



Scan for CEUs

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Performance Habit & the Fifth Revolution: Culture Architecture for Human Understanding

Jorge Ismael Torres



Introduction

Jorge Ismael Torres

Culture Architect

- **25+ years of business and culture transformations experience in 15 countries**
- **Mechanical and Electrical Engineer → Passion for knowing how things work**
- **Exposed to many different cultures → People can behave differently**
- **MBA specialized in Organizational Behavior → How to design/transform cultures**
- **Responsible for airline merger (55K employees) → Worked with Disney Institute**
- **Disney Training → Fred Lee's "If Disney Ran Your Hospital: 9 ½ Things..."**
- **Patient Experience (HCAHPS) improvement at Mount Sinai Medical Center**
- **"Hardwiring Magic" and "Performance Habit": how to thrive in the 5th Revolution**

Performance Habit & the Fifth Revolution: Culture Architecture for Human Understanding

Agenda

1. Culture Architecture
2. Fifth Revolution
3. Human Understanding
4. Performance Habit

Agenda

- 1. Culture Architecture**
2. Fifth Revolution
3. Human Understanding
4. Performance Habit

1. Culture Architecture

What is Culture?



1. Culture Architecture

Why can “walls” create completely different Cultures?

East vs. West Germany



North vs. South Korea



1. Culture Architecture

Let's explain it with an example...



1. Culture Architecture

Culture is a consequence of the “Rules of the Game”



1. Culture Architecture

Different rules = Different Cultures

East vs. West Germany



North vs. South Korea



1. Culture Architecture

Culture comes from Latin “colere”= cultivate, grow



**Growing without Guides
(random shape)**



**Growing with Guides
(desired shape)**

With the right guides we can create the shape we want

1. Culture Architecture

Organizations must define and communicate clear rules

Mount Sinai MEDICAL CENTER Guiding Principles and Behaviors

 SAFETY	I am a S.H.I.E.L.D.	Safety HIPAA Improvement Emergency Litter removal Detection
 COMPASSION	I show that I really C.A.R.E.	Cooperative Alert and Purposeful Reliable
 COURTESY	PROFESSIONALISM	EFFICIENCY
 PROFESSIONALISM		
 EFFICIENCY		

4.1 Healthcare Excellence:

- Contribute to performance improvement initiatives
- Understand and meet internal and external customer's expectations

4.2 Critical Behavior:

- Uphold highest and ethical conduct and comply with MSMC's compliance program and all applicable state and federal laws, rules and regulations.
- Cooperate with inquiries and investigations

4.3 Accountability:

- Take ultimate accountability for work tasks/ outcomes and follow up on pending action plans.
- Am not easily excused or permitted to shirk my duties.
- Respect my certifications and licenses

4.4 Respect:

- Am inclusive and treat others with respect, dignity, courtesy and integrity
- Address conflicts behind closed doors

4.5 Teamwork:

- Formulate and maintain positive working relationships
- Share my knowledge, best practices and value other's strengths
- Actively collaborate towards solutions which benefit all parties involved
- Support team decisions

4.6 Service before self:

- Am willing to adjust schedule/ assignments to meet the needs of the department and/or organization

4.7 Always abide by the following standards:

- Always wear my name badge at shoulder height
- Always professionally dress, present office, with uniform covered, according to the dress code policy
- Never show up late or do not see or think before the right of patients or visitors
- Always keep patient and MSMC information strictly confidential and follow MSMC's policies

4.8 Take care of my work environment:

- Always keep my work area neat and orderly clean doors
- Maintain a clean and tidy work area and hallway clear
- Lead by example in cleaning up

4.9 I strive to participate in and champion MSMC's well-being initiatives

Mount Sinai MEDICAL CENTER GUIDING PRINCIPLES AND BEHAVIORS FOR OUR EMPLOYEES

100 TOP HOSPITALS 2018 | **100 TOP HOSPITALS 2017**

We are proud to provide safe and exceptional care in a compassionate environment

Safety

I practice Safe behaviors in everything I do:

- Know and follow all safety policies and procedures
- Safely deliver on our promises

I am courteous and respectful to Guests of all ages:

Safety

behaviors and actions. Safety is #1 and I am fully committed to ensure our activities comply with all regulations, codes and comply with the highest standards. I am always ready to identify any potential or mitigate any operational hazards. I am always ready to respond to any risk situations. I and air staff members to achieve the overall welfare of our VIVA team.

I am acting in a safe way. I am someone, client or caregiver that puts their life or someone's life at risk. I am someone who informs me about who propose ideas for improvement.

Courtesy

I project a positive energy and energy:

- Smile
- Be approachable and make eye contact

I am courteous and respectful to Guests of all ages:

#2 - Efficiency

I execute my activities effectively:

- Identify priorities and work first on the most important ones. I also support my teammates so that we can get our team's priorities first.
- Do not waste time doing things that do not generate value.
- Take care of my work tools, I do not waste resources and I avoid reprocessing.
- Seek to simplify processes, avoid bureaucracy and improve productivity.
- Avoid having unnecessary meetings.
- Start my activities on time according to the schedules and work plans.
- Comply with operational standards.
- Keep my work area clean and ready for the next operation.

I keep the operation flowing:

- Based on our guiding principles, I make decisions avoiding delaying the process by escalating decisions.
- Based on guiding principles, I empower my subordinates to make decisions that help us fulfill our mission, vision and purpose.
- Request support (local or remote) to solve problems with disruptive passengers avoiding stopping the operation.
- I meet my deadlines so that my colleagues can also continue their tasks without delay.

Show

I stay in character and play the part:

- Use themed language and actions that support the story of my area
- Preserve the magic
- Model the Disney Look

I ensure my area is

#3 – Attitude

I am different:

- When appropriate I smile and joke with people
- Am informal, close, and I am never disrespectful
- Have a positive and joyful attitude
- Greet each person with energy and always make eye contact
- Am simple and use technical language only when necessary
- Am inclusive and respect differences of gender, race, etc.

