

**THE POWER OF ORGANIZATIONAL PRIDE:
 SOLVING THE PUZZLE**

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Focusing on the People Metric that Drives Change

- The Meaning of Pride
 - Paradox: deadly sin or organizational virtue?
- Measuring and Monitoring Pride
 - Insights from healthcare research
- Maximizing the Power of Organizational Pride
 - Aligning your organization for optimal pride
 - Increasing employee pride through transformational leadership
 - Performance management practices
 - Leveraging the employee survey

National Healthcare Trends and Challenges

- § Ongoing financial pressures – continual need to improve efficiency
- § Aging and high expectation population
- § The war for talent
- § Corporate citizenship and demand for transparency
- § Engaging today's mix of healthcare employees
- § The race to be the best!

Indicators of High Performing Organizations

- § High percentage of engaged employees
- § Knowledge and support for organizational direction and objectives
- § Widely-held culture of accountability
- § Employee partner in running organization
- § Balancing high quality care with finances
- § Effectively recognizing and retaining high performers

The Meaning of Pride

– Clarifying the essence of pride

- Context for pride in today's workplace
 - Emerging trends in the American workplace
 - How does healthcare fit into this bigger picture?
 - Unique advantages for healthcare to create a positive workplace experience
- Types of Pride
 - Organizational, team and individual pride
- Generational views of pride

The Meaning of Pride

- **What creates and sustains pride?**
 - *Interactive Group Knowledge Gathering*

The Meaning of Pride

– Healthcare’s growing focus on pride

- Healthcare following other industries leads in our “Experience Economy”
 - Southwest and Midwest Airlines
 - Starbucks
- Balanced scorecard/people metrics utilizing pride
 - National leaders using Pride in People Metric
- Distinguishing your organization through national recognitions & awards for quality and best-place-to-work
 - Baldrige, Fortune, etc.

Some High Performing Organizations Referred to in Our Research

- **Bronson Methodist Hospital**
Kalamazoo, Michigan
- **Kettering Health Network**
Kettering, Ohio
- **Lancaster General**
Lancaster, Pennsylvania
- **Poudre Valley Health System**
Fort Collins, Colorado
- **Singing River Hospital System**
Pascagoula, Mississippi

Measuring and Monitoring Pride

- **Trends in views held by healthcare employee**
 - Generally more positive than in the past
 - Improved perceptions of leadership, job security and other key areas
- **Focus on Engagement**
 - Engaged employees are those who believe in the organization and its values, and are willing to work together to perform better for the benefit of the organization.

Measuring and Monitoring Pride

- Survey questions that most closely correlate with pride**

I am proud to work for this organization:

I would recommend employment at this organization.

This organization cares about me.

Proud of the quality service/patient care.

I have confidence in the senior leadership.

Employees in this organization have enough input.

I am a part of the Health System family.

Quality improvement initiative...a sound strategy for the future.

Trust this organization's senior leadership will make good decisions.

I often promote this organization in the community and encourage people to use its services.

This organization is concerned with the delivery of quality service/patient care.

Measuring and Monitoring Pride

- **Leadership compared to non-leadership**

Normative Data

	All Leadership	All Other Employees	Nat'l Norm
JOB SATISFACTION	5.2	4.8	4.8
I AM PROUD TO WORK FOR THIS ORG	5.7	5.3	5.3
WOULD RECOMMEND EMPLOYMENT HERE	5.5	5.0	5.0

