Building A Magnetic Culture In Healthcare
Building a Magnetic Culture® In Healthcare
Presented by Kevin Sheridan
Chief Engagement Officer
Kevin Sheridan LLC
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Agenda:

• What is a Magnetic Culture and Why is it Important?

• Employee Engagement and its Dividends.

• Proper Selection: The Right Hire
Agenda:

- The Key Engagement Drivers
- Engagement Best Practices on the Most Impactful Drivers
- The Importance of “Re-casting”
- Re-Balancing your Approach to Employee Engagement
Rock Star Millennial Marketer
What is a Magnetic Culture?

A Magnetic Culture is one that draws talented employees to the workplace, empowers them, and sustains an environment in which they are less likely to leave.

- **Engaged employees** share a strong desire to be part of the value the organization creates.
- These are the employees who choose to exert discretionary effort to provide better outcomes for customers and the organization.
- Highly engaged employees take personal ownership of their own Engagement levels.
Defining Employee Engagement

Engaged employees are:

- Loyal
- Self-Motivated
- Committed to Quality
- Driven by their job content
- Optimistic
- Supportive of coworkers
- An inspiration to others; positive people
- Oriented to providing good customer service
- Work Ethic is in their DNA – The Default Response
Work Ethic – The Default Response

MAX
Levels of Engagement

Three Types of Employees:

1. **ENGAGED**
   - Highly engaged and committed to the mission, vision, and values of the organization.

2. **Ambivalent**
   - Not apt to “go the extra mile” or have strong enthusiasm. Not likely to quickly volunteer for extra assignments or lead roles.

3. **Disengaged**
   - Negative energy. Toxic behaviors. Gossip Mongers.

Source: HR Solutions, Inc.
Employee Engagement

Disengaged is...
Satisfaction does not Equate to Engagement

“Shiny happy people holding hands...”

—From R.E.M.’s “Shiny Happy People”

Your “satisfied” employees may be “happy”, but they are likely not producing the most outstanding innovations/achievements.
Why is Engagement Important?

- Engaged employees volunteer - 31% Higher Productivity (Shawn Achor)

- Much better Safety Compliance and thus, fewer workplace accidents. In the healthcare industry, Employee Engagement actually saves lives!

- Best-in-Class Engaged organizations are 3.5 times more profitable than organizations with average Engagement levels (The Wharton School of Business)

- Engaged Employees are linked to Engaged patients/customers at a correlation coefficient of .85 (HBR)
The Cost of Disengagement: Voluntary Turnover

Research by HR Solutions found that **28 percent** of employees responded **Strongly Agree or Agree** when asked the following question:

“I thought of resigning in the last six months.”

- **Pay**: 23%
- **Benefits**: 4%
- **Career Advancement**: 16%
- **Supervisor or Manager**: 17%
- **Other**: 40%
Customer Satisfaction and The Cost of Disengagement

• A typical organization spends *five times more* to attract a new customer than to retain a repeat customer.

• **One happy customer** will tell, on average, five other people about their experience.
  – Thus, about *5 others* learn of the compliment.

• On average, **one unhappy** customer will voice their dissatisfaction to 10 potential customers who, in turn, tell at least five other people.
  – Thus, about *60 others* eventually learn of the complaint.
The Cost of Disengagement: Customer Experience

How has The Multiplier Effect increased through Social Media?

Example: “United Breaks Guitars” YouTube Video
Almost 16 million hits

http://www.youtube.com/watch?v=5YGc4zOqozo
The Recruiter/Interviewer’s Critical Role

- Hire right – Apply great scrutiny.

- Look for emotional maturity.

- “Harvest time!”

- Utilize a “Non-negotiable List.”

- Use the knowledge that 43% of New Hires do not work out for one simple reason: they cannot take feedback. Carefully vet candidates to avoid this common mistake.

- The story of “Coffee Cup Dave” and his replacement, Meredith.
Onboarding Report Card

• Only 44% of employees believe their employer does a good job bringing new employees into the organization.*

*Source: Modern Survey
The Typical First Day on the Job?

- Not met at the front door
- Manager not there to welcome the new team member and make introductions
- Given employee lots of paperwork and manuals to read
- Forced to watch a dated Corporate Video
- Voicemail doesn’t work
- Computer isn’t set up
- No one scheduled to train them
- Not given bathroom key
- Work area contains previous incumbents’ belongings

One in 25 new employees quits on their very first day.*

*Source: Judy Enns, Managing Director of HR Solutions Search and Staffing
Pre-boarding

• Onboarding begins the day the person is given the job offer.

• Implement “The Candy Question” in your Interview Process.

