

 Council on Licensure,  
Enforcement and Regulation

  
2010 Annual Educational Conference - September 23-25

The Challenge of  
Change; The  
Regulatory Leader of  
Yesterday, Today  
& Tomorrow

Presenters: David Hodgson,  
Regulation Dynamics  
Caroline Maclsaac-Power,  
College of Opticians of Ontario

*Promoting Regulatory Excellence*

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PART 1

LOOKING BACK:  
WHERE WE CAME FROM

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THE WORLD

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<h2>1950's</h2> <ul style="list-style-type: none"> <li>• War in Korea</li> <li>• Dwight Eisenhower elected President of the US</li> <li>• The first colour TV in the US</li> <li>• James Dean dies in a car accident</li> <li>• Paris fashion dictated shorter skirts above the knee</li> <li>• USA annual family income reaches \$5000</li> <li>• Castro took power in Cuba and became the new Dictator</li> <li>• Barbie dolls invented for children</li> <li>• Alaska and Hawaii join the USA and become states of North America</li> <li>• World Population in 1960 grown to 3 billion</li> </ul>		

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<h2>1950's at the office</h2> <ul style="list-style-type: none"> <li>• First "L-shaped" desk</li> <li>• First commercially available computer, UNIVAC I (universal automatic computer), completed in Philadelphia and turned over to U.S. Census Bureau</li> <li>• Rolodex "Rolomatic" introduced, featuring a ball-bearing clutch mechanism</li> <li>• "Mistake Out," later known as "Liquid Paper,"</li> <li>• Smith-Corona makes a portable electric typewriter weighing 18.3 pounds</li> <li>• First commercial Xerox copier introduced</li> <li>• First charge card is introduced by Diners' Club; a prototype of the credit card, it had to be paid off in full monthly</li> <li>• In 1954, there are fifteen computers in the United States</li> </ul>		

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<h2>1960's</h2> <ul style="list-style-type: none"> <li>• John F Kennedy moves into the White House. He gives his famous speech - "Ask not what your country can do for you, but what you can do for your country."</li> <li>• Martin Luther King Jr. made the speech, "I have a Dream" on August 28, 1963. More than 200,000 peaceful demonstrators came to Washington DC to demand equal rights for Black and Whites</li> <li>• President Kennedy is assassinated in Dallas, Texas on November 22</li> <li>• The Beatles, a British rock and roll band became popular</li> <li>• President Johnson ordered bombing raids on North Vietnam and Americans begin protesting the war</li> <li>• The first heart transplant was performed by Dr. Christiaan Barnard in Cape Town, South Africa</li> </ul>		

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<h3>1960's</h3> <ul style="list-style-type: none"> <li>• Civil Rights Leader Martin Luther King was assassinated in Memphis, Tennessee. Two months later, Robert Kennedy, John F. Kennedy's brother was assassinated, too. Both were civil rights leaders</li> <li>• Cuban Missile Crisis</li> <li>• Nearly half a million people headed over to a 600 acre farm in New York for the Woodstock Festival</li> <li>• July 20, 1969, 4:18 p.m., one of the biggest events of history happened. Apollo 11 landed on the moon, astronauts aboard. Neil Armstrong's famous speech for the historical steps "That's one small step for man, one giant leap for mankind."</li> </ul>		

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<h3>1960's at the office</h3> <ul style="list-style-type: none"> <li>• First commercial computer with keyboard input and monitor to display entered material--the PDP-1--introduced</li> <li>• Quickborner management consulting group begins to develop the "office landscape" concept, with workspaces organized to reflect flow of information and communications patterns</li> <li>• IBM introduces Selectric typewriter, in which characters are printed on paper by a rotating ball while the carriage remains fixed</li> <li>• Philips introduces the "Compact Cassette" for recording sound on magnetic tape</li> <li>• First "personal computer" intended for a single researcher developed by Digital Equipment Corporation and MIT's Lincoln Laboratory. Each LINC computer cost \$43,000</li> <li>• World's first telecommunications satellite, Telstar, in orbit, creating worldwide communications network for handling telephone, television, and data transmission</li> </ul>		

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<h3>1960's at the office</h3> <ul style="list-style-type: none"> <li>• First push-button telephones introduced</li> <li>• ARPANET, the "Mother of the Internet," is begun as a U.S. government experiment linking researchers with remote computer centers and allowing them to share hardware and software resources</li> <li>• In 1963, a direct telephone link, the "hot line," is established between the White House and the Kremlin</li> <li>• In 1964, the number of computers in the United States has grown to seventeen thousand (up from fifteen in 1954)</li> </ul>		

