Not as easy as it sounds!

Lessons from Social Movement and Liberating Structures
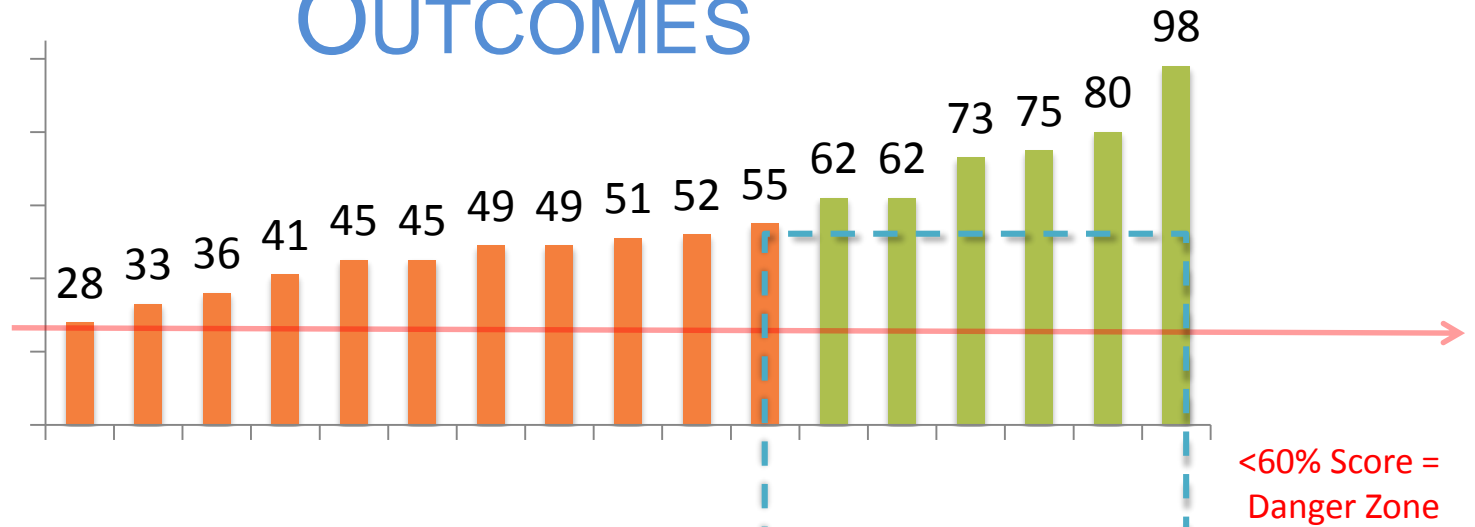
Christina Krause & Marlies van Dijk

Why Culture?

… AND UNFAVORABLE EMPLOYEE OUTCOMES

| | 28 | 33 | 36 | 41 | 45 | 45 | 49 | 49 | 51 | 52 | 55 | 62 | 62 | 73 | 75 | 80 | 98 |

<60% Score = Danger Zone

Employee Satisfaction	55	91
Employee Injury per 1000 days	16	0.1
Employee Absenteeism per 1000 days	15	10
RN Vacancy Rate	9	1

Illustrative Data: Extracted from Blinded Client Data

# How would you rate the morale in your unit(s)/place of work right now?

Text a **CODE** to **37607**

Fantastic	**575322**
Good on most days	**575325**
Needs improvement	**575326**
A depression place to work	**575327**

