Culture Assessment to Drive Engagement and Performance Improvement
Outline

- Project Overview
  - Background
  - Objective and Approach
  - Milestone Status
- Culture Insights
- Next Steps
Background

• Seeking assistance engaging management and front-line associates
• Accountability challenges related to embracing workforce management tools / processes
• Leadership transition
Scope

Objective

• Gain understanding of SLH culture with goal of fostering greater alignment and engagement of managers and front line staff

Approach

1. Conduct assessment of Climate, Current Culture and Ideal Culture
2. Interpret results and develop report
3. Engage team to create an action plan during on-site visit
## Model for How Culture Works

### Philosophy
- Mission
- Goals
- Strategy

### Structures
- Systems
- Technology
- Skills/Qualities

### Assumptions
- Espoused Values

### Philosophy Mission

### Goals Strategy

### Assumptions Espoused Values

### Structures

### Systems

### Technology

### Skills/Qualities

### Individual Level

### Group Level

### Organizational Level

### Focus

<table>
<thead>
<tr>
<th>Ideal Culture</th>
<th>Causal Factors</th>
<th>Current Culture</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCI-Ideal</td>
<td>OEI</td>
<td>OCI</td>
<td>OEI</td>
</tr>
<tr>
<td>Values and Beliefs</td>
<td>Levers for Change</td>
<td>Norms and Expectations</td>
<td>Effectiveness</td>
</tr>
</tbody>
</table>

Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D.
Copyright © 1973-2016 by Human Synergistics International. All Rights Reserved.
Climate And Culture

Climate (OEI)

“The way things are around here.”

- What people sense and perceive.
- Members form an understanding of “how things are” (present) or “how things have been” (past) around here.
- Includes members’ perceptions of systems, structures, job design, leadership skills/qualities
- Reflects outcomes of the culture such as engagement, teamwork, and perceived quality.

Culture (OCI)

“The way we are expected to do things around here.”

- What people believe and know (shared interpretations).
- It reflects shared values (what is important) and beliefs (how things work).
- It encompasses norms and expectations that influence the way members of the organization think and behave (what is expected or implicitly required of me).
- Norms and expectations (Current Culture) are not always in alignment with shared values (Ideal Culture).

Source: Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D. 
Copyright © 1973-2016 by Human Synergistics International. All Rights Reserved.
Culture Chasm

Current Culture

Ideal Culture

MOVE FROM

MOVE TO
## Ideal vs. Current Norms

<table>
<thead>
<tr>
<th>Ideal Culture</th>
<th>Current Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associates <em>should</em> be expected or implicitly required to...</td>
<td>Associates <em>are</em> expected to...</td>
</tr>
<tr>
<td>• Help others to grow and develop</td>
<td>• Switch priorities to please others</td>
</tr>
<tr>
<td>• Involve others in decisions affecting them</td>
<td>• “Go along” with others</td>
</tr>
<tr>
<td>• Show concern for people</td>
<td>• Take few chances</td>
</tr>
<tr>
<td>• Pursue a standard of excellence</td>
<td>• Push decisions upward</td>
</tr>
<tr>
<td>• Think ahead and plan</td>
<td>• Oppose things indirectly</td>
</tr>
<tr>
<td>• Enjoy their work</td>
<td>• Demand loyalty</td>
</tr>
<tr>
<td>• Know the business</td>
<td>• Follow orders...even when they are wrong</td>
</tr>
<tr>
<td></td>
<td>• Ask everybody what they think before acting</td>
</tr>
<tr>
<td></td>
<td>• Work long, hard hours</td>
</tr>
</tbody>
</table>

Source: Human Synergistics
# Milestone Status

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct assessment of Current Culture and Ideal Culture</td>
<td>49% survey completion rate, extension date 8/26</td>
</tr>
<tr>
<td>2. Interpret results and develop report</td>
<td>Anticipated ➔ September</td>
</tr>
<tr>
<td>3. Engage team to create an action plan during on-site visit</td>
<td>Anticipated ➔ Fall</td>
</tr>
</tbody>
</table>
Why focus on culture...does it really matter?

Culture is an Organizational Imperative

Culture needs to be the top priority of top executives because—regardless of whether they pay attention to it—culture exists and affects everything that matters most to the organization and its stakeholders.

Janet L. Szumal, Ph.D.
Human Synergistics/Center for Applied Research, Inc.
Culture Is Not Widely Understood

Organizations that truly understand their culture (12%) vs. Organizations believe they have the “right” culture (19%)

“In a recent survey of more than 2000 employees across a wide range of industries, nearly half the respondents reported working in organizations where they regularly feel the need to conform, and more than half said that people in their organizations do not question the status quo”.
It’s not quality and safety, it’s not finance, it’s not strategy that matters most...it’s **culture that is a leader’s most critical priority**
The Concept of Culture: Edgar Schein

The only thing of real importance that leaders do is to create and manage culture

- Edgar Schein
What is Culture?

