

Taking Control:


**The Invisible Architecture of
Your Organization**

Missouri Rural Health Association

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**Today's
Presentation**



1. "The Movement"
2. Moving from Accountability to Ownership
3. "Invisible Architecture" of an organization
4. The 12 Core Action Values
5. Nebraska Values Collaborative

**What has been cause of every
crisis for the last ten years?**

**Federal Budget
Deficits**

**Healthcare
Reform**

Wall Street

Credit Crisis

Mortgage Crisis

**Not being clear about or a lack of
living out VALUES!**

How to start a “Movement”



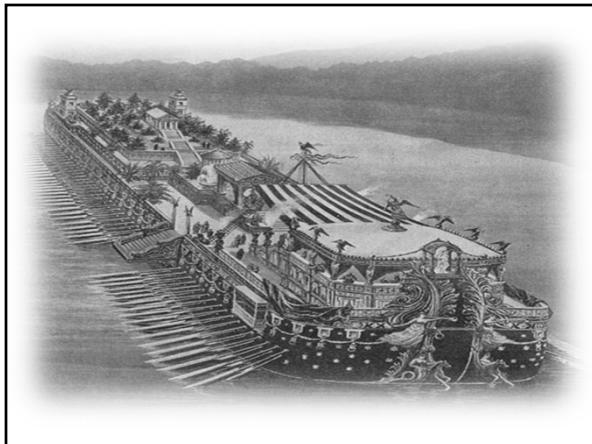
So what the problem in today's organizations?







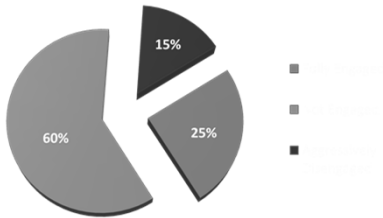




**These things don't
happen in your
organization, right?**



**Companies that study employee
engagement* consistently find:**



Gallup, HR Solutions, Press Ganey

And it's getting worse



**“Disengagement, one of the chief
causes of underachievement and
depression, is on the rise.”**

Edward M. Hallowell, M.D. in *HBR*, December 2010

**A culture of
ownership
enhances
operating
effectiveness
and personal
happiness!**



Photo taken at a recent middle management budget meeting

**How do we empower the people
within our organizations?**

**The answer
YOU CAN'T**



The only real empowerment is self-empowerment. No one can empower you but you, and once you have given yourself that power, no one can take it away.



FORTUNE magazine completed their 13th annual World's Most Admired Companies WMAC survey.



“Employee engagement is increasingly being recognized as a major driver of business performance, revealing important information about an organization’s health and future prospects,”

Mark Royal, a Senior Consultant with Hay Group's Insight Practice.

We need to reconnect with the core values that make the healing professions so special, and that made this nation so great.



The movement from mere Accountability to a culture of Ownership



Accountability

Doing what *you are supposed to do* because someone else expects it of you.

Accountability springs from the *extrinsic* motivation of reward and punishment.









What's wrong with this picture?

**You cannot hold people
“accountable” for the things
that
really
matter.**



**Nobody ever checks
the oil in a
rental car!**



Ownership

Doing *what needs to be done*
because you expect it of yourself.



**Ownership
springs from
the *intrinsic*
motivation of
pride.**

**In a culture of ownership,
every job description includes
first and foremost being a
caregiver, last but not least
being a janitor, and in between
being willing to do whatever
else needs to be done.**

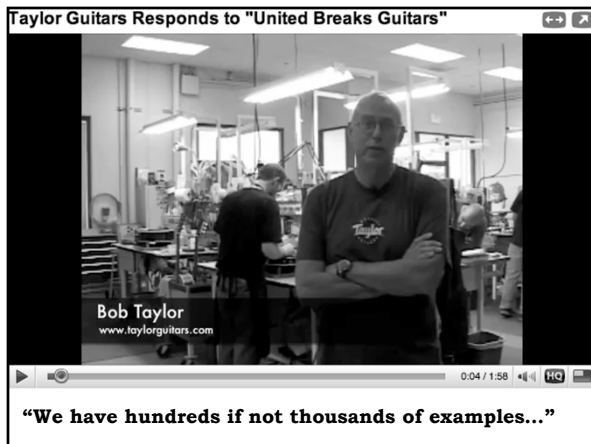


**OWNERSHIP IS OF THE HEART,
NOT OF THE WALLET**



The “United Breaks Guitars” videos that went viral on You Tube are a great example of why you must have a culture of ownership – they illustrate the downside of failing to foster such a culture, and the upside of having one.







