



St. Luke's Hospital

Exceptional Care, Close to Home

Culture Assessment to Drive Engagement and Performance Improvement



STROUDWATER

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

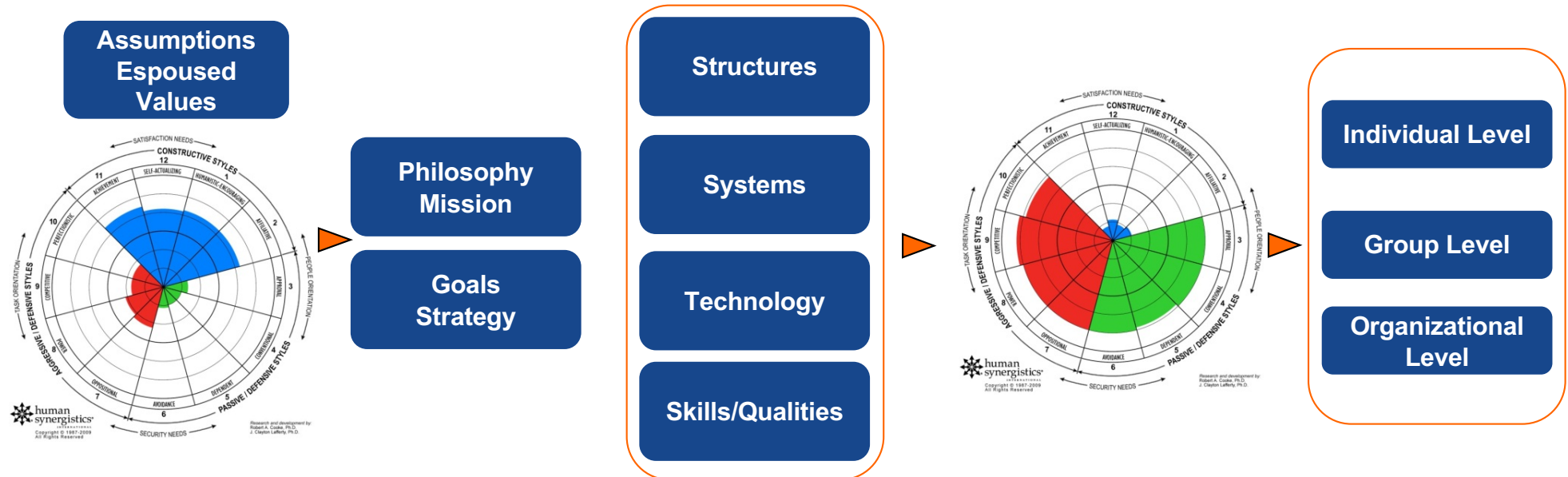
Objective

- 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



Focus	Ideal Culture	Causal Factors	Current Culture	Outcomes
Instrument	OCI-Ideal	OEI	OCI	OEI
Measuring	Values and Beliefs	Levers for Change	Norms and Expectations	Effectiveness

Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D.
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Climate And Culture

Climate (OEI)

*“The **way things are** around here.”*

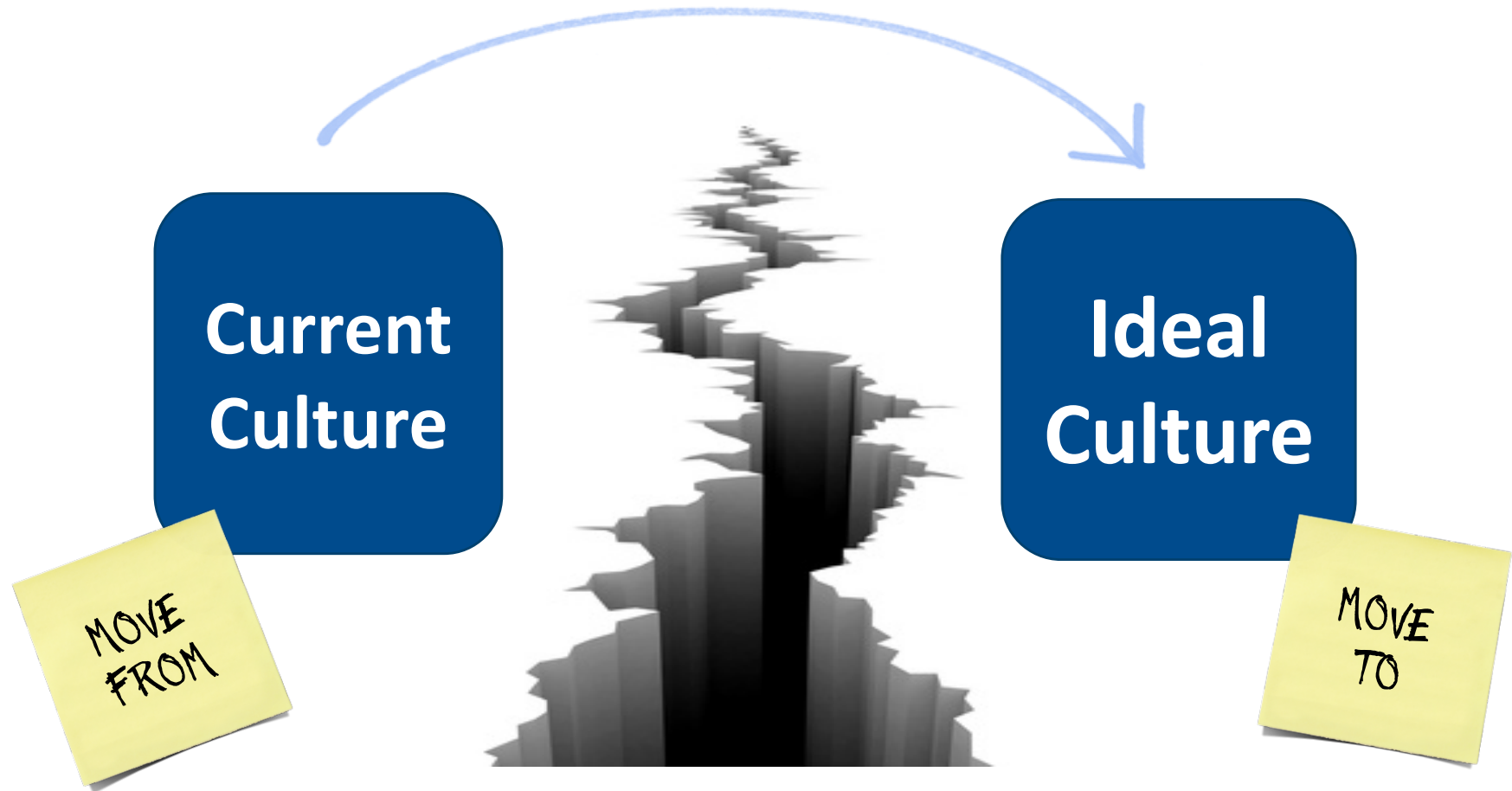
- What people sense and perceive.
- Members form an understanding of “how things are” (present) or “how things have been” (past) around here.
- Includes members’ perceptions of systems, structures, job design, leadership skills/qualities
- Reflects outcomes of the culture such as engagement, teamwork,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

