



ORGANIZATIONAL CULTURE ASSESSMENT

This document includes a cultural assessment of a healthcare company that will be protected by the pseudonym “HealthTheory”.

TABLE OF CONTENTS

TABLE OF CONTENTS	2
PART 1: INTRODUCTION AND METHODOLOGY	3
THE PURPOSE OF A CULTURE ASSESSMENT	3
NINE FACETS OF CORPORATE CULTURE	5
METHODOLOGY	6
PART 2: THE NETWORK OF CONVERSATIONS IN HEALTHTHEORY'S IT ORGANIZATION	8
PART 3: DISTINCTIVE ELEMENTS OF THE HEALTHTHEORY IT CULTURE	10
PART 4: LIKELY IMPACT ON HEALTHTHEORY'S IT AND IT'S FUTURE	18
PART 5: CRITICAL SUCCESS FACTORS WHICH ENABLE PERFORMANCE	20
PART 6: LEVERAGE POINTS AND OPPORTUNITIES FOR ACTION	22

PART 1: INTRODUCTION AND METHODOLOGY

THE PURPOSE OF A CULTURE ASSESSMENT

Every organization of any significant size—whether a commercial enterprise, a non-profit charity, or a government agency—operates within its own distinctive culture. Corporate culture is recognized as a singular determinant of corporate effectiveness and can be an arbiter, or at least an important factor, in long-term success or failure.

Webster defines ‘culture’ as:

5.a: the integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations. b: the customary beliefs, social forms, and material traits of a racial, religious, or social group; also: the characteristic features of everyday existence (as diversions or a way of life) shared by people in a place or time. c: the set of shared attitudes, values, goals, and practices that characterizes an institution or organization i.e. *a corporate culture focused on the bottom line* d: the set of values, conventions, or social practices associated with a particular field, activity, or societal characteristic.

The simplest construct for corporate culture is whatever is reinforced within a corporation. Corporate culture could be thought of as the set of unarticulated rules for success inside the enterprise. The corporate culture is a kind of organizational paradigm.

Culture is the condition in which people think, act, and work in the organization; it acts as a force field, shaping and reinforcing what people think and do. It shapes the perceptions, thinking, and actions of the people within the company. Given that all performance in an organization is reliant on the actions of individuals and the cumulative impact of the action of many individuals, the corporate culture can be considered as the singular determinant of long-term, strategic corporate success.

When a company’s corporate culture or paradigm becomes *the* fixed and absolute view of reality, or “how things are and ought to be,” rather than simply *a* paradigm, the organization loses flexibility, waste increases, and execution slows. When a company’s typical way of working becomes *the* way of working, the organization loses creativity, frustration rises with a loss of satisfaction, and innovation disappears. When the enterprise’s point of view becomes *the* way that it *is*, possibility is lost and opportunities missed. Much of management’s attention is devoted to the tools and techniques that squeeze more out of the existing paradigm. In most organizations, the corporate culture is a mechanism for reinforcing past successes and avoiding past failures. Strategies, processes, systems, and structures are all too often artifacts of the corporate culture, artifacts of past success.

When the competitive external environment changes faster than the organization, the old culture impedes success in the marketplace. Internally, however, the existent patterns of perceptions and corresponding ways of thinking and working are validated and reinforced, and the old culture persists.

What were successful strategies are updated and honed. What were proven processes, are improved. What were effective systems are refined and re-built. What were solid structures are re-balanced. All the while, corporate performance deteriorates.

No matter how successful a company has been in the past, it cannot develop and implement powerful strategies and effective plans if it is operating with strategies, culture, processes, systems, and structures that no longer fit the demands of the marketplace. In order to regain a competitive advantage, the company must transform itself by generating a new future for the enterprise that is founded in and has a competitive advantage in the marketplace of the future. Commensurately, the corporate culture must be a harmonic of the marketplace of the future, a corporate culture that empowers and enables people to invent new ways of competing and to change the rules of the game in the marketplace, as well as in the enterprise.

Unless the existing culture is revealed, accepted, and owned, any attempt at cultural change will simply be lipstick on the old culture. The supposedly new culture will unwittingly inherit aspects of the old one that can undermine the effectiveness of the change effort.

It is first necessary to assess and identify the existing culture and distinguish it for what it is: a Vicious Circle of self-reinforcing rules and procedures, processes and practices, patterns of perception, action, and thinking that come from and perpetuate the past and leave room only for the predictable. Having identified the existing culture, executive management must then be willing to relate to it as merely the current paradigm for doing business in the company— “a way of working” rather than “the way it works” or, even, “reality”—and then take responsibility for how they, and everyone else in the organization, participate in and reinforce that same culture.

Only then is it possible to begin to design a corporate culture from the future to which senior management is committed, a culture that can be the source of competitive advantage, as opposed to being an attempt to fix, change, or improve on the past. In a culture of design, people’s actions naturally express and build the vision. In other words, a culture of design pulls for the realization of the vision, strategy, and intended results. This gives access to extraordinary accomplishment and to producing results that are beyond the predictable.

