



## Gloucestershire Safety & Quality Improvement Academy

✓ Learning

✓ Improving

✓ Sharing

#TheGSQIAWay

@gsqia

### **‘Top down vs Bottom up Improvement – what is the right balance?’ #QIHour Tweet Chat Report**

#### **Background**

The #QIHour tweet chats began in February 2019 and are hosted by Gloucestershire Safety & Quality Improvement Academy (GSQIA) at Gloucestershire Hospitals NHS Foundation Trust. The #QIHour chats are produced in collaboration with a small group of #QITwitter Improvement leaders who make up the #QIHour team: Leeanne Lockley, Steve Daykin, Robbie Ayers, Dr Amar Shah, Lou Waters & Andrew Seaton.

These tweet chats take place bimonthly on a Wednesday at 8pm U.K. time bringing together the improvement community around the globe to connect and discuss key topics, sharing and learning together.

#### **Purpose**

The purpose of this report is to share learning & insights gathered through the #QIHour on *Top down vs Bottom up Improvement*, which took place on Wednesday 19<sup>th</sup> January 2022 at 8pm GMT joined by invited guest James Innes from NHS England & Improvement.



The graphic is a promotional poster for a tweet chat. It features the NHS logo and Gloucestershire Hospitals NHS Foundation Trust branding at the top right. The main title 'Tweet chat' is in large white font on a blue background. Below it, the topic 'Top down vs. bottom up improvement... what is the right balance?' is written in white. The date and time 'Wednesday 19th January 2022, 8pm GMT' are listed. A line of text says 'Joined by James Innes @JInnesMPharm from @NHSEngland'. The hashtag '#QIHour' is prominently displayed. At the bottom, it lists the hosts: '@GSQIA at @gloshospitals in collaboration with: @lockley\_leeanne, @steve\_daykin, @DrAmarShah, @RobertJMAyers, @LouWaters\_QI & @seaty63'. A decorative graphic of interconnected circles is on the right side.

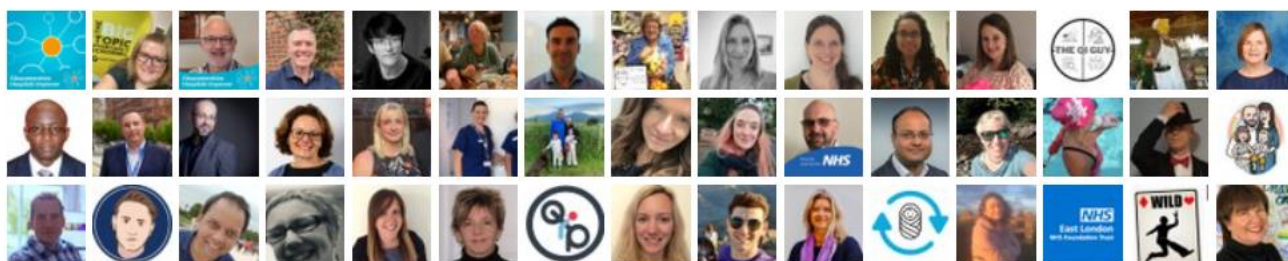
## Report contents

- Analytics
- Learning and insights
- Shared resources

## Analytics











These analytics are provided by [Symplur – Healthcare Hashtags Project](#) for the #QIHour hashtag during the period of 8pm-9pm GMT on Wednesday 19<sup>th</sup> January 2022.

## Participants













## The Influencers











### Top 10 Influential

	<a href="#">@gsqia</a> 100
	<a href="#">@JInnesMPharm</a> 82
	<a href="#">@steve_daykin</a> 60
	<a href="#">@LouWaters_QI</a> 59
	<a href="#">@RobinD100</a> 57
	<a href="#">@RuthMCreighton</a> 55
	<a href="#">@CuriousBecks</a> 55
	<a href="#">@samanthaclare</a> 54
	<a href="#">@andreadgibbons</a> 54
	<a href="#">@lockley_leeanne</a> 53

