

AMPLIFY

Culture Oriented Leadership: The Pathway To Improving your KPIs

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Financial Disclosures

- None... But I hope to have some to list in the future!

What is Culture?

- The shared set of values, beliefs, behaviors, and norms that define how an organization operates, makes decisions, and treats its employees and customers.
- The “social operating system” of a company

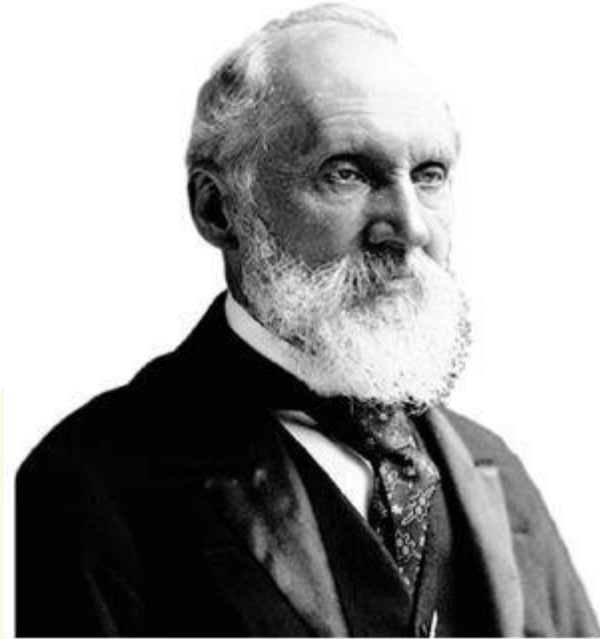


Key Components of Culture

- Values and Beliefs-Principles and philosophies of the company
- Norms and Behaviors- Unwritten rules for employee actions
- Symbols and Rituals-Traditions, celebrations
- Leadership Style-Sets tone for for the culture
- Work Environment-Physical and social atmosphere

How Do You Know Where Your Culture Stands?

- You Feel It- What is the morale?
 - You can't stay in the ivory tower!
- Turnover rate
 - Employee referral rates
- eNPS
 - You need to know



To measure
is to know.
If you can not
measure it,
you can not
improve it.

- Lord Kelvin

How Do You Know Where Your Culture Stands?

- Quality Metrics
 - ED transfers, throughput times, patient per day, error rates
- Profit Margin
 - Productivity, PPD, Recruiting costs



How Does Culture Affect My KPIs?

- Employee Retention Rate
 - Increased turnover → increase recruiting costs, decreased productivity
- Patient Satisfaction
 - Direct relationship with employee satisfaction
- Quality Metrics
 - ED transfers, throughput times, patient per day, error rates
- Profit Margin
 - Productivity, PPD, Recruiting costs



What Does The Research Say?

- In their analysis of 1.3 million Glassdoor reviews, “*toxic corporate culture*” was the **#1 driver of attrition, 10x more predictive** of turnover than compensation.
 - MIT Sloan Management Review (2022) “Toxic Culture Is Driving the Great Resignation”
- Exposure to toxic workplace behavior increases **employee turnover intentions by up to 47%**
 - Schyns & Schilling (2013) Journal of Organizational Behavior

What Does The Research Say?

- Lack of recognition and poor management are among the top causes of disengagement, which correlates with **23% lower profitability** and **18% lower productivity**.
- Organizations with poor culture have significantly higher disengagement rates.
 - Gallup Workplace Engagement Report 2017

What Does The Research Say?

- Toxic workplace behavior is the #1 predictor of employee burnout.
- It is a stronger predictor than workload or lack of work-life balance.
- McKinsey Health Institute Burnout Study 2022



