Take Charge of Your Culture!



2020 NYAPRS Executive Institute
May 5, 2020 | 10:30am to 11:30am
Drew Di Giovanni, Senior Associate, *OPEN MINDS*

Agenda

- 1. Quick Polls: What's Happening Out There?
- 2. Review A Conceptual Framework To Measure Organizational Culture
- 3. Normal Functions and Dysfunctions of Organizational Culture
- 4. Identify Tensions Often Placed On Organizational Culture
- 5. Explore What Is Driving Your Organizational Culture
- 6. Review of Breakout Session Agenda
- 7. Questions/Discussion

Learning Objectives

- 1. Reflect on your own organization's culture profile; its functions and limitations.
- 2. Identify dominant culture profiles that support strategy and market adaptation.

Ground Rules

There is no right or wrong organizational culture profile.

We don't judge organizational culture.

We assess if a culture profile will serve the organization into the future.



Drew Digiovanni, MPH, FACMPE Senior Associate OPEN MINDS

717-334-1329 Office 720-822-4501 Cell ddigiovanni@openminds.com

Expertise

- Strategic planning and market analysis
- Performance improvement
- Integrated care infrastructure
- Chronic care management
- Organizational culture assessment

Background

Vice President of Quality for 500 site health system serving large employers

Medical Group Management Association serving 20,000 practice administrators

Director of Operations and Strategic Planning for an FQHC

600 bed community hospital with neuro rehab & addiction treatment in a managed care environment

Early career in acute and long-term psychiatric facilities and autism programs

Master of Public Health from UCLA and Fellow of the American College of Medical Practice Executives





Your Experience Over the Past Few Months



"We are in one of those great historical periods that occur every 200 tor 300 years when people don't understand the world anymore, and the past is not sufficient to explain the future."

Peter Drucker

The Volunteer Management Handbook: Leadership Strategies for Success, Second Edition Edited By Tracy Daniel Connors Copyright © 2012 John Wiley & Sons, Inc

Do you consider your organization to have been nimble in the short transition time to deal with Covid-19?

- Yes
- Somewhat
- No

Our organization is focused on compliance with State Medicaid rules over the need of the people we serve.

- Yes
- Somewhat
- No

Clinicians and staff were resistant to change during this transitional period.

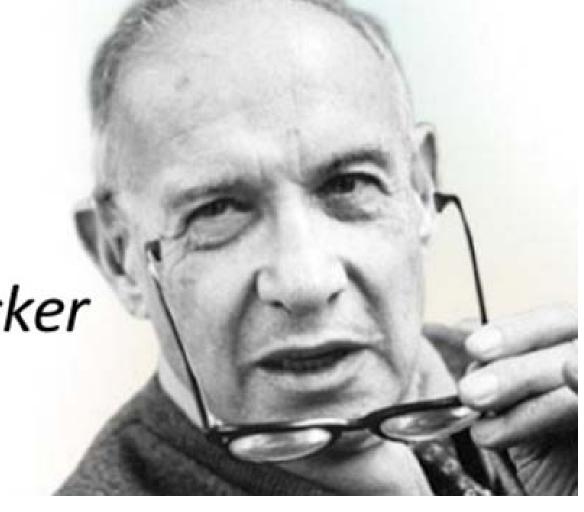
- Yes
- Somewhat
- No

We changed our service lines during this difficult period.

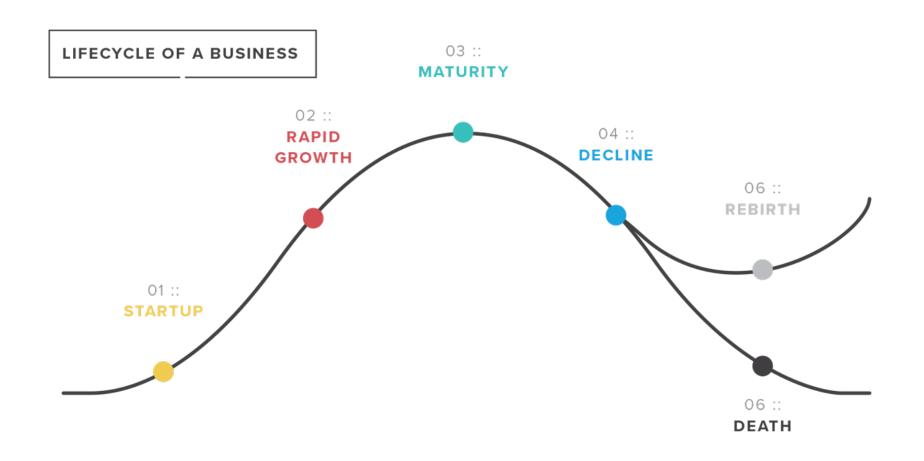
- Yes
- Somewhat
- No

"Culture eats strategy for breakfast."