System of shared VALUES AND BELIEFS that can lead to BEHAVIORAL NORMS that guide the way people in an organization approach their work, interact with others, and solve problems.

“The way we are EXPECTED to do things around here”

Source: Human Synergistics International Copyright © 2017. All Rights Reserved.
Culture disconnect as the underlying factor...

• How is it possible that in a practice, the doctors, nurses, and administrators are often *fighting* with each other rather than *collaborating* to improve patient care?

• How is it possible that employees are *encouraged* to *report* unsafe practices, yet the organization continues to *experience a major accident*?

• How is it possible that the *best strategic options* for a healthcare organization *never get implemented*, leaving the organization to inevitable failure?

• How is it possible when the new CEO arrives the employees “hunker down” and don’t “want change”?

• If we *understand the dynamics of culture*, then we will be less likely to be puzzled, irritated, and anxious when we encounter the unfamiliar and seemingly irrational behavior of people in organizations.

Measuring Organization Culture

The Circumplex is a highly visual and consistent throughout the Integrated Diagnostic System.

It breaks the factors underlying performance down into 12 ways or “styles” of thinking, behaving, and interacting.
Three Types of Culture

**Constructive**
Cultures promote effective goal setting and achievement, growth and learning, and teamwork and collaboration.

**Aggressive/Defensive**
Cultures lead to internal competition, management by exception, and short-term emphasis as opposed to long-term effectiveness.

**Passive/Defensive**
Cultures lead to conformity, rigidity, and lack of team member accountability and initiative.

Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D. Copyright © 1973-2013 by Human Synergistics International. All Rights Reserved.
Constructive Styles

Interacting with others and approaching tasks in ways that will help them to meet their higher-order satisfaction needs

11 Achievement
Employees are expected to set realistic goals and solve problems effectively

12 Self-Actualizing
Employees are expected to gain enjoyment from their work and produce high quality products/services

1 Humanistic-Encouraging
Employees are expected to be supportive, constructive, and open to influence in dealing with others

2 Affiliative
Employees are expected to be friendly, open, and sensitive to the satisfaction of the work group

Organizational sustainability through members “doing good”
Passive/Defensive Styles

Interacting with people in ways that will not threaten their own security

3 Approval
Employees are expected to agree with, gain the approval of, and be liked by others

4 Conventional
Employees are expected to conform, follow the rules, and make a good impression

5 Dependent
Employees are expected to do what they are told and clear all decisions with supervisors

6 Avoidance
Employees are expected to shift responsibilities to others and avoid being blamed for mistakes

Organizational vulnerability through members “being good”
Aggressive/Defensive Styles

Approaching tasks in forceful ways to protect their status and security

7 Oppositional
Employees are expected to gain status and influence by being critical and constantly challenging one another

8 Power
Employees are expected to take charge and “control” others, and make decisions autocratically

9 Competitive
Employees are expected to operate in a “win-lose” framework and work against their peers to be noticed

10 Perfectionistic
Employees are expected to avoid making mistakes, work long hours, and keep “on top” of everything

Organizational volatility through members “looking good”
Impact of the Most Effective and Successful Leaders
Impact of the Least Effective and Successful Leaders
Emphasis on Praise and Criticism

Emphasis on Praise (n=12)

Emphasis on Criticism (n=16)
The Iceberg of Ignorance

This internationally acclaimed study conducted by Sidney Yoshida, was initially presented at the International Quality Symposium, Mexico City, 1989. It indicated how management’s failure to understand its processes and practices from the perspective of its customers, suppressed the company’s profits by as much as 40%.
The Organization

Board

Executive Team

Providers

Department Managers

Front Line Employees
The Complexity of True Culture

Constructive
Passive
Aggressive

INDIVIDUALS
Life Styles Inventory™ (LSI)

MANAGEMENT
Management/Impact® (M/I)

LEADERSHIP
Leadership/Impact® (L/I)

TEAMS
Group Styles Inventory™ (GSI)

ORGANIZATIONS
Organizational Culture Inventory® (OCI®)
Key Learnings

Both research and my own professional experience suggest that constructive norms and expectations lead to low turnover and improved financial, quality and team performance.

Turnover, financial performance, quality and teamwork are leadership and management phenomena and not an organizational occurrence.

Leaders and managers impact people and culture directly.

What leaders and managers do and how they do it determine the impact that they have on the people around them.
Next Steps

- Compile results
- Provide SLH leadership with report walk-through
- Schedule on-site Fall planning session
Organizational Culture and Future Success

“We’re hoping you’ll lead us on a journey of transformation without requiring any real changes.”