0
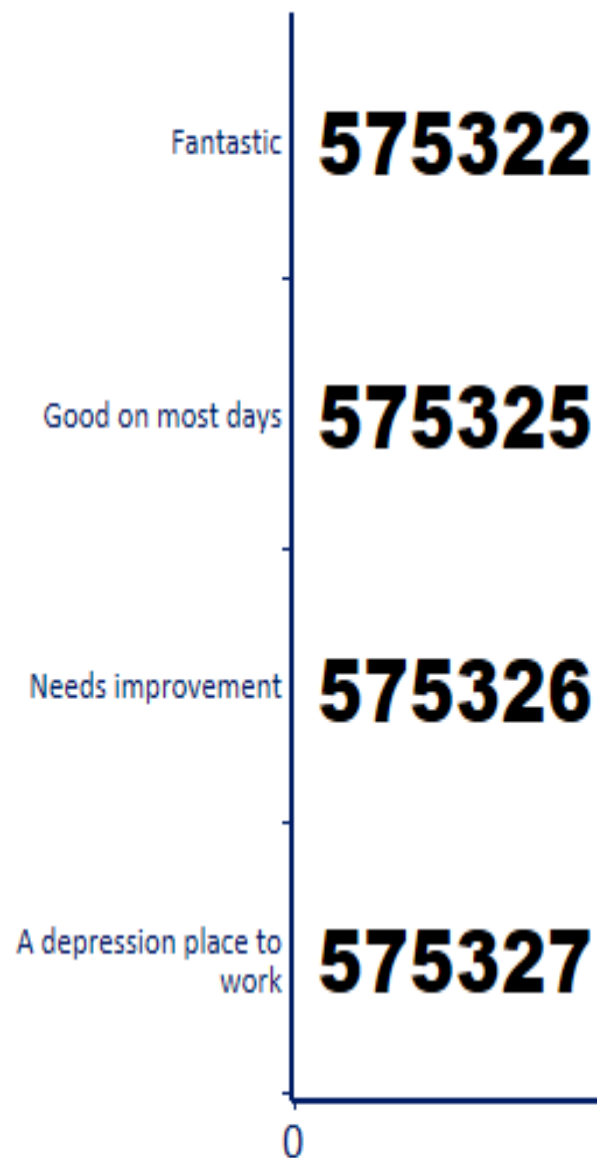
Do you work with anyone that you do not hold accountable because it is too dangerous to speak up?

You may respond at **PollEv.com/mannysahota754** when the presenter pushes this poll