I am professional and genuine:

- Am autonomous and work effectively
- Support my colleagues without sacrificing my efficiency
- Am on time to attend meetings and fulfill my commitments
- Am always willing to go the extra mile
- As a professional I take care of my health and well-being
- Listen carefully and speak in a clear way
- Am coherent between what I say and do
- Deliver timely reliable information.
- When dealing with problems with our clients both external and internal: a) I listen without interrupting, b) I apologize on behalf of Mount Sinai or my Department, c) I am empathetic and I recognize that he/she feel that way, d) I describe what I will do to solve or mitigate the problem.

I am dynamic and entrepreneur:

- Question the status quo and look for ways to do things better
- Share my best practices with other teams
- I love change, I adapt easily to it and I welcome change

Efficiency

I perform my role efficiently so Guests get the most out of their visits:

- Look for ways to reduce lines and hassles
- Proved accurate and timely information
- Be knowledgeable about my

1. Culture Architecture

Summary:

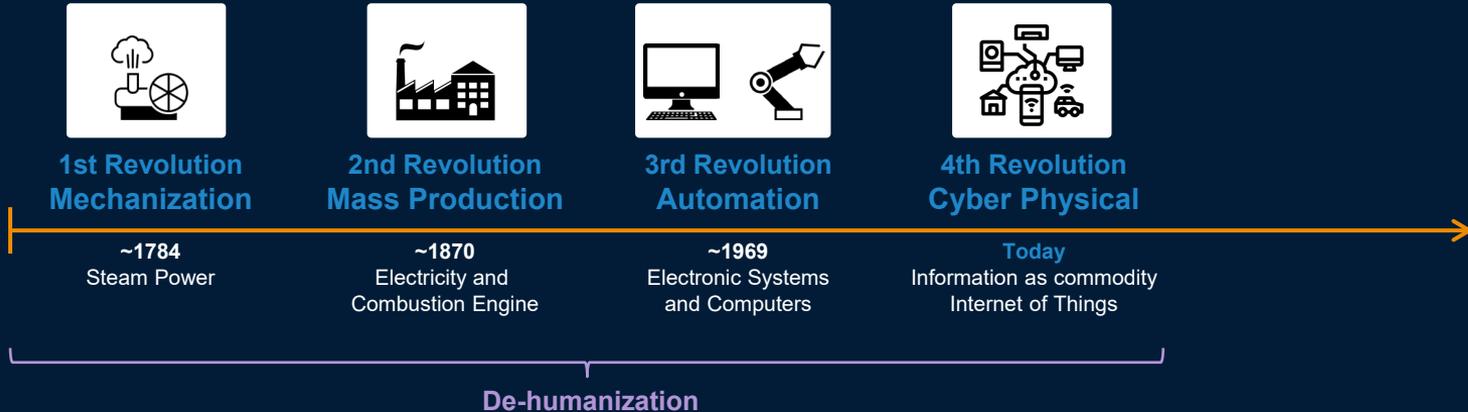
- Culture is a consequence of the “rules of the game”
- “Culture Architecture” is about ensuring:
 1. Organizations have clear and simple rules
(processes and expected behaviors)
 2. People are aware and trained on these “rules”
 3. There are strong reinforcement and enforcement mechanisms to ensure “rules” are consistently followed

Agenda

1. Culture Architecture
- 2. Fifth Revolution**
3. Human Understanding
4. Performance Habit

2. The Fifth Revolution

Humans have lost the sense of what being human is supposed to be



Before 1st Revolution

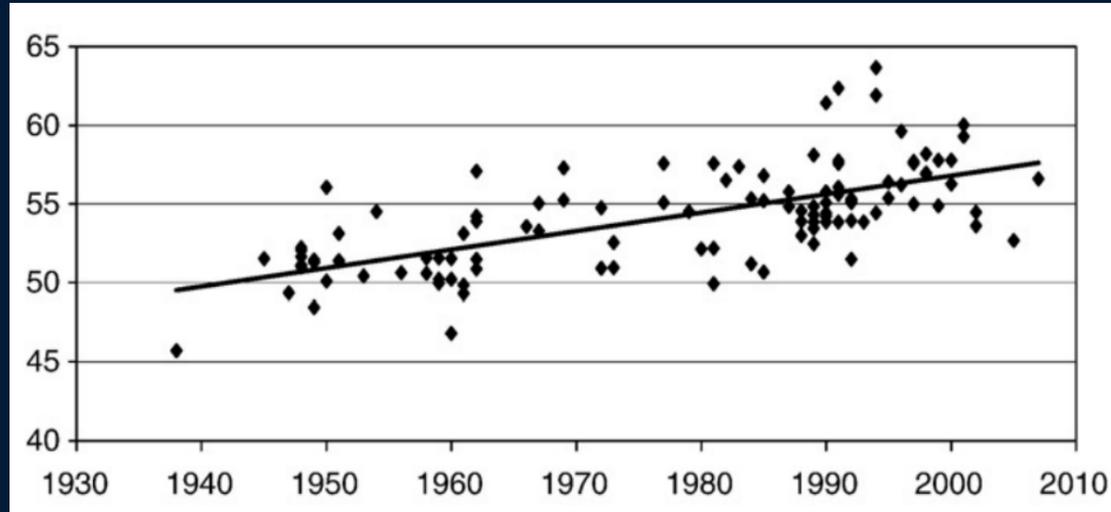
- Strong sense of purpose and belonging
- Expected Outcomes
- Personal time (fam/friends, community, spiritual)
- Enjoyed the fruit of their work

1st – 4th Revolution

- Loss of sense of purpose
- Short-term relationships
(HR implies humans are just a commodity)
- Everything is a transaction