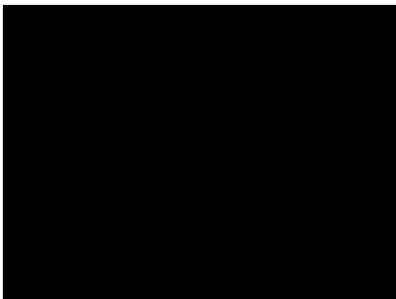
**How do you spell “Public
Relations Black Eye”**



**United Airlines has great people – the problem
that created the “United Breaks Guitars” PR
disaster was a broken culture.**



**Question #1 - Who Owns
Left Field?**



Question #2:

**What attitude do you want to
be reflected at *your*
organization:
Jake or the ball girl?**

**The first impression that customers,
patients, visitors, and new
employees have of your organization
is the physical facility, and you
would not so much as remodel a
bathroom without
a detailed
blueprint.**



**But no one ever recommends your
organization to others because of the
beautiful fountain in the lobby;**



**The primary influence on their
experience is the culture of your
organization.**

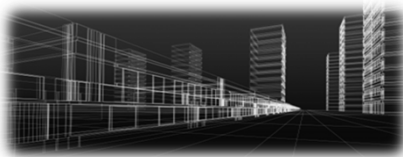
Shouldn't we put as much thought and imagination into the cultural blueprint as we do the blueprints we create for our physical plant?



The “Invisible Architecture” of an Organization

“Invisible Architecture” is a trademark of Values Coach Inc.

Invisible architecture is to the soul of your organization what physical architecture is to its body.



**Core Values are the
Foundation**



**Core values define what
you stand for and what
you won't stand for!**



**Translating company values
into customer value**



Auto-Owners Insurance Company
has ten core values, and every one of
its 3,600 associates is expected to
know what those values are, and
what they mean in terms of attitude
and behavior expectations.
As a result, the company has...



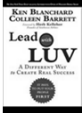
- **One-half the employee turnover of the industry average**
- **Double the productivity of the industry average**
- **For the past 3 years, J.D. Power has awarded Auto-Owners the highest customer satisfaction rating**

Zappos Family Core Values

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and A Little Weirdness
4. Pursue Growth and Learning
5. Be Adventurous, Creative, and Open-Minded
6. Be Humble
7. Build Open and Honest Relationships With Communication
1. Build a Positive Team and Family Spirit
2. Do More With Less
3. Be Passionate and Determined



Love in the Business World?



"Southwest encourages its people to conduct business in a loving manner. Employees are expected to care about people and act in ways that affirm their dignity and worth. The company understands that when people feel loved they develop a greater capacity to love others."

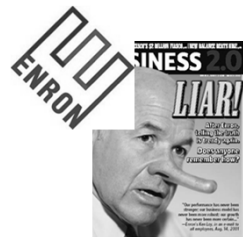
Nuts!: Southwest Airlines' Crazy Recipe for Business and Personal Success -Kevin and Jackie Freiberg

What are the core values of your organization?

Why were those specific values chosen and what does that tell employees and customers about the character of that organization?



Failure to clarify core values can lead to a false dichotomy, such as a presumed tradeoff between certain values.



**INTEGRITY
VS.
LOYALTY**

**Another Example:
Every organization, explicitly
or implicitly, considers
Integrity to be a core value.**

But there is...

**Does your organization have a
rumor mill or a grapevine?**



And what does it say about your organization's commitment to Integrity if the culture tolerates two people talking about a third person who is not in the room?



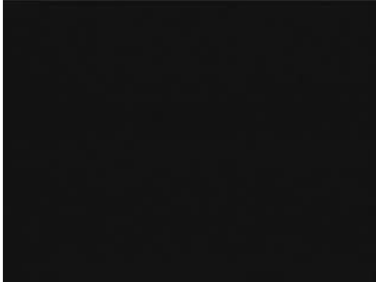
**Values
are
Skills!**



What Assumptions do you have about values as skills?

1. You can't teach people values – if they didn't learn it in kindergarten, it too late
2. Culture is a given – especially in the short term – you can not transform it.
3. You can empower people without them having to do the work of self-empowerment

Lets watch as the word assumption gets deconstructed



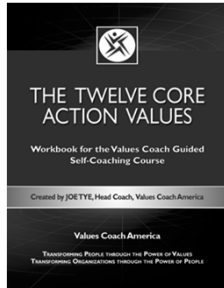
(alone with those who made the assumption)

**Remember what happens when you break
down the word "assume" into it's parts?**



**Nobody learns everything they
need to know in kindergarten!
When you assume that values
cannot be taught, you are selling
short your employees, your
customers, and your
organization.**

**The Values Coach
course is a 60-
module training
on universal
personal values.**



The Twelve Core Action Values

And the Cornerstones that Put Action into those Values

I. Laying a Solid Foundation

The first six Core Action Values and associated cornerstones develop inner strength of character.

