

# Culture in the Organization, Microsystem, and Team

Gail Armstrong

Read Pierce

(Thanks to Patrick Kneeland for content)

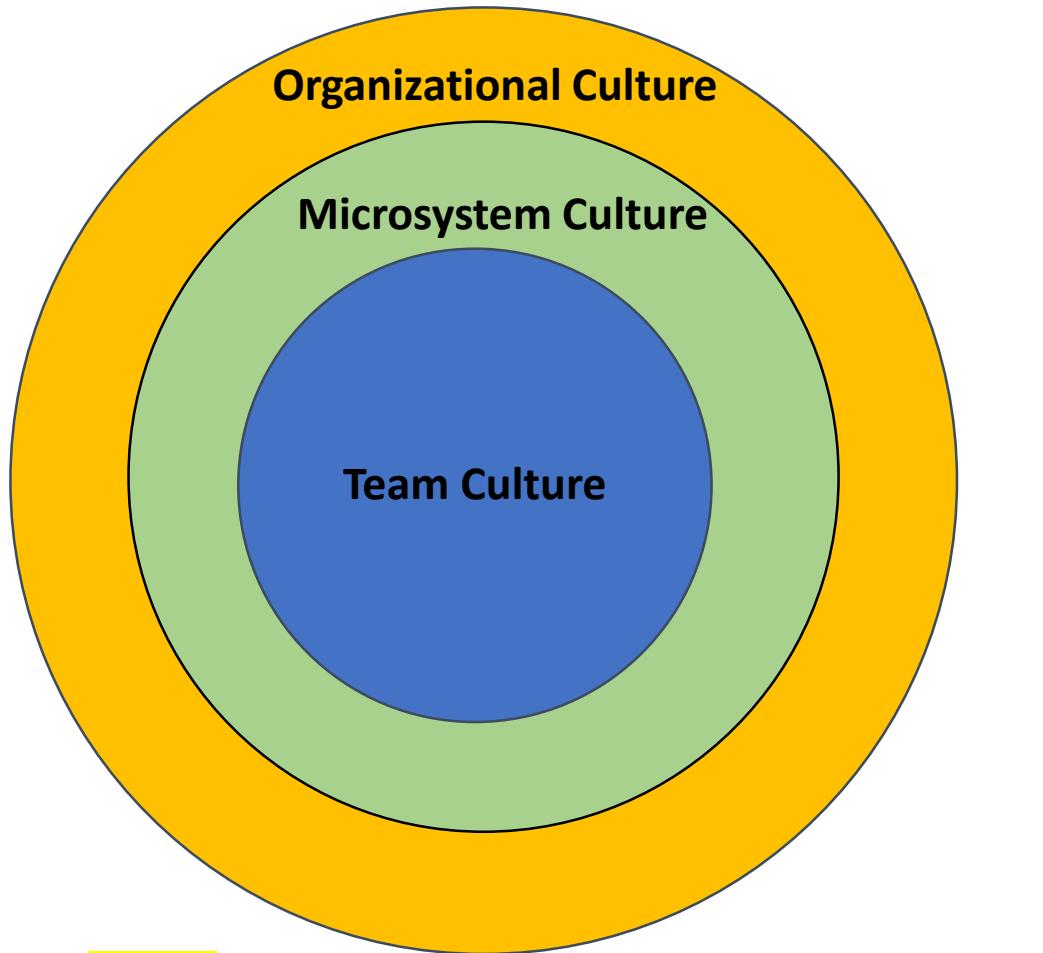
IHQSE CTP April 24, 2018

# Today's Learning Objectives

- Explore models for understanding culture in the workplace
- Analyze how values and beliefs impact behaviors
- Explore key “cultural concepts” that enhance team performance, and select at least 1 to apply to your local work environment

# Overarching Ideas About Culture

# Interconnected Spheres of Culture



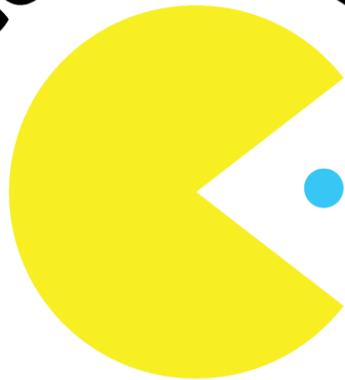
**We have a culture of \_\_\_\_\_**

**We want a culture of \_\_\_\_\_**



*"Every system is perfectly designed to get the results it gets."*  
- Paul Batalden, M.D.

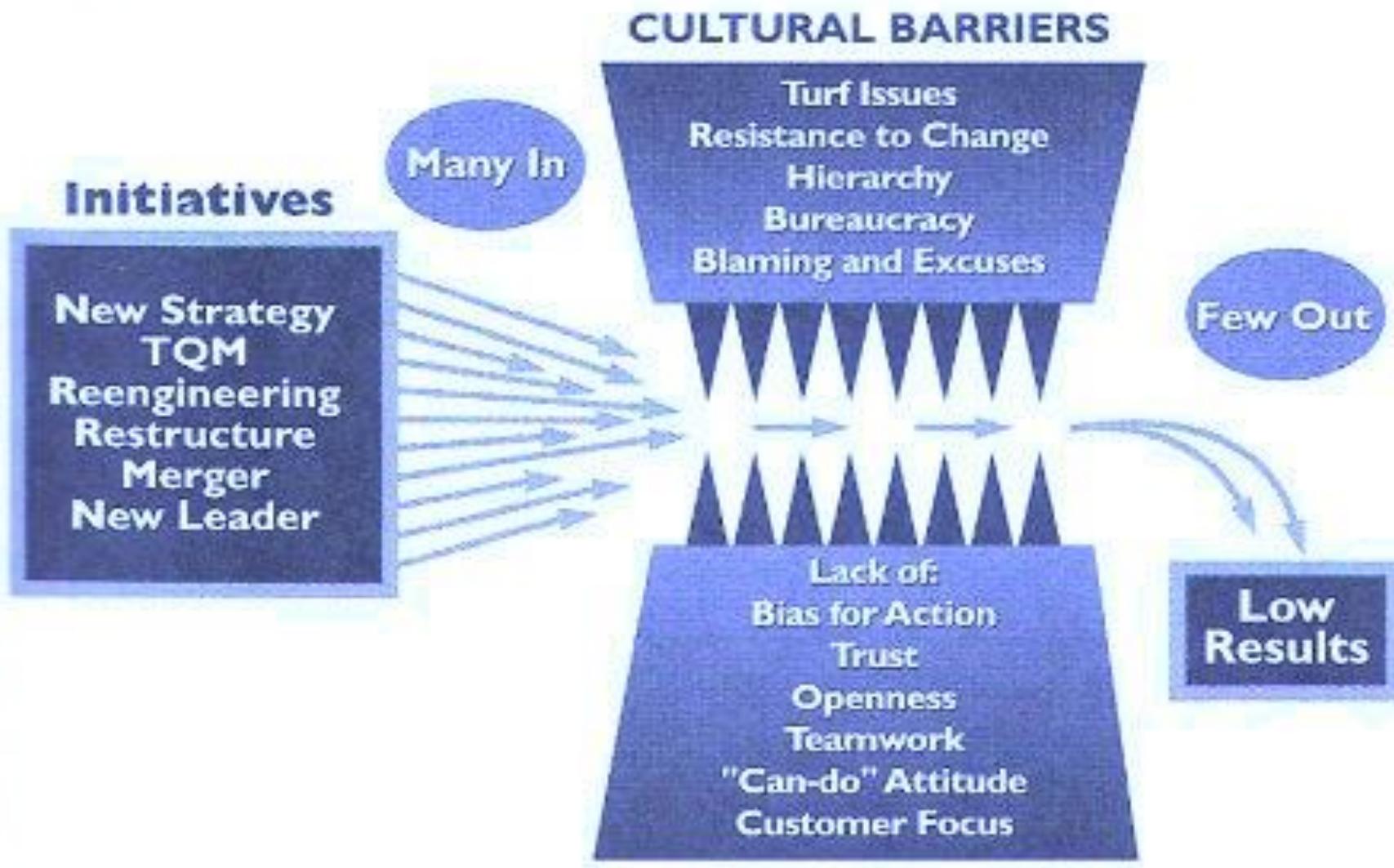
CULTURE!