- Dr. Peter F. Drucker



Do Hard Times Mean Death Spiral?





Introduction To The Competing Values Framework

Competing Values Framework

Four Aspects of Culture:

- Stability
- Flexibility
- Internal Focus
- External Focus

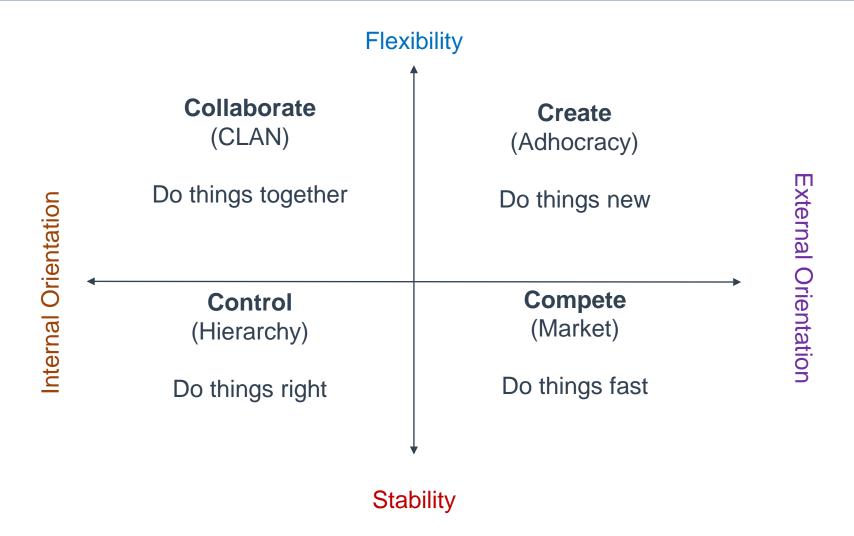
Developed by Dr. Kim Cameron and Dr. Robert Quinn, University of Michigan

Evidence-Based Research on successful organizations including Southwest Airlines, Wal-Mart, Tyson Foods, and Circuit City

Organizational Culture Assessment Instrument (OCAI) used in Fortune-500 companies



Core Aspects Of Organizational Culture



Competing Values Framework

Flexibility, Discernment, Dynamism

Internal Orientation ntegration, Unity

CLAN Teamwork Feeling like a family Customer sensitivity Communication Mentoring and training

Hierarchy Chain of command Smooth processes Policies and procedures Adherence to standards Efficiency Measuring processes

Adhocracy

Innovation

New products and

services

Autonomy

Flying by seat of pants

Process improvement

Market

Running like a business

Growth

Measuring Outcomes

Reporting performance measures

Employee/volunteer performance

Competition

Stability, Order, Control

Differentiation, Rivalry

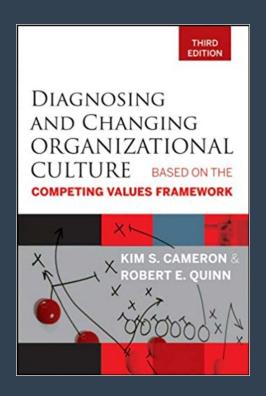
Putting Theory Into Practice

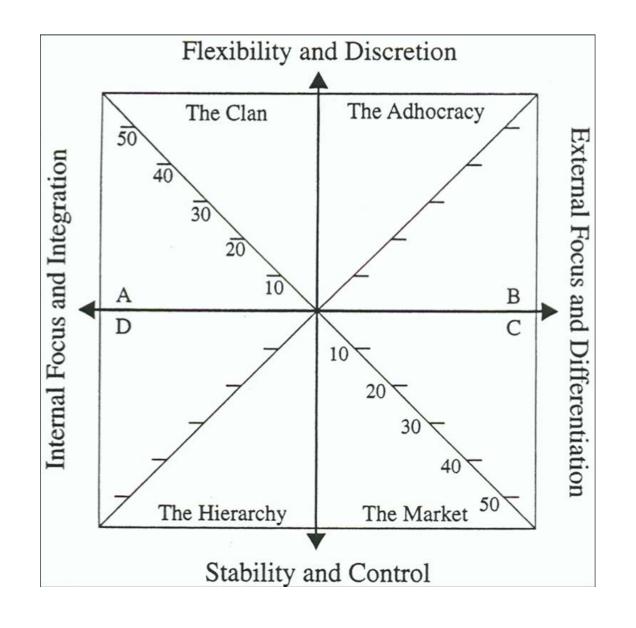
Measuring Your Organizational Culture Using the Organizational Culture Assessment Instrument

