


**Sustaining and Renewing  
Your Culture when Dealing  
with the Unexpected**

Presented by Joe Tye

Institute for Health Care Governance  
June 8, 2021



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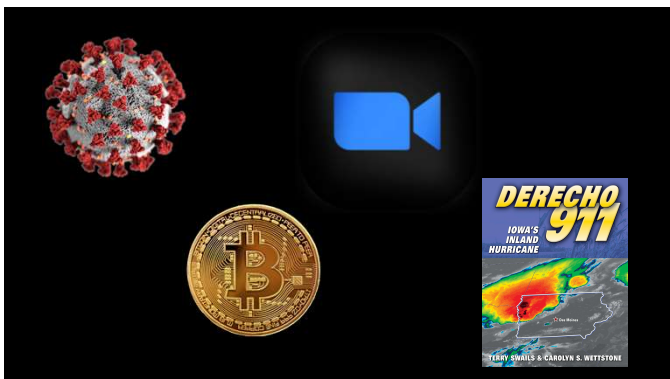
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The International Year of the Nurse turned out to be a whole lot different than what we expected!

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Whatever you most need at any time in your life >>>

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Will be hardest for you to find at precisely the time you need it most.

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Motivation  
Integrity  
Courage  
Perseverance  
Service

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Furthermore, the people who need it the most will often be most resistant to acknowledging that they do.

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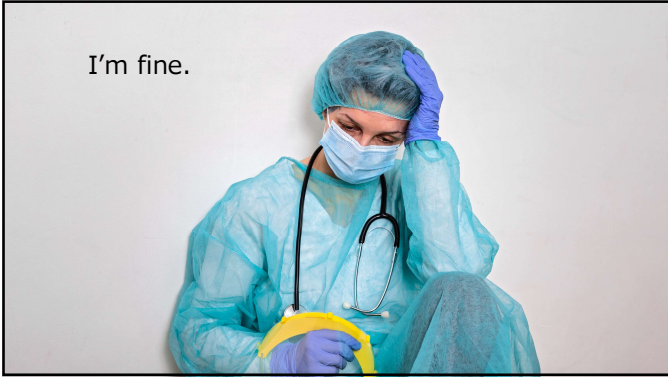
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A recent NurseGrid/AORN report about the pandemic's toll on nursing says that "the constant stress is taking its toll, with 61% expressing concern about burnout as compared to only 25% in April."

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"The healthcare industry may have a serious mental health crisis on its hands in the near future. COVID-19 was the earthquake. Widespread cases of PTSD in healthcare providers are the aftershocks."

Mark Goulston and Diana Hendel: *Why Cope When You Can Heal?: How Healthcare Heroes of COVID-19 Can Recover from PTSD (emphasis added)*

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"For many other clinicians, this has been a long year of fear, despair, isolation, and tenuous resilience."



Dhruv Khullar: "A Doctor's Dark Year: In the heart of the pandemic, a trauma surgeon travels to the edge and back" *The New Yorker*, April 20, 2021

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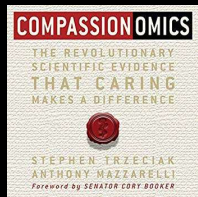
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"There is a worldwide compassion crisis at the moment. Right now. And it matters."

And this was a year before the global pandemic!



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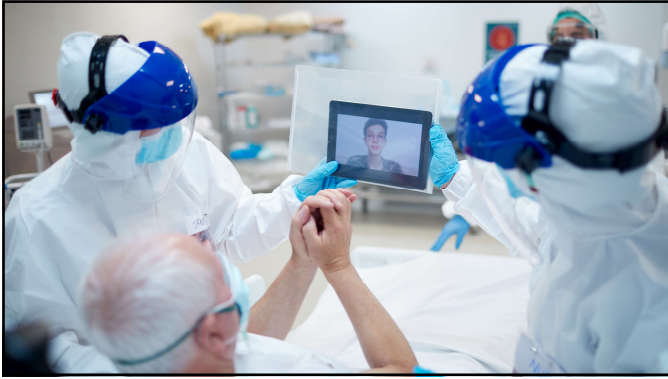
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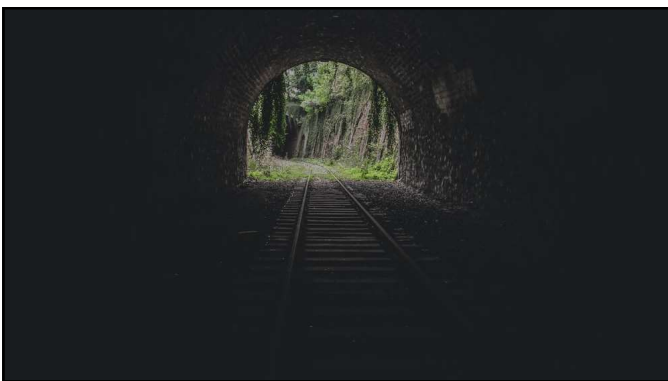
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“As caregivers, remember that you have an obligation to care for yourself and family as well and to not use up your reserves at work.”

- Tony Slonim, President and CEO  
Renown Health, Reno NV



[www.StayStrongForUs.com](http://www.StayStrongForUs.com)

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The paradox also applies to sustaining a positive organizational culture.

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“Culture [cannot] be sacrificed in a crisis. A culture left untended will go someplace the leader does not want it to go, and once it does, it’s impossible to get back.”

Admiral Eric Olson: “The war on the coronavirus”  
McKinsey Quarterly, June 2020

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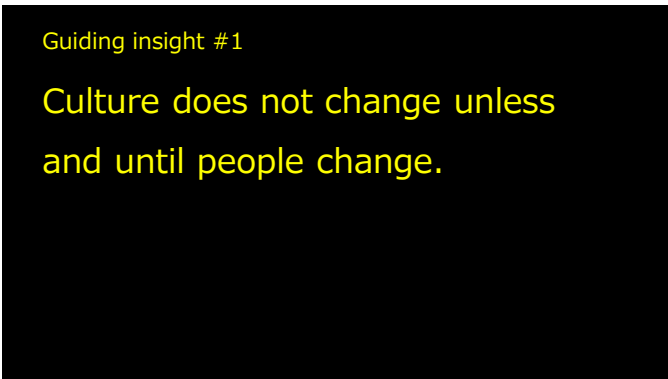
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Guiding insight #2

People will not change unless given new ideas and techniques, and inspired to use them.