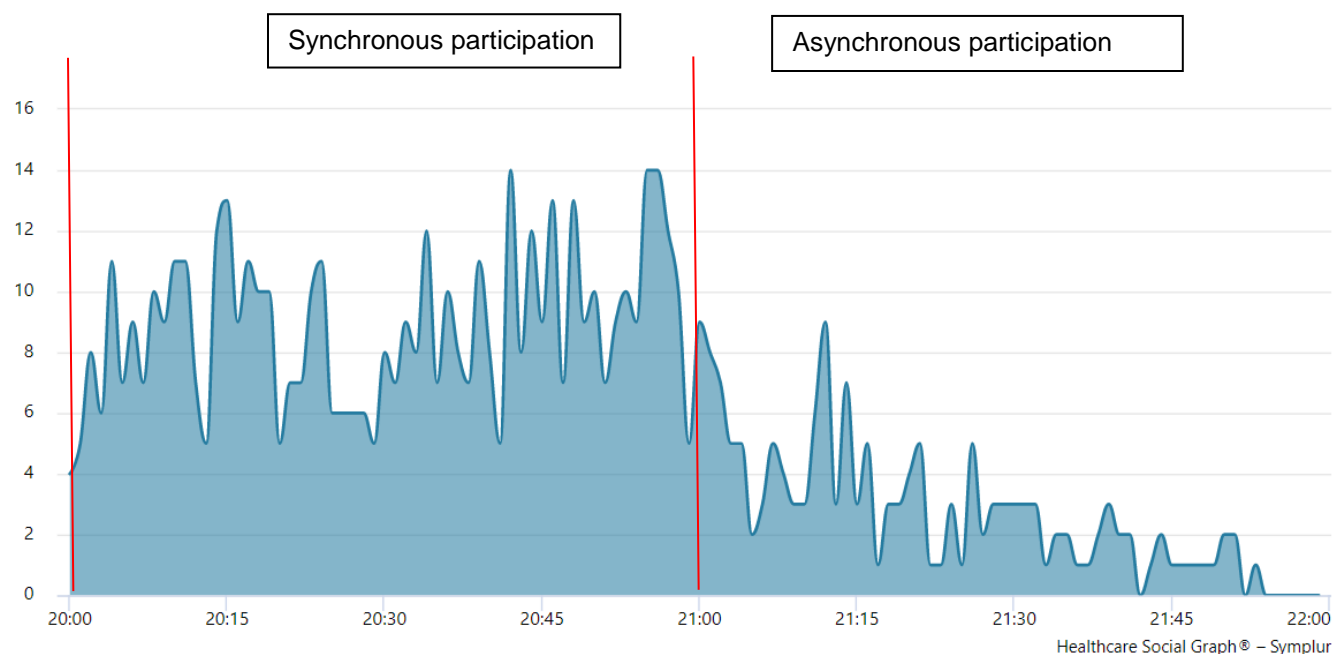
### Prolific Tweeters

	<a href="#">@gsqia</a> 105
	<a href="#">@lockley_leeanne</a> 69
	<a href="#">@seaty63</a> 37
	<a href="#">@steve_daykin</a> 33
	<a href="#">@CuriousBecks</a> 31
	<a href="#">@samanthaclare</a> 30
	<a href="#">@JInnesMPharm</a> 20
	<a href="#">@WhoseShoes</a> 15
	<a href="#">@TorchbearingLtd</a> 13
	<a href="#">@andreadgibbons</a> 12

### Highest Impressions

	<a href="#">@WhoseShoes</a> 435.8K
	<a href="#">@lockley_leeanne</a> 322.5K
	<a href="#">@gsqia</a> 297.6K
	<a href="#">@CuriousBecks</a> 81.5K
	<a href="#">@seaty63</a> 78.2K
	<a href="#">@JInnesMPharm</a> 63.6K
	<a href="#">@TheQI_Guy</a> 59.6K
	<a href="#">@samanthaclare</a> 50.0K
	<a href="#">@andreadgibbons</a> 44.5K
	<a href="#">@steve_daykin</a> 38.8K

## Tweet activity



The chat ran from 8.00pm – 9.00pm GMT. The ‘tweet activity’ graph above shows that people continued to contribute to the chat using the #QIHour hashtag after the formal end-point at 9.00pm. Asynchronous contribution to tweet chats is one of the many benefits of using twitter for social learning.

The table below contrasts hashtag analytics for the one hour of synchronous participation in the tweet chat and for a 24-hour period from the chat starting, allowing for asynchronous engagement.

8pm – 9pm GMT (24/11/21)

### The Numbers

1.739M Impressions

529 Tweets

45 Participants

529 Avg Tweets/Hour

12 Avg Tweets/Participant

[Tweet](#)

Twitter data from the [#qihour](#) hashtag from Wed, January 19th 2022, 8:00PM to Wed, January 19th 2022, 9:00PM (Europe/London) – Symplur.

8pm GMT (24/11/21)  
- 8pm GMT (25/11/21)

### The Numbers

2.722M Impressions

770 Tweets

96 Participants

32 Avg Tweets/Hour

8 Avg Tweets/Participant

[Tweet](#)

Twitter data from the [#qihour](#) hashtag from Wed, January 19th 2022, 8:00PM to Thu, January 20th 2022, 8:00PM (Europe/London) – Symplur.

## Insights and Learning

*Question 1. Which is more important, top-down or bottom-up improvement, and why?*



GSQIA ❤️ @gsqia · Jan 19  
To start off tonight's chat....

...

**Q1.** Which is more important, top-down or bottom-up improvement, and why?

(please include A1 and the hashtag in your replies)

@JInnesMPharm

#QIHour



[@hesham\\_abdalla](#) responded “A1. As a clinician I'm convinced that the greatest improvement and productivity opportunities are bottom up. Benefit from the eyes and ears (and hands) of your 1 million NHS staff. #QIHour”

[@CuriousBecks](#) and [@RobinD100](#) both agreed, adding that we also need authority to release resources and time to help improvement spread.

Gill Phillips, [@WhoseShoes](#) commented “A1. And the people/patients! Create the conditions for people to feel they can make a difference >> the magic happens! #MatExp #WhoseShoes”.

Gill also shared “#Coproduction means they are not mutually exclusive. This chart shows how they have combined imaginatively in our #MatExp #WhoseShoes social movement. Early examples. So much has happened since! #QIHour #QITwitter #ShineALight”

You can find all the resources shared by Gill in the resource section at the end of this report.



**Gill Phillips**  
@WhoseShoes



Replying to @WhoseShoes @hesham\_abdalla and 8 others

Q1 This is still my most popular Steller Story.  
The FUNDamentals of building a change platform  
Why?  
If you connect with people as human beings, a lot of  
these 'us and them' questions disappear and we can  
all work together. [steller.co/s/the-fundamen...](https://steller.co/s/the-fundamentals) #QIHour  
#QITwitter



steller.co  
Gill Phillips's Story on Steller  
Explore the World with Steller: Share and Find Unique Things to Do and See

[@KatielouiseHa14](#) shared that she “thinks patient experiences and patient groups in my area of work are driving a lot of amazing QI projects,” which is fantastic to hear!