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### 1970's

- Cigarette advertisements are banned from U.S. television
- Rolls Royce Company declares bankruptcy
- Charles Manson found guilty of ordering Sharon Tate's murder
- Terrorists kill two Israeli athletes at the Munich Olympics
- Watergate scandal breaks with arrest of five defendants at Democrat Party headquarters in Washington
- *One Flew Over the Cuckoo's Nest* wins top five Academy Awards - first time for a single movie since 1934
- Jimmy Carter elected 39th President
- Elvis Presley dies from complications due to drug abuse
- Margaret Thatcher elected Prime Minister of Great Britain
- Mother Teresa wins Nobel Peace Prize

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### 1970's at the office

- Women constitute 38% of the labor force and 97.8% of the secretarial force
- Floppy disk introduced for computer data storage
- Dot matrix printers introduced
- First pocket calculator, the Pocketronic, introduced by Texas Instruments. It weighs about 2.5 pounds, costs \$150, and can add, subtract, multiply, and divide
- Federal Express Company begins operations
- Post-It Notes developed by 3-M engineer Art Fry in response to a need for bookmarks that do not slip out but are easily removable
- First international fax standard set by United Nations, allowing facsimile messages to be transmitted at a rate of one page every six minutes
- IBM introduces laser printer
- Concept for "Workbench" modular office system designed by Bruce Burdick at Herman Miller to meet the needs of "Knowledge Workers"

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### 1980's

- Saddam Hussein launches war against Iran for close to a decade over oil rights
- Japan passes the US as the largest automaker
- CNN is launched as the first all news network
- *Who Shot JR?* is talked about heavily from the TV show *Dallas*. On November 21, the conclusion draws more viewers than any other show in TV history up to that point
- John Lennon is assassinated by Mark David Chapman
- Prince Charles and Diana Spencer marry on July 29
- Pac-Man is introduced in the US and sparks a huge craze.
- Compact discs are first released
- The AIDS virus is discovered
- Students protest on Tiananmen Square, Beijing, China - the army intervenes; 3000-7000 killed, June 3rd

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### 1980

- Billy Joel marries Christie Brinkley... millions of men suddenly feel like they stand a chance with an attractive woman
- Gorbachev becomes (the last) president of the Soviet Union
- Hole in the ozone layer, first detected in 1977, is now indisputable
- January 28, the Challenger explodes at about 73 seconds into it's ninth launch. All seven members of the shuttle crew died
- Worst nuclear disaster ever in Chernobyl, USSR
- World Population reaches 5 billion
- The largest stock-market drop in Wall Street history occurred on "Black Monday" -- October 19, 1987 -- when the Dow Jones Industrial Average plunged 508.32 points, losing 22.6% of its total value. That fall far surpassed the one-day loss of 12.9% that began the great stock market crash of 1929 and foreshadowed the Great Depression
- Sonny Bono becomes Mayor in Palm Springs
- The fall of the Berlin wall on November 9th
- Exxon Valdez oil disaster in Alaska in March

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### 1980's at the office

- In 1989, 7% of all U.S. workers use a computer at work
- Between 1973 and 1989, the average American's work-week jumps from less than forty-one to nearly forty-seven hours, and the average American's leisure time decreases 37%, from 26.2 hours to 16.6 hours per week
- Day Runner, Inc., manufacturer of time management systems, founded
- First portable computer with video monitor, disk drives, and processor unit mounted in a single box is built
- Notion of "laptop" computer is introduced
- Macintosh, a microcomputer with icons, a "mouse," and an intuitive user interface, introduced by Apple
- Microsoft develops "Windows" for the PC
- Staples, first retail chain store to cater to small to mid-sized businesses, opens first outlet

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### 1990's

- Smoking on Domestic Airplane Flights is Banned
- Iraq invades Kuwait
- Manuel Noreiga turns himself in to US Military
- Nelson Mandela Released from Prison after 27 years
- The Soviet Union Ends
- The Word Wide Web Is Available
- The 1992 World Series  
*For the first time in world series history the banner flew north of the border as the Toronto Blue Jays beat the Atlanta Braves in 6 games*
- Combat roles for women in the US military
- The Final Episode Of Cheers
- Johnny Carson leaves the Tonight Show