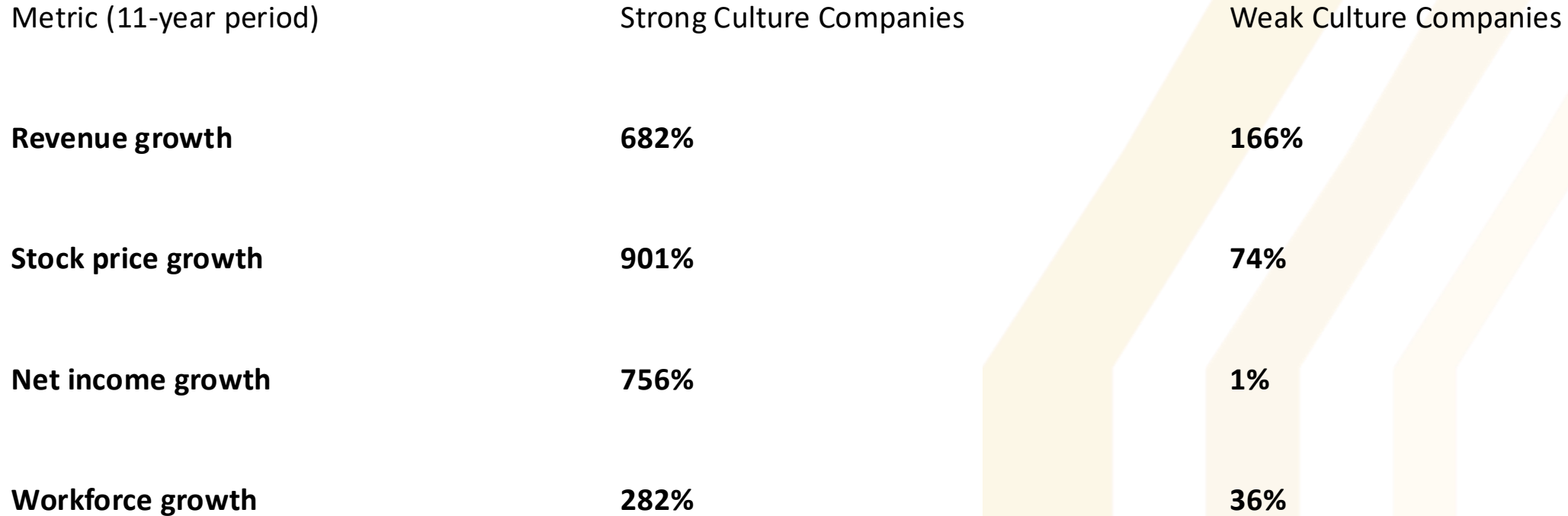
What Does The Research Say?

- High-Trust Cultures Dramatically Improve Performance
 - 50% higher productivity
 - 76% higher engagement
 - 40% less burnout
 - 13% fewer sick days

- Zak, P. (2017) Harvard Business Review – *The Neuroscience of Trust*



Culture Can Be the Difference



Kotter, J. & Heskett, J. (1992)
Corporate Culture and Performance

How Do I Improve My Culture?

- Recognition and understand the why
- The culture always starts at the top!!
 - Define the culture
 - Set the tone by modeling
 - Decisions consistent with values
- “Culture is created by what leaders reward, tolerate, and ignore.”
 - Edgar Schein, MIT Sloan



Hiring For Culture

Culture is #1



Hiring for Culture

- Attributes of a potential employee that would fit your culture
 - Focus on resolutions
 - Emotional awareness
 - Reflection and learning
 - Accepts feedback- learning experience
 - Shared success
 - Desires more than a paycheck
 - Supporting others
 - Emotional regulation
 - Respect for others



Hire For Culture

- Personality matters more than accomplishments
- Keep company values in mind with hiring
- Be selective



Leadership Traits For A Positive Culture

- Employee engagement and recognition
 - Know your employees- understand what makes them tick
 - Set up ability to recognize accomplishments
 - Involve them in decisions of importance
 - Lack of recognition leads to attrition
- Trust and transparency
 - Set the example and model the values
 - Be transparent about everything including financials
 - Employees need to understand how their job impacts the profit



Leadership Traits For A Positive Culture

- Accountability and ownership
 - Clear expectations without frequent changes
 - Employees autonomy empowers them to work more efficiently
 - **Micromanagement destroys positive culture**
 - Stifling initiative, slowing execution, learned helplessness
- Learning and development culture
 - Growth focused- employees
 - Investment in employees' development
 - They have lower turnover



Leadership Traits For A Positive Culture

- Customer/Patient Centric Mindset
 - Focus on purpose- the reason why?
- Value alignment
 - Understanding the mission- be clear
 - Employees should know the mission/values
- Psychological Safety
 - Encourage and accept feedback
 - Accept failure without blame- Educational moment



Leadership Traits That Destroy Culture

- Lack of Trust and Transparency
- Micromanagement- Loss of autonomy
- Tolerance of toxic behavior
- Unclear Vision or values misalignment
- Favoritism
- Overemphasis on short-term results
- Lack of psychological safety
- Poor Leadership accountability



Culture Is the Holy Grail

Here is the proof-----

“Culture eats strategy for breakfast.”

— *Peter Drucker*

“When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.”

— *Simon Sinek*

“Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.”

— *Richard Branson*

“A great culture turns average individuals into exceptional performers.”

— *Unknown*

One Final Thought.....

Our belief is that if you get the culture right, most of the other stuff, like great customer service, or building a great long-term brand or empowering passionate employees and customers, will happen on its own.

Tony Hsieh

quote fancy

Thank you



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