Scale: 6 = Strongly Agree 1 = Strongly Disagree

Measuring and Monitoring Pride

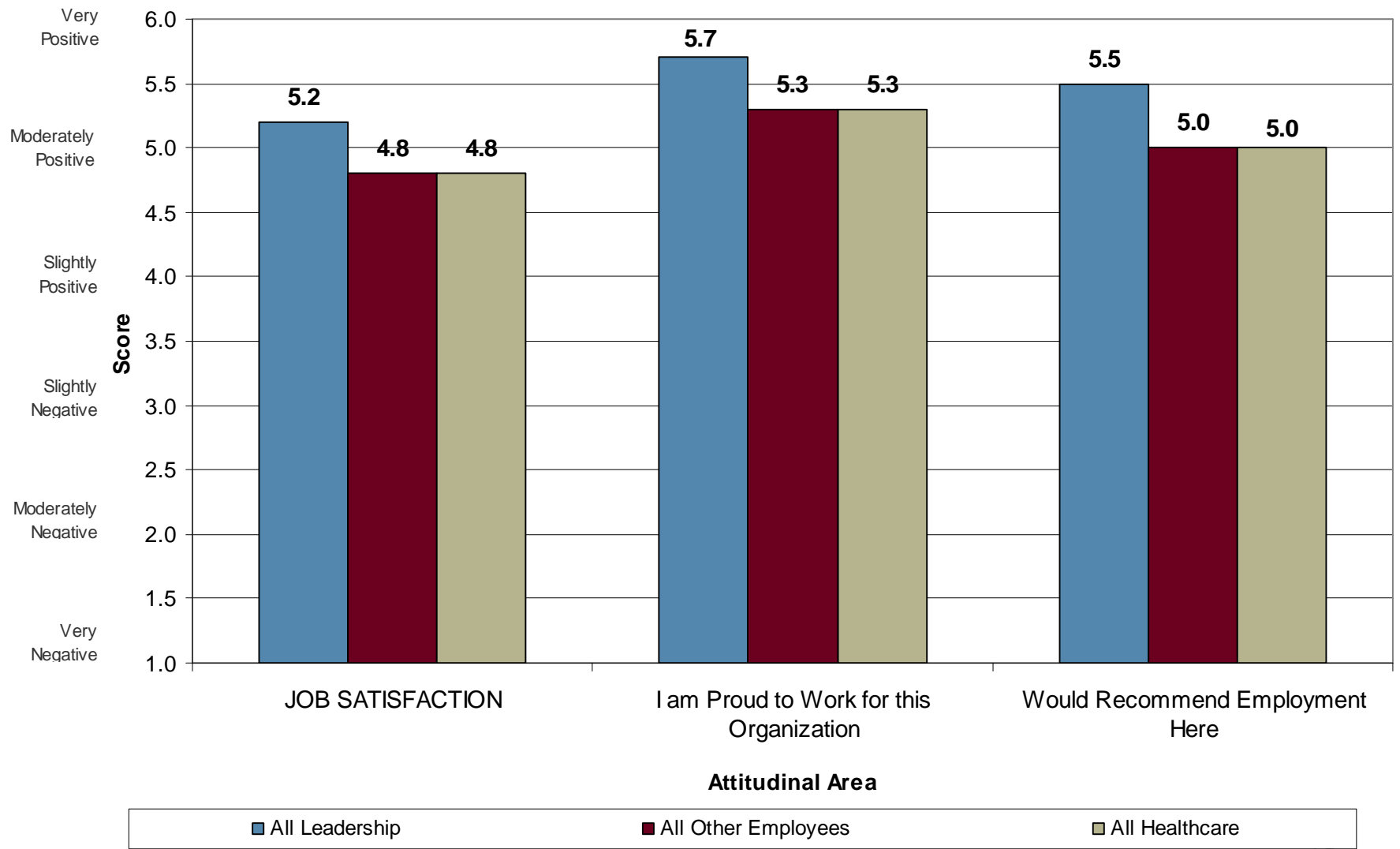
- **Leadership compared to non-leadership**