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Guiding insight #3

The best way to help people be better employees is to first help them be better parents, better citizens, better humans.

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“I got a whole new team and didn’t have to change the people because they changed themselves.”

Paul Utemark, (then) CEO  
Fillmore County Hospital  
Geneva, Nebraska

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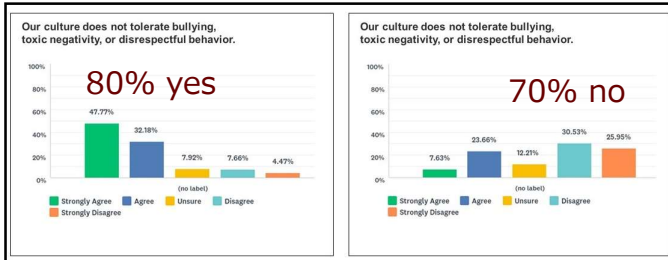
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**1** Which hospital has higher patient satisfaction? **2**

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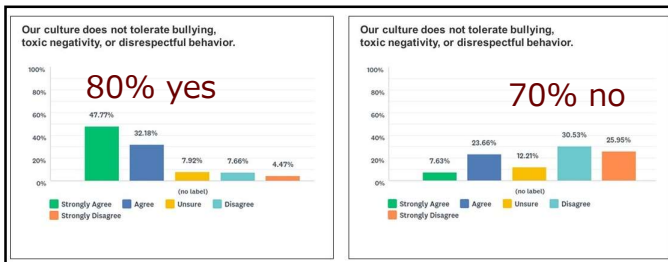
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**1** Which hospital has greater employee loyalty? **2**

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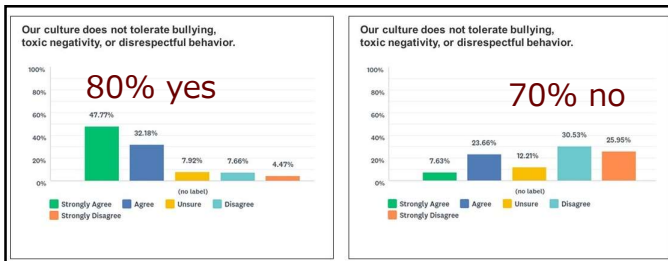
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**1** Which hospital has higher nursing turnover? **2**

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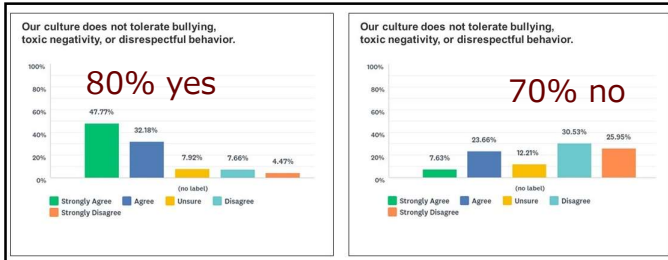
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**1** Which hospital has healthier financials? **2**

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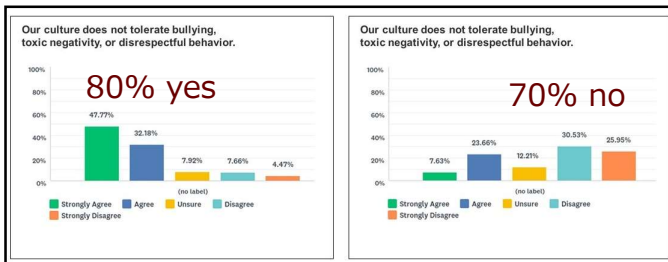
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**1** Which hospital has had the most bad press? **2**

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A tale of two  
men\* >>>

\*Who are both the  
same man

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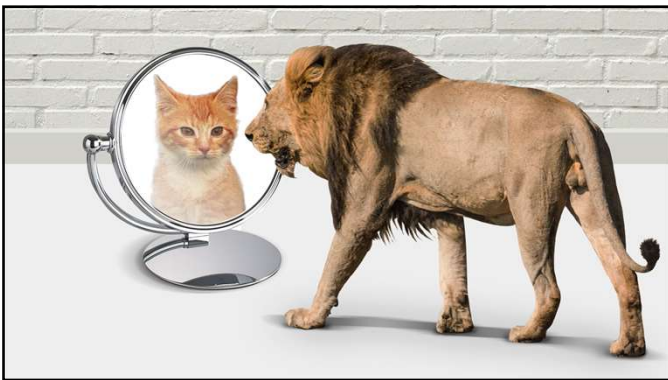
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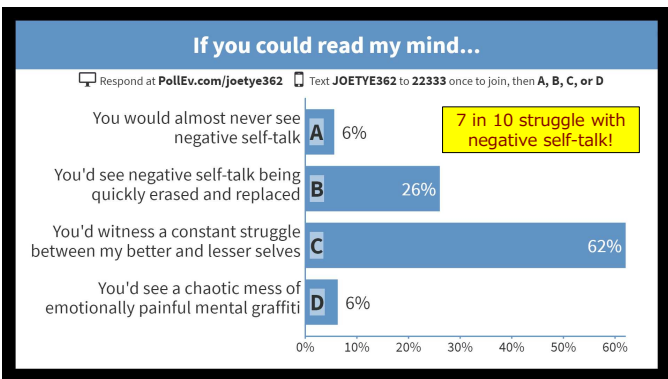
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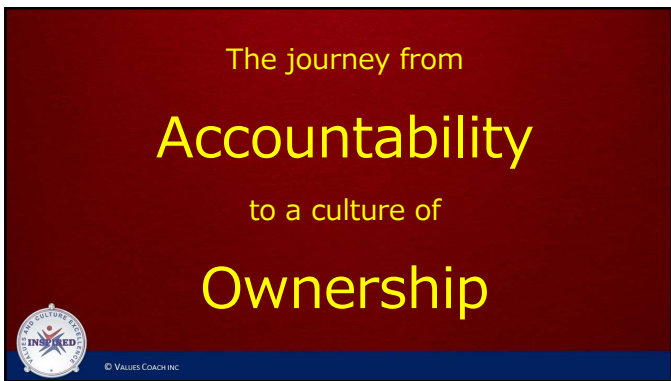
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Disengaged employees, especially disengaged managers, are a quality defect.