Text a **CODE** to **37607**

Yes **575854**

No **575855**

0
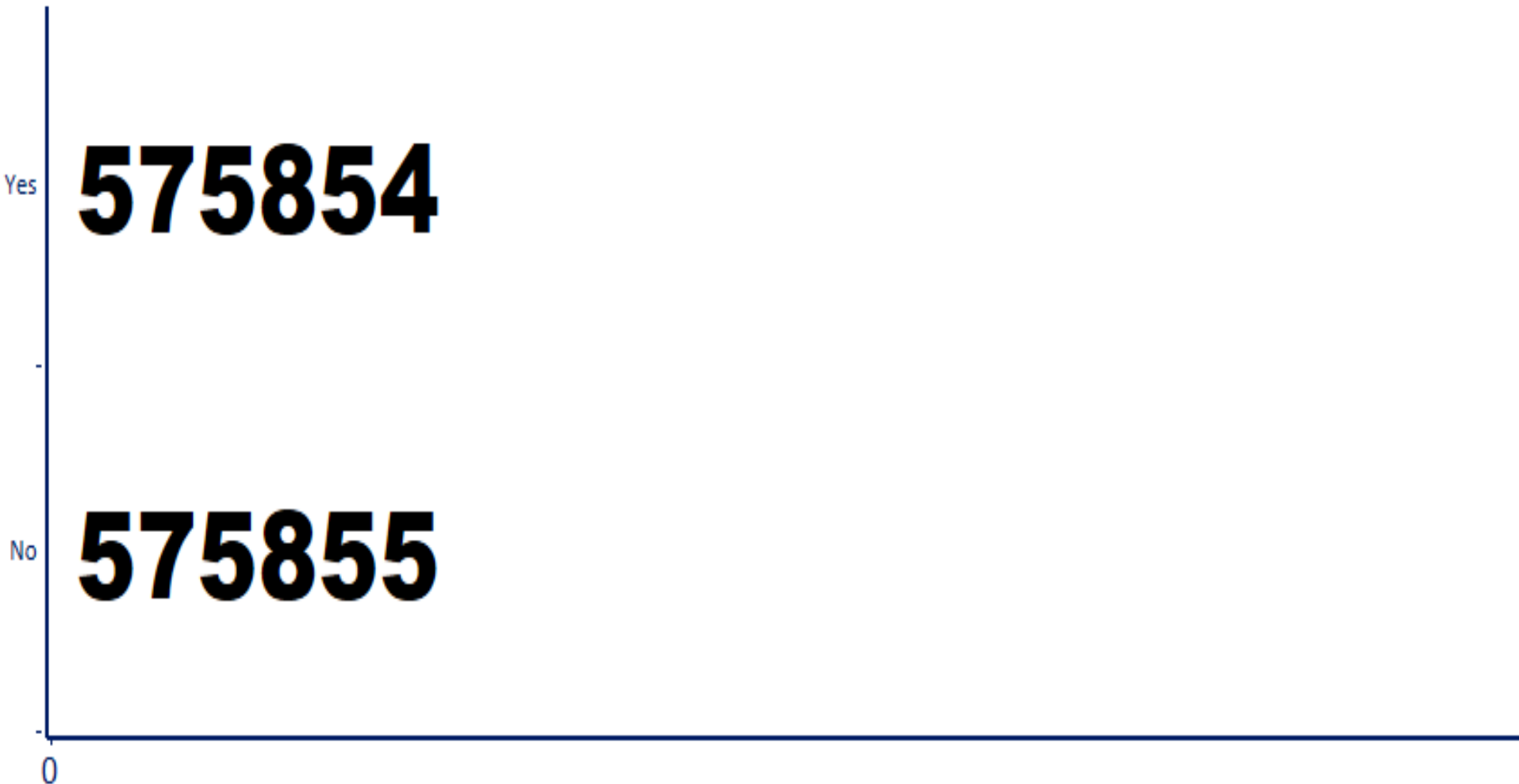
TODAY

Concepts central to culture:

- Power Distance Index

- Adaptive Leadership
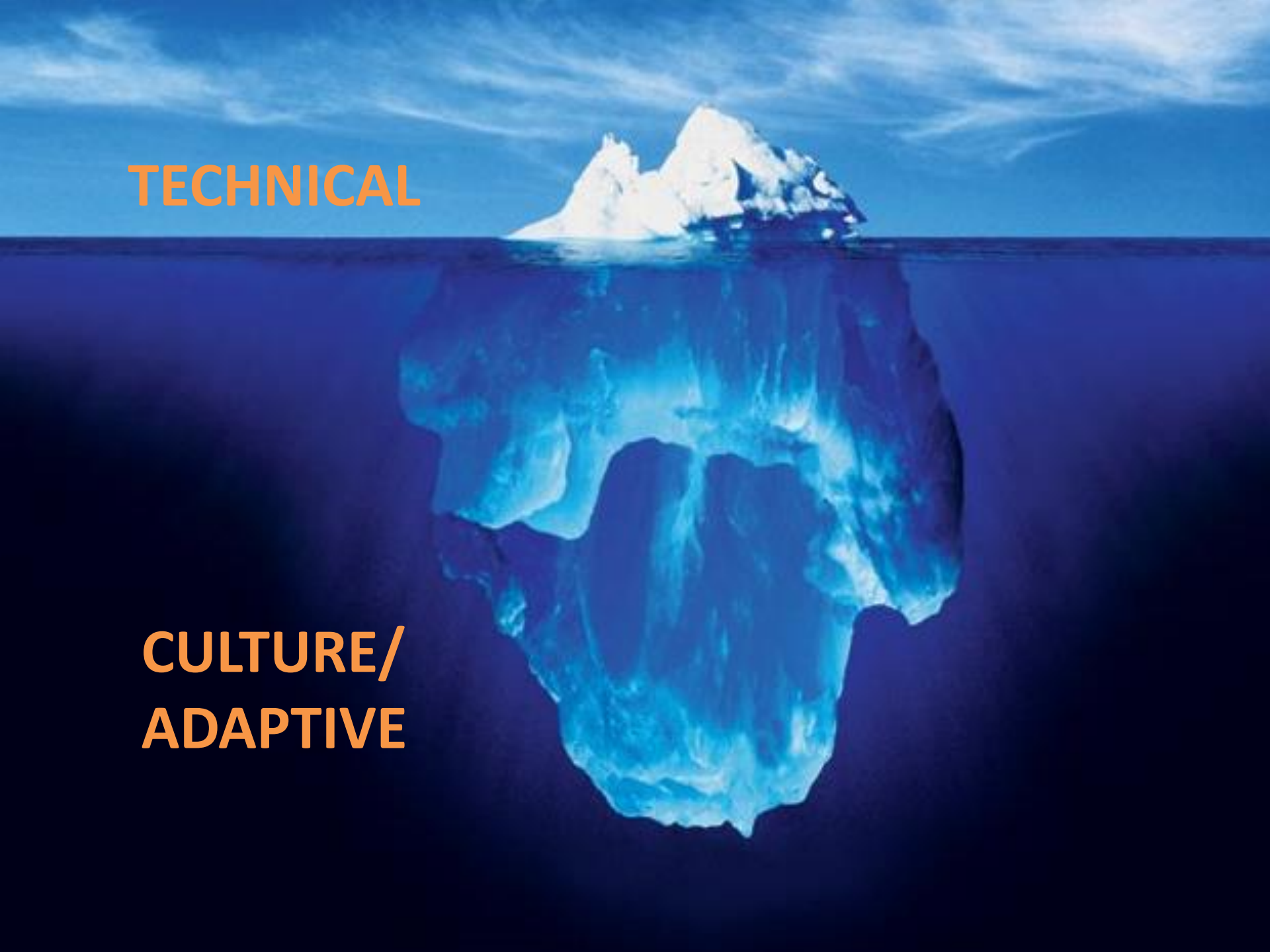
- Innovation and Ideas

TRIZ: Liberating Structure in Action

"the most common cause of failure in leadership is produced by treating adaptive challenges as if they were technical problems."

