

# Building Culture

# The Resilient Manager

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**“From the violent nature and multiple stab wounds, I’d say the victim was probably a consultant.”**



## Building Culture

- Characterize the types of organizational culture and examine the importance of organizational culture
- Analyze the role of organizational culture in anticipating and affecting change
- Examine the role of organizational culture in developing high performance in teams and individuals

## What Is Organizational Culture?

Organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms and expectations shared by the members of the organization.

# What Is Organizational Culture?

- Values
- Vision
- Norms
- Working Language
- Systems
- Symbols
- Beliefs
- Habits

## Why Is Organizational Culture Important?

Culture eats strategy for lunch.

- First attributed to Peter Drucker

## Why Is Organizational Culture Important?

1. People are loyal to culture, not strategy.

# Why Is Organizational Culture Important?

## Zappos Core Values

1. Deliver Wow Through Service
2. Embrace and Drive Change
3. Create Fun and a Little Weirdness
4. Be Adventurous, Creative and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships with Communication
7. Build a Positive Team and Family Spirit
8. Do More with Less
9. Be Passionate and Determined
10. Be Humble



## Why Is Organizational Culture Important?

1. People are loyal to culture, not strategy.
2. Culture is more efficient than strategy.

# Why Is Organizational Culture Important?

*Welcome to Nordstrom,*

*We're glad to have you with our Company. Our number one goal is to provide outstanding customer service. Set both your personal and professional goals high. We have great confidence in your ability to achieve them.*

***Nordstrom Rules: Rule #1: Use best judgment in all situations. There will be no additional rules.***

*Please feel free to ask your department manager, store manager, or division general manager any question at any time.*

## Why Is Organizational Culture Important?

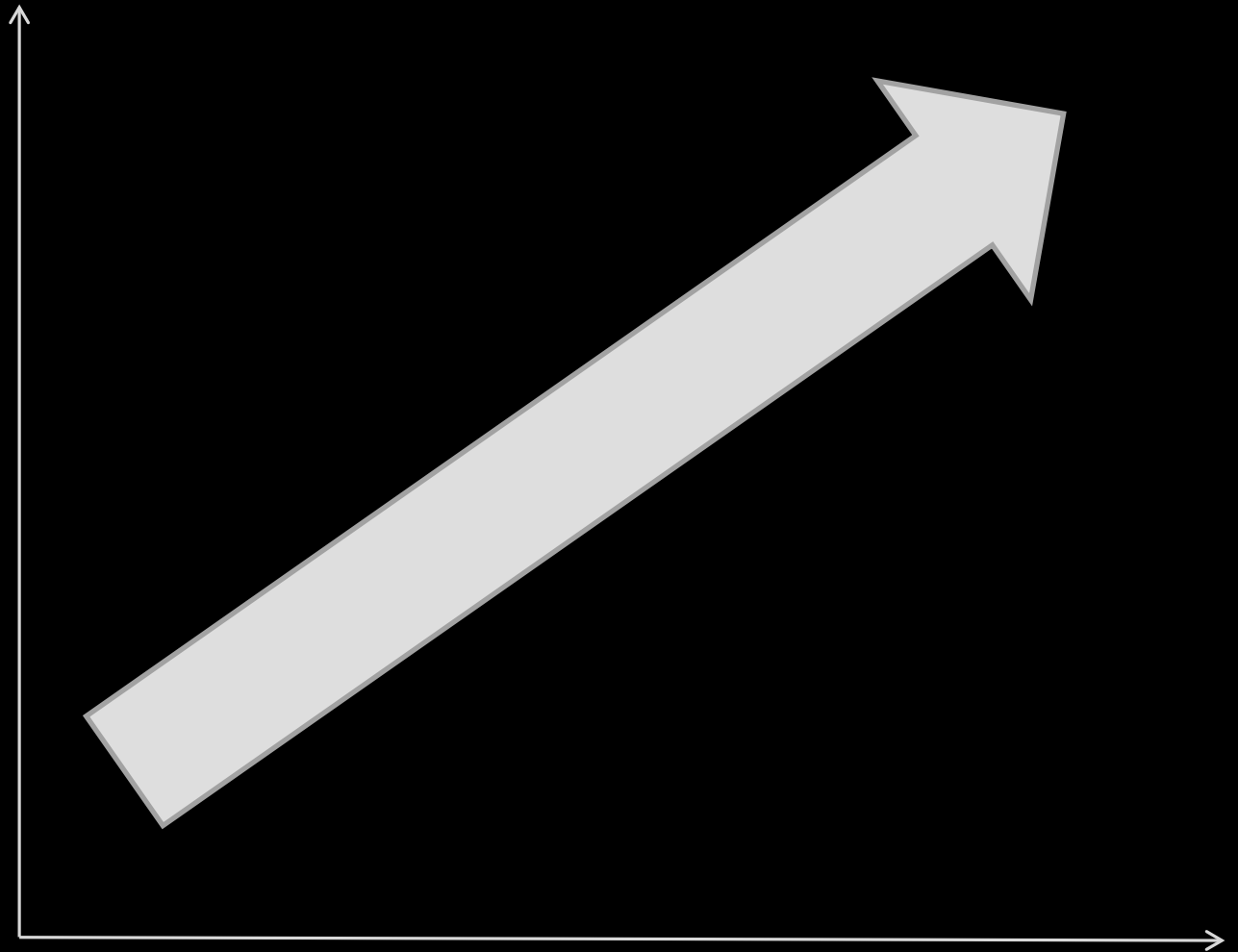
1. People are loyal to culture, not strategy.
2. Culture is more efficient than strategy.
3. When strategy and culture collide, culture will win.

