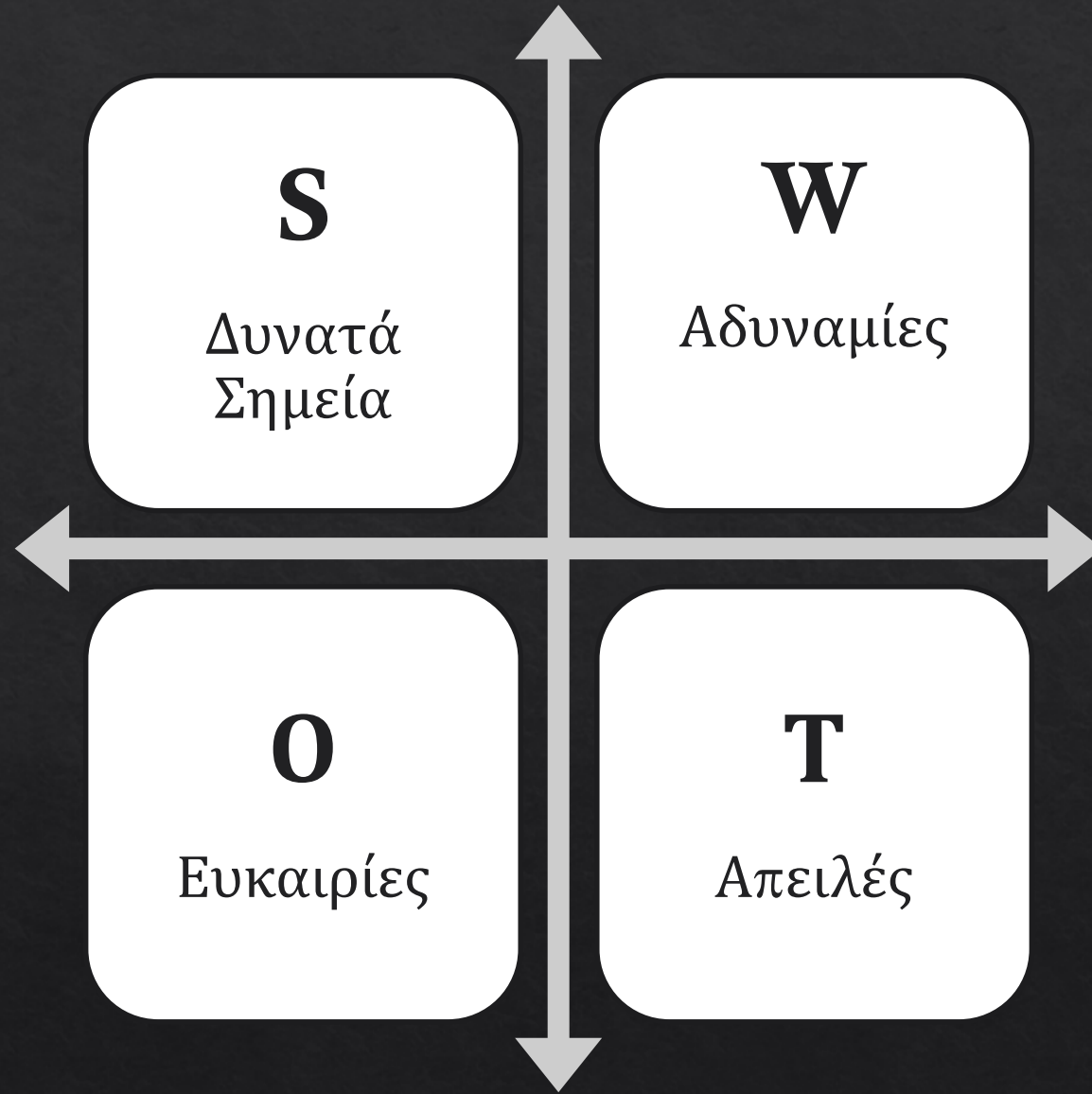
Είναι η έκφραση του τι πρέπει να κάνει μια Δημόσια Οργάνωση, με τη μορφή Προγραμμάτων Δράσης, προκειμένου από ένα σημείο αναφοράς στο παρόν, να φτάσει σε ένα άλλο συγκεκριμένο σημείο αναφοράς στο μέλλον επιτυγχάνοντας του στόχους της...

What our competitive
game plan will be

SWOT Analysis

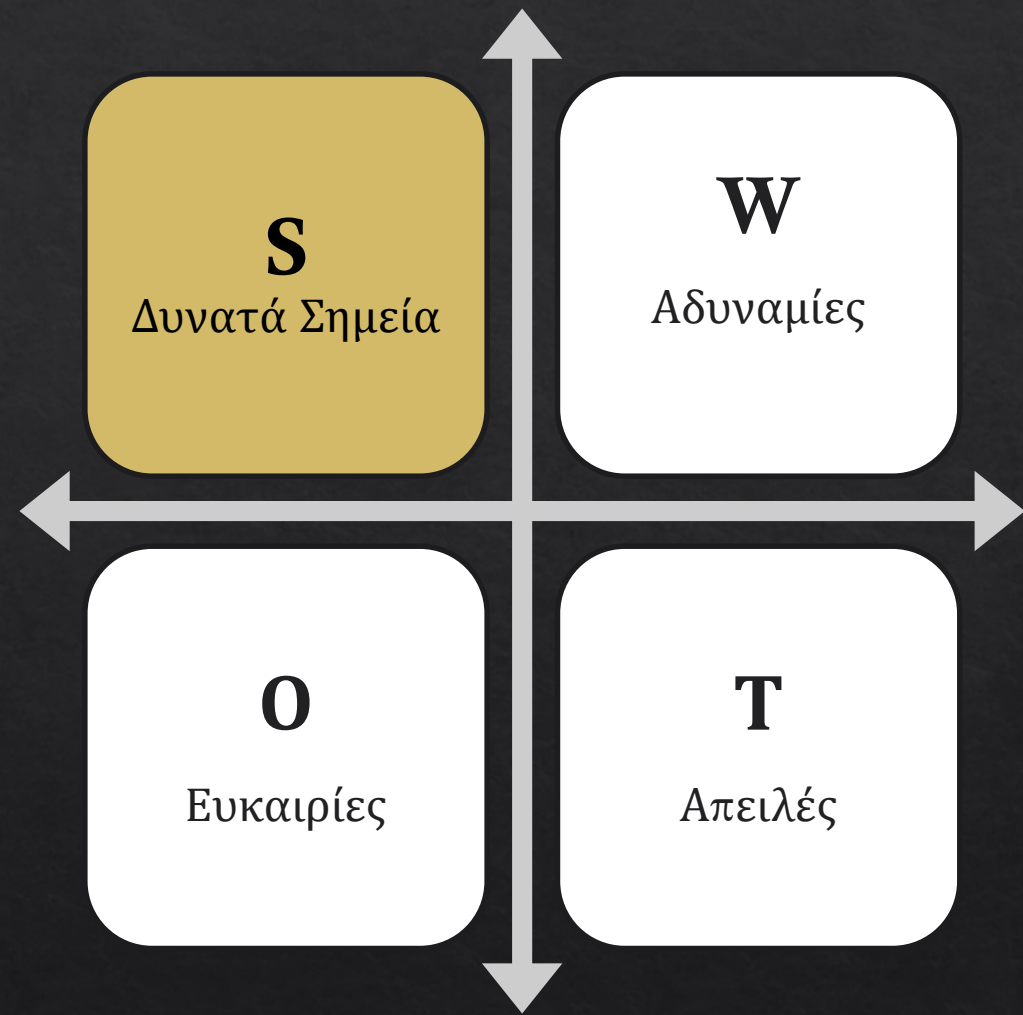


Ανάλυση SWOT



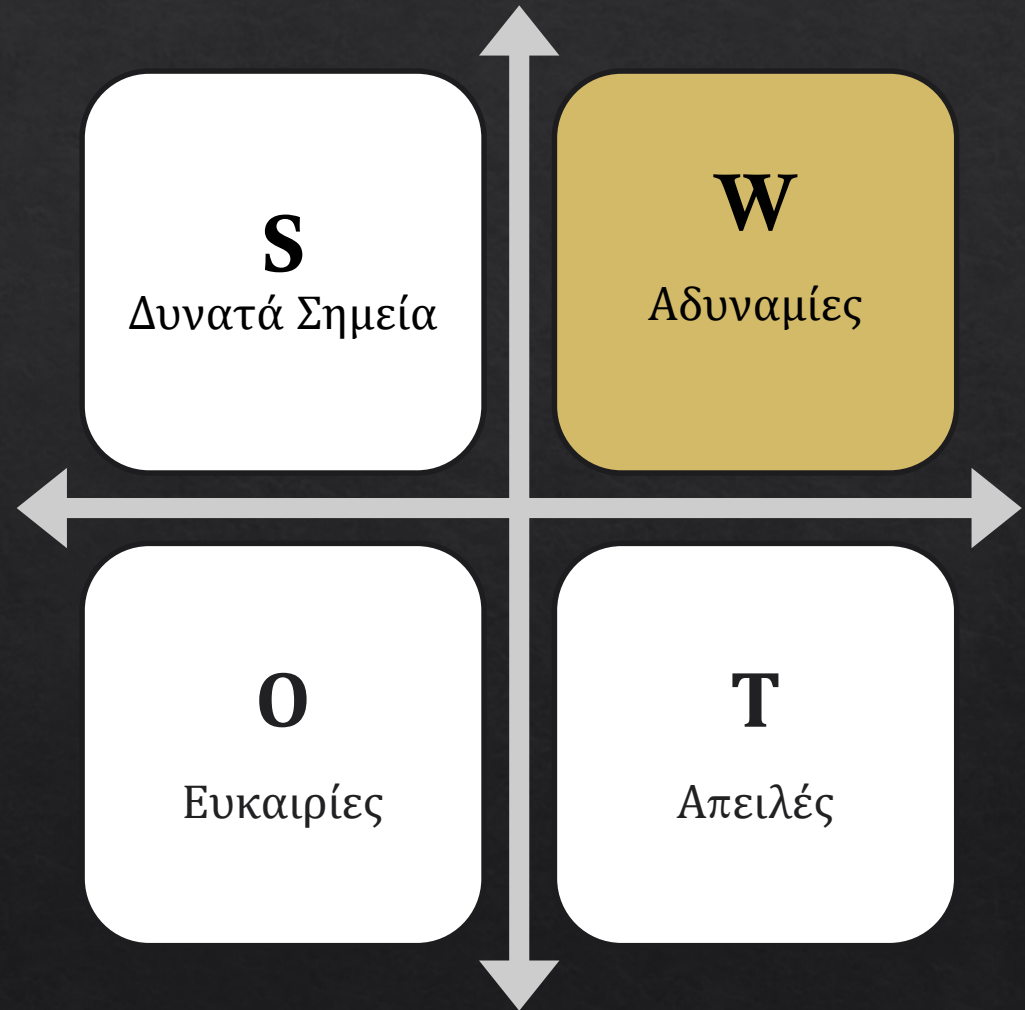
Καταγραφή Δυνατών Σημείων

- Τι είναι αυτό που κάνουμε καλά;
- Διαθέτουμε κάποια εξειδικευμένη γνώση ή εμπειρία;
- Υπάρχουν κάποια πλεονεκτήματα λόγω της θέσης μας;
- Ποια είναι η δημόσια εικόνα του οργανισμού;
- Έχουμε κάποια συγκριτικά πλεονεκτήματα;



