

# Culture Eats Strategy for Breakfast

## 5 Leadership Keys to Unlock the Door to Culture Change

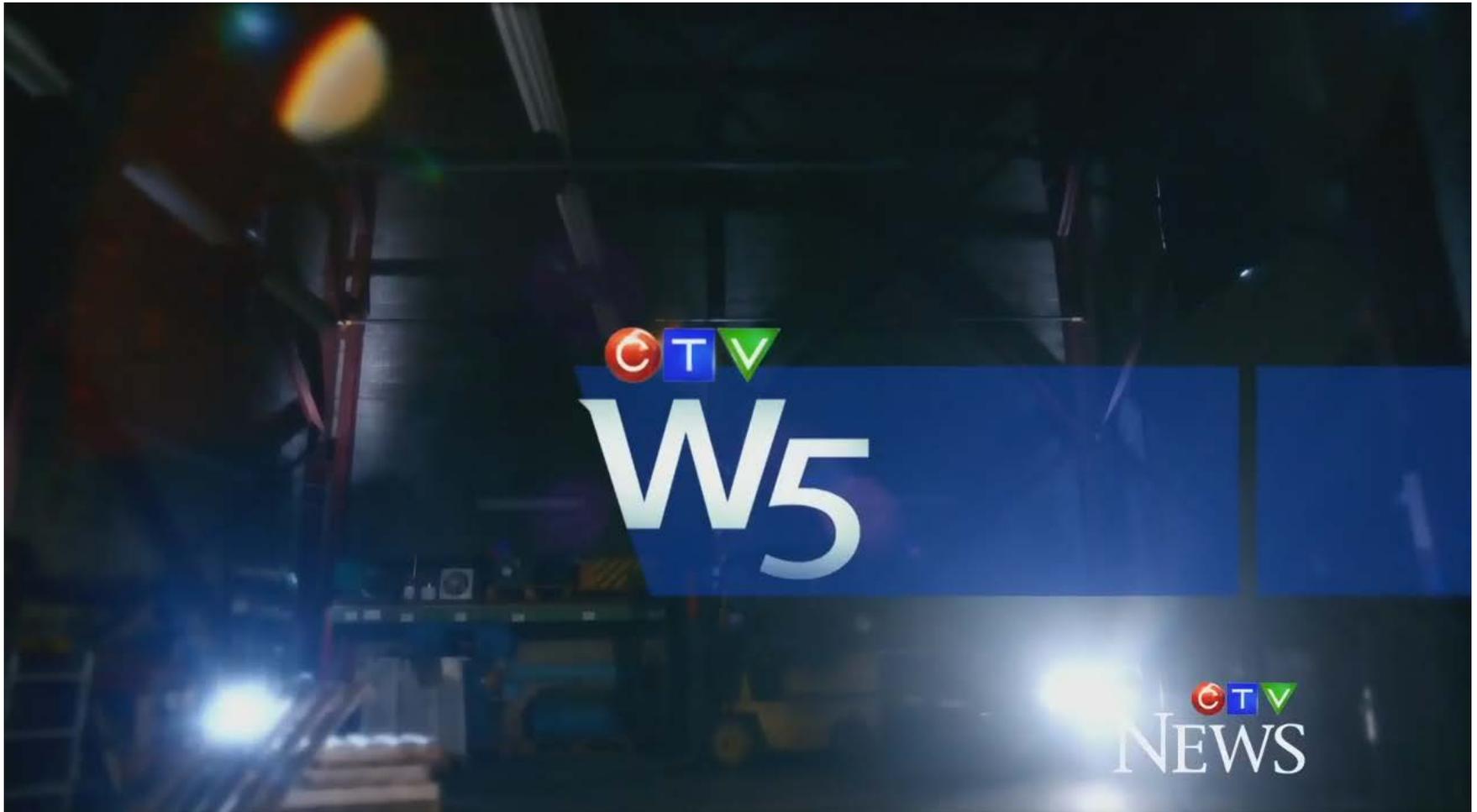
March 5, 2018

- *Presented by Suellen Beatty CEO Sherbrooke Community Society Inc.*
- *Kim Schmidt Leader of Resident Care Services Sherbrooke Community Society Inc.*

A photograph of Peter Drucker, an elderly man with glasses, wearing a dark blue suit, white shirt, and dark tie. He is sitting with his hands clasped in front of him, looking slightly to the right of the camera. The background is a plain, light-colored wall.

