



AHA Team Training

The Mission and Vision of an Organization – Assessments and Actions for Deep Culture

November 9, 2022



AHA CENTER FOR HEALTH
INNOVATION

Upcoming Team Training Events

Courses & Workshops

In-person TeamSTEPPS Master Training Courses

- December 6-7 at Tulane

Webinars

VR Simulations Improves Maternal Outcomes – November 16

Today's Presenter



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Today's Objectives

Adding a gentle culture lens to your organizational toolkit

What to look for on the walls and halls that develop a more vital understanding of the non-managerial culture.

The similarities and differences between identity culture and organizational culture.

What long-term employees understand about organizational culture and how the pendulum swings in your organization.

There are a lot of ways to begin



Poll Question

Think of the best meal your cafeteria serves

1. I know it, I eat it, and I tell new leaders about it.
2. I know what I like there, but I don't know if there is a clear "best meal".
3. I generally don't eat our food.

In the chat, please share what meal your food service folks do a great job making for staff.



Universal Components of Culture [partial list]

Dr. Gilo Kwesi Logan

- Geography
- Language
- FCTS (food, clothing, transport, shelter)
- Economics
- Education
- Technology
- VBR (values, beliefs, rituals)
- Cultural expression



Universal Components on the walls and in the halls

Gemba to see and not change

- Peer to Peer Messaging
 - Positive
 - Sarcastic
- Leader to Staff Messaging
 - Grateful
 - Demanding
- Organization to Public Messaging



Uncomfortable Halls & Walls

Actions

- Defend the rest spaces.
- One & Done messaging when appropriate.
- Calendar holiday celebrations organized by staff; culture celebrations organized by leadership.
 - Founders Day
 - Fiscal New Year
 - The Merge
- The Big Idea.



More on What and How

To Celebrate

- Start with the emotion you want employees to access during the time.
- Changing the lights > corporate color balloons.
- Be mindful of what is happening in the communities you serve.
- Remember in culture, rituals exist for sadness too

(No, lunch at the Mexican place doesn't count)



Myth of the Informal Leader

Reputation, Credibility, Influence

- Steep Growth vs Gradual Growth Leadership
- Organizational memory that is a value add for continuous improvement
- Mission-driven energy with a useful eye on the margin
- Deeply understands the health of the department



Goals of the Soft Culture

Actions

- Start with the emotion you want; and build from there.
- Universal culture is food, stories, and celebrations.
- Mid-Level leadership is pulled between the cultures of both steep and gradual growth leaders.
- Gradual Growth Leaders are leading even when you are not looking.



Key Takeaways

Organizational loyalty can increase when there are celebrations that are exclusive to the organization's culture.

“What people do when the boss isn't around” doesn't tell you as much as your halls and walls can.

The idea of “informal leadership” underplays the role those employees play, and how vital they are to the success of every initiative.



Questions? Stay in Touch!

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