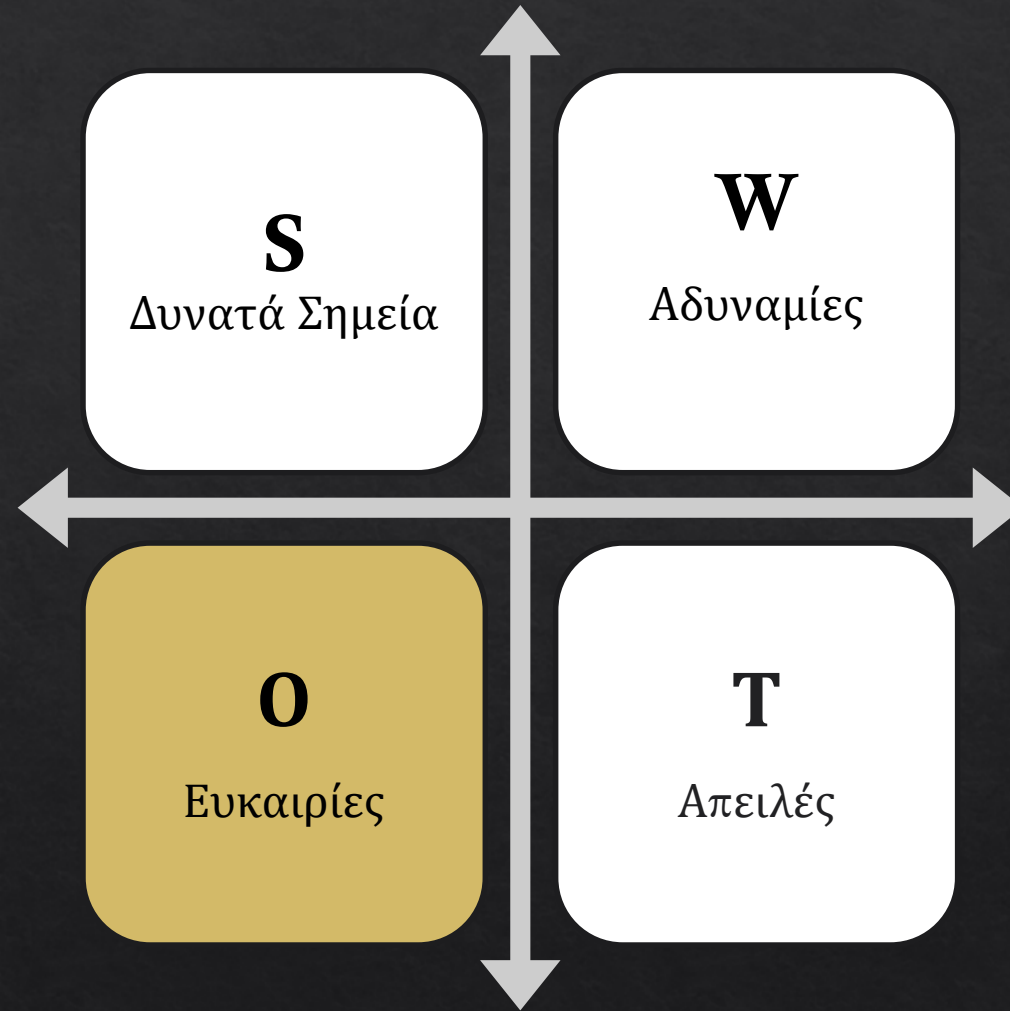
Καταγραφή Αδυναμιών

- Τι δεν κάνουμε σωστά;
- Έχουμε το κατάλληλο προσωπικό;
- Διαθέτει ο οργανισμός ικανά διοικητικά στελέχη;
- Πως αξιολογούμε την υποκίνηση του προσωπικού;
- Πως είναι η δημόσια εικόνα;
- Υπάρχουν κάποιοι γεωγραφικοί ή άλλοι περιορισμοί;



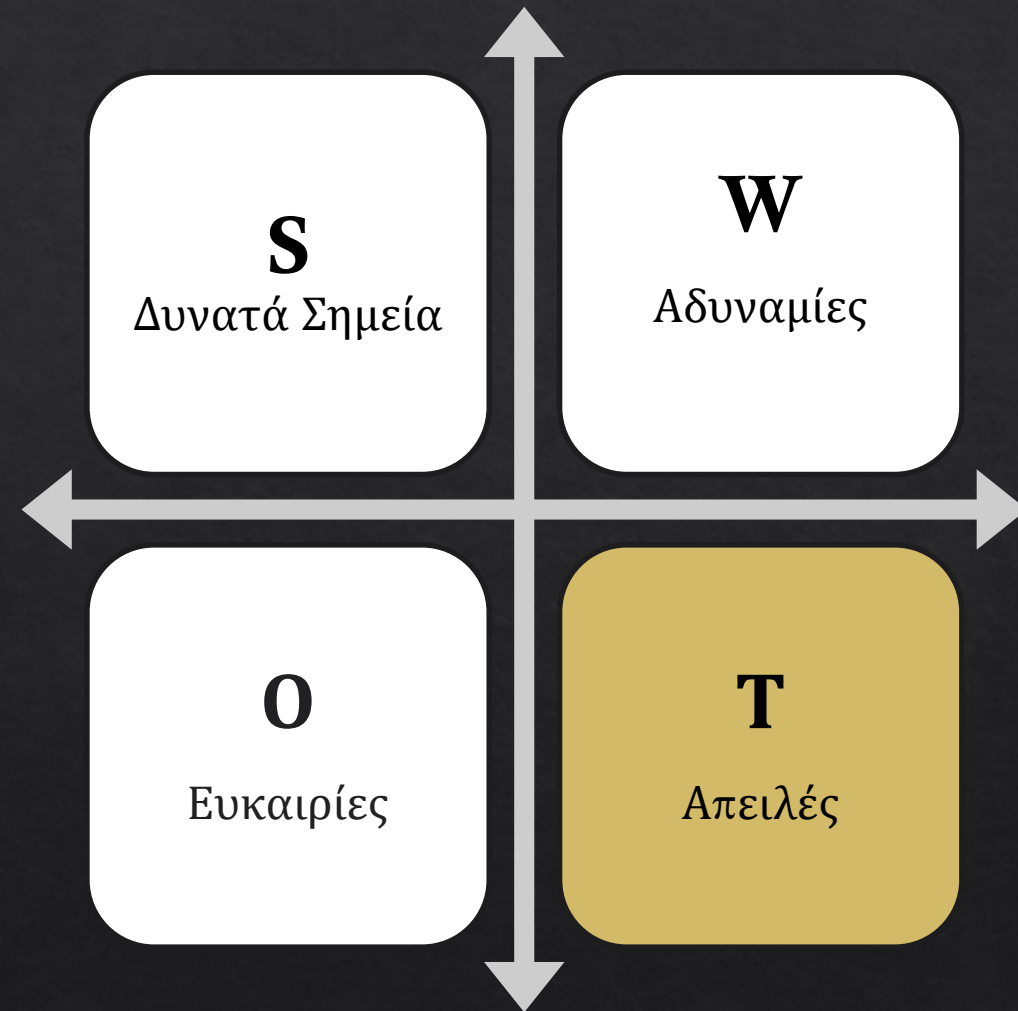
Καταγραφή Ευκαιριών

- Υπάρχουν ευκαιρίες για στρατηγικές συνεργασίες;
- Υπάρχουν νέες τεχνολογίες/τάσεις;
- Μπορούμε να αναπτύξουμε και νέες υπηρεσίες;
- Μπορούμε μειώσουμε το κόστος;
- Υπάρχουν χρηματοδοτικά προγράμματα;

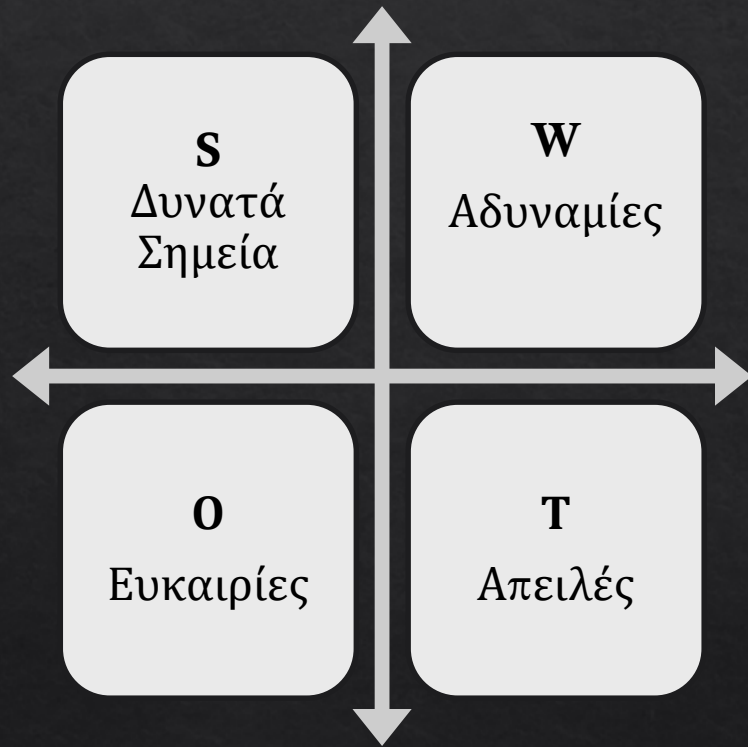


Καταγραφή Απειλών

- Υπάρχουν κίνδυνοι στη λειτουργία του οργανισμού;
- Μπορούμε να εφαρμόσουμε αλλαγές στο νομοθετικό πλαίσιο;
- Μπορούμε να ακολουθήσουμε την εξέλιξη της τεχνολογίας;
- Υπάρχουν αρνητικές προβλέψεις στην εξέλιξη του προσωπικού;
- Υπάρχουν νέες ανάγκες πελατών;

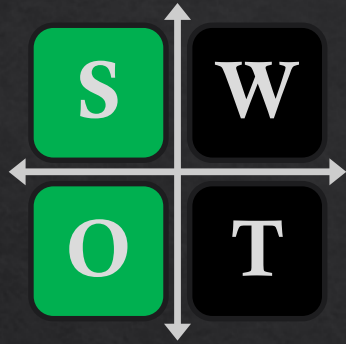


Συμβουλές κατά την εφαρμογή της SWOT...

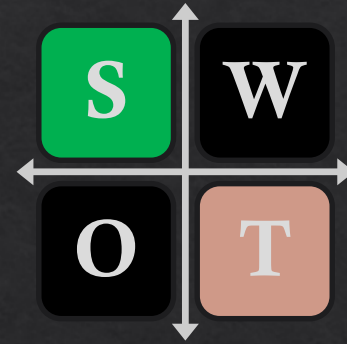


- Να είστε ειλικρινείς με τα δυνατά σας σημεία
- Να έχετε διάθεση για αυτοκριτική
- Να επιτρέπετε την κριτική της ομάδας
- Προσπαθήστε να εστιάσετε στα σημαντικότερα
- Να θυμάστε ότι κάθε οργανισμός έχει αδυναμίες
- Μη διστάσετε να αναζητήσετε πληροφορίες
- Μελετήστε καλές πρακτικές άλλων οργανισμών
- Καταγράψτε κάθε ενδεχόμενη απειλή
- Μη φοβηθείτε, απειλές θα υπάρχουν πάντα

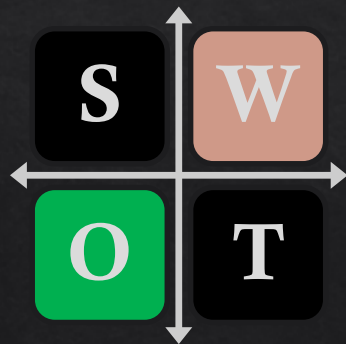
Από την Ανάλυση SWOT στη Στρατηγική



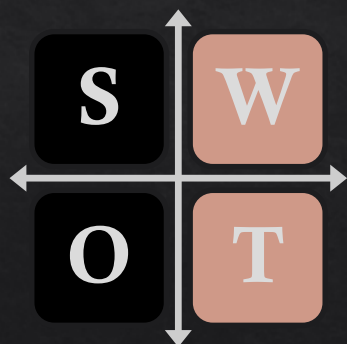
Χρησιμοποιήστε τα δυνατά σας σημεία για να αξιοποιήσετε ευκαιρίες.



Χρησιμοποιήστε τα δυνατά σας σημεία για να αποφύγετε απειλές.



Αξιοποιήστε ευκαιρίες για να βελτιώσετε αδύνατα σας σημεία.



Βελτιώστε τα αδύνατα σας σημεία για να αποφύγετε απειλές.

S

Δυνατά Σημεία

- Περιφερειακή Στρατηγική
- Δέσμευση Ηγεσίας
- Στελεχιακό Δυναμικό
- Διεθνής Εμπειρία
- Αναγκαιότητα Αλλαγών

O

Ευκαιρίες

- Στρατηγική Συνεργασία με την ΕΝΠΕ
- Πρόγραμμα Ψηφιακής Σύγκλισης
- Πρόγραμμα Κοινωφελούς Εργασίας
- Όριμες Τεχνολογίες Ψηφιοποίησης
- Προεδρικό Διάταγμα Νο 25/2014

W

Αδυναμίες

- Χαμηλή Αποδοτικότητα
- Ελλιπής Ασφάλεια Πληροφοριών
- Υψηλό Κόστος Διατήρησης Αρχείου
- Έλλειμα Διαφάνειας
- Ανεπαρκές Ανθρώπινο Δυναμικό