2. The Fifth Revolution

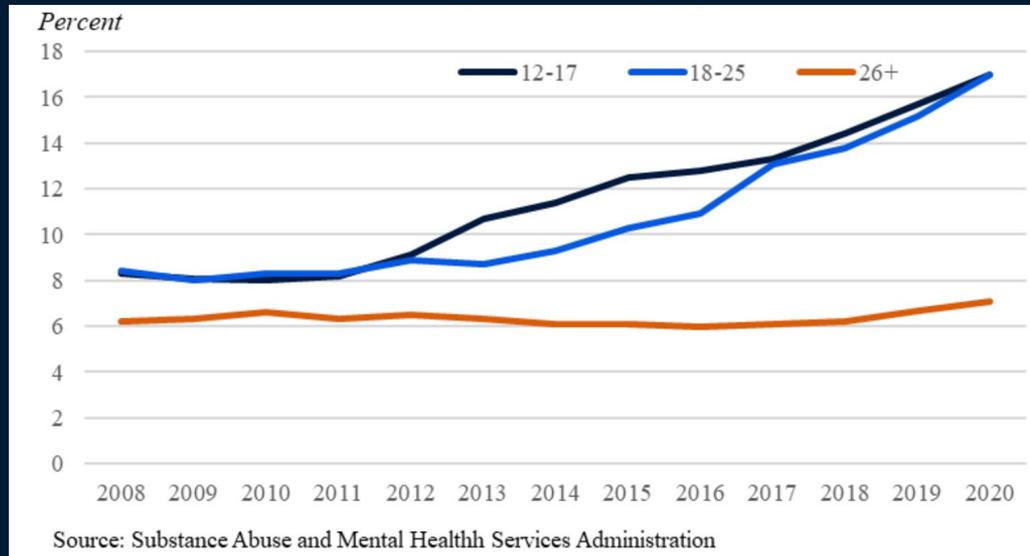
Minnesota Multiphasic Personality Inventory (MMPI) Depression scale scores of college students 1938-2007



Source: A cross-temporal meta-analysis of the MMPI, Jean M. Twenge, Brittany Gentile, C. Nathan DeWall, Debbie Ma, Katharine Lacefield, David R. Schurtz

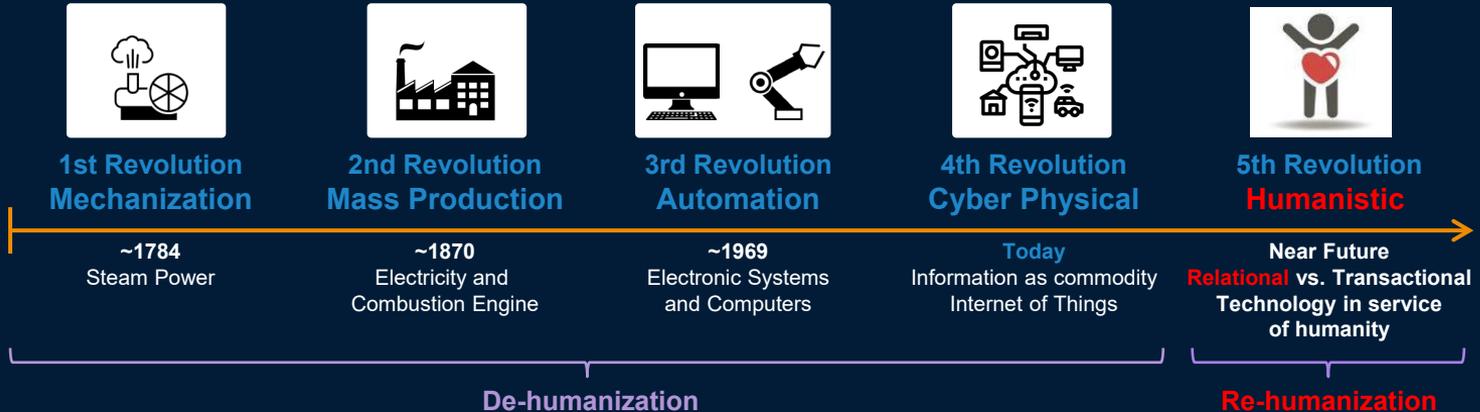
2. The Fifth Revolution

Percent of the population with a major depressive episode in the past year by age, 2008-2020



2. The Fifth Revolution

Humans have lost the sense of what being human is supposed to be



Before 1st Revolution

- Strong sense of purpose and belonging
- Expected Outcomes
- Personal time (fam/friends, community, spiritual)
- Enjoyed the fruit of their work

1st – 4th Revolution

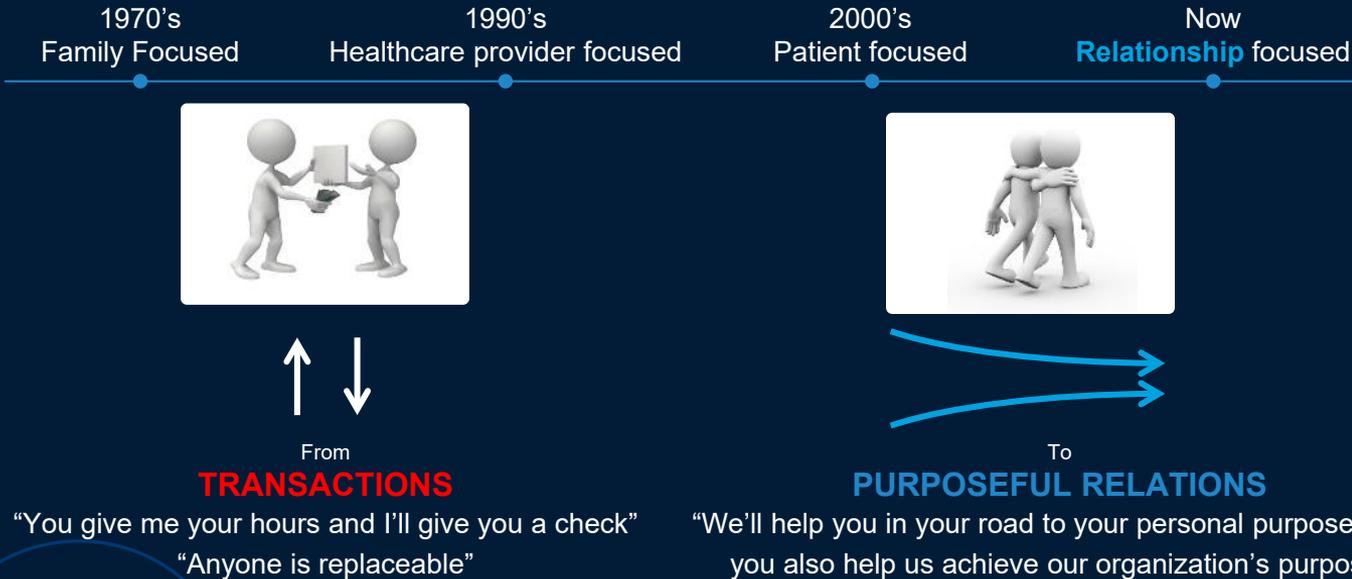
- Loss of sense of purpose
- Short-term relationships
(HR implies humans are just a **commodity**)
- Everything is a transaction