Culture Chasm



Ideal vs. Current Norms

Ideal Culture <i>Associates should be expected or implicitly required to...</i>	Current Culture <i>Associates are expected to...</i>
<ul style="list-style-type: none">• Help others to grow and develop• Involve others in decisions affecting them• Show concern for people• Pursue a standard of excellence• Think ahead and plan• Enjoy their work• Know the business	<ul style="list-style-type: none">• Switch priorities to please others• “Go along” with others• Take few chances• Push decisions upward• Oppose things indirectly• Demand loyalty• Follow orders...even when they are wrong• Ask everybody what they think before acting• Work long, hard hours

Source: Human Synergistics

Culture Roadmap

OCI/OEI Results That Impact the Roadmap for Building Your Performance Culture



START

Evaluate Current Performance

Identify Priority Outcomes

1. _____
2. _____

OEI: outcomes
Organizational Outcomes (e.g. quality & adaptability)
Group Outcomes (e.g. teamwork)
Individual Outcomes (e.g. satisfaction & motivation)

Other Organizational Priorities

Specify Cultural Change Targets Strengths to Build On

Norm 1: _____
Norm 2: _____

Gaps or Styles for Improvement

Norm 1: _____
Norm 2: _____

Ideal and current profile analysis

Clarify Improvement Vision and Values

Constructive behavior analysis in ideal. Gap analysis between ideal & current culture.

OEI: Causal Factors
Articulation of Mission
Customer Service Focus

Clarify Strategic Priorities and Levers for Change

Confirm they address outcomes (Step 1) as well as expected behaviors (Step 4)

OEI: Causal Factors
Mission and Philosophy
Structures
Systems
Technology
Skills/Qualities

Other Organizational Priorities & Levers

Identify Specific Expected Behaviors

Current profile: detailed item analysis of ideal & current culture.

Evaluate Goal Setting and Engage Teams and individuals to Define SMART Goals

Align with Constructive norms (Step 2)

OEI: Causal Factors
Goal Clarity
Goal Difficulty
Participative Goal Setting
Goal Acceptance

Evaluate and Build Motivation

Align with Constructive norms (Step 2)

OEI: Outcomes
Motivation
Satisfaction

Current Status:



Organizational Culture Inventory®
Organizational Effectiveness Inventory®

Evaluate and Manage Communication

Align with Constructive norms (Step 2)

OEI: Causal Factors Communication
Downward Communication
Upward Communication
Communication for Learning
Leadership
Interaction Facilitation
Task Facilitation
Goal Emphasis
Consideration

Evaluate and Implement a Management System for Goals and Measures (Steps 6 & 7)

Align with Constructive norms (Step 2)

OEI: Causal Factors
Use of Reward
Use of Punishment
Fairness of Appraisals
Training and Development
Selection / placement
Feedback
Customer Service Focus
Employee Involvement
Communication for Learning

Clarify & Track Key Organizational Measures

Align with cultural change targets and expected behaviors (Steps 2 & 4)

Align with Priority Outcomes (Step 1)

Changing the World — One Organization at a Time®

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Milestone Status

Milestone	Status
1. Conduct assessment of Current Culture and Ideal Culture	49% survey completion rate, extension date 8/26
2. Interpret results and develop report	Anticipated → September
3. Engage team to create an action plan during on-site visit	Anticipated → Fall

Why focus on culture...does it really matter?



Culture is an Organizational Imperative

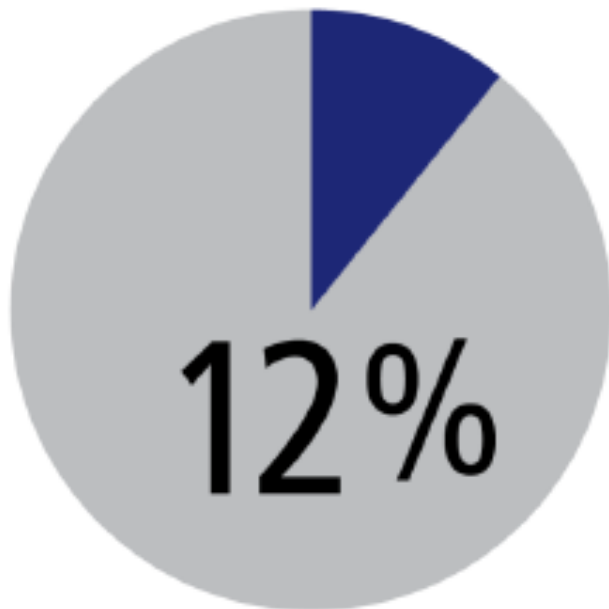
*Culture needs to be the top priority of top executives because—regardless of whether they pay attention to it—**culture exists and affects everything that matters most** to the organization and its stakeholders.*

Janet L. Szumal, Ph.D.

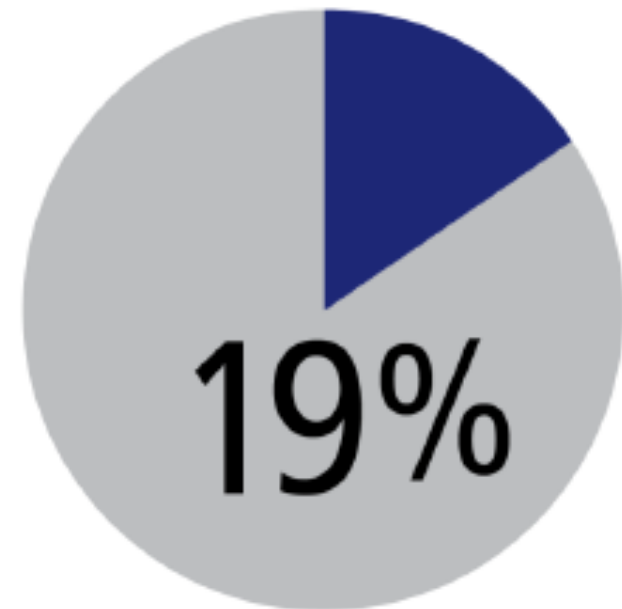
Human Synergistics/Center for Applied Research, Inc.

Culture Is Not Widely Understood

**Organizations that
truly understand
their culture**



**Organizations
believe they have
the “right” culture**



Break the rules...Harvard Business School Publishing October-November 2016



**IF YOU WANT ENGAGED EMPLOYEES,
LET THEM BREAK RULES AND BE
THEMSELVES. WE'LL SHOW YOU HOW.
BY FRANCESCA GINO**

*"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**".*



Real Culture
is the root of your
organization's success.

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



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”



Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D.
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Culture disconnect as the underlying factor...