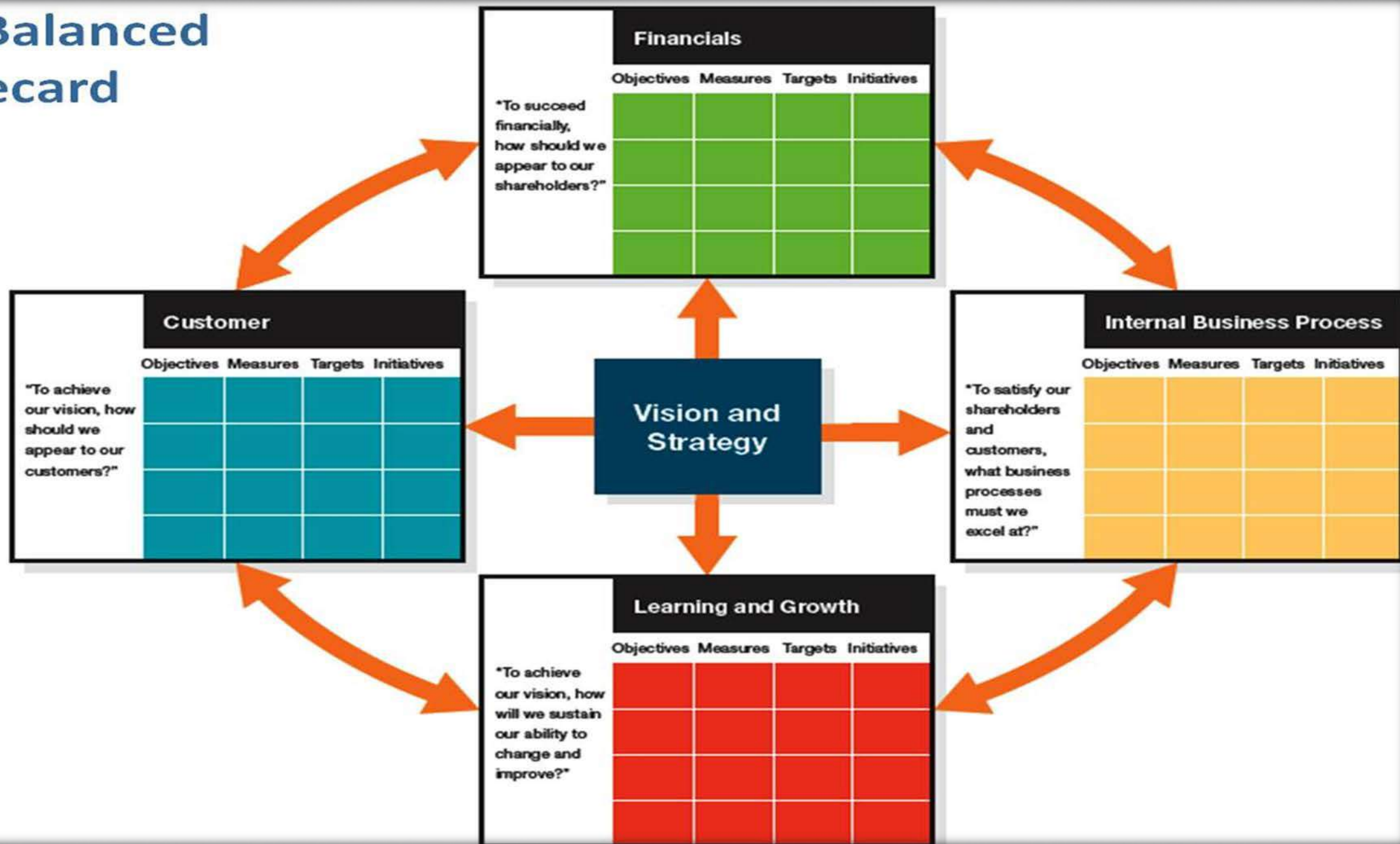
T

Κίνδυνοι

- Γραφειοκρατία Δημόσιου Τομέα
- Έλλειμα Εμπιστοσύνης
- Αντίσταση στην Καινοτομία
- Εμπλοκή Ενδιαφερομένων Μερών
- Άρνηση Αποδοχής

	Strengths	Weaknesses	Opportunities	Threats
Stewardship	Financial Strength	Slowdown in managed care rate increases	External funding of biomedical research	Cost pressures
	Support from the Trust	Declining state revenues	Charitable giving to Active Health	Bad debt particularly related to growing uninsured & underinsured population
	Debt Capacity	Declining revenue sources from community organizations and partners	Approach 2008 elections to be able to educate candidate	Medicaid reimbursement
	Triple A credit rating & low cost of capital			Significant capital needs
				Change in Governor in 2008
Customer	Prevention & Advocacy Programs unique among providers	Decline in inpatient admissions	Advocate changes in policies, programs & practices to support overall health and well-being	Unreimbursed preventative services
	Respected as an expert in childrens' health & health matters	Patient and family dissatisfaction as relates to access (i.e. phone, scheduling, website navigation)	Increase marketshare within the Midwest	Increased competition in the Midwest market
	Focus on childrens' health		Branding Active Health and other social marketing	Flat demographic
Process	Integrated childrens' health system	Infrastructure needs	Distinguishing ourselves in clinical quality, patient safety, health promotion	Consumer-driven health plans
	Robust electronic environment, committed to using IS in clinical care		Improve service excellence	Pay-for-performance
	Priority on patient safety & quality		Address access issues	Price transparency
	Special programs: Kidshealth & Brightstart		Integration of clinical treatment and community-based prevention	Inflation on capital projects
	Community & government partnerships to advance policy & practice change in prevention			Technology obsolescence
Learning & Growth	Quality healthcare professionals & delivery	competitive pay & benefits package, especially for physicians	Culture change initiatives	Pediatric specialist & nursing shortages
	Low vacancy rates	Organizational culture		Aging workforce
	Below industry turnover rate	Performance management		Erosion of trust

The Balanced Scorecard



Balanced Scorecard

Financial or Stewardship

- Financial Performance
- Effective Resource Use



Customer & Stakeholder

- Customer Value
- Satisfaction and/or Retention



Internal Process

- Efficiency
- Quality



Organizational Capacity or Learning & Growth

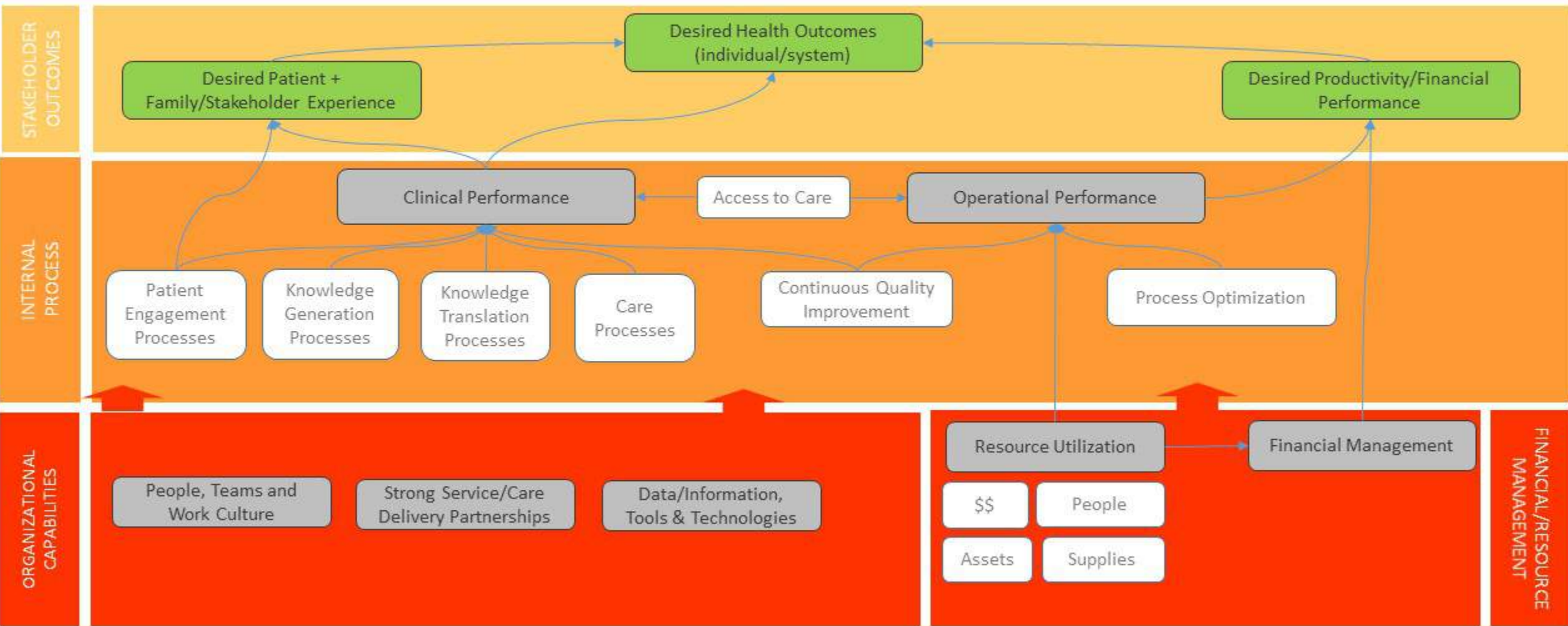
- Human Capital
- Infrastructure & Technology
- Culture



MISSION

VISION
20XX

OUR STAKEHOLDER PROMISE:



CORE
VALUES

What will drive margins?

- Grow services for which we can deliver excellent outcomes

How?

- By providing personal care to our targeted population
- By providing easy access to our services

What should our process focus be?

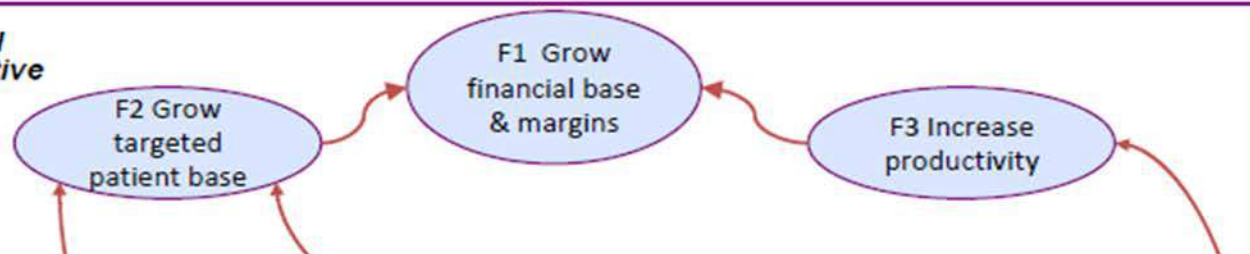
- Keep patients informed throughout the process
- Deliver a personal experience that focuses on the individual and his/her needs
- Streamlines inefficient clinical and administrative processes

Will our people be prepared to do that?

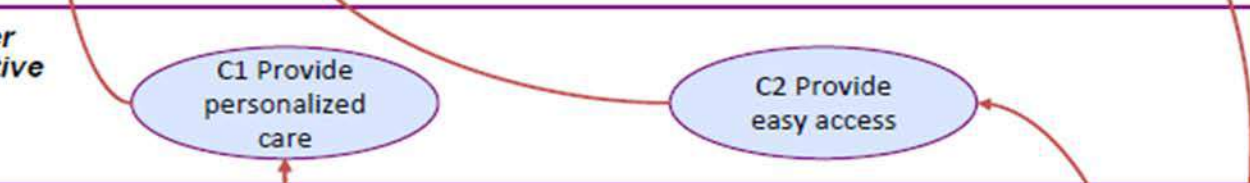
- Yes, if we hire and develop people that focus on customer service
- Yes, if we reward the team for focusing on customer service and the strategy
- Yes, if we provide the team the tools they need to do their job well

Mission: To provide top-notch healthcare to our community.