**‘Culture eats  
strategy for  
breakfast’  
- Peter Drucker**

# CTV's W5















Agape  
Saskatoon  
Veterans  
Home

807820  
18  
TERS











# Artist of the Month

LEADERS  
FOR  
LIFE



















alberk@psd.sk.ca

Wed  
10:00 - 11:00  
11:00 - 12:00  
12:00 - 1:00  
1:00 - 2:00

Thurs-Sun  
10:00 - 11:00  
11:00 - 12:00  
12:00 - 1:00  
1:00 - 2:00

Fri - Karlee  
10:00 Art Party - Paint  
12:00 Writing

Read - Outdoor Learning  
Video  
Outdoor Games  
3:25 Home Collage

VGen is coming!  
-table



# So what is culture?





**“Culture is an intense and invisible force there to perpetuate itself. Forever.”**

**Lou Tice  
Pacific Institute**



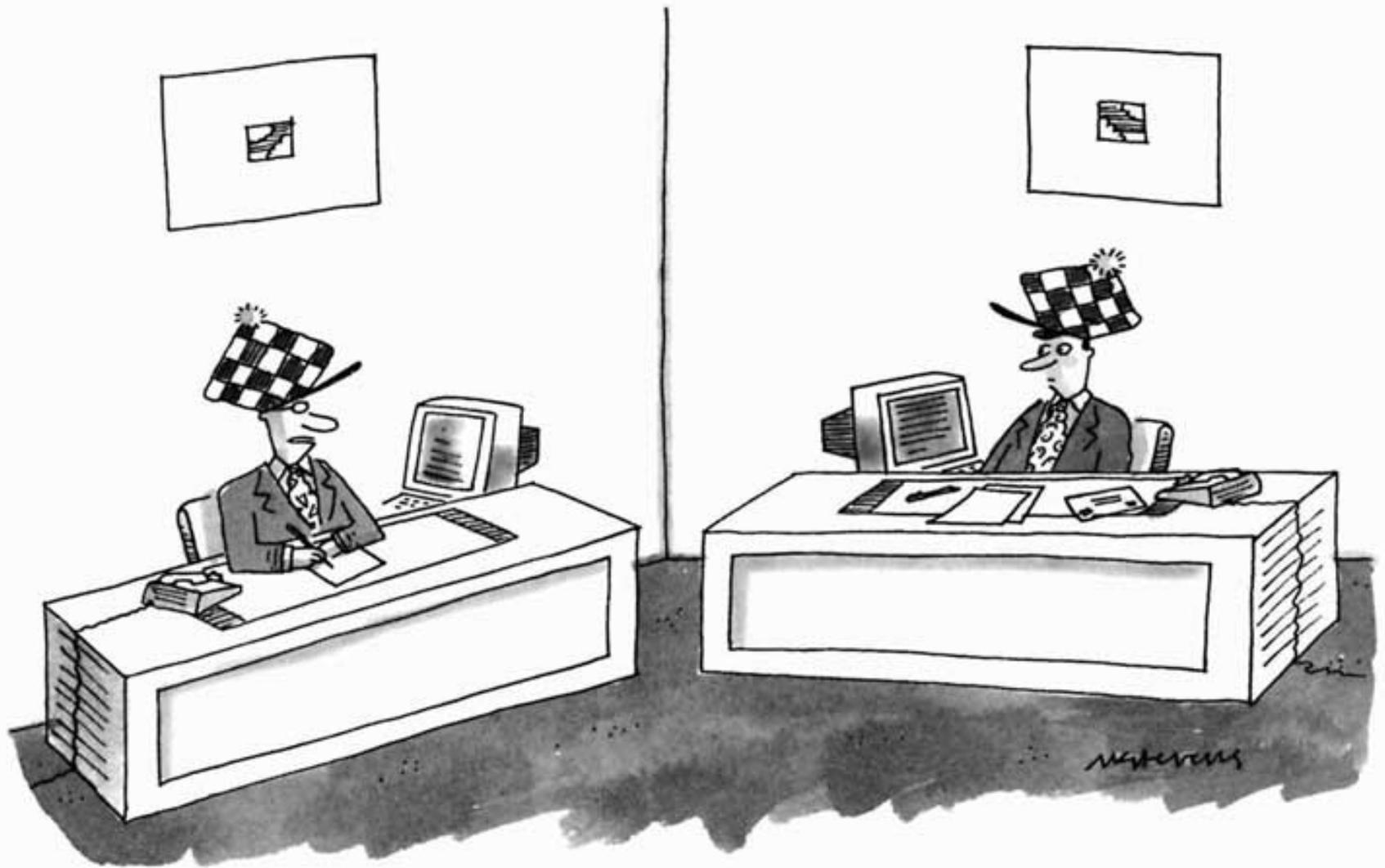
Culture is a direct representation  
of the groups' thinking.