5th Revolution

- Strong sense of purpose/
relevance (**greater purpose**)
- Strong sense of relationships
- Personal time

2. The Fifth Revolution

Organizations must systematically evolve from transactions to transcendental purposeful relations in order to motivate and engage patients and employees



Agenda

1. Culture Architecture
2. Fifth Revolution
- 3. Human Understanding**
4. Performance Habit

3. Human Understanding

What is a **Human** and what is **Understanding**?

3. Human Understanding

What is a human?

- *“A culture-bearing primate anatomically similar and related to the great apes but distinguished by a more highly developed brain and a resultant capacity for articulate speech and abstract reasoning”*
- Dictionary definitions discuss WHAT human beings are, but they don't address WHO the Human Being is
- Human beings share similar physical attributes. However, each human is a completely different person (individual) with a specific way of processing information

3. Human Understanding

Body and mind evolve... the “essence” remains the same

1 month old



10 years old



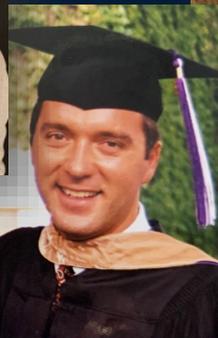
30's



50's



5 years old



20's



40's

3. Human Understanding

What is understanding?



3. Human Understanding

This car sells for \$95,000



3. Human Understanding

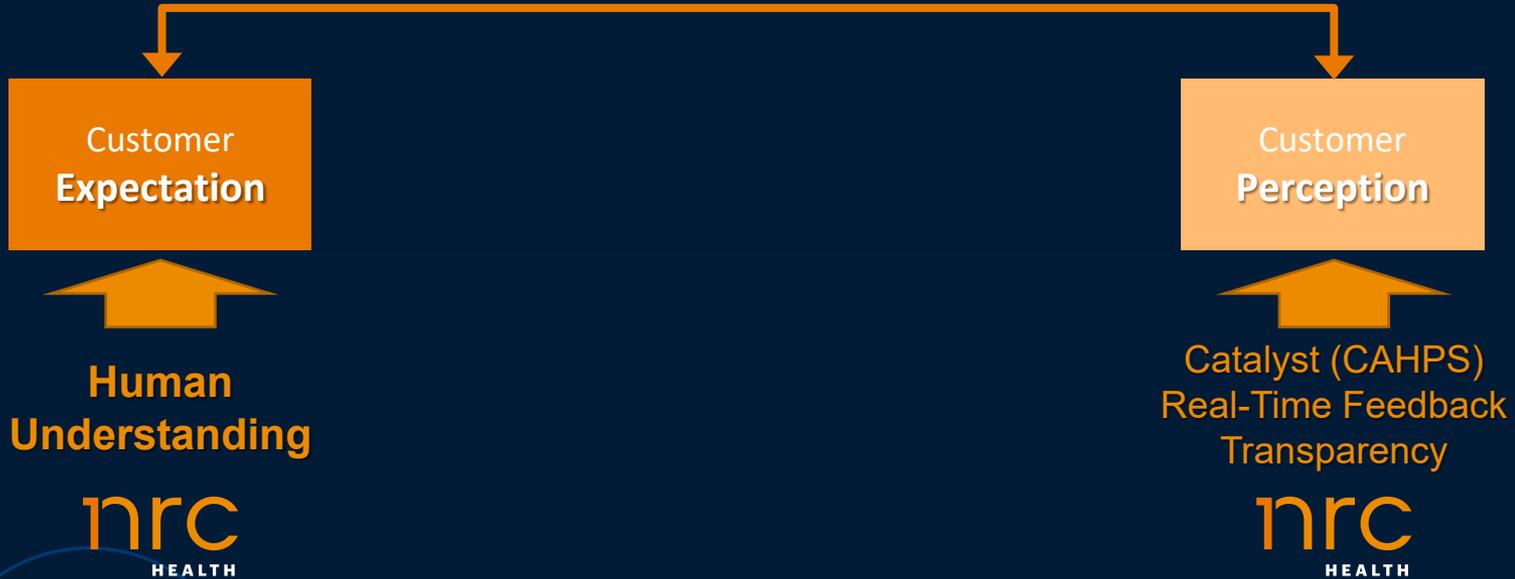
Would this car sell for \$95,000?



3. Human Understanding

What is understanding?