*Jim Clifton: The Coming Jobs War*

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“Disengagement [is] one of the chief causes of underachievement and depression.”

*Edward M. Hallowell, M.D. in HBR, 12-10*

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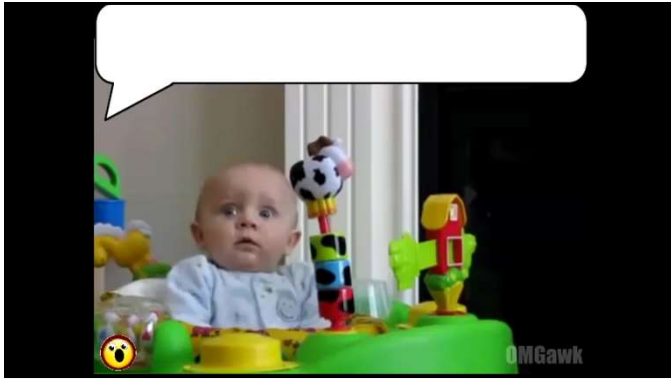
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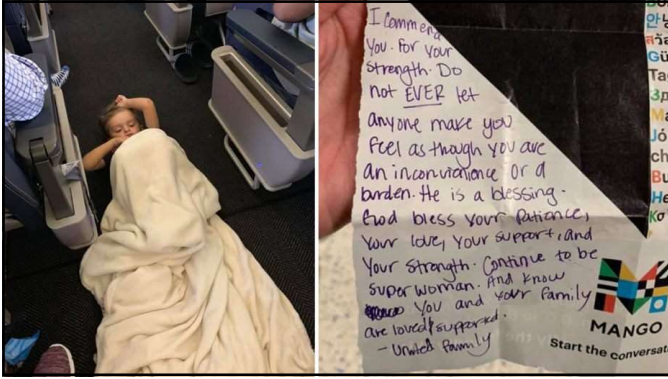
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**Accountability**  
 Doing what you are told to do because there are consequences. Accountability is imposed by the **extrinsic** motivation of reward and (mostly) punishment.

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# Ac- count- ability

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# Ownership

Doing what needs to be done because you expect it of yourself. Ownership springs from the **intrinsic** motivation of personal pride.

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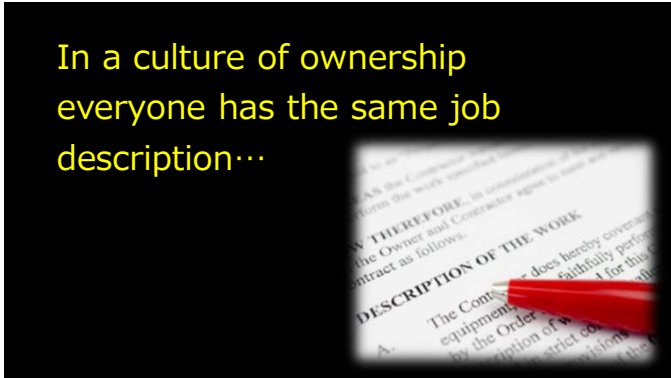
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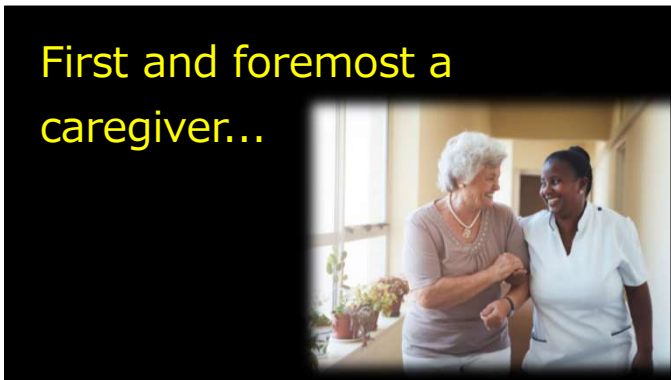
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In between whatever else needs to be done.



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And never saying...

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The  
**Accountability  
Continuum**

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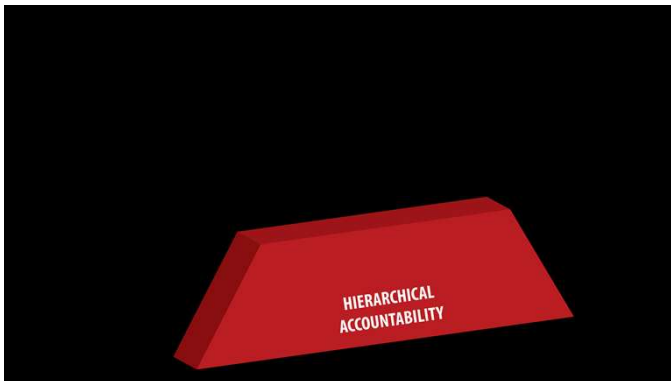
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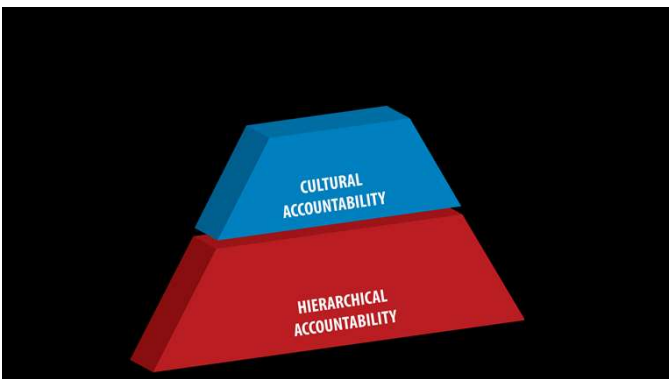
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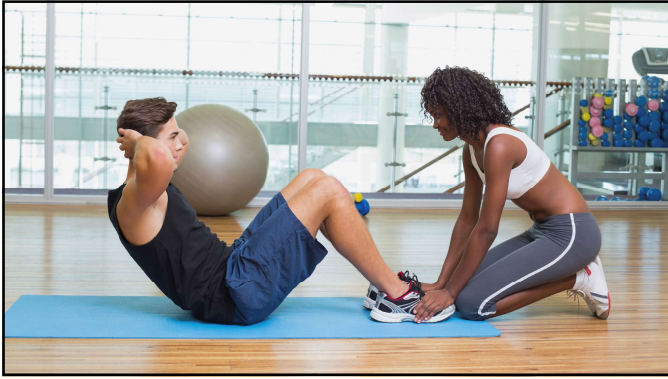
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It means replacing learned helplessness with initiative and replacing resentment with gratitude.