NINE FACETS OF CORPORATE CULTURE

As we seek to uncover and reveal the existing culture at HealthTheory, there are nine facets we examine. These facets together interact like music playing in the background to provide the culture or context in which the company is operating.

- 1. Language and network of conversations:** One can argue that every aspect of work in an enterprise involves some kind of conversation. So, the content, structure, and distribution of the conversations of an enterprise are its most potent mechanism for reinforcing culture. Simply paying attention to how people in a company interact, what they talk about, the language they use, and how their conversations are structured is essential. The remaining eight facets are all found in the conversations people are engaged in together and with customers and suppliers.
- 2. Customer orientation:** Since all enterprises exist to serve the needs of some set of customers, how the customer is viewed, served, and interacted with is another important window into culture. An indicator of customer orientation is to discern how the employees are viewed and treated. Employees are likely to treat customers in a very similar fashion to the way they are being treated in the organization.
- 3. What is actually valued:** Values determine choices and effective performance requires the right choices. The best way to find out what values are operational in an organization is to listen to how leaders assess each other—noting what is recognized and complimented and what is looked down upon. Asking people what it really takes to succeed and what people truly hold to be important will illuminate what is framing their choices. This is a far better way to gauge culture than examining values written on a poster.
- 4. Accountability and responsibility:** Accountability is being answerable for providing or governing so as to meet the conditions needed to bring about the intended results. Without accountability the organization drifts; with accountability, it is taken somewhere. Responsibility is about dedication beyond your stated job. Nevertheless, the actual connection between results and accountability, as well as responsibility, is often hazy or gets lost in a sea of circumstances and excuses.
- 5. Traditions, rituals, heroes, legends, and artifacts:** To better discern what is reinforced, make an effort to understand a company's status symbols and what gives people a sense of belonging and pride. There are also legends or stories that are repeated and referred to almost on a daily or weekly basis. Often these stories have a negative tone and can be corrosive. All of these are born from the past, reinforce current behavior, and keep an organization rooted in what was or in the perception of what was.
- 6. Leadership dynamics:** We all know that the tone of an enterprise is set at the top. How leadership and overall leadership style are viewed in a company is another significant contributor to culture and the ability to execute on strategy. Leadership dynamics are observed, emulated, and take shape in the organization's conversations.

Copyright © Insigniam Holding LLC. All rights reserved. Confidential and Proprietary. May not be reproduced in any form, by electronic or print or any other means, without the express written permission of Insigniam. Visit www.insigniam.com for contacts.

7. **Unwritten rules for success:** Not all of the avenues to success within an organization can be found in the employee handbook. Recognizing the unwritten rules and altering them, if necessary, is an essential part of a cultural transformation. People strive to understand the real drivers of success and acceptance and adhere to them in order to move forward, even if they are at cross-purposes with the overall company mission.
8. **Decision rights and processes:** One of the most powerful tools in setting a culture is who makes what decisions, at what pace, and whom they have to consult to make those calls. These decision rights can dramatically alter the pace at which customer needs are being met or even if they are, in fact, being fulfilled.
9. **Legacy:** Every company has a story about its origins, the visions of the founders, or major successes and failures along the way. These narratives from the past shape the actions that people take or do not take in the present.

Revealing the facets of the current culture is the first step in being able to identify where the culture is misaligned from the vision for the future and working at counter purposes to organizational or individual transformation.

METHODOLOGY

Insigniam's methodology for identifying and assessing the corporate culture is based on the following principles:

- An organization can be viewed as a network of ongoing conversations.
- People's behaviors and actions are correlated to the world as they perceive it or, said differently, how it occurs for them.
- The way the world occurs is in many ways, if not totally, linguistic; that is to say, the way the world occurs is screened and shaped by the conversations in which people are engaged and the patterns of those conversations—what they speak and listen and how they speak and listen—which mostly come from and perpetuate the past.
- The patterns of the conversation of the people of an organization (both the content of those conversations and the structure of the conversations) can give insight to the corporate culture, a filter on, and boundary to, the conversations of people inside the organization.

By identifying the patterns of conversation in which people are engaged within the enterprise, we can assess the existing corporate culture. We do this by conducting extensive individual interviews with the people of the organization in all functions and at all levels of the organization, as well as conducting an online survey with a wide cross-section of employees from across the organization.

In the case of HealthTheory IT, we conducted 62 individual interviews, 18 with customers of IT and 44 with IT employees and received 195 online survey responses from IT employees. Each interview was designed to identify and reveal the network of ongoing conversations that correspond to the IT organizational culture. The survey questions were tailored to focus on individual's perceptions and ways of working, how work gets accomplished in and through the system, and provide an assessment about what works and what does not work at HealthTheory IT.

From our review of all interview and survey responses, common themes emerged that highlight the network of conversations prevalent within the HealthTheory IT organization. It is from these themes that the distinctive elements of the HealthTheory IT culture are derived.

N.B. The set of people interviewed was not intended to be a statistical sample. This assessment is not based on polling or scientific survey techniques. While the data and conclusions are equally valid, Insigniam uses a different methodology.