- | | | | |
|--|--|---|---|
| 1. Authenticity
Self Awareness
Self Mastery
Self Belief
Self Truth | 4. Courage
Confrontation
Transformation
Action
Connection | 7. Purpose
Aspiration
Intentionality
Selflessness
Balance | 10. Enthusiasm
Attitude
Energy
Curiosity
Humor |
| 2. Integrity
Honesty
Reliability
Humility
Stewardship | 5. Perseverance
Preparation
Perspective
Toughness
Learning | 8. Vision
Attention
Imagination
Articulation
Belief | 11. Service
Helpfulness
Charity
Compassion
Renewal |
| 3. Awareness
Mindfulness
Objectivity
Empathy
Reflection | 6. Faith
Gratitude
Forgiveness
Love
Spirituality | 9. Focus
Clarity
Concentration
Speed
Momentum | 12. Leadership
Expectations
Example
Encouragement
Celebration |

**The deepest human values
transcend political and
religious beliefs,
ethnic heritage,
social class, and
every other superficiality.**



**After all, who wants
to be a phony?**

**Core Action Value #1
is Authenticity**



**Don't we all need to live with
integrity, awareness, courage,
perseverance, and faith?**



**The first six Core
Action Values lay a
solid foundation of
character strength**

**Don't we all need the power of
purpose, vision, focus,
enthusiasm, and service?**

**The second six Core
Action Values help
us do our work and
make a difference**



Don't people who live their values inspire and influence others?

**Core Action Value
#12 is Leadership**



**For each value there are
4 cornerstones that put
ACTION
into the
value.**



**For example, to put the action of
stewardship into the value of
Integrity, the Spark Plug group at
the Alaska VA Healthcare System
adopted a local homeless shelter.
Upon learning that the shelter
needed supplies of toilet paper, the
Spark Plugs launched...**

Operation Wipeout!!!



“We know from our research that the people who are clearest about their [personal] vision and values are significantly more committed to their organizations than are those who are not clear about their vision and values.”

**James Kouzes and Barry Posner:
*A Leader's Legacy***

When a critical mass of people connect with and act upon these core values, they will have a positive impact upon...



Organizational Culture!



**Culture is to the organization
what personality and character
are to the individual.**



**Culture eats strategy
for lunch!**



**Emotional attitude is
determined by what you
expect and by
what you
tolerate...**



**And over time, what you
tolerate will dominate
what you say you expect.**

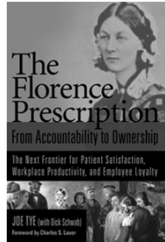


**Eventually, negativity will take
over in the organization**



“One toxic negative person can drag down morale and productivity of an entire work unit.”

Joe Tye, The Florence Prescription, page 142



Toxic emotional negativity (T.E.N.) is the emotional and spiritual equivalent of cigarette smoke.



When you build the essential qualities of a culture of ownership...



....great things happen!!



They changed their culture!

For the past five years, the company's growth rate has ranged from 25 percent to 30 percent per year!



They were named the best manufacturer to work for in Kentucky for the second year in a row and the 17th best company to work for overall in Kentucky.

They got clear on their values!

Profits from purchases of Big Ass Fans and Fanny merchandise benefit such charities as the Longhopes Donkey Shelter, Habitat for Humanity, local food banks, and various veterans organizations.



Nearly \$500,000 each year!!



Nebraska Values Collaborative

The Values Collaborative is an initiative designed to teach the course on the *Twelve Core Action Values*

By preparing hospital employees to be Certified Values Coach Trainers (CVC-T), participating hospitals can both weave these essential personal values into the cultural fabric of their organizations



Nebraska Values Collaborative

Statewide Sponsors:

- ✓ **Nebraska Rural Health Association**
- ✓ **Nebraska Hospital Association**
- ✓ **Nebraska Association for Healthcare Quality Risk and Safety**

In Partnership With:

- ✓ **Joe Tye – Values Coach, Inc.**





Nebraska Values Collaborative

- ✓ **Train-the Trainer Model**
- ✓ **General Training Session:
CVC-Ts for each facility**
- ✓ **Statewide Collaboration and
cooperation between organizations**



Nebraska Values Collaborative

Results so far:

20+ organizations participating
(eventually taking it out to their community)

160 CVC-T's Trained

Countless lives changed!





Nebraska Values Collaborative

**Values Training is a gift to
your people that is also an
investment in your
organization**

The "Take Home"

People don't quit a mission; they only quit a job.

People don't leave a team; they only leave an organization.

People don't desert a leader; they only desert a boss.

Loyalty is to the organization what gravity is to the solar system.



Joe Tye: All Hands on Deck: 8 Essential Lessons for Building a Culture of Ownership

It's not a program!

It's a movement!





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Nebraska Values Collaborative
