

Cultivating the Culture of Your Practice

Marianne Mallonee
Wheat Ridge Animal Hospital

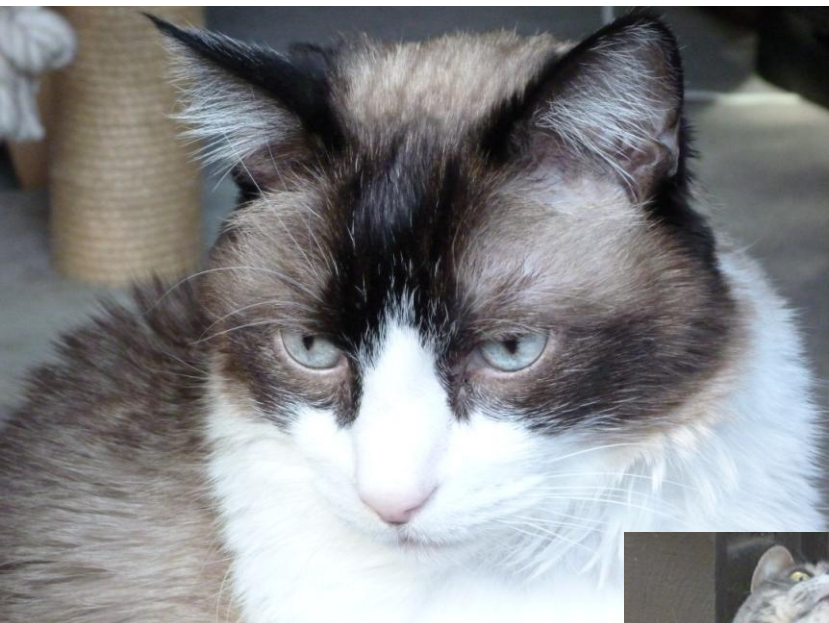


Who are YOU?

- Role/position in your hospital?



My "Kids"



Nala

Tandia



Nicklaus



The Plan

- Review the 8 characteristics associated with positive culture (from the American Management Association/Institute for Corporate Productivity study on culture).
- Determine how you can cultivate and encourage a positive culture in your practice!



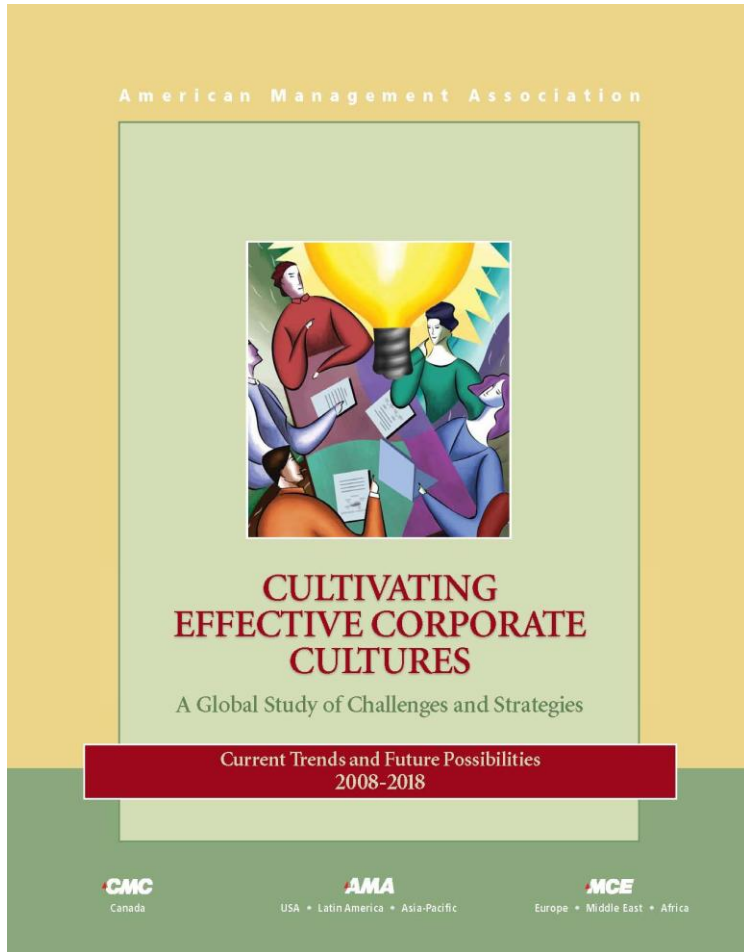
What is “culture”?

