

## Don't Get Caught in the Middle

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## Financial Interest

- I am one of the founders of Alta Medical Management



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## Three Legs of Our Business

- It starts with your **People**
- Enable them with **Technology**
- Develop and continually improve your **Processes**



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“You don’t change the culture by trying to directly change the culture.”

Edgar Schein




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### Who Am I?

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- I am a culture convert
- I used to think culture was pretty squishy
- I used to think it was interesting – but not critical
  - I was wrong




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### Culture Affects Everything

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- How we interview employees
- How we organize work and teams
- How we approach problems
- How we audit work
- How we conduct reviews
- How we coach employees
- What kind of clients we work with
- How we remodeled our office




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### Why does communication suffer?

- Lack of trust
- Conflict
- Low commitment
- Unequal ability
- Lack of accountability
- Ego




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### The Five Dysfunctions of a Team

-Patrick Lencioni




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### My Guidelines

- All feedback must be:
  - Kind
  - Specific
  - Direct
  - Private




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### Why Set Ground Rules?

- It was selfish
- But it was also right




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### An Alternate Method

- Name the issue
- Specific example
- Describe your emotions
- Clarify what is at stake
- Identify your contribution
- Express desire to resolve
- Invite response




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### Is Your Culture Ready?

- Rate your organization on the pyramid
  - Now, do it honestly
- Leadership must be aligned
  - Whoever isn't will get flooded by people wanting intervention
  - People will seek weak spots in the system
  - Weak spots will short-circuit the process and the culture




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## Where Is Your Organization? Really.




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## Give It A Try.

- Use one method and/or the other with the person to your right




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## Two Options

### Option 1:

- Kind
- Specific
- Direct
- Private

### Option 2:

- Name the issue
- Specific example
- Describe your emotions
- Clarify what is at stake
- Identify your contribution
- Express desire to resolve
- Invite response




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## Summary

- If you do what you always did, you will get what you always got



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