

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.



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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 to 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
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Poll Question #1

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

- Yes
- Somewhat
- No

Poll Question #2

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

- Yes
- Somewhat
- No

Poll Question #3

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

- Yes
- Somewhat
- No

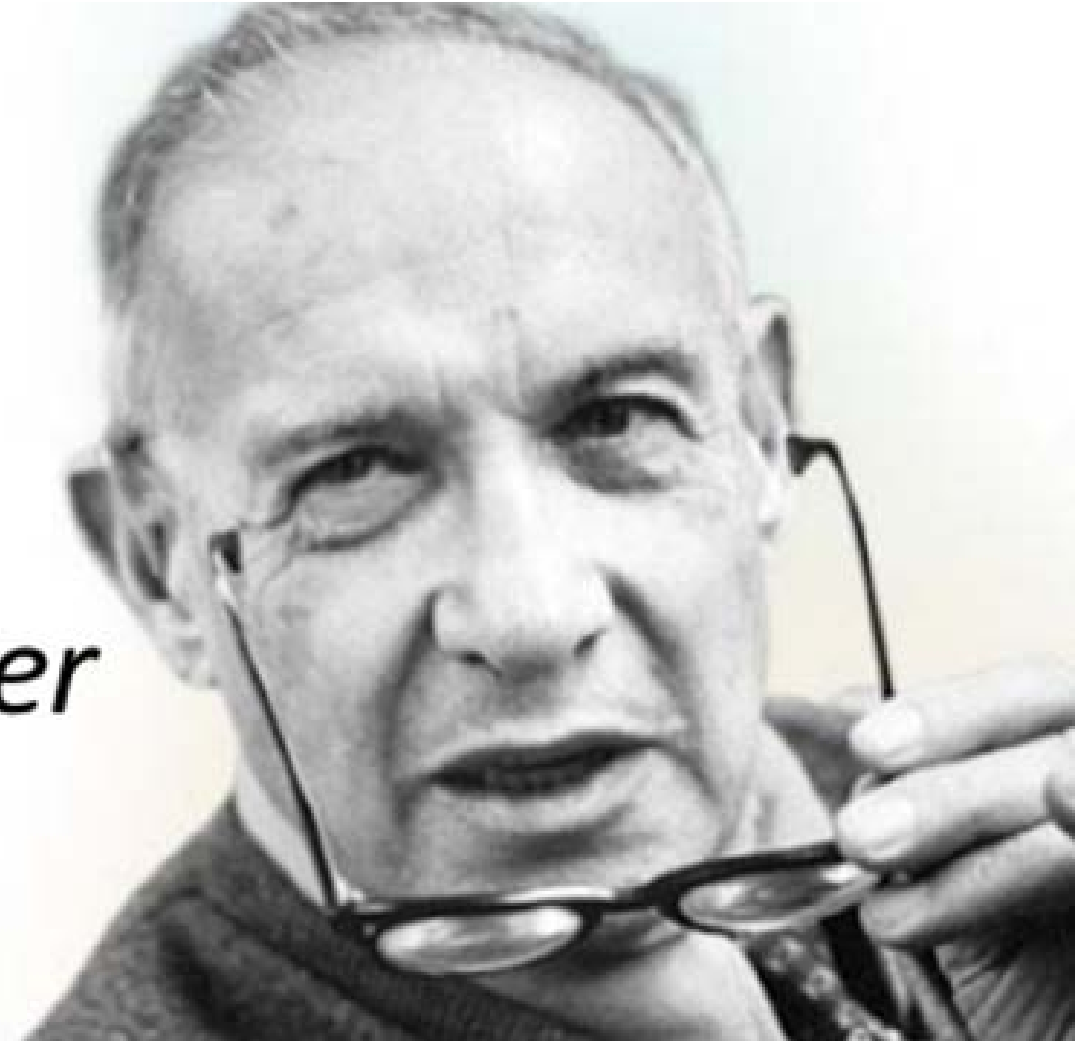
Poll Question #4

We changed our service lines during this difficult period.

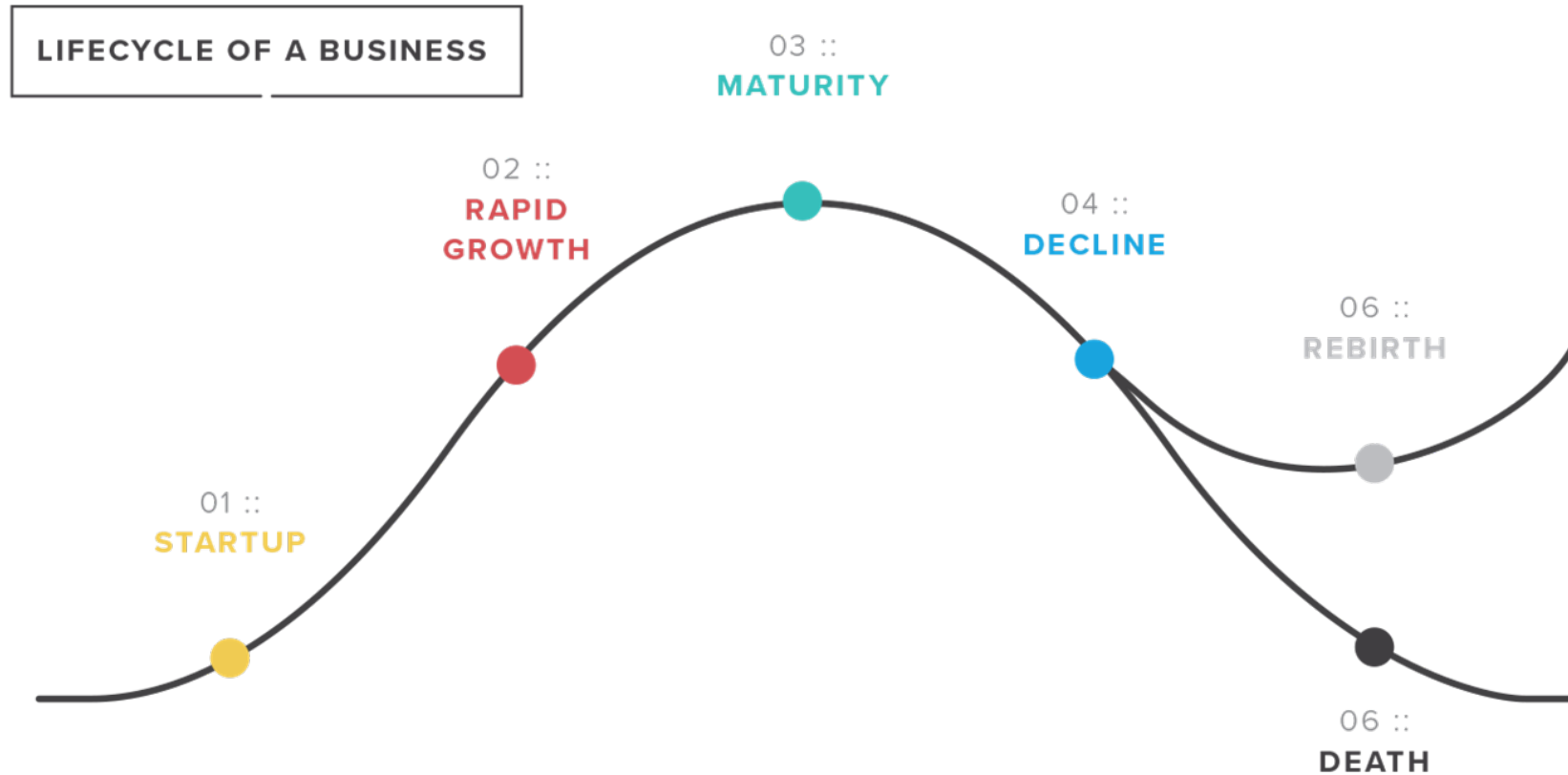
- Yes
- Somewhat
- No

“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:

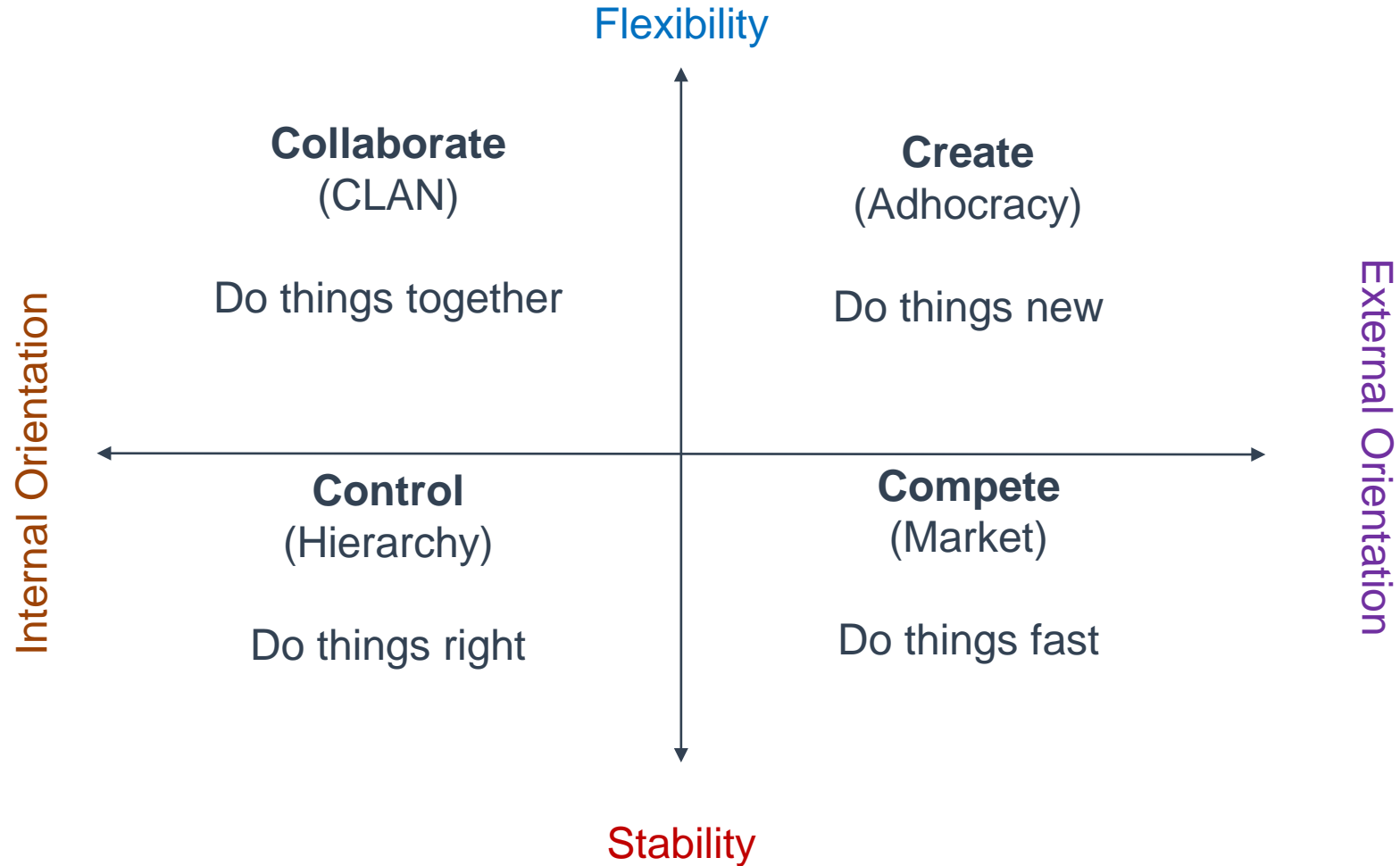
- Stability
- Flexibility
- Internal Focus
- External Focus

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

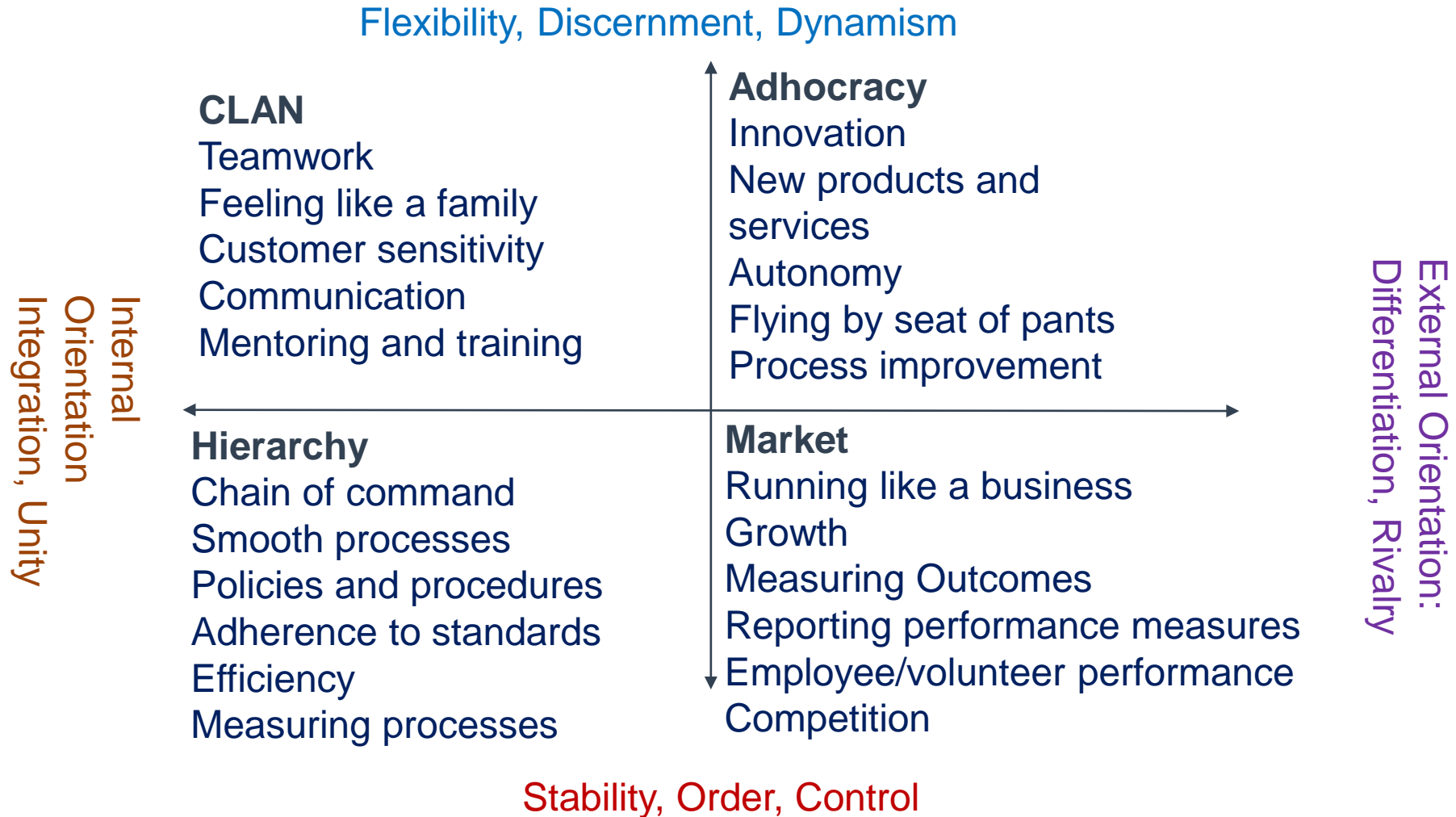
Evidence-Based Research on successful organizations including Southwest Airlines, Wal-Mart, Tyson Foods, and Circuit City