"Magic" happens when perception is greater than expectation



Agenda

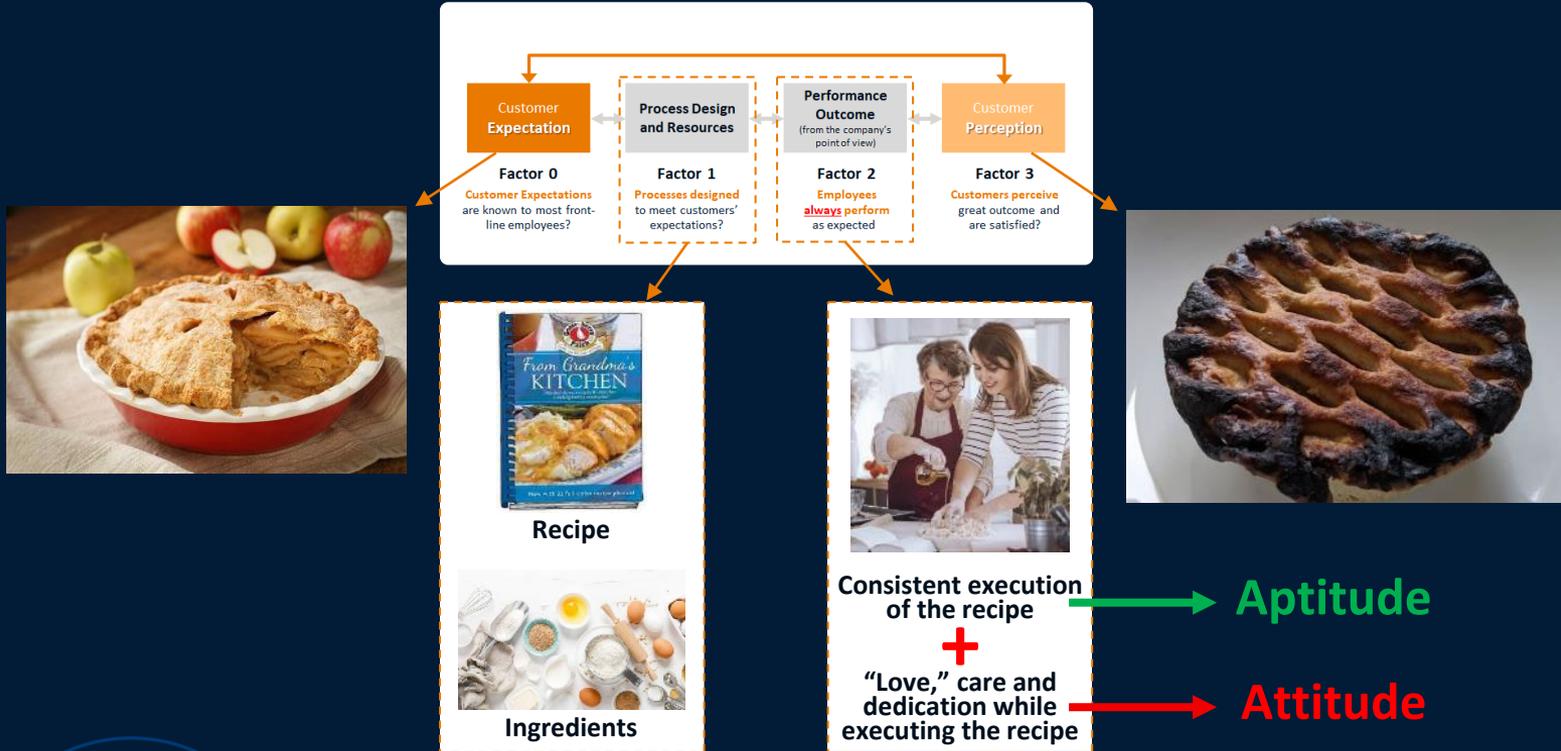
1. Culture Architecture
2. Fifth Revolution
3. Human Understanding
4. **Performance Habit**

4. Performance Habit

How can we consistently ensure the best perception?

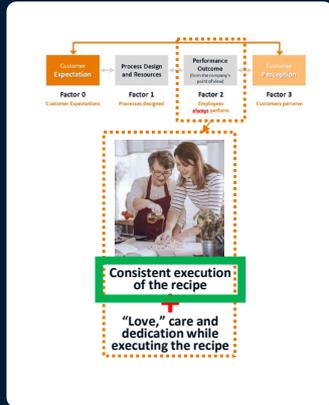


4. Performance Habit



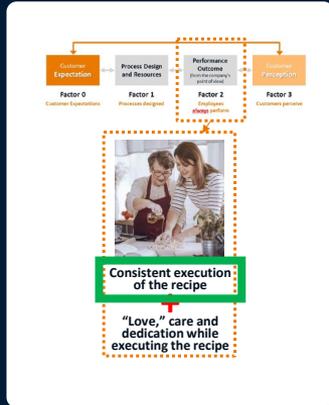
4. Performance Habit - **Aptitude**

Organizations must have effective “on-the-job” training mechanisms



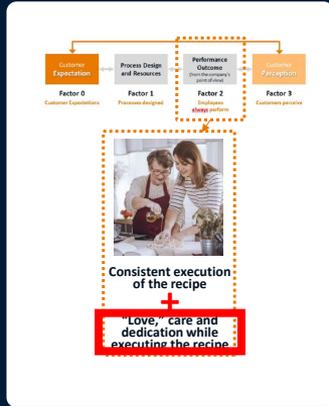
4. Performance Habit - **Aptitude**

Organizations must have effective “on-the-job” training mechanisms



4. Performance Habit - Attitude

Organizations must focus on "motivation **drivers**" instead of "**Satisfiers**"



Factors for Motivation



- 1) **Sense of Belonging**
- 2) **Sense of Relevance**
(Purpose, Mission, Role's responsibility)
- 3) **Sense of Achievement**
(Recognition, Growth, etc.)