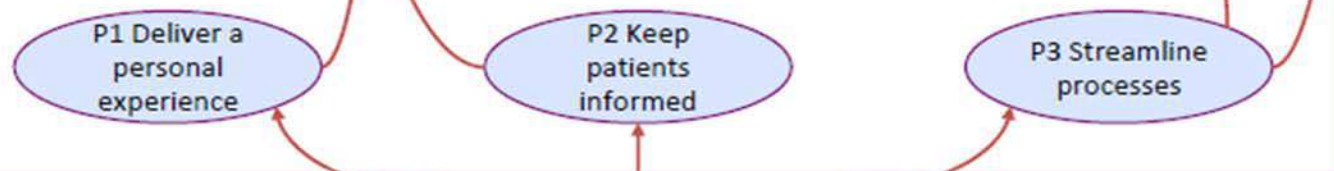
Financial Perspective



Customer Perspective



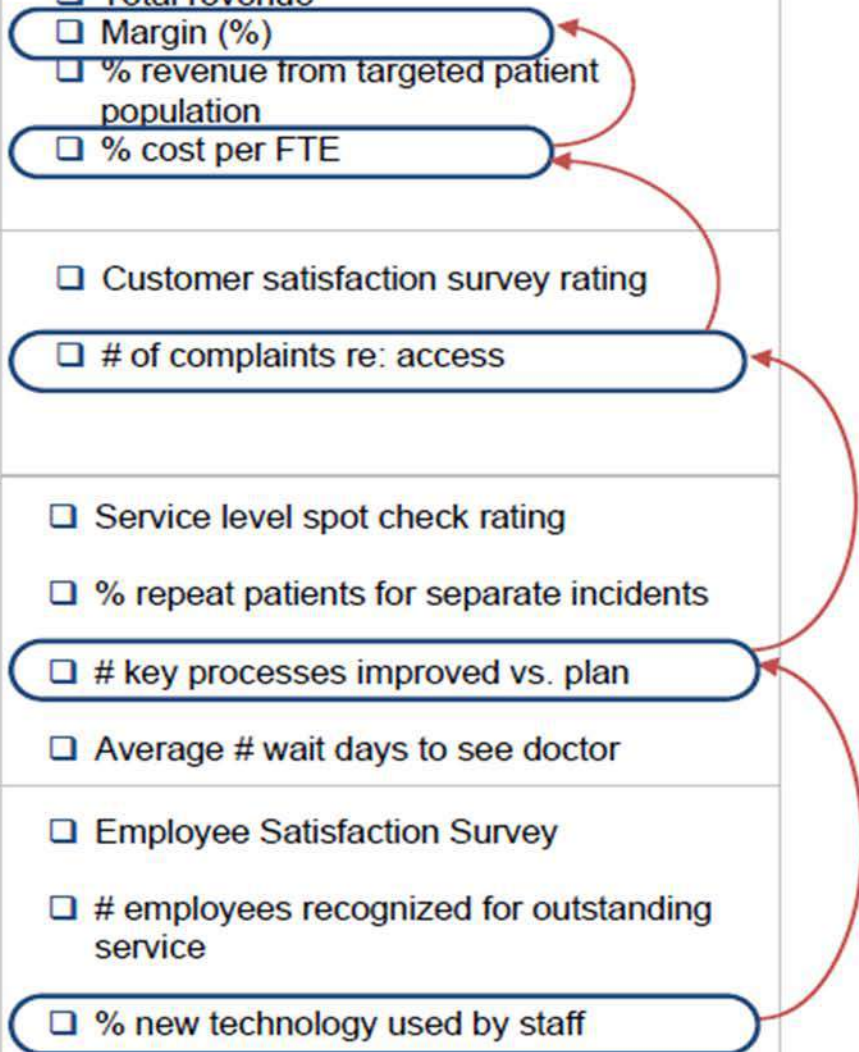
Process Perspective



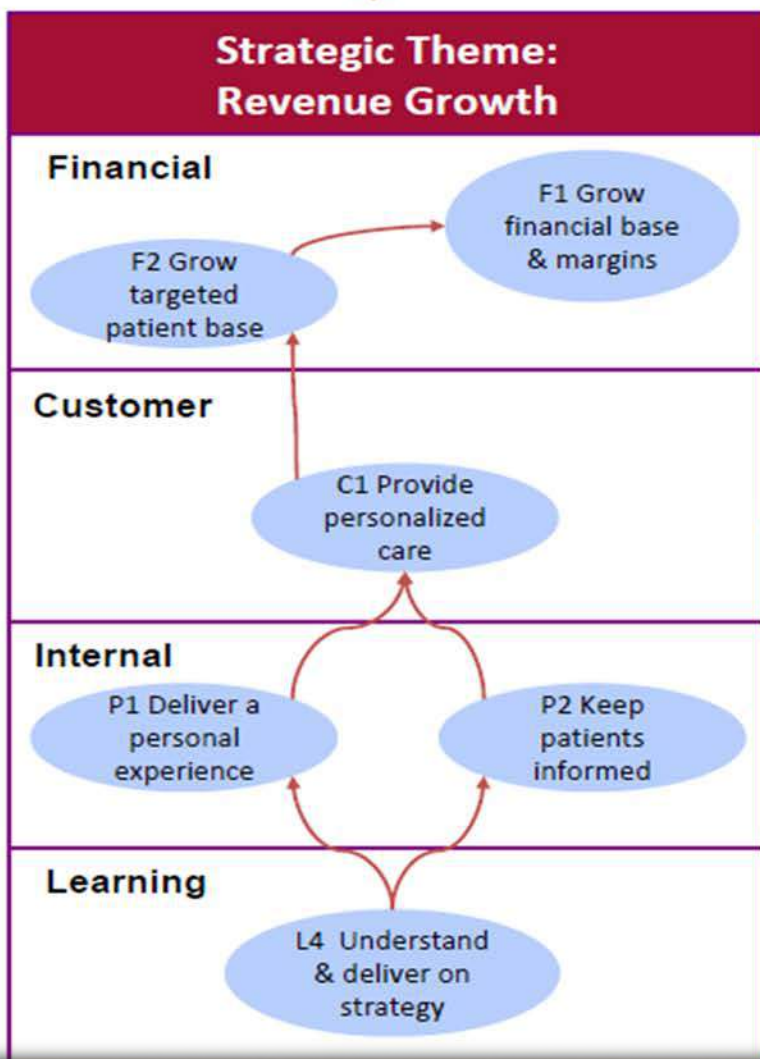
Talent and Technology Perspective



	Strategic Objectives	Strategic Measures
Financial	<p>F1 – Grow financial base & margins</p> <p>F2 – Grow targeted patient base</p> <p>F3 – Increase productivity</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Total revenue <input type="checkbox"/> Margin (%) <input type="checkbox"/> % revenue from targeted patient population <input type="checkbox"/> % cost per FTE
Customer	<p>C1 – Provide personalized care</p> <p>C2 – Provide easy access</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Customer satisfaction survey rating <input type="checkbox"/> # of complaints re: access
Process	<p>P1- Deliver a personal experience</p> <p>P2 -Keep patients informed</p> <p>P3 -Streamline processes</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Service level spot check rating <input type="checkbox"/> % repeat patients for separate incidents <input type="checkbox"/> # key processes improved vs. plan <input type="checkbox"/> Average # wait days to see doctor
Talent & Technology	<p>L1 – Hire & develop the best</p> <p>L2 – Reward our team</p> <p>L3 – Provide technology & resources</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Employee Satisfaction Survey <input type="checkbox"/> # employees recognized for outstanding service <input type="checkbox"/> % new technology used by staff



Strategy Map: Diagram of the cause-and-effect relationships between strategic objectives



Statement of what strategy must achieve and what's critical to its success

How success in achieving the strategy will be measured and tracked

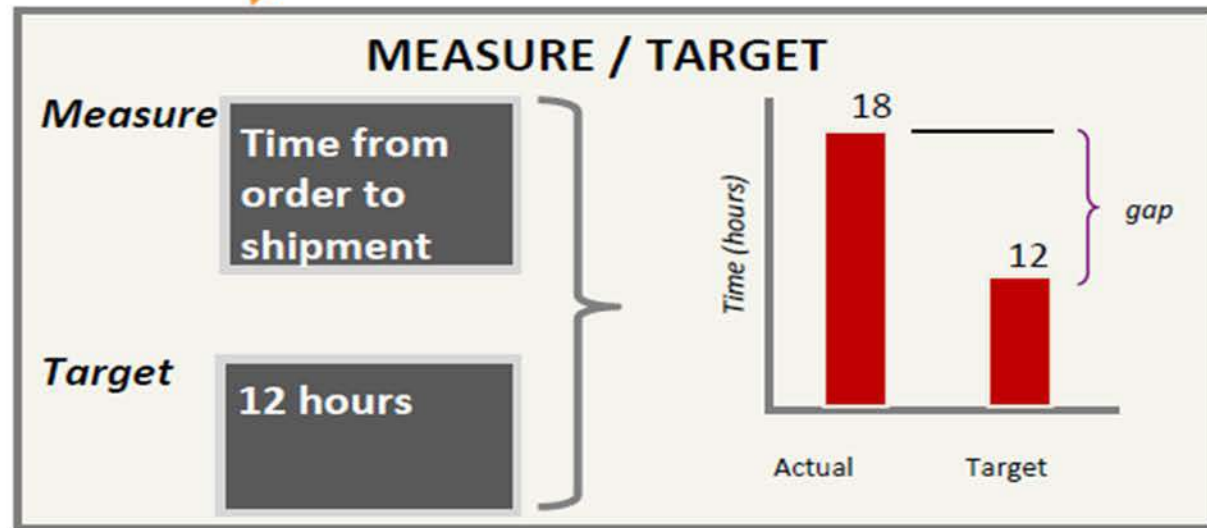
The level of performance or rate of improvement needed

Key action programs required to achieve objectives

Objectives	Measurement	Target	Initiative
<ul style="list-style-type: none"> Keep patients informed 	<ul style="list-style-type: none"> Service level spot check rating 	<ul style="list-style-type: none"> 2014 3.8 2015 4.2 2016 4.6 	<ul style="list-style-type: none"> Customer service training

OBJECTIVE
Improve Order
Fulfillment

*Objectives articulate the
components of our strategy*



*Measures and targets track our progress
toward achieving and communicating the
intent of the objective.*

INITIATIVE
Implement automated
order management
system

*Initiatives help close the gap
between our current and
desired performance.*

Strategy map and BSC links long term strategy and measures to operational planning & budgeting.

Strategy

Tactics

“Leadership”

“Management”

Longer Term (3-5 year) View

Shorter Term (Annual and Monthly) View

Mission	Vision	Strategy Map	Objectives	Measures	Targets	Initiatives	Milestones	Accountable	Resource Alloc	
To provide top-notch healthcare to our community	Be the community hospital of choice		Financial	<ul style="list-style-type: none"> Grow high-margin service 	<ul style="list-style-type: none"> % revenue from high-margin services 	<ul style="list-style-type: none"> '14 xx% '15 xx% '16 xx% 				
			Customer	<ul style="list-style-type: none"> Provide personalized care 	<ul style="list-style-type: none"> Customer satisfaction survey rating 	<ul style="list-style-type: none"> '14 xx% '15 xx% '16 xx% 	<ul style="list-style-type: none"> Develop organization-wide survey 	<ul style="list-style-type: none"> Survey drafted by 6/14 	<ul style="list-style-type: none"> Marketing Team 	<ul style="list-style-type: none"> \$ xxxx
			Process	<ul style="list-style-type: none"> Keep patients informed 	<ul style="list-style-type: none"> Service level spot check rating 	<ul style="list-style-type: none"> '14 xx% '15 xx% '16 xx% 	<ul style="list-style-type: none"> Electronic notes project 	<ul style="list-style-type: none"> Complete by 2014 All patients logged in 	<ul style="list-style-type: none"> Dept. Chairs 	<ul style="list-style-type: none"> \$ xxxx
			Learning	<ul style="list-style-type: none"> Provide technology & resources 	<ul style="list-style-type: none"> % new technology used by staff 	<ul style="list-style-type: none"> '14 xx% '15 xx% '16 xx% 	<ul style="list-style-type: none"> Learning assessment project 	<ul style="list-style-type: none"> Deadline met 	<ul style="list-style-type: none"> HR Committee 	<ul style="list-style-type: none"> \$ xxxx

All columns to the right support columns on the left

Mission: SMDC brings the soul and science of healing to the people we serve

Vision: Working together with our patients and communities, we are creating the next generation of integrated healthcare

C1 SMDC provides me with responsive, personalized care

C2 SMDC provides me with safe, effective and efficient care

C3 SMDC is a good steward of my health care dollars

Our processes will increase productivity

Service Excellence

P1 We will provide easy, timely, coordinated access

Clinical Quality

P4 We will deliver safe, coordinated care through teams that include the patient to achieve best outcomes

Operational Performance

P5 We will excel in efficient and effective operations

Innovation

P6 We will create products and services that add value

P2 We will design and develop sustainable, integrated healthcare models

P3 We will leverage research and education to advance the services and reputation of SMDC

Our culture will engage and empower people

L1 We will recruit, develop and retain talented people

L2 We will support business and clinical operations through technology

L3 We will create a culture that engages and connects all of us to our mission

L4 We will engage physician and administrative leaders as partners in success

Together we will achieve an operating free cash flow to sustain our Mission and achieve our Vision

F1 We will prioritize resource allocation on defined patient populations to grow additional sources of profitable income

F2 We will reduce expenses

F3 We will align the funding of health care with the way we deliver care

F4 We will align philanthropic activity with SMDC strategy

Strategic Metric Analysis

C1: Pt Satisfaction Overall Quality of Care at all Entities	●
C2: # Adverse Health Events	●
C3: Total expense per RVU	■
P1: % of Providers with 3rd Next Available Appointment within 48 Hrs	■
P2: # New integrated healthcare systems established	●
P3: % Growth of grant apps in SMDC defined research focus area	■
P3: # Quality-driven CME activities evaluated on Level Four	■
P4: % DC pts w/optimal diabetes control	●
P4: % SMDC Core Measures meet/exceed CMS/TJC best practice	●
P5: People Cost Ratio	■
P5: Supply Cost Ratio	●
P6: Incremental Revenue	●
L1: % MDs recruited in key growth/priority areas	●
L1: % Employee retention rate	■
L1: % MD retention rate	●
L2: # pts conducting e-visits	●
L3: # of people completing Process Excellence training	■
L3: Vital Signs supervisor effectiveness score	●
L4: % Leaders attending Leaders Development Opportunities	●
F1: Non-governmental payor mix	■
F1: Increase in unique patients	●
F2: Operating Margin	●
F2: Free Cash Flow	●
F3: Pay-for-Performance	■
F4: Philanthropy \$ rovd. as % of Net Revenue	●

Vision: Freedom from disabling conditions

Mission: To provide leadership, institutions and services to restore and improve the health of children through care and programs not readily available, with one high standards of quality and distinction regardless of the recipient's financial status.

That supports
Our Mission

Ensuring
stewardship of
the trust and
assured financial
strength

Stewardship

S01. Achieve 14% EBIDA to support our strategic goals

Sources of Funds

Uses of Funds

S02. Achieve growth through delivery of impactful services in WI and the MN

S03. Grow profitable services and minimize losses from unprofitable services

S04. Maximize value from targeted partnerships and acquisitions.

S05. Optimize return on existing and future real estate assets.

S06. Achieve operational efficiency without compromising clinical quality.