PART 3: DISTINCTIVE ELEMENTS OF THE HEALTHTHEORY IT CULTURE

THE CULTURE

The distinctive elements of the HealthTheory IT organization culture are set out below. These elements are not listed in a particular order. The descriptions accompanying each element are a narrative of what was revealed in the interviews and surveys – samples of actual wording of interviews and survey responses from participants are included. These distinctive elements are intended to give actionable access to the corporate culture and represent threads of recurring concepts that can be discerned as the network, patterns, and structures of conversations within the HealthTheory IT organization. The distinctive elements name and give identity to a background that powerfully shapes perception and the actions people take at work.

1. We are Committed

HT IT employees are committed. It begins with the HealthTheory brand and extends to the institution's mission to [REDACTED]. IT employees feel a strong connection to the mission and are committed to serving the [REDACTED] community. It brings meaning and purpose to their jobs.

HT IT employees feel an immense commitment to the immediate teams that they work in and the work their team does for the institution as a whole. Employees see their colleagues as the glue that binds them to their work and keeps them motivated and working hard. Like a sports team, they do what they do for each other, specifically their immediate colleagues.

IT employees are committed to the whole of IT and its value to enabling the institutions mission, however, the IT culture has cast doubt and uncertainty about the IT department as a whole. Employees are committed to their immediate team, however a lack of organizational vision and confidence in leadership has led to having an organization that works effectively in silos.

We conducted 44 interviews and 195 employees responded to an online survey for a total of 239 respondents. This represents about a 60% participation rate, quite high and further demonstration of a committed group.

“I’m proud of the work we’ve done to make our patient chart electronic. The fact that we can improve the delivery of healthcare with many safety mechanisms built in to remind people to do the right things at the right times.”

“I am proud to be part of the health system and proud to be part of HealthTheory.”

“People’s dedication to the mission here. You tend to find folks who stay in healthcare because they believe in the mission.”

“Knowing that some of the jobs we run directly affect the business and patient care and how that can be made better.”

“I’m proud of the team I have at XYZ Company. I’m proud of the services they deliver. Their teamwork. It’s a very different team here than the larger org. The here is largely why I come to work every day.”

“Our missions, what we support.”

“The end goal of the work. Patients, people, families, care. I think that’s something to be very proud of.”

“I’m proud of the fact that we really do have our ultimate clients in mind and that’s our patients.”

2. Us vs Them

Fingers point in all directions. Employees point to leadership or a lack of leadership. Leaders point to employees being resistant to change and stuck in the past. With blame being a strong currency in conversations it has produced an unsafe and defensive environment. Employees worry that no one has their back and people don’t take a stand for each other. Feeling attacked from all sides, employees fear that leadership does not stand up for IT employees in relation to the business. This has resulted in people protecting themselves, by keeping their head down, doing only what’s expected, and unwilling to take risks. IT employees are left resigned and uninspired by the work they are doing.

The paradox lies within the fact that at the root of these relationships, IT employees come to work because of their colleagues yet lose sight of what the team can do as a united whole. The IT leadership team must hold itself accountable for ensuring the team is enrolled in their vision and plans for the future rather than announcing plans and walking away. In the same way, IT employees must ask questions for clarity and concrete details that allow them access to the full scope of work ahead.

Us vs. Them extends to IT's relationship with other departments and at times the customers they serve. By example, there seems to be a lack of partnership between Cyber Security and IT. Likely due to a perception that Cyber Security operates heavy handedly and as a result collaboration between IT and Cyber Security is missing. The conversation is largely around Cyber Security "getting in the way" vs. being a partner to ensure the safety and security of the IT environment for HealthTheory and ultimately patients. In addition, we heard about incidents that reinforced the point of view that Cyber Security is an adversary committed to making IT’s work even more challenging.

“If you make an error, the finger pointing between groups is a high level. We don’t work together well at all.”

“People escalate really fast. I had an issue with a process, it wasn’t letting me do what I needed to do so I scheduled a meeting with the owner of the process to ask for help. That leader went to my boss before the meeting and asked why I was wasting their time and he wanted my boss in the meeting.”

“You can’t go to the people you need information from if they are a different level of silo.”

“As we move toward more shared services, there are a lot of processes put in place that make it difficult to meet our customers’ needs and expectations in a timely way. Not proud of the interactions amongst the two IT teams - many days the XYZ Team feels defeated and does not want to get on calls.”

“Lack of communication at the lower levels, not necessarily from the higher ups. Low level one hand the other one doesn’t know what it’s doing, nobody is working together.”

“It’s exhausting to work in this environment. The culture change from ABC Company to XYZ Company and now to HT is exhausting. I miss the respectful way we all used to work together. The culture has been the biggest struggle.”

“Management not always being approachable. Or, with all the changes, being scared to speak up because you’re afraid you’ll be on the chopping block because you spoke up. People did not think the engagement survey was anonymous because they felt their email could be tracked.”

“Biggest issue is the inconsistency, the changing demands, the lack of resources with changing demands. We have plenty of resources, but because leadership can’t stay focused. Nothing comes off the list - but we don’t get it done, so it is incomplete and active. Some of it is them and some of it is us.”