• Get the paperwork out of the way before the employees’ first day!
Key Drivers of Employee Engagement

1. Recognition
2. Career Development
3. Direct Supervisor/Manager Leadership Abilities
4. Strategy and Mission – Especially the Freedom and Autonomy to Succeed and Contribute to the Organization’s Success
5. Job Content – The Ability to do what I do Best
6. Senior Management’s Relationship with Employees
7. Open and Effective Communication
8. Co-worker Satisfaction/Cooperation – The Unsung Hero of Retention
9. Availability of Resources to Perform the Job Effectively
10. Organizational Culture – Diversity Awareness and Inclusion, Corporate Social Responsibility, Work/Life Balance, etc.
Top Drivers of Physician Engagement

1. Quality – Patient Care Outcomes
2. Physician/Administration Cooperation
3. Trust, Autonomy, & the Freedom to Succeed
4. Availability of Quality Materials/Resources
5. Pride (Strategic Mission and Values)
Engagement Driver
Recognition

- Be regular and consistent.

"People often say that motivation does not last. Well, neither does bathing – that’s why we recommend it daily."

- Zig Ziglar

Best Practices: The “How”

- “I saw what you did.”

- “What you did is valuable to the organization because . . . “

- “Let’s celebrate what you did.”
The Power of Peer Recognition

• Titus Rocks!

www.youtube.com/watch?v=eX0ly93nqKs
“The One Thing”
Engagement Driver
Direct Supervisor/Manager Leadership Abilities

- **Lead by Example** – Be Accountable.
- **The Importance of Trust & Genuinely Caring.**
- Clearly communicate expectations
- Use the three most impactful workplace phrases

**Best Practices:**

- Conduct Regular Performance Discussions as opposed to the obligatory annual performance review.
- Engage employees in a dialogue about Engagement – 95% of managers have not.
- Personalize it – Who was your best boss?
“Never try to teach a pig to sing. It wastes your time, and it annoys the pig.”

- GEORGE BERNARD SHAW
One of Ochsner's Own

Renee Johnson

Mrs. Betty Wells

How to Attract and Retain Top Talent to Create an Engaged, Productive Workforce

BUILDING A MAGNETIC CULTURE

KEVIN SHERIDAN

TO: Mrs. Betty

I'll see you on the

Very best, especi-

Warm regards,

Kevin
Job Content
Not everyday is a “Day in the Park”
Advice from Gram

“Keep Moving!”
More Advice from Gram

“Kevin, one hand washes the other.”
Engagement Driver
Organizational Culture

Culture: 2014's “Word of the Year”
Engagement Driver

Organizational Culture

- Core Values & Mission
- Pride & Passion
- Workplace Flexibility
- Diversity & Inclusion
- Fun

- Hire for cultural fit. Employees who “fit” the culture will stay and thrive.
- Share your organizations’ story thereby instilling pride in the organization. Let employees express their Passion: Westin’s “My Passion: “
- Recognize the importance of workplace flexibility of not providing it.
- The Critical Linkage between Diversity & Inclusion and Engagement
Generational History Repeats Itself

- The exact same pattern for the last hundreds of years.
- We just spent the last 40 years in a ME generation mode and are now about to embark on 40 years of a WE generation.
- WE generation translates into the need to share and be social (Facebook, Twitter, Instagram, Snapchat, and Facetime).
- The very same Time magazine content in 2004 (Millennials), 1990 (Gen X’ers), and 1976 (Boomers).
- The common thread of the name-calling: “They are entitled and narcissists.”
Fun = Engagement

Case Study: Radio Flyer
Amy Bastuga
VP of Human Resources
www.radioflyer.com

We follow the **Little Red Rule:**
Every time we touch people’s lives, they will feel great about Radio Flyer, because of each team member’s commitment to:

- Integrity
- Accountability
- Excellence
- Can Do Attitude
- Service
- Fun
There is a new workplace trend going on. People are actually naming the food they put in the company fridge. I just ate a Tuna Sandwich named “Kevin.”
Kristina Anderson
Associate Marketing Project Manager
Marketing

Start Date: November, 2009
Hometown: Waukegan, IL
Currently Lives In: Chicago (Lakeview)
Favorite TV Show: 30 Rock, Parks and Recreation
Favorite Pastimes: Reading, baking, going to concerts, art & design
Fun Fact: Can do a Jack Black eyebrow roll
Personal Engagement Drivers: Job Content, Recognition
Accomplishments:
  • Won bids for Johnson Outdoors and Munson RFPs
  • Designed new tradeshow booth and business cards
  • Articles published in H&HN, HCPro, Monster.com

“Kristina excels at working in design and writing, a combination found in very few humans. She is sharp and creative, which is a huge asset to our team.”

- Amelia

Source: HR Solutions, Inc.
FUN = Engagement During Recruiting Efforts
Avoid a Lopsided Approach to Engagement
Taking a Balanced Approach to Engagement

Employees can take personal ownership of their Engagement by:

- Take the Confidential Engagement Self-Assessment at: www.modernsurvey.com/individual-engagement-survey
- Setting yourself up to receive Recognition and Career Planning
- Get to know your Senior Leaders
- Ask for, and act on, feedback
- Regularly “check-in” with yourself (See Reflective Statements)

My Research uncovered that only 5% of performance reviews have a dialogue regarding Engagement.
It is not about just reaching the summit...

... it is all about “The Journey” and the undying focus on Continuous Improvement.
Networking Lunch

Lone Star AB

Or

Lunch & Learn Sessions

Various Meeting Rooms

11:45-12:45 PM