Customers

C01 - Communities: "Be a catalyst for change, as well as a trusted resource for improving children's health"

C02 - Children and Families: "Create an environment where each child is treated as if they were your own"

That provide a
uniquely
satisfying
customer
experience

Processes

Impact & Community

P01 - Expand our reach in Minnesota and Wisconsin to ensure vitality and viability

P02 - Create an integrated system of children's health

P03 - Working with community partners and government, influence issues and drive change relevant to child health and wellness

P04 - Improve children's health through research and education

Service & Quality

P05 - Assure service excellence in order to provide a compassionate, personalized and informed experience

P06 - Achieve exceptional outcomes through coordinated, evidence-based care, health promotion and improved clinical processes

P07 - Leverage technology for process improvement, enhanced quality, safety and service excellence

P08 - Partner with physicians and other care providers to create an efficient and effective environment for care

Efficiency & Environment

P09 - Create and enhance physical environments that are patient-centered, and support excellent care

P10 - Assure that operations are efficient and effective

P11 - Allocate financial and capital resources for efficiency and effectiveness

To deliver
the
Strategic
Processes

We will
enable
our
People

People & Learning

L01 - Recruit & retain the right people in the right seats

L02 - Assure a highly skilled workforce

L03 - Align, reward, and encourage our Associates' passion for excellence

L04 - Value diversity and foster a culture of trust by living our core values

OBJECTIVE		MEASURE			INITIATIVE	
P01	Assure service excellence & optimize the customer experience by continuously improving process flow and interaction		P1A P1B P1C	# of patients admitted to hospital Average length of stay (days) Average time of discharge (HH:MM)	 	New patient scheduling & planning, budgeting & forecasting system roll-out
P02	Build a meaningful partnership with physicians to enhance the continuum of care		P2A	% of physicians participating in task forces, leadership committees, etc.		Physician project management training initiative
P03	Communicate our brand & capabilities as an academic health center to meet the community's healthcare needs		P3A	% of facilities/departments that meet brand "standards"		Brand development initiative Welcome Center build-out
P04	Achieve exceptional outcomes through coordinated, evidence-based care, health promotion, & improved clinical processes		P4A P4B P4C	% infection rate Clinical outcomes index rating % of providers trained in evidence-based medicine	 	EMR implementation project Provider evidence-based medicine training program
P05	Achieve outstanding patient safety and quality of care		P5A P5B	# of falls Hand washing rate	 	Hand washing training program
P06	Optimize utilization of our capital & human assets to operate efficiently		P6A	Budgeted strategic initiatives that follow the planning criteria		Initiative management process redesign
P07	Improve efficiency and reduce cost of non-clinical processes		P7A P7B P7C	# of targeted business processes improved vs. plan # of billing lines collected in 120 days	 	Billing software implementation

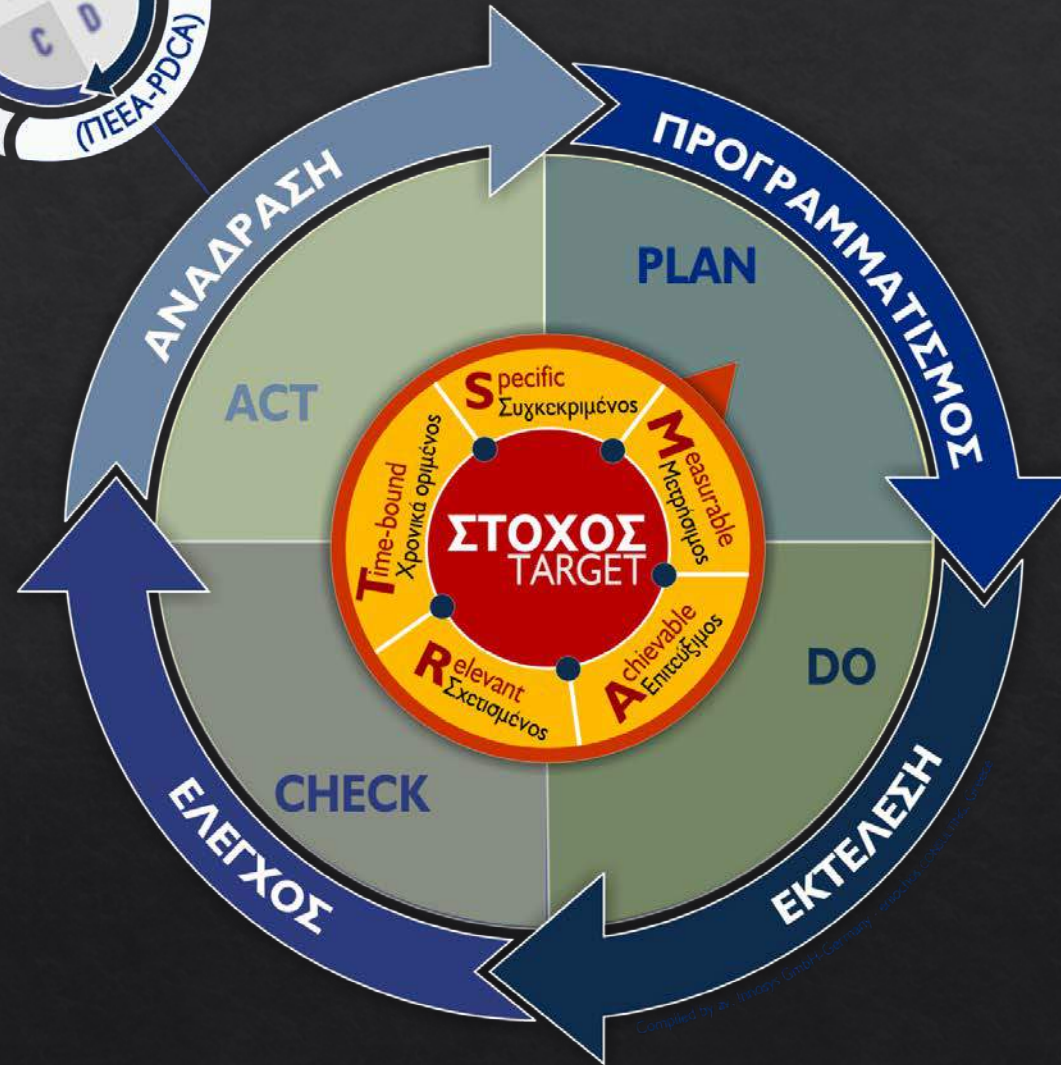
Align employees to the strategy: Four HR processes





Στόχοι

Καθορισμός SMART Στόχων



Παραδείγματα Ορισμών

Specific	Measurable	Achievable	Realistic	Timely
S	M	A	R	T
G	O	A	L	S
What do you want to do?	How will you know when you've reached it?	Is it in your power to accomplish it?	Can you realistically achieve it?	When exactly do you want to accomplish it?

Παραδείγματα Ορισμών

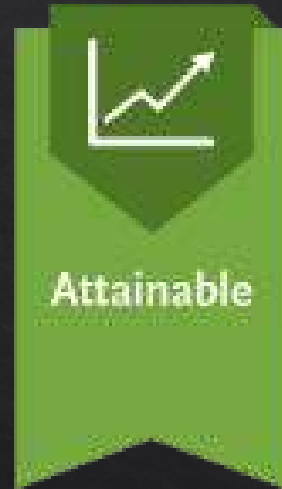
S



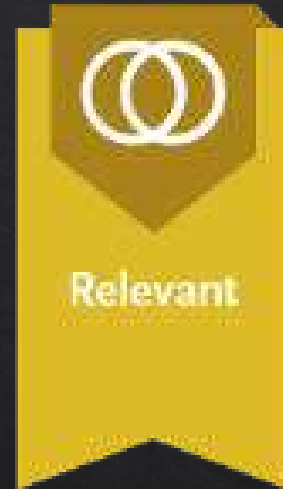
M



A



R



T



Χαρακτηριστικά «έξυπνων» Στόχων

S Συγκεκριμένοι

- Οι Στόχοι πρέπει διατυπωθούν απλά
- Να απαντάνε στο «Τι, Ποιος, Που, Γιατί»

M Μετρήσιμοι

- Η επίτευξη των Στόχων πρέπει να μπορεί να μετρηθεί με συγκεκριμένους Δείκτες.

A Επιτεύξιμοι

- Οι Στόχοι πρέπει να είναι φιλόδοξοι αλλά ταυτόχρονα και ρεαλιστικοί.

R Σχετικοί

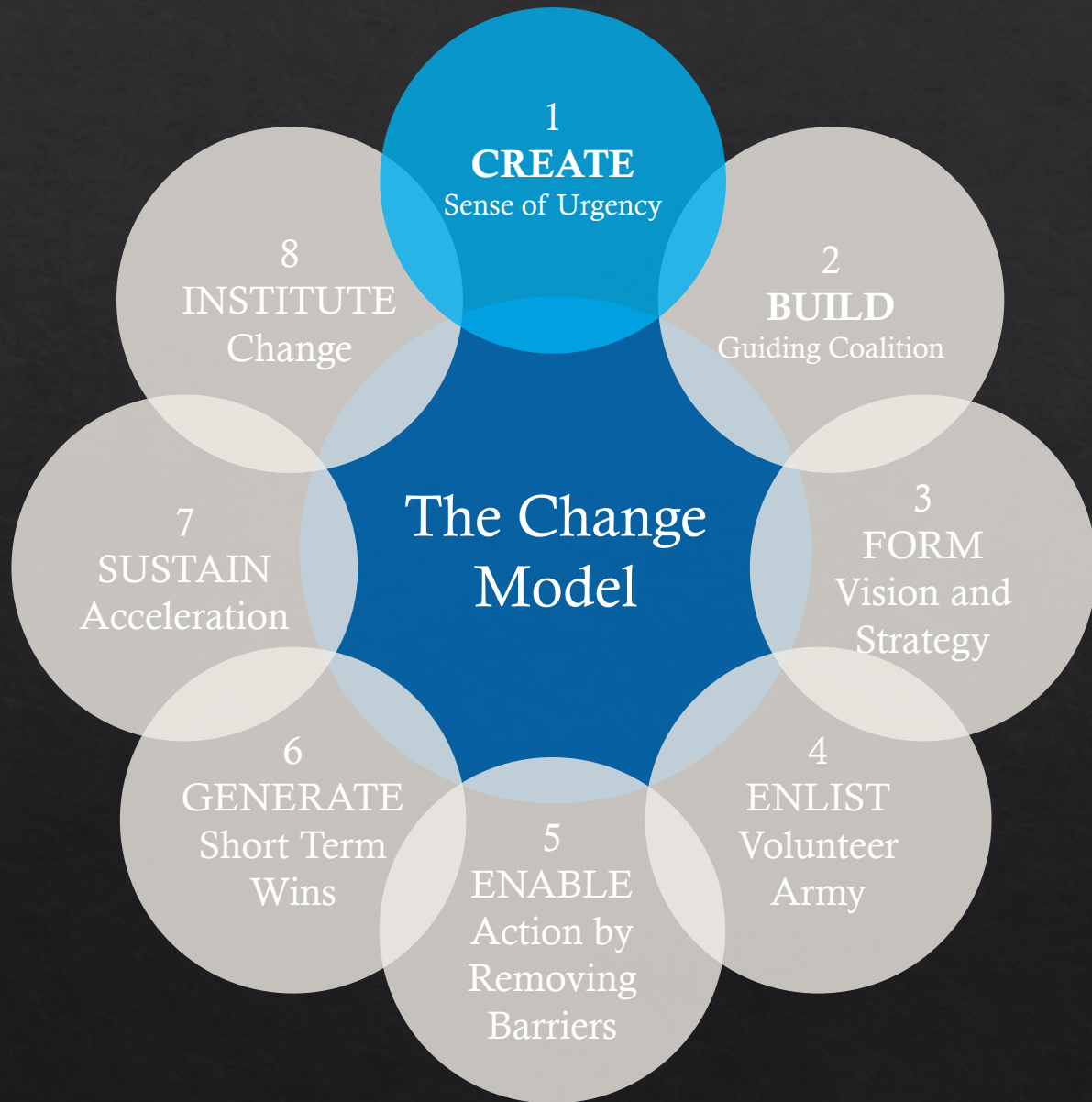
- Οι Στόχοι θα πρέπει να σχετίζονται με Σκοπούς και συγκεκριμένες Διαδικασίες.