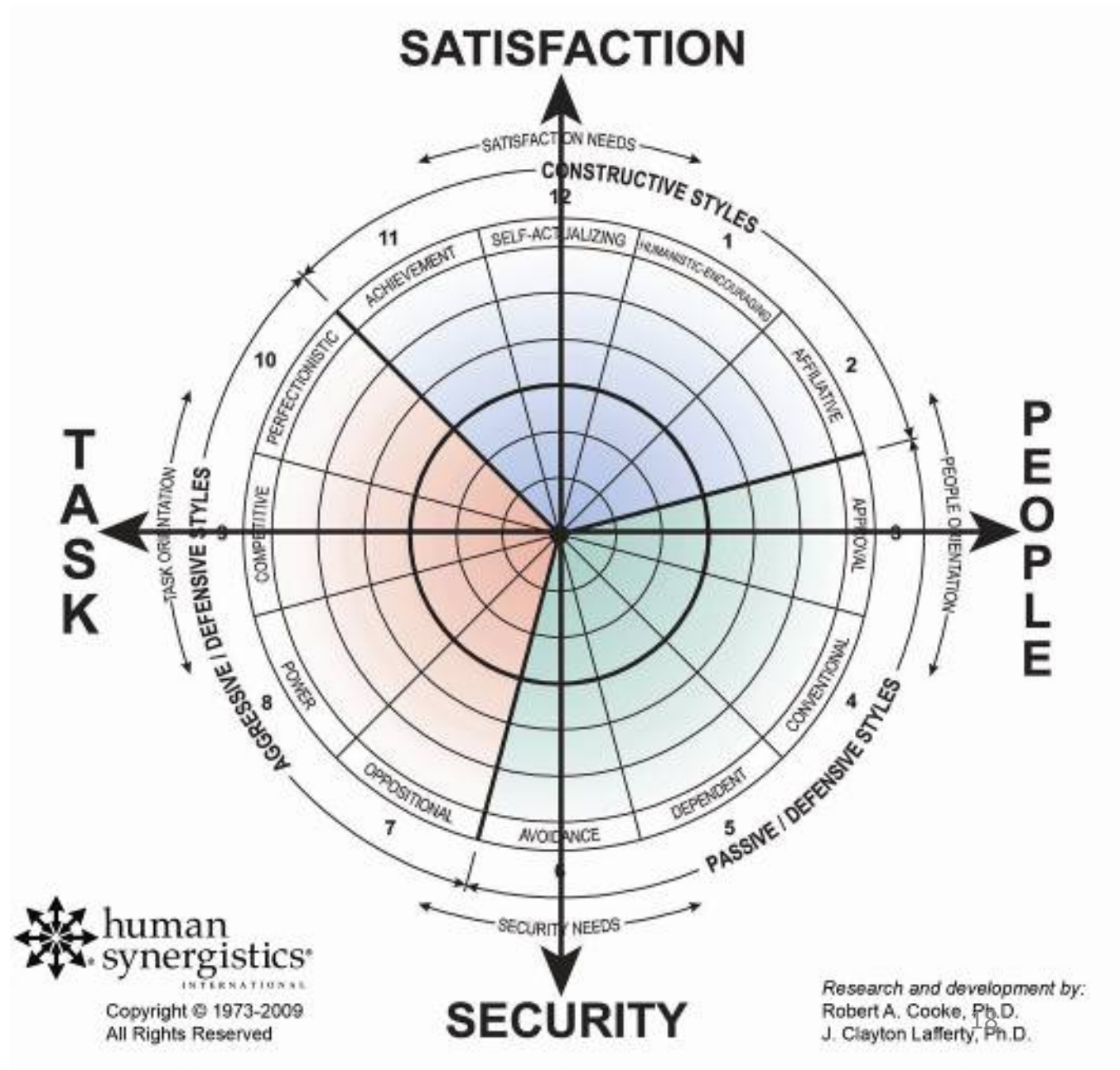
- How is it possible that in a practice, the doctors, nurses, and administrators are often ***fighting*** with each other rather than ***collaborating*** to improve patient care?
- How is it possible that employees are ***encouraged to report*** unsafe practices, yet the organization continues to ***experience 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.

Schein, Edgar H. (2010). Organizational Culture and Leadership (The Jossey-Bass Business & Management Series) (p. 9). Wiley. Kindle Edition.

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.

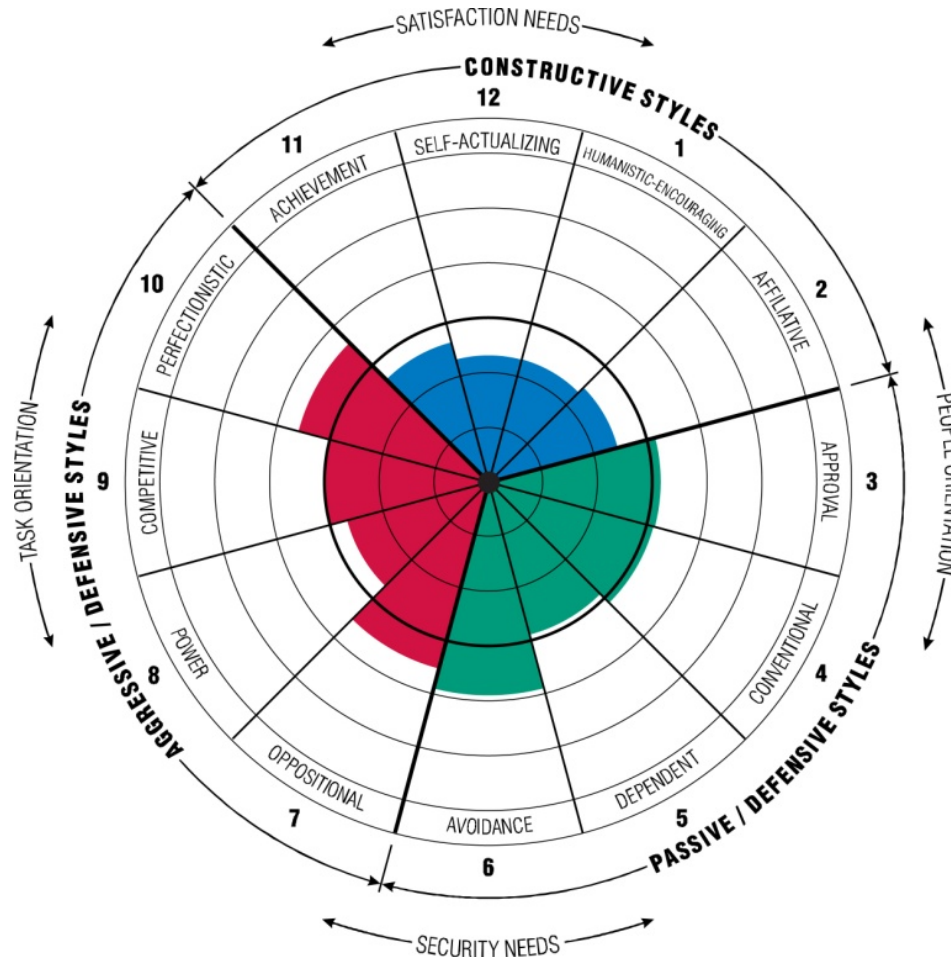


Three Types of Culture

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.