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<h3>1990's</h3>		
<ul style="list-style-type: none"> <li>• Civil war in Rwanda</li> <li>• Major League baseball players strike, as a result the World Series was cancelled</li> <li>• NHL locked out players over salaries</li> <li>• On June 13, 1994 Nicole Brown Simpson and Ronald Goldman were murdered outside Nicole's house in Brentwood, CA. On June 17th, OJ and his friend Al Cowlings took flight from the police in his white Ford Bronco, in a low speed chase which ended up at his mansion where he surrendered</li> <li>• Icestorm of '94</li> <li>• Princess Diana's Funeral</li> <li>• Clinton admits to Lewinsky affair After denying the affair for close to a year, the President held a press conference to admit to having sexual relations with Monica Lewinsky</li> </ul>		

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<h3>1990's</h3>		
<ul style="list-style-type: none"> <li>• Peace in Northern Ireland</li> <li>• NATO Begins Bombing Yugoslavia</li> <li>• Columbine Tragedy</li> <li>• Y2K Scare <i>Y2K hype gets everyone paranoid that the end of the world is near. Billions of dollar spent world-wide on Y2K upgrade on computer software. At 4:00 AM on December 31, 1999 as the new year passes on the little island of Fiji we discover that the supposed Y2k Bug will not cause impending doom</i></li> <li>• Wayne Gretzky Retires</li> </ul>		

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<h3>1990's at the office</h3>		
<ul style="list-style-type: none"> <li>• Faxes that transmit color become commercially available</li> <li>• In 1993, 7.6 million people work at home during normal business hours</li> <li>• In 1991, the U.S. Congress creates the Glass Ceiling Commission to study problems in advancement in employment for women and minorities</li> <li>• In 1994, the nation's 3.5 million female secretaries constitute 98% of the profession. It is the largest job category for women</li> <li>• In 1994, the Internet reaches nearly twenty-five million computer users (an increase from 213 registered computers in 1981)</li> <li>• The Pentium Processor is developed by Intel</li> <li>• Email becomes popular; as a result Microsoft acquires the popular Hotmail webmail service</li> <li>• Businesses start to build E-commerce websites , E-commerce-only companies such as Amazon, ebay, AOL and Yahoo grow rapidly</li> </ul>		

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PART 2

CURRENT DAY:  
WHERE WE ARE

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Challenges: Now and the immediate future



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Regulatory issues

- Are the rules the right rules
- Are they having any impact
- CEEs of any benefit?
- Language Proficiency- What's good enough?
- What sanctions are appropriate
- Explicit practice standards or good practice guidelines
- Who sets the rules

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Layers of Oversight

- Self-Regulation vs Fairness  
Commissioner
- Review Boards
- Role of the Ombudsman
- Entry to Practice criteria
- Labour mobility
- Government Priorities

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Public Expectations

- Compensation
- Access to Service
- Quality services
- None- don't know you exist
- Poor- fox guarding the chickens

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Technology

- Telehealth
- Internet products
- Empowered consumer/patient
- Information about members
- Opportunities to streamline regulation

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<p>Immigration</p> <ul style="list-style-type: none"><li>• Foreign trained applicants</li><li>• Government priorities vs self regulation</li><li>• Expectations</li><li>• Equivalencies</li><li>• Competency based registration</li><li>• Need for professionals</li><li>• Expectations of immigrants consumer/patients</li><li>• Culture clash</li></ul>		

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<p>Nationalization/Harmonization</p> <ul style="list-style-type: none"><li>• Harmonization of standards</li><li>• Labour mobility</li><li>• Reciprocity</li><li>• Weakest link</li><li>• Passport/licence</li><li>• Government overrides/sanctions</li></ul>		

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<p>Economy</p> <ul style="list-style-type: none"><li>• Members' ability to pay</li><li>• College/Board funding</li><li>• Public safety at what cost?</li><li>• Government priorities</li></ul>		

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<p>Regulators' Personal Issues</p> <ul style="list-style-type: none"><li>• Demands on Time</li><li>• Aging parents</li><li>• Kids</li><li>• On call 24/7</li><li>• Stress</li><li>• Councils/Boards/Staff Conflicts</li></ul>		

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<p>Members' Issues</p> <ul style="list-style-type: none"><li>• Demands on Time</li><li>• Aging parents</li><li>• Kids</li><li>• On call 24/7</li><li>• Who's got time for QA</li><li>• Stress</li><li>• Ability to pay</li><li>• Job insecurity</li><li>• Public expectations</li></ul>		