Ron Heifetz

TECHNICAL

CULTURE/
ADAPTIVE

Distinguishing technical problems and adaptive challenges

Kind of Challenge	Problem Definition	Solution	Locus of Work
Technical	Clear	Clear	Authority
Technical and adaptive	Clear	Requires Learning	Authority and stakeholders
Adaptive	Requires Learning	Requires Learning	Stakeholders

Ron Heifetz, The Practice of Adaptive Leadership
2009
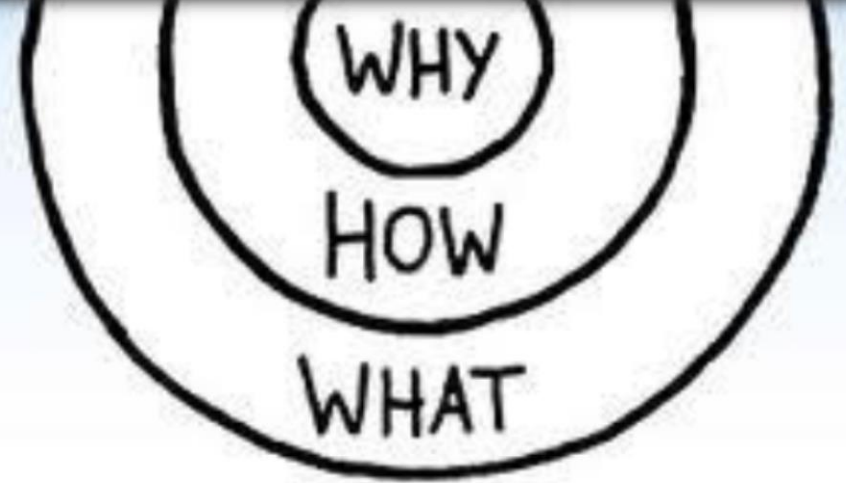
"The source of energy at work is not in control, it is in connection to purpose."

Don Berwick

| Compliance → Commitment	
A minimum performance standard that everyone must achieve	A collective goal that everyone can aspire to
Uses hierarchy, systems and standard procedures for coordination and control	Based on shared goals, values, and sense of purpose for coordination and control
Threat of penalties, sanctions, shame creates momentum for delivery	Commitment to a common purpose creates energy for delivery

SEED A SENSE OF OWNERSHIP

Christina Costello
Babson Entrepreneur Experience Lab
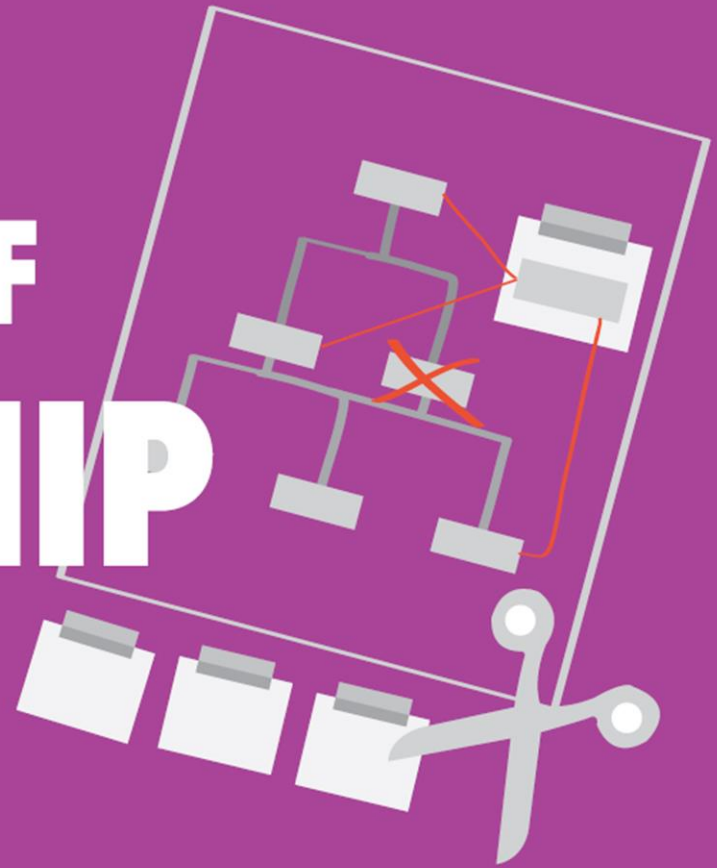
The master has failed more times than the beginner has even tried.

