Take Charge of Your Culture!

Part Two: Change Strategies

OPEN MINDS

2020 NYAPRS Executive Seminar
May 5, 2020 | 11:45am to 1:00pm
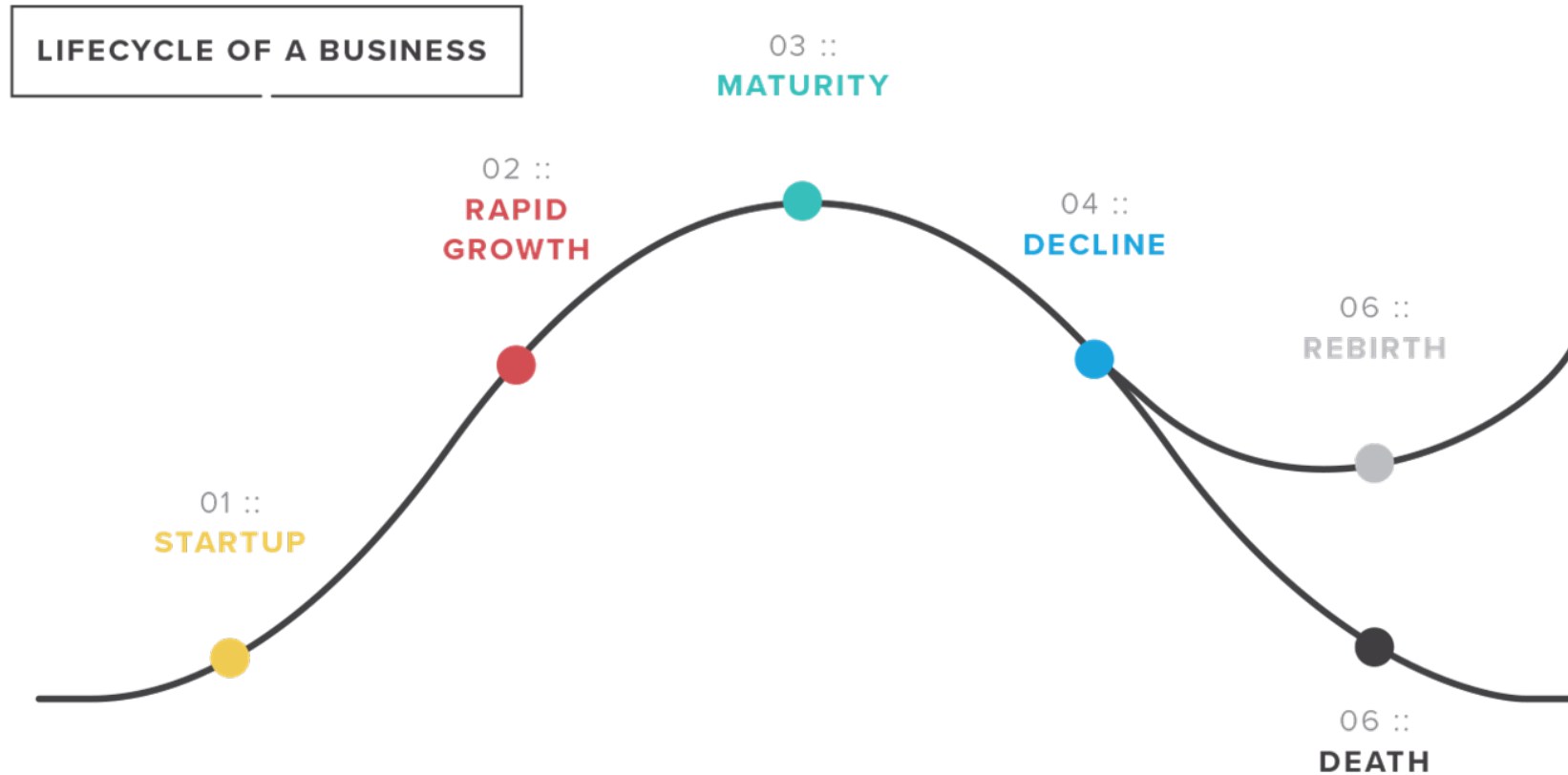Drew Di Giovanni, Senior Associate, *OPEN MINDS*

Agenda

1. Quick Polls: What is your dominant culture?
2. Leadership Strategies To Change Organizational Culture
3. Questions/Discussion
4. Specific Strategies
   1. Anchoring Hierarchy
   2. Anchoring Clan
   3. Increasing Market
   4. Increasing Adhocracy
5. Questions/Discussion

Learning Objective

1. Consider strategies to support the alignment of your organizational culture with strategic initiatives.

Goal: Keep Our Organizations Healthy And Thriving

LIFECYCLE OF A BUSINESS

01 :: STARTUP

02 :: RAPID GROWTH

03 :: MATURITY

04 :: DECLINE

06 :: REBIRTH

06 :: DEATH

COVID-19 Response Case Study: ProtoCall Crisis Call Centers

- March 9 – IT begins evaluating options for 100% remote

- March 10 – ProtoCall receives first request for potential business coverage from customers

- March 14 – Data Center reconfiguration to allow 100% remote logins

- March 15 (Sunday) – Initiated daily "8am stand-up" calls, begin effort to equip 150 staff for remote work; distribute headsets, PCs, eventually even office chairs

- March 16 – Schools in all PCS's office locations are closed

- March 16 – Daily tracking of employee reports of symptoms begins

- March 18 – Over 80% of employees working from home

- March 22 – Over 98% of employees working from home, More than 100 pieces of equipment distributed to employees.

