



Culture Shock in the 21st Century

Presented by Jacqui Parle
Executive Director
Best Practice Australia

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Captain Peacock *about a suggestion in the suggestion box...*

*This one is unsigned,
and suggests that you do
something physically
impossible with the
suggestion box!*



Source: Are You Being Served (1972) Memorable quotes IMDbPro Internet

Employee Engagement

BPA's simple definition is:

'the extent to which employees will go with their organisation'.

The 4 Essentials of Engagement

Engagement is beyond Satisfaction.

Engagement is an *asset* where an organisation has:

Reputation ... *for being a good employer.*

Resilience ... *a workforce with high resilience where employees will 'go with' the organisation through the peaks and troughs.*

Retention ... *high retention of talented employees.*

Feedback ... *it's observable - employees are demonstrating their levels of engagement through their specific behaviours.*

R^3 and an F

Culture Drives Strategy

An Engaged Culture will give you the ability to
Implement a Good Strategy ... **Well**

A Disengaged Culture won't!

BPA has studied over 600 organisations

Most organisations can be broken up into:

3 groups of people

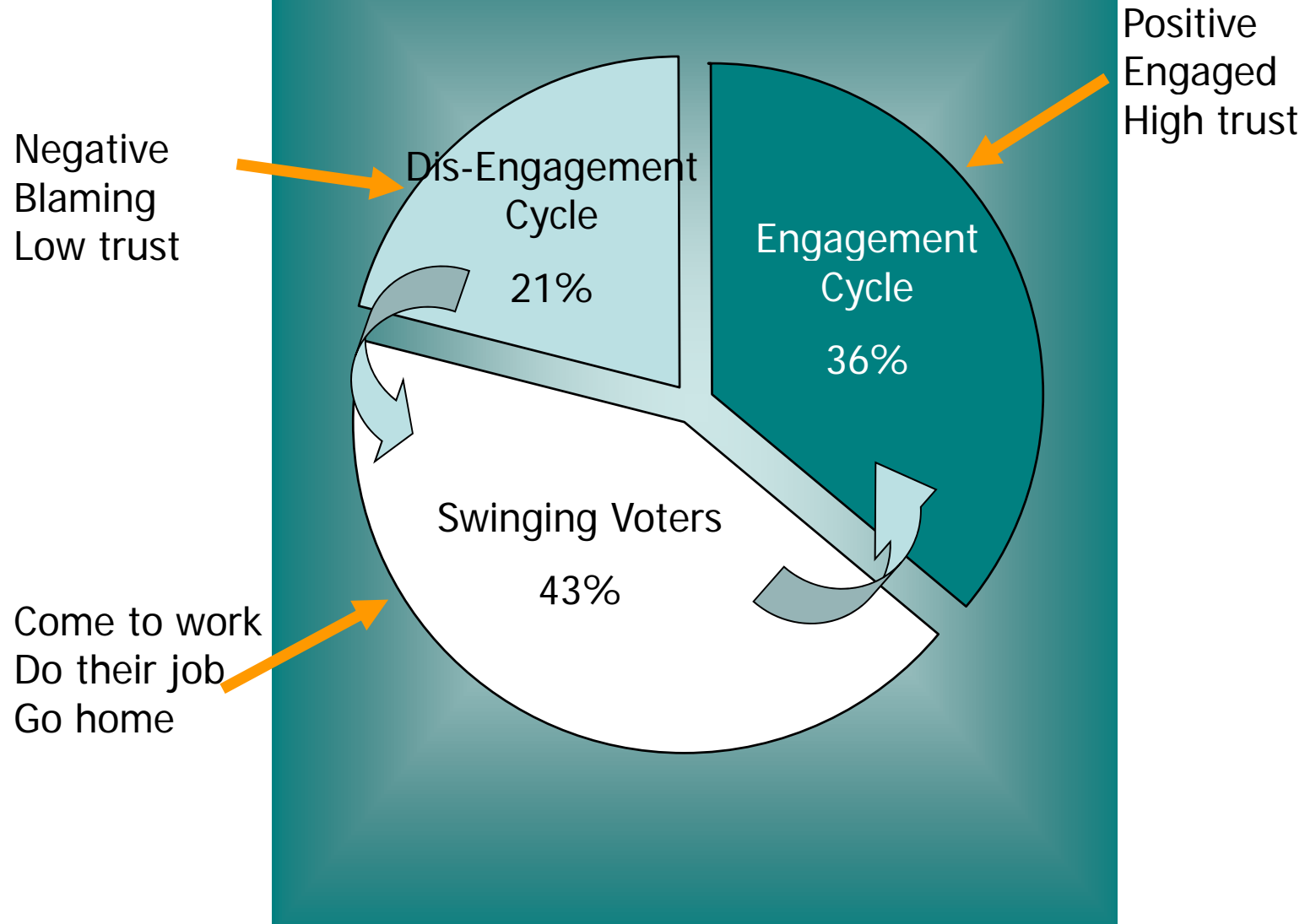
- Engagement Cycle
- DisEngagement Cycle
- Swinging Voters