[@andreadgibbons](#) made an alternative suggestion which generated a lot of interest....



**Andrea Gibbons** ❤️  
@andreadgibbons



Replying to @gsqia and @JInnesMPharm

A1: Can I suggest an alternative? ‘Inside-out’  
improvement, led from within. I think that describes  
perfectly how the power to improve lies with those on  
the front line. Only if we harness their energy & ideas  
will QI be truly successful.

[#QIhour](#) [#QITwitter](#) [#E4QI](#)

8:08 pm · 19 Jan 2022 · Twitter Web App

4 Retweets 36 Likes



Andrea added she “hasn't seen it used in QI & it was just an idea but it really resonates with me & I much prefer it to the binary top-down/bottom-up. It seems to me that it's what QI should be.”

Has anyone tried this approach who can share learning?

[@AklakC](#) responded saying “this is the right way to go, but how do we give frontline staff the headspace to do improvement work when under such operational pressures, especially in #winter The answer maybe with the practice of #ContinuousImprovement and using #AppreciativeInquiry”.

[@Paularyeland](#) reflected “both have their place + equally important. Top down might be more important to whole organisation but bottom up makes more of a difference to a small department (for example). Bottom up might have +ve impact on smaller group of pts sooner/ top down impact more patients in long run #QIHour.”

Mark [@mneil02](#) shared “I fully believe there is an inherent ability with us all to improve (from when we start to feed, start to talk). It's natural. It's part of our humanity #QIHour.”

**Key words and themes that appeared included in response to Question 1, “Which is more important, top-down or bottom-up improvement, and why?”**



*Question 2: How can we best support alignment between what matters at the point of care and what matters to the board?*



GSQIA ❤️ @gsqia · 19 Jan

Q2. How can we best support alignment between what matters at the point of care and what matters to the board?

Please include A2 & the hashtag in your replies

@JInnesMPharm

#QIHour



17 6 7

[@mynameisAndyJ](#) responded: “A great question #QIhour it has to be clear communication, clear strategy with measurable outcomes and involve all not just a few”.

[@JamesInnesMPharm](#) replied and mentioned the *Golden Thread*: “Yes Andy, I agree...having the same measures, easily accessible, at organisation, division, ward level (i.e. the golden thread) can be really powerful tool in having ONE message #QIHour”

[@mneil02](#) shared, “we’ve got a programme for government... I try and connect our improvement work to an aspect of PfG outcomes expected of healthcare organisations. For me, it helps people to get how their work has impact on larger scale, and how Board can connect to org goals.”

Nathan [@NathWales](#) shared their thoughts..



Nathan Hall  
@NathWales

Replying to [@gsqia](#) and [@JInnesMPharm](#)

A2. Both should be driven by exactly the same set of values. [#QIHour](#)

8:24 pm · 19 Jan 2022 · Twitter for iPhone

Hailey [@HPottinger](#) agreed, and asked the question “what are the key principles and values that each area should align their work to?”

[@andreadgibbons](#) suggested “They are not different. They are both focused on what we all care about most, great, sustainable, quality patient care.”

Julian [@Winn\\_on\\_Health](#) disagreed, stating “Boards members, admin, clinicians, support workers, all (in my experience) view great, sustainable, quality patient care very differently. And so do patients & service users.”

Julian continued by commenting that “Running MDT What Matters To You events is very illuminating!”

Has anyone else run an MDT What Matters To You event?

[@D\\_Paul](#) reflects on their experience as a junior clinician.



**Dan Paul**  
[@D\\_Paul](#)

...

Replying to [@gsqia](#) and [@JInnesMPharm](#)

A2: Time and space for both to understand each other. Time for those on boards to be at the point of care, but also time for those at the point of care to be at board(s). Very empowering experiences for me as a junior clinician was opportunity's to attend and observe. [#qihour](#)

8:35 pm · 19 Jan 2022 · Twitter for Android

Clear communication, shared understanding and co-production were other themes that came through in response to this question.

[Ellie](#) makes a key point stating that “understanding decisions definitely helps”.



**Ellie Bullman**  
[@elliebullman93](#)

...

Replying to [@gsqia](#) and [@JInnesMPharm](#)

A2 Explain to PoC staff why things are done a certain way, how we get paid, what is commissioned & why. Understanding decisions definitely helps

Similarly, sessions with board/ anonymous feedback from the PoC to show what matters to them. All need to feel heard [#QIHour](#)

8:33 pm · 19 Jan 2022 · Twitter for Android



**Key words and themes that appeared included in response to Question 2, “How can we best support alignment between what matters at the point of care and what matters to the board?”**



Question 3: What have you found that works in keeping the QI feeling real and relevant when working on strategic priorities?




GSQIA ❤️ @gsqia · 19 Jan

**Q3.** What have you found that works in keeping the QI feeling real and relevant when working on strategic priorities?

Please include A3 & the hashtags in your replies

@JInnesMPharm

#QIHour




**Gloucestershire Hospitals**  
NHS Foundation Trust

### Q3. What have you found that works in keeping the QI feeling real & relevant when working on strategic priorities?

Please include the hashtag and A3 in your replies.