Six Questions:

- 1. Dominant Characteristics
- 2. Organizational Leadership
- 3. Management of Staff and Volunteers
- 4. Organization Glue
- 5. Strategic Emphases
- 6. Criteria of Success

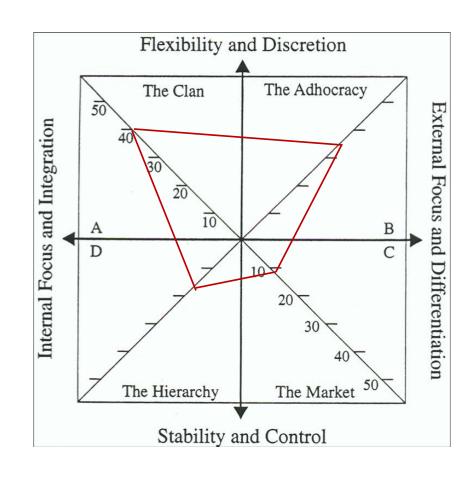
Measuring Your Culture



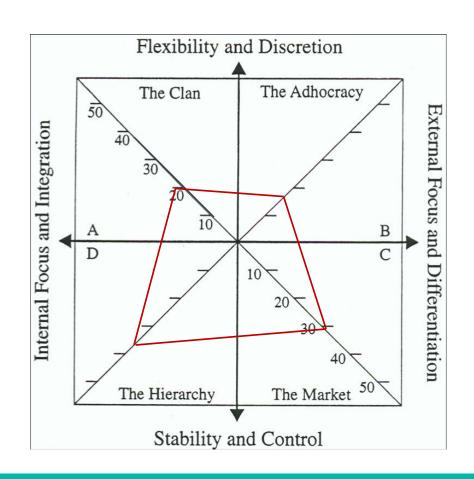




Practice Profile: Small Healthcare Organization



Organization Profile: Larger and Mature Organization



Normal Organizational Cultural Dysfunctions

Flexibility, Discernment, Dynamism

Internal
Orientation
Integration, Unity

CLAN
Overprotecting people
Weak Performance Expectations
Cliques
Conflict Adverse
Death by Meeting
Coup d'état

Adhocracy
Instability
Moving onto the next project
Independent decisions
"Half-assed" work
Leadership Ambiguity
Not following regulations

Hierarchy

Fear Culture
Initiatives take Forever to launch
Behind the competition
because of lack of innovation
Perfectionism
Bureaucracy

Market

Rigorous Performance Review
Competition
Backstabbing
Ignoring Conflict
Lack of Communication