The only thing that makes people and organizations great is their willingness to be not great along the way.

The desire to fail on the way to reaching a bigger goal is the untold secret of success.

Seth Godin, Tribes

"best failure" ritual

Adaptive in Leadership Style

- Ask more questions
- Build extra time into meeting agendas
- Expand the circle of individuals
- Stay close to those who oppose your ideas
- Try the "Balcony" and "Dance Floor Analogy"

Ron Heifetz, Practical Tools and Tips for Adaptive Leadership

TRIZ

DESIGNING A PERFECTLY ADVERSE SYSTEM

THE WORST POSSIBLE RESULTS FROM YOUR WORK

PALETTE OF LIBERATING STRUCTURES

Impromptu networking	TRIZ	What³ debrief	Conversation café	Appreciative interviews	1-2-4 rapid conversation	5-whys
Ecocycle planning	Shift & share	25 > 10 cloudsourcing	Min – specs	Wise crowds	Wicked Q's	Purpose to practice
Agree/certainty matrix	What I need from you	User experience fishbowl	Heard, seen, respected	Smart network webbing	Design with storyboards	Open space technology
Integrated autonomy	Generative relationships	Critical uncertainties	Graphic recording	Panarchy	Troika consulting	Helping heuristics
Celebrity interview	Stories To Patterns	15% solutions	LS	Improv prototyping	Discovery and action dialogue	Simple ethnography

Why do we use TRIZ?

- Creative destruction

- Challenge the status quo & sacred cows

- Gives permission to discuss taboo subjects

- Builds trust

TRIZ – First Step

Be creative! Make yourself laugh! This is SERIOUS FUN…..

Reflect in your small group, make a list of "to do's" in answer to:

Pick one you like!

1. How will we make the best ideas fail?

2. How will we stifle creativity in our staff?

3. How can we be sure that our staff morale is rock bottom?

4. How do we make sure patients are alienated?

TRIZ – Second Step

Go down the list and ask:

Is there anything on this list that we currently practice, even remotely?
Is there an element of truth in here?

Cross out the ones that you are not doing EVER.

Power Distance Index

A high power distance score accepts a hierarchical order in which everyone has a place that needs no further justification.

The higher the power distance in a culture, the less likely those in subordinate roles will question the actions or directions of individuals in authority.

High Power Distance Index Cultures

- Authority and demonstrate rank.

- Subordinates expect clear guidance from above.

- Subordinates are expected to take the blame for things going wrong (Collateral damage).

- The relationship between boss and subordinate is rarely close or personal.

- Class divisions within society are accepted.

Ron Collins, 2014

Can hierarchy cause plane crashes?

Power Distance Index

Canada = 39

- **Power Distance Index**

- **Score = 39**

- Canadian culture is marked by interdependence and value placed on egalitarianism.
- Lack of overt status and/or class distinctions in society.
- Hierarchy in Canadian organizations is established for convenience.
- Superiors are always accessible and managers rely on individual employees and teams for their expertise.
- Managers and staff members consult one another and share information freely.
- With respect to communication, value a straightforward exchange of information.

Questions to ask yourself …

- Are you aware of how others react to you?
- Do they start or stop talking when you enter the room?
- Do you feel you can not talk to higher levels in the organization without permission.
- Does your organization encourage the use of titles and position

What do you see in a high power distance index?

- Senior-level people get no information
- Senior leaders perceive that everything is going well
- Junior-level people do not bring ideas forward.

TRIZ – Third Step

Look at your list...what items do you want to commit to avoiding?

Pick your top two.
What will you do to avoid those items?

Be as concrete as you can.

Postcards!

- What do you want to remember about this workshop?

- What can you do tomorrow?

Report out!
2 minutes per table

ckrause@bcpsqc.ca
twitter: ck4q

mvandijk@bcpsqc.ca
twitter: tweetvandijk

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