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It means that if you see something needing to be done you do it, and if you need help you ask for it.

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It means replacing "not my job" with "how can I help?" and meaning it.

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It means confronting the bully or the emotional vampire when it would be easier to look the other way.

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It means giving a coworker a hug when you know that "I'm fine" really means "I'm frustrated, insecure, negative, and exhausted."

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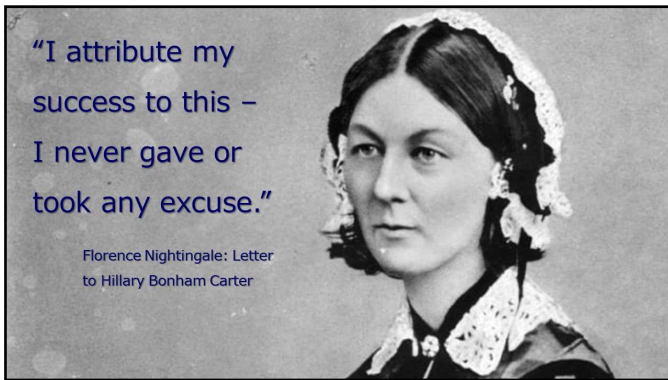
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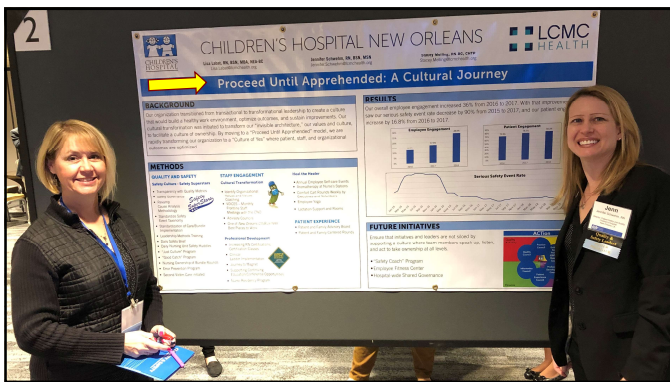
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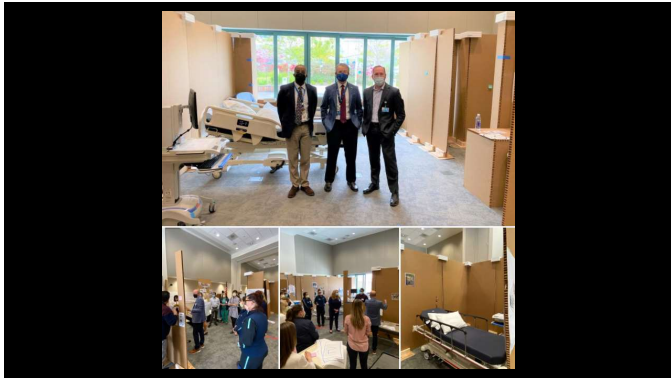
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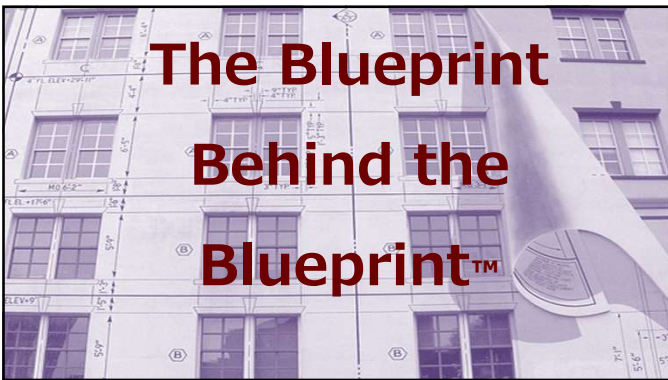
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Invisible architecture is the soul of your organization the way physical architecture is its body.

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Core values define who you are, what you stand for, and what you won't stand for.

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**PowerBar** SHOP NOW ABOUT US 📷 f 🐦 🔍

## WE ARE POWERBAR

Thirty years ago, we started with a vision to revolutionize sports nutrition. Paying close attention to what athletes needed to perform at their best, we created high-quality products that replenished muscles and revived the spirit at every turn. No matter the feat, you were always ready to power on and cross the finish line. Today, we've upped our game to provide all athletes with great taste and the proper nutrition needed through every stage of training.

We are leaders of the market we helped create, because at PowerBar, we know athletes. We know the thrill that comes from the play-offs and the rush you get when you conquer a challenge. From the never-ending days to the unbelievable comebacks, from the pre-game warm-ups to the post-game high-fives, PowerBar encourages every athlete to get the most out of their time and



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**CLIF** CLIF BAR® COMPANY CLIF LUNA CLIF KID WHO WE ARE ATHLETES & EVENTS OUR STORIES SHOP



## OUR ASPIRATIONS

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|   |   |
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| <p><b>A DIFFERENT KIND OF BOTTOM LINE</b></p> <p>At Clif we're guided by our values - we call them our Aspirations. Like striving to create a healthy and sustainable food system. Ensuring our brands and business are healthy so that we can do more good. And caring about the people, places, and communities we touch.</p> | <p><b>SUSTAINING OUR PEOPLE</b></p> <p>Being family- and employee-owned means taking care of our people, working side by side, and encouraging each other. Our company is our people.</p> |
| <p><b>SUSTAINING OUR BUSINESS</b></p> <p>Building a healthy, resilient company means that we can invest in the long term, be a catalyst for change, and do more good in the world.</p>  | <p><b>SUSTAINING OUR COMMUNITIES</b></p> <p>Promoting and supporting sustainable communities both locally and globally means making a difference where we work, source, and play.</p>     |
| <p><b>SUSTAINING OUR BRANDS</b></p> <p>Creating brands with integrity, quality, and authenticity means crafting good food from sustainably sourced ingredients.</p>   | <p><b>SUSTAINING THE PLANET</b></p> <p>Conserving and restoring our natural resources means growing a business that operates in harmony with the laws of nature.</p>                      |

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The problems with  
generic values  
statements >>>>>

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**I**ntegrity  
**C**ompassion  
**A**ccountability  
**R**espect  
**E**xcellence

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Problem #1

They do little to differentiate you from everyone else who has posted the same values

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Problem #2

They establish a low bar for expectations (of course patients expect Integrity, Compassion, Respect and Excellence!)