We behave and act in accordance  
to the truth as we perceive it to  
be.



**“A long habit of not thinking  
a thing wrong gives it a  
superficial appearance of  
being right.”**

**Thomas Paine**



*"I don't know how it started, either. All I know is that it's part of our corporate culture."*

- 
- Culture is what happens when leaders are absent.
  - It is how we do things around here.
  - It is the unwritten rules and norms.

- Culture is how informal decisions get made on a day to day basis.
- It is how we act under pressure.
- The glue that holds the organization together.



A cold or defensive culture can cause people to NOT share their gifts and talents and they resist change.

A warm or constructive culture has people wanting to give their best and improve on things.



**“I believe in professional development but every time I send people away for education nothing ever changes.”**

**BC LTC Administrator**

# Leadership is essential.

Leadership is the ability to influence others and have them move toward a chosen vision. Without leadership nothing much ever changes.

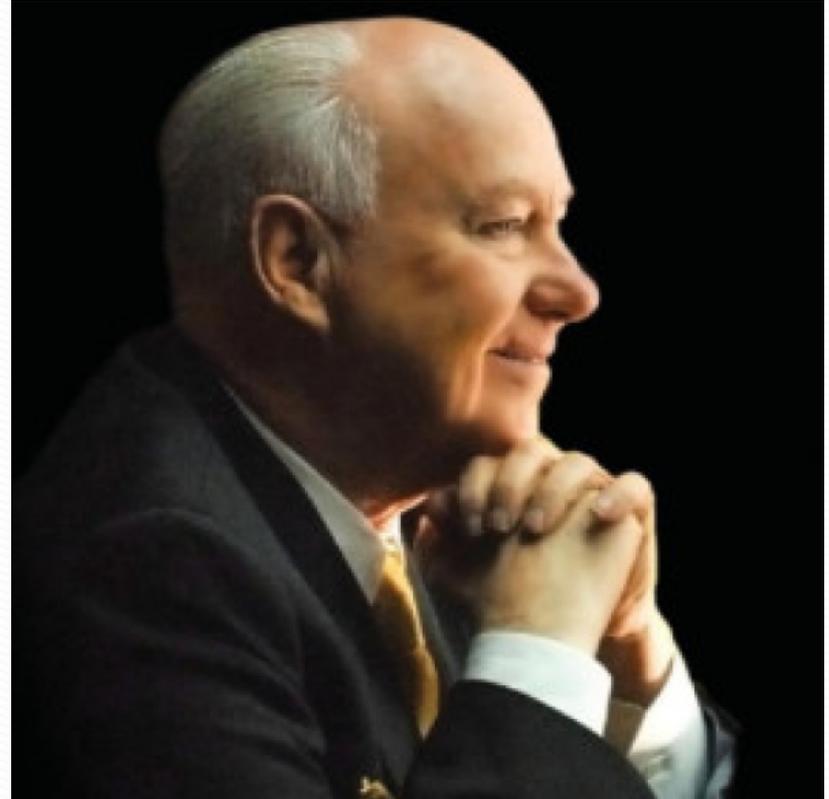
“The first responsibility of a leader is to define reality. The last is to say thank you. In between the two, the leader must become a servant and a debtor. That sums up the progress of an artful leader.”

