

Understanding the Nature of Best-Known Success Patterns & Human Behavior

To truly derive the benefit from being exposed to Best-Known Success Patterns, it is important to become aware of typical human behavior when innovations are presented, especially from external/non-resident sources.

Virtually all Best-Known Success Patterns pass through 3 stages:

1. **Ridicule** - The idea is mocked and discounted or not taken seriously.
2. **Contempt** – The idea is openly attacked as long-held beliefs are challenged.
3. **Acceptance** – The idea is accepted as routine and “the norm” as its value is “self-evident.”

If one reviews the discovery of penicillin, the benefits of hand washing or the idea that the world is not flat you would find that they all passed through these stages. Rather than dismissing new ideas, perhaps a more considered opinion could be achieved from a state of Humility and a spirit of openness... as the new idea may hold the potential to enhance your respective organization enormously.

MVI does not like the phrase “Best Practice” as it is somewhat arrogant. We favor “Best Known Practice” with no assumption that it is the “ultimate” or “final” discovery of an improvement in an organizational context.

Most Best-Known Success Patterns are not common or are widely adopted. Otherwise, they would not be called “best” as this is a comparative determination. These ways of operating tend to be “Outlier” practices that differ from the majority. Therefore, by definition, “Best-Known Success Patterns” will tend to pass through these stages despite our best efforts in nearly all settings. Perhaps we can mediate these phases via self-awareness.



Why do people often have **implementing Model Practice**

uncommon to virtually all Best Known Practices from use of penicillin to the idea
washing hands decreases infections... All revolutionary ideas...

1. Unfamiliarity – Humans gravitate to the
We are habit-creatures...and new habits or thinking
courage.

2. Lack of Confidence/Belief i
– Implementers lack the experience of seeing the pr
MVI is not theory-based or academic...but pragmati
have direct or observed experience which gives us i



**The topic of the
Nature of Best-Known
Success Patterns is a
topic Teachers
should know well as
the vehicles of
change... It is both an
Emotional as well as
an Intellectual
understanding.**



Intelligence can be Defined as Pattern Recognition

Intelligence can be defined as “Pattern Recognition.” Observance of Nature indicates that Life on this planet is patterns. Spring follows Winter and Fall follows Summer. It rains, then it stops raining. The Sun rises in the East and sets in the West. Protoplasm and chlorophyll live, grow and die. Pattern Recognition has survival and profit value, therefore it is practical. These patterns occur at different rates of speed. Slow or ultra-fast patterns are difficult to recognize. Therefore, what appears to be random is most likely a slow-moving pattern. i.e. – an enormous meteor striking the planet. The ability to predict the future allows for planning and preparation. Pattern Recognition can be applied to an individual or organization or group. Intelligence would perhaps be inclined to recognize that it takes less energy to “flow with” the patterns or natural tendencies of life rather than “resist” them.

Higher Intelligence is required to transpose patterns from one domain, paradigm or field to another. Normally in an organizational context, 30% or greater deviations are often the result of the assimilation of practices from one business sector or domain to another. Imitating patterns of Nature and incorporating them into how a business compensates its employees is an example of transposing a pattern from one domain to another.

Best-Known Practice can be Defined as Patterns

Best-Known Practices can be defined as patterns. They are ways or methods of operating a human organization based on the recognized patterns of human behavior. Best Known indicates that the “best” way or method is not known as it appears that all topics are infinite and are evolving... It seems that newer order patterns are always replacing older order patterns...and that the newer order patterns are often upon us before we have the consciousness to recognize them.

A practice pattern is something that can normally be mimicked or imitated to create or produce a similar result.

To advance our respective organizations, it is largely a question of replacing current patterns of operations with superior patterns. These patterns start mentally or in the realm of consciousness and then translate or manifest in the external material environment. Much of MVI’s work is in the identification¹ and systemization² of these practices for our clients. And then we bring awareness of the patterns.



The 3 Stages of Best-Known Success Patterns will normally occur as we seem to naturally resist the unknown and unfamiliar due to fear of pain or discomfort on a personal level. The idea of public humiliation, if things go badly, is one of the most powerful obstacles to the adoption of Best Known patterns. Therefore, Courage is needed after the Intelligence of recognition of a superior pattern takes place. The adoption of Best-Known Success Patterns, which are by definition only utilized by a minority of a peer group, only come from new patterns of thinking. Human behavior is, to a large extent, dictated by thoughts, ideas and beliefs. The upgrading of an organization will come from the upgrading of the thinking of the people within the organization.

Even though a Best Known Practice or upgraded thought pattern can start with and come from any person in an organization, the pattern is most effectively implemented by the CEO.

Benchmarking is Linked to Best-Known Success Patterns

It is often through benchmarking and comparative quantification that Outlier practices and “patterns” are discovered.

There are three primary purposes of benchmarking.