A High Performing Org

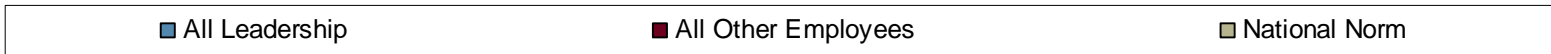
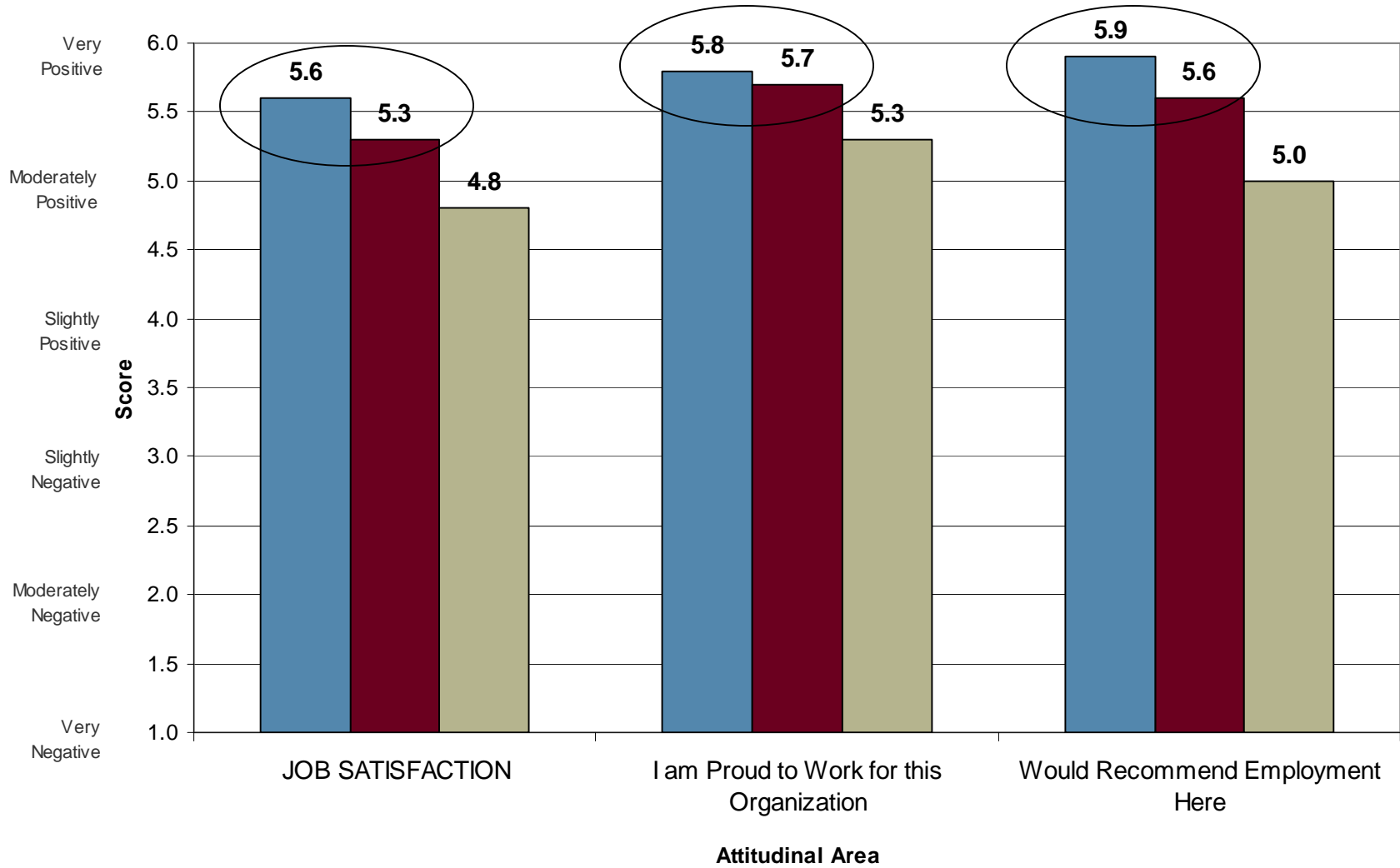
	All Leadership	All Other Employees	Nat'l Norm
JOB SATISFACTION	5.6	5.3	4.8
I AM PROUD TO WORK FOR THIS ORG	5.8	5.7	5.3
WOULD RECOMMEND EMPLOYMENT HERE	5.9	5.6	5.0