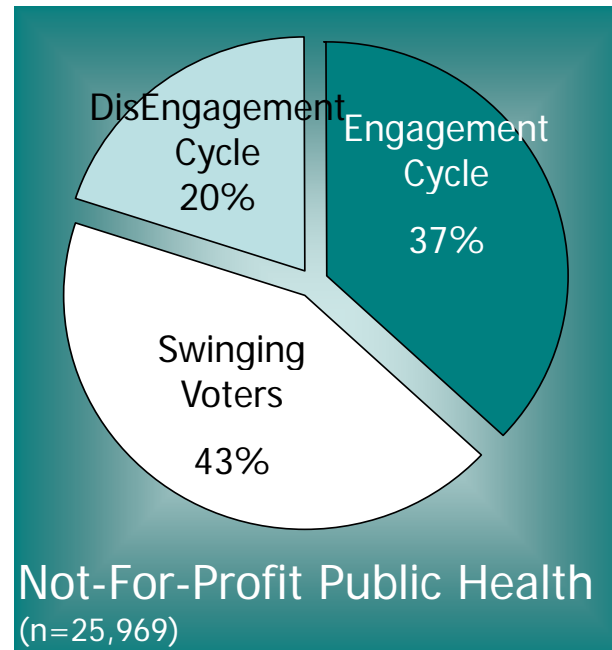
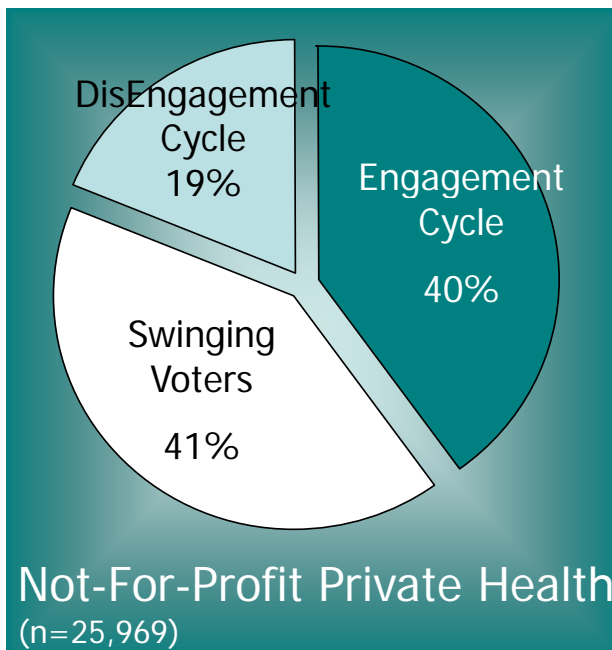
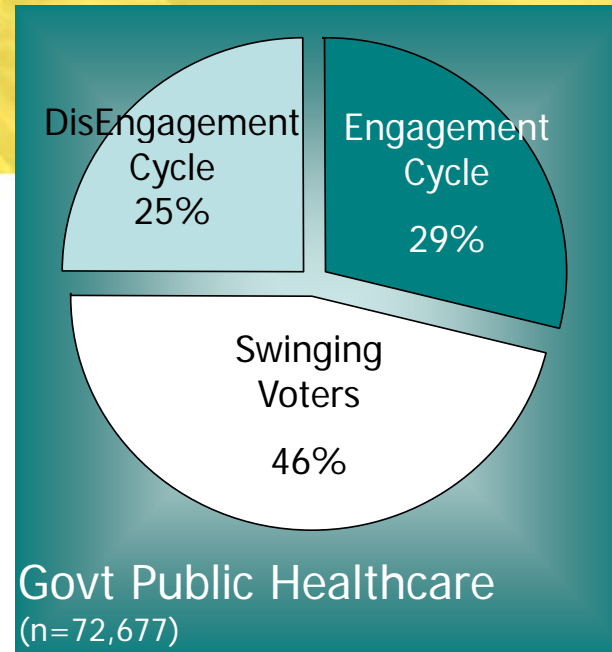
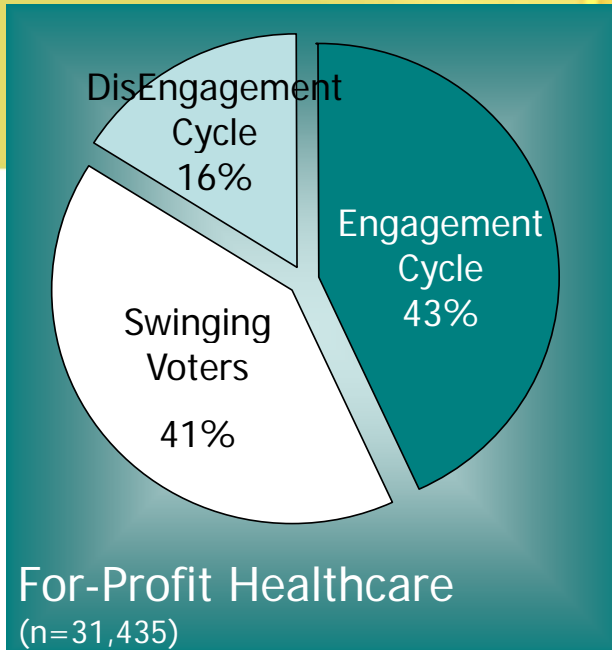
These are 10 questions that focus on the 'organisation'.