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

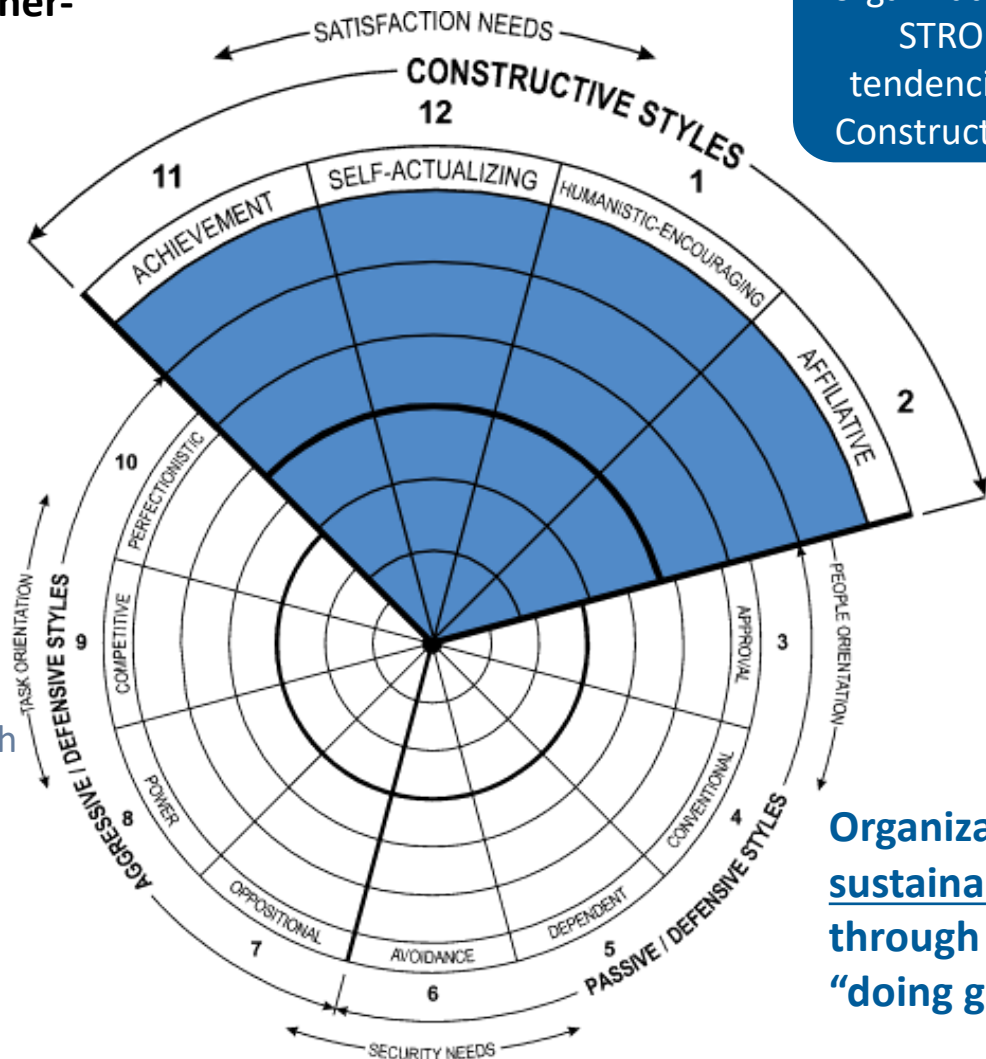
Employees are expected to gain enjoyment from their work and produce high quality products/services

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



Effective organizations show **STRONGER** tendencies along Constructive styles

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

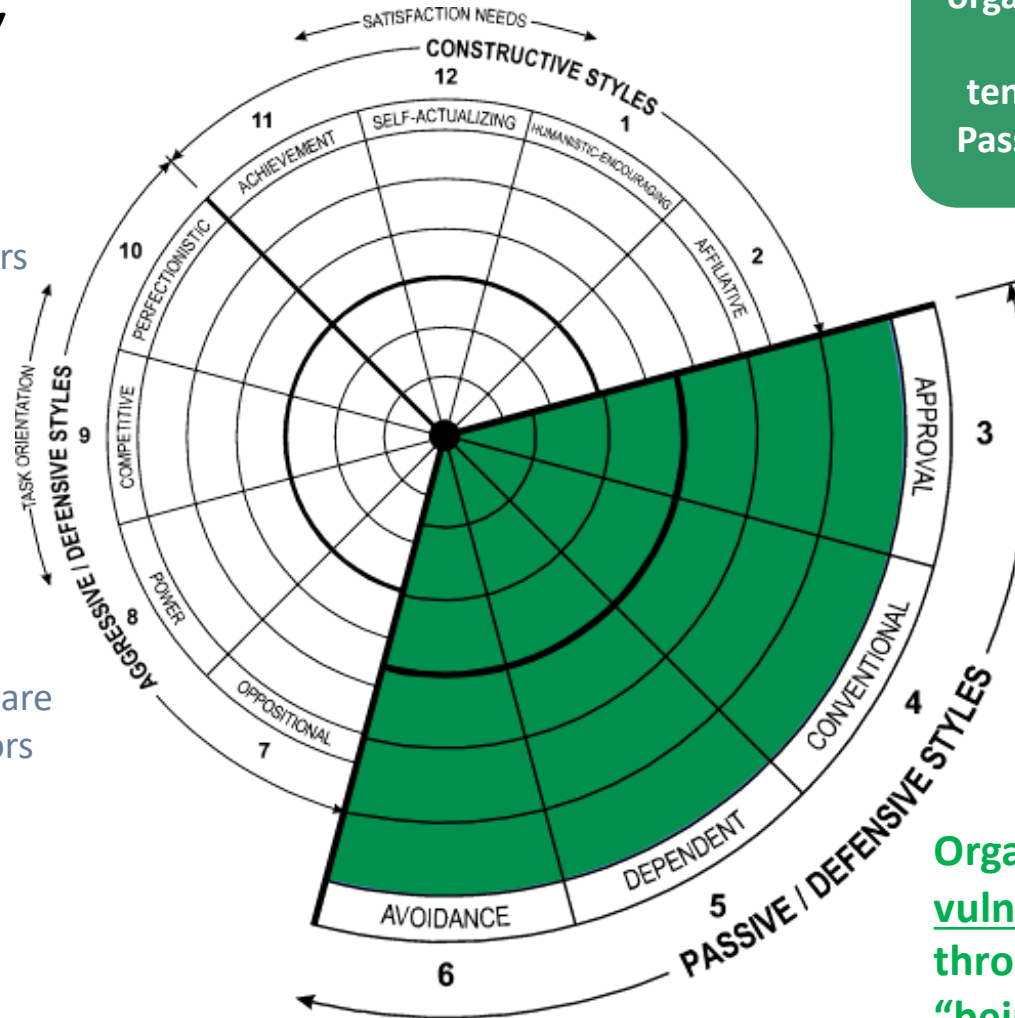
Employees are expected to conform, follow the rules, and make a good impression

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



Effective organizations show **WEAKER** tendencies along Passive/Defensive styles