- March 24 – All 5 locations are shut down, 236 out of 239 employees fully employed

- *Near zero disruption to caller access throughout this transition*

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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Background

Drew Digiovanni, MPH, FACMPE
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Expertise

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

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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

Reflect On Your Dominant Aspect Of Culture

Competing Values Framework

Flexibility, Discernment, Dynamism

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

Adhocracy
Innovation
New products and services
Autonomy
Flying by seat of pants
Process improvement

Internal Orientation Integration, Unity

External Orientation: Differentiation, Rivalry

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

Market
Running like a business
Growth
Measuring Outcomes
Reporting performance measures
Employee/volunteer performance
Competition

Stability, Order, Control

Poll Question #1

What is your dominant aspect organization culture?

- Clan
- Market
- Adhocracy
- Hierarchy

Strategically Leading Organizational Culture Change

From Clan To Market

Brand as "Poor"

- Running by seat of pants
- Social altruism
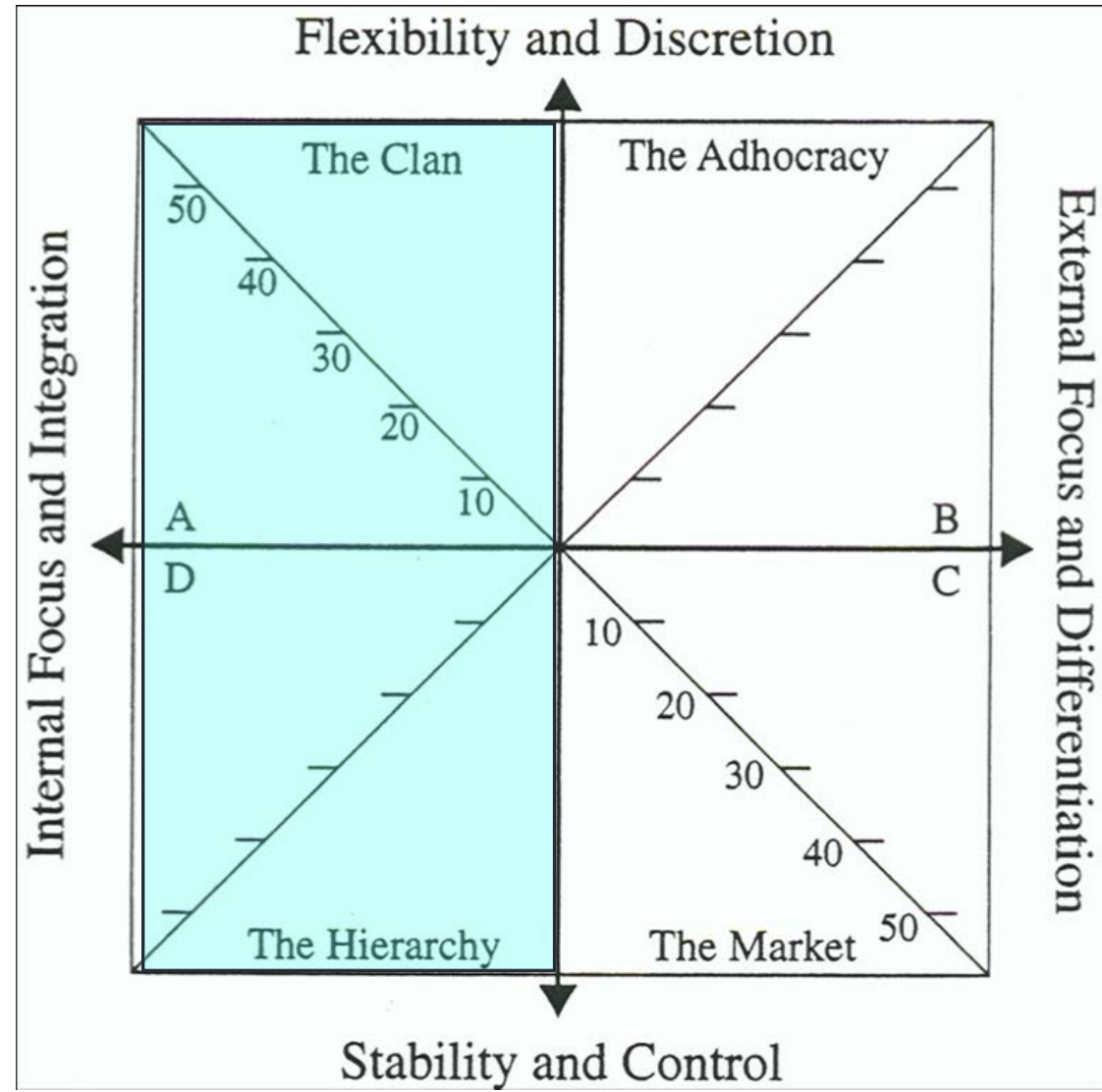- Give us money because we serve the community
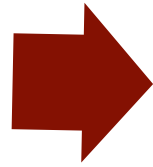
Brand as "Financial Strength"