*Culture Eats  
Strategy For...*



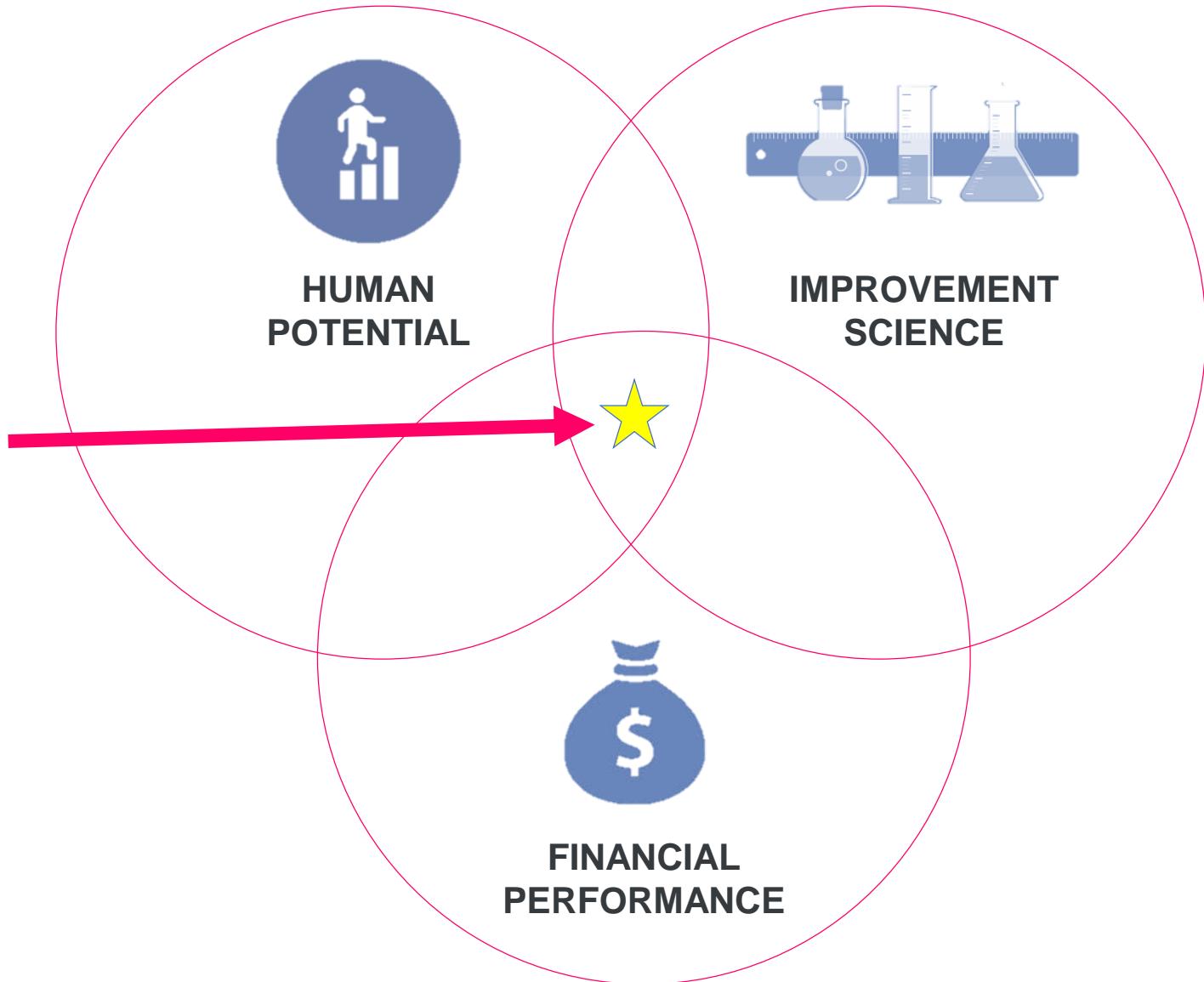
# How Culture Eats Strategy



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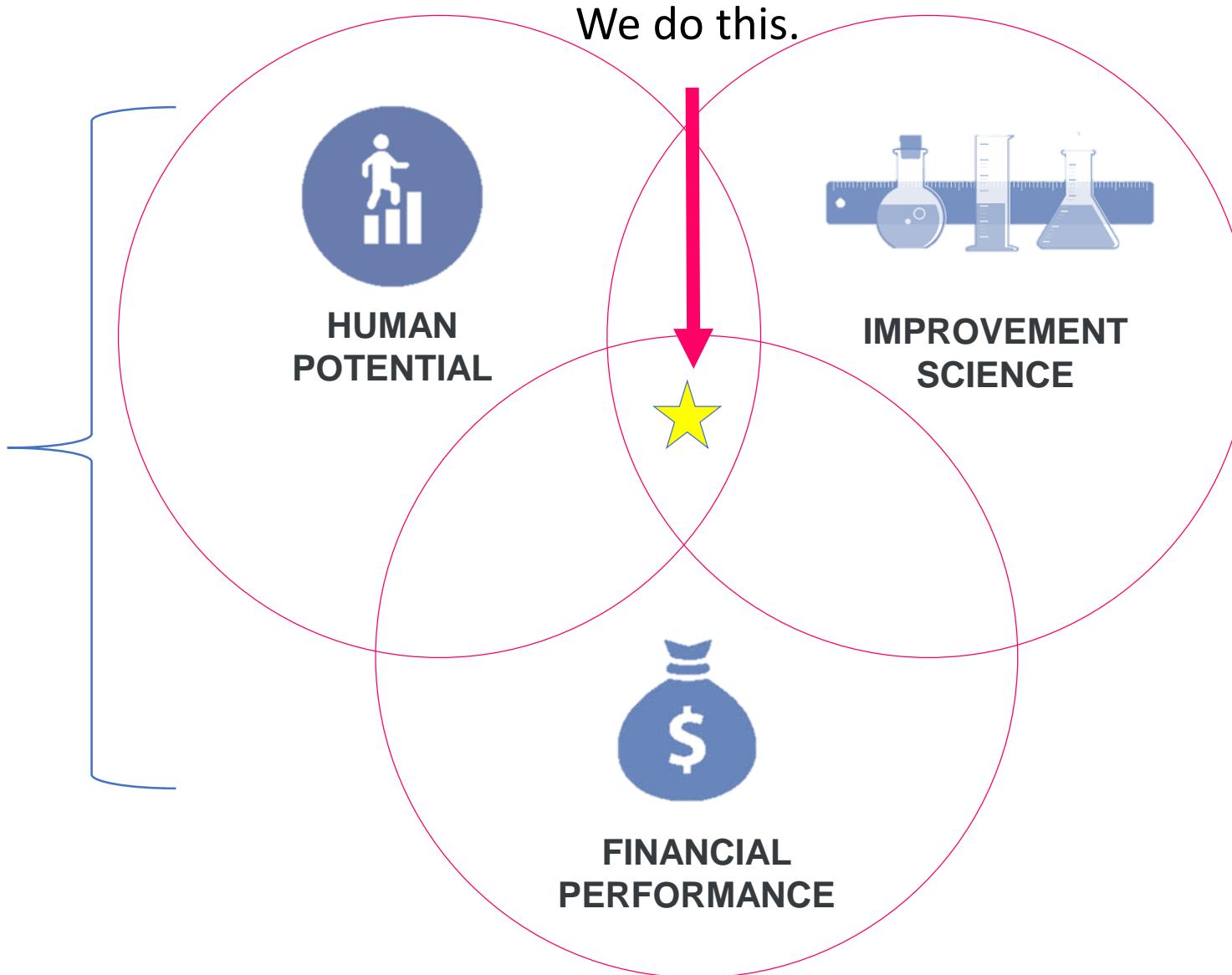
*What do  
we do?*

We do  
this.