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

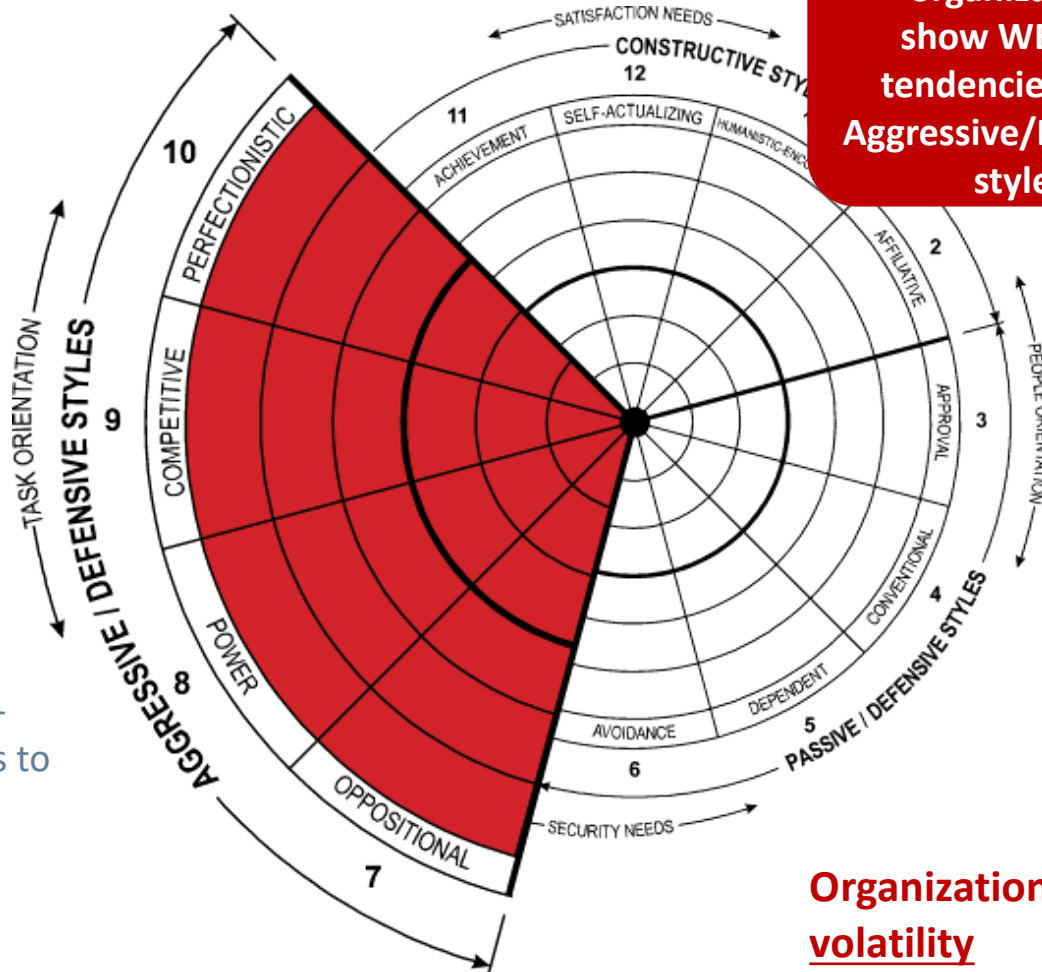
Employees are expected to take charge and “control” others, and make decisions autocratically