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Problem #3

They are unlikely to inspire team members (who likely don't know them anyway)

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Five of my favorite core values – none of which are from healthcare

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Be yourself – unless you're a jerk

Integrated DNA Technologies

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Expect greatness in yourself and inspire it in others

Clickstop

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Build sincere friendships and relationships even when it's hard

DataRobot

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Create fun and a little weirdness

Zappos

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Cypress is about winning, we do not tolerate losing

Cypress Semiconductor

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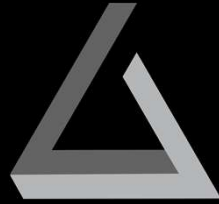
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Living your values is  
hardest to do when it is  
most important.



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"I was wondering if you would be interested in writing an article for *Nurse Leader*. I am getting quite a bit of feedback from our younger workforce that the cultural values of the organization are not being lived out by the leadership. I would love an article on the topic of Living Your Values."

Rose Sherman, Editor

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Survey results...

Only 2-in-10 strongly agreed that "senior leaders don't just talk about our values, they set high expectations through their examples."

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What values would you have seen, or wanted to have seen, reflected in healthcare organizations over the past year?

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Culture is the personality and the character of the organization.

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Character is destiny for the individual...

Culture is destiny for the organization!



HERACLITUS

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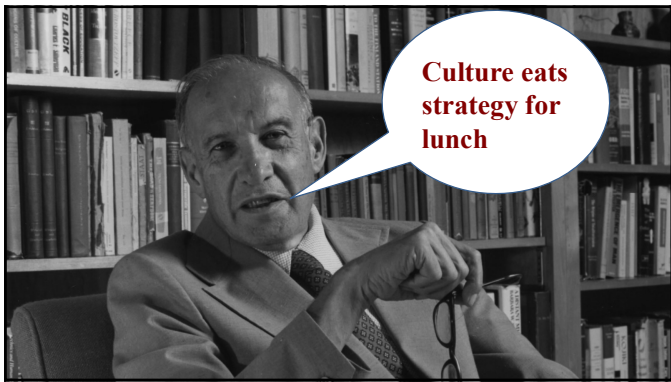
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Culture eats strategy for lunch

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Costco vs. Walmart  
Southwest vs. United  
Zappos vs. Payless  
USAA vs. Wells Fargo

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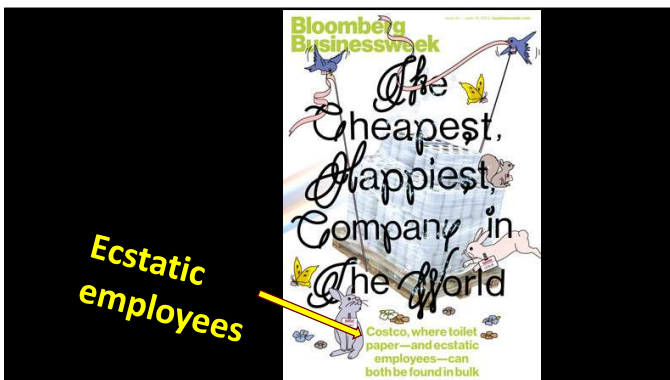
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People shop at Wal-Mart because they don't have to dress up like they do for the Dollar Store.



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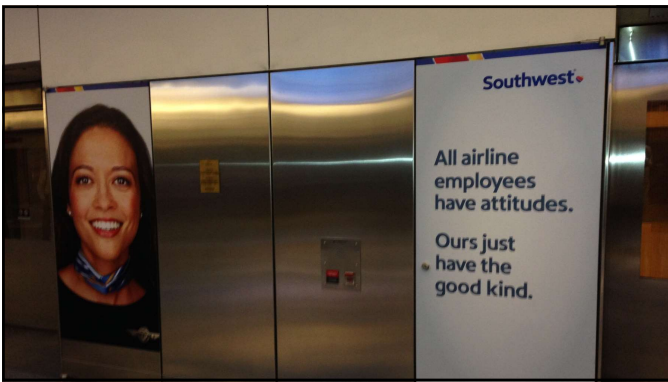
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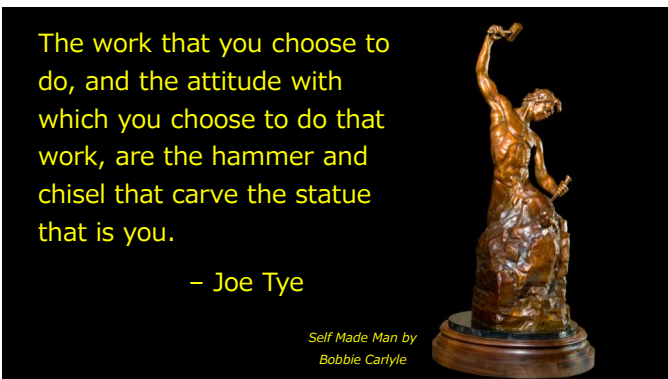
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Workplace attitude is determined by what you expect and what you tolerate...

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And what you tolerate  
will dominate over what  
you say you expect!

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"The average worker  
spends 2.5 hours per  
day in drama."

Cy Wakeman: *No Ego*

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Disengaged employees,  
especially disengaged  
managers, are a quality defect.

Jim Clifton: *The Coming Jobs War*

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Toxic Emotional Negativity  
The healthcare crisis within

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"It is a leadership responsibility to create a workplace environment where toxic emotional negativity is not tolerated."

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“If we don’t put the **major emphasis** on how the doctors and nurses and pharmacists and managers **feel about their work and their relationships** with each other, we haven’t a prayer at plugging the holes that have been sinking the [patient safety] ship.”

