A Tale of Two Departments: The Impact of Leadership on Change

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Session Objectives

• Learn methods for assessing and qualifying cultural norms and levers for constructively changing culture

• Understand the approaches to leadership that are most effective in promoting and facilitating cultural change
The Conceptual Framework for Change: The Circumplex

Higher-Order Satisfaction Needs

Lower-Order Security Needs

Needs Hierarchy from Abraham Maslow (1944)
Leadership Factors from
Hemphill & Coons (1957)
Blake & Mouton (1964)
Seashore & Bowers (1966)
The HSI Circumplex Styles

Maintain personal integrity
Emphasize quality
Work toward self-set goals
Take on challenging tasks
12
Develop others
Resolve conflicts constructively

7
Look for mistakes
Stay aloof and detached

8
Set unrealistic goals
Take care of every detail

9
Try to look good
Outperform others

10
Stay on the offensive
Maintain tight control

11

1
Cooperate
Be friendly

2
Set goals to please others
Agree with everyone

3
Resist ideas that are different
Follow policies and practices

4
Wait for others to act first
Be a good follower

5
“Lay low” when things get tough
Stay away from problems

6

J. C. Lafferty (1971)
Cooke & Lafferty (1986)
Conceptual Framework: The Circumplex Clusters

Profile Clusters from Cooke & Rousseau (1983)

Constructive

Aggressive/Defensive

Passive/Defensive

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Theoretical Framework:
Clusters ➔ Outcomes

Clusters:
- Constructive Styles
  1. Self-actualizing
  2. Humanistic Encouraging
  3. Affiliative
  4. Communal
  5. Dependent
  6. Avoidant
  7. Oppositional
  8. Power
  9. Competitive
  10. Perfectionistic
  11. Achievement
  12. Satisfaction Needs

Defensive Styles:
- Task Orientation
- People Orientation

Outcomes:
- Positive
- Negative

Variable:
- Theoretical Framework diagram showing clusters and outcomes.
Integrated Multi-Level Diagnostic System

Theoretical Framework: Transcend System Levels

Organizations
- Organizational Culture Inventory® (OCI)
- Customer ServiceStyles™ (CSS)

Leadership
- Leadership/Impact® (L/I)
- Acumen® Leadership WorkStyles™ (LWS)

Management
- Management/Impact®

Teams
- Group Styles Inventory™ (GSI)
- Acumen® Team WorkStyles™ (TWS)

Individuals
- Life Styles Inventory™ (LSI)
- LSI Conflict™
Across Systems Levels

Societal Values
Ideal Organizational Culture

Leaders’ Strategies & Impact

Behavioral Norms and Expectations

Systems Structures Technology

Subsystem & Group Dynamics

Members’ Personal Styles

Boundary Spanning Dynamics

Outcomes - Effectiveness
Individual – Group - Organizational
Ideal versus Actual Culture

Ideal

Actual

90% score below this point
10% score above this point

75% score below this point
25% score above this point

50% score below this point
50% score above this point

25% score below this point
75% score above this point

10% score below this point
90% score above this point

HIGH
(at or above 75th percentile)

MEDIUM
(between 25th and 75th percentile)

LOW
(at or below 25th percentile)
Societal Values
Ideal Organizational Culture

Behavioral
Norms and
Expectations

Members’
Personal
Styles

Subsystem
& Group
Dynamics

Leaders’
Strategies
& Impact

Systems
Structures
Technology

Boundary
Spanning
Dynamics

Effectiveness
Individual – Group - Organizational

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• Prescriptive
  --focusing on what’s desired
  --facilitating activities
  --promoting behaviors

• Restrictive
  --focusing on what’s not desired
  --constraining activities
  --prohibiting behaviors

From: Leadership/Impact
R.A. Cooke (1996)
Leadership Strategies ➔ Culture

Prescriptive Leaders
(top 10%)
N=49

Restrictive Leaders
(top 10%)
N=50

Current Impact as measured by Leadership/Impact Description-by-Others Inventory

Leadership results from:
Linda Sharkey (2010)
Across Systems Levels

Societal Values
Ideal Organizational Culture

Leaders’ Strategies & Impact

Behavioral Norms and Expectations

Systems Structures Technology

Members’ Personal Styles

Subsystem & Group Dynamics

Effectiveness
Individual – Group - Organizational

Boundary Spanning Dynamics
Impact on Personal Needs

Self-Enhancing

Self-Promoting

Self-Protecting

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Background Team 1

- Long history of low satisfaction at the associate level
- A great deal of strife and divisiveness among the team members
- Known for not working well with the other departments to whom they provide service
- Departmental goals and expectations are unclear
Department Climate