- Healthy Margins
- Reserves
- Transparency
- Give us money because of our mission and we are financially responsible
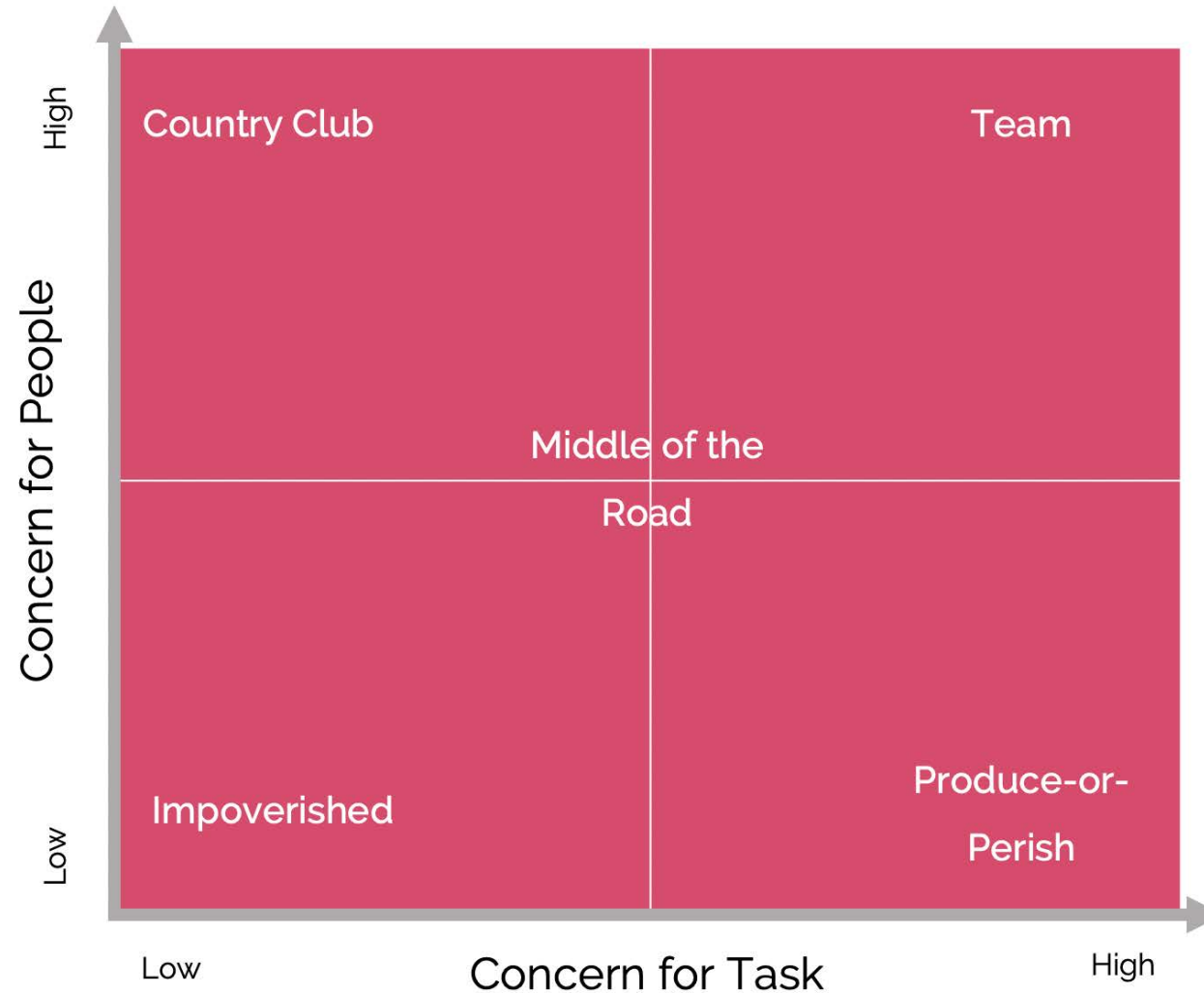
From Fee-For-Service To Value-Based Reimbursement

Production/Utilization → Data → Outcomes
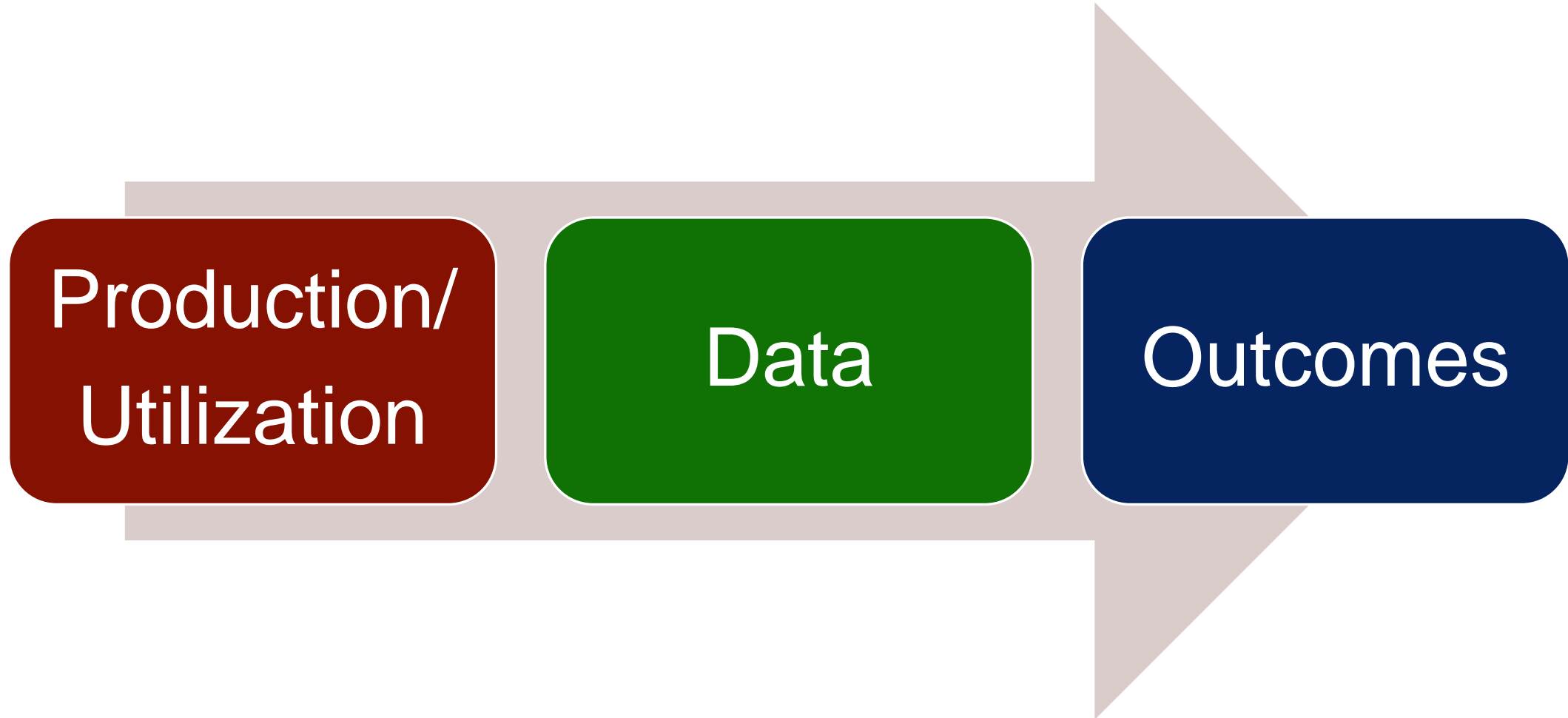
Dominant Culture Profiles Less Supportive Of Strategy and Change