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<p>Conflicts</p> <ul style="list-style-type: none"><li>• Interprofessional collaboration vs turf wars</li><li>• Professional attitudes towards each other</li><li>• High quality vs ability to pay</li><li>• Need for service vs entry to practice standards</li><li>• Council vs Executive</li><li>• Council vs staff</li><li>• Professional vs public members</li></ul>		

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PART 3

LOOKING AHEAD:  
WHERE WE ARE GOING

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TOOLS

- Manage Challenge and Change
- Control Stress
- Maintain a Positive Attitude
- Succeed

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<p>3 Rs</p> <ul style="list-style-type: none"><li>• Results: What do we want to achieve?</li><li>• Roles: Who does What?</li><li>• Rules: What are the Rules?</li></ul>		

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<p>RESULTS</p> <p>What do we want to achieve?</p> 		

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<p>RESULTS</p> <ul style="list-style-type: none"><li>• <b>Safe, Quality Services by Competent Professionals</b></li><li>• Registration, QA, Practice Standards</li><li>• Peer Assessment</li><li>• Interprofessional Collaboration</li><li>• Public Awareness</li><li>• ????</li></ul>		

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**RESULTS**

- Adequate Supply of Professionals
- Turf Protection
- Funding
- Public Access
- Better Image
- ????

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**ROLES**

Who does What?



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**ROLES**

- Boards/Councils
- Individual Board/Council Members
- Executive
- Committees
- President

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<h3>ROLES</h3> <ul style="list-style-type: none"><li>• Registrar/CEO/Exec Director</li><li>• Staff</li><li>• Legal Counsel</li><li>• External Agencies</li><li>• Fairness Commissioner</li><li>• Appeal Boards</li><li>• ??????</li></ul>		

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<h3>RULES</h3> <p>What are the Rules?</p> 		

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<h3>RULES</h3> <ul style="list-style-type: none"><li>• Profession Specific Legislation</li><li>• Regulations</li><li>• By-laws</li><li>• Governance Policies</li><li>• Council Code of Conduct</li><li>• Conflict of Interest</li><li>• Rules of Order</li></ul>		

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<p><b>RULES</b></p> <ul style="list-style-type: none"><li>• External Legislation</li><li>• Privacy</li><li>• Consent</li><li>• Reserved Acts</li><li>• Fairness</li><li>• Labour Mobility</li><li>• ?????</li></ul>		

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<p><b>3 Rs RESULTS</b></p> <ul style="list-style-type: none"><li>• What does my Board/College need to do?</li><li>• What do I need to do as Registrar/CEO ?</li></ul>		

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<p><b>RESULTS</b></p> <p>To ensure the effective and efficient regulation of the profession and governance of the Board/College, so that the public receives quality and safe services</p>		

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<h3>ROLES</h3> <ul style="list-style-type: none"><li>• Is there clarity, understanding and agreement on roles, so that Council, committees, Registrar/Exec Director and staff can work together to achieve the Results?</li><li>• Is there clarity, understanding and agreement on roles of others - legal counsel, members, external agencies</li></ul>		

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<h3>RULES</h3> <ul style="list-style-type: none"><li>• Are up to date bylaws and governance policies in place so the Board/College is managed efficiently and effectively?</li><li>• Are practice standards, QA programs, etc, in place so members are regulated in a way that ensures quality safe, services?</li><li>• Do we comply with external rules?</li></ul>		

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<h3>3Rs - Leaders' Obligations to Ensure there are:</h3> <ul style="list-style-type: none"><li>• Goals and Objectives, Action Plan and Budget</li><li>• Bylaws and Policies that set out roles</li><li>• Bylaws and policies that set out rules</li><li>• No surprises from outside :)</li></ul>		

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3Rs - Leaders' Rewards

- Enhanced capacity to understand and manage challenges
- Smoother operations
- Less stress from Boards/Councils and individuals
- Success

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People



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AND WHEN I SAY PEOPLE...

I mean you and I

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I love this question...

**WHAT DO YOU DO FOR A LIVING?**

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Well...

- I run a...
- I am a...
- We establish and monitor...
- We have members...
- We work with ...

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Pardon?