9 Competitive

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

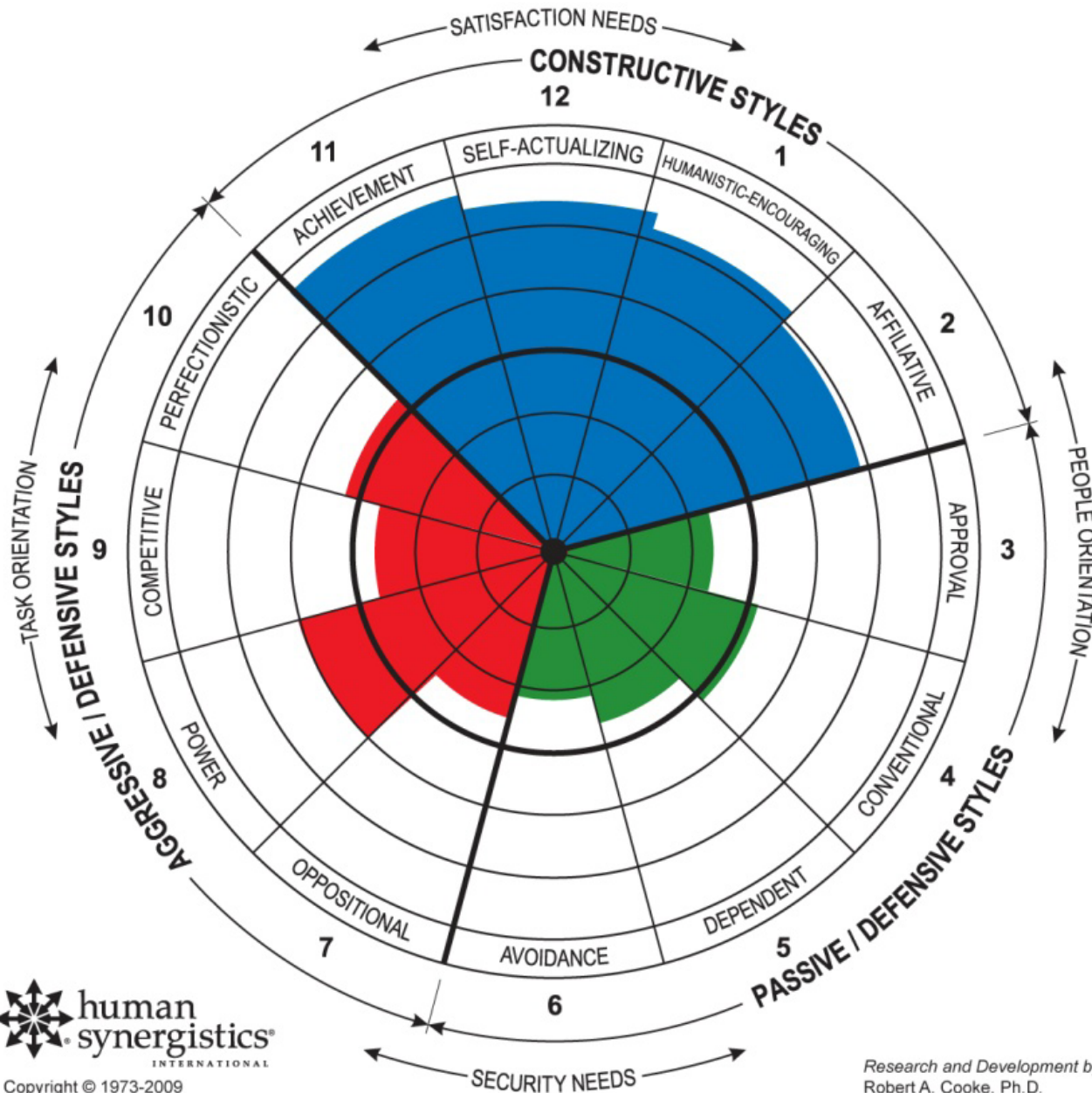
10 Perfectionistic

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

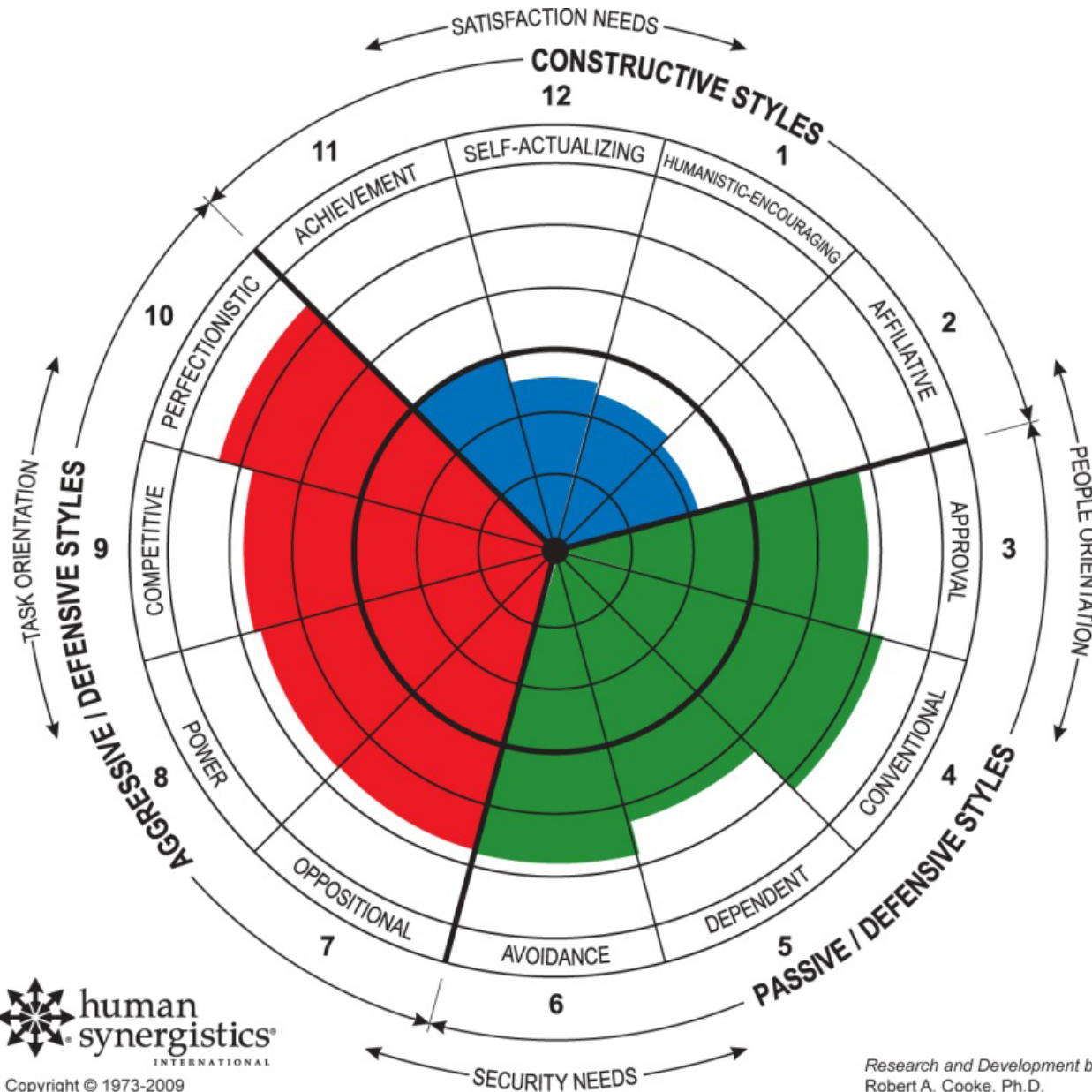


**Organizational
volatility
through members
“looking good”**

Impact of the *Most* Effective and Successful Leaders



Impact of the *Least* Effective and Successful Leaders