*What do we do?*

Sounds  
Good—  
*But*  
*What's*  
*The*  
*Secret*  
*Sauce?*



What started off as a *calling*, is now in *doubt*.



50%

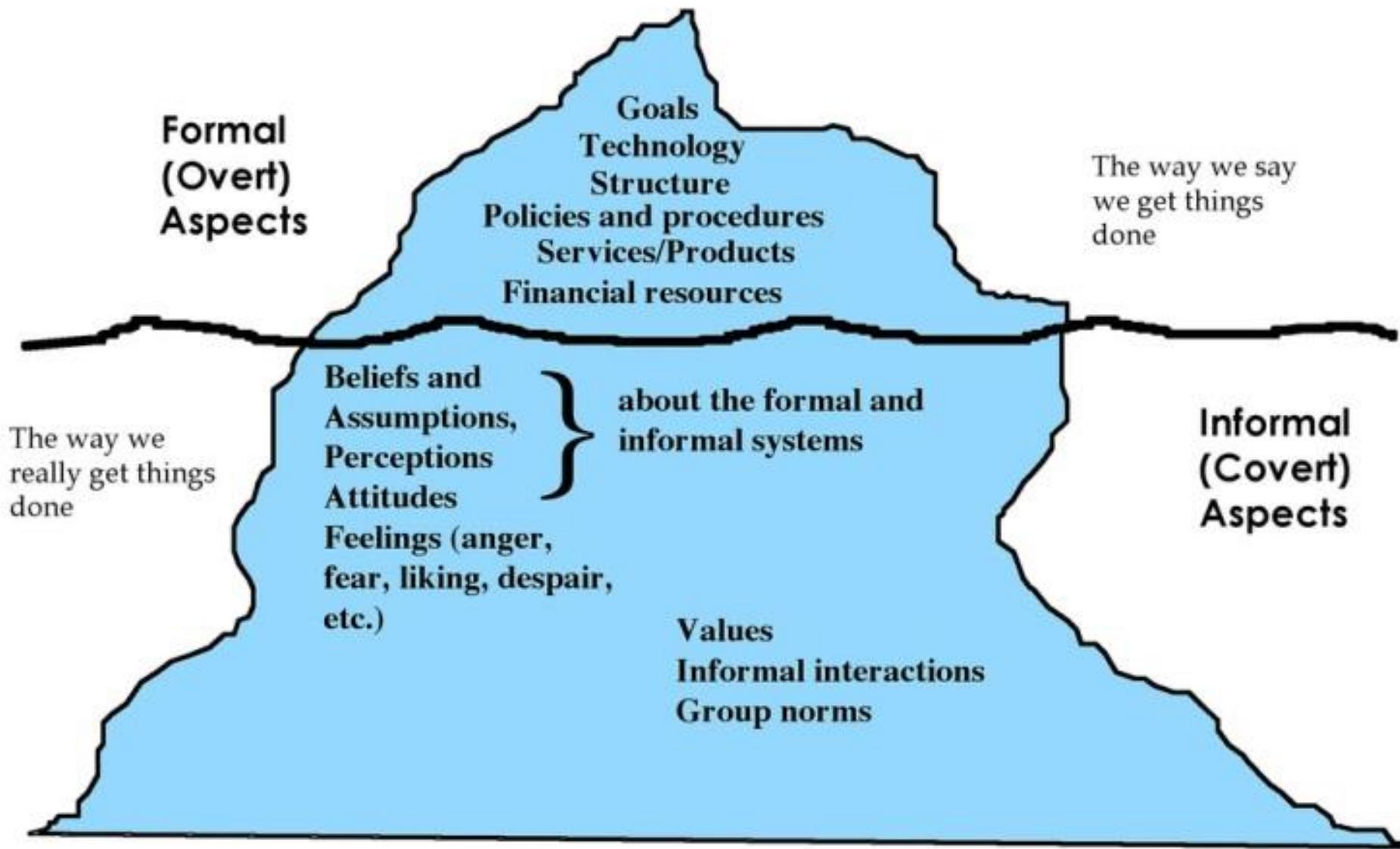
34%

of nurses would not choose the same profession if they had a chance to do it over\*

of physicians would not choose the same profession if they had a chance to do it over\*\*

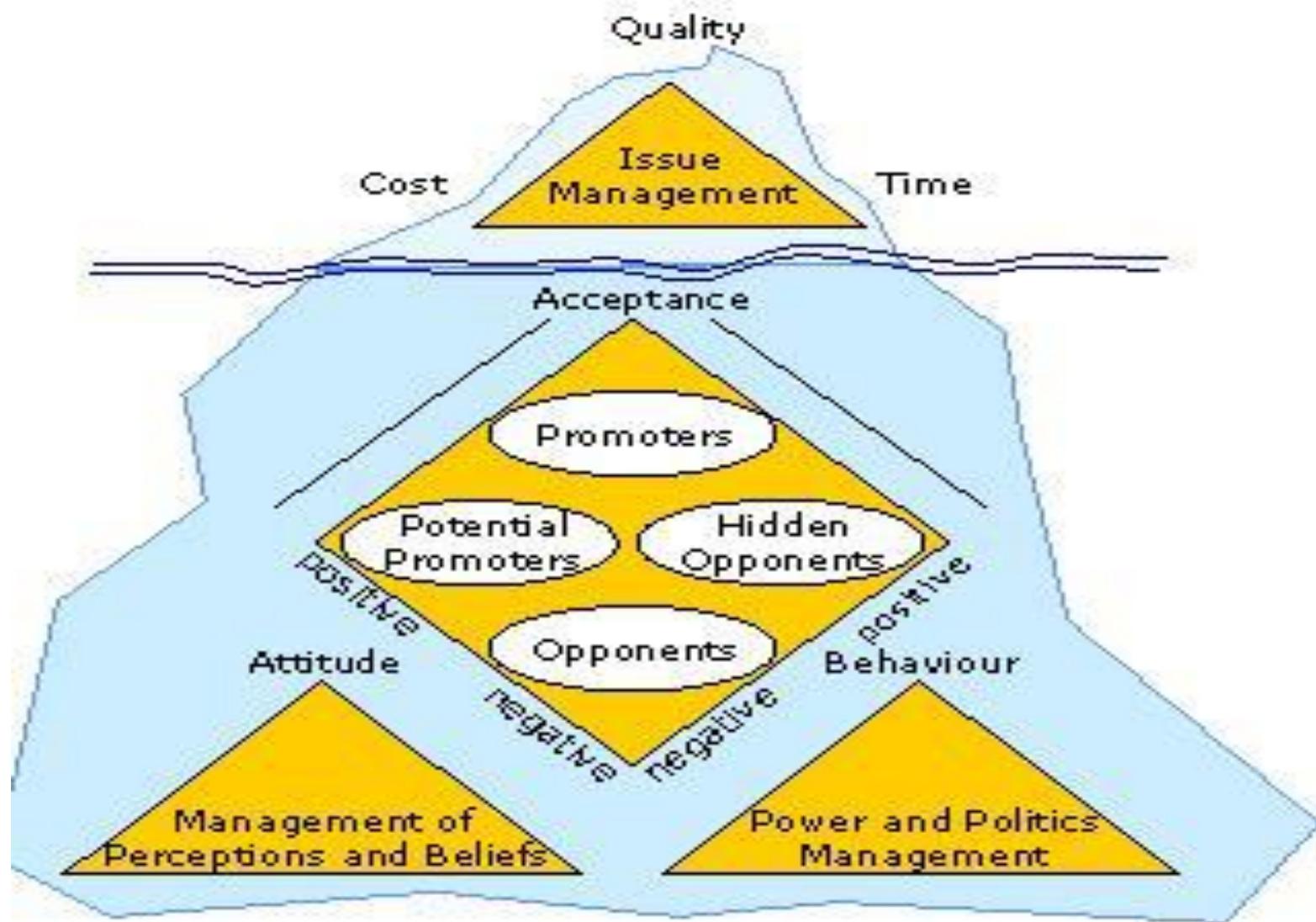
Source: \* - [Medscape Nurse Compensation Report 2015](#), \*\* - [Medscape Physician Compensation Report 2015](#)