Scale: 6 = Strongly Agree 1 = Strongly Disagree

National Norms



A High Performing Organization



Measuring and Monitoring Pride

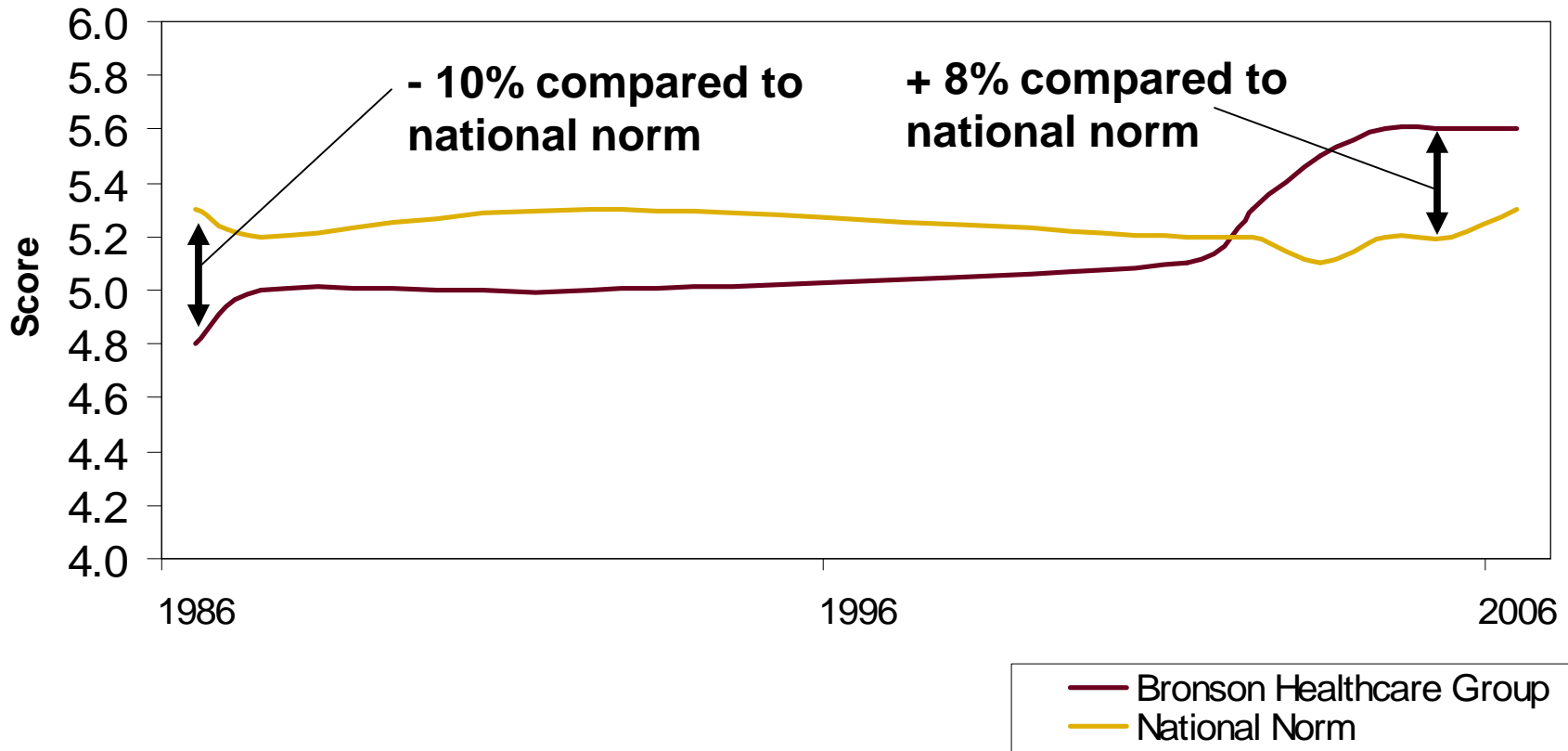
– Specific research on pride as it relates to:

- Job satisfaction
- Engagement
- Gender
- Work Values
- Position
- Age
- Other demographics

Measuring and Monitoring Pride

- Healthcare data and examples
 - **Pride as it relates to high-performing, award-winning organizations**