## Benefits of a Strong Organizational Culture

- Enhanced mutual trust and cooperation.
- Fewer disagreements and more efficient decision-making processes.
- An informal control mechanism.
- Facilitation of open communication.
- A strong sense of identification.
- A shared understanding.
- Assisting employees in making sense of their behaviors by providing justification for behaviors

“Alignment is key to  
momentum.”

Momentum



Alignment

# Assessing Culture

## **Mission and Strategy**

- How would you describe the company's mission (reason for being, purpose)?
- To what degree does the stated mission really guide behavior within the organization?
- What are the key values of the group?
- What is the group's attitude about customer service?
- How focused is the group on sub-specialization?
- How do you see your relationships with external constituents (hospital, referring physicians, patients)?

# Assessing Culture

## Methods

- How do important decisions get made in this organization?
- How does your governance work?
- When it comes to getting work done, what do people care about most?
- How do important projects or other work tasks get completed in this organization?
- How formal is the organization – are there written policies?



# Assessing Culture

## **Measuring Results**

- What does the organization look at to measure success?
- Who determines success?

## **Accountability/Corrective Action**

- What is your accountability system?
- How do you deal with outliers?
- If the company, department, etc. is off target, how does the company respond to the problem?
- How does the company respond in times of real crisis?

## Assessing Culture

### **Communication**

- How do people communicate with one another?
- How does conflict get resolved?

### **Power and Status**

- How does one acquire power and status in this organization?
- What would you tell a new hire about how to really succeed in this organization?

# Assessing Culture

## **Peer Relationships**

- How do peers demonstrate closeness and support for one and other?
- Describe the level of trust.
- How do people act if they disagree with one and other?

## **Rewards**

- Describe your compensation system.
- Does it work well for the group?
- What gets rewarded? What gets punished?

