CULTURE MATTERS!

HOW TO SHOW LEADERSHIP THAT CULTURE IS THE KEY TO PERFORMANCE

DAVID GEBLER, SKOUT GROUP, LLC

GOALS

Understand how to quantitatively measure and manage your organization’s culture and the role culture and values play in supporting the key transitions facing healthcare organizations;

Learn best practices in managing mergers and integration of practice groups.

Take away tools to effectively deploy accountability-based safety and patient care programs.
WHAT ARE YOUR STRATEGIC CHALLENGES?

- Merger / Integration Issues
- Just Culture / Accountability Issues
- Alignment around a new set of goals: Pay-for-Performance, Baldrige, etc.

IS THERE A LINK BETWEEN COMPLIANCE AND PERFORMANCE?

Are high performing companies more ethical?

Are ethical companies higher performing?
THE SECRET…

Compliance focuses on what we should do
OD/HR train on how to do what we should do
Leaders just expect that we will do what we’re supposed to do

How do we get people to do what they are supposed to do?

WHAT MAKES THE ORGANIZATION’S GOALS HARD TO REACH?

Here’s the new plan!

“?” and “!”
WHAT DRIVES BEHAVIOR?

Goals

Values → Culture → Behavior

Rules

Behavior → Culture

April 2013
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DIFFERENT WAYS TO LOOK AT CULTURE

Effectiveness of culture depends on how well the three core elements are aligned:

- Mission & Goals
- Standards of Behavior
- Principles & Beliefs

“Why am I working here?”

“Does the company live its values? Can I raise the issue when it isn’t?”

“Is everyone here just out for themselves?”

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**WHAT DRIVES ALIGNMENT?**

**INTEGRITY**

Mission & Goals

Standards of Behavior

Principles & Beliefs

**COMMUNITY**

**TRANSPARENCY**

**COMMITMENT**

Problem: Disengaged Employees won't commit to the new goals

Approach: Explore how to link employee's values to the goals

Result: They can see how they fit into the new organization

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**INTEGRITY**

Mission & Goals

Standards of Behavior

Problem: Perceived inconsistencies across facilities or departments
Approach: Variances among standards to be based on clearly stated guidelines
Result: Reduced resentment; increased trust that the system isn’t playing favorites

**TRANSPARENCY**

Principles & Beliefs

Standards of Behavior

Problem: Agreed values not reflected in decisions and practices; employees lack clarity and are fearful to raise issues
Approach: Identification of areas where speaking up was discouraged and sanctions administered to leaders who didn’t address the problem
Results: Systematized Transparency
### ROOT CAUSES

<table>
<thead>
<tr>
<th>Roadblocks to:</th>
<th>Commitment</th>
<th>Integrity</th>
<th>Transparency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration</td>
<td>Alienation</td>
<td>Loss of:</td>
<td>Inconsistency</td>
</tr>
<tr>
<td></td>
<td>Autonomy</td>
<td>Respect</td>
<td></td>
</tr>
<tr>
<td>Accountability</td>
<td>Disengagement</td>
<td>Confusion</td>
<td>Bureaucracy</td>
</tr>
<tr>
<td>Alignment</td>
<td>Lack of Clarity on Goals</td>
<td>Perceived lack of walking the talk</td>
<td>Disconnect with organizational values</td>
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</table>
**7 LEVELS OF AWARENESS**

- **Service**
- **Contribution**
- **Communal**
- **Engagement**
- **Performance**
- **Relationship**
- **Survival**

**Positive Focus / Excessive Focus**

- **Service To Humanity and the Planet**
  - Social responsibility, future generations, long-term perspective, ethics, compassion, humility

- **Strategic Alliances and Partnerships**
  - Environmental awareness, community involvement, employee fulfillment, coaching/mentoring

- **Building Corporate Community**
  - Shared values, vision, commitment, integrity, trust, passion, creativity, openness, transparency

- **Responsibility and Receptivity to Change**
  - Accountability, adaptability, empowerment, teamwork, goals orientation, personal growth

- **High Performance**
  - Systems, processes, quality, best practices, pride in performance, Bureaucracy, complacency

- **Employee Recognition**
  - Loyalty, open communication, customer satisfaction, friendship, Manipulation, blame

- **Financial Stability**
  - Shareholder value, organizational growth, employee health, safety, Control, corruption, greed

**PRIORITIZING**

<table>
<thead>
<tr>
<th>Level</th>
<th>Areas to Focus on</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 - Communal</td>
<td>Commitment; Sense of Community</td>
</tr>
<tr>
<td>4 - Engagement</td>
<td>Continuous Learning; Accountability</td>
</tr>
<tr>
<td>3 - Performance</td>
<td>Best Practices and Consistency</td>
</tr>
<tr>
<td>2 - Relationship</td>
<td>Open Communication; Respect</td>
</tr>
<tr>
<td>1 - Survival</td>
<td>Overcoming short-term focus; Reduce Fear</td>
</tr>
</tbody>
</table>
### ACTION PLAN: LET PERFORMANCE LEAD

<table>
<thead>
<tr>
<th>Action</th>
<th>Performance</th>
<th>Compliance Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Fear through Communication</td>
<td>Increases Commitment</td>
<td>Foundation of Trust</td>
</tr>
<tr>
<td>Eliminate Silos and Blame</td>
<td>Aligning behavior to goals increases efficiencies</td>
<td>Less fear to speak and increased engagement</td>
</tr>
<tr>
<td>Earn buy-in to processes to reduce &quot;bureaucracy&quot;</td>
<td>Increases accountability and personal responsibility</td>
<td>Less grounds for rationalization</td>
</tr>
<tr>
<td>Increasing adaptability and flexibility</td>
<td>Improves climate for change and innovation</td>
<td>Employees take ownership of issues</td>
</tr>
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### THANK YOU

Let me know how I can help

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