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

Core Aspects Of Organizational Culture



Competing Values Framework



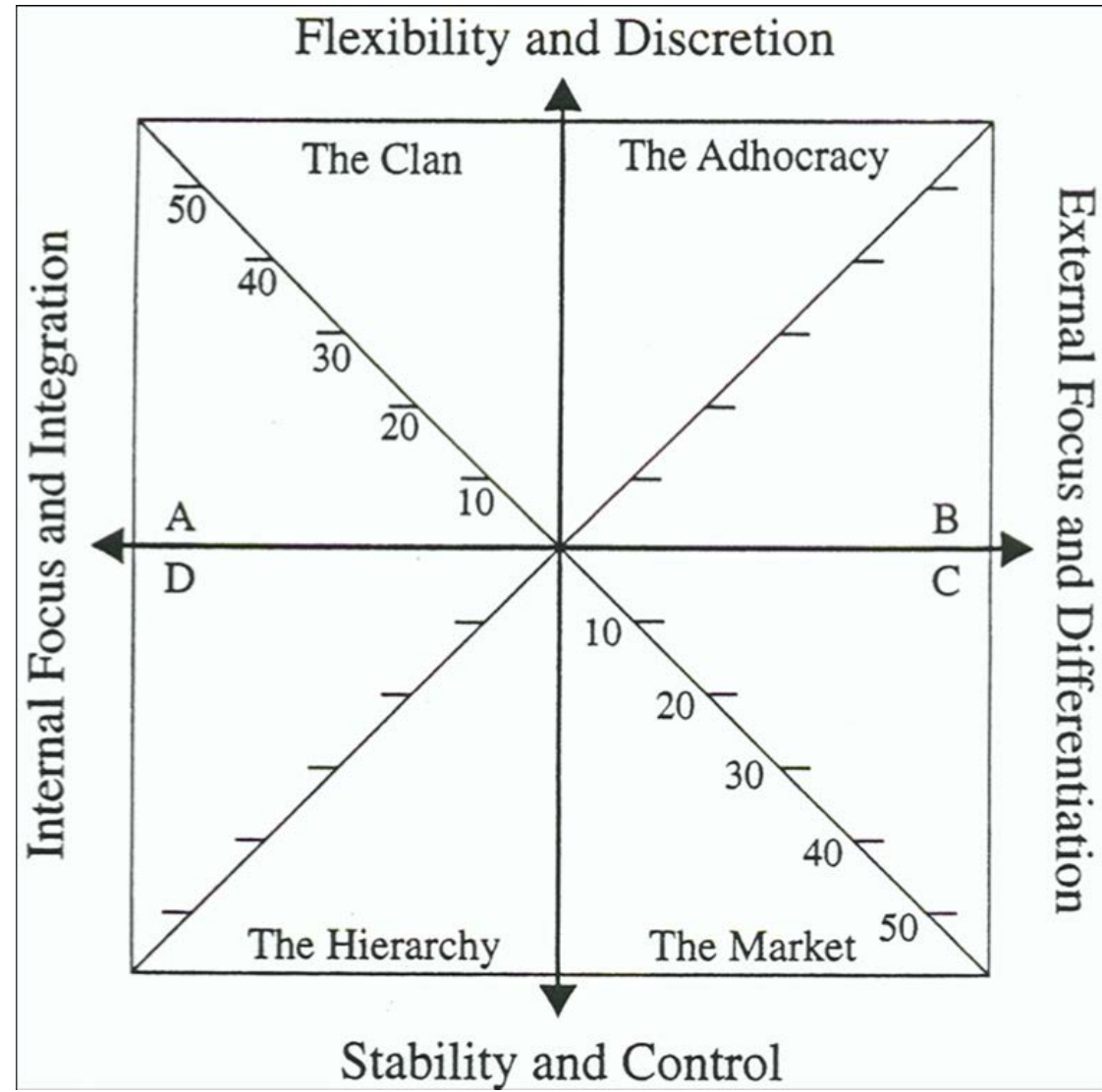
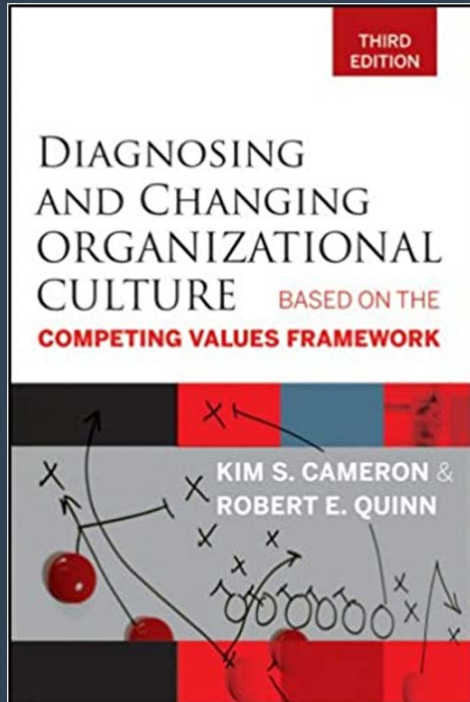
Putting Theory Into Practice

Measuring Your Organizational Culture Using the Organizational Culture Assessment Instrument