# Organizational Culture's Role in Developing High Performance Teams and Individuals

## Four Stage of Team Development:

- Forming
- Storming
- Norming
- Performing

## Moving from Storming to Norming

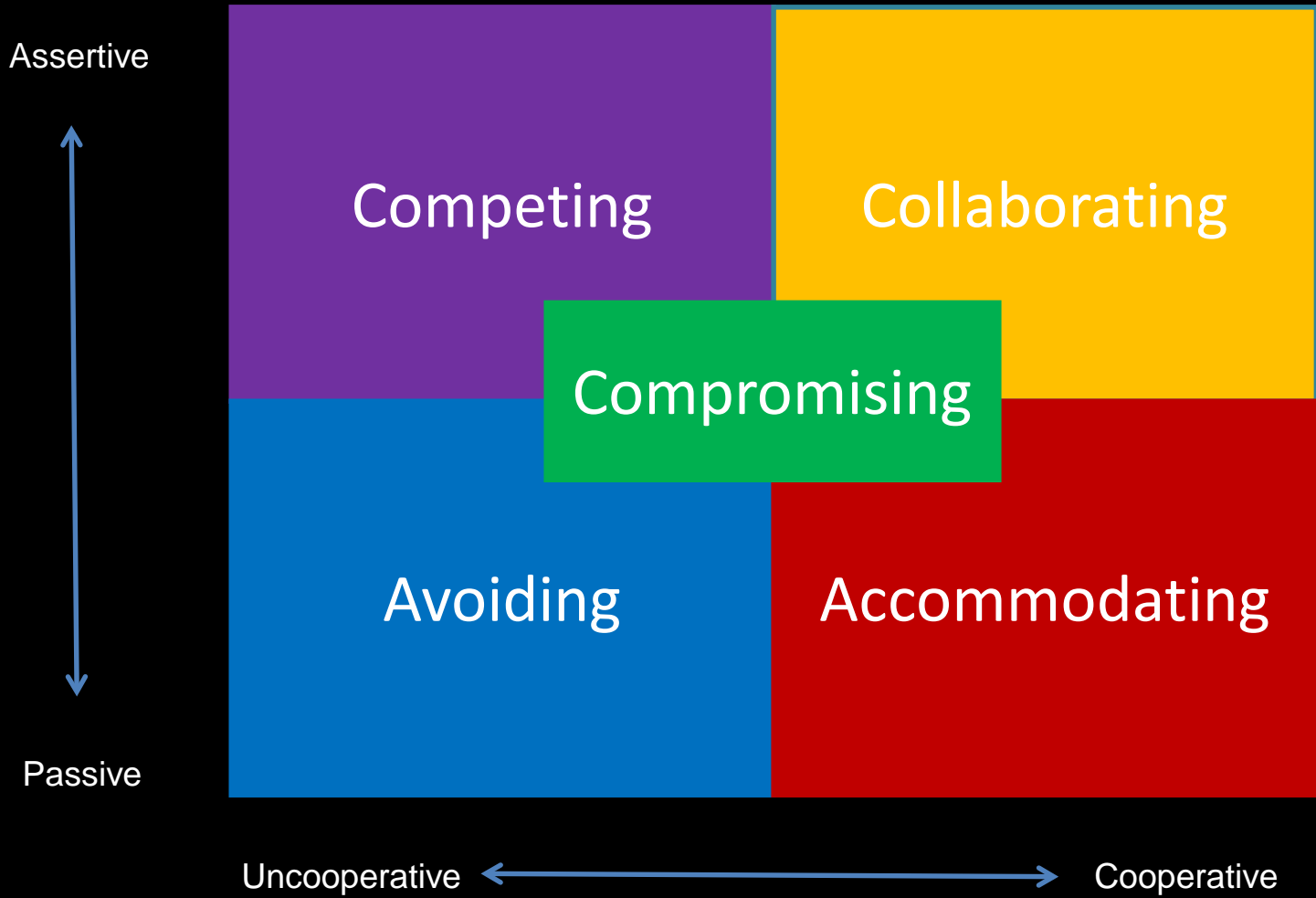
The norming stage is characterized ...**the development of team norms.**

Norms are **standards of behavior** that the team develops for guiding members' interactions and for dealing with the task.

The team establishes guidelines for **resolving conflict, making decisions, interpersonal communication, completing assignments, and the management of meetings.**

# Step1: Decision-Making

- We have a hard time making decisions.
- We keep revisiting decisions.
- People don't adhere to our decisions.
- We are always seeking unanimity.







# The “Dirty Little Secret”



If I didn't vote for it,  
or I don't agree with it,

**I don't have to do it.**

# Decision-Making

1. How will the group make decisions?
  - Unanimity, consensus, vote?
2. What is expected of each physician once a decision is made?
  - What you want to hear is “support it,” “do it,” “not sabotage it,” etc.
3. What are a physician’s options if he or she doesn’t like the decision?
  - Do it anyway – that’s group practice
  - Try to get it change, in the appropriate forum.
  - Self-select yourself out of the group.

## Step 2: Identify Core Values

- Fundamental values
- Foundational
- Don't change, even as the world changes

# Disney Core Values

1. Nurture and promulgate wholesome American values.
2. Creativity, Dream, Imagination.
3. Preservation and control of the Disney magic.
4. Absolute, meticulous attention to detail.

# Disney Core Values

1. Nurture and promulgate wholesome American values.
  - Clarify who we are.
  - Articulate what we stand for.
2. Creativity, Dream, Imagination.
  - Help explain why we do business the way we do.
3. Preservation and control of the Disney magic.
  - Inform us on how to reward.
4. Absolute, meticulous attention to detail.
  - Guide us in making decisions.
  - Essential tenets.