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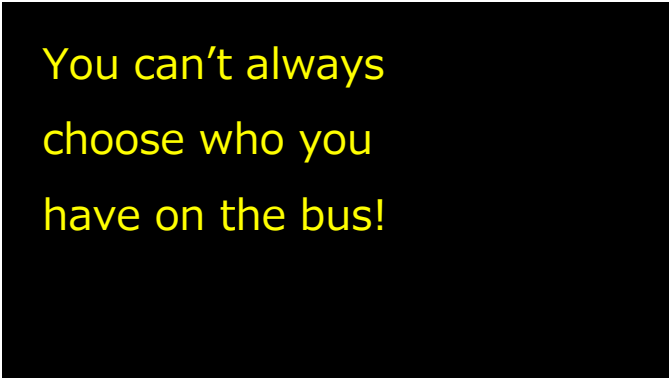
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Dear God,  
 Thank you for  
 the baby brother  
 but what I prayed  
 for was a puppy  
 Joyce

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You can't just throw  
 all the "wrong" people  
 off the bus!

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Dear God,  
 please send Dennis Clark  
 to a different camp  
 this year.  
 Peter

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# Strategies for Building a Culture of Ownership

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Culture Building Strategy #1

Connect personal values to organizational values



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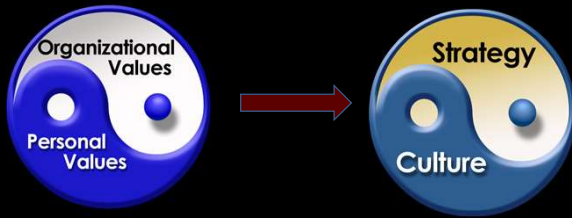
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Organizational values determine strategies but personal values shape culture.



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“People who are clearest about their personal vision and values are significantly more committed to their organizations.”

James Kouzes and Barry Posner:  
*A Leader's Legacy*

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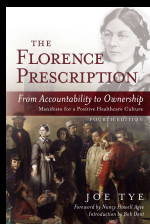
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When people don't share a common set of values, you need to have lots of rules.



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"If people could understand their core values, they would save years of doubt, confusion, and misplaced energy as they try to find direction for their lives."

Laurie Beth Jones: *Jesus CEO*

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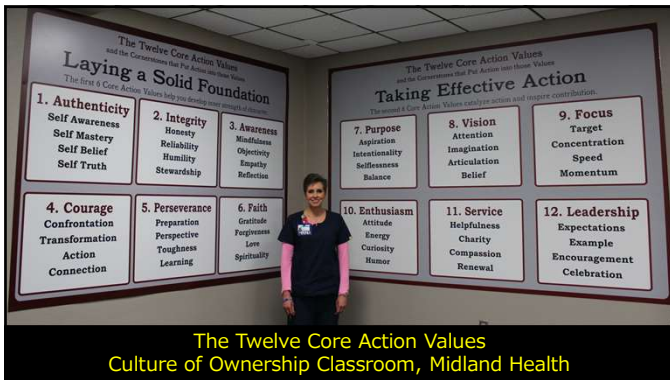
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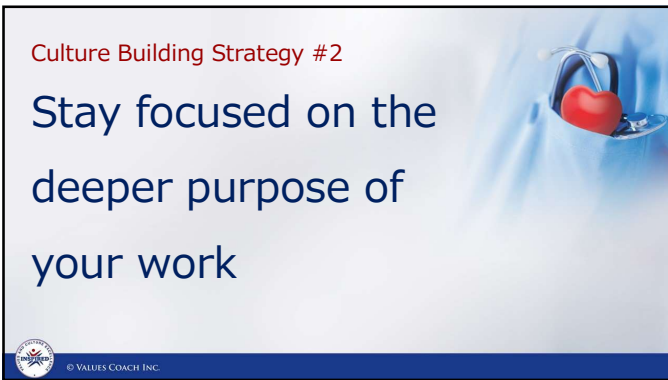
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Culture Building Strategy #3

# Stand for something beyond the doors of your business



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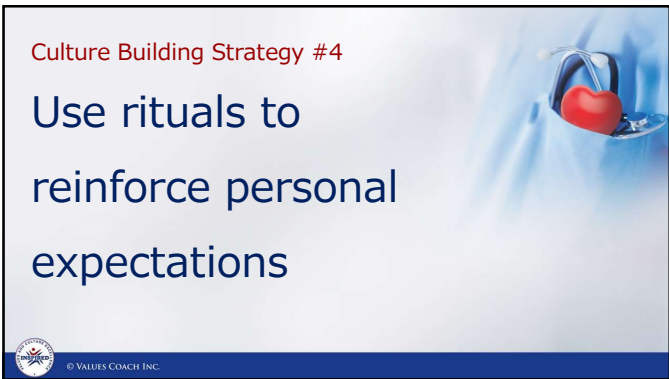
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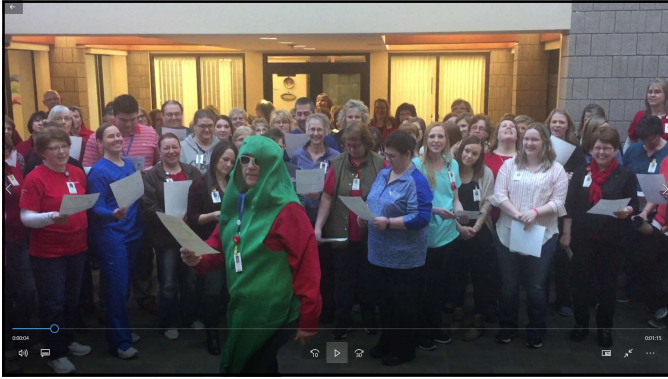
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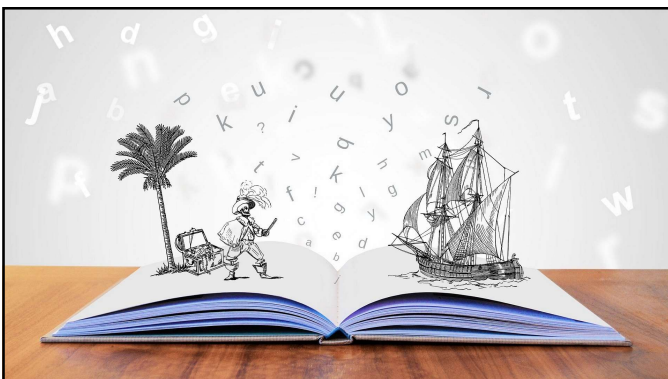
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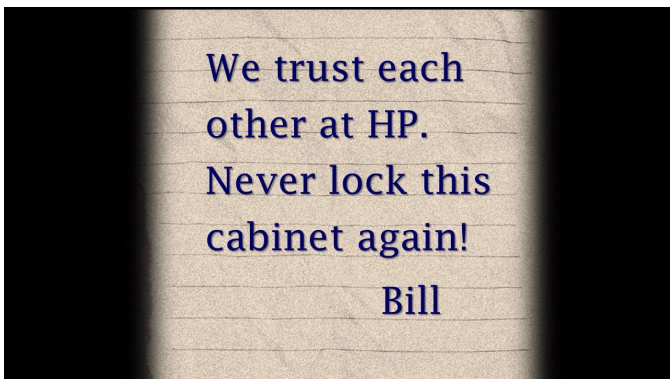
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Culture Building Strategy #6