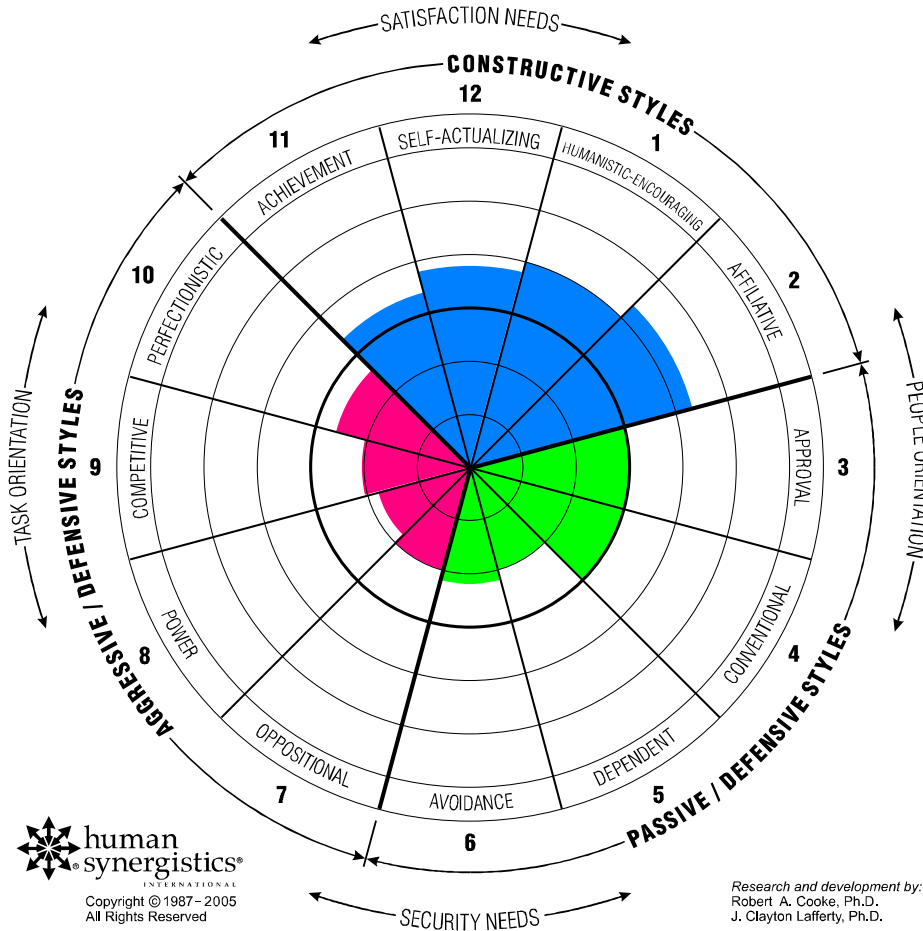


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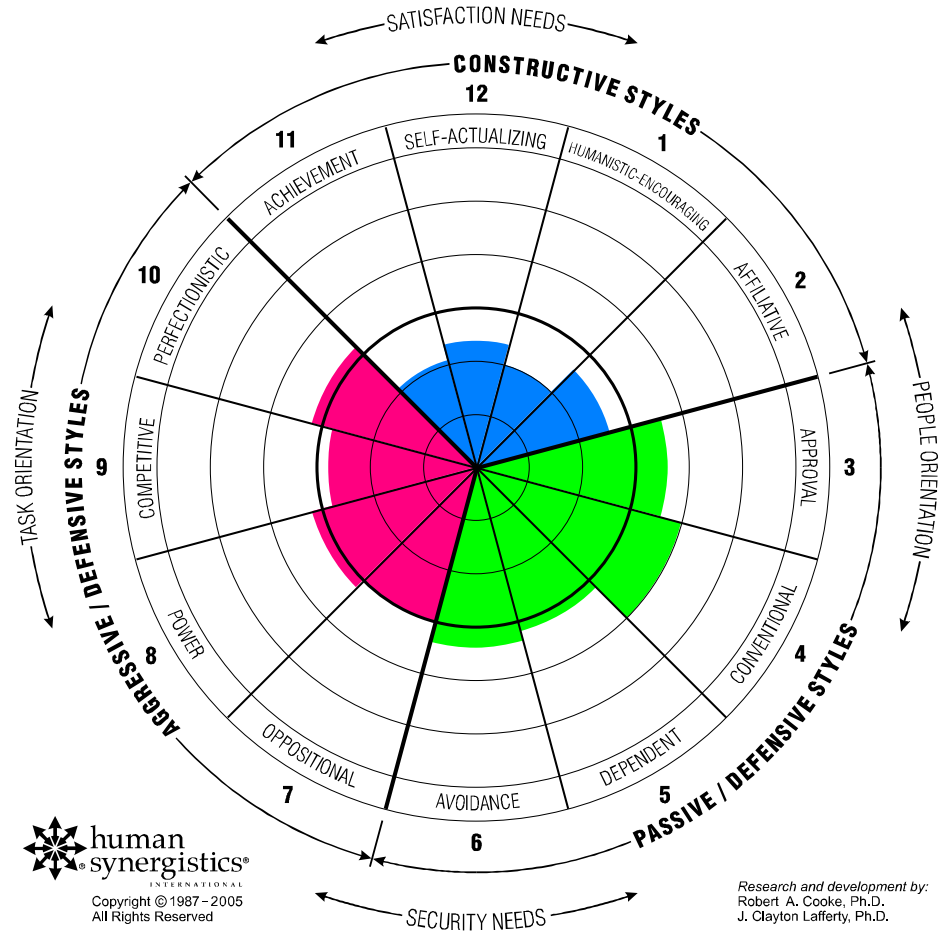
Research and Development by
Robert A. Cooke, Ph.D.
J. Clayton Lefferty, Ph.D.

Emphasis on Praise and Criticism

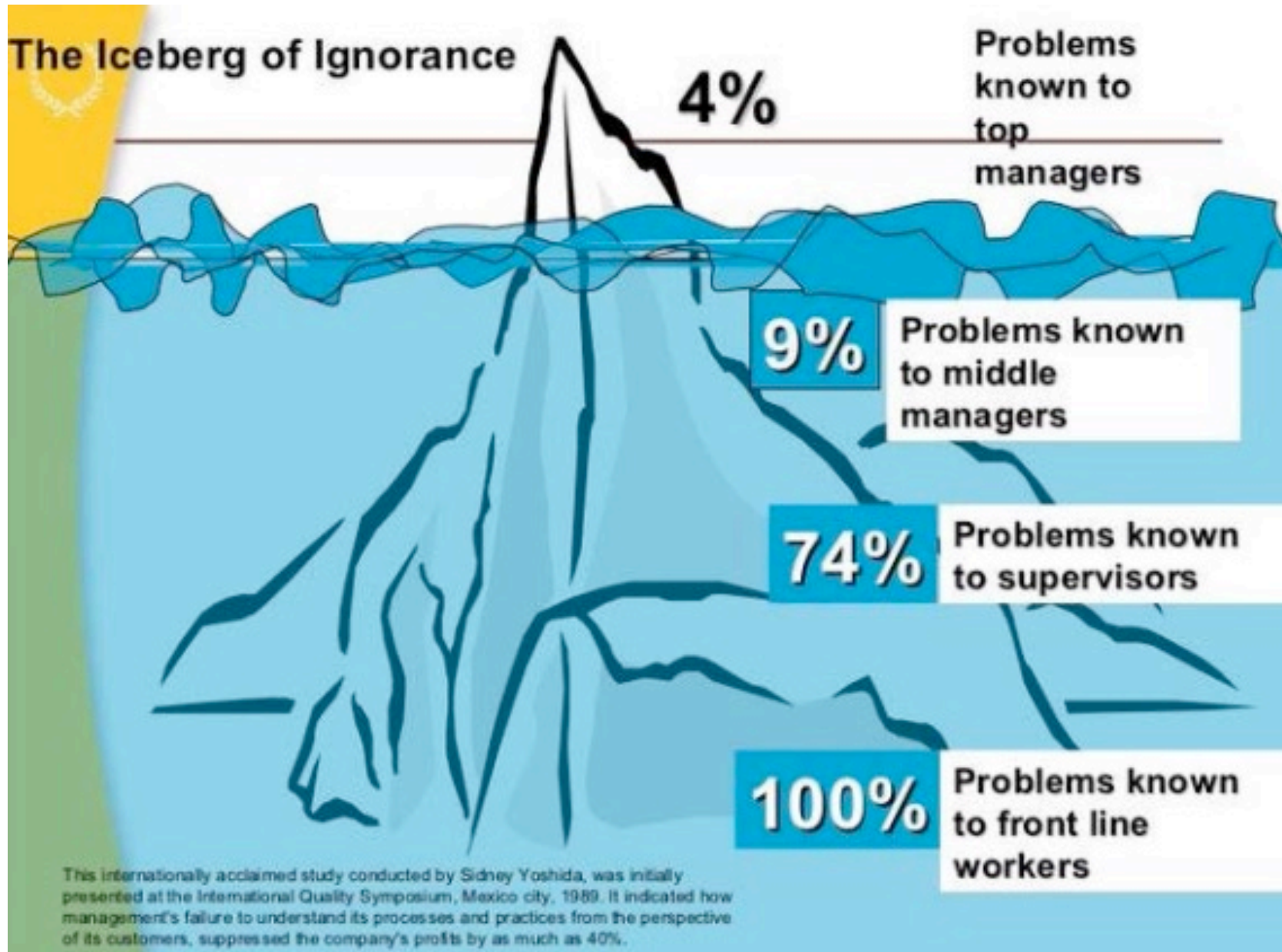
Emphasis on Praise
(n=12)



Emphasis on Criticism
(n=16)