- Management – The Precise Direction of Energy¹ and Resources²
- Identification of Best Practice/Innovation
- Accountability – The Creation of a Meaningful and Powerful Culture

Management – It is impossible for any Manager to have any legitimate claim of being a professional in any given field without knowledge of the *norms of quality and cost*. All Managers are hired to manage resources and direct them to the purposes of the organization. Knowledge of the *norms of quality and cost* (as well as the extremities) comes from a national perspective of the industry at large. This Association seeks integrous management, where community/national resources are not wasted due to ineffective operations. It is known that the best-managed organizations, including Hospices, are fervent adherers to benchmarking, as the absence of external references often leads to complacent and, sometimes, delusional management.

So what if you are hitting your own marks in a vacuum! ~ Jack Welsh

Identification of Best-Known Practice/Innovation – Benchmarking provides “indications of Best Practice” or innovation. Without such, the determination to examine a practice is quite subjective.

Accountability – Benchmarking provides an enormous degree of Accountability, as the external reference provides a basis of comparison, which can alert an organization or group of



problems or non-Standard performance. This Accountability supports organizational and group integrity. It also helps to cull the worst-managed organizations from of the group, as they are often the most resistant to benchmarking, due to a deluge of human factors such as embarrassment, pride and other ego-related positions.

Managing Well

Elevating Public Trust via Integrous Management of Community/National Resources

The image of many Hospice organizations is that of a kind and caring people who are less concerned about management and holding people accountable. *It would be helpful to change this perception.* Public trust in Hospice has diminished over the years and Hospice has had its share of high-profile stories in the media which have added to this perception. We want to demonstrate true stewardship of community/national resources, and not have members ask the community, unnecessarily, to bail out poor or even average managed Hospices. We do not want our members to justify poor management under the guise of “compassion” and “high quality.” We want to manage well out of respect for our communities, as well as to simply pay talented staff well. This leads us to the impetus to improve our management practices. We believe if we are to “lead the field,” we must promote Integrous management and the highest ideals of the Hospice mission. Hospice is “Managed Care with a Soul” – and the persuasive evidence will always come from benchmarking of the *norms of quality and cost*, as all human history tends to follow an economic path.



The Value of Humility and Openness...

There is high-value in Humility and Openness. In fact, in our organizational cultures, we want to cultivate Humility and Openness. It is only through Humility that we open ourselves up to new learning. If you have Pride, thinking you already know the topic, then you do not give the topic or material the attention required to assimilate the learning. Thus, you shut yourself off from new learning.

Humility is a Spiritual thing. It is akin to *Surrender*, *Forgiveness*, and *Letting Go* to God/Life through the recognition that we, in ourselves, are dependent upon a higher consciousness or greater power than ourselves. It acknowledges that we owe everything to another and that we lack a complete understanding of really anything. Humility and Openness allow us to set aside our current beliefs, at least temporarily, to at least consider alternative ideas and views.

Though one may be very familiar with a topic, it seems that we can always go further and deepen our understanding. All topics are essentially infinite. This recognition alone should make us humble. Even when one says “this caused this” or “that happened because of X” it is really not quite so, because there are no singular explanations. In all cases, there are hundreds, thousands, or even millions of factors involved or impacted.

I have found that the most advanced organizational cultures are humble cultures that easily discard practices and thinking if there are better ideas that could be adopted. A culture of Humility and Openness ATTRACTS talented and insightful people as these people want to contribute. Humility attracts Hospice people, and frankly, most Hospices do a very, very poor job of nurturing Meaning & Purpose. If they did, turnover would be very, very low... Clinicians sign on with a Hospice for Meaning...they are “called and led” to our special Hospice world. So why don’t they stay? Humility is a good place to start...

All things are interrelated. All things are multi-purpose. No person is alone. No person is separate from the whole, just as no single cell is separate from the body. All things are connected. This understanding brings Humility as our knowledge and foresight are so incomplete. After all, we only have 5, and with a stretch, 6 senses to interpret the world.

Arrogance is a turnoff. Boastful is bad taste. Pride comes before the fall... Humility is attractive and is a strong position as there is no/little ego to get in the way...

If you want to increase your power dramatically, ask God/Life for help. If you want to increase your power dramatically, thank God. Both of these are acts of Humility. Notice the change in your Energy when you do either one of these. How does it make you FEEL?



The *Pursuit* of Truth

Outliers, positive Outliers that is, tend to be pursuers of Truth. These are brave and courageous people that will forsake tradition for what they believe is a better way. The *pursuit* of Truth is an ultimate concept, which is always limited by what we think we know... And it is a *pursuit*, and not an end...

What we know is the limiting factor in the *pursuit* of Truth as it is the basis of our understanding. We often shut down new learning based on our prior learning. Therefore, in order to really learn, we must, to the degree possible, set aside what we “think” we know to make space for new learning. It is a discipline to not shoot down new thinking and ideas as our egos want to win and be right! The ego is not a bad thing, in fact, it has been essential to our survival. However, it must be minimized or harnessed through humility, which leads one down the road of Spirituality. Spiritually meaning “surrendering” rather than the illusion of “controlling.” Surrender is scary so folks have trouble with that...