# Establishing Core Values

1. Which values are so inherent in your group that, if they disappeared, your group would cease to exist as it is?
2. Which values in your group don't have a price tag on them? What values will we hold to even if it costs us money?
3. Why does the hospital want to use your services? Why do referrers and patients want to use your service?
4. Why do people come to work for your group?
5. Why do you still work for your group?

# Example Medical Group Core Values

- Compassion
- Clinical Excellence
- Integrity
- Physician Leadership
- Independence and Autonomy
- Strength through Collaboration

# Step 3: Establish Group Vision

- What is your preferred future? What does the group intend to become?
- Looking out 3 to 5 years:
  - What services and specialties do you plan to offer?
  - What geographic region do you intend to serve?
  - How many locations are you likely to have?
  - How big will the group become? Will you grow to fill the service needs of the market, or will you set an upper end limit on the number of physicians in the group?
  - What type of relations will you have with others? Will we remain an independent group?
  - What benefits do you hope to provide for the owners and employees?

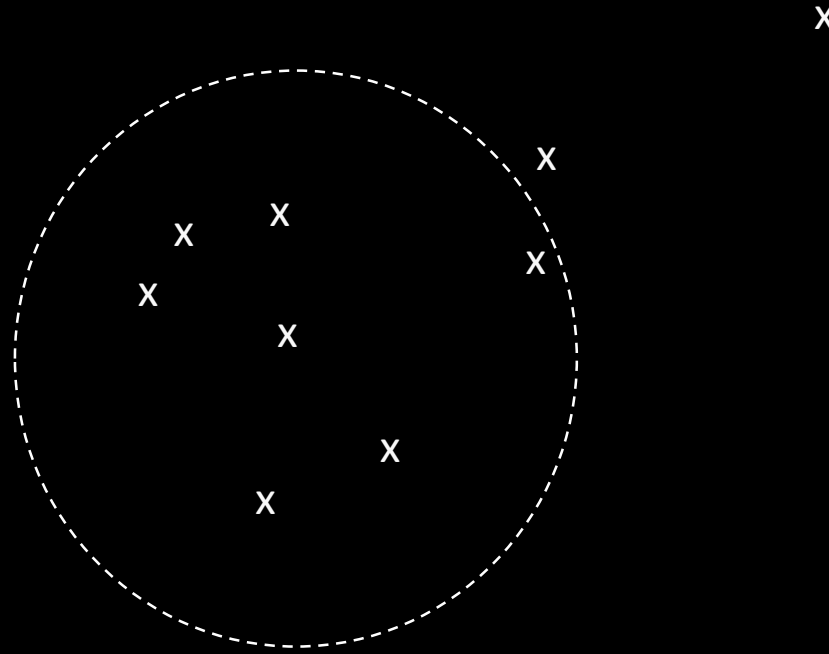


The only difference  
between a vision and a  
hallucination is the  
number of people who  
see it.

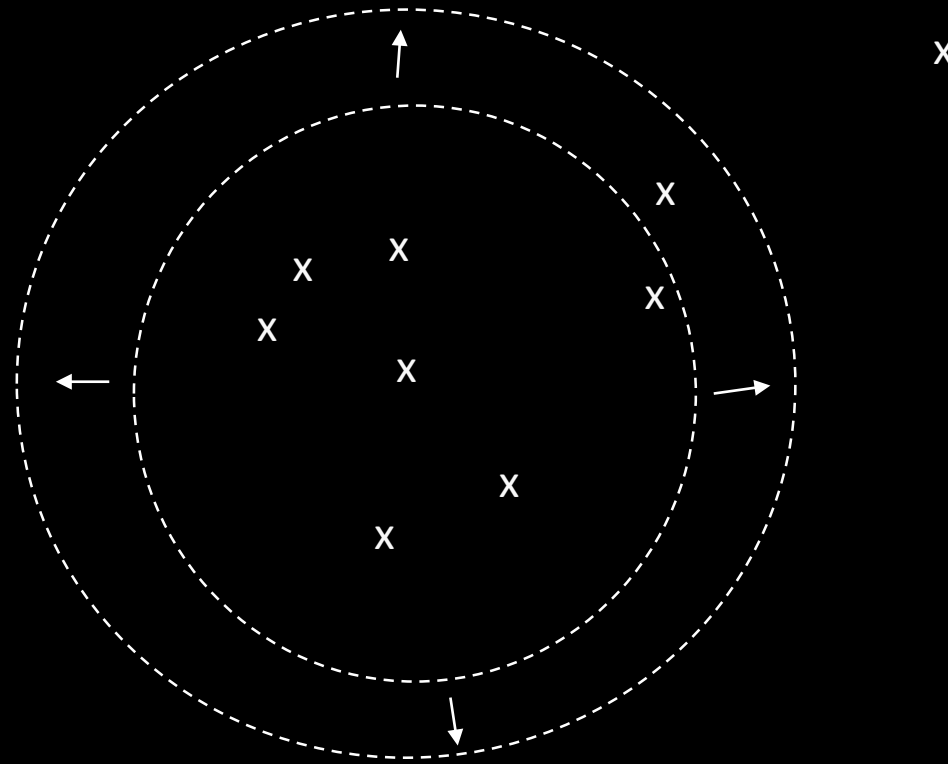
# Step 4: Establish Effective Governance System