Take Incremental Steps

# Mounton Styles Of Leadership – Leadership Impact on Culture

Concern for People

High — Country Club | Team

Middle of the Road

Low — Impoverished | Produce-or-Perish

Concern for Task

Low — High

A Word About Leadership

Blake Mouton Managerial Grid: Five Leadership Styles

STYLE	FEATURES	CONCERN FOR PEOPLE	CONCERN FOR TASK
Impoverished Management	Laissez-faire style; minimal effort on management; hoping to avoid blame for errors	1	1
Country Club Management	Focus on creating safe, comfortable working environment; minimal conflict	9	1
Task Management	Autocratic style, consistent with McGregor Theory X. Workers have to complete tasks – nothing else	1	9
Team Management	Staff closely involved in decision-making & feel valued; consistent with McGregor Theory Y	9	9
Middle of the Road Management	Compromises made to achieve acceptable performance; thought to be the less effective leadership style	5	5

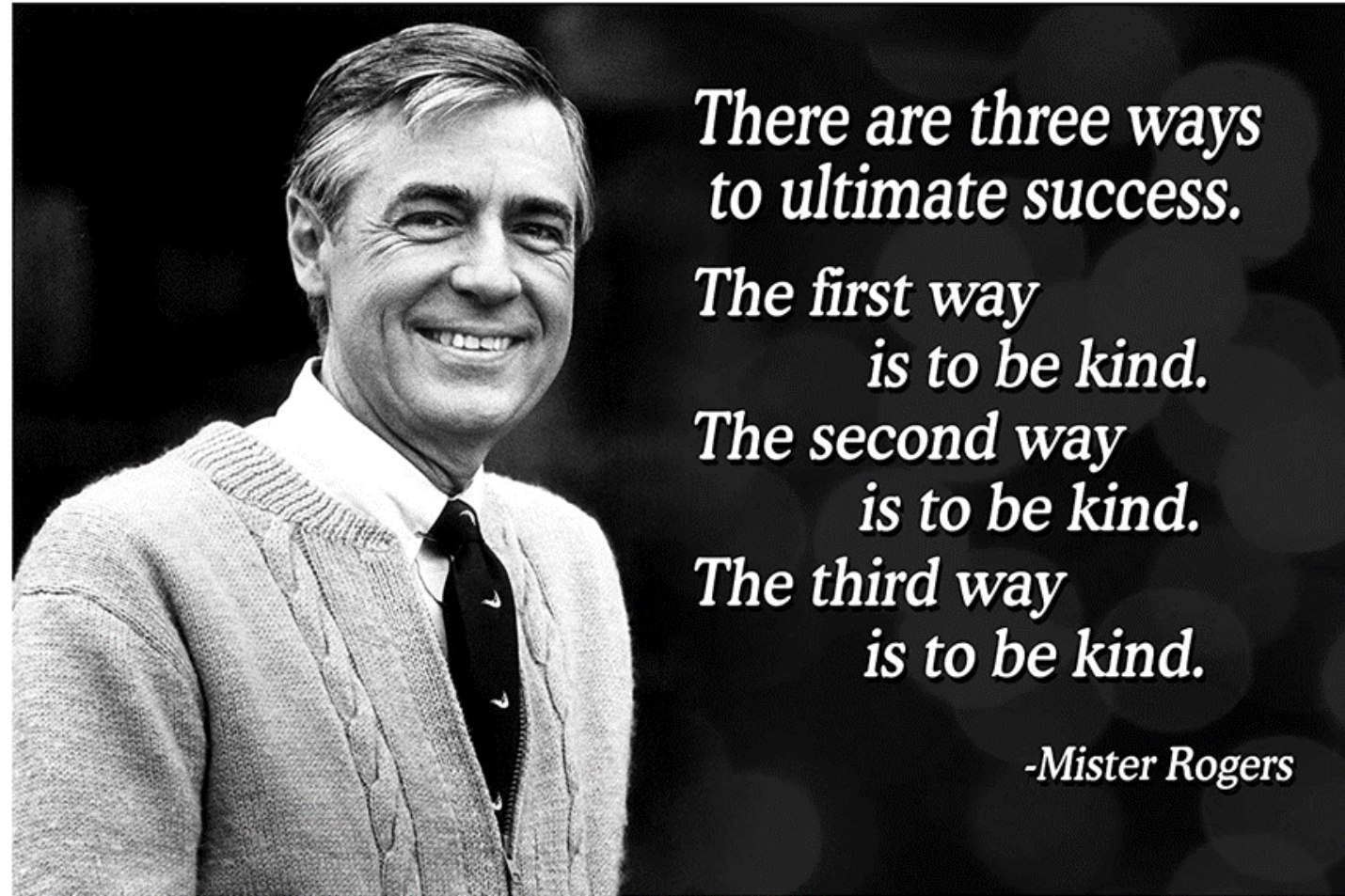# Leadership Competencies #1 Driver Of Culture
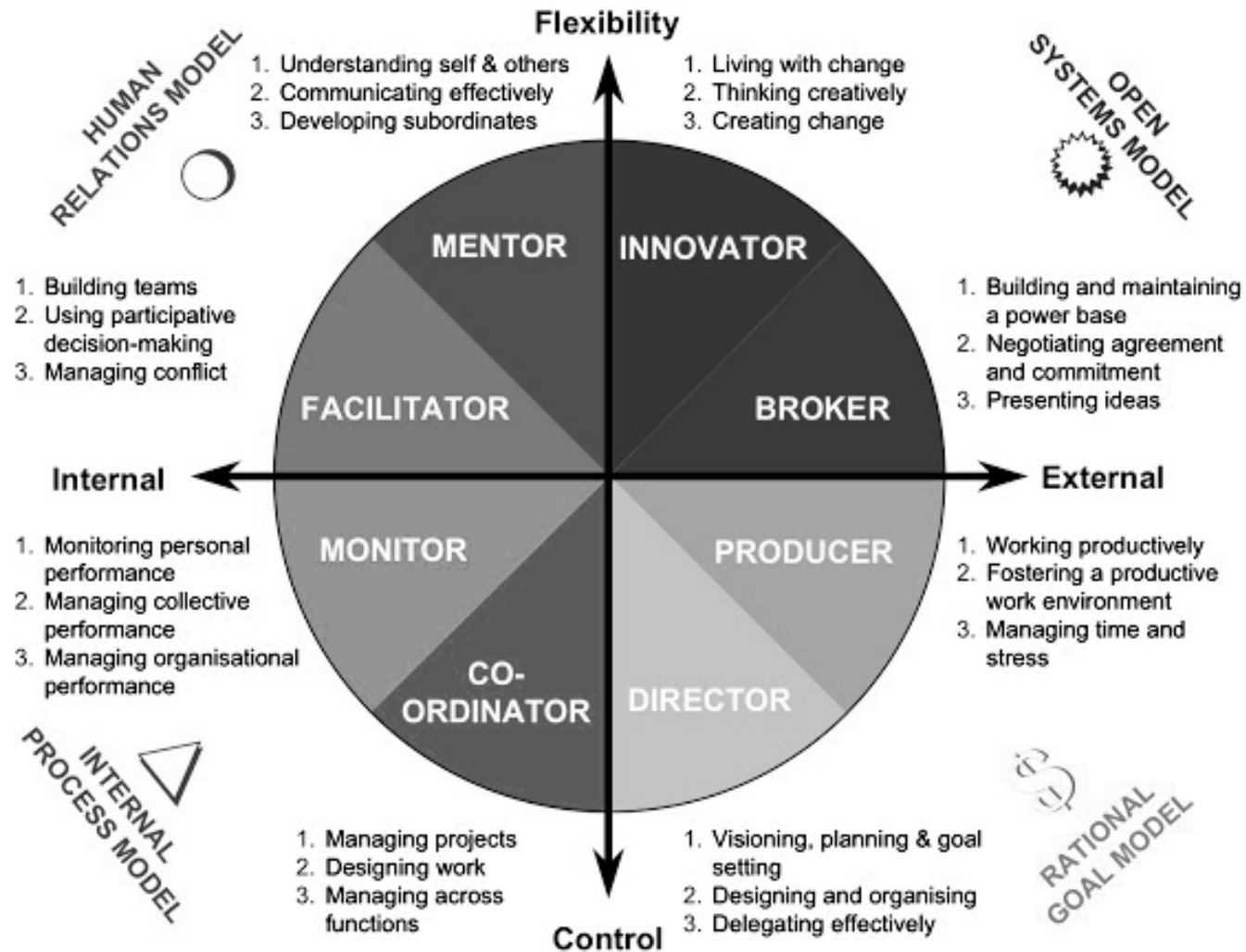
Ongoing Leadership Development
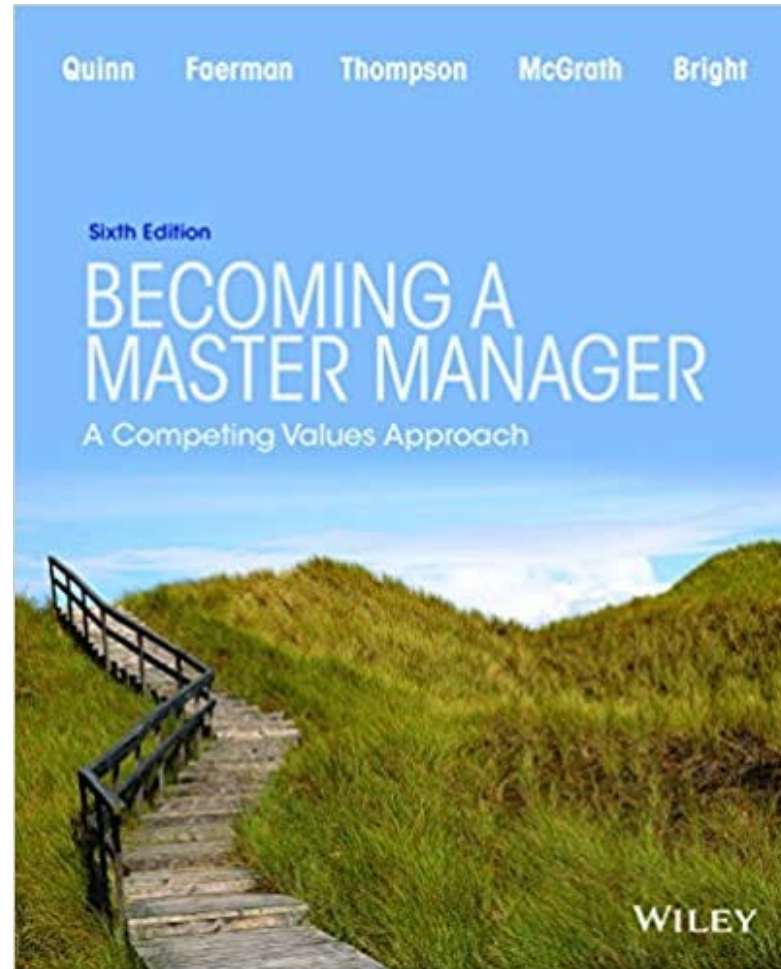
Mundane Leadership

- What do clinicians and staff observe about your behavior?
- Where do you spend your time?
- What gets on your calendar?
- What questions do you frequently ask? What questions are never asked?
- What gets followed-up? What is forgotten?
- What is referred to in public statements? What are the themes in speeches?
- What is important enough to call a meeting about? What isn't?
- What gets on your agenda? What's on the top? What's last?
- At the end of meetings, what do you emphasize in the summary?
- What gets celebrated? What symbols are used? What language is used?
- What signals are conveyed by the physical setting?