**#QIHour**

hosted by @GSQIA at @gloshospitals in collaboration with:  
@lockley\_leeanne, @steve\_daykin, @DrAmarShah, @RobertJMayers, @LouWaters\_QI & @seaty63



23

↕ 8

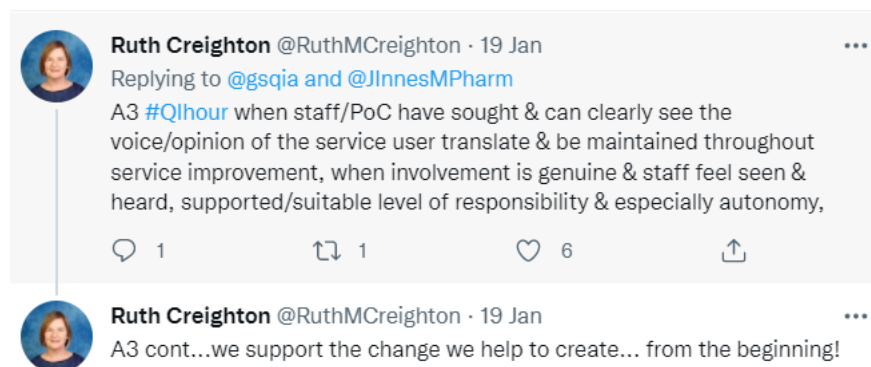
♡ 5



[@TheQI\\_Guy](#) replied “this is a great question. Fidelity to the methodology - in a good way, stories and open discussion about our learning and importantly failures. #QIHour”.

[@JamesInnesMPharm](#) talked about the importance of a project sponsor. [Hailey](#) responded “So agree with this... a sponsor is more than a name + job title on project documentation.”

[@RuthMCreighton](#) shared her thoughts... [Acronym: PoC – point of care]



Marc [@mneil02](#) talked about the importance of “meeting people where they are” and [@Paularyeland](#) says there is “nothing wrong with a bit of healthy competition between areas but *publically praise* and *privately address* if an area is less engaged.”

[@oduorotieno\\_QI](#) provided my favourite quote of the chat: “Make it known from the onset the journey through transformational change isn’t instant coffee”.

[@Chrissie\\_QI](#) talks about co-production in relation to strategic priorities, making the case that service users should be involved at all levels.



[@hesham\\_abdalla](#) advised “including the patient’s story, nested within the organisation’s story is important too”.

Stories were a common theme in response to this question with [Pauline](#) talking about social mobilization and the story of self, us and now.

[@CiaraMBMoore](#) commented



#QIhour bring down the timeframes - strategic can feel a long way away. So keep asking if it takes a year can we deliver QI in 6 months then can we do in a month/a week/a day

Ellie added her thoughts...



- #QIHour



**Key words and themes that appeared included in response to Question 3, “What have you found that works in keeping the QI feeling real and relevant when working on strategic priorities?”**



*Question 4: If you had to choose 3 key principles to underpin the way you do QI across a large, complex system, what would they be?*



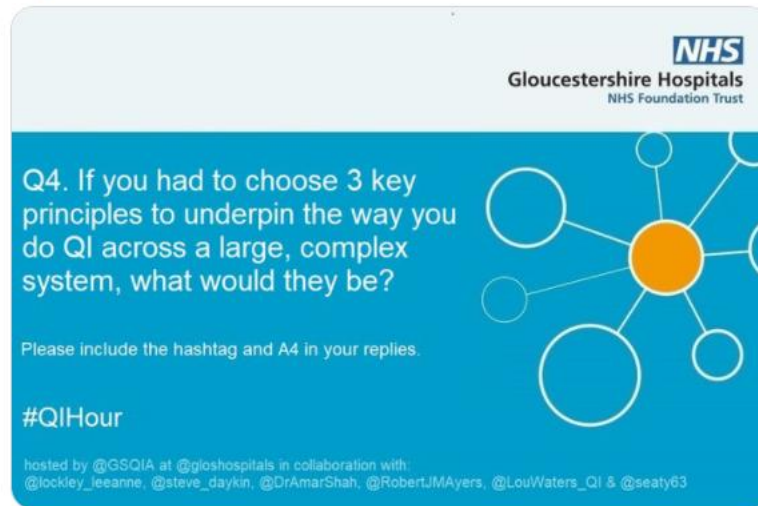
GSQIA ❤️ @gsqia · 19 Jan

Q4. If you had to choose 3 key principles to underpin the way you do QI across a large, complex system, what would they be?

Please include A4 & the hashtag in your replies

@JInnesMPharm

#QIHour



18 5 7

Some great answers to this question and some further shared resources (in the resource section at the end of this report)...

[@steve\\_daykin](#) says “1) Involve the right stakeholders early in the program of work. 2) understand what each part of the system want & can do 3) find those champions & with improvement knowledge to help share the workload & connect with their parts of the system”.

Leeanne talks about using appreciative inquiry...



Leeanne Lockley 🇪🇺❤️🇬🇧🇨🇦

@lockley\_leeanne

Replying to [@steve\\_daykin](#), [@gsqia](#) and [@JInnesMPharm](#)

4. Rather than looking at a problem ... start to appreciate what you've got and building on that  
[#QIHour](#)

[@joyfurnival](#) commented “1. Relationship building/networking/trust building 2. Use the language that works locally... being multilingual on different improvement approaches, be flexible 3. Think patient and communities first.”

For [Ruth](#), these are what are important...



[Andrea](#) shared a fab resource on the principles for large scale change which you can find in the resources.