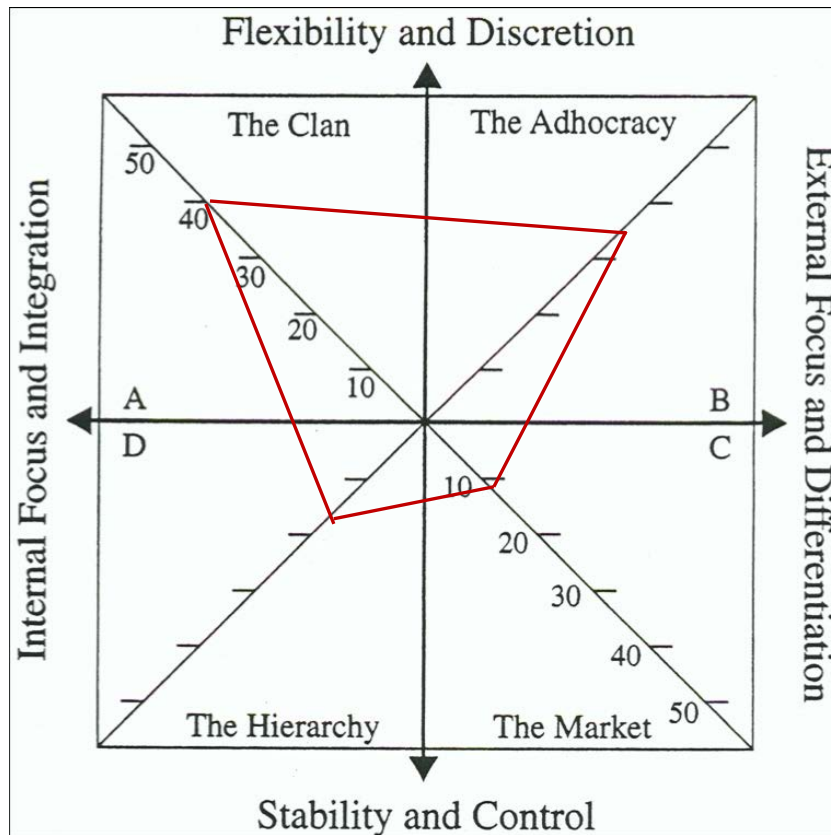
Six Questions:

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

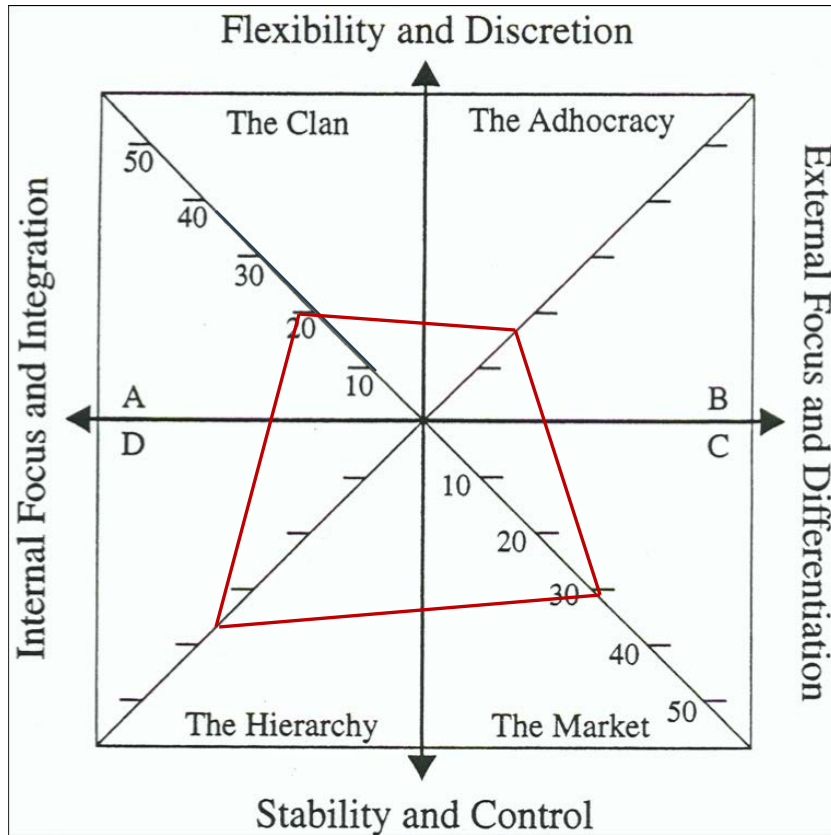
Measuring Your Culture



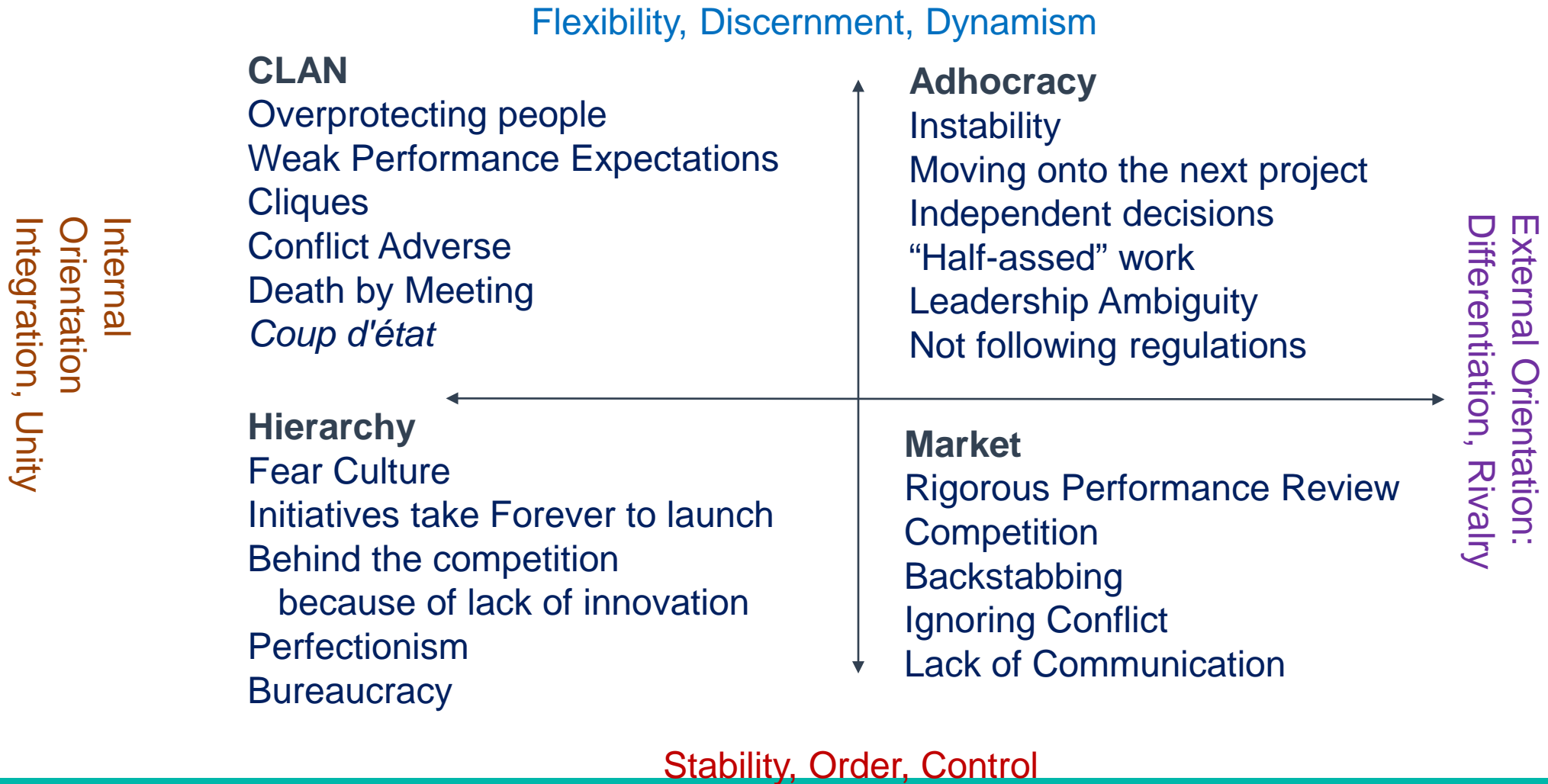
Practice Profile: Small Healthcare Organization