- The streamlined definition from the AMA/i4cp study on culture is:

“The shared values and beliefs that help individuals understand organizational functioning and that provides them with guides for their behavior within the organization.”



American Management Association Study



- A “positive culture” is associated with:
 - higher performance
 - higher productivity
 - increased talent retention



AMA Study Results – 8 DIMENSIONS

- Characteristics associated with positive organizational cultures:
 - We have a cooperative culture.
 - Our corporate culture is aligned with our strategy.
 - We have a culture that encourages strategy execution.
 - We have a culture that promotes quick responses to needed changes.
 - We have a culture that encourages innovation.



AMA Study Results – 8 DIMENSIONS

- Characteristics associated with positive organizational cultures:
 - Our culture fosters trust.
 - Decision-making authority exists at all levels, not just from top management.
 - Our corporate culture brings out the best performance in our employees.



AMA Study Results – 8 DIMENSIONS

- There was a significant correlation between these 8 dimensions (called the Culture Index) and the organization's Market Performance Index (measured by reports on revenue growth, market share, profitability and customer satisfaction).



What do these mean for you?

To what extent do the following statements describe leadership styles (of VPs and C-level employees) in your organization?			
Responses	Percentage Responding to a High or Very High Extent	Correlation with Culture Index	Correlation with Market Performance Index
This organization rewards leaders who are task oriented	38.7%	.16**	.09**
This organization rewards leaders who are relationship oriented	33.7	.45**	.11**
Our leaders use an empowerment style to direct employees	32.5	.67**	.19**
Our leaders use a command-and-control style of directing	33.6	-.31**	-.07**

Cooperative Culture

- We have a cooperative culture...
 - Work together well?
 - Highly functioning team?
 - Readily share knowledge and information?
 - Team-based rewards?
 - Proper introductions across all areas of the hospital for new hires?
 - Conflict management skills?

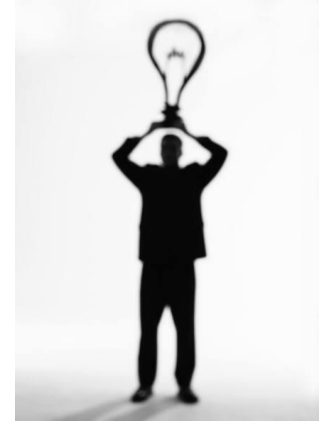


Innovation and Change

- We have a culture that encourages innovation...

AND

- We have a culture that promotes quick responses to needed changes...
 - Empowered employees who readily provide solutions and new ideas and differing opinions?
 - Adaptability and nimbleness?