# Recognize and celebrate (any excuse for a party!)



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**“Connectedness is the most powerful antidote we have to toxic worry at work. Conversely, disconnectedness is the most common cause of toxic worry at work.**

Edward M. Hallowell, M.D.: *Worry: Controlling It and Using It Wisely*

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*I am inspired to work at CHNOLA because...*

**Abbey H**

I love my job because I get to bring a little bit of positivity and joy into [people's] days. If I can help them turn their day around and be happy, then they can bring their happiness to their patients. Sometimes one smile can change your whole day! I am honored that I have the opportunity to start that wave of happiness that ultimately reaches our patients.

*How we nDorse each other*

Thank you for leading our team through uncharted territory. Each of you have enabled our team to keep our patients and each other safe. Thank you for your leadership, sacrifice, and most of all, transparency, during this uncertain time. I have always been proud of my hospital, but never more than now.

Your teamwork has been outstanding! Thank you for MAKING MAGIC HAPPEN!

*What I like most about the CHNOLA culture is...*

**Dena V**

I love the ownership that I see in employees to embrace our cultural transformation and live our values. From people smiling and saying hello in the hall or elevator, employees going out of their way to show visitors where to go, to nurses embracing the culture of eye and making meaningful moments for the patients and families; all of these moments remind me of the growth we have had as an organization to change our culture.

*How we nDorse each other*

Thank you for helping to pilot our hotline!! Your willingness to help wherever needed is appreciated!!! I am proud to have you on my team!!!

STRONG work this week - lots of quick decisions made for the betterment of our team and the families we care for. I'm honored to work with each of you!

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Culture Building Strategy #7

# Promote joy and fun in the workplace



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Why do so many leaders forget to put cheer into their leading?

James O'Toole: *Leadership A-to-Z*



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**“Humor**  
empowers us with the boldness to take bigger risks and helps us bounce back more quickly from setbacks – so we can dust ourselves off and **try again.**”

*Humor, Seriously* by Aaker & Bagdonas

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**From the CHNOLA Statement of Cultural Philosophy**

**We play so our children can play**

We believe in the healing power of laughter, play and fun. We create an environment that encourages curiosity, playfulness, and joy to inspire hope, courage and optimism for our patients and their families. We make a point of smiling at people in corridors, we do our work with joy and enthusiasm, and we set an example of positive optimism for the children and the families we serve.

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Sending Jeremiah home  
Children's Hospital New Orleans

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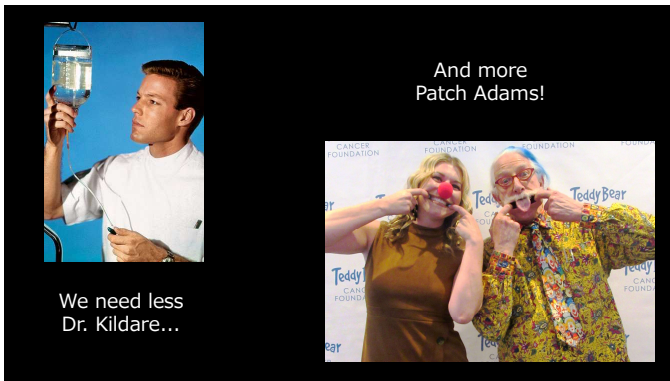
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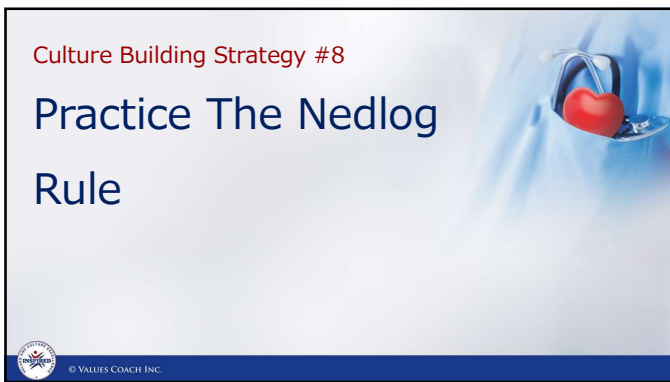
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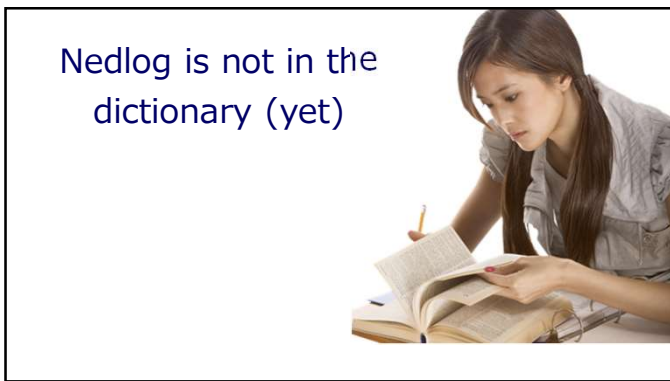
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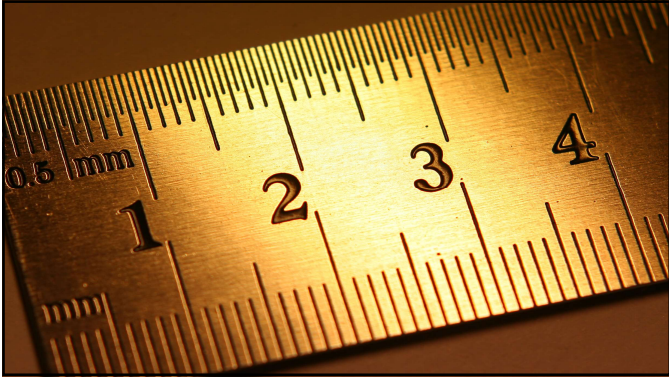
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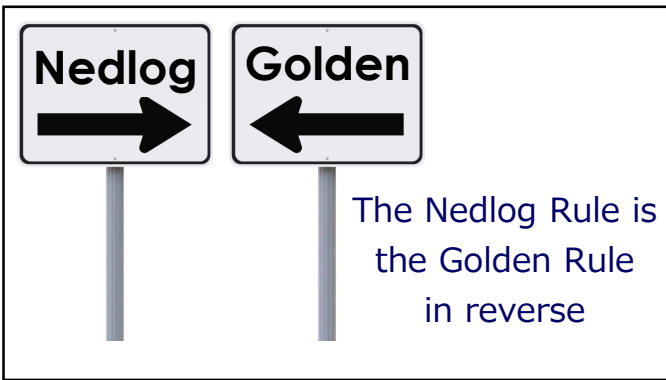
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Whatever you  
would be willing  
to do for others  
if they asked