“People are born here and work here their whole life. It creates a challenge for people who are not from here to navigate the culture here. A new employee couldn’t find a conference room, because everyone here still uses the old room names.”

“I’m proud of the team I have at XYZ Company. I’m proud of the services they deliver. Their teamwork. It’s a very different team here than the larger org. They are largely why I come to work every day.”

3. **We Can't Win**

IT employees have heard the CIO's message loud and clear, that everyone is "empowered" to take action to improve a process or resolve a problem. While employees have heard the "empowered" message, it appears to lack a clear definition of what empowered *looks like*, so employees and managers are left to interpret it on their own. Some take actions only to be told that's not what was meant by empowerment. For others, managers provide contradictory empowerment messages leaving employees confused.

Empowerment in an organization works when people are clear on what the future looks like and are aligned and committed to that future. Within a framework of a clear future and commitment, they can then be empowered to make decisions aligned with that future. Without a clear vision for the future of HT IT, empowerment has employees and managers unsure of what it means and as a result, empowerment becomes more about taking action based on opinions and wants which may appear to be misaligned to vague organizational goals.

In the IT organization there is a powerful undercurrent that being empowered to take action means putting oneself at risk of being blamed when that action doesn't turn out or fails, resulting in punitive actions. While a few managers embrace the message of empowerment, many are protective and seem to be more committed to "looking good" or "not looking bad" than unleashing their employees to take new and different action. Managers are likely unclear themselves as to what "being empowered" looks like and as a result err on the side of "not screwing up". Therefore, HT IT employees, including many managers, are left frustrated and hesitant to take action on new ideas because doing so and not succeeding may lead to being marginalized, demoted or worse, fired. The priority becomes surviving vs. moving things forward in a new direction.

"People are so frustrated and so busy, the task list daily is insane."

"I hear the CIO saying we are empowered. Go do and don't wait for me, you are empowered. I take it seriously, when I do, I hit the wall with my direct supervisor. My supervisor says hold on, you are moving too fast."

"The CIO can say all day long that he wants people to do what is needed even if it isn't your job, put yourself out there, he can say that all day long, but people are so scared to put themselves out there. People don't attempt anything unless they are sure they will be successful at it. When people see the right thing to do but don't do it because they don't have backing from their leadership, and then they get punished for the bad outcome that in their world they tried to avoid."

"People got stressed out and then people got fired and it was a bunch of little events that snowballed."

"I wasn't very proud when one of the directors were pushed aside and there was no explanation as to why she was demoted. I'm sure it has something to do with cyber security and it may not be any of my business. It makes you cautious and protect your back."

"I have sat in meetings with the CIO and it seems pretty clear which way we are going and then a couple of weeks later and it is not that, and who are we to question."

"We are reactive, not proactive at all. That goes back to when people try to be proactive they are smacked back down. There is very little planning here in IT. Everyone lives in their silo. There is no impact analysis done with changes, you find out when something breaks. I have not seen a title of quality assurance, and I haven't worked on or seen someone with the responsibility of QA."

"In my role I have had a lot of ideas but they are hard to implement because they always have to be vetted. With some things it makes sense but other times it doesn't. When we are told we are empowered I think that right now it is difficult to do that because you are always checking in with people you report to."

"A group that are within these guardrails you can do what you need to do to get the job done. Some see that as the ability to do what every they want to do regardless of strategy and if it doesn't go well, they hide behind "I was empowered to do that.""

"The words accountability and empowerment to the staff have them cringe as they are leadership buzzwords that have not manifested in anything seen on the floor in reality."

4. Just Doing MY Job

Functioning in an environment of blame of has left employees focused on personal survival. People have taken on doing their jobs to the best of their ability with an unwillingness to take chances and risk failure.

There is an *individual* mentality with most people focused on keeping *their* heads down, doing *their* job and taking care of *their* customer. The focus here is on the individual and their tasks, with no strong concept of a team of people all committed to serving the entire HealthTheory System. Siloed is the word most often used to describe the IT organization, by employees and customers alike.

Silo: a system, process, department, etc. that operates in isolation from others.

Lost in the noise of blame is service. While employees know who their customers are, service as a macro concept is missing within the IT organization. The phrase "shared service" was **never** mentioned in any of the interviews or survey responses. Employees have a "my customer" mentality vs an "our customer" mindset. This results in customers not feeling supported and the experience of IT not being in their world and understanding their concerns. Some customers reported very good service in some circumstances, while most do not. Those that get good service feel a direct connection to the person providing the support and will continue to reach out to "their" IT support person.

IT as team was rarely mentioned and doesn't exist for people, outside of their own department. IT is an organization of individuals and some teams operating in their own siloes, which robs the organization of the leverage of a strong team. Using a sports analogy, while a football team

is made up of offense, defense and special teams – if they rely solely on one of those the team will not be successful – results are spotty and inconsistent at best. There may be shining stars on one of the smaller teams but their ability to contribute is limited if there is not a strong overall team concept and mindset. The world of IT at HT is similar, while there are strong individual performers and pockets of strong teams their ability to make a significant difference in performance is lost and the overall performance of the team is limited because there is a lack of the larger IT as a shared service TEAM.