[Paula](#) says “Story telling (to engage) sharing learning (to encourage) and celebrating the small wins along the way (to enthuse)”.

Matt [@ComplexWales](#) also shared his thoughts:



[@mneil02](#) commented “Here is where we want to be (strategic aim), Here is how we are going to get there (consistent approach), Here is your next step (relatable and action orientated)’

Chrissie shared:





[@fluffbuster](#) challenged us with his response, saying “From a System Analysis perspective, most of the replies seem to be describing Social / Emotional gatherings - not collaborative inclusive Systems Exploration (analysis) & Design activities” and shared some resources which are available at the end of this report.”

**Key words and themes that appeared included in response to Question 4, “If you had to choose 3 key principles to underpin the way you do QI across a large, complex system, what would they be?”**



Question 5: What have you gained from participating in tonight's chat? What will you do differently as a result?



It was Ellie's first #QIHour. This is how it was for her...



**Ellie Bullman**  
@elliebullman93

...

Replying to @gsqia and @JlnnesMPharm

A5 - my first #QIHour! Read some really interesting ideas & perspectives + reflect on my own thoughts too. Got a few more people to follow now, which is always lovely. I think going forwards I'll take time out to check if things are actually working & check understanding

9:00 pm · 19 Jan 2022 · Twitter for Android

[@catherine\\_ia](#) shared “#QIHour followed with interest this evening, much food for thought, thanks to all who participated! Always motivating to be among passionate QI folk!”

Gemma [@gvhawtin](#) commented “learning more from people #networking #developing #sharing ideas to all help each other make stuff better #makingstuffbetter great to see old faces and make some new ones #AHPSupportWorkers lots to read and catch up on after today,” and also reflected “sometimes you are doing QI and don't even know you are doing it”.



**Chrissie Francis (she/her)**  
@Chrissie\_QI

...

Replying to @gsqia and @JlnnesMPharm

A5 #QIHour



Connection - always great connecting with the wider #QI Family



Reflection time



Thinking about areas for development [@nelftqip](#)



Sharing ideas of how transformational #QI is ❤️🌟

9:14 pm · 19 Jan 2022 · Twitter for iPhone

1 Retweet 4 Likes



**Selina Stephen**  
@TorchbearingLtd

...

Replying to @gsqia and @JlnnesMPharm

Q5 - learned loads, met some fab new Twitter friends and what to do differently? Well, join the next #qihour for sure!! Thank you all so much, it's been great!



Andrea Gibbons ❤️  
@andreadgibbons

...

Replying to @gsqia and @JlnnesMPharm

A7: Yet more brilliant #QITwitter connections! I am leaving feeling connected, inspired and enthused. And curious about exploring the potential of 'inside-out' improvement. Thank you all for a great tweet chat!

#QIhour #E4QI #QITwitter

8:54 pm · 19 Jan 2022 · Twitter Web App

1 Retweet 7 Likes

**Key words and themes that appeared included in response to Question 5: What have you gained from participating in tonight's chat? What will you do differently as a result?**



## Shared resources

- @WhoseShoes: Family integrated care – what do parents say?  
<https://buzzsprout.com/1838805/9873558>
- @WhoseShoes: Gill Phillips story on Steller <https://steller.co/s/the-fundamentals-of-5BudJkGD2cN/p/1>
- @WhoseShoes shared this slide...

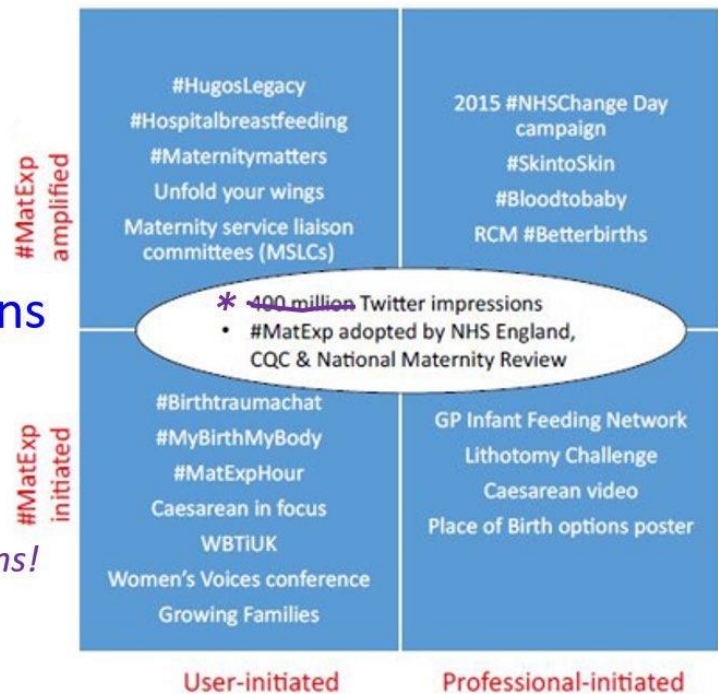


Some early  
'bottom-up' campaigns  
(examples)

\* Now - ??