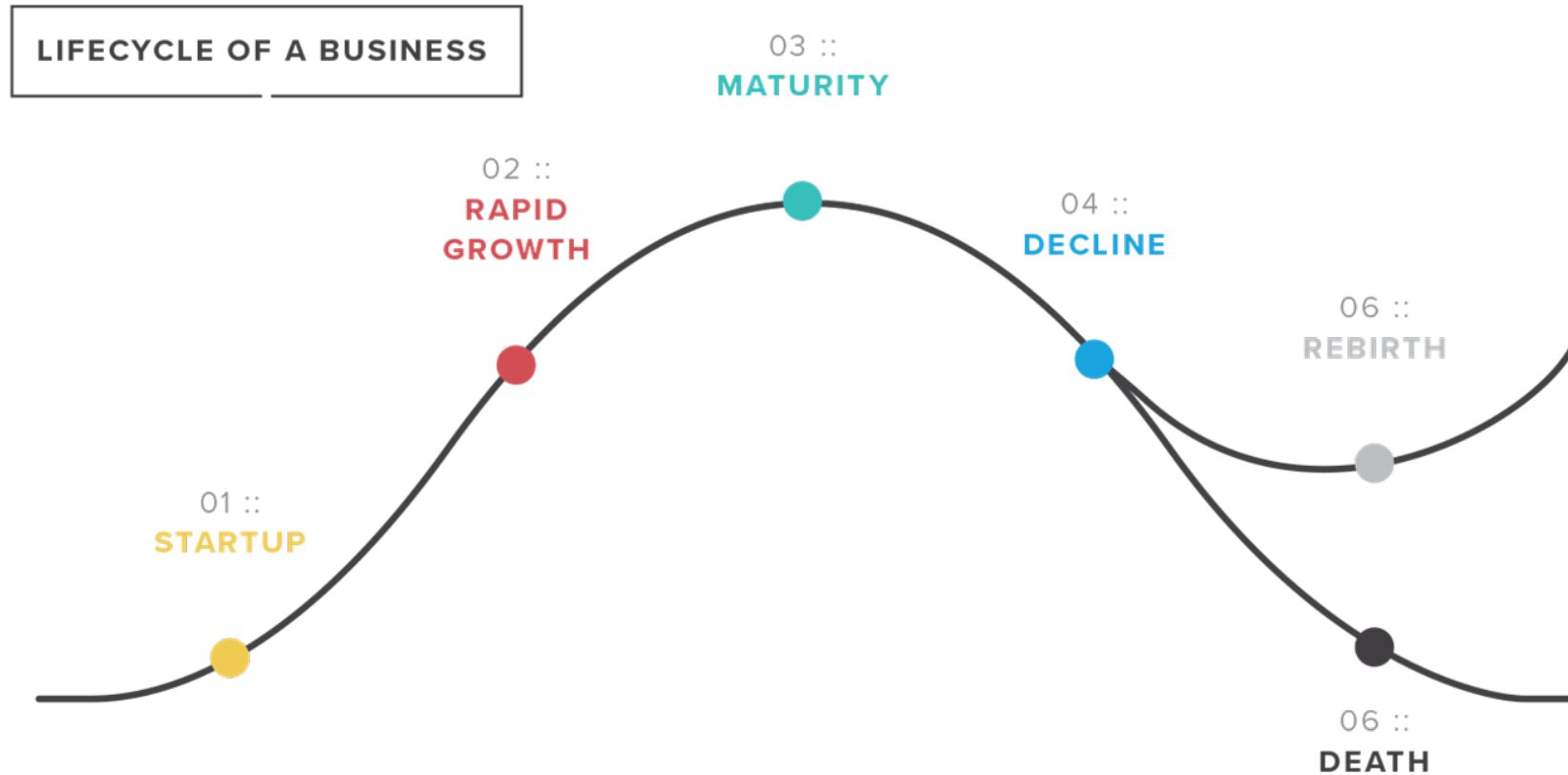
Organization Profile: Larger and Mature Organization



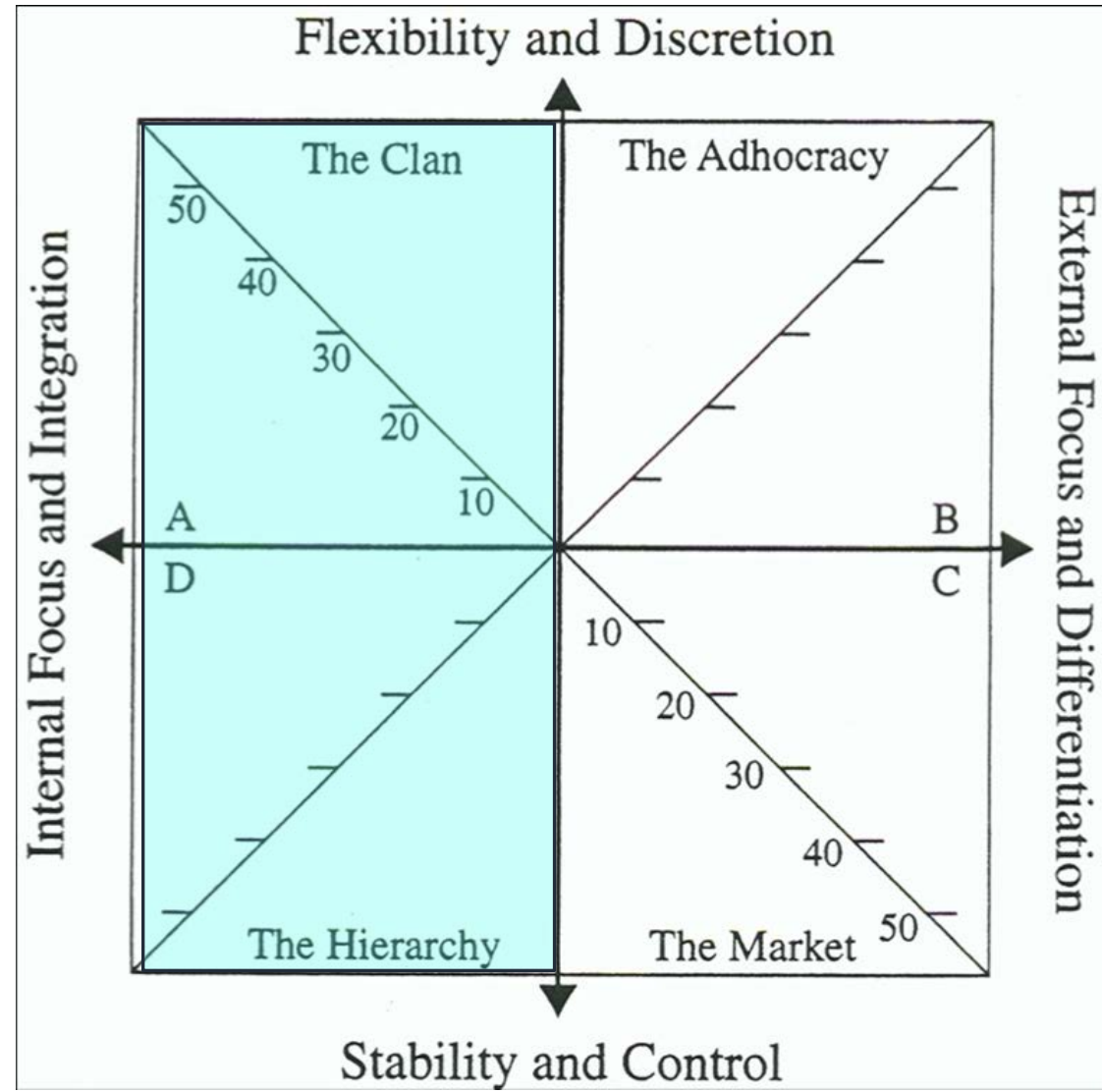
Normal Organizational Cultural Dysfunctions