“IT is not engaged enough to actually understand the business needs. Three missions, education, research and clinical. IT is focused on clinical, so COM feels like they aren’t being taken care of.”

“Lack of process. The spend of money here with no one holding anyone accountable for results is shocking. That’s from the IT perspective.”

“There are a few team members who fall into the rigid, just tell me what to do kind of thing.”

“We are reactive, not proactive at all. That goes back to when people try to be proactive they are smacked back down. There is very little planning here in IT. Everyone lives in their silo. There is no impact analysis done with changes, you find out when something breaks. I have not seen a title of quality assurance, and I haven’t worked on or seen someone with the responsibility of QA.”

“We could be better at being our own champions.”

“I am also frustrated that we are always set out to restructure etc. and it just sits, and nothing ever comes to fruition.”

“We need to make sure we make the decisions to ensure the business of the hospital gets done.”

“Give 100%, don’t ask questions or it will come back to bite you.”

5. **Everyone Is Waiting for Something**

IT stands for Information Technology. The Technology world moves at a very fast pace and users of technology are increasingly demanding to use more and more technology to transform both how they work and the results that they can deliver. In spite of the technology environment in which HT IT works it seems that everyone in IT is waiting for something. The waiting negatively impacts the clients they serve and the missions they are committed too.

The waiting begins at the CIO and ripples through all levels of the IT organization. The CIO is waiting for a vision for HealthTheory and as a result the IT organization is lacking its own vision for the future. Directors, managers and front-line employees wait for direction. Decision making is slow, cumbersome and lacks transparency throughout HealthTheory including but not limited to Cyber Security, all of which slows down action in the IT

organization. Lack of coordinated action, slows down all initiative's within HT IT and has its' employees left waiting for approvals and green lights to get started.

Though IT employees resonate with the mission to serve patients, the sense that the department is building something magnificent to empower that effort is absent. The constantly moving ground at HealthTheory has left IT in a state of uncertainty without an anchor to hold on to. The result is everyone waiting for something or someone to provide direction that will inspire and move them towards a brighter future. In particular, the people of HT IT are waiting to be lead and this is at all levels, including the CIO who is waiting for the overall leadership of HealthTheory to lead.

"Every transition comes with lack of communication, condescension, and timeless issues. 3 years later, we're still not fully integrated."

"We wait for the customer to ask rather than anticipate their needs - we could understand the customer's world better."

"I deal a lot with leaders or managers and I get word that a project is happening (like going to windows 10) and then the project falls apart and never happens."

"With so much upper level turmoil they are concerned about the future."

"Bureaucracy. Sometimes, if someone has a need or request and they put in the request. It's like oh, sorry, you should have followed this process. Lack of clear defined processes. Everyone wants everything now. Telling people, it won't get done for months when it should only take a few days."

"Leaderships inability to follow through on the things they say they are going to do. It's almost as if the culture here has an immune system that rejects change. I say that as a microcosm of the whole organization not just the IT organization. The hospital culture plays a role. It's really hard to get stuff done."

"People wait months and sometimes years for things and they don't escalate it."

"We have a lack of strategy in the department and I think it's largely driven because the organization has a lack of strategy."

"The culture is restrictive here - people are afraid to make a decision or a mistake, so no decisions are made. You'll be on a conference call this week and talk about the same thing the next three weeks and gotten nowhere because no one wants to be accountable or do anything unless it's perfect. It's like there's a fear of failure. It drags things out."

"Overcommunicate and always ask for permission."

6. **People (Employees) are a Means to an End**

IT employees do not feel valued or appreciated. There is an abundant sense that employees aren't trusted or respected as individuals and professionals capable of and willing to make their best contribution. While leadership talks about people being empowered, the fear of "we cannot fail" coupled with the perception of what will happen if we do, contributes to people not feeling valued.

Employees see HT willing to make significant investments in technology, however, seem unwilling to invest in the training and development of the IT workforce and managers employed to power the department. There doesn't seem to be employee development plans designed to help employees grow, develop, and prepare for new roles within the organization.

Acknowledgment and appreciation is a valuable tool in a leader's toolkit that appears to be largely missing in IT. Those who credited their leaders with being the reason they are satisfied with their job, pointed to being appreciated for a job well done. At best acknowledgment and appreciation for people is left to chance, with no culture of or commitment to it as a leadership principle. These items collectively lead to a conclusion that we employees are a means to an end and are not valued here.

"People are overwhelmed with all the work and are afraid. People got fired in the last few months and people are afraid they could be next. We don't value people or think about how everything impacts them."

"There is a lot of knowledge on the team that we don't use."

"I wasn't very proud when one of the directors were pushed aside and there was no explanation as to why she was demoted. I'm sure it has something to do with cyber security and it may not be any of my business. It makes you cautious and protect your back."

"There is a lot of knowledge on the team that we don't use... There are people with a lot of good ideas, and they get ignored."

"The way management treats people, we get what we want by punishing people rather than building them up and making them feel confident."