-Leadership is an Art

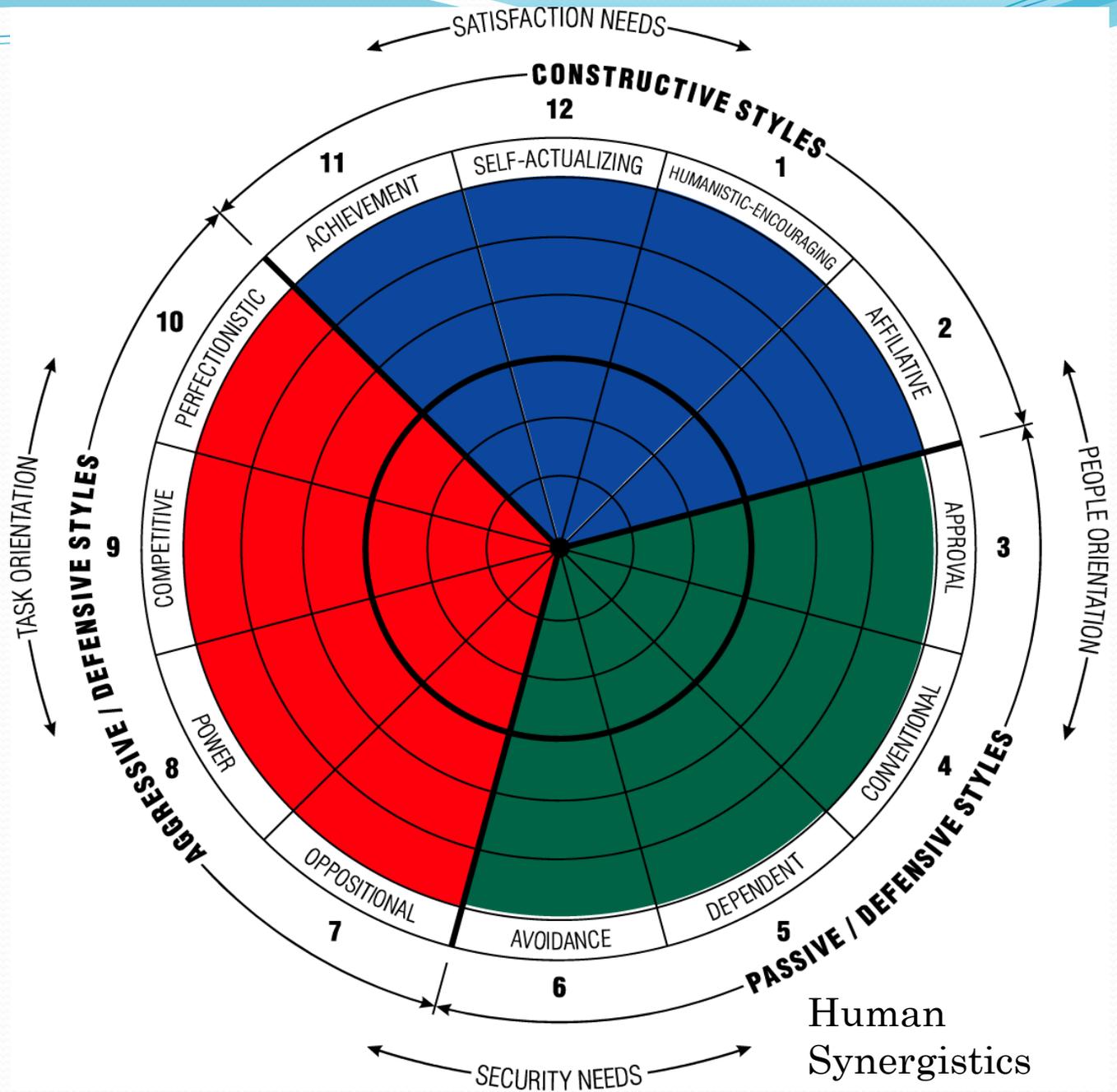
Max Depree

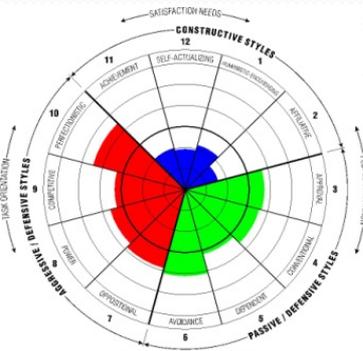
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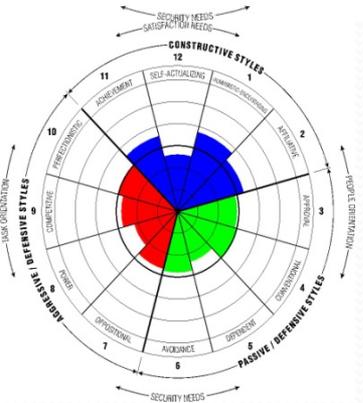
# How is our culture?