T Χρόνος

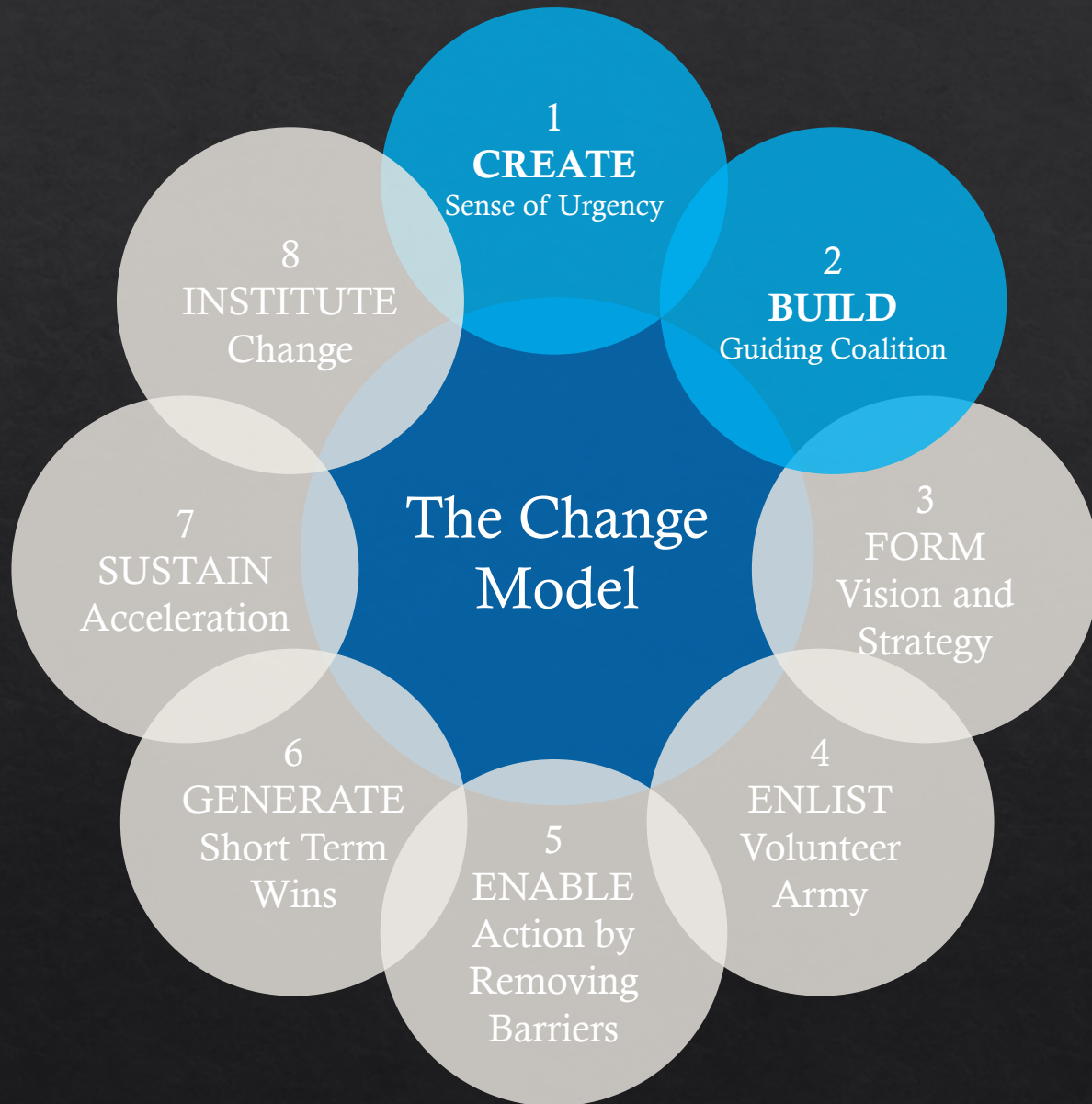
- Οι Στόχοι πρέπει να έχουν συγκεκριμένο χρονοδιάγραμμα υλοποίησης.

“Change before you have to”

Jack Welch



Kotter's 8 Step Model



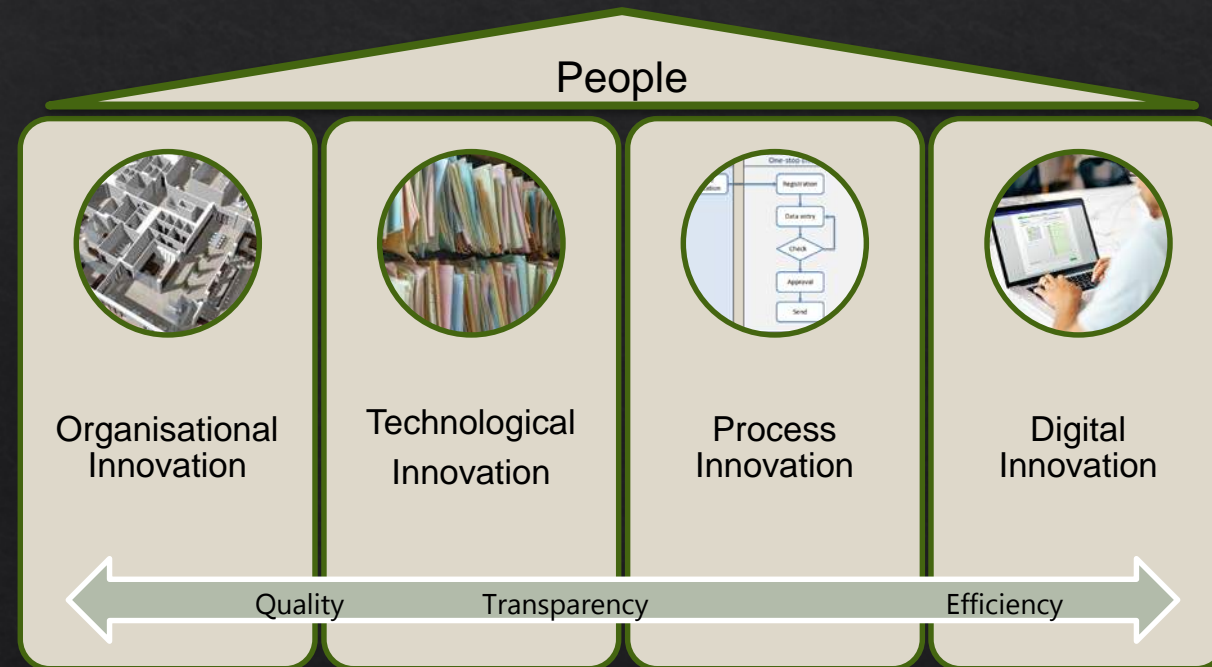
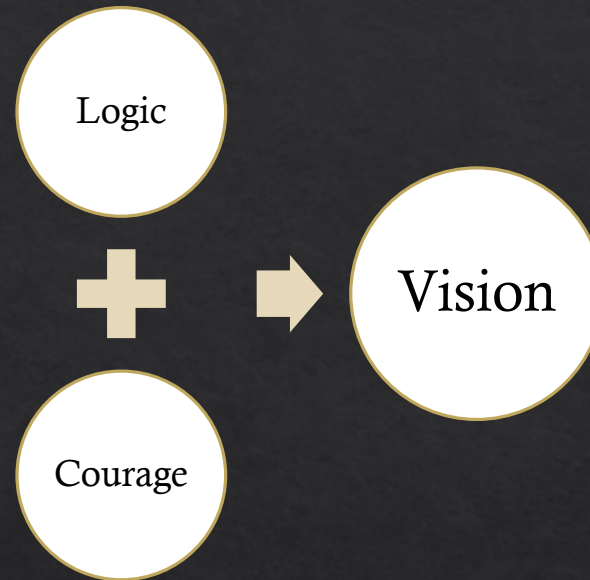
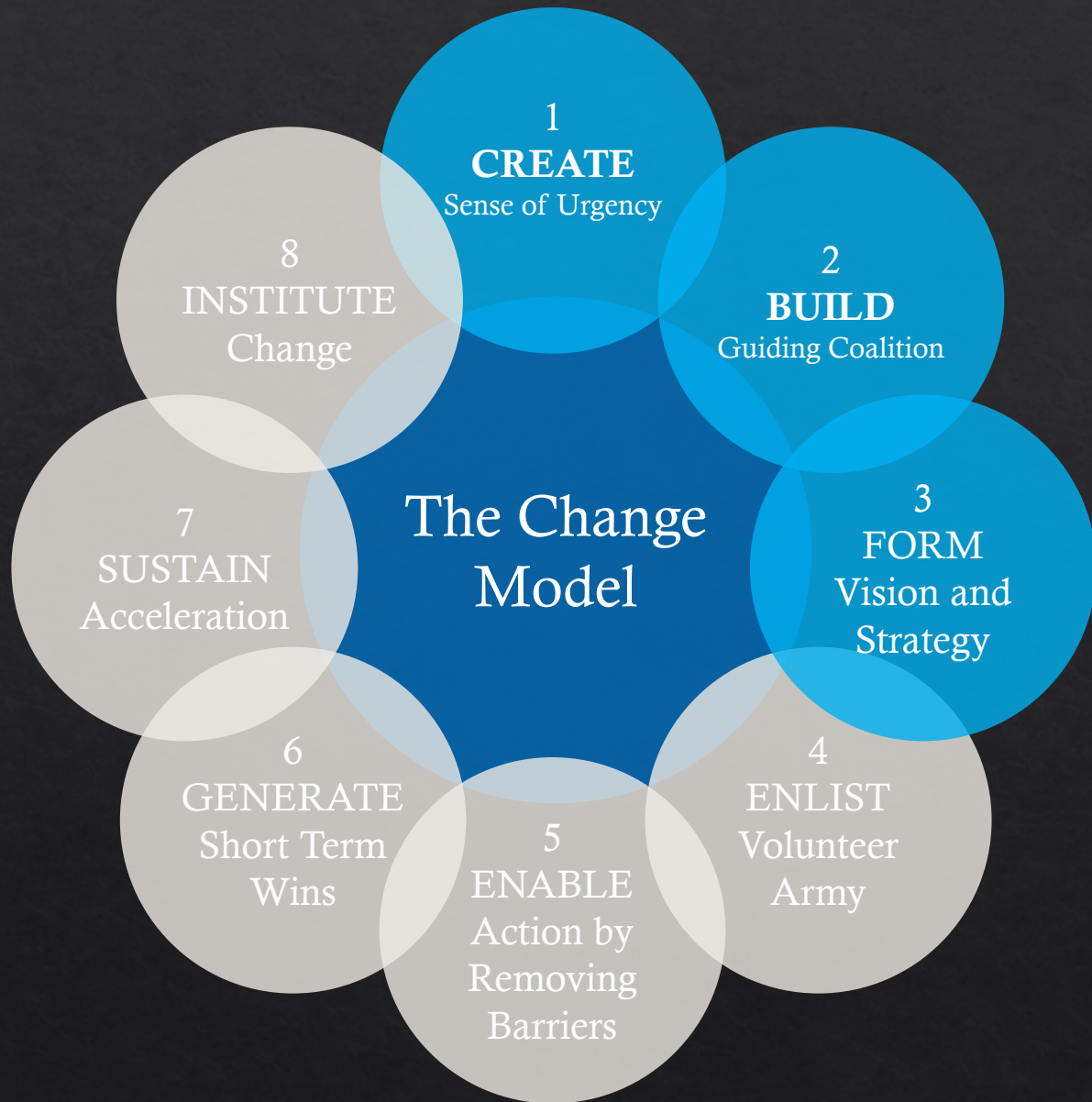
“Δεν υπάρχουν ιδέες, υπάρχουν άνθρωποι που κουβαλούν τις ιδέες, κι αυτές παίρνουν το μπόι του ανθρώπου που τις κουβαλάει.”



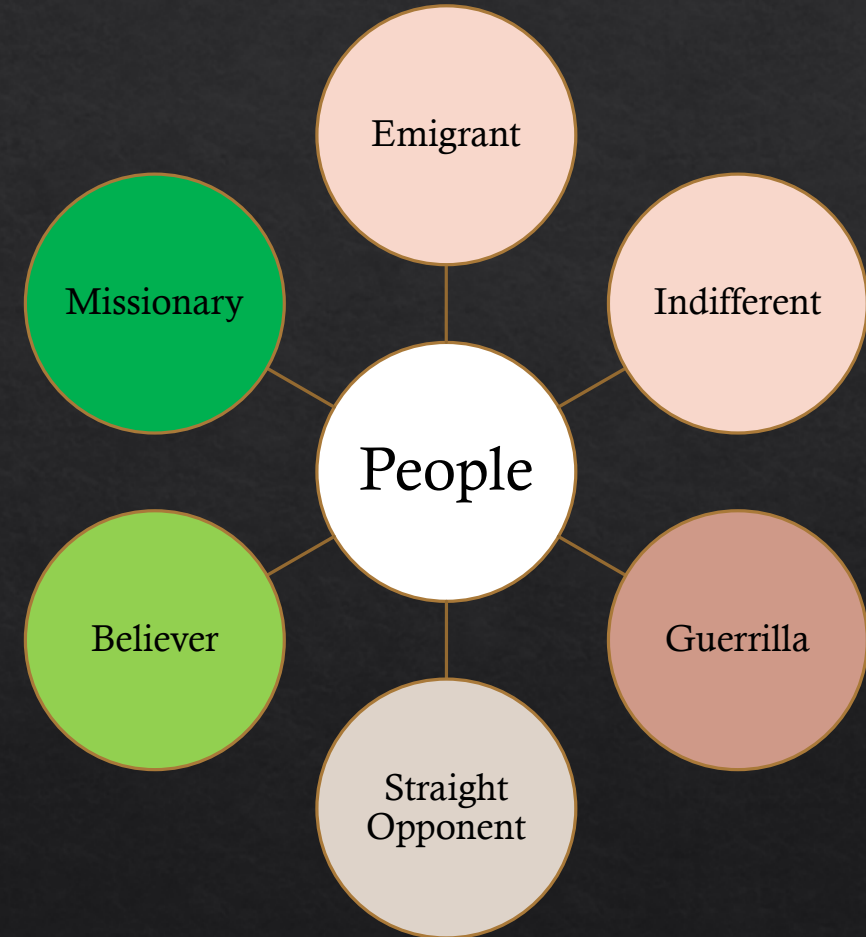
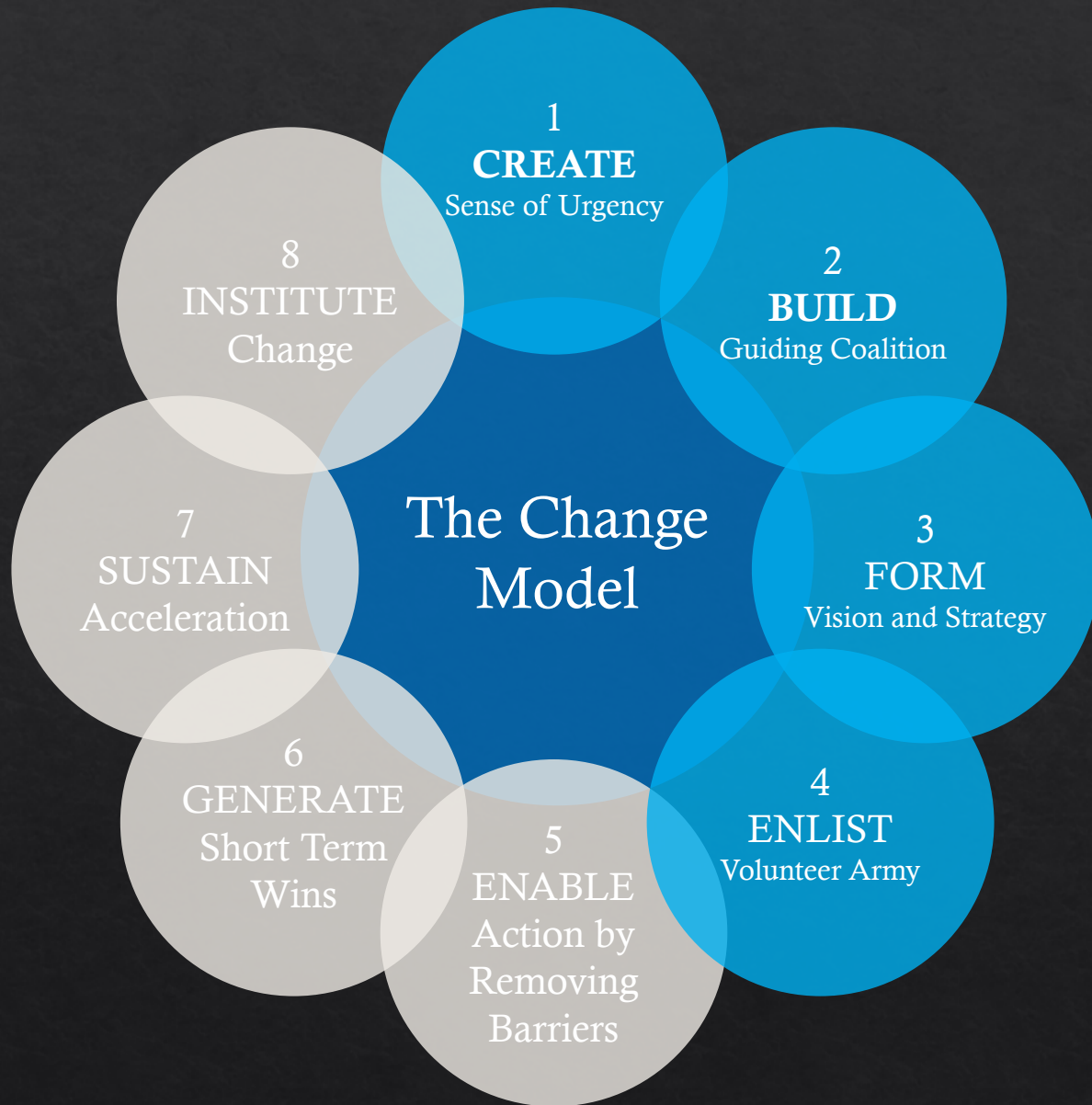
“Ideas exist only because they are carried by people who grant them their own human height.”