# Cultural Iceberg

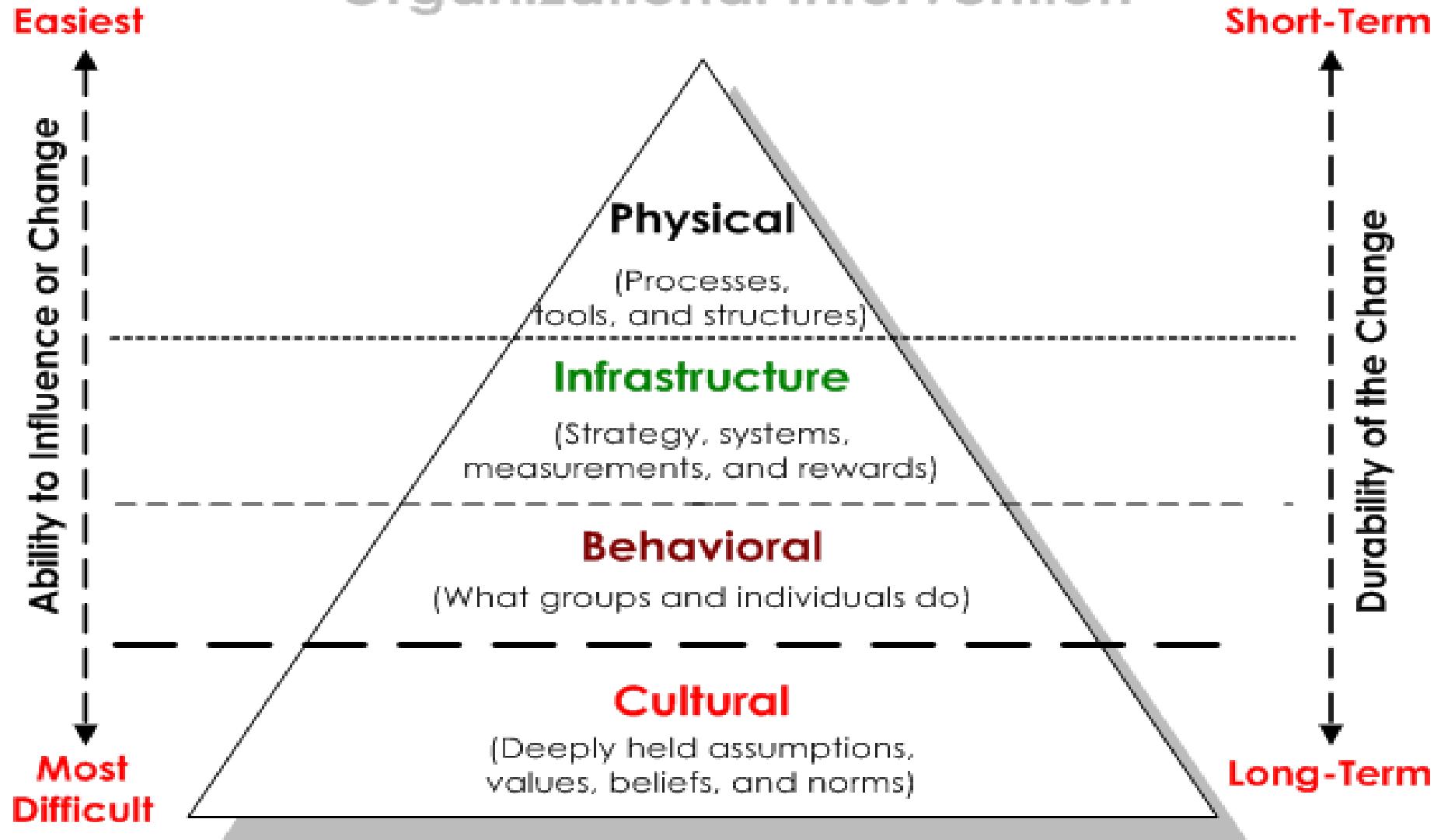


*Created by Stanley N. Herman. TRW Systems Group, 1970*

# Change Management Iceberg



# The Four Levels of Organizational Intervention



# Framework for Safe, Reliable, and Effective Care



# Cultural Alignment

## Maturity Model

- Where are you today?
- Where do you want to be?

*Improving Alignment*

### 1. Chaos

*Uncontrolled*

- Culture developed organically
- Lack of awareness as to how culture is impacting day to day business

### 2. Reactive

*Fighting Fires*

- Aware of aspects in culture that may help or hinder
- Culture misaligned to goals
- Programs implemented to address specific issues

### 3. Proactive

*Focused and Measuring*

- Culture viewed as an asset to be managed
- Cultural traits that support business strategies have been identified
- Ability to analyze trends in culture, predict issues
- Programs in place - may be duplicative or working at cross purposes