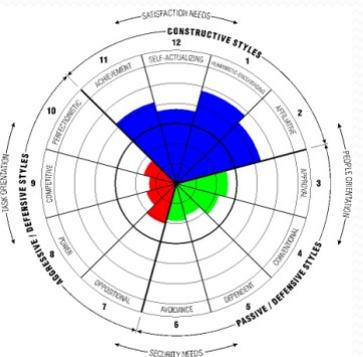
**Index  
Score  
200**

**Fearful  
Unadaptable  
Resistance to Change  
Will fight the change  
Want to maintain the status quo**



**Index  
Score  
400**

**Will want to see others change  
before they do.  
A little more hopeful  
Will be supportive with evidence.**

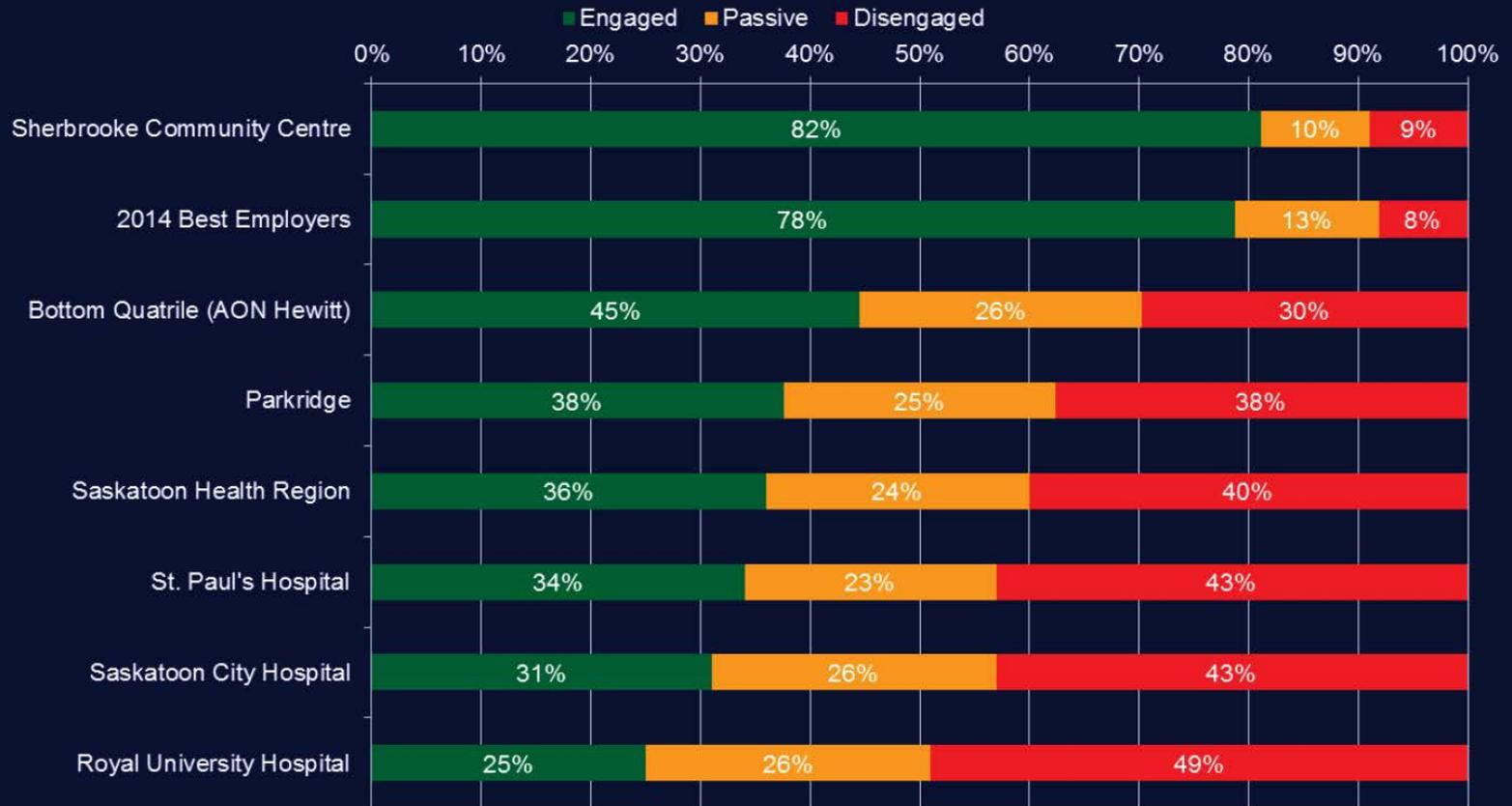


**Index  
Score  
600**

**Are adaptable  
Are very goal orientated  
Have high efficacy  
Deal with set backs very well.  
Accept accountability.  
Fearless**



# Sites



**Engagement at the Saskatoon Health Region**



**Definition: Employee engagement is the emotional commitment the employee has to the organization and its goals.**

This emotional commitment means engaged employees

actually care about their work and their company. They don't work just for a paycheck, or just for the next promotion, but work on behalf of the organization's goals.

When employees care—when they are *engaged*—they use **discretionary effort**.



"We can't solve problems by using the same kind of thinking we used when we created them."

- Albert Einstein, Physicist



We also cannot use the same style of leadership that created the cold culture and expect a warm one because we have a different vision or strategy.