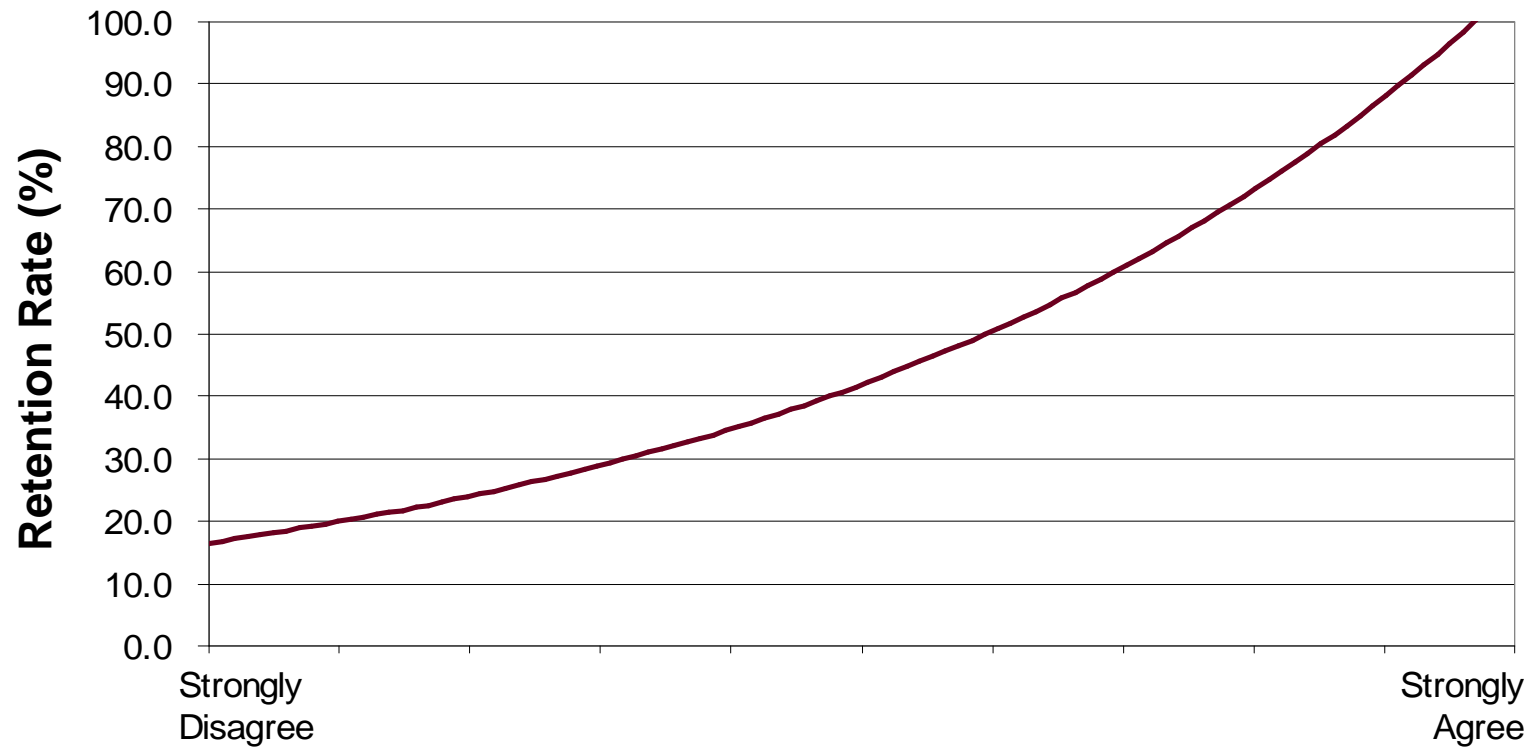
Longitudinal Trends for Pride



Measuring and Monitoring Pride

- Healthcare data and examples
 - **Relating pride to human resource & organizational outcomes**
 - Retention & Turnover

Influence of Pride on Retention



Survey Score - I am proud to work for this organization.

Measuring and Monitoring Pride

- **Survey questionnaire items that most closely correlate with pride at high performing, award winning organizations**

I am proud to work for this organization:

Senior leadership values employees as individuals at this organization.

Pay increase based upon job performance.

I would recommend employment here.

Workload is reasonable.

Senior leadership does a good job in leading.

Satisfied with retirement plan.

When major change is occurring in my organization, the reasons are explained.

Opportunities to participate in departmental decisions.

Organization does a good job of communicating information about organizational objectives.

Satisfied with human resource policies.

n=19, p<.05, (two-tailed)

Measuring and Monitoring Pride

- **Pride at high performing, award winning organizations is also Significantly Correlated to employee turnover!**

Registered Nurse Turnover **r = -0.51**

All Other Employee Turnover **r = -0.76**

n=19, p<.05, (two-tailed)

Measuring and Monitoring Pride

- **Survey questionnaire items that most closely correlate with RN turnover at high performing, award winning organizations**

RN Turnover:

Senior leadership values employees as individuals.

I have seriously considered leaving this organization for another job.

Enough training for me to do my job well.

Good balance between cost containment and quality customer service.

Complaint-handling procedure is an effective.

I would recommend employment at this organization.

Satisfied with the amount this organization pays annually for employee benefits.

If family member or friend needed medical treatment, I would want them to come here.

Chances for career development in this organization are good.

n=19, p<.05, (two-tailed)

Measuring and Monitoring Pride

- **Survey questionnaire items that most closely correlate with other employee turnover at high performing, award winning organizations**

Other Employee Turnover:

I have seriously considered leaving this organization for another job.

Senior leadership values employees as individuals.

If family member or friend needed medical treatment, I would want them to come here.

Enough training for me to do my job well.

Everyone in my area is contributing to overall productivity.

Good balance between cost containment and quality customer service.

Satisfied with human resource policies.

