Establishing Organizational Culture and Leadership’s Responsibilities

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Why we do what we do >>>>>>


The Old Criteria...
- Trust
- Pride
- Camaraderie

Values
- Innovation
- Financial Growth
- Leadership Effectiveness
- Maximizing Human Potential
- Trust
Effective leaders maximize human potential by helping people live their values, creating a culture where trust and innovation can flourish, resulting in financial growth.

There is no I in TEAM

Yes there is!

The I in TEAM is U
Guiding insight #1

Culture does not change unless and until people change.
Guiding insight #2

People will not change unless given tools and structure, and inspired to use them.

“I got a whole new team and didn’t have to change the people because they changed themselves.”

Paul Utemark, CEO
Fillmore County Health System
Geneva, Nebraska
Which one is weird?
What is wrong with this picture?

Same job. Different attitude.

Who do you think is happier?
Who would you rather work with?

Who would you rather live with?

Who would you rather be like?
There is an invisible barrier on the potential of your organization

The real leadership challenge

80% yes 70% no
We have a great culture

What do you get when you break the word “assume” into its constituent parts?
Companies that study employee engagement* consistently find:

~ 25% fully engaged
~ 60% not engaged
~ 15% aggressively disengaged

* e.g. Gallup, Avatar, Press Ganey, Modern Survey
“The average worker spends 2.5 hours per day in drama.”

Cy Wakeman: *No Ego*
Burnout
Compassion fatigue
Disengagement
Bullying
Rumor-mongering
Incivility

Toxic Emotional Negativity
The healthcare crisis within
A tough love message about what you as leaders **owe the people** who are under your care
Toxic emotional negativity is the emotional and spiritual equivalent of ambient cigarette smoke – and just as harmful.

What 37 of you told me about your perceptions of the cultures of your hospitals.
Our people know the values of our organization.

97% Strongly Agree, 32% Agree

Our people are committed to assuring that those values are reflected in how they do their work.

92% Strongly Agree, 24% Agree
Our people feel a genuine sense of pride in being a member of our team.

- 81% Strongly Agree
- 30% Agree

Our culture does not tolerate bullying, toxic negativity, or disrespectful behavior.

- 81% Strongly Agree
- 43% Agree

Our managers effectively deal with toxic negative attitudes/behaviors in the workplace.

- 70% Strongly Agree
- 19% Agree
Our people don’t just complain about problems, they work to find solutions.

68% 19%

I am happy with our patient satisfaction scores.

48% 22%

Out of 259 possibilities (37 people x 7 questions) there were 70 (27%) “strongly agree” responses.
Would you use that 27% number on a billboard ad?

Is it truly great care if delivered with just a pretty good attitude?
What percent of total paid hours in your organization are wasted on toxic emotional negativity (e.g. disrespect, bullying, spreading rumors)?

~14%

$15,000,000 annual SWB*
X
14%

= $250 FTEs X $60,000

>>>
$2,100,000 per year!

How much more effective would your organization be in every dimension if you could add 35 FTEs at no additional cost?

The journey from mere Accountability to a culture of Ownership
Accountability

Doing what you are supposed to do because someone else expects it of you. It springs from the extrinsic motivation of reward and punishment.
No one ever won a DAISY Award by being held accountable!
Just when you thought United’s PR catastrophe couldn’t get any worse.
Buy your ex a ticket on United... We’ll take it from there

Top stories

Octly Over Dead Dog Intensifies Pressure on United CEO
Bloomberg
17 hours ago

Dog Dies in Overhead Bin On United Flight, Airline Apologizes
NPR
1 day ago

Prosecutors looking into dog death on United flight
Fox 32 Chicago
1 hour ago

→ More for united airlines
What would it take to stop these sorts of things from happening?
Could something like this ever happen to your hospital?

Ownership

Doing what needs to be done because you expect it of yourself. Ownership springs from the **intrinsic** motivation of personal pride.
Proceed Until Apprehended!

Leadership does not require a management title.

“Program of the Month”
Invisible Architecture™ is more important than bricks & mortar

The Blueprint Behind the Blueprint™
Invisible architecture is the soul of your organization the way physical architecture is its body.

3 stages
Core values should define who you are, what you stand for, and what you won’t stand for.

Integrity
Compassion
Accountability
Respect
Excellence
The problems with generic values statements

Problem #1
They do little to differentiate you from everyone else who has the same posted values

Problem #2
They establish minimal expectations
They are unlikely to inspire team members (who likely don’t know them anyway)
The Great Wyoming Values and Culture Challenge
Organizational values determine strategies but **personal values** shape culture.

“People who are clearest about their personal vision and values are significantly more committed to their organizations.”

James Kouzes and Barry Posner: *A Leader’s Legacy*

What are your values?
Employee evaluations at Grinnell Regional Medical Center include a rating on The Twelve Core Action Values.
Culture is to the organization what personality and character are to the individual.
People shop at Wal-Mart because they don’t have to dress up like they do for the Dollar Store.
<table>
<thead>
<tr>
<th>Same business</th>
<th>Different cultures</th>
</tr>
</thead>
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| ![Image of airplanes] | ![Image of airplane] |

| ![Image of flight attendant] | ![Image of flight attendant] |
Workplace attitude is determined by what you expect and what you tolerate...

And over time, what you tolerate will dominate over what you say you expect!
You cannot be a negative, bitter, sarcastic pickle sucker in the break room...
You cannot be a negative, bitter, sarcastic pickle sucker at work...
The simple promise that will change your life...

And transform your organization...

I've Taken The Pickle Pledge

“I will turn every complaint into either a blessing or constructive suggestion.”
Enjoy eating pickles – just don’t look like you’ve been sucking on one

Life sucks then you die

The Pickle Challenge has taken on a life of its own!
“Hospitals face unprecedented turnover and attrition rates.”

_Study by Leaders for Today_

“Nurse shortage looms”

The United States will need another 1.1 million registered nurses and advanced practice registered nurses in the next five years.

_American Nurses Association_
Alex Kacik: Nursing shortage will continue to pinch
hospital margins. Modern Healthcare, March 7, 2018

And it’s not just nursing!

As if the challenges we know about now weren’t sufficiently daunting >>>>>>
Does this culture stuff really work?
Q1 My coworkers are more positive and more fully engaged than they were before the April sessions.

Q2 I am personally more aware of my attitude and the attitudes of people around me, and more fully engaged in my work than I was before the April sessions.
Almost doubled in productivity benefit of $7,200,000+

Other staffing expense:
- Significant reductions in overtime
- $2.5 million annual reduction in contract labor expenses
RN Turnover

- 32% reduction overall
- 43% reduction for new nurses in first 2 years of employment

HCAHPS

- Patient satisfaction from record low to record high
- Emergency Department from bottom 10% to top 10%
First hospital to earn the INSPIRED Award for Values and Culture Excellence.

You're being a Pickle, Doc... Put a quarter in the jar.
Then grow the choir

- The macro-community
- The micro-community
Build a Culture of Ownership
You can’t always choose who you have on the bus!

Dear God,
Thank you for the baby brother but what I prayed for was a puppy.
Joyce

You can’t just throw all the “wrong” people off the bus!
It begins with a shared vision...
A leader is someone who takes you to a place to which you didn’t know you wanted to go.

– Joel Barker
A leader is someone who helps you become the person you didn’t realize you could be.

– Joe Tye

The real leadership challenge

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