- Roles are unclear
- Complaining and push back
- Little pride in work
- Poor interactions
- Negative positioning
- Resistant to any type of change
Associate Satisfaction Concerns

Spring 2009

• There is a climate of respect
• I am involved in decisions that affect my work
• My work unit works well together
• Different work units work well together

Spring 2011

• There is a climate of respect
• I am involved in decisions that affect my work
• My work unit works well together
• The person I report to treats me with respect
• My ideas and suggestions are considered
• Use teasing to address issues
• Many conflict issues stem from personal business versus work
• Us versus them blaming – shift responsibility to others
• Look for mistakes in others and point out flaws – “you should already know…” “You screwed up…”
• Push issues upward – “How is it my problem?”
• “We are bottom feeders… feel like 2nd class citizens; we get the work no one else wants to do”
• Not united in their leadership approach – no clear expectations and consequences, often divided in decisions
• Inconsistent in coaching poor behaviors and performance and in reinforcing positive behaviors and performance
• Defensive – not willing to take responsibility for department issues
Developed an action plan

- Increase trust within the department and with other departments
- Increase the reality and perception of recognition
Background Team2

- Ineffective communication
- Lack of “structure”
- Minimal trust and respect among team members and with leadership
- Little collaboration among team members within the department and others outside the department
Department Climate

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- Culture of blame
- Disconnect between staff and leadership
- Poor role clarity
- Unclear behavioral expectations
- Poor cooperation among team members
- Low associate satisfaction
- High levels of stress
Associate Satisfaction Trends
Team 2

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Associate Satisfaction

Fall 2009 - Strengths

• My site provides high-quality service and care

Fall 2009 - Concerns

• Different work units work well together
• The person I report to cares about my job satisfaction
• I am involved in decisions that affect my work
• My pay is fair
• I would stay with my site if offered a similar job elsewhere for slightly higher pay
Team Behaviors

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• “I had to do it for you” - outperform peers and rub it in
• Critical of each other’s work - “my way or the highway”
• Gossiping
• Laugh with me and then stab me in the back
• Sarcasm – make people feel bad
• Push decisions upward
• Not getting involved – signing up for committee work then not showing up
• Questioning for resistance
• Stay on the good side of the “superiors” - back up people we feel have the most power
• Telling different things to different people to avoid conflict
Leadership Team 2005 – 2009

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- Difficulty coaching, overlooked impact individual behaviors
- Difficulty coordinating projects and establishing clear plans and timeframes/deadlines to met goals and objectives
- Did not delegate work to others
- Decisions were made without fully considering alternatives or getting all the information
- Addressed the symptoms of problems rather than getting to the root or underlying cause
- Numerous changes in leadership
Management Impact

M/I Composite Ideal Impact

M/I Composite Current Impact

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New Leadership Team

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• United in purpose and vision - providing direction connecting to organizational goals
• Established clear expectations, priorities and workflow
• Consistent in giving feedback to address individual and team performance and behaviors
• Engaging team in conversations, really listening to what is being said
• Paying attention to the quality of services delivered and celebrate successes
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- Held brief daily check-ins at shift change
- Defined a vision and purpose for the team
- Set clear direction and goals connecting to organizational goals
- The team defined department values
- Behavior expectations were defined based on the values
- Peer coaching
- Workflow processes developed by team members
- Consistent coaching for performance and behavior
## Spring 2011 – Strengths

- I get the training I need to do a good job
- My job responsibilities are clear
- Physicians and staff work well together
- The person I report to values customer service and cares about quality
- My site make every effort to deliver safe, error free care

## Spring 2011 – Concerns

- My site provides career development opportunities
- My work unit is adequately staffed
- My pay is fair
2009 Current

2011 Current

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Practice Exercise
OCI Ideal and Current

Ideal

Current

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