PART 4: LIKELY IMPACT ON HEALTHTHEORY'S IT AND IT'S FUTURE

Left unattended, HT's IT organization will continue to provide basic service to its customers leaving both customers and IT employees unfulfilled and dissatisfied with the Information Technology organization. Moreover, IT employees will continue to find it unnecessarily challenging to work in HT's IT organization. The team will continue to deliver what we would refer to as business as usual value to the institution, but not the breakthrough value needed to be a match for the future needs of HealthTheory. In addition, employees will continue to be frustrated and uninspired by a lack of direction with changing priorities, leaving them yearning for a more inspiring and motivating place to work.

HealthTheory has been serving [REDACTED] health needs since [REDACTED]. Since that time, the institution has grown and expanded, opening [REDACTED] while expanding service lines and coverage areas including the addition of [REDACTED]. Over the past 50+ years HealthTheory has expanded its capabilities to better serve needs of the [REDACTED] community. Today with the changing landscape of healthcare delivery, HealthTheory has positioned itself to expand to meet those challenges.

HealthTheory is considered the premier healthcare provider in the [REDACTED] region, however, with the insurgence of [REDACTED], there is now a level of competition that didn't exist previously, this puts HT in a position needing to defend its marketplace. To do that, HT has embarked on expanding its service area and network of providers. The changes in the healthcare marketplace directly impact HT's IT organization and its ability to serve a growing disparate network of healthcare providers which is being created by expansion through acquisition. This expansion puts new and additional pressure on HT's IT organization.

The CIO has expressed a desire for the IT Organization to be a high performing team, focused on the customer and delivering outstanding service for the customer. IT is embarking on a new organizational model designed to empower a partnership with the customers they serve. A new model alone will not deliver that level of performance. What is decisive in the success of any organization is the context in which they operate. Addressing the elements of the culture that are impediments as well as what can be leveraged will set the foundation for a powerful context that will ensure the success of the new model.

What in the Culture will Hinder Management's Intent

A continued **lack of emphasis on the employee** as the most valuable resource in the organization will be reflected in a continued decline in morale, with employees feeling undervalued. In addition, the lack of investment in deliberate leadership development will leave the organization with inconsistent leadership and management.

Fear will continue to be a strong undercurrent in the organization and that will limit the actions people take. Employees will continue to hesitate to take risks or take control of situations within their domain

Copyright © Insigniam Holding LLC. All rights reserved. Confidential and Proprietary. May not be reproduced in any form, by electronic or print or any other means, without the express written permission of Insigniam. Visit www.insigniam.com for contacts.

for fear of blame and retribution should they fail. That coupled with **finger pointing** in all directions and an overall lack of ownership will prevent the organization from operating as one team, providing excellent service to customers and stakeholders of HealthTheory.

Siloed being the word most often used to describe the culture of IT will leave people continuing to do just **their** job, with limited effectiveness. The opportunity to leverage the skill and strength likely hidden in the organization will be lost.

The **waiting** that currently appears to paralyze the organization will prevent the bold future that is both needed and wanted by IT from materializing. Specifically leaving people waiting for a clear direction and focus for the future will limit the effectiveness of the mandate of empowerment and leave the organization acting in fits and starts as it continues to **try and win**.

PART 5: CRITICAL SUCCESS FACTORS WHICH ENABLE PERFORMANCE

Culture emerges from that which is reinforced in the organization. Organizations that have produced a breakthrough and transformed strategically, organizationally, and at the individual level are united by a common set of Six Critical Success Factors. These critical success factors not only help develop a culture that engenders breakthrough performance, they also serve as pillars around which the people of an enterprise can organize their conversations, actions, and commitments. The culture of the IT organization can become a driver in serving the changing IT demands of a growing HealthTheory organization or it can become an impediment to its charter.

1. **Embed a Context for Building Something Magnificent:** establishing an overriding context and commitment within the organization that something magnificent is being built is cardinal to enabling high performance. This context can be described as what the organization is “up to” and it becomes palpable amongst its employee population, in the network of conversations, and for customers, vendors, and stakeholders as they come in contact with the company, its people, and its work.
2. **Hone All Aspects of Integrity:** integrity is often associated with morals of a society, the ethics of an organization, or the laws of a state. We offer a view of integrity from an engineering paradigm—that is integrity as having structural soundness. In this perspective, think of integrity as spokes on a bike—if there are spokes missing, the bike is unable to perform as intended. In the case of a high-performing organization, we assert that structural soundness is built by three key prongs of integrity:
 - **HYGIENIC:** do people do what they say they will do?
 - **SYSTEMIC:** are processes and systems consistent with and in service of the mission, performance commitments, and values?
 - **ULTIMATE:** are people’s actions consistent with that for which we stand and that which we value? Are we “walking the talk?”
3. **Establish a Framework of Responsibility and Accountability:** a core cultural value and operating principle of personal responsibility and individual accountability provides the requisite framework for individuals to take a stand for, and commit to, bold results that are beyond one’s span of control. Without such a framework, finger-pointing, credit-taking, excusing failures, and dwelling in resignation (business-as-usual) become the currency of people’s conversations.