*Est. 3 billion Twitter impressions!*

**WHOSE SHOES?**



- @andreadgibbons: Making the case for quality improvement: lessons for NHS boards and leaders: <https://www.kingsfund.org.uk/publications/making-case-quality-improvement>
- @GaryOngSG: Implementation of a Quality Improvement Roadmap in the Department of Internal Medicine of an Academic Medical Centre in Singapore: <https://www.cureus.com/articles/57642-implementation-of-a-quality-improvement-roadmap-in-the-department-of-internal-medicine-of-an-academic-medical-centre-in-singapore>



- @lockley\_leeanne:

# Appreciative Inquiry

soniasparkles.com

Why Appreciative Inquiry (AI) is good	Principles of Appreciative Inquiry (A-I)	4D model of appreciative inquiry
<ul style="list-style-type: none"> <li>• Search for the best in people + organisations</li> <li>• Encourages trust + reduces defensiveness</li> <li>• Use successes to motivate + create 'ive mindsets</li> <li>• Problems = what to fix while A-I = what to GROW</li> <li>• Focus on doing more of what is already working</li> <li>• Discover what could be rather than fix what is</li> <li>• The best of our past is what we carry forward</li> </ul>	<ul style="list-style-type: none"> <li>1. <b>Constructionist</b>: what we believe to be true determines what we do. Words create worlds</li> <li>2. <b>Simultaneity</b>: if we inquire in to human systems we can change them for the better. Qs are fate.</li> <li>3. <b>Poetic</b>: Life is expressed through the stories people tell. The organisation is co-authored</li> <li>4. <b>Anticipatory</b>: what we do today is guided by our image of the future. Image inspires action</li> <li>5. <b>Positive</b>: Affect + Social bonding = momentum and Sustainable change. 'ive questions = 'ive change</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Discovery</b>: Tell, discuss and reflect on "best of" Stories. Experiences, strengths + capabilities.</li> <li>• <b>Dream</b>: Nurture will of action Collectively envisage what is possible.</li> <li>• <b>Design</b>: Develop new "dream" state for the organisation. co-construct morally + practically</li> <li>• <b>Destiny</b>: Innovating what will be. Empower + encourage to take action for dream = reality.</li> </ul>

### Appreciation points

- see the world through an appreciative + valuing eye
- Invest time, money and energy in strengths not weaknesses
- Successes should attract more attention than weaknesses
- When you believe it, you see it (dream that inspires)
- When you feel good, you do good and reality becomes good.
- creative imagination INSPIRES action (not assigns).

### Questions for Appreciative Inquiry

- Q: what have been your best experiences at work?
- Q: what achievements have you been most proud of?
- Q: money aside, what motivates you to come to work?
- Q: what inspires you? what makes you smile?
- Q: if you had 3 wishes for your organisation, what would they be?

BRING OUT THE GOOD → IN TO REALITY  
G.R. Bushe

- @andreadgibbons:

## 1. Moving towards a New Vision!

Fuelled by the passion and belief that there is something different and BETTER! Worth striving for.

## 2. Identify and communicate Key themes people can relate to... and will make a BIG difference.

## The New Vision!

- What is your aim?
- Why should people get involved?
- How can people get involved?

## 3. Multiples of Things

It's complex! Try to bring groups and systems together → Collaboration.

Stakeholders, Agendas, Interests, Relationships

## 10 Principles of Large-Scale Change

## 5. Mutually Reinforce change across multiple processes/subsystems

CLEAR VISION: NO CHAOS

## 6. Keep refreshing the story → attract new, active supporters.

VISION Latest Version!

## 4. Frame issues in ways that engage and mobilise

spark imagination! Empower! Build will + energy create leaders across the system → increase partnership working + pace of change.

## 8. Many People Contribute to Leadership of change, beyond organisational boundaries.

## 7. Plan...and be flexible. Adapt and amend as you go.

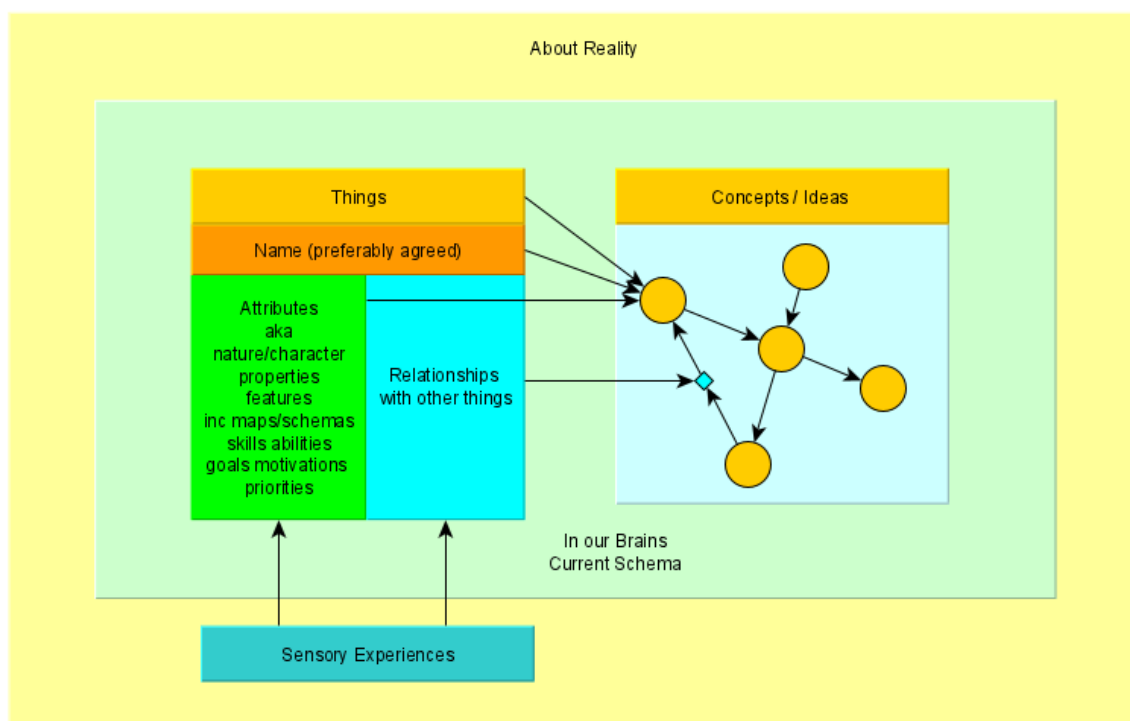
## 9. Transform Mindsets... Achieve sustainable change.