1. Set Mission and Vision and Assure Focus
2. Move Group Toward Strategic Goals
3. Oversight
4. Deal with Disruptive Physicians
5. Evaluate Management
6. Evaluate Board Performance
7. Over-Communicate with Constituents

# Step 4: Disruptive Physicians



# Step 4: Disruptive Physicians



# What Does Disruptive Behavior Look Like?

- Degrading comments or insults
- Discriminatory behavior
- Inappropriate joking
- Incompetence
- Physical assault
- Profanity
- Refusal to cooperate with others
- Refusal to follow established protocols
- Retaliation
- Spreading malicious rumors
- Substance abuse
- Throwing objects
- Yelling

> 70% <sup>N = 840</sup>

Disruptive Behavior Occurs at  
least Once a Month

> 37% N = 840

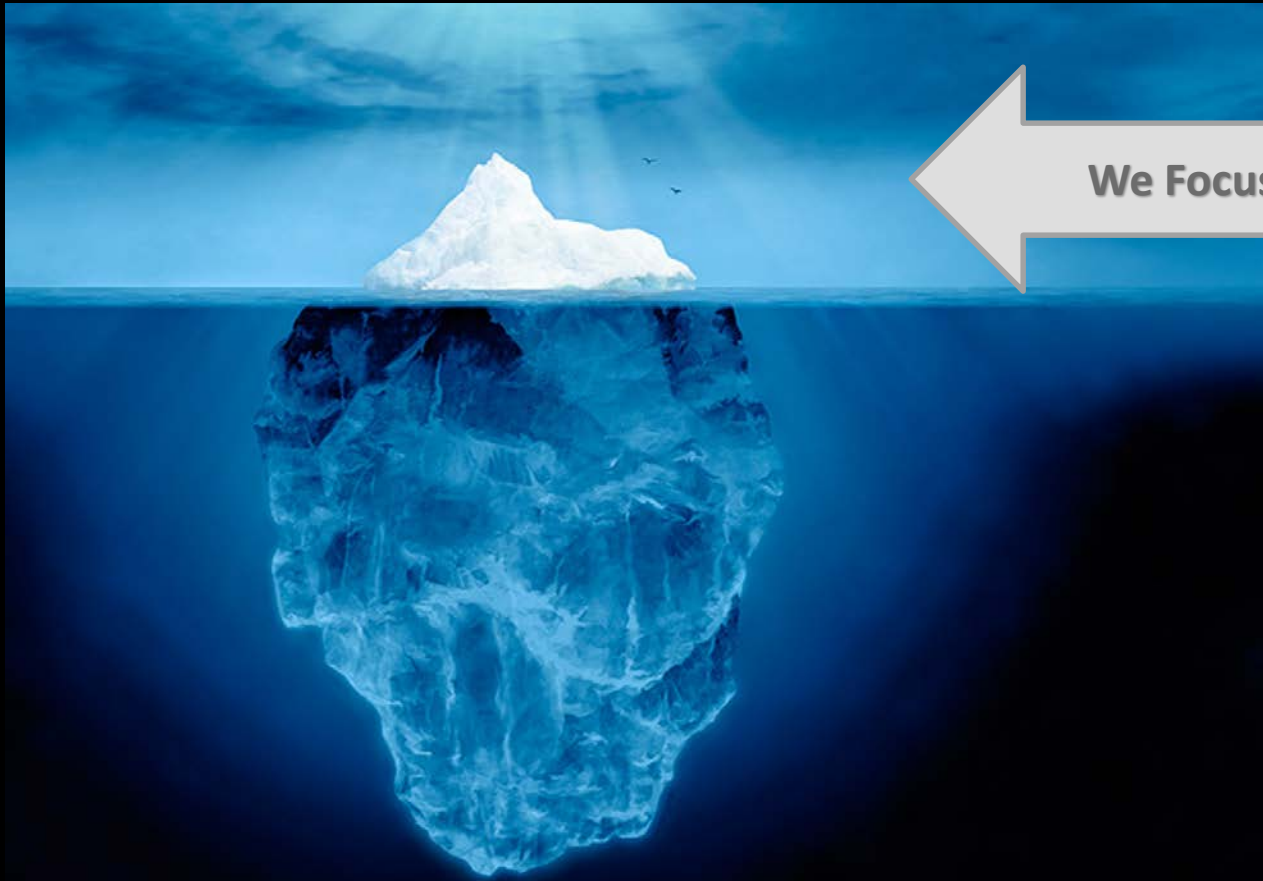
Disruptive Behavior Occurs at  
least Once a Week