Accountability provides a way of organizing the intended results of an organization and/or set of individuals. Additionally, accountability can be thought of as “count-on-ability;” a measure of one’s being reliable. Establishing such a context begins with saying, “count on me for this behavior and this result,” as a promise and continues with operating consistent with that promise. Stories, reasons, justifications, and explanations do not make one accountable; honoring one’s word in the matter does. Moreover, as accountability is a matter of organizing, such a context provides clarity for people throughout the organization about who is accountable for what. Accountability kills obfuscation.

4. **Organize Around Breakthrough Performance:** being organized around breakthrough performance is about aligning the commitments, conversations, structures, and processes of an organization around the context of building something magnificent. Out of this springs creativity, new possibilities, game-changing initiatives, and empowered and inspired people who bring about an entirely new level of performance, leadership, and collaboration.
5. **Align Leadership:** an aligned leadership coalition embodies the future and it demonstrates this in everyday conversations, interactions, and operations. Executives and managers throughout the company, at all levels, constitute themselves as leaders to cause the unpredictable and share leadership across the organization in pursuit of a common commitment.
6. **Mobilize and Align Key Constituencies:** an organization displays high performance in the marketplace. Within an organization there are key constituencies to be aligned and mobilized to work together, systems support, application development, application roll out and support and data management and support. As top tier players engage and powerfully align with key stakeholders and constituencies outside the walls of the IT organization like hospital healthcare providers and caregivers, COM and outpatient service providers service levels increase throughout the institution.

PART 6: LEVERAGE POINTS AND OPPORTUNITIES FOR ACTION

HealthTheory's IT organization has the opportunity to catapult itself to a new level of customer and employee satisfaction. Creation of a bold inspiring future, will not be enough to get HT's IT organization to get from where it is to where it wants to be, without creating a vibrant culture that pulls for the fulfillment of that future. Taking a stand for the future as a commitment initiates a new era for the organization; the behaviors, mindsets, and approaches of the past will not suffice to have the enterprise fulfill on this new aspiration.

Leverage Points

What's in the Culture that will Support Managements' Intent

HealthTheory's IT employees are **committed**. Committed to HealthTheory, the brand, HealthTheory and its Mission, the patients and community, to their immediate colleagues and to the value that IT can provide to HT. This is a terrific foundation upon which to build a bright new future for HT IT.

While there is much employees complain about, what's striking is the level of **optimism** that remains. Employees recognize the importance of changing how HT IT operates and despite their concerns they are cautiously optimistic that things will get better. They see this assessment as a first step in that process. They want things to improve, and you can expect that most will be management's partners in transforming HT IT.

HealthTheory IT employees have a lot of **pride**. Pride in working at HT, serving patients, physicians, educators, and students. They take pride in doing their jobs well and ensuring that what they and their teams do delivers value to the constituents they serve.

Loyalty is ever present and can and should leveraged to enable managements intent. HT IT employees demonstrate loyalty, to HT, its mission, their immediate colleagues and for some their immediate managers.

Commitment, Optimism, Pride and Loyalty are fabulous foundations which can and should be leveraged for the transformation of HT IT.

Additional Leverage Points

The organization—especially leadership—has available to it significant leverage points for fulfilling on this aspiration. These leverage points are elements on which leadership can begin working immediately and, in so doing, will produce immediate difference-making results.

Insigniam has listed these leverage points below. We have provided a bit of context on the following pages making the case for inventing a new, compelling context for HealthTheory IT — getting clear on what is the organization’s ‘cathedral.’

- Create an Inspiring and Challenging HT IT future and enroll employees in the organization into that future. People need to know where the organization is going. They need to know both what is expected of them and what will delight. Only then can they write their own story into that future, causing their success and the success of the organization.
- People need to be shown that they are valued. The leaders of HealthTheory need to identify what the industrial version of love is and show the people of IT that they are important and appreciated. The investment needs to be in them as people, not a means to an end.
- Commit to a result that is only possible inside a new context, then go about creating this new context that will be reflected in the language and actions of the people of IT.
- Develop a plan for catalyzing a new level of Leadership, Inspiration and Management capabilities throughout the IT organization.
- Create a plan to build a Responsibility and Mutual Accountability organization.

Opportunities for Action

The culture of an organization will determine the direction and by default the future of that organization. If you want to alter that direction it takes bold decisive action to instill a culture that will unquestionably deliver on a future consistent with the goals of the organization.

These are the immediate actions we recommend the leadership of HT IT take to disrupt the cultural elements that are currently impeding the desired future:

- A group of both formal and informal leaders meets for 2.5 days to create a bold inspiring future and a plan to execute that future, including actions to effectively manage the transformation of the culture from a survival based to an inspiring one.
- Commission a team of front line staff from across IT that is tasked with instilling that inspiring future in the hearts, minds and actions of the entire IT organization.

- Utilizing the principles of design thinking, create and implement a continuous process to connect the people of IT to the users they serve. The process should allow the people who do the everyday work to get out and watch their customers use the software and systems they design, install and support.
- Invest in intentional leadership development, beginning at the executive level and cascading down to front line leaders. We recommend the program have a proven track record for developing leaders who are inspiring, build followership and can effectively influence people to produce results that are beyond the predictable.