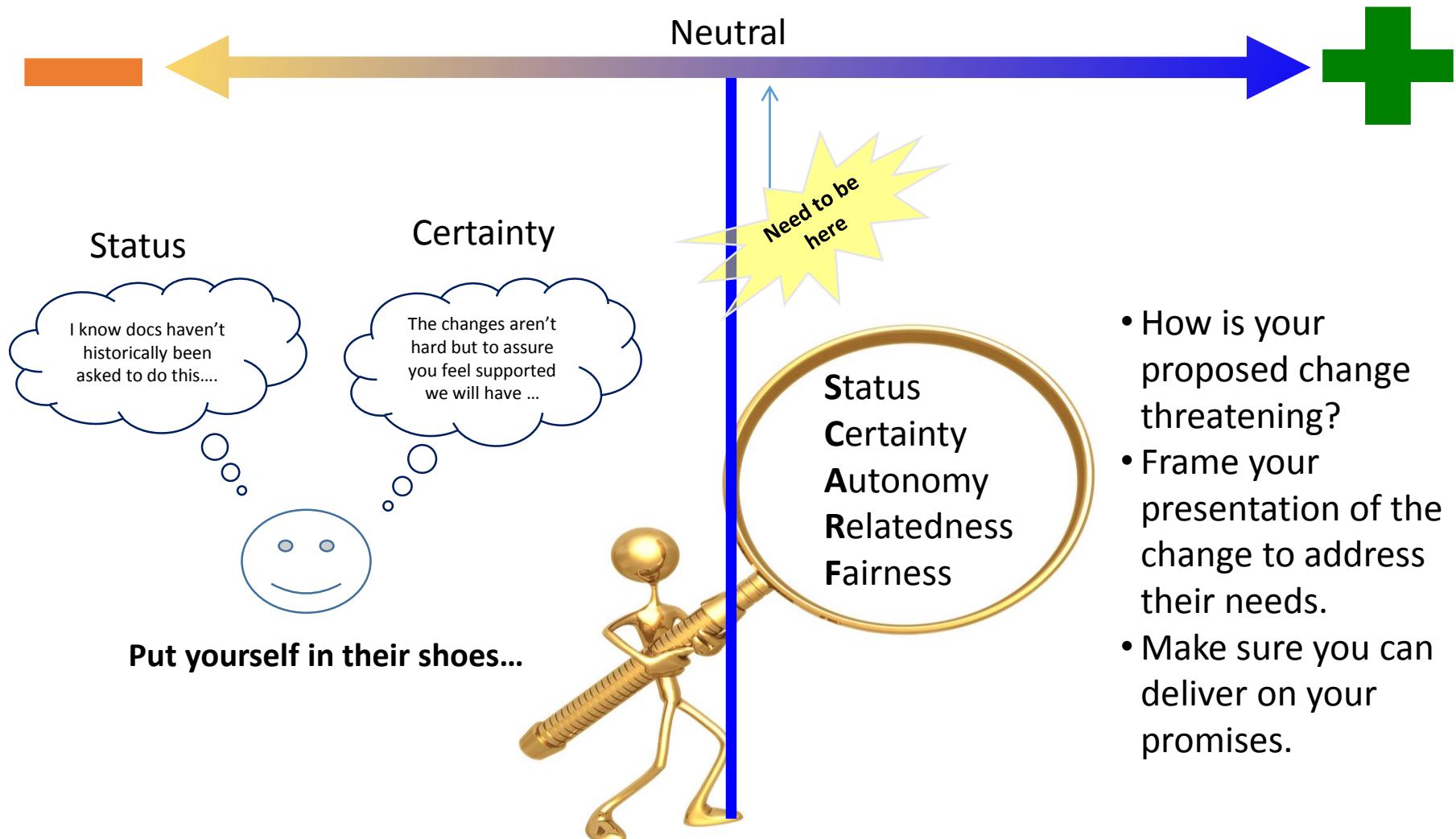
### 4. Optimized

*Aligned and Adding Value*

- Desired elements of the culture are identified, ingrained and sustainable - "the way we work here"
- Ability to adapt to changing business needs
- Continually enhancing the employee & customer experience

*Increasing Consistency*

# David Rock's SCARF Model



# Microsystem Culture

A photograph showing a person from behind, wearing a blue shirt and red pants, kneeling in a vast, sprawling field of trash. The ground is covered in plastic bottles, broken glass, and other discarded waste. In the background, there are some simple structures and more trash. A large white 'X' is drawn across the upper portion of the image.

# Deconstructing Your Culture

# The Secret Sauce

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Aspiration and Aligning Around a Mission and Vision

Organizational Learning and Psychological Safety

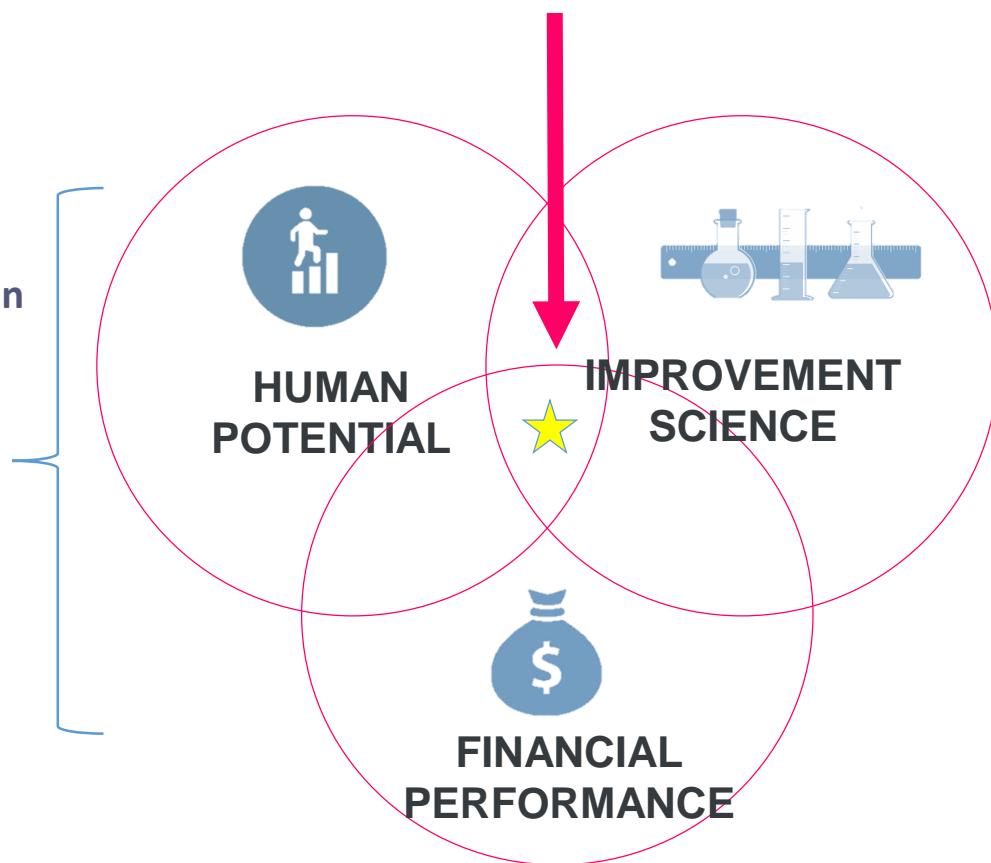
Collegiality

Rewards and Recognition

Personal and Professional Development

***What do we do?***

We do this.



# Aspiration and Alignment with Mission

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To what degree are people in your microsystem bought into an overarching mission?

---

What are the mental models around “where we are going/what is important to us”?

---

What is your “origin story”?

# Organizational Learning and Psychological Safety

- How comfortable are people in your microsystem speaking up? To what extent is the “hierarchy flattened” in your work environment?
- How do leaders in your work environment tap into knowledge about what is happening on the front lines?
- How safe do people feel to ask for help or support when they need it?
- What are the mechanisms for performance feedback in your work environment?



# Collegiality

How would you describe the climate of friendship in your work microsystem?

What are the norms around socializing?

What is the predominant tone of communication in your work environment (sarcasm, humor, intellectual/formal, etc)?

How are ideas shared?

What is the predominant interpersonal tone in your work environment? (collaborative, competitive, communal, isolated/ing, fear-motivated, safe, etc). How does the tone change when working under pressure?

How are conflicts resolved in your work environment?



# Rewards and Recognition





# Rewards and Recognition

How do people in your unit perceive their worth or value?

How are people at all levels in your work environment recognized for what they do?

What are the explicit reward structures? What are the implicit reward structures?

What values does reward/recognition structure in your work environment reinforce?

# Personal Development



Autonomy  
Mastery  
Purpose

# Personal Development

Autonomy  
Mastery  
Purpose

In what ways does your work environment promote career progression and professional development of individuals?

What do people find meaningful about the work done in your work environment?

Is the overarching purpose explicitly stated or implicit?

To what extent does your work environment promote the ability for people to control how, when, where, and with whom people complete their work?