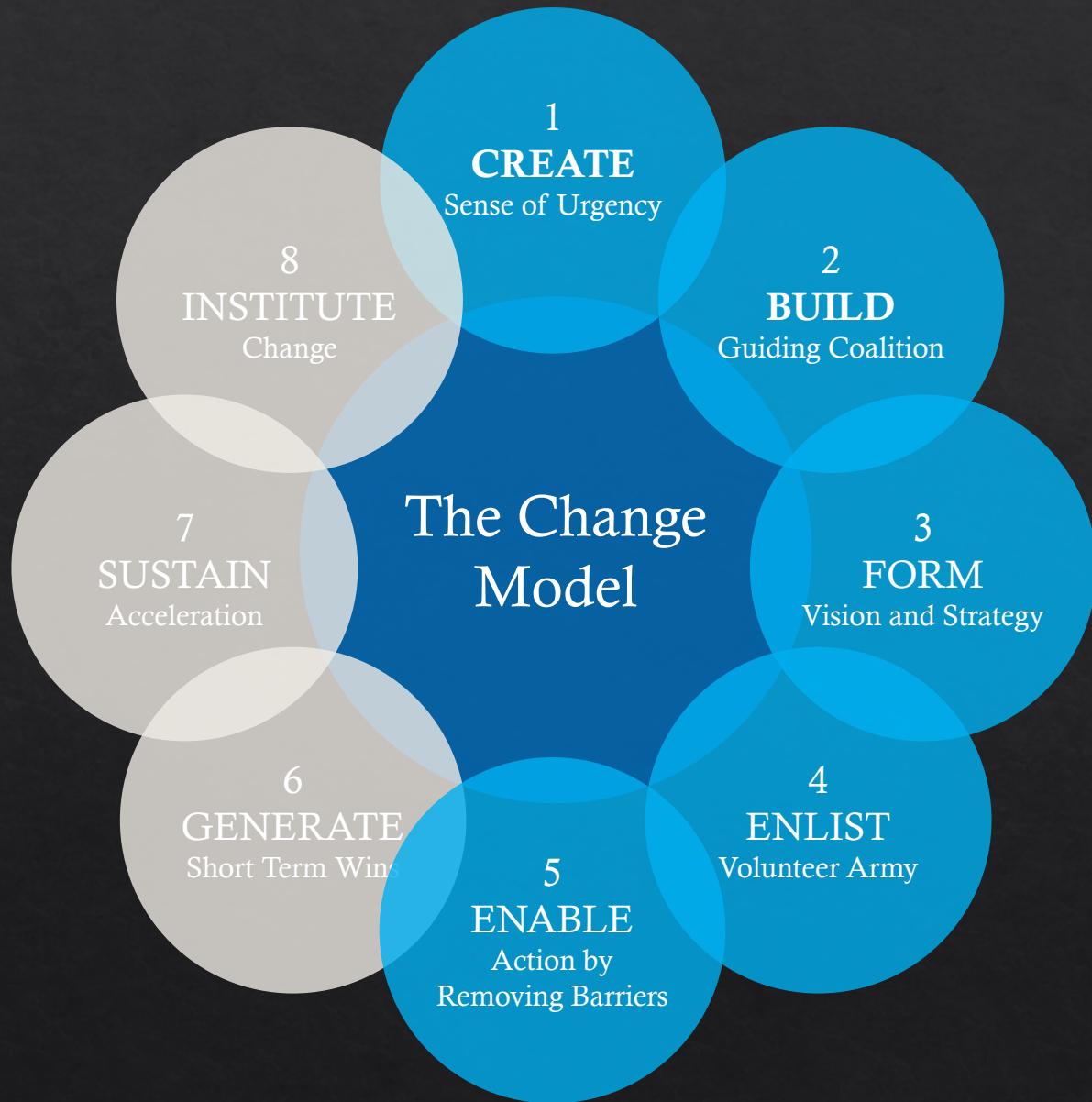
(Nikos Kazantzakis)