Organizational Life Cycle



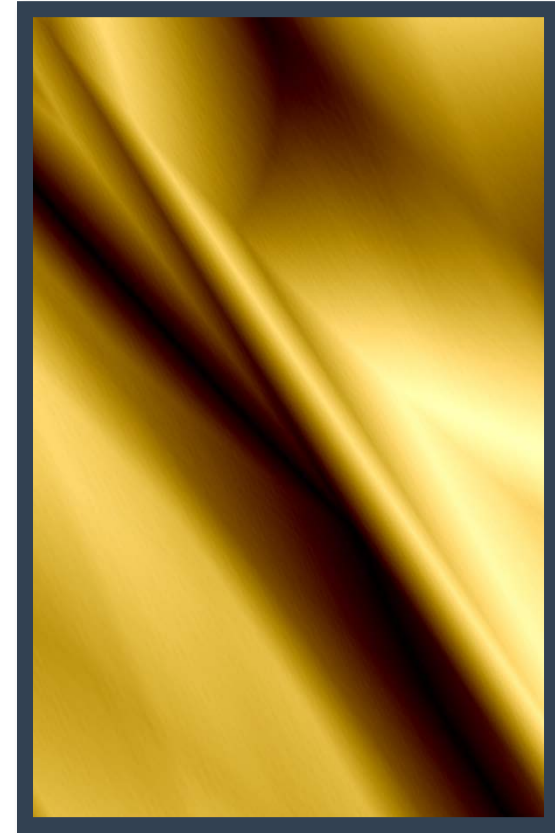
Dominant Culture Profiles Less Supportive Of Strategy and Change