What Dominant Culture Is Mr. Rogers Driving?

There are three ways to ultimate success.

The first way is to be kind.
The second way is to be kind.
The third way is to be kind.

-Mister Rogers

What Dominant Culture Is Miranda Priestly Driving?

WHY IS NO ONE READY?

Value of Shared Vision

Conversations to develop vision allow difficult issues and divergent perspectives to be aired
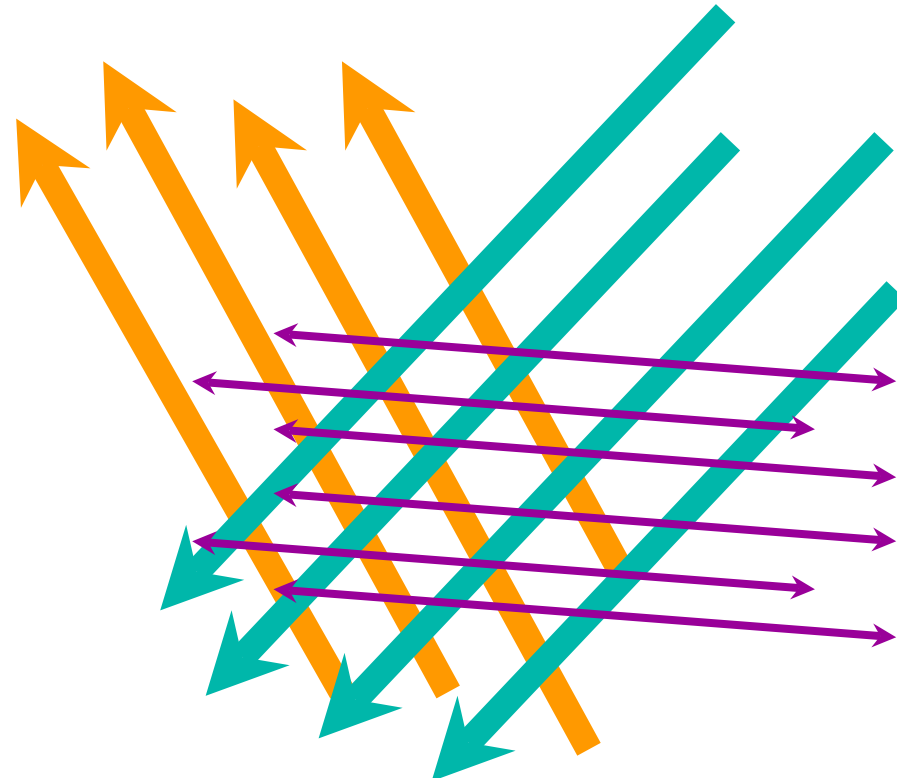
The vision aligns priorities

The vision sets context and ties together different change efforts

A good vision provides inspiration

Consequences Of Weakly Shared Vision

Benefits Of Visual Management

Organization Culture Levers For Change

Hiring people who are likely to demonstrate these behaviors:

What types of people would you look for?

What practices would you use to signal the importance of this behavior to prospective team **members?**

Orientation and socialization practices that encourage these behaviors:

What types and timing of new orientation and ongoing socialization and training practices would you use?

What practices would you put in place to stimulate innovation and continuous improvement?

Rewards (formal and informal) that will reinforce these behaviors:

What financial and non-financial incentives can you provide?

Align organization performance with individual performance goals.

Performance Review As A Change Lever

CLAN

360 reviews

Adhocracy

Frequent and brief reviews with rapidly changing goals

Hierarchy

Annual reviews

Market

Individual goals tied to organizational goals and performance

Leadership Lessons

Symbolic leadership requires:

- Signaling through visible actions what is important. Doing is believing!
- Consistency and repetition in signaling.

A Plug for Positive Leadership

- Positive attitude

- Clear and aligned sense of purpose

- Values inspire rather than cause descent and division

- Service to others rather than self

- Compel others to make things happen

- Increase ownership and accountability, which increases the probability of success

- Improve your coaching, which is a key leadership skill

- Potentially identify better solutions

- Turn negative conversations to positive action

Discussion

Shifting Competing Values

Review: Core Aspects Of Organizational Culture

Flexibility

Collaborate
(CLAN)

Do things together

Create
(Adhocracy)

Do things new

Internal Orientation

External Orientation

Control
(Hierarchy)

Do things right

Compete
(Market)