- Jurisdiction shopping
- Patient centred care
- Evergreen document
- Memorandum of understanding
- Life long learning
- 10,000 feet
- Facilitator
- Group Synergy
- Metacognition
- Metacompetence
- Professional Conduct
- Ethical Decision Making

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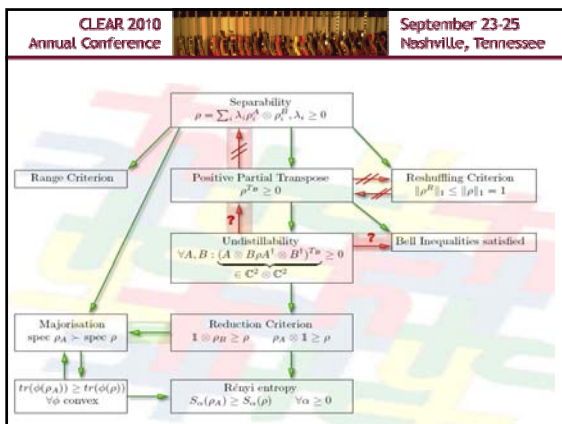
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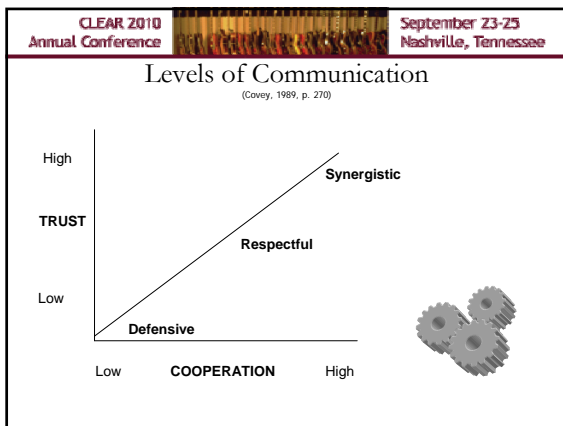
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### Group Roles Review

(Hunter, Bailey & Taylor, 1995, p. 21)

<b>Task Roles</b> Initiator Opinion Giver Elaborator Clarifier	<b>Process Roles</b> Tension-Reliever Compromiser Harmonizer Gate-keeper
<b>Blocking Roles</b> Aggressor Negator Blocker Withdrawer	<b>Blocking Roles cont'd</b> Recognition seeker Topic-jumper Joker Devil's advocate

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Teamwork



A hand is shown holding a group of people, symbolizing teamwork and support.

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Teamwork



A dog is standing on its hind legs, looking up at a person, symbolizing teamwork and cooperation.

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Smile



Five colorful flowers (red, pink, yellow, red, blue) are shown, each with a smiling face, symbolizing positivity and happiness.

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Time is the quality of nature that keeps events from happening all at once. Lately it doesn't seem to be working

Anonymous

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THE NEW JOB DESCRIPTION

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WORK USED TO BE SELF EVIDENT...

- Fields were plowed, boxes packed, cows milked, machines were tooled.
- You knew what work had to be done and you could see it. It was clear when the work was done or not done.

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<p><b>SHIFT TO KNOWLEDGE WORK</b></p> <ul style="list-style-type: none"><li>• No edges to our projects</li> <li>• Better stronger faster<ul style="list-style-type: none"><li>- How effective was the training</li><li>- How inspiring is the article</li><li>- How motivating was the staff meeting</li><li>- How much data do I need</li></ul></li></ul>		

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<p><b>Clarity is a Challenge</b></p> <ul style="list-style-type: none"><li>• In knowledge work the task is not given, it has to be determined</li><li>• Often there is no right answer</li><li>• Results desired unclear</li></ul>		

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<p>If you are not sure why you're doing something,  you can never do enough of it.</p>		

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### Priorities are a Challenge

- Shifting job descriptions
- Moving targets goals
- Little is clear for long
- To do lists
- Schedules
- Meetings
- Meetings
- Emails
- Phone calls
- Virtual meetings
- Conference calls
- Text messages

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### The Lines are Blurred

- I keep trying to open my office door with my house key
- I delegate tasks and deliverables to my daughters who are 8 and 10
- I work at home, on the train, in my car, on the subway, in taxi cabs, when I am walking down the street
- My perfect place to work is on a plane - no one can find me...

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### Learning Horizon

The concept of a learning horizon which Senge (2006) describes as a breadth of vision in time and space within which we assess our effectiveness. When our actions have consequences beyond our learning horizon, it becomes impossible to learn from direct experience. Herein lies the core learning dilemma that confronts organizations:

*we learn best from experience but we never directly experience the consequences of many of our most important decisions*

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Life is lived forwards, but understood backwards

Philosopher Soren Kierkegaard, 1813-1855

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Does your Organization have a Learning Disability?