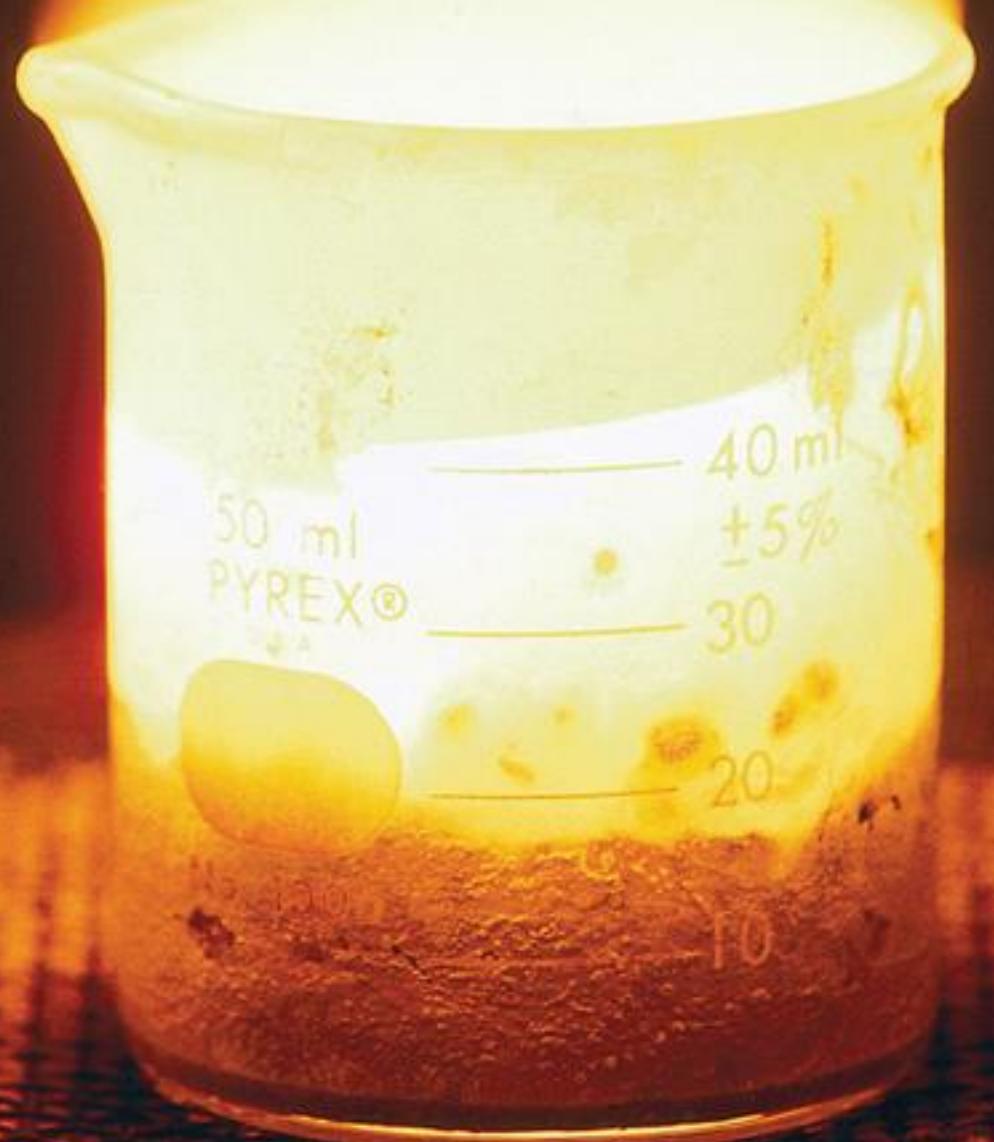
# Organizational Culture

# Reflect

What is Your Perception of the Larger Organizational Culture?









# The Leader's Challenge

Leverage situations where cultures of different parts of the organization helpfully reinforce one another

Make sense of—and navigate—situations where cultural friction occurs

# Team Culture

# On Our Team.....

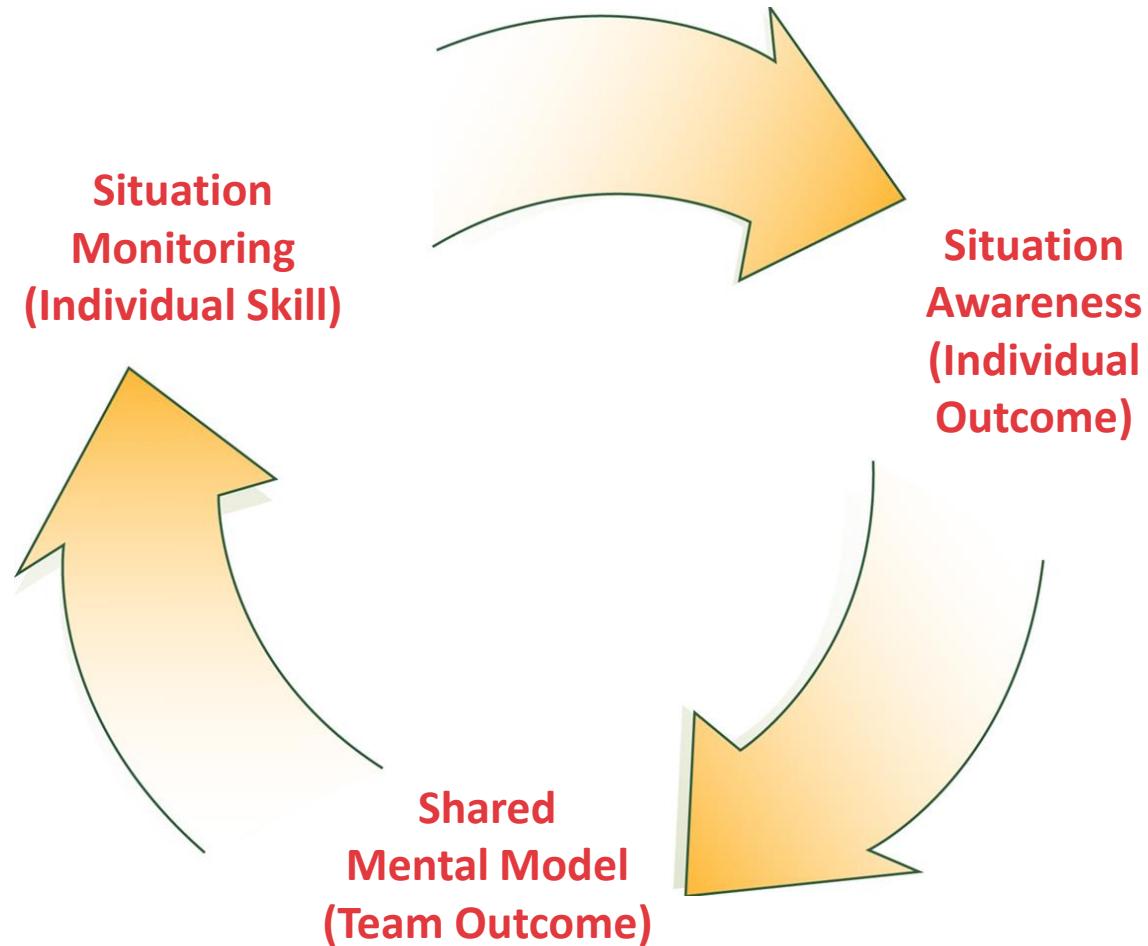
- We have a culture of \_\_\_\_\_
- We want a culture of \_\_\_\_\_

# Teams, Tribes and Patient Safety: *Overcoming Barriers to Effective Teamwork in Healthcare*

Postgraduate Medicine (90) 149-154, 2014 Weller, Boyd & Cumin

- Teach effective communication
- Train teams together
- Train teams using simulation
- Define inclusive teams
- Create democratic teams
- Support teamwork with protocols and procedures
- Develop an organizational culture supporting healthcare teams