The pursuit of Truth is the only way to increase Spirituality and consciousness as well as true gains in life. The fact that the Truth is what actually works and is the way the world functions is the reason that the pursuit of it is so important. Best practices or “Success Patterns” in work and life are the result of Truth or “nearer Truth” so no one has the whole enchilada. The Truth is really what matters...

Now some people believe that there is no Truth... that everything is relative. If everything is relative, there is no basis for anything! Science would be a joke as well as any serious spiritual path. Relativism is again linked to the ego and the unwillingness to surrender one’s views for perhaps the “Truth.”

In my view, when truly pursuing the Truth, telling the Truth is important, even if it is perceived as “bragging” by some. I want to know! I want to understand more so that I can navigate through life better. Yes, it is good to use tact, grace and humility when speaking of what we believe you know or have done to make it digestible. But even if it comes off as haughty, go ahead with this program. We want to know what has worked well! So go ahead and tell of your accomplishments!

With this said, humility calibrates higher spiritually than pride always. Recognizing the fact that we don’t know much of anything in the grand scheme of the universe is the beginning of the pursuit of Truth. We don’t learn if we perceive what we think we know... **Truth is not about “new” as Truth has always been... Our understanding of Truth changes day to day...and our commitment must be to Truth and not Consistency...**

We are upgrading our thinking and consciousness when we pursue Truth!

Note: 100% of human thinking can be incorrect. Example: The world is flat. The belief in something that is not true, does not make it so. Humility would recognize the limitations of being human with only 5 senses to perceive and understand the world.



What Holds You and Me and Most People From Adopting Best-Known Success Patterns?

What holds most people back from adopting the best known ways of doing things? It can be several things including:

- Fear
- Lack of Awareness
- Pride
- Lack of Understanding/Consciousness
- Non-Belief

This is not meant to be condescending in any way as EVERYONE, even the most open-minded and bright people, do not adopt practices that work as readily as we would like to think. Lack of Awareness of course factors in, as we can only operate based on what we know. Lack of Understanding/Conscious is really linked to our individual development. Sometimes a person is just not able to recognize value at certain times. This has been described as “not being ready” or “not having ears to hear” and such. And then a Revelation or Damascus or Zen moment of “awakening” happens, which seems to be an individual, personal phenomena. Non-Belief has to be one of the biggest reasons why people do not adopt the best ways of doing things. This is understandable as so many claims are exaggerations and fraudulent embellishments. People have become naturally skeptical and even a bit jaded.

Fear is perhaps the biggest reason people do not assimilate Best-Known Success Patterns. The fear of failure is huge. **The fear of public humiliation is among the greatest fears of human beings.** In an organizational context, the fear of public humiliation is immense and extends to employees, Boards of Directors and the public at large. It is as simple as this...we don't like to fail. Therefore, playing it “safe” or what the Herd or the “average” does is often the default and is low-risk. Then there is Pride. Pride is often camouflaged fear. Most of the world's “problems,” if you want to believe that the world is flawed, are based on ego and ego-positions. An ego position says “this is right” and “this is wrong” rather than it is probably really a matter of “more of this or less of this.” Example: It is not so much light and dark as it is more that dark has less light. Millions of people can be slaughtered by people that have wanted to “prove” a point of view. They want to be “right.” And many people have died throughout history for that person's need to be right. I think that Pride is “less” of an issue than the other factors in the adoption of Best-Known Success Patterns, but it is something that affects all human beings. With this said, I am not demonizing the Ego. It is necessary and is useful for the operation of this planet! Otherwise, it would not exist or have been created! Ha!



I keep a bust of Voltaire at the back of the MVI mountaintop Retreat Center to remind me of the value of Humility. Voltaire was perhaps one of the 5 brightest people that has ever walked on the Earth and he had this to say about “knowing it all.”

“To have doubt is an uncomfortable condition, but to be certain is absurd.”

I figure if that came from one of the smartest people to ever live, there is a lot of room for the rest of us to learn. I have worked in Hospice for 25 years...dedicated to operations... I know perhaps an inch's worth of knowledge! I don't know as much as I sometimes think I know... I have had periods where I am delusional with self-knowledge. When I am in that “state,” I shut myself off from new learning. I blind myself from being able to see the truth of things.

It is what we perceive that we know that holds us back...

“I Know About Teaching, Andrew...”

If you say “*Andrew, I know this material*” and yet you are not DOING IT, perhaps you do not understand it or you would be doing it already! “Doing it” is beyond intellect. This is why the academic business professors that I have seen placed in charge of running actual businesses, they have all floundered. There is a big difference between “theorizing” how to run a company and spilling blood when it needs to be spilled! What we do in life is beyond intellectual understanding. It also needs Emotional understanding as it is the Emotion behind us that moves us to action and impacts the real world!