BPA's Engagement Questions measure ...

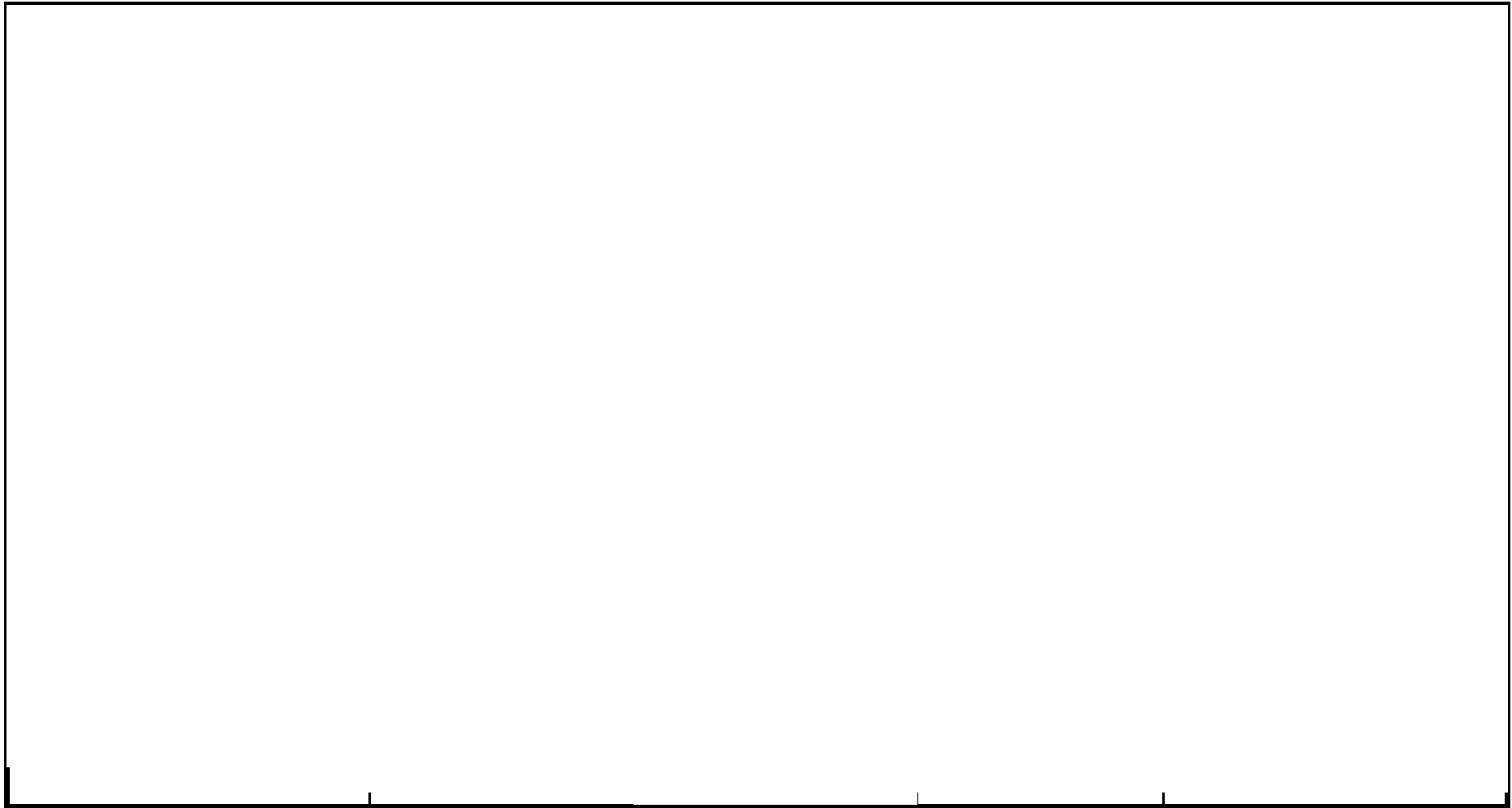
- Optimism
- Direction
- Change
- *Can-Do* attitude
- Trust
- Sense of success and achievement in the organisation
- Intrinsic motivation of employees to want to improve.