Trust

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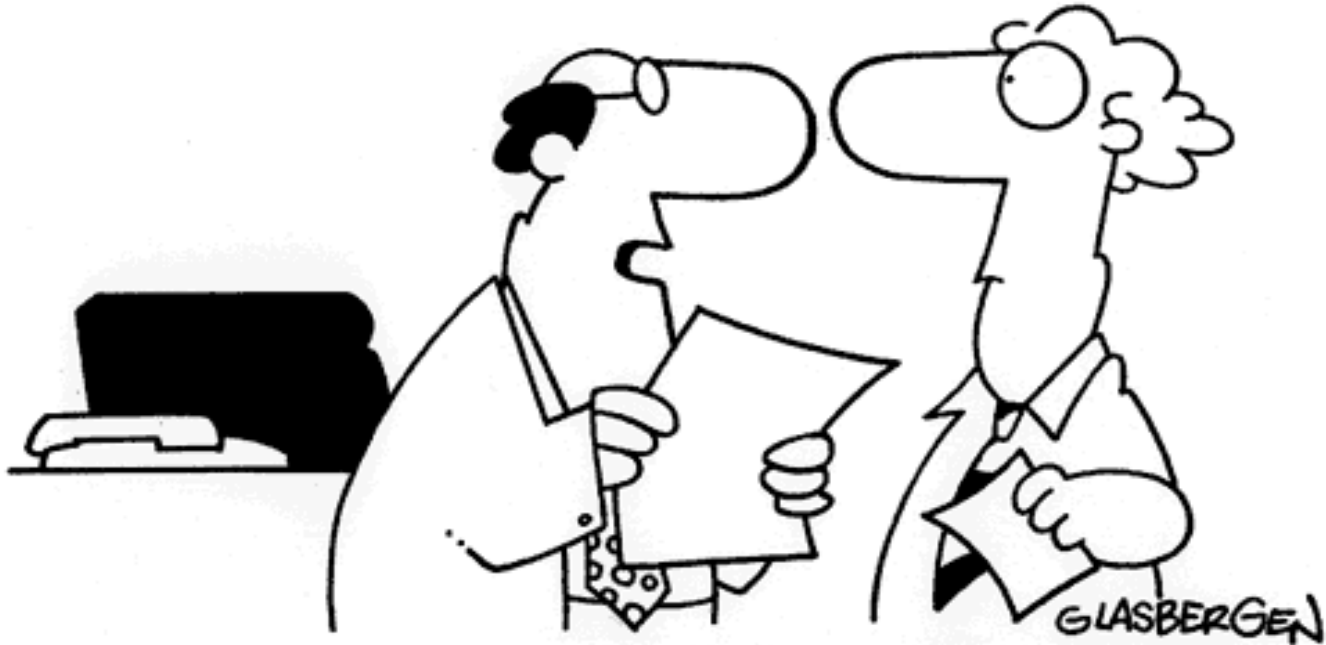
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“I want the public to think of us as ‘The Company With A Heart’. But I want you to think of us as the company that will chew you up, spit you out and smear you into the carpet if you screw up.”



Trust

- Ask for help and others' opinions?
- Speak well of others?
- Listen?

“We have two ears and one mouth so that we can listen twice as much as we speak.” ~Epictetus



Decision-Making

To what extent do the following statements describe leadership styles (of VPs and C-level employees) in your organization?

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Wheat Ridge Animal Hospital makes a difference in the lives of pets and the people who love them with these principles as our foundation:

Our Clients and Their Pets

Our belief is that clients and their pets should always be treated with compassion, dignity and respect. We are here to make a difference in their lives. They are the core of our existence and will forever be our focus.