New ways of thinking

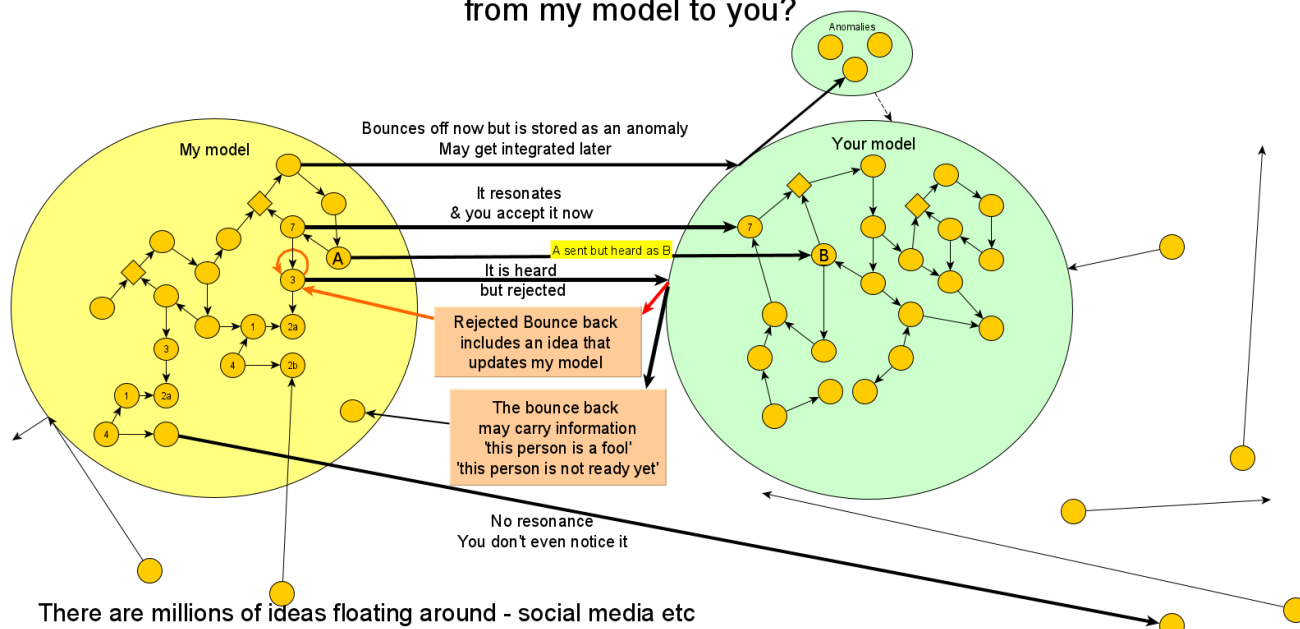
## 10. Maintain and refresh leaders' energy over the long haul.

Tea





### What happens when I try to communicate an Idea from my model to you?



There are millions of ideas floating around - social media etc  
But only those ideas that are close enough to resonate with our current models even get noticed.  
Many ideas don't resonate - don't ever register.

Sometimes

a says - Trust me, you are wrong -

b says - Really? show me your model -

a says - I am not showing you my model - only bad people need to ask to see the model.

This is why is it more constructive if the parties map out their schemas, their models.  
Then you can have a conversation.

# How meaningful is your Abductive Associative Abstracted mental schema - about reality? 8 levels of meaning

**1** I think a thing/concept exists and I have given it a name

Thing's Name							
X							
P							
G							

**2** I think a thing/concept exists and I have an emotion about it

Thing's Name	Good	Bad	Grasp it	Expel it	Move towards	Move away from	etc
X	yes		yes		yes		
P		yes				yes	
G							

**3** I think it has some named properties/features, but I have not specified the detail (property.value)  
I have not completed the semantic triplet (Thing, Property, Value)

Thing's Name	Address	Phone No	Property A	Property B	Property C	Property D	
X	yes	yes	yes			yes	yes
P	yes	yes	yes	yes	yes	yes	
G	yes	yes	yes	yes	yes	yes	

**4** I have completed the meaningful triplets and specified/described the detail of each things  
Essential and Optional properties

Thing's Name	Address	Phone No	Property A	Property B	Property C	Property D	
X	25 Gainsford St	962398134084	Employer	NA	NA	Detail	Detail
P	13 Isip Street	2928947575	Detail	Detail	Detail	Detail	Blank
G	13 Isip Street	92879629872	Detail	Detail	Detail	Employee	Blank