Good job of communicating information about organizational objectives.

Pay increases based upon job performance.

Satisfied with this organization's employee benefit programs.

n=19, p<.05, (two-tailed)

Measuring and Monitoring Pride

- **Pride is more predictive of employee turnover than:**

Opportunity to use my abilities at this organization.

Feel that I am paid fairly.

Complaint-handling procedure is effective.

Department director does a good job of leading.

Enough opportunities to participate in departmental decisions.

Performance review system does a good job of measuring my job performance.

The person to whom I report does not play favorites.

Chances for advancement in this organization are good.

My job is secure at this organization.

n=19, p<.05, (two-tailed)

How does Pride relate to Employee Engagement?

	- Disconnected - Strongly Disagree Moderately Disagree		- Satisfied - Slightly Agree Slightly Disagree		- Engaged - Strongly Agree Moderately Agree	
	Org	Natnl	Org	Natnl	Org	Natnl
HIGH PERFORMING ORGANIZATION						
I am Proud to Work for This Organization	0.5%	2.2%	3.8%	11.6%	95.7%	86.2%
Would Recommend Employment Here	0.7%	5.4%	8.1%	21.2%	91.3%	73.4%
TYPICAL ORGANIZATION						
I am Proud to Work for This Organization	7.8%	2.2%	27.9%	11.6%	64.3%	86.2%
Would Recommend Employment Here	11.1%	5.4%	34.3%	21.2%	54.6%	73.4%

Involving Employees - Expecting the Best!

**“I slept and dreamt that life was joy.
I awoke and saw that life was service.
I acted and behold, service was joy.”**

Quote by *Rabindranath Tagore* found in The Starbucks Experience by Joseph A. Michelli

“How wonderful it is that nobody need wait a single moment before starting to improve the world.”

Quote by *Anne Frank* found in The Starbucks Experience by Joseph A. Michelli

Maximizing the Power of Organizational Pride

- **Aligning your organization for optimal pride**
 - **Increasing employee pride through transformational leadership**

Reminder Regarding Transformational Leadership

Transformational leaders are those that have:

- **Idealized influence:** Behave in away that allow them to serve as **role models**.
- **Inspirational motivation:** Behave in ways that motivate and inspire by **providing meaning and challenge** to the followers work.

Transformational vs. Transactional

- **Intellectual stimulation:** Stimulate follower's efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways.
- **Individualized consideration:** They pay **attention to each individual follower's needs** for achievement and growth by acting as a **coach or mentor**.

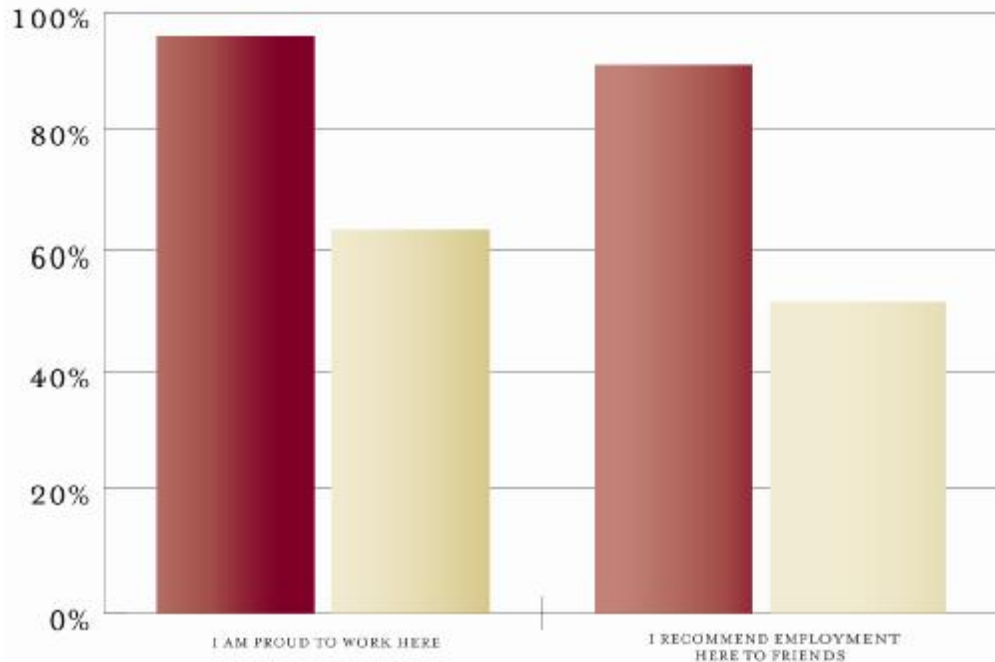
Transformational Leadership Domain continued:

Transformational leaders are **visionaries** who **challenge people to do exceptional things**. Characterized as having; **charisma, inspiration, intellectual stimulation and individualized consideration**.