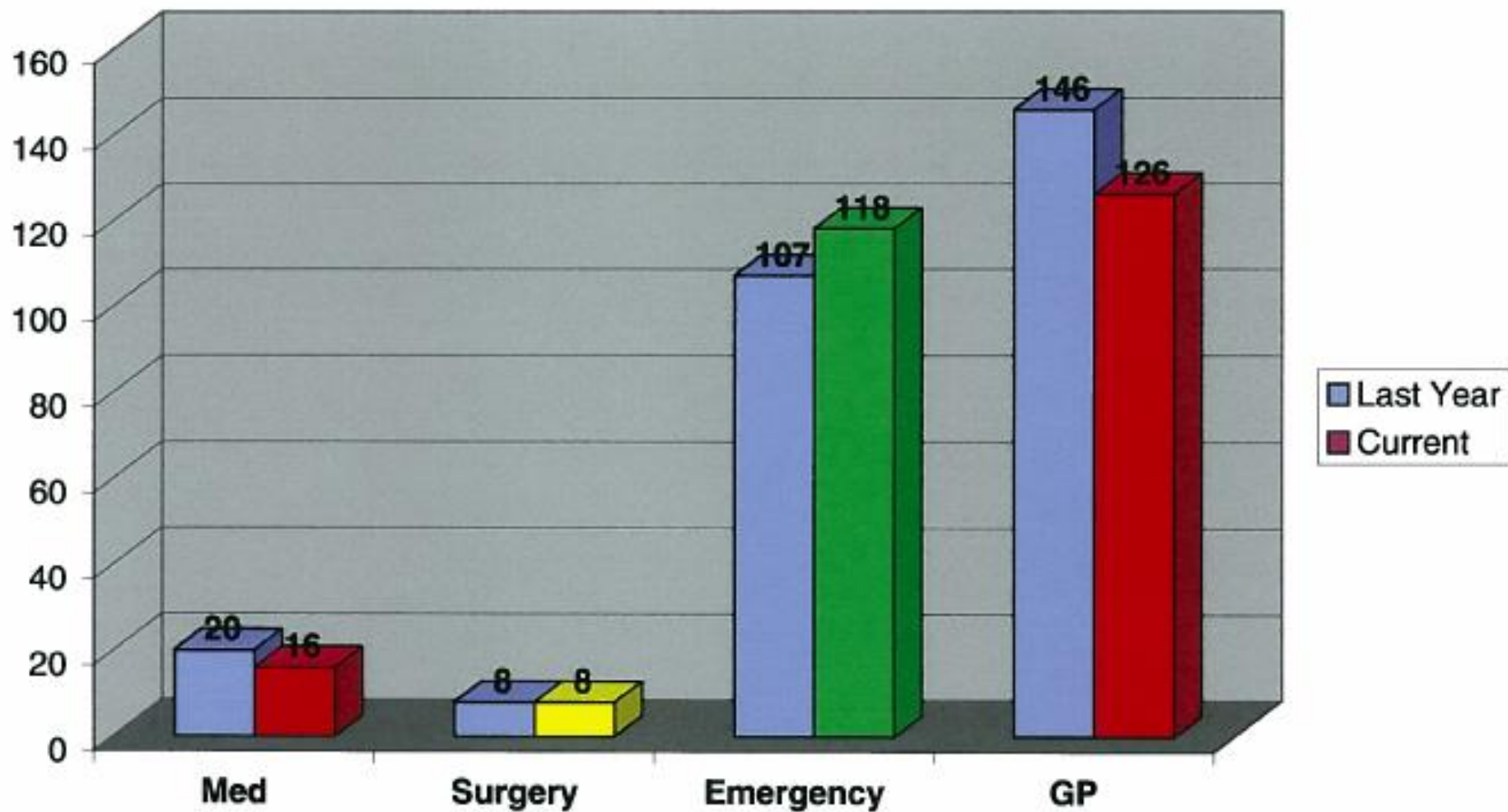
Our Expertise

It has been, and always will be, our tradition to provide excellence in veterinary medicine. As leaders in our respective fields, we hold ourselves to the highest standards and are constantly elevating our knowledge and skills. We are passionate about the care we provide and value the trust our clients place in us.

Our Team

Our team consists of individuals coming together to create a culture that goes beyond the care of animals. We care for each other. This culture contributes to our unique environment and is the key to our future. It's more than a job; our hospital is a great place to work.

TOTAL OFFICE VISITS
Week of
8/12/09 - 8/18/09



Best Performance in Employees

- Our corporate culture brings out the best performance in our employees...
 - Facilitation of Change Initiatives
 - Talent Management
 - Leadership Development
- How do we do this?