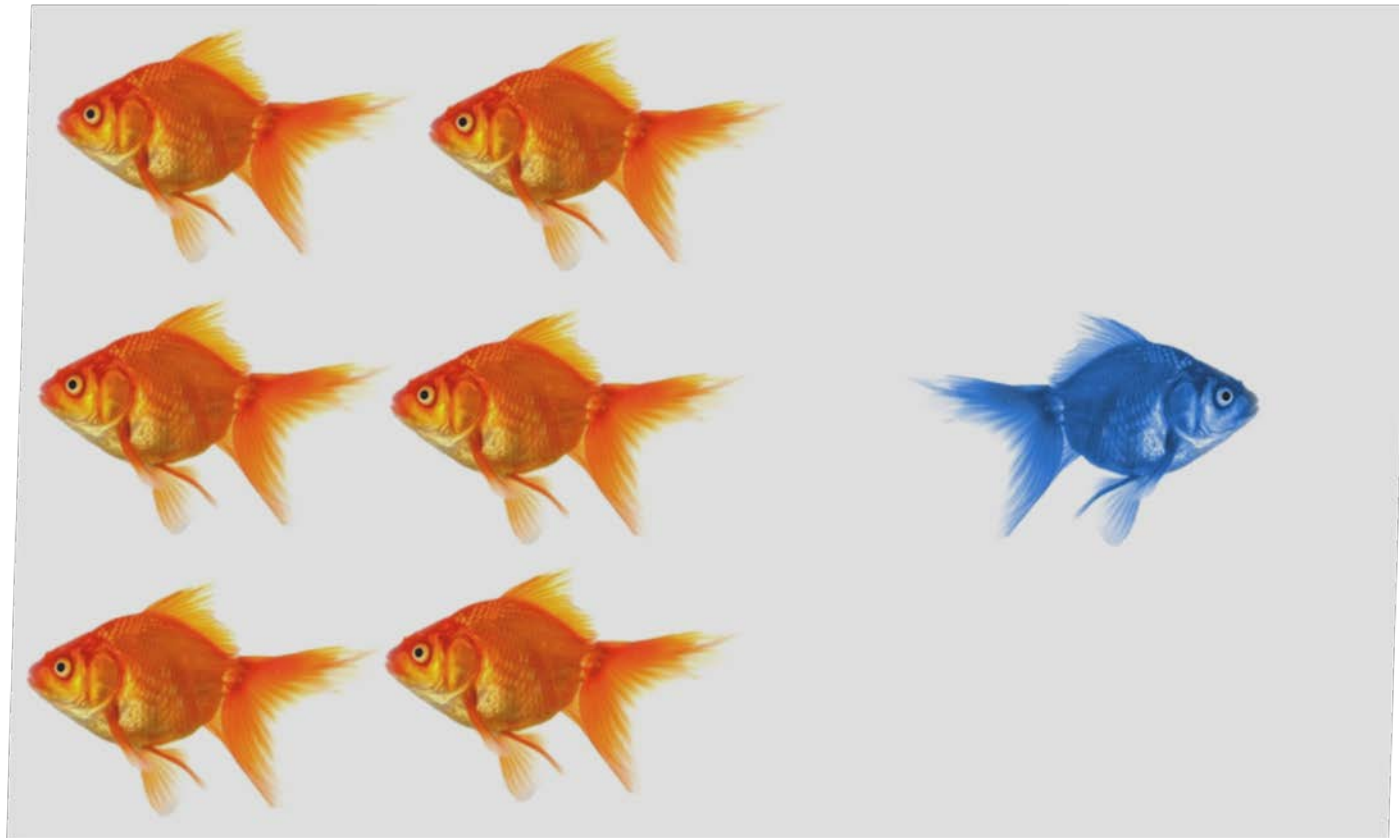


Change: Tension On Culture

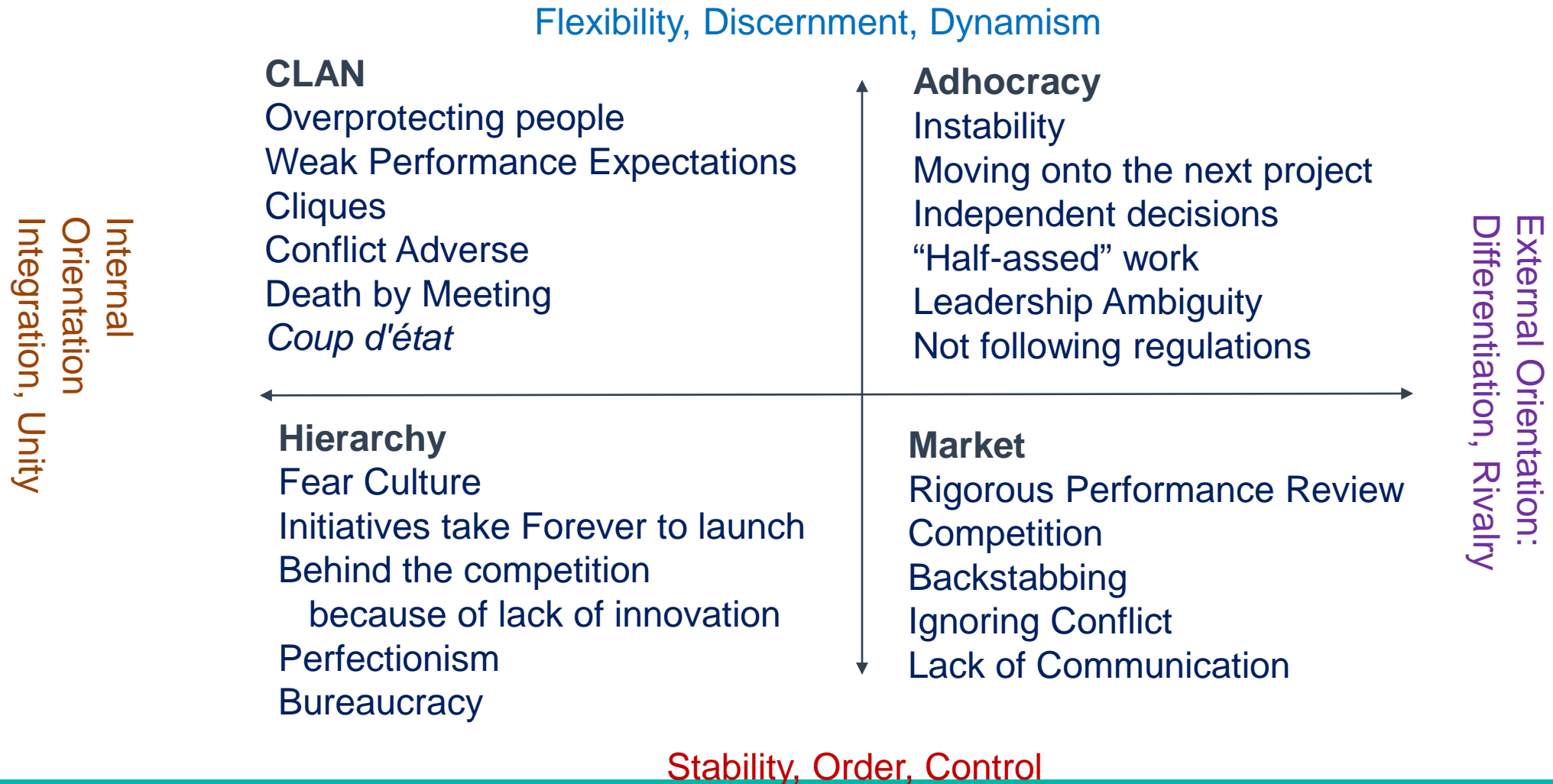
Change Creates Tension On The Fabric Of The Organization



Market Culture Leaders Tug on Culture



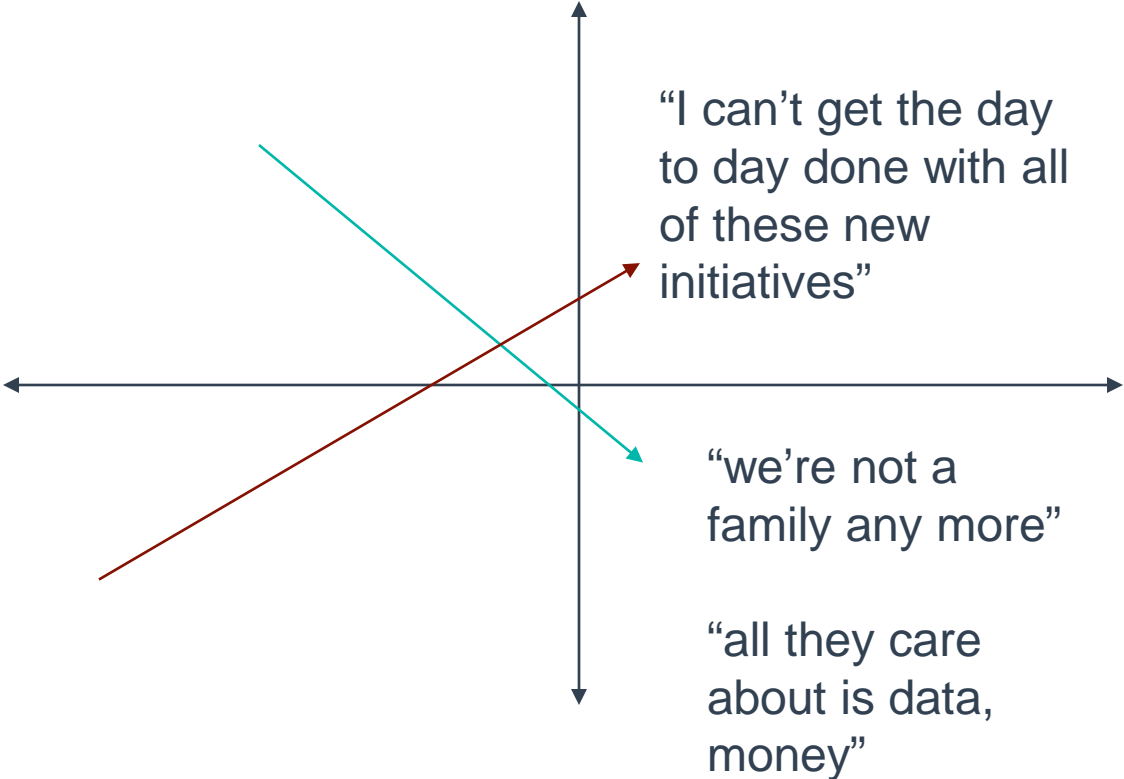
Change: Pushing The Buttons Of Dysfunction