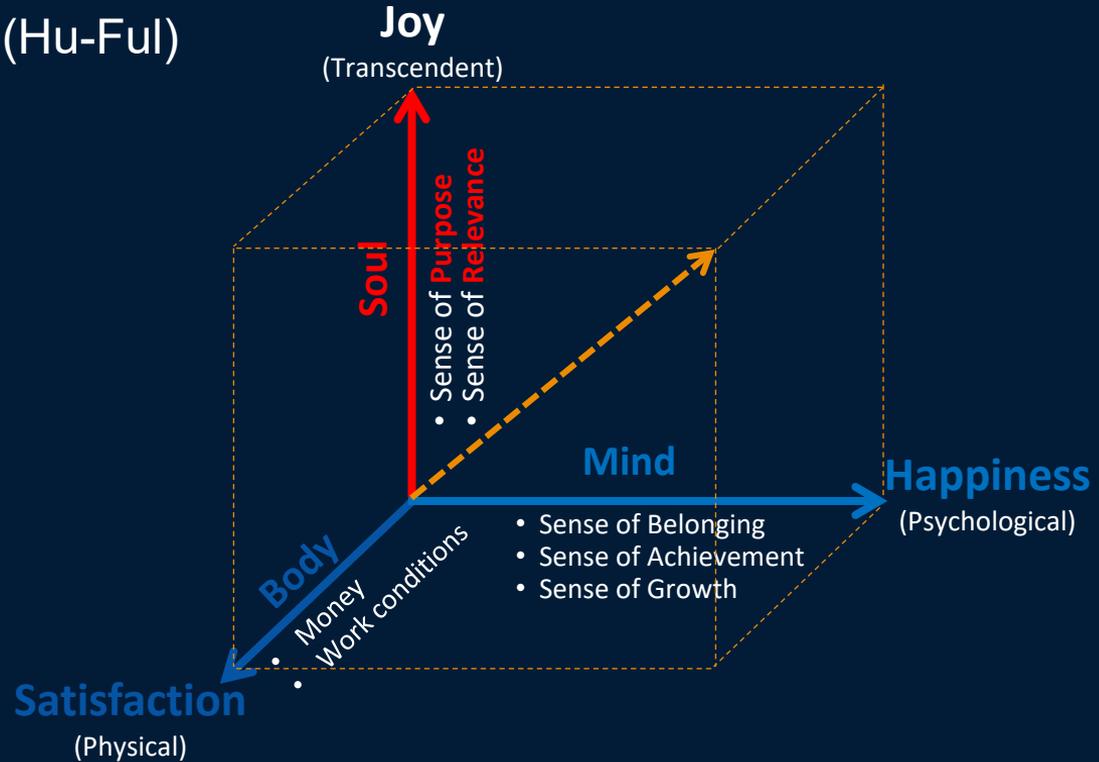
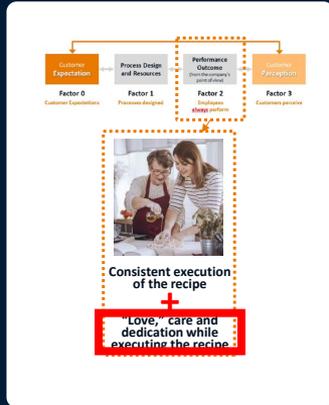
Motivation ↑



- Salary
- Work conditions
- Supervision
- Company policies
- Job security

4. Performance Habit - Attitude

Human Fulfillment (Hu-Ful)

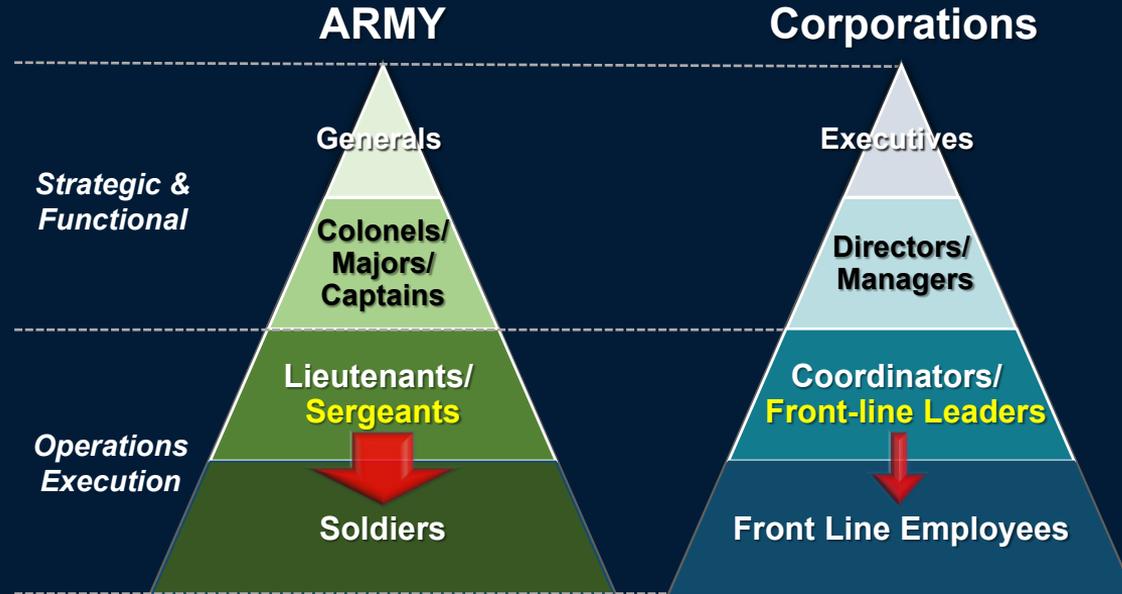
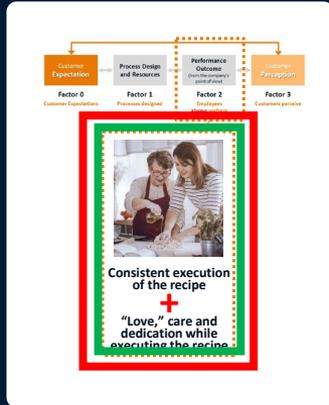


4. Performance Habit

Who ensures great **aptitude** and **attitude**?

4. Performance Habit

Frontline leadership is the most important position in any organization



4. Performance Habit

Leaders need systematic tools to ensure consistent **aptitude** and **attitude**



Daily/Weekly Dialogues

Lead by the Rewarding 4:1:1 Feedback

People:

- Guiding Principles
- Recognition
- Training/Coaching

Patients:

- Staff assignments
- Key 4:1:1 (Plan of care updates)
- Special instructions/warnings (NPI's, etc.)

Performance:

- Safety/Quality
- Patient Satisfaction
- Opportunity areas

Process Confirmation

A standard "Go & See" tool to observe how processes are performed, to identify deviations and to provide immediate feedback & training ["on the job training"]

- Observation
- Evaluation
- Feedback
- Reinforcing

Attendees

Attendees

Attendees

Attendees

Rewards and Recognition

Daily

Weekly

Monthly

Ronald Rodriguez

Nurse Star

Guiding Principles & Behaviors

Mount Sinai

- SAFETY:** Let's KILL IT.
- COMPASSION:** Show that I care by... Caring.
- COURTESY:** I always have a positive attitude and always say YES to my COLLEAGUE.
- PROFESSIONALISM:** Behave in accordance with the NPI's.
- EFFICIENCY:** I provide care with the most efficient way.