# A Continuous Process

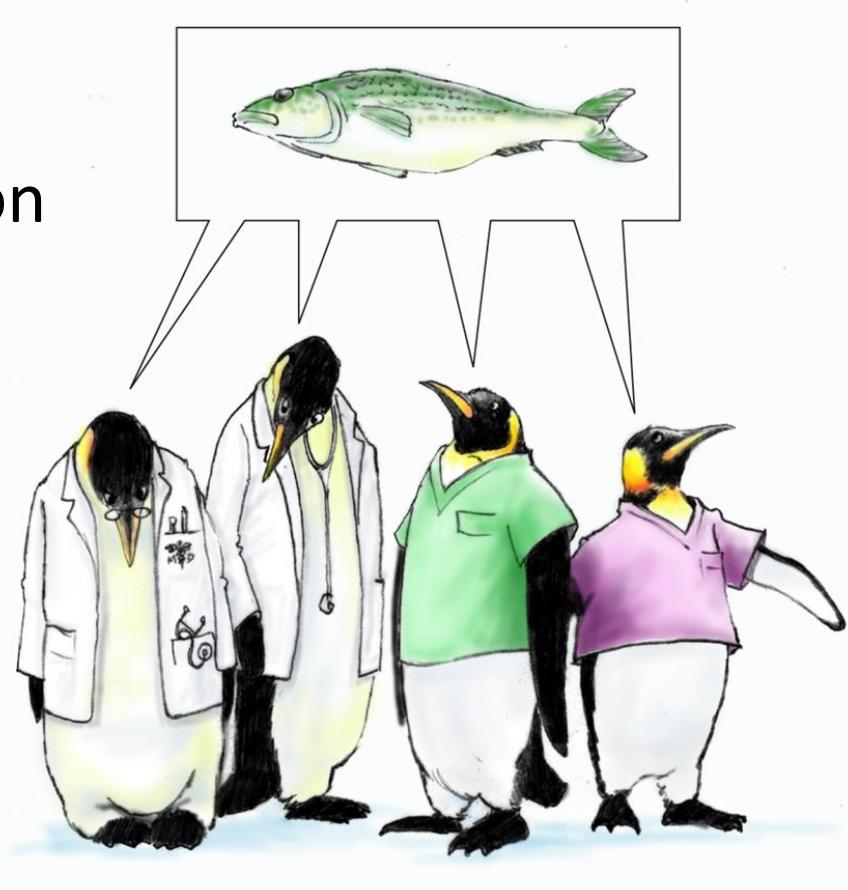


# A Shared Mental Model is...

The perception of, understanding of, or knowledge about, a situation or process that is shared among team members through communication.

*“Teams that perform well hold shared mental models.”*

*(Rouse, Cannon-Bowers, and Salas 1992)*



# Shared Mental Model?

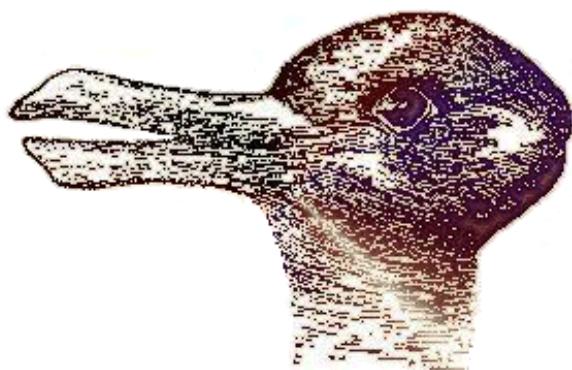


# How Shared Mental Models Help Teams

- Help ensure that teams know what to expect, so if necessary, can regroup to get on the “same page”
- Foster communication to ensure care is synchronized
- Ensure that everyone on the team has a picture of what it should look like
- Enable team members to predict and anticipate better
- Create commonality of effort and purpose

*“Shared mental models help teams avoid errors that place patients at risk.”*

# What Do You See?



# Situation Awareness is...

**The state of knowing the current conditions affecting the team's work**

- Knowing the status of a particular event
- Knowing the status of the team's patients (projects)
- Understanding the operational issues affecting the team
- Maintaining mindfulness



# Conditions that Undermine Situation Awareness (SA)

## **Failure to—**

- Share information with the team
- Request information from others
- Direct information to specific team members
- Utilize resources fully (e.g., status board, automation)
- Document

# Situation Monitoring (Individual Skill)

**Process of *actively scanning* behaviors and actions  
to assess elements of the situation or environment**

- Fosters mutual respect and team accountability
- Provides safety net for team and patient
- Includes cross monitoring

# Cross Monitoring is...

**Process of monitoring the actions of other team members for the purpose of sharing the workload and reducing or avoiding errors**

- Mechanism to help maintain accurate situation awareness
- Way of “watching each other’s back”
- Ability of team members to monitor each other’s task execution and give feedback during task execution

*Mutual performance monitoring has been shown to be an important team competency.  
(McIntyre and Salas 1995)*

# Team Events

- Briefs – planning
- Huddles – problem solving
- Debriefs – process improvement

*Leaders are responsible to assemble the team  
and facilitate team events*

*But remember...*

*Anyone can request a brief, huddle, or debrief*

# Briefs

## Planning

- Form the team
- Designate team roles and responsibilities
- Establish climate and goals
- Engage team in short- and long-term planning
- IHI – introductions, role and first names
- Two way communication – verify shared mental model



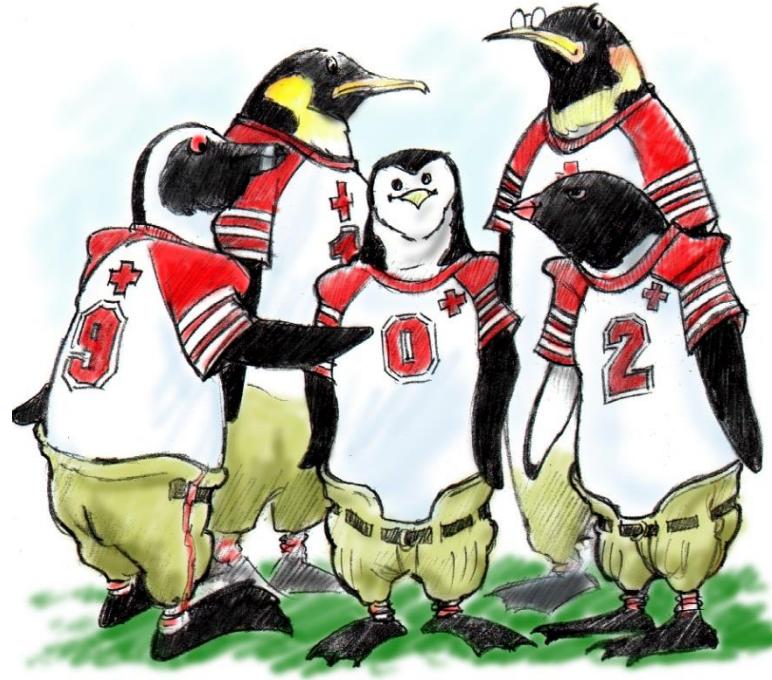
# Briefing Checklist

TOPIC	
Who is on core team?	<input checked="" type="checkbox"/>
All members understand and agree upon goals?	<input checked="" type="checkbox"/>
Roles and responsibilities understood?	<input checked="" type="checkbox"/>
Plan of care?	<input checked="" type="checkbox"/>
Staff availability?	<input checked="" type="checkbox"/>
Workload?	<input checked="" type="checkbox"/>
Available resources?	<input checked="" type="checkbox"/>

# Huddle

## Problem Solving

- Hold ad hoc, “touch-base” meetings to regain situation awareness
- Discuss critical issues and emerging events
- Anticipate outcomes and likely contingencies
- Assign resources
- Express concerns