**Boiled Frog Theory**

*Conceptual Understanding*

"The Parable of the Boiled Frog". The author describes the scenario where a frog, placed in a pot of boiling water will immediately try to scramble out, however, on gradual temperature increase, the frog will do nothing. "Why? Because the frog's internal apparatus for sensing threats to survival is geared to sudden changes in his environment, not to slow gradual changes." The author goes on to comment that "The problem is our minds are so locked in one frequency, it's as if we can only see at 78 rpm; we can't see anything at 33 1/3."

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THE WAY FORWARD

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**David Allen,  
Getting Things Done...**

The way to get things done is not by managing time, information or priorities. After all;

- You don't manage 5 minutes and wind up with six
- You don't manage information overload or you would walk into a library and die, or connect to the internet and blow up
- You don't manage priorities - you have them

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The key to managing all of your 'stuff' is ...

**MANAGING YOUR ACTIONS**

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**Managing Action is the Primary Challenge**

- What you DO with your time
- What you Do with information
- What you Do with your body and your focus relative to your priorities

Those are the real options to which you must allocate your limited resources.

The real issue is how to make appropriate choices about what to do at any point in time.

The real issue is how we manage actions.

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Vision is not enough  
It must be combined with venture.

It is not enough to stare up the steps, we must step up the stairs.

*Vaclav Havel*

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THE NEW LEADER

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**SOFT SKILLS**

- Interpersonal Skills
- Goal Orientation
- Presenting
- Personal Effectiveness
- Decision Making
- Leadership
- Persuasion
- Management
- Flexibility
- Creativity/Innovation
- Written Communication
- Futuristic Thinking
- Continuous Learning
- Conflict Management
- Self-Management (time and priorities)
- Diplomacy
- Employee Development/Coaching
- Analytical Problem Solving
- Negotiation
- Teamwork
- Customer Service
- Planning/Organizing
- Empathy

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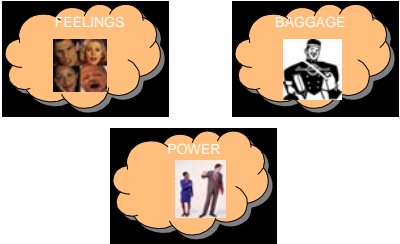
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### Group Synergy



FEELINGS BAGGAGE POWER

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### Technology

- If it works for you use it
- If it doesn't find another way



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### Continuous learning

- Learning has been described as the process of acquiring relatively permanent changes in understanding, attitude, knowledge, information, ability and skill through experience
- Learning involves both the acquiring of the new and letting go of the old, whether one intentionally or unintentionally changes awareness, perception, behavior or ways of knowing

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<h3>Learning is Change</h3> <p>In his book <i>On Becoming a Person</i>, Carl Rogers (1961) describes significant learning as "learning which is more than an accumulation of facts. It is learning which makes a difference - in the individuals's behaviour, in the course of action (he) chooses in the future, in (his) attitudes and in (his) personality"</p>		

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<h3>Learning to Learn</h3> <p>People will need to replace the idea of skill or competence with the metacompetence of learning.</p> <p>By metacompetence, I am referring to competence that transcends itself... another way of putting this is to say that the most important skill or metacompetence is that of learning to learn. (Raelin, 2008).</p>		

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<h3>Thinking about Thinking</h3> <h4>Metacognition</h4> <p>Metacognition refers to higher order thinking which involves active control over the cognitive processes engaged in learning. Activities such as planning how to approach a given learning task, monitoring comprehension, and evaluating progress toward the completion of a task are metacognitive in nature.</p> <p>Consciousness, self awareness, knowing what you don't know</p>		

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<p>Suggestions...</p> <ul style="list-style-type: none"><li>• Figure out what you want to accomplish...maybe today you need to spend time talking to people, or thinking, strategizing</li><li>• If your to do list is driving you crazy - get some help, delegate, re-evaluate, get real</li><li>• Start something small and finish it. It feels good.</li><li>• Ask yourself this VERY important question about your tasks...SO WHAT?</li></ul>		

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<p>Suggestions...</p> <ul style="list-style-type: none"><li>• Take a break. Go for a walk, get something to eat, listen to music, drink water...</li><li>• Power not Force... sometimes thinking too hard is like chewing bubble gum to try and solve an algebra problem.</li></ul>		

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<p>THANK YOU!!</p>		

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