They **raise people's awareness, help people look beyond self interest, help people search for fulfillment and to understand change, committed to greatness, adopts long range perspective and builds trust.**

Leadership impact on pride

Percentage of Positive or Strongly-Positive Responses on Statements Indicating Engagement Non-Leadership Employees



■ Organization where >90% of managers are engaged.

■ Organization where <75% of managers are engaged.

Source: MSA National Normative Database

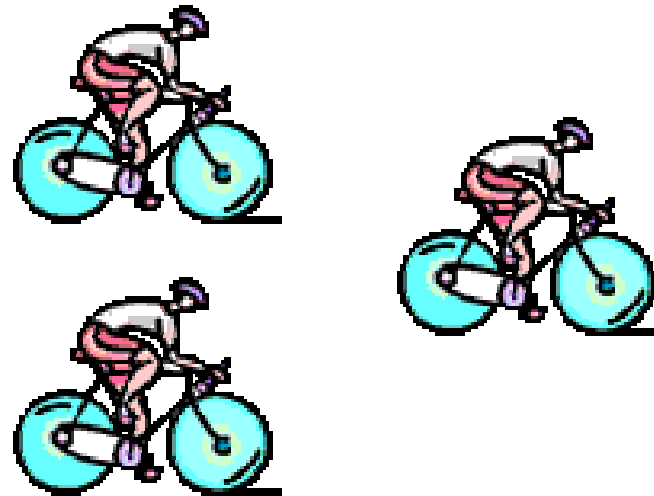
... managers must actually be fully aligned with the organization's goals and objectives or they will dampen an organization's best efforts to perform at a higher level.