> 10%

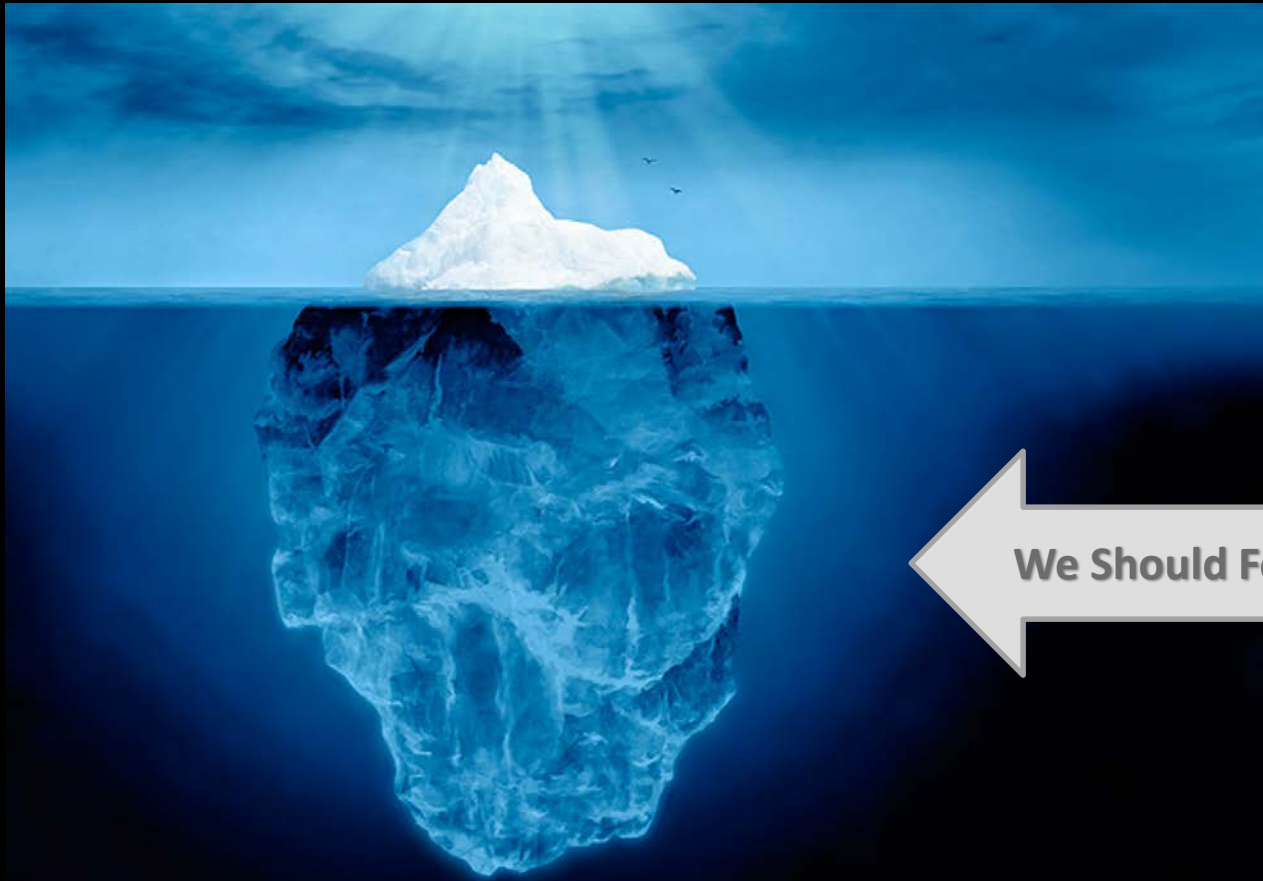
N = 840

Disruptive Behavior Occurs on  
a **Daily** Basis





**We Focus Here**



**We Should Focus Here**

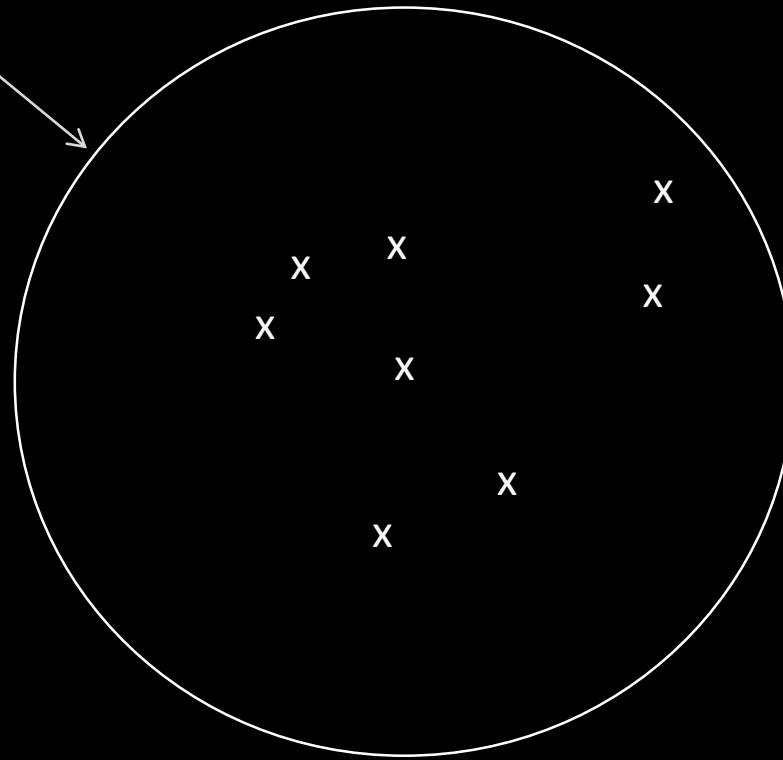
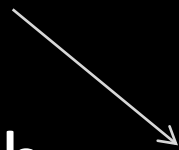
# Deal with Problem Physicians

“Injustice is relatively easy to bear; what stings is justice.”

*Henry Louis Mencken*

# Code of Conduct

Clearly delineate acceptable and unacceptable behavior



x

x

x

x

x

x

x

x

x

# Code of Conduct

- Questions:
  - What behaviors do we expect of each other? What is acceptable to us? What is inappropriate?
  - What are some of the unwritten rules that guide our behavior?
  - What are the rights and responsibilities of each physician?
- Set expectations for:
  - Interactions between physicians.
  - Interactions with employees.
  - Interactions with those outside the group.
  - Practice management responsibilities.
  - Support of group decisions, established goals and policies.

# Deal with Disruptive Physicians

- Prevention:
  - Recruitment process
  - Mentoring
  - Code of Conduct
  - Physician Evaluation Process
- Enforcement:
  - **Disciplinary Enforcement Process**

# What Do We Do?

Establish a System to Deal  
with Disruptive Physicians

## Consequences

- There must be a consequence for disruptive behavior.
- These consequences must apply to all.



# Disciplinary Enforcement Process Options

1. Rulebook.
2. General System.
3. Rules Based System.

## Rulebook

1. If you do “X”, then “Y” happens.
2. BTW – it’s up to the manager to implement “Y”

### Problems:

- “I didn’t get into medicine to have to follow a rule book”
- “We can’t think of everything.”

## General System

1. President of group tries to fix.
2. “Physician Affairs Committee” tries to fix.
3. Board fixes.

### Problems:

- Typically no authority for consequence until the Board.
- Conflict avoidance at its best!

## Rules Based System

Similar to General System, but guidelines for dealing with infractions.

Type of Offense		
Category 2	First Offense	\$1,000 and outside counseling paid for by physician.
	Second Offense	\$3,000 and outside counseling paid for by physician.
	Third Offense	\$5,000 and outside counseling paid for by physician.