**5** I think the thing has a relationship with another thing but I have not described the nature of the relationship

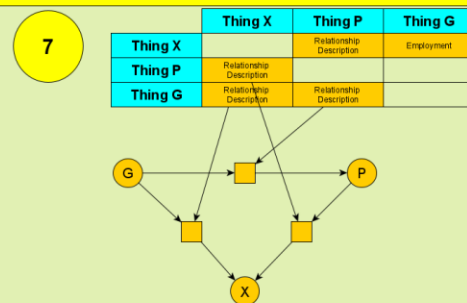
	Thing X	Thing P	Thing G
Thing X		yes	yes
Thing P	yes		
Thing G	yes	yes	

**6** I think the thing has a relationship with another thing and I have described the Essential & Optional Nature of the relationship a complete semantic triplet (Thing, Relationship with, Thing)

	Thing X	Thing P	Thing G
Thing X		Relationship Description	Employment
Thing P	Relationship Description		
Thing G	Relationship Description	Relationship Description	

Relationship Description involving/reading/affecting the property's of the things which direction 1 to 1 1 to many optional conditional compulsory

**7** Then you can map the connections and start think about



**8** The emergent dynamics - the conditional possibilities and probabilities of the whole connected system

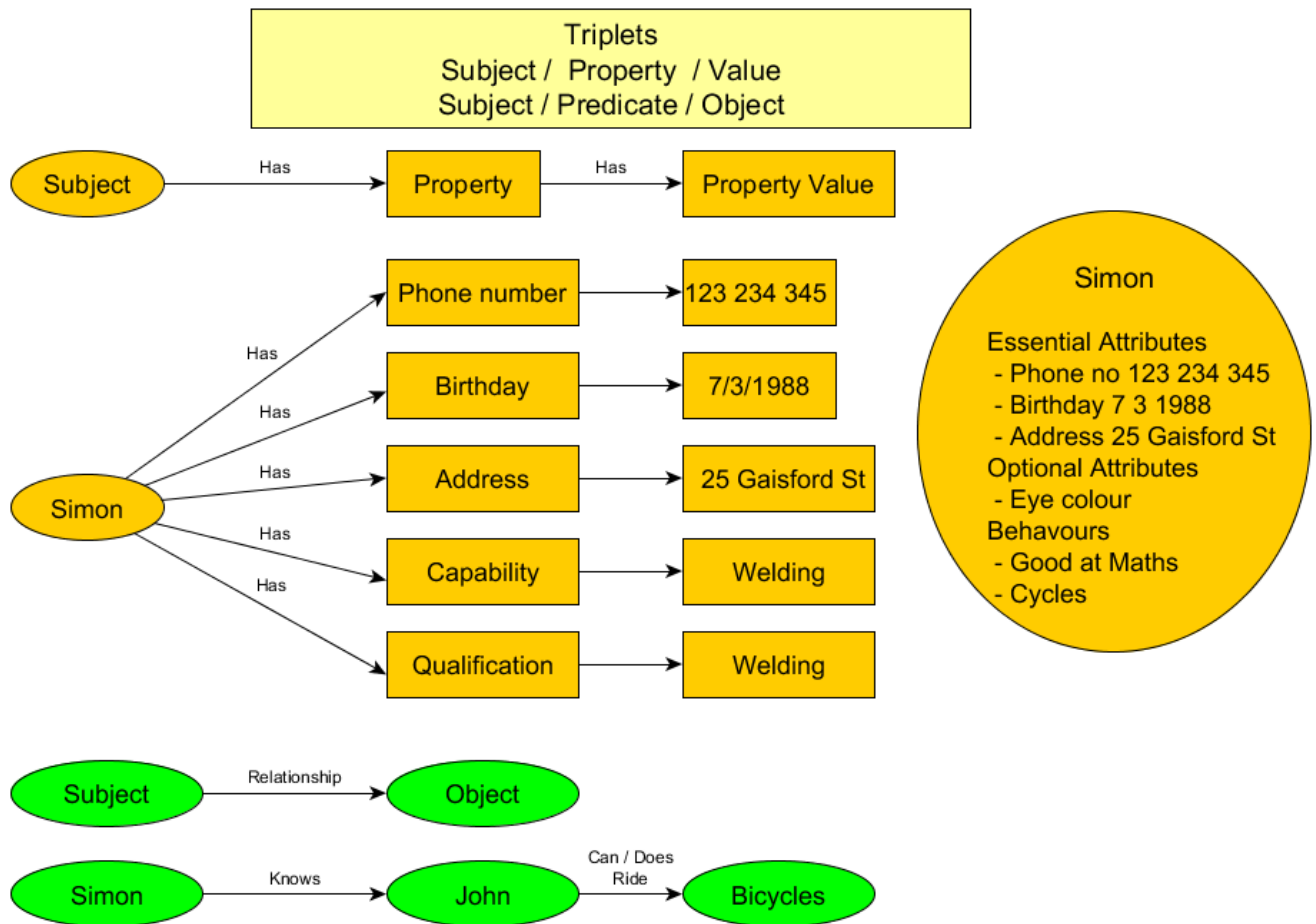


Table of Properties and Relationships					
	Knows	Phone number	Birthday	Capability	Qualification
John	Simon	????	7/3/1988	Riding Bicycles	
Simon	John	123 234 345	????	Welding	Welding

@fluffbuster: The Dawn of System Leadership (2015)

[https://ssir.org/pdf/Winter\\_2015\\_The\\_Dawn\\_of\\_System\\_Leadership.pdf](https://ssir.org/pdf/Winter_2015_The_Dawn_of_System_Leadership.pdf)

The next #QIHour chat is on 16<sup>th</sup> March 2022 at 8pm GMT.

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