Eden Alternative®

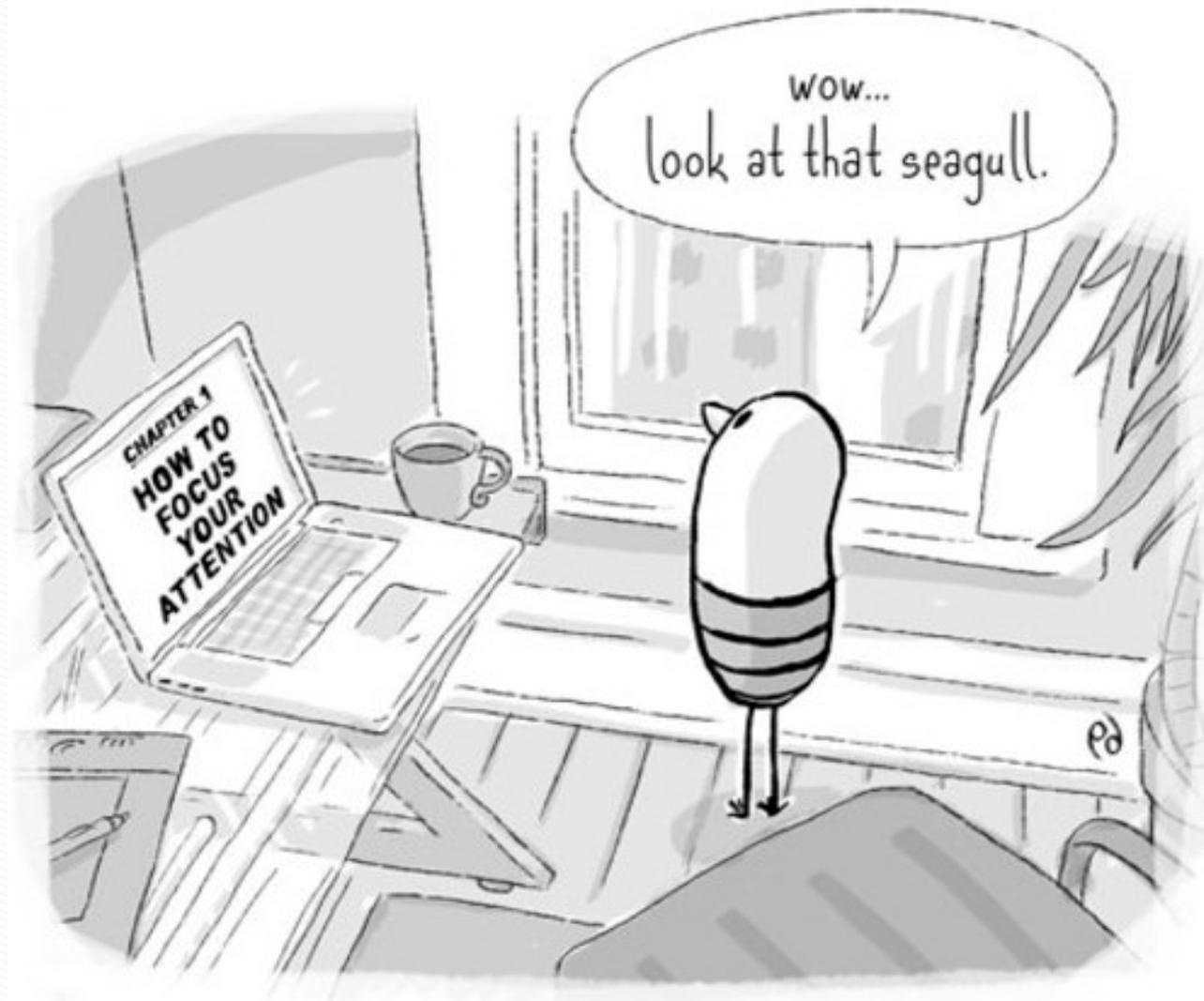
## Golden Rule

As Management does  
unto staff so shall staff  
do unto elders.



How do we create a  
**Constructive Culture** where  
change and improvement  
are possible?