Example Category 2 Offense:

- Harassment.
- Reporting to work under the influence.
- Gambling or fighting.

## Meaningful Consequences

- Re-education or training.
- Documented verbal warnings.
- Written warnings.
- Withhold bonus money.
- Penalty per violation.
- Self-payment for additional education.
- Self payment for additional staff.
- Losing priority status for scheduling vacation.
- Assigned extra call.
- Loss of voting privileges (A to B Shareholder)
- Probation.
- Temporary suspension.
- Demotion.
- Termination.
- Restitution for damages.
- Referral for criminal prosecution.

## The Resilient Manager

- Define the need for resilience in today's environment
- Identify how to build resilience
- Recognize the "heat of the moment" and learn how to bounce back

Success is going from failure to failure without losing enthusiasm.

- Sir Winston Churchill



Resilience...

“An ability to recover from or adjust easily to misfortune or change.”

- Positive outlook
- Empathy
- Emotional regulation
- Self-efficacy

# Challenging People - Physicians

- Poor communicators
- Relatively low level of “emotional intelligence”
- Egos
- Risk avoiders
- Conflict avoiders

# Expected to Know Everything You Are Expected to Know Everything

- Management
- Finances
- Human resources
- Information Technology
- Rules and regulations
- Strategic Planning
- Hospital relations
- Legal, Accounting
- Negotiations
- Anything that could affect the group or physicians

# Challenging People - Work

## Staff

- Direction setting
- Decisions
- Development
- Resolution, counseling
- Hire and fire

## Other Work Relations

- Legal
- Accounting
- Vendors
- Collaboration

# Challenging People(?) - Home

## Home

- Spouse
- Children
- Parents
- Pets
- Personal Finances
- Life!

# Not Goals

- End all relationships with all other humans
- Make every situation in life happy and rosy
- Eliminate negative emotions

# Two Key Concepts

1. You can change the way you think.
2. You can act your way into thinking as well as you can think your way into acting.



# Acting-Thinking: How to Feel Bad

- Assume the position

# Acting-Thinking: How to feel Powerful

- Assume the position

# Thinking-Acting: How to Feel Happy

Happiest Day:

- Where were you?
- Who were you with?
- What were you doing?

# Thinking-Acting: How To Connect

1. Where did you grow up?
2. How many kids were in your family?
3. What was the most difficult or important challenge of your childhood?

# Fundamental Attribution Error

- Other people's negative behaviors come from a character flaw.

# Fundamental Attribution Error

- Other people's negative behaviors come from a character flaw.
- My negative behaviors are caused by the environment.

# Training For Resilience

I'm pushing sixty. That is  
enough exercise for me.

- Mark Twain



# Training: Staying Strong

“If you don’t take care of yourself, nobody will.”

- Exercise
- Sleep
- Mindfulness

# Training: Manage Your Energy

- Manage ebbs and flows during the day.
- Anticipate rough periods.
- Restore appropriately.

# Training: Firm Up Your Social Network

- Friends
- Family
- Professional colleagues

# Training: Express Your Feelings

- Social network
- Structured journaling
- Career coach
- Personal counselor

# Training: Practice Gratitude

- Gratitude journal
- Proven to boost resilience and happiness.
- Every day:
  - 3 new things
  - Don't repeat anything until after 15 days.

# Resilience in the Field

# In the Field: Keep a Cool Head

- Breath
- Label It
- Get Some Distance
- Ask Some Rewarding Questions

# In the Field: Rewarding Questions

- Why am I feeling like this?
- What is my contribution to this?
- What do I want to change?
- Whose problem is this really?
- What next?



# In the Field: Practice Positive Thinking

- Think short term
- Think positive
- Talk positive

Recovery

# Recovery: Control Meaning Through Focus

- Does it really mean what you think?
- Re-framing
- Choose how you think about it

# Recovery: Maximize Recovery

- Connect with advisors
- Take a break
- Re-direct

# Recovery: Let It Go and Moving On

- Reappraise the Situation
- Ditch Your Sunk Costs
- When They Screw Up

# Choices

1. Leave
2. Put up with situation
3. Accept or modify how you interpret and respond

Pain is inevitable.

Suffering is optional.

If information was enough  
we'd all be billionaires with  
perfect abs.

-Derek Sivers



Life moves pretty fast.

If you don't stop and look  
around once in a while, you  
could miss it.

*Ferris Bueller*

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