Kotter's 8 Step Model



Kotter's 8 Step Model

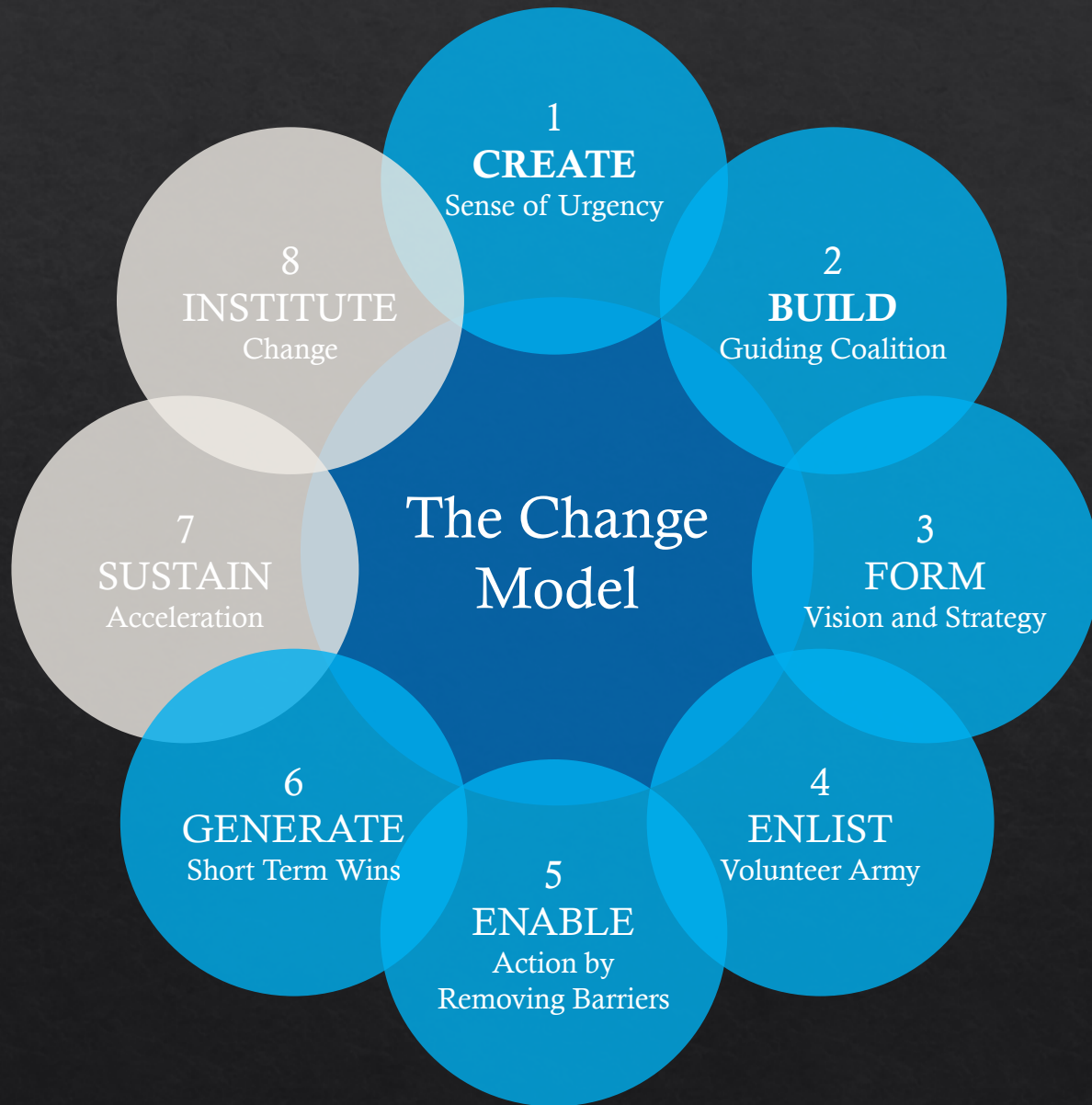




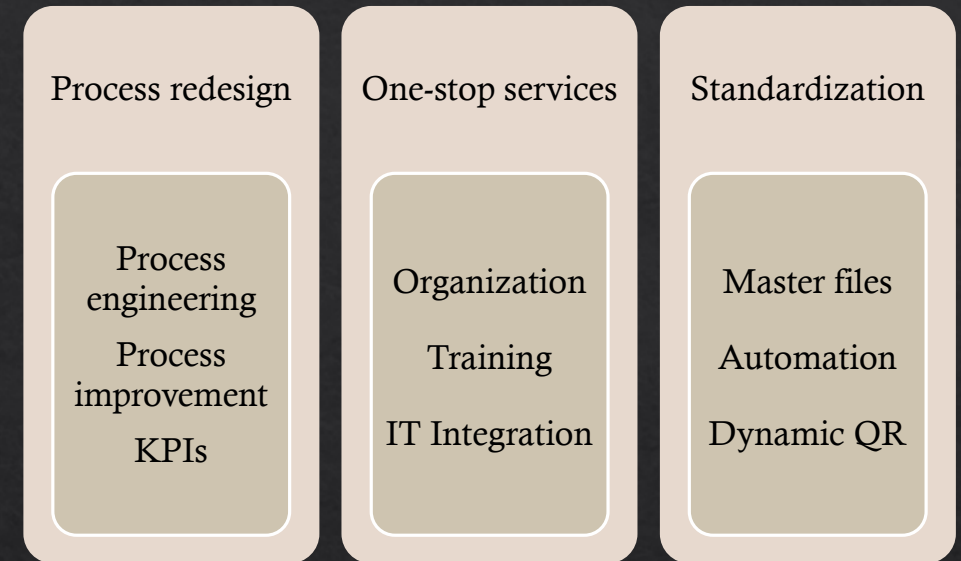
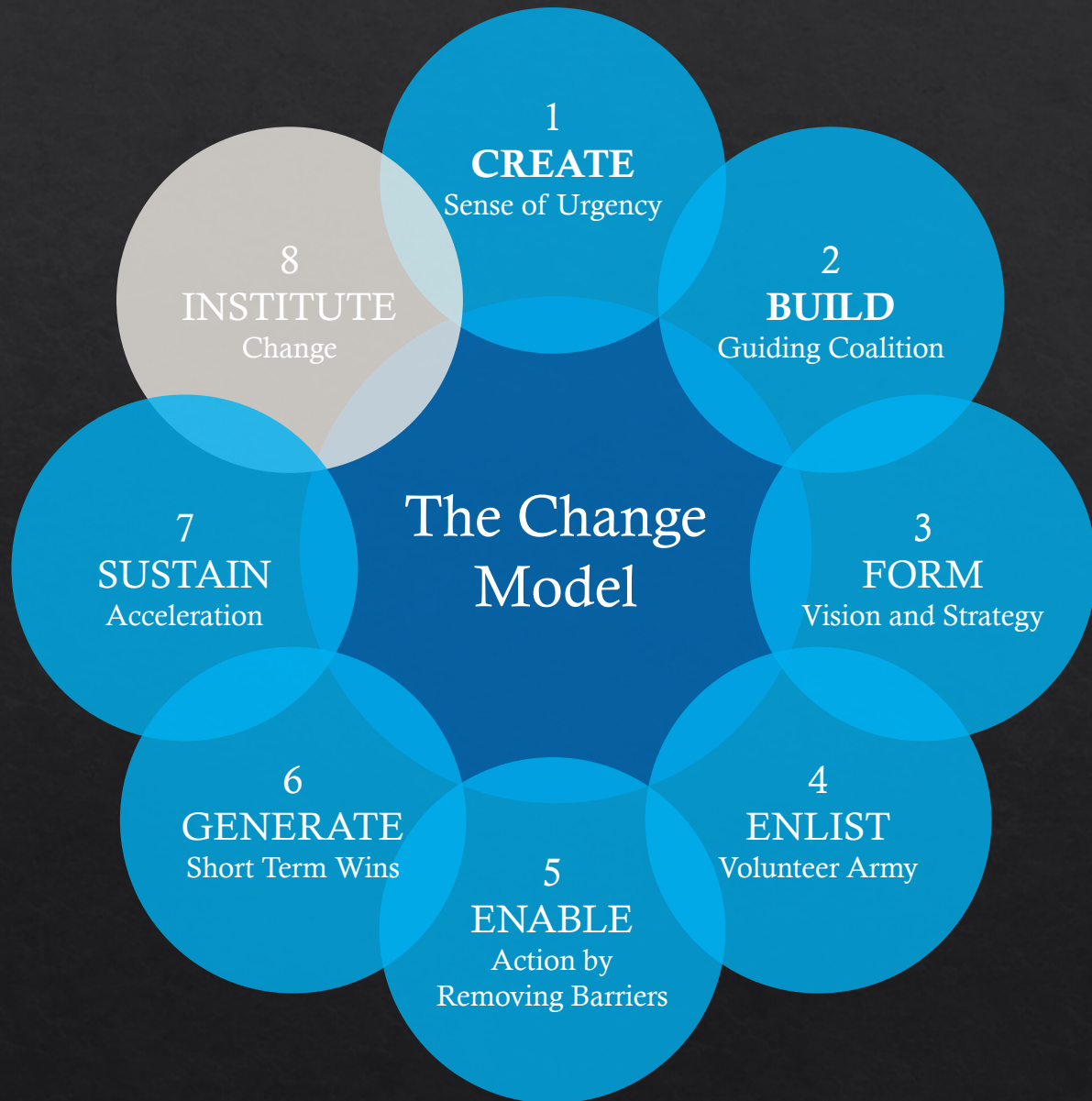
*Laistrygonians and Cyclops,
wild Poseidon—you won't encounter them
unless you bring them along inside your soul,
unless your soul sets them up in front of you.*

(Ithaca, Cavafy)

Kotter's 8 Step Model



Kotter's 8 Step Model



Τμήμα αδειών οδήγησης | Διεύθυνση Μεταφορών & Επικοινωνιών Περιφέρειας Κρήτης - Π.Ε. Ηρακλείου | Τμήμα αδειών κυκλοφορίας

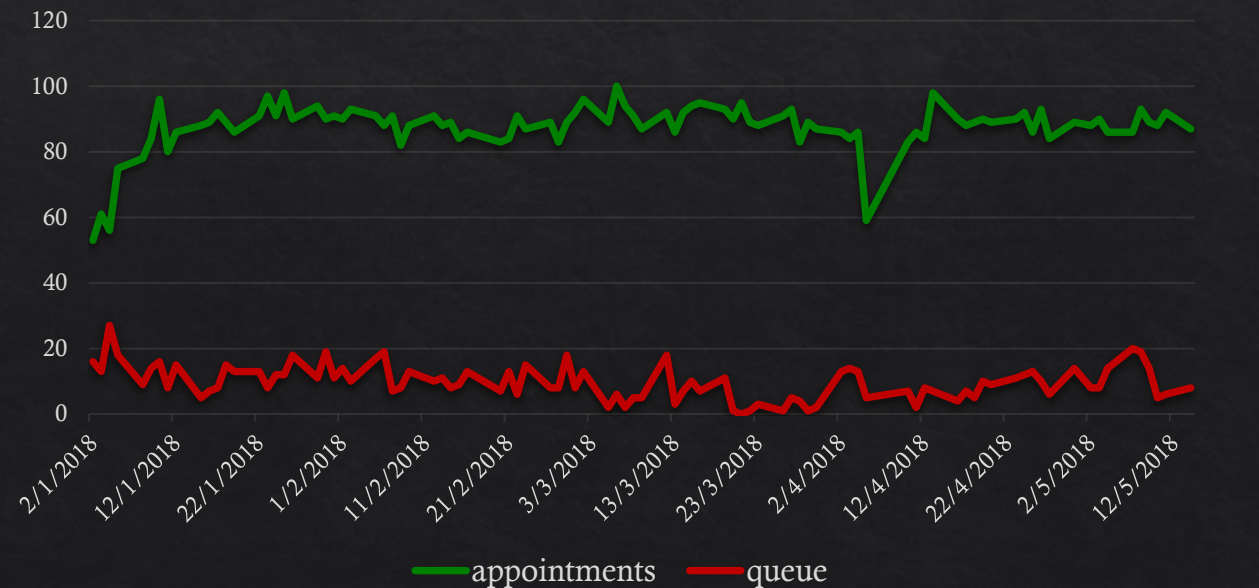
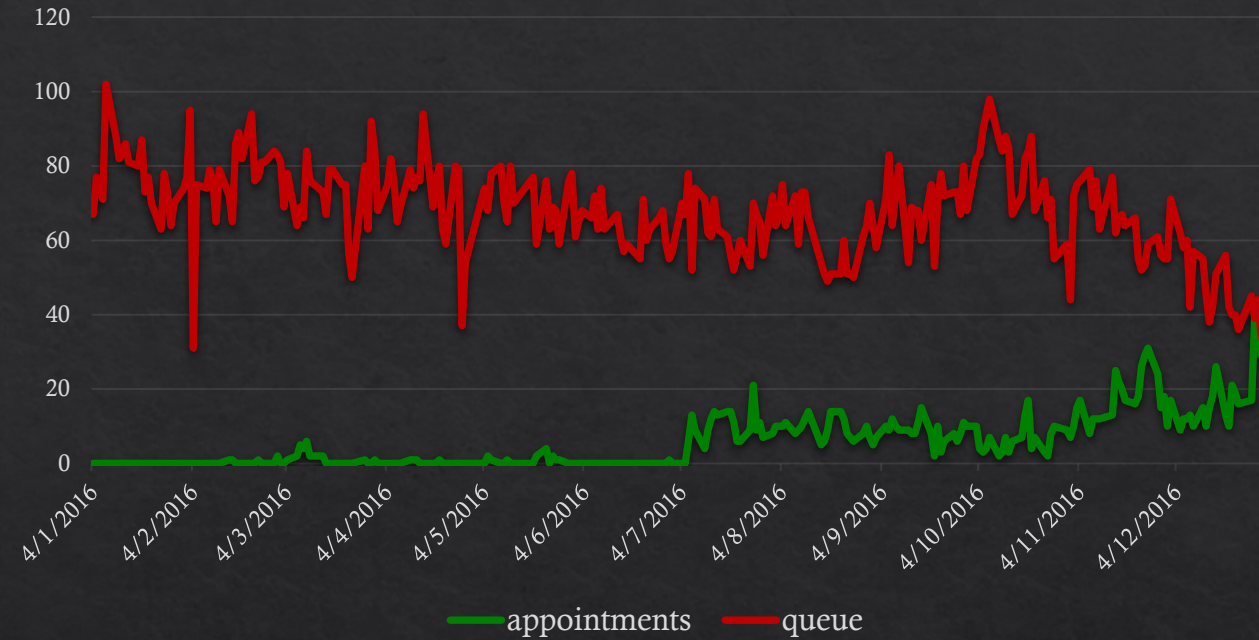
Αριθμός	Γραφείο	Αριθμός	Γραφείο
2	A3	77	B3
1	A1	50	B2
—	—	51	B1
—	—	—	—

Τμήμα αδειών οδήγησης
Εκτιμώμενος χρόνος αναμονής
⌚ 0 λεπτά

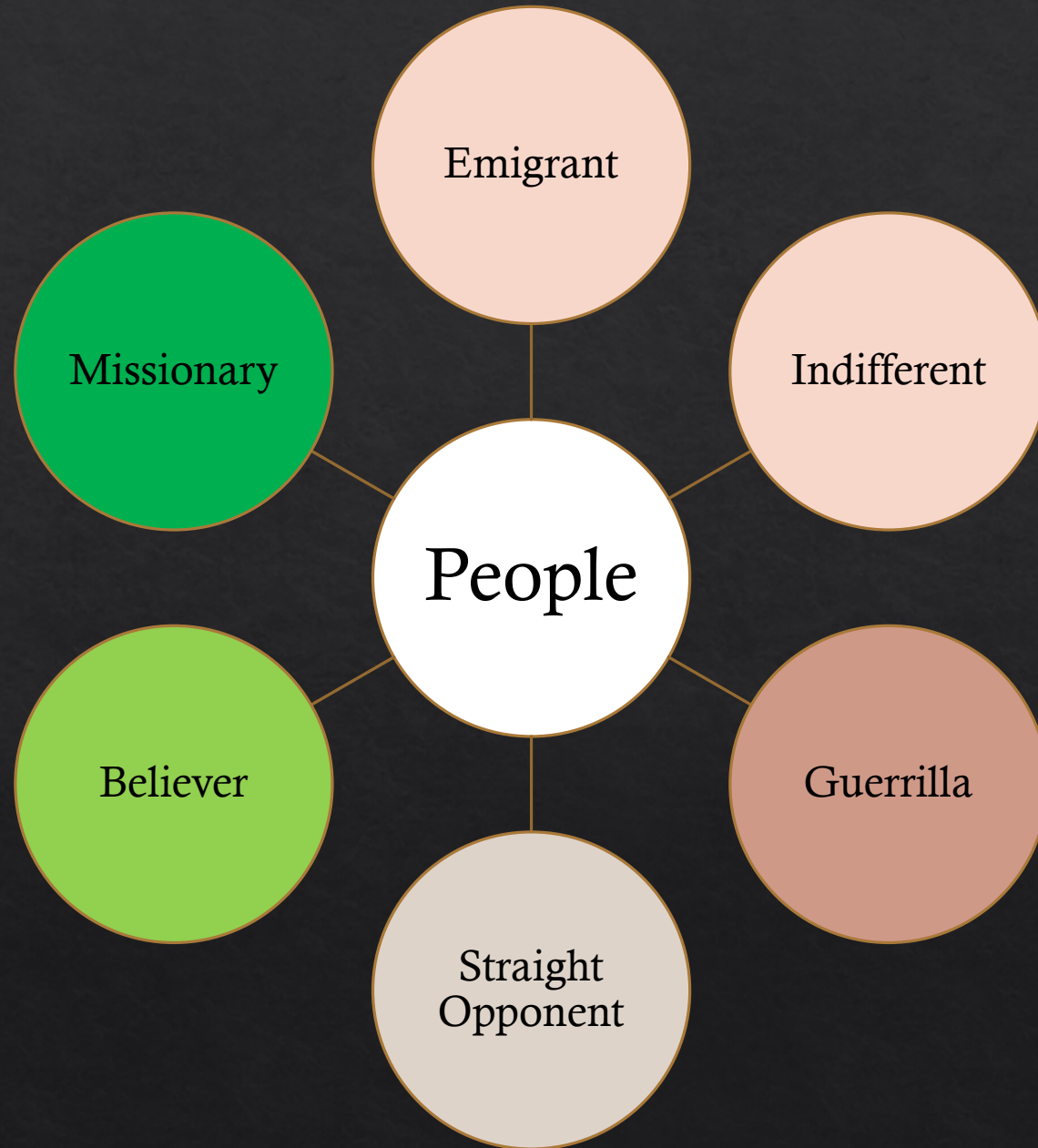
Τμήμα αδειών κυκλοφορίας
Εκτιμώμενος χρόνος αναμονής
⌚ 45 λεπτά

ΠΕ-ΠΠ
Πρόγραμμα Έρευνας & Τεχνολογίας
Υποστηρίξιμη Πληροφορική

Kotter's 8 Step Model



Not only followers in a change process...



Σε θυελλώδεις καιρούς
άλλοι χτίζουν τείχη,
και άλλοι ανεμόμυλους...

(Antoine de Saint-Exupéry)