Do things fast

Stability
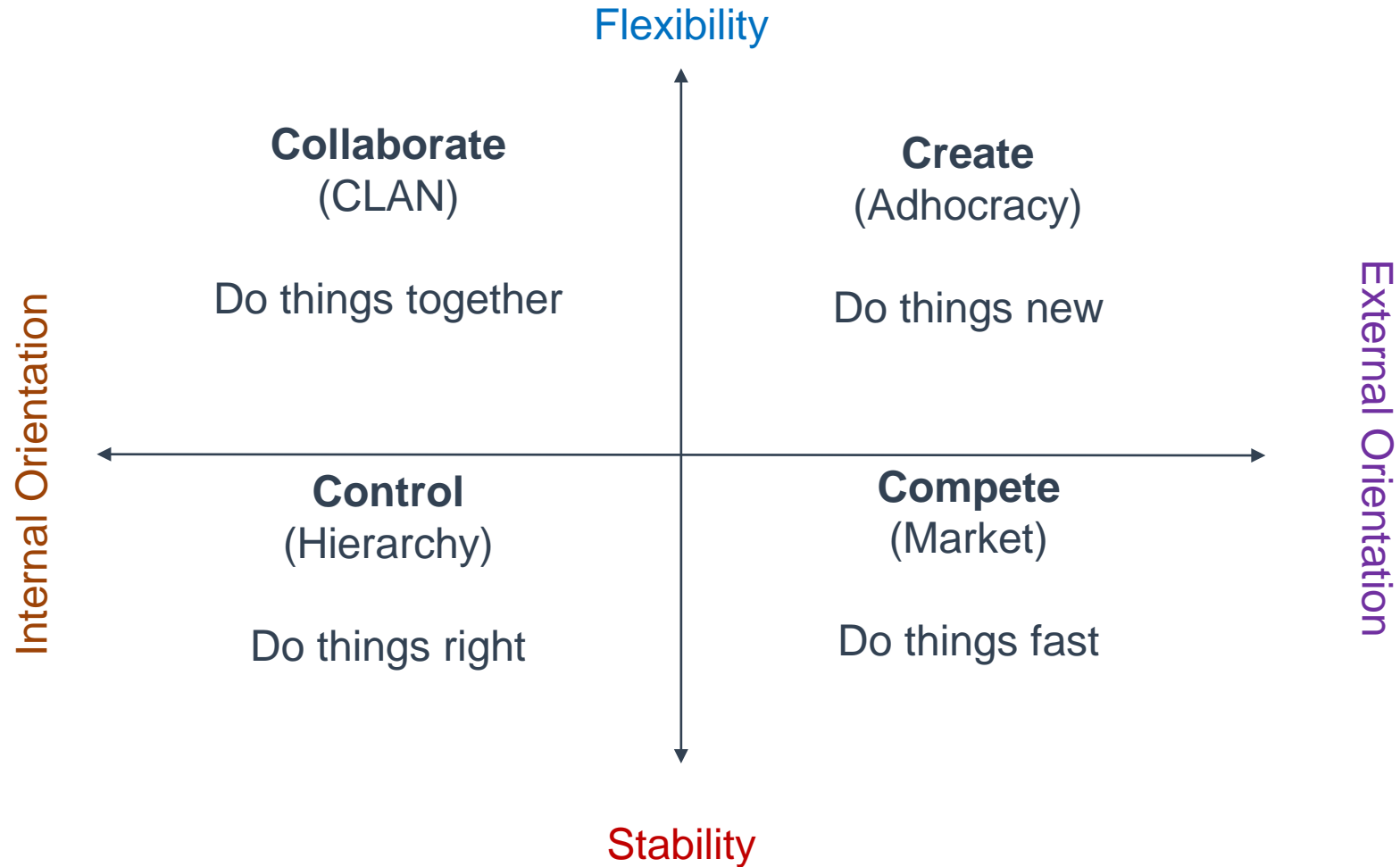
Consider Drivers Of Organizational Culture

People-Oriented Teams

Patient-Centeredness

Internal Threats

Clan | **Adhocracy**

Hierarchy | **Market**

Entrepreneurial

Autonomy

Nimble

External Threats

Compliance

Policies/Document Control

Accreditation

Health Plan Relationships

Performance and Data Requirements
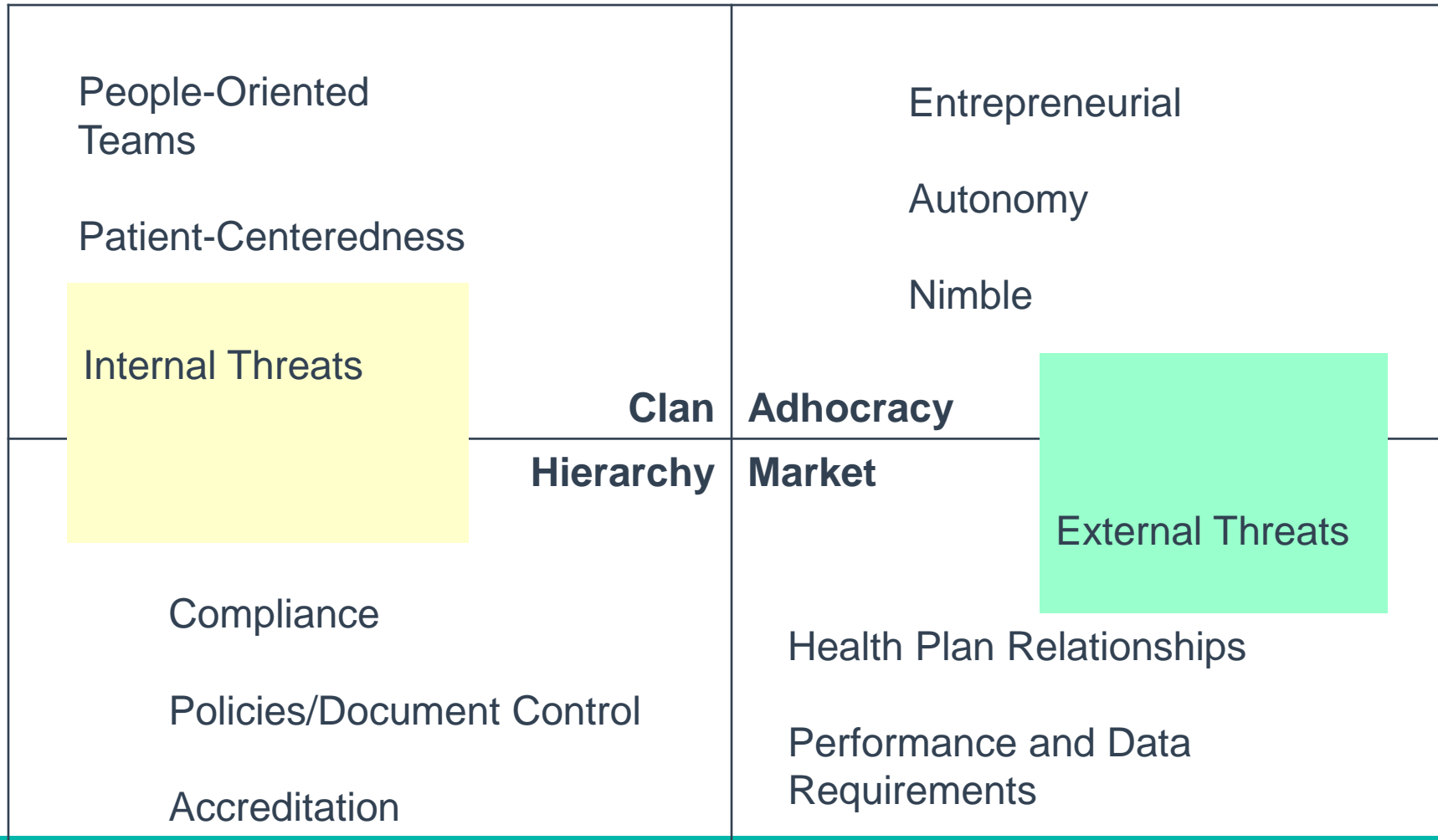
Get Your House in Order First