APPENDIX I: THE INTERVIEW QUESTIONS

One-on-One Confidential Interview Questions

1. Name:
2. Title:
3. How long have you worked at HealthTheory?
4. Tell me about your job and the results for which you are accountable.
5. Choose 7 words (they can be 7 individual words, it does not have to be a sentence) to describe the culture of HealthTheory's IT Organization.
6. As someone who works in the HealthTheory IT organization, what are you proud of?
7. As someone who works in the HealthTheory IT organization, what are you not proud of?
8. What supports you in doing your job well?
9. What, if anything, is a barrier to you doing your job well?
10. What works and what doesn't work about the way the IT Organization communicates?
11. How do you define "being accountable"?
12. What does "being empowered mean" in the IT organization?
13. Think of 3 leaders in the organization: (we don't need names, just think of three leaders)

Leader A:

- a. How would you rate this Leader on a scale of 1-10?
- b. It's not a 10, what keeps it from being a 10?
- c. It's not a 1 – what keeps it from being a 1?

Leader B:

- a. How would you rate this Leader on a scale of 1-10?
- b. It's not a 10, what keeps it from being a 10?
- c. It's not a 1 – what keeps it from being a 1?

Leader C:

- a. How would you rate this Leader on a scale of 1-10?

Copyright © Insigniam Holding LLC. All rights reserved. Confidential and Proprietary. May not be reproduced in any form, by electronic or print or any other means, without the express written permission of Insigniam. Visit www.insigniam.com for contacts.

- b. It's not a 10, what keeps it from being a 10?
- c. It's not a 1 – what keeps it from being a 1?

Now, rate yourself on a scale of 1-10 (10 being the highest).

- a. It's not a 10, what keeps it from being a 10?
- b. It's not a 1 – what keeps it from being a 1?

14. What are the unwritten rules for success in the IT organization?
15. Who is your customer?
16. When was the last time you came up with a great idea to improve something about your job or the organization?
 - a. Did you put it forward?
 - b. Who did you share it with and what happened?
17. Looking out into the future for the IT Organization of Health Theory:
 - a. What about that future inspires you?
18. What about that future worries or concerns you?
19. Is there anything else you would like to tell us?

Online Survey

1. What level are you in the organization?
Options: Director, Manager, Team Lead, Lead, Senior, Intermediate, Associate, Assistant, Contractor, or Other (please specify)
2. Historically, which group have you been a part of? (choose one)
Options: Health System, XYZ Company, [REDACTED], [REDACTED], [REDACTED], Other (please specify)
3. How long have you worked at HealthTheory?
4. Please choose 7 words (they can be 7 individual words, it does not have to be a sentence) to describe the culture of HealthTheory's IT Organization.
5. Please use 5 words to describe yourself, 3 that describe strengths, and 2 that describe gaps or opportunities.
6. What supports you in doing your job?
7. What gets in the way of your doing your job?
8. On a scale of 1-10 (1=the lowest, 10=the highest), how would you rate the level of trust in your department leader? Why did you choose that rating?
9. On a scale of 1-10 (1=the lowest, 10=the highest), how would you rate the level of trust in the IT Leadership Team? Why did you choose that rating?
10. What does it mean to be accountable in the IT organization?
11. Tell us about the last time you came up with a great idea to improve something about your job or the organization.
12. Did you bring forward your idea?
13. If you did, who did you share it with and what was the result?
14. What does good customer service look like?
15. On a scale of 1-10 (1=the lowest, 10=the highest), how would you rate the level of service the IT organization is delivering? Why did you choose that rating?
16. What would it take to elevate the level of service the IT organization delivers?

Based on your most recent experiences at work, please respond to each of the following statements by selecting a number from a 5-point scale, in which:

1 means that you strongly DISAGREE,

5 means that you strongly AGREE,

3 means that you NEITHER agree nor disagree.

17. I know what the HealthTheory Values are.
18. I think about the HealthTheory Values when doing my job.
19. I enjoy my work.
20. I am empowered to do my job.
21. I am optimistic about the future.
22. My immediate supervisor is open to my feedback.
23. I receive the right level of communication I need to do my job.
24. I feel included and valued as a part of the IT organization.
25. I am proud of my workgroup and our work.
26. I feel acknowledged and appreciated for my work.
27. For this IT organization to be one of the best in the country we need to...
28. Is there anything else you would like to tell us?

Customer Interview Questions

1. Name:
2. Title:
3. What department do you work in? (If not obvious from Title.)
4. What do you and/or your department count on HealthTheory's IT Organization for?
5. On a scale of 1-10 (10 being the highest score), how would you rate the service you get from the IT organization?
6. Why did you give them that number?
7. What are the top three things the IT organization does well?
8. What are the top three things the IT organization needs to improve upon?
9. What are you dissatisfied or frustrated with?
10. From your perspective, what is the source of the problem and what is being done to address it?
11. Choose 7 words (they can be 7 individual words, it does not have to be a sentence) to describe the culture of HealthTheory's IT Organization.
12. If you could change one thing about the IT organization, what would it be and why?
13. How accountable is the IT organization?
14. Why did you say that?
15. Is there anything else you would like to tell us or you think we should know?