Internal Communication

New Vital Signs Monitors are coming!

We are investing to provide our teams with the best tools required to do a great job

- All in one monitor:
 - Pressure (BP/PA)
 - SpO2
 - Pulse rate
 - Tempo 2/airc
 - PET Documentation
 - Information electronically sent to EPIC via Wi-Fi

These monitors are very expensive! Please take care of them!

Thank you for your feedback! Mount Sinai

Employee Barometer

Reduce Handwashing Magic

After 12 months of Handwashing Magic

4. Performance Habit

Leaders need systematic tools to ensure consistent **aptitude** and **attitude**



Daily Dialogue

A brief meeting designed to help leaders engage with their teams, train/ remind them of desired behaviors, define tasks for the shift, analyze performance, discuss problems and solution ideas



People

- Our Purpose
- Guiding Principles
- Recognition
- Behaviours reinforcement
- Re-training (One Point Lessons)
- Company News

Patients

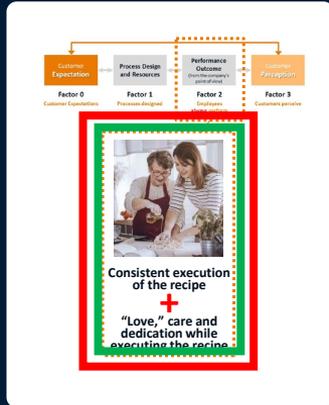
- Staff assignments
- Key Highlights (Plan of care updates)
- Special instructions/ warnings (VIP's, etc.)

Performance

- Safety
- Quality
- Patient Satisfaction
- Problems and opportunity areas

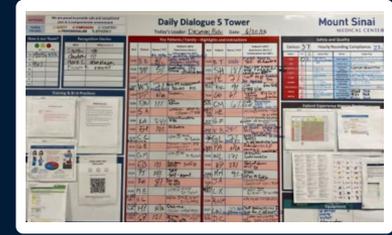
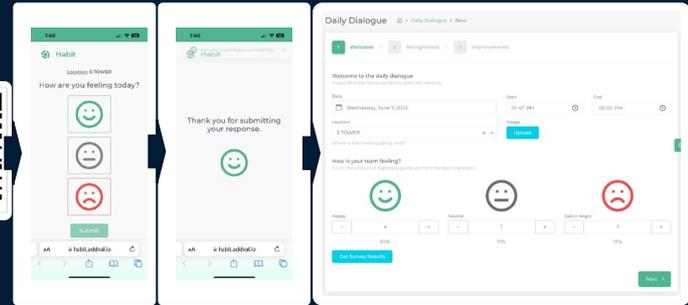
4. Performance Habit

Leaders need systematic tools to ensure consistent **aptitude** and **attitude**



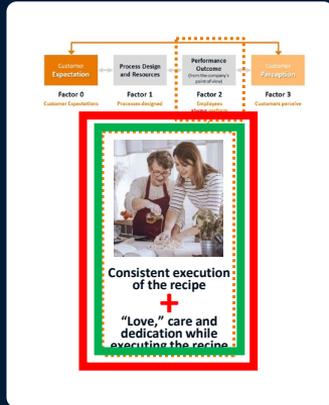
Daily Dialogue

Every day, we track employee engagement by getting an employee "pulse"



4. Performance Habit

Leaders need systematic tools to ensure consistent **aptitude** and **attitude**



Process Confirmation

A standard “Go & See” session to observe how processes are being performed and to identify any deviations or opportunity areas. This 1-1 sessions results are recorded, tracked and analyzed



For every medication make sure you **explain what the medication is FOR (Purpose)**

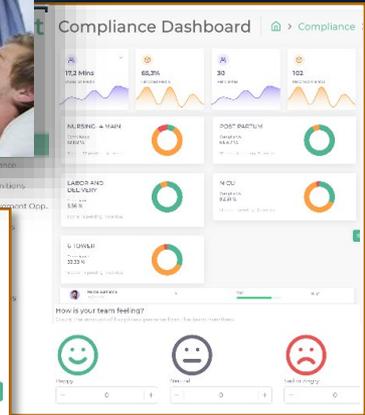
Yes No N/A

For every medication make sure you always **explain potential side effects**

Yes No N/A

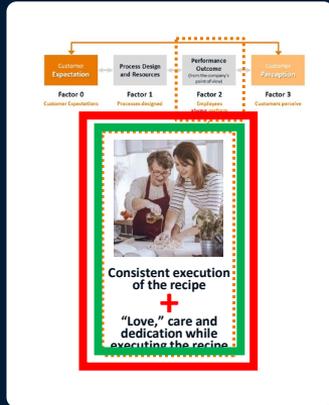
How effective were you to ensure patient knows why he/she needs this medication and what are the potential side effects?