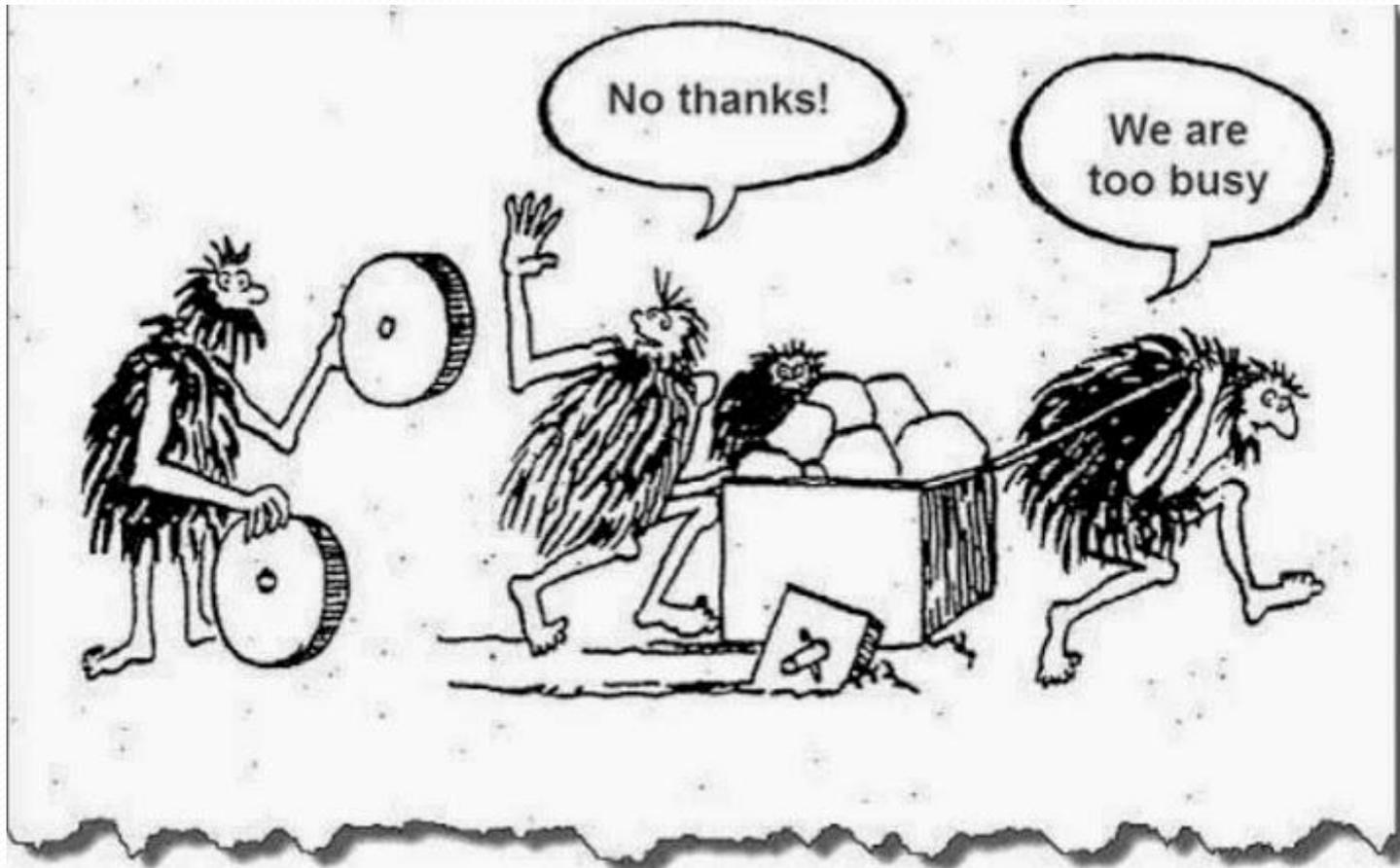
How do we create a place  
where people want to work?



Our greatest danger in  
life is in permitting the  
urgent thing to crowd  
out the important.

*Charles E. Hummel*







Sherbrooke's  
culture change journey to  
an  
**Intentional Culture that  
puts the elders first**

# Mission

Create a community  
that supports each  
person to live a full  
and abundant life.

# Vision

Best place to live and  
best place to work;  
(in that order!)

# Our Big Challenge

- To move out of the medical and institutional model to a person directed model where the people we serve direct their own lives, grow, find joy and meaning, have connections, autonomy, security and identity.
- This requires a constructive culture with highly engaged staff.