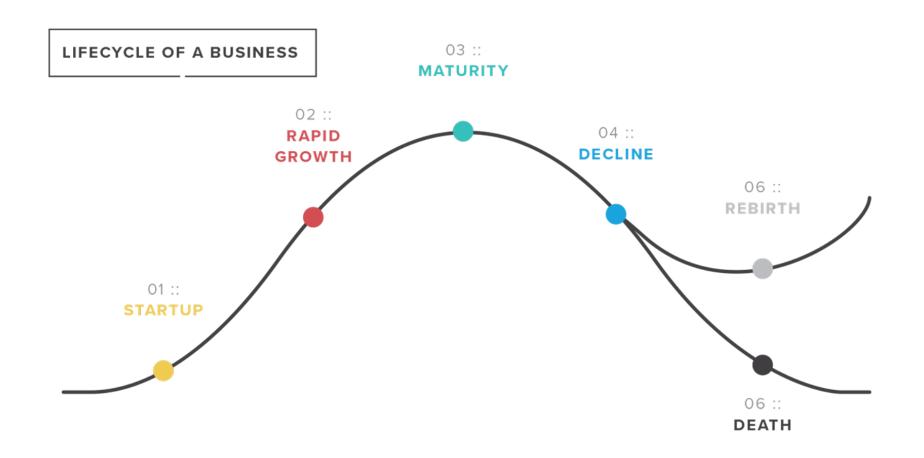
Stability, Order, Control

Differentiation,

Rivalry

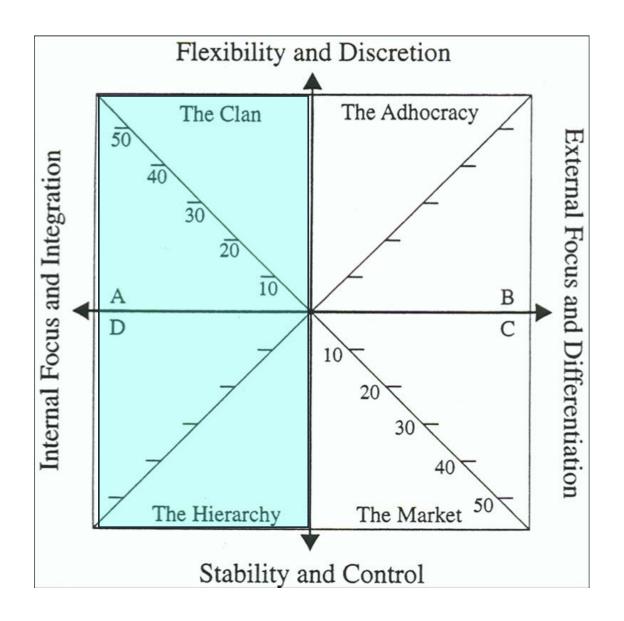
External Orientation:

Organizational Life Cycle



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Dominant Culture Profiles Less Supportive Of Strategy and Change





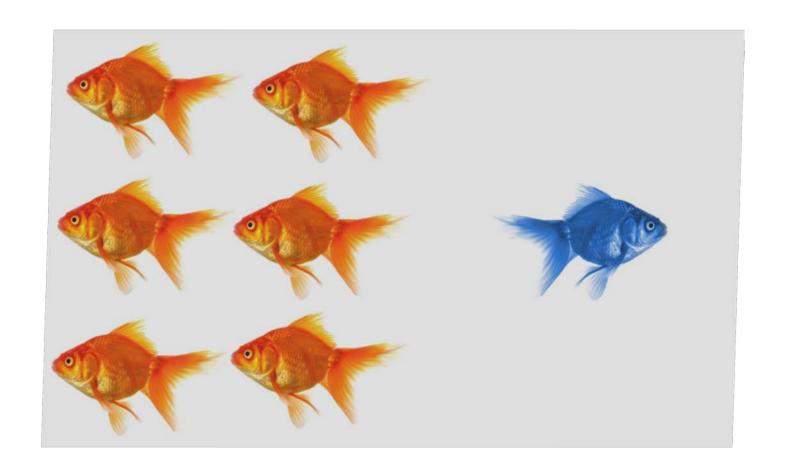
Change: Tension On Culture

Change Creates Tension On The Fabric Of The Organization





Market Culture Leaders Tug on Culture



Change: Pushing The Buttons Of Dysfunction

Flexibility, Discernment, Dynamism

Internal
Orientation
Integration, Unity

CLAN Overprotecting people Weak Performance Expectations Cliques Conflict Adverse Death by Meeting Coup d'état

Hierarchy Fear Culture Initiatives take Forever to launch Behind the competition because of lack of innovation Perfectionism

Bureaucracy

Adhocracy Instability Moving onto the next project Independent decisions "Half-assed" work Leadership Ambiguity Not following regulations

Market Rigorous Performance Review Competition Backstabbing Ignoring Conflict Lack of Communication