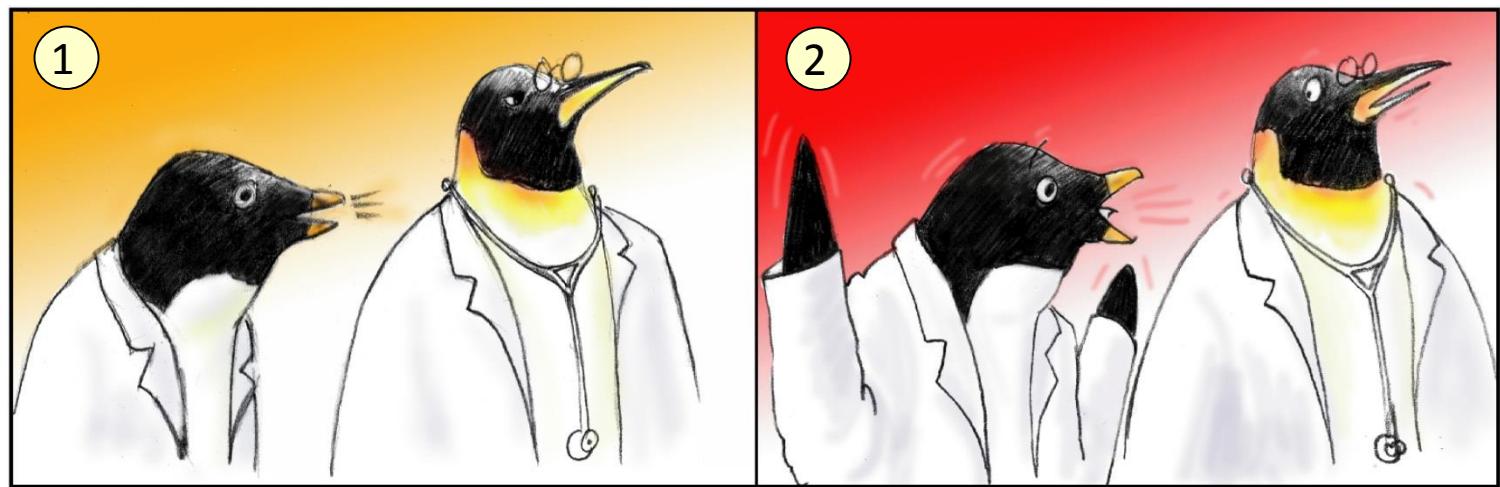


# Survival of Good Ideas

- What standardized process will your team use to assure that each team member's good ideas are brought to the attention of the team?
- How do you deal with authority gradients to allow for the survival of good ideas?



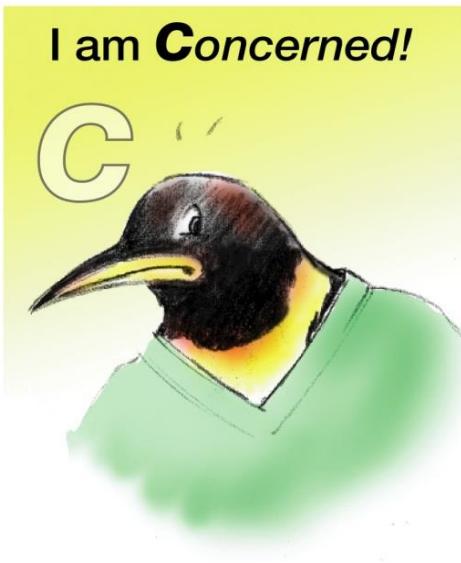
# Two-Challenge Rule



# Two Challenge Rule

- 1) First challenge should be in the form of a question.
  - 2) The second challenge should provide some support for the concern.
- The purpose is to stop the process if the project is becoming derailed.
  - Standardized language is very helpful in creating psychological safety.

# Please Use CUS Words but *only* when appropriate!



# Debrief

## Process Improvement

- Brief, informal information exchange and feedback sessions
- Occur after an event or shift
- Designed to improve teamwork skills
- Designed to improve outcomes
  - An accurate reconstruction of key events
  - Analysis of why the event occurred
  - What should be done differently next time

# Debrief Checklist



TOPIC
Communication clear?
Roles and responsibilities understood?
Situation awareness maintained?
Workload distribution?
Did we ask for or offer assistance?
Were errors made or avoided?
What went well, what should change, what can improve?

# Debrief – IHI Elements

- What has been learned about how the team functions?
- What would you change for next time?
- What worked well that you would assure is part of the next event?
- What is the action plan moving forward?
- “Appreciation & Critique”

## WHAT MIGHT CULTURE LOOK LIKE?

A Culture of....	Underlying Beliefs	Observable Behaviors
Competition	<p>“The best are rewarded”</p> <p>“The strong are valued”</p> <p>“There is not much room at the top”</p> <p>“Success is only valued when it is visible”</p>	<p>Lack of collegiality</p> <p>Withholding of information</p> <p>Sabotaging others’ work</p> <p>“Showboating” one’s success</p> <p>Lack of trust on teams</p> <p>Individual success celebrated</p>
Shame	<p>“Someone is to blame for all errors”</p> <p>“Mistakes should not happen”</p>	<p>Reluctance to report errors</p> <p>Lying about errors</p> <p>Individual error punished</p> <p>Lack of trust on teams</p>
Elitism	“You must be part of the inner circle to be valued”	<p>Abundance of gossip</p> <p>Heavy politics</p> <p>Lack of trust on teams</p>
Support	<p>“We are all in this together”</p> <p>“If one fails, we all fail”</p>	<p>Back-Up Behaviors</p> <p>Team success celebrated</p>
Growth	<p>“We are all learning”</p> <p>“You have expertise I need”</p>	Healthy interdependence

# Barriers to Team Effectiveness

BARRIERS	TOOLS and STRATEGIES	OUTCOMES
<ul style="list-style-type: none"><li>■ Inconsistency in Team Membership</li><li>■ Lack of Time</li><li>■ Lack of Information Sharing</li><li>■ Hierarchy</li><li>■ Defensiveness</li><li>■ Conventional Thinking</li><li>■ Complacency</li><li>■ Varying Communication Styles</li><li>■ Conflict</li><li>■ Lack of Coordination and Follow-Up with Co-Workers</li><li>■ Distractions</li><li>■ Fatigue</li><li>■ Workload</li><li>■ Misinterpretation of Cues</li><li>■ Lack of Role Clarity</li></ul>	<ul style="list-style-type: none"><li>Brief</li><li>Huddle</li><li>Debrief</li><li>STEP</li><li>Cross Monitoring</li><li>Feedback</li><li>Advocacy and Assertion</li><li>Two-Challenge Rule</li><li>CUS</li><li>DESC Script</li><li>Collaboration</li><li>SBAR</li><li>Call-Out</li><li>Check-Back</li><li>Handoff</li></ul>	<ul style="list-style-type: none"><li>■ Shared Mental Model</li><li>■ Adaptability</li><li>■ Team Orientation</li><li>■ Mutual Trust</li><li>■ Team Performance</li><li>■ <i>Patient Safety!!</i></li></ul>

# How do you know if you have a team culture problem?

## Indicators of Challenging Team Culture

- Turnover – what do you exit interviews say?
- High error rate in care – poor performance on quality indicators
- Lack of clarity on team roles, responsibilities
- Individuals not working at the top of their scope (e.g. physicians tracking down paperwork)
- Reluctance of others to join your team
- Your team does not have a good reputation

# Take ~15 minutes to reflect on your team culture

*Use your Playbook:*

- We have a culture of \_\_\_\_\_
- We want a culture of \_\_\_\_\_
- *In the next 2-4 weeks, we will try \_\_\_\_\_ to move toward the culture we want. Be specific: What will you do? When will you try it? How will you learn if it was effective? How will you debrief?*