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Be willing to ask for  
the same help  
when you need it



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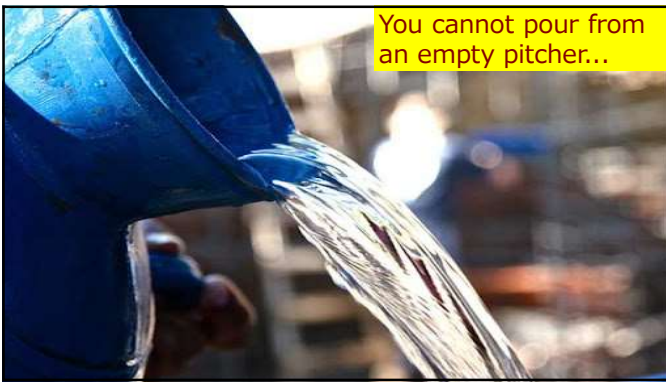
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Culture Building Strategy #9

# Spark and fan an extravagant hope




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Anyone who would change the world, or a corner of the world, must have the ability to spark an extravagant hope.

Eric Hoffer

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Relentless optimism



Relentless toughness

Stay Strong For Us By M.J. Hiblen (used with permission)

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My vote for the dumbest CEO statement of the past year >>>>

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Without hope even the most brilliant strategy is doomed to failure !!!

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There is no such thing as false hope!

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Culture Building Strategy #10

Make your people your #1 investment priority

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### No one is just a



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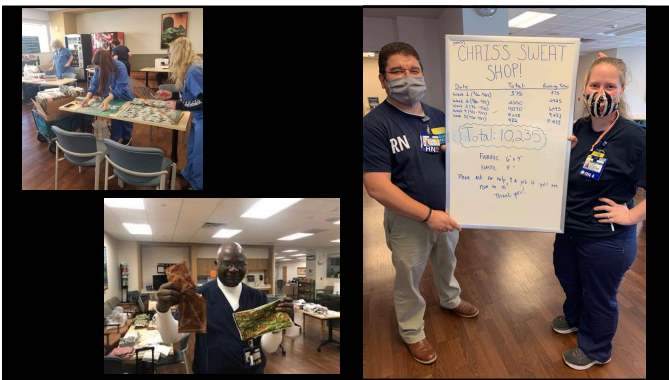
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## Key Success Factors for Positive Culture Change

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# Executive Team Commitment

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# Middle Management Enthusiasm

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# A growing cadre of dedicated Spark Plugs

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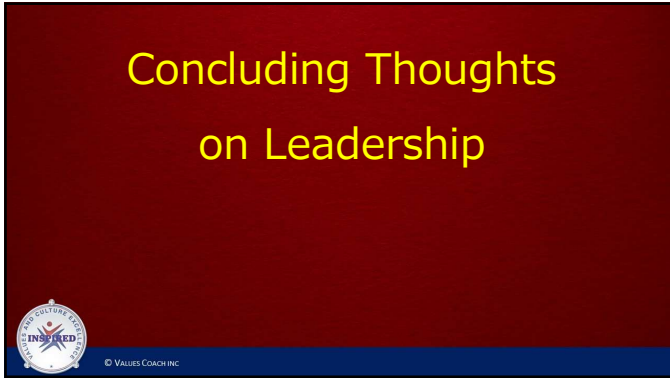
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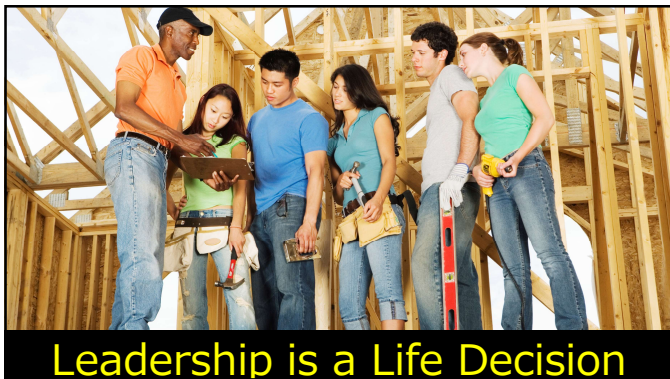
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Management is  
what you do

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Leadership is  
who you are

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Management  
expects compliance

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Leadership  
seeks commitment

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Management is  
transactional

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Leadership is  
transformational

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In today's VUCA (volatile, uncertain, complex, ambiguous) world, we need leadership in every corner – not just in the corner office.

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A leader is someone who takes you to a place to which you didn't know you wanted to go.

– Joel Barker

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A leader is someone who helps you achieve goals you did not know you could achieve by becoming the person you did not realize you could be.

– Joe Tye

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There is a 100% probability that by leading with values, you will change your own life in a positive way.

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There is a 100% probability that by leading with values, you will change your culture in a positive way.

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**Contact me:**  
[Joe@ValuesCoach.com](mailto:Joe@ValuesCoach.com)  
[Linkedin.com/in/joetye/](https://www.linkedin.com/in/joetye/)  
[www.ValuesCoach.com](http://www.ValuesCoach.com)  
319-624-3889



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