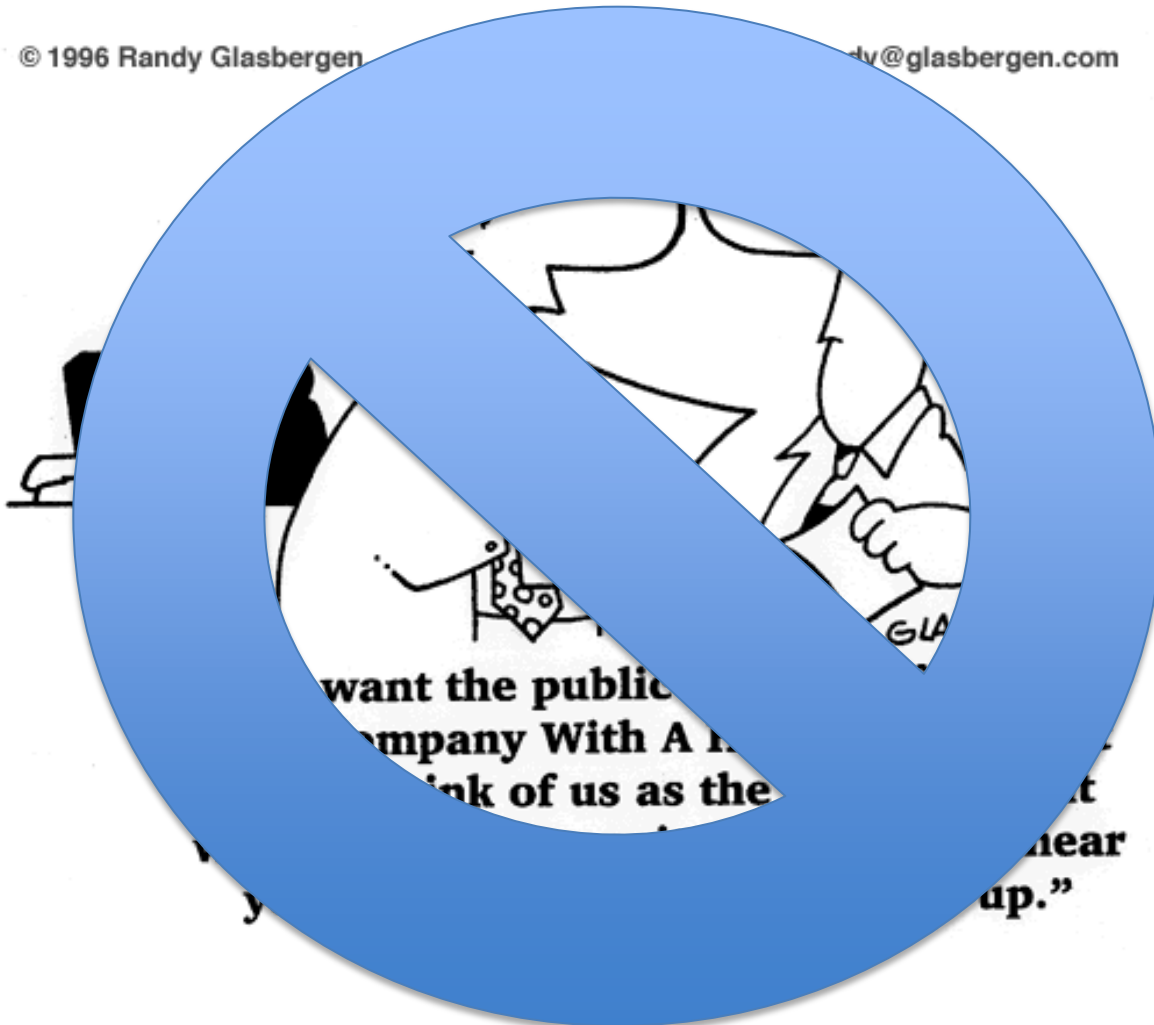
How would you rate the following management practices in your organization?

Responses	Percent Choosing Good or Very Good	Correlation with Culture Index	Correlation with Market Performance Index
Employee training	40%	.45**	.11**
Rewards and recognition	36%	.57**	.19**
Leadership development	32%	.60**	.19**
Talent management	31%	.65**	.18**
Feedback to leaders (e.g., assessment, surveys, focus groups)	30%	.56**	.16**
Discipline process	30%	.40**	.12**
Facilitation of change initiatives	27%	.68**	.20**
HR information systems	26%	.37**	.09**
Coaching	24%	.56**	.15**
On-boarding	23%	.37**	.15**
Teambuilding exercises	23%	.56**	.16**
Succession planning	22%	.51**	.18**
Selection programs	21%	.42**	.12**

Best Performance in Employees

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ty@glasbergen.com



want the public
company With A
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hear
up.”