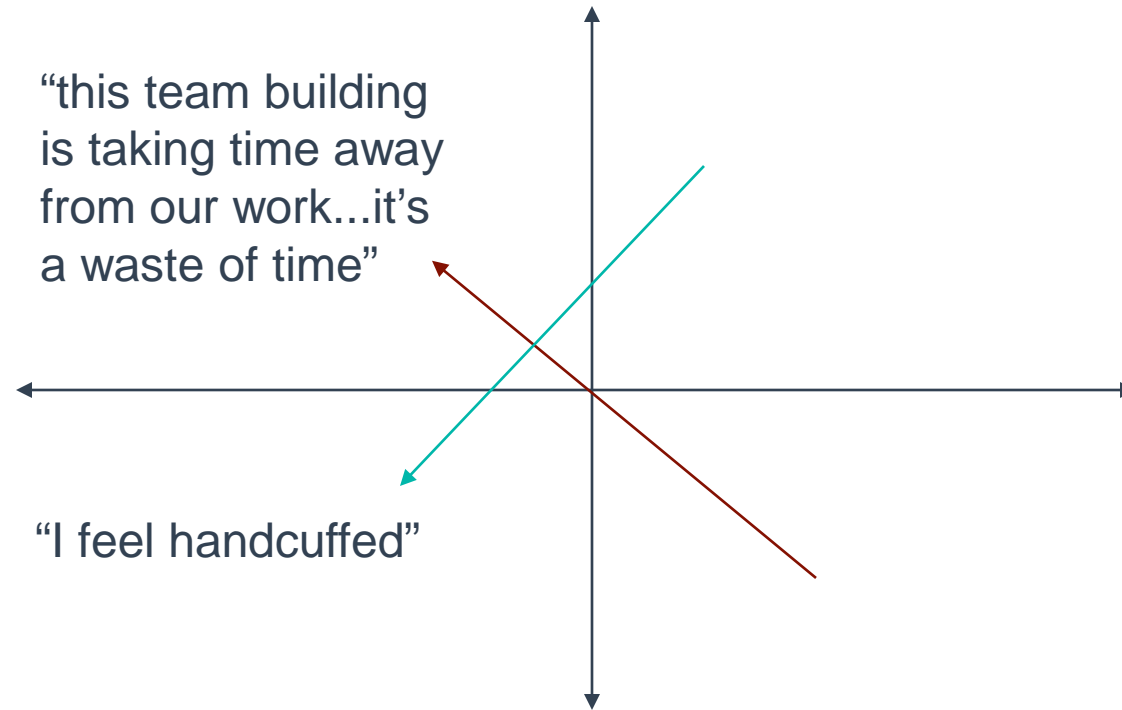
Name Calling When People are Outside the Dominant Culture



Complaining: A Sign of Org Culture Tension



Complaining: A Sign of Org Culture Tension





Drivers Of Culture

Drivers of Organizational Culture

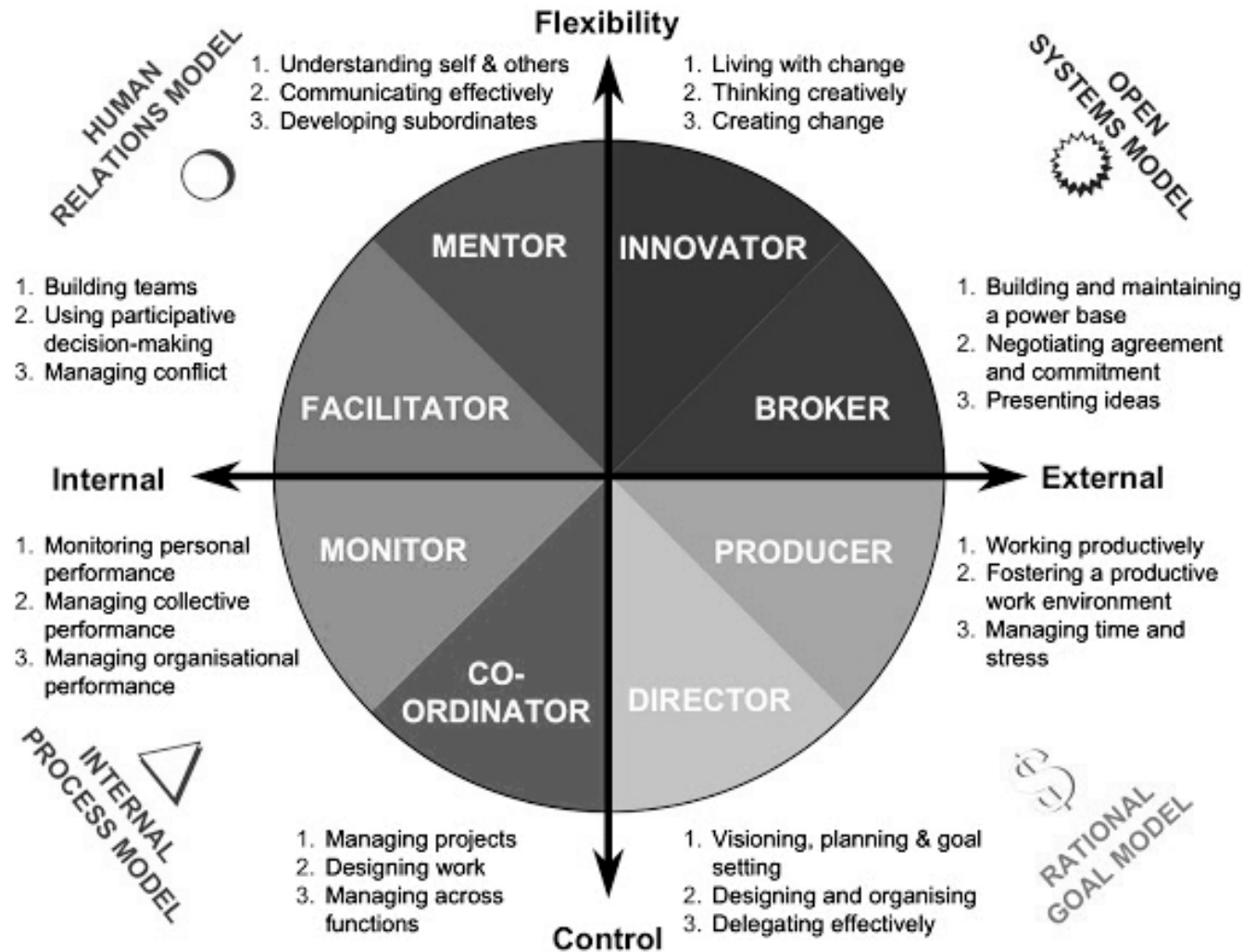
Internal

- 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

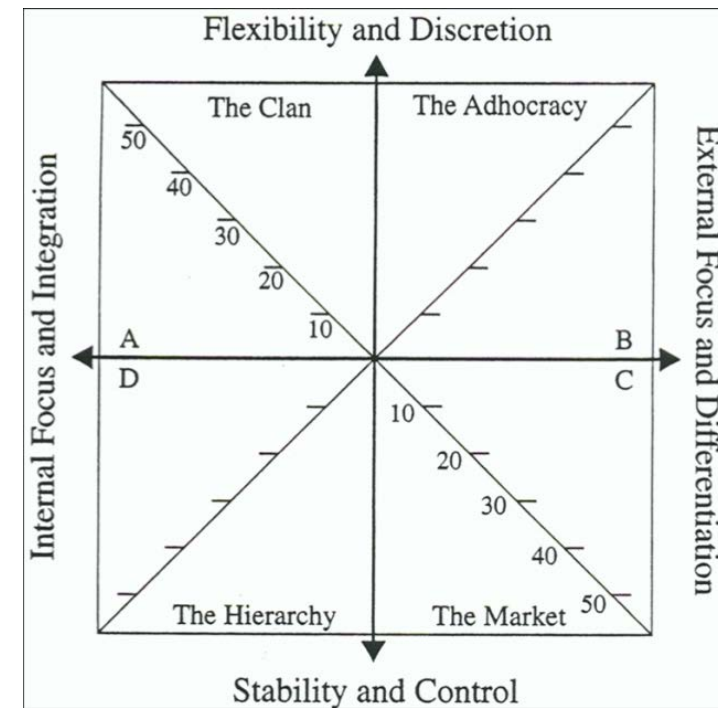
Leadership Competencies Drive Culture



Correlation With The Center of Power

What cultural dimension/quadrant is emphasized in professional training?

1. 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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