☆☆☆☆☆



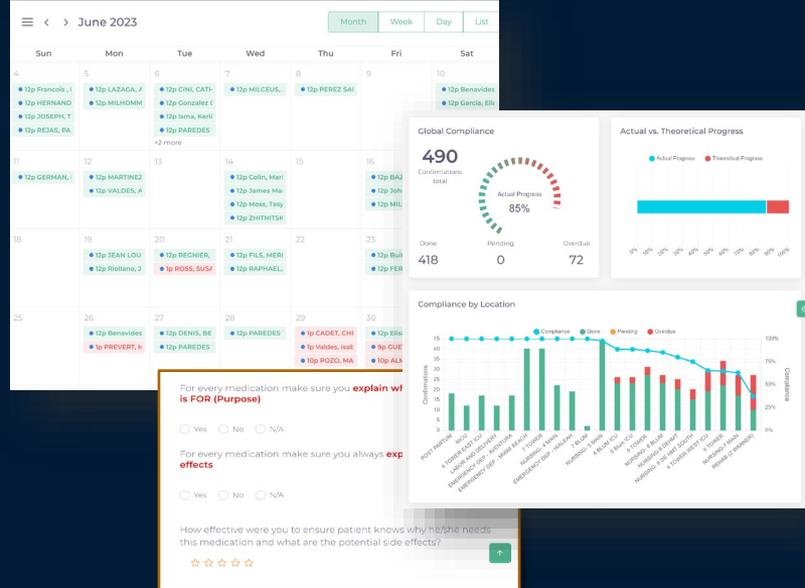
4. Performance Habit

Leaders need systematic tools to ensure consistent **aptitude** and **attitude**



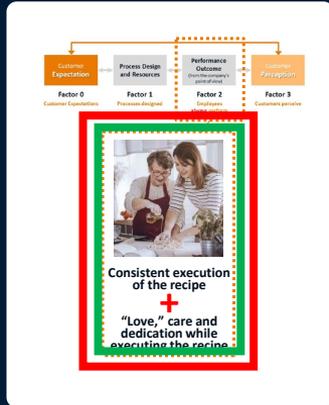
Process Confirmation

Leaders execute process confirmations based on a calendar and register results in a tool to keep track of progress, problem behaviors and employees that need attention



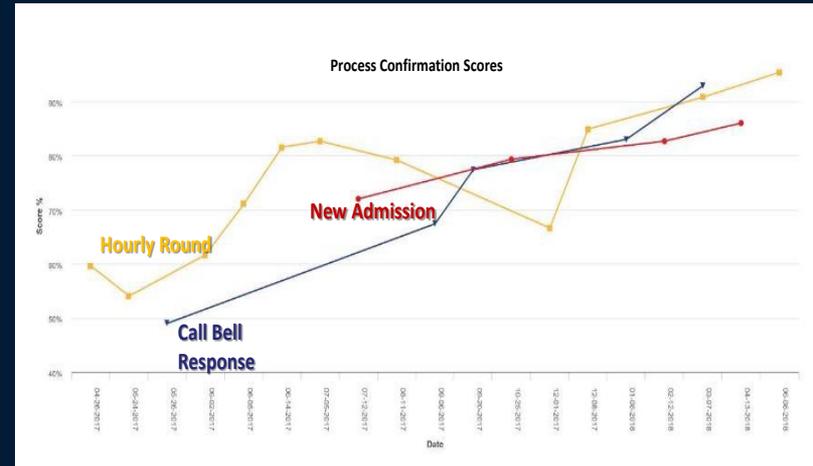
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Process Confirmation

Example of a previously considered "underperforming" employee, who is now the best nurse's assistant in her department



Agenda

1. Culture Architecture
2. Fifth Revolution
3. Human Understanding
4. Performance Habit
- 5. Final Thoughts**

The 5th Revolution is coming! Need to prepare

- Offer a **purpose-driven** value proposition and reinforce **values** and **expected behaviors**

It's not magic that makes it work...

...It's the way you work that makes it magical

- The “secret” is the consistent execution (**aptitude**) and love, care and dedication (**attitude**)
- It's not the teaching... but the preaching that makes the difference
- To be successful you need to ensure you have great front-Line leaders

Effective management needs measuring key indicators because...

- ...What you don't **measure** you don't track...
- ...What you don't track you don't control...
- ...What you don't control you can't **improve**.

You cannot **give** what you don't **have**

5. Final Thoughts – Compassionate Love

Αγάπη
[agápi]

Self-Giving / Sacrificing Love

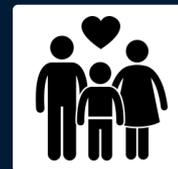
(It is NOT a feeling... It's a decision: Love in action)



φιλία
[philia]

Family Love

(Parents to children)



Στοργή
[storgí]

Brotherly Love/
Affection for Things

(Phobia is the opposite)



Ερως
[éros]

Erotic, Passionate Love



Questions?

Thank you !!

If need more details:



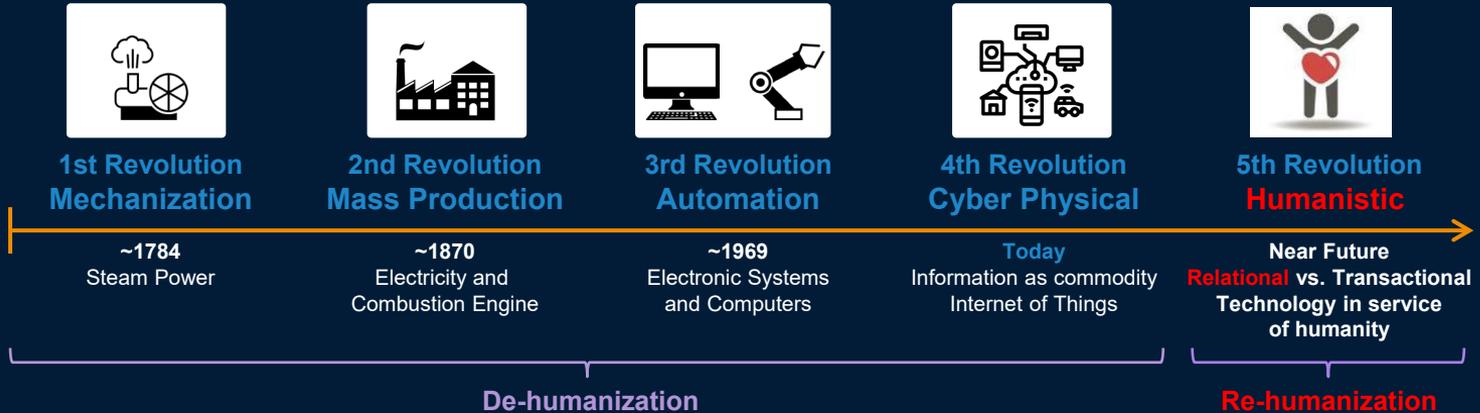
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2. The