Best Performance in Employees

- Definition of cultivate (from www.dictionary.com):

“to prepare and care for;
to develop the possibilities of”



Talent Management

- Recruitment and selection processes?
- Hiring and on-boarding strategies?
 - Are there formal expectations and job descriptions?
 - Does everyone understand their roles/responsibilities?
 - Employee manual?
- Performance management?
 - Are you managing performance based on cultural values and expectations?



Talent Management

- Rewards and recognition?
 - Are you rewarding based on cultural values and expectations?
- Coaching and mentoring?
 - Do people understand how their work contributes to the success of the hospital?
 - Do you know what your employees' desires are? Strengths are? Weaknesses are?
 - Have you legitimized emotions?



Talent Management

- Employee engagement and motivation strategies?
 - Do we align them in positions where they will succeed?
 - Do they have a sense of belonging and involvement?
 - Do you leverage your employees – use their skills, challenge them?
 - Have we weeded out dysfunction and toxic behaviors?
 - Do you have fun?



Talent Management

- Collaboration opportunities?
- Training and development programs?



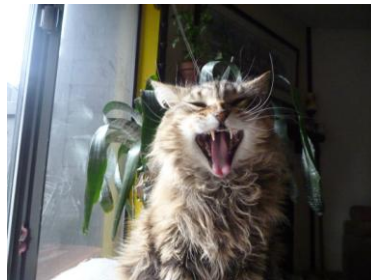
Leadership Development

- Awareness of our role as leader
- Our OWN development as leaders within our hospitals to help cultivate the positive culture!
- Improve our communication skills
 - Cater to multiple learning styles and personalities
 - Constant communication about the culture



Leadership Development

- Communication about values
- Consistency of message
- Be proactive. Communicate frequent and often. And in a timely manner!
- Open and honest (even when the truth is hard)
- Communicate about the business itself



Leadership Development

- Commitment to the development of our team members and the organization as a whole



Future Forecast 2018



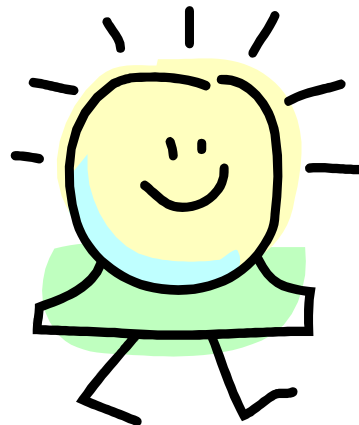
Forecast 2018

- Positive organizational cultures will become even more important due to the need to forge unique identities both for customers and employees.
- Cultures will need to be both resilient and agile. Resilience with commitment to key values. Agile in responding to and even anticipating change.
- Knowledge transfer and learning programs will be critical and will be paramount in improving communications.

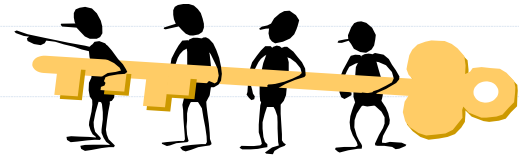


Forecast 2018

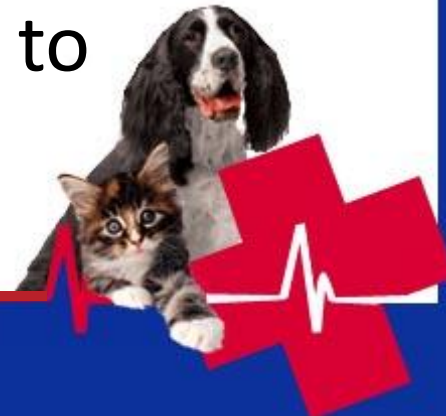
- More employers will try to create cultures that attract talent (“talent-magnet cultures”)– this includes those that support cooperation, networking, group problem solving, career development, empowerment, flexibility, and engagement. Also includes progressive work/life balance programs and policies.



Take home...



- A positive culture is good for business and differentiates you from other hospitals.
- Your biggest bang for your buck is focusing on talent management and bringing out the best performance of your employees.
- A positive culture means that your clients (and their “kids”) are happy about coming to your hospital!



Thank you to our sponsor!