External Orientation:
Differentiation, Rivalry

Stability, Order, Control

Name Calling When People are Outside the Dominant Culture

Mother Hen

Overprotective Country Club

Rogue

Siloed Out There

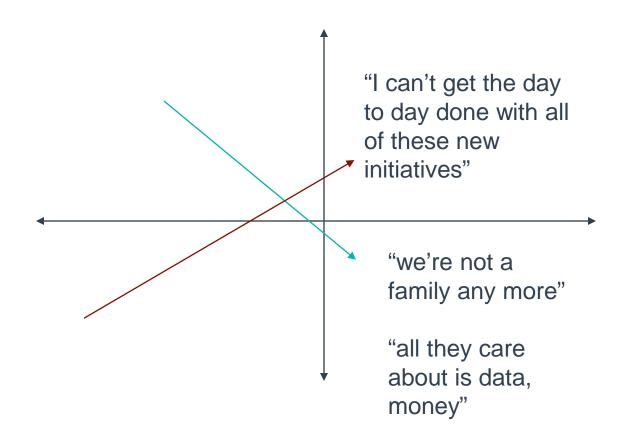
Rigid

Bureaucratic Military

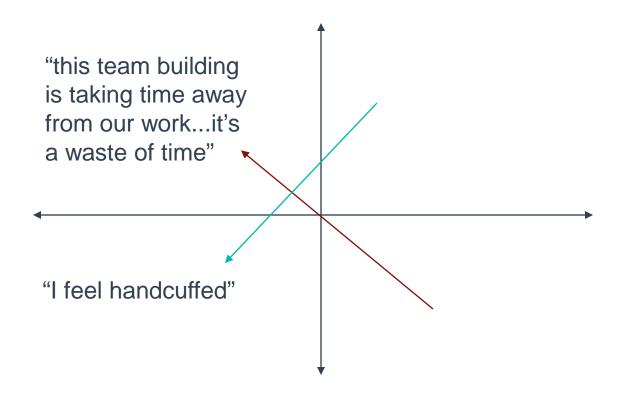
Rude

Aggressive
Only Care About Money

Complaining: A Sign of Org Culture Tension



Complaining: A Sign of Org Culture Tension





Drivers Of Culture

Drivers of Organizational Culture

Internal

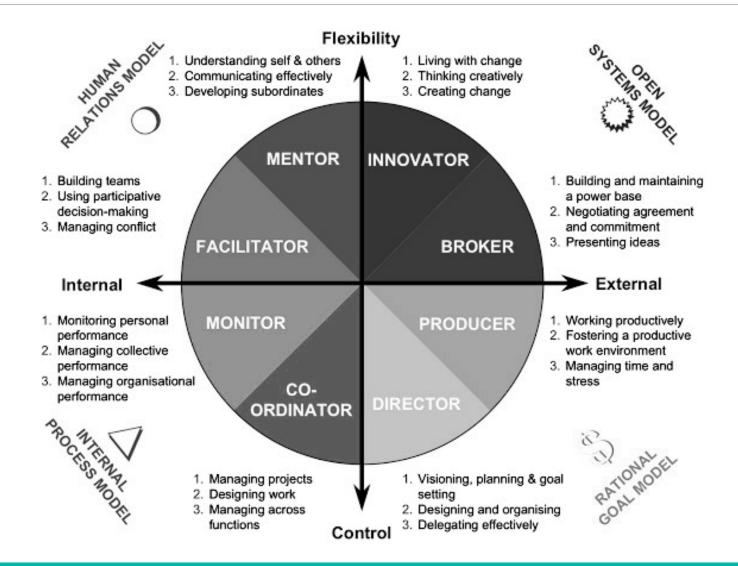
- Skills of Leaders
- Leadership Styles
- Mundane Leadership
- Staff Skills and Attitudes
- Maturity of Organization
- Volunteerism

External

- Population Special Needs
- Competition
- State Programs and Regulations
- Value Based Reimbursement
- Professional Shortages
- Locale: e.g. Rural vs. Urban

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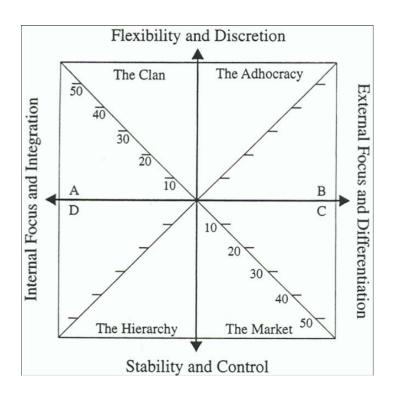
Leadership Competencies Drive Culture



Correlation With The Center of Power

What cultural dimension/quadrant is emphasized in professional training?

- Accountants (Hierarchy)
- 2. Social Workers, Psychologists, Nurses (Clan)
- 3. Sales (Market)
- 4. Physicians (Adhocracy)



"Every system is perfectly designed to get the results it gets."

W. Edwards Deming

This framework helps us visualize what our gut is already telling us.

Be strategic about organizational change.

Agenda For Breakout Session

Part Two

- 1. Leadership Strategies To Change Organizational Culture
- 2. Questions/Discussion
- 3. Specific Strategies
 - A. Anchoring in Hierarchy
 - B. Increasing Market
 - C. Increasing Clan
 - D. Increasing Adhocracy
- 4. Questions/Discussion





Questions



Turning Market Intelligence Into Business Advantage

OPEN MINDS market intelligence and technical assistance helps over 550,000+ industry executives tackle business challenges, improve decision-making, and maximize organizational performance every day

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