Don’t Get Caught in the Middle

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Financial Interest
• I am one of the founders of Alta Medical Management

Three Legs of Our Business
• It starts with your People
• Enable them with Technology
• Develop and continually improve your Processes
“You don’t change the culture by trying to directly change the culture.”
Edgar Schein

Who Am I?
• 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

Culture Affects Everything
• 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
Why does communication suffer?

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

The Five Dysfunctions of a Team

- Lack of TRUST
- Fear of CONFLICT
- Low commitment
- Avoidance of ACCOUNTABILITY
- Inattention to RESULTS

- Being vulnerable and admitting weakness
- Airing concerns and having healthy, professional debate
- Disagree and commit
- Holding each other accountable
- Putting team needs above individual ones

My Guidelines

• All feedback must be:
  – Kind
  – Specific
  – Direct
  – Private
Why Set Ground Rules?

- It was selfish
- But it was also right

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

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

- Inattention to RESULTS
- Avoidance of ACCOUNTABILITY
- Lack of COMMITMENT
- Fear of CONFLICT
- Absence of TRUST

- Putting team needs above individual ones
- Holding each other accountable
- Disagree and commit
- Airing concerns and having healthy, professional debate
- Being vulnerable and admitting weakness

Give It A Try.

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

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
Summary

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

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