The Power of Alignment

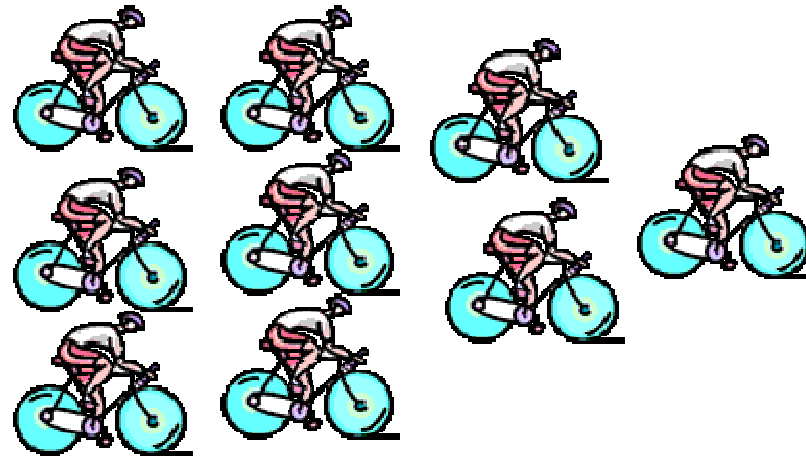


Just One Cyclist

The Power of Alignment

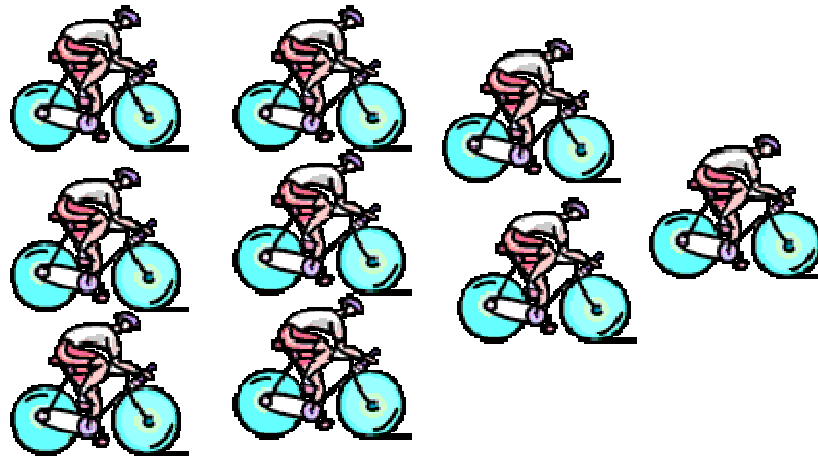


The Power of Alignment



Optimal Alignment

The Power of Alignment

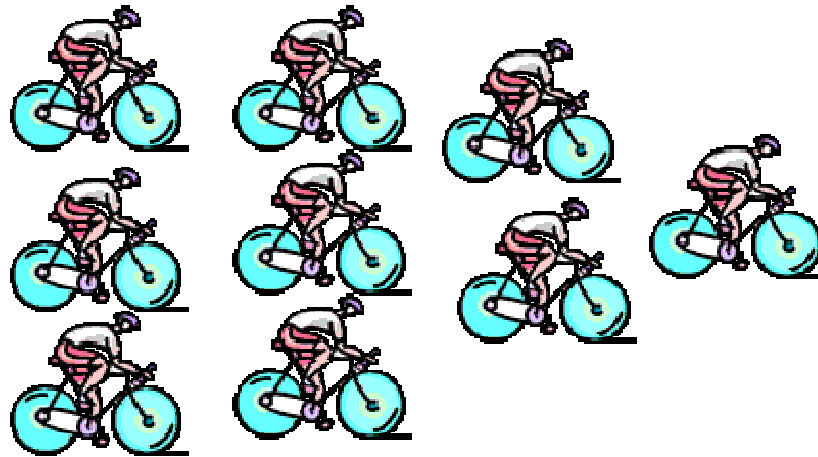


One gets out...

And everyone has to work harder and progress slows down...

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The Power of Alignment



With Optimal Alignment...

Sometimes, even someone else can take the lead.

The Power of Alignment

Leader knows where he/she is going

Following is as important as leading

Stay close to gain advantage

Watch total leader, not just the back wheel

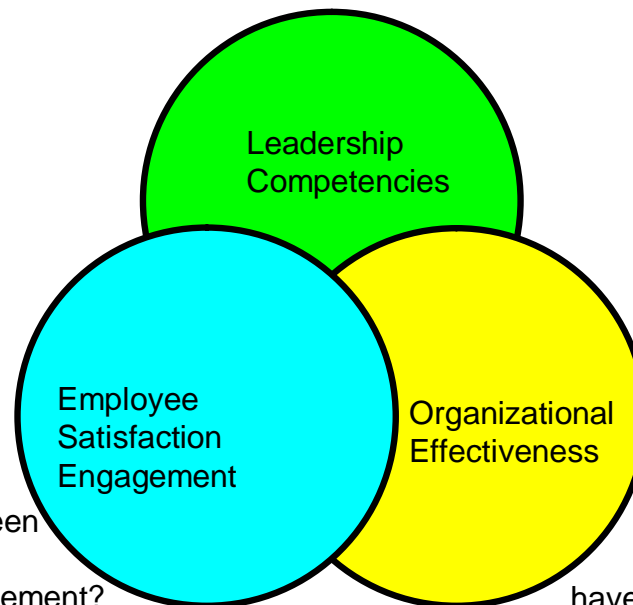
Don't brake

Take your turn leading



What does effective leadership in healthcare mean?

What is the correlation between leadership effectiveness and the implementation of leadership core competencies?



What is the correlation between effective leadership and employee satisfaction/engagement?

What impact does effective leadership have on organizational effectiveness? (profit margin, turnover and vacancy rates)

Is it contextual as it relates to transformational and transactional leadership?

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Maximizing the Power of Organizational Pride

- Aligning your organization for optimal pride
 - **Performance management practices**

Goals of Performance Management

Aligns with and supports organizational goals

Is fairly and systematically deployed

Links employee & organizational performance

Supports a positive work culture

Promotes productive, ongoing two-way communication

Defines and recognizes excellence

Creates a dynamic process of development

Maximizing the Power of Organizational Pride

- Aligning your organization for optimal pride
 - **Leveraging the value gained from the employee survey**
 - Tie key survey questions to scorecard process
 - Customize and link leadership development to survey
 - Align reward and recognition systems to survey
 - Build momentum and set the bar higher each year

Summary: Focusing on the People Metric that Drives Change

- Define The Meaning of Pride in your organization
- Measuring and Monitoring Pride
- Maximizing the Power of Organizational Pride to achieve high performance

Q & A