Health Sector (overall)





Engagement by Age





Truly Great Place to Work



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Jacqui Parle, Executive Director
Best Practice Australia Pty Ltd
www.bpanz.com

Survey Question



Truly Great Place to Work

On balance, is your organisation a "truly great place to work"? Please tick

YES

If YES, what makes it a
"truly great place to work"?

Staff
Friend
People
Team

NO

If NO, what is stopping it from
becoming a "truly great place to work"?

Something is
'missing' in
employees
working life

Yes to the Truly Great

Cohort	n =
For Profit	33,716
Not for Profit Public Healthcare	15,600
Not for Profit – Private Healthcare	26,987
Government Public	72,743

Yes to the Truly Great by Age

Age cohort	n =
<= 25 years	10, 818
26 - 30 years	13, 800
31 - 35 years	15, 207
36 - 40 years	16, 859
41 - 45 years	20, 851
46 - 50 years	20, 615
> 50 years	31, 384



The Role of People Leadership



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Best Practice Australia Pty Ltd
www.bpanz.com

On a BPA Survey we ask employees

*What are the 3 words or phrases you would use to describe the leadership style of your manager
(the person you primarily report to?)*

Think about your own leadership style as I progress through this research!

People Leadership

- > 30,000 respondents to this question.
- Over 88,000 qualitative data points.
- Using this data, BPA has discovered **7 Primary fields of People Leadership** that employees are **most responsive** or sensitised to in a positive (or a negative) way.

People Leadership

Leadership Attribute	No. of data points	Percentage represented

Positives (additional words):

Team Player
Listens
Respectful
Calm
Collaborative
Trusting
Appropriate
Polite
Fun
Humorous
Easy to work with



Negatives:

Unapproachable
Aggressive
Moody
Distant
Rude
Abrupt
Confrontational
Closed
Domineering
Abrasive
Boring



People Leadership

Leadership Attribute	No. of data points	Percentage represented

Positives (additional words):

Confident
Organised
Efficient
Intelligent
Problem Solver
Experienced
Clear
Practical
Insightful



Negatives:

Communicates poorly
Incompetent
Disorganised
Unprofessional
Inexperienced
Old Fashioned
Erratic
Confusing
Sloppy



People Leadership

Leadership Attribute	No. of data points	Percentage represented

Positives (additional words):

Consultative
Democratic
Directive
Participative
Equitable
Open minded
Unbiased
Impartial
Transparent
Safe



Negatives:

Autocratic
Inconsistent
Controlling
Unfair
Dictatorial
Has favourites
Inflexible
Military
Biased
Manipulative



People Leadership

Leadership Attribute	No. of data points	Percentage represented

Positives (additional words):

Assertive
Considerate
Responsible
Modest
Loyal
Straight-forward
Genuine
Unique
Courageous



Negatives:

Arrogant
Power hungry
Untrustworthy
Timid
Weak
Two-faced
Irresponsible
Disloyal
Sneaky



People Leadership

Leadership Attribute	No. of data points	Percentage represented

Positives (additional words):

Responsive
Accommodating
Empowering
Appreciative
Mentor



Negatives:

Unsupportive
Micromanaging
Unreliable
Unappreciative



People Leadership

Leadership Attribute	No. of data points	Percentage represented

Positives (additional words):

Focused
Diligent
Dynamic
Determined
Driven
Energetic
Inspirational
Can Do



Negatives:

Lazy
Casual
Complacent
Indifferent
Hands off
Laissez faire
Invisible
Absent



People Leadership

Leadership Attribute	No. of data points	Percentage represented

Positives (additional words):

Progressive

Forward thinking

Creative

Big Picture Focused

Optimistic

Transformational

-✧-

Negatives:

Negative

Defensive

Destructive

-✧-

The *7 People Leadership* Framework – for you to reflect on your leadership practices as nominated by employees ...

1. **Personal Engagement** *that is approachable, friendly, open, caring and team oriented.*
2. **Work Ethic and Competence** *that is professional, communicates well, knowledgeable, confident and leads by example.*
3. **Decision-making** *that is fair, flexible, consistent, inclusive and decisive.*
4. **Strength of Character** *that is strong, honest, direct, compassionate and trustworthy.*
5. **Enabling and Empowerment** *that is supportive, understanding, helpful, encouraging and reliable.*
6. **Drive and Motivation** *that is committed, hard-working, positive, enthusiastic and motivated.*
7. **Future Focus** *that is constructive, proactive, visionary, innovative and strategic.*

Ask yourself – how good are you at each of these 7 Fields of Leadership?



The Future



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Best Practice Australia Pty Ltd
www.bpanz.com



The Trends ...

1. The Power of **Values**.

1. The Power of Values

1. **Recruit** by the Values.
2. **Performance Manage** by the Values.
3. **Sack** by the Values.
 - These organisations have clearly articulated the behaviours underpinning each Value.
 - And, they understand the difference between **Aspirational** Values versus **Foundational** (must-have) Values.
 - Foundational Values are what make the organisation 'tick'. They are an anchor for staff and they help you get 'buy-in' from staff.
 - How many corporate collapses could have been avoided if they had treated their Aspirational Values (like Integrity and Honesty) as Foundational Values?
 - The role of Corporate Governance comes under Values.



The Trends ...

1. The Power of **Values**.
2. **Management Capability and Capacity**
(includes People Leadership).

2. Management Capability and Capacity



- Invest in your managers and develop them.
- Managers are your cultural change agents.
- The best Managers I have seen adopt a coaching role.
- They don't rely on the annual performance appraisal to manage performance issues.
- They do rely on giving feedback and judicious use of consequences.
- They 'manage' the potential for Manager Disconnect.

Manager Disconnect

Manager Disconnect is a label developed by BPA that applies to a phenomenon where managers have **disconnected** from their managerial responsibilities to the organisation.

Manager Disconnect	Responsible Manager



The Trends ...

1. The Power of **Values**.
2. **Management Capability and Capacity**
(includes People Leadership).
3. Focus on **Patient Safety**.

3. Focus on Patient Safety

Need to demonstrate:

- **Commitment** to Patient Safety - *to ensure it gets attention.*
- **Vigilance and Correction** - *to detect and correct patient safety problems.*
- **Investigation, Learning and Communication** - *to prevent future patient safety problems.*
- **Staffing, Competency and Training** - *to enable an ongoing high standard of patient safety.*

The Trends ...

1. The Power of **Values**.
2. **Management Capability and Capacity**
(includes People Leadership).
3. Focus on **Patient Safety**.
4. Patient as **Consumer**.

4. Patient as Consumer

This is about the patient truly adopting a consumer role.

Culture is made up of many personalities



Source: *Are You Being Served* (1972) IMDbPro Internet



Thank You



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