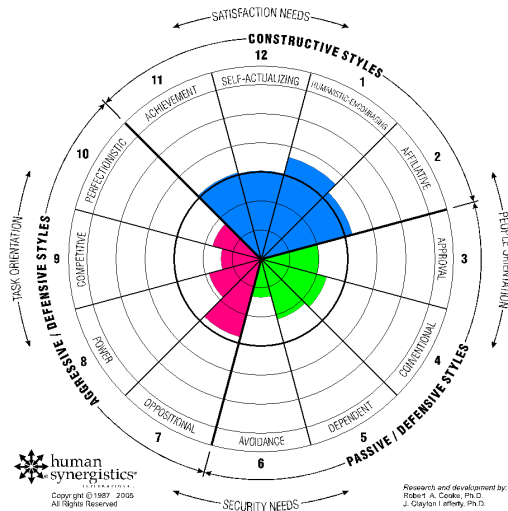


The Iceberg of Ignorance

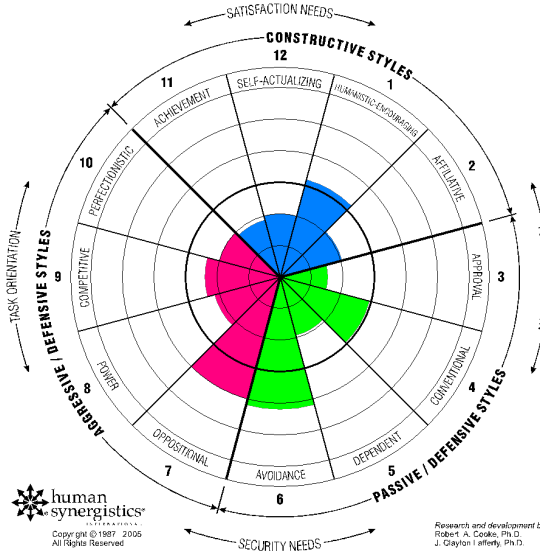


The Organization

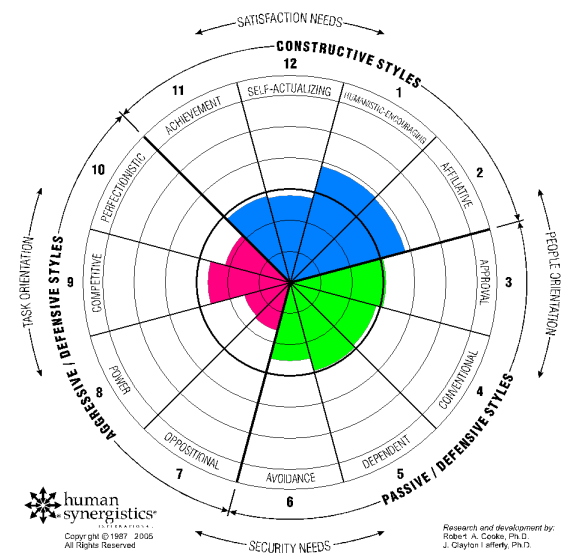
Board



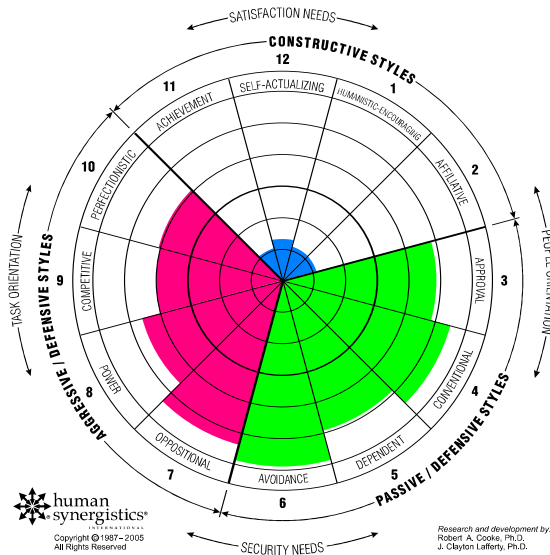
Executive Team



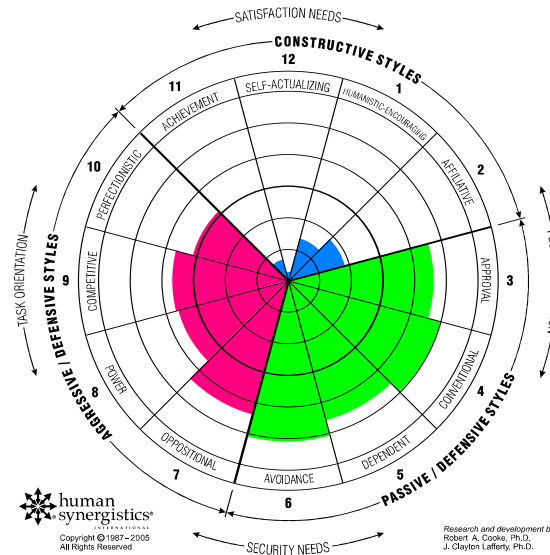
Providers






Department Managers

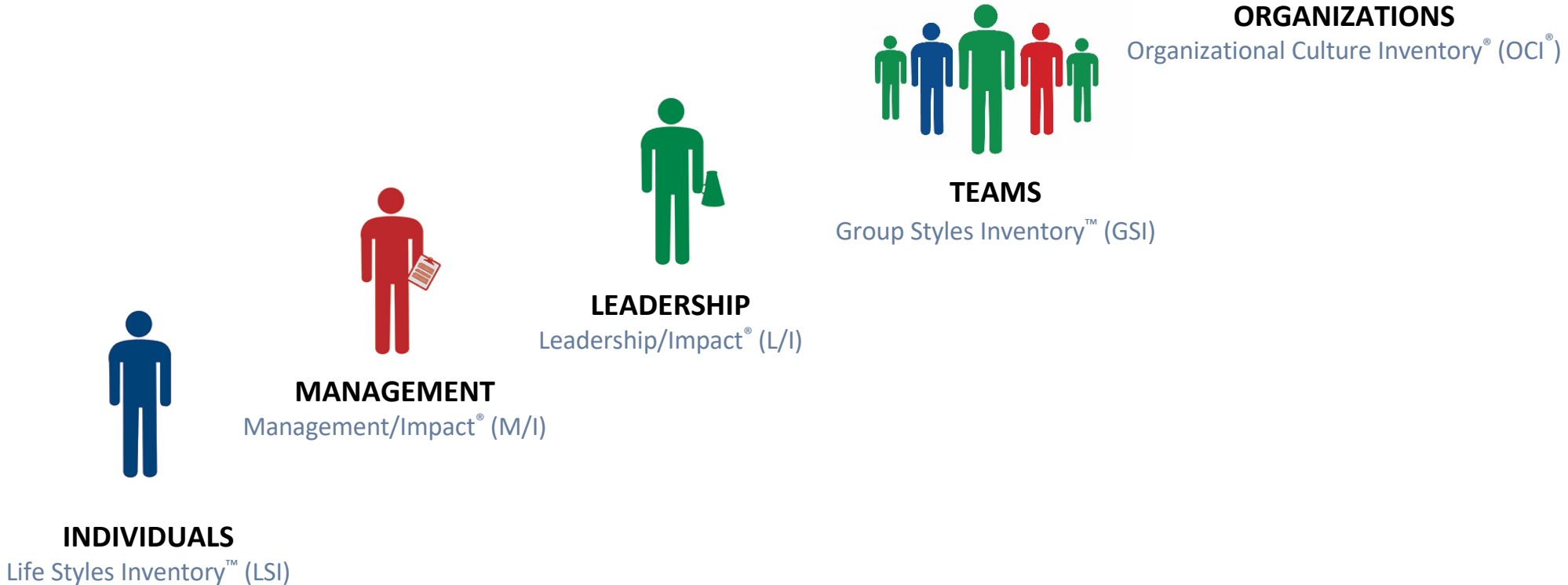


Front Line Employees



The Complexity of True Culture

-  Constructive
-  Passive
-  Aggressive



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



Thank You!



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www.stroudwater.com