CLAN
High Performing Teams
Role clarification
Communication channels
Team-member feedback
Goal-based training and mentoring
Address "Trustbusters"

Adhocracy

Hierarchy
Clear and Updated Org Structure
Policy Platform and Document Control
Effort toward standardization; process for procedure variances

Market
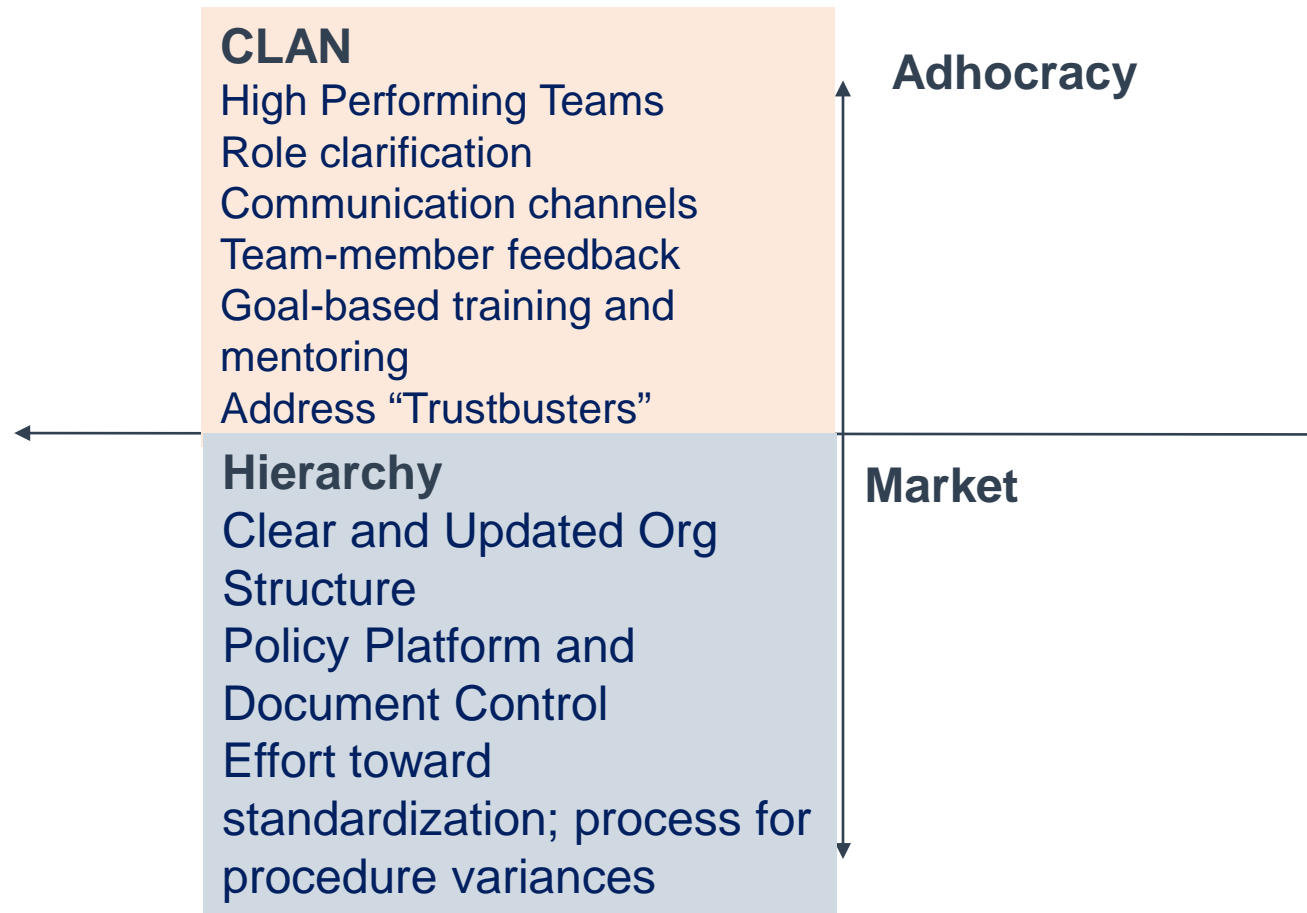
Next: Shift To External Focused Elements

Clan	Adhocracy
	- Frequent brainstorming - Ask forgiveness instead of permission - Speed vs. perfection - Continuous process improvement - Fast-paced projects "Surprise and Delight"
Hierarchy	**Market**
	- Less meeting time - Involve clinicians, staff and volunteers in strategy - Data dashboards - Population status - Contests

Competing Values Framework

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Discussion

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

- W. Edwards Deming

Be strategic about organizational change.

Use planned and incremental strategies.

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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