# Principles of Care

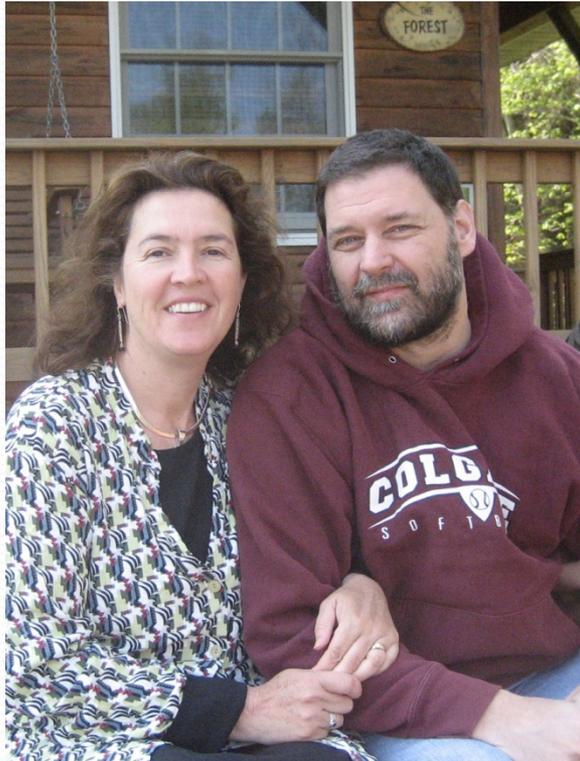
- Individuality
- Normalcy
- Reality

# Organizational Principles

- Continuous Improvement
- Communication and Feedback
- Accountability
- Respect and Dignity
- Empowerment/Participation
- Safety

# Eden Alternative

Foundation For our Mission and Values



Dr. Bill and Jude Thomas  
founders of the Eden Alternative

# Five Leadership Keys to Changing a Culture



# Key 1. Leadership Style

- The leader must have a compelling “why”
- “Newtonian” Leadership creates a defensive culture (can be passive or aggressive)
- The leader must learn a “Whiteheadian” approach where the leader is flexible and empowers staff .
- The leader must intentionally use culture change strategies.

# Key 1. Leadership Style

- The leader must be inspiring, persistent, determined, energetic, honest, forward looking, and willing to take risks.
- The leader must have stamina, integrity and a passion for improvement and learning.
- The leader must be moving towards and have high commitment to the shared vision. The leader must be modest and willful; humble and fearless

## Key 2. Warming the soil

- Education
- Mitzvahs
- Random Acts of kindness
- Caught doing good awards
- Annual reviews focussed on the person
- Celebrations and rewards
- Transparency
- Leadership models the way

## Key 2. Warming the soil

- Gratitude projects and boards
- Measure the warmth – Eden Alternative Warmth Survey & Gallup Engagement surveys
- Support staff in tough times
- 3<sup>rd</sup> party affirmations and descriptive appreciation
- Potluck dinners and opportunities to convene and laugh
- Team building activities

What you do speaks so loudly that I cannot hear what you say.

Ralph Waldo Emerson



# Key 3. Align everything to the Mission, Vision and Values.

- **Frequent and ongoing discussions about the M, V, and V.**
- **Plan and problem solve based on the M, V, and V.**
- **Ensure all policies , procedures and position descriptions are aligned with the M, V, and V.**

## **Key 3. Align everything to the Mission, Vision and Values.**

- **Conduct annual reviews with employees to review the M, V, V.**
- **Create Codes of Conduct and behavior expectations**
- **Align annual objectives with core directions**
- **Ensure all language is appropriate**
- **Alter the physical environment**

# Key 3. Align everything to the Mission, Vision and Values.

- Develop accountability systems
- Track important outcomes (Q.I.)
- Ensure all values are in play (Safety)
- Transparency with plans etc.
- Discipline based on the values “what you permit you promote”
- Gallup survey

# Key 4. Empower staff within the boundaries of the values.

- **Coach for empowerment (management's thinking is the first thing that needs to change)**
- **Involve staff in decision making and**
- **Ensure the conditions of empowerment are in place: (information, skills, resources, support, knowledge)**
- **Learning circles**
- **Annual reviews**

# Key 4. Empower staff within the boundaries of the values.

- Be transparent with plans and information
- Annual reviews
- Ongoing education and review
- Track important outcomes (Q.I.)  
Visibility Walls,
- Gemba walks.
- Ensure all values are upheld (Safety)

# **Key 5. Help Everyone Understand and Believe they Make a Difference.**

- **Connect staff's actions to the outcomes (hand washing, safety)**
- **Track important outcomes (Q.I.)**
- **Gemba walks**
- **Communication and feedback**
- **Third party affirmations and descriptive appreciation**

# Five Keys to Changing a Culture

1. Lead with “Whiteheadian “style.
2. Warm the soil and build trust.
3. Align everything in the organization to the Mission, Vision and Values.
4. Empower staff within the boundaries of the values.
5. Help everyone understand and believe that they make a difference.

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# Questions?

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[www.sherbrookecommunitycentre.ca](http://www.sherbrookecommunitycentre.ca)

[www.ca.thepacificinstitute.com](http://www.ca.thepacificinstitute.com)

[https://www.nfb.ca/film/year\\_at\\_sherbrooke](https://www.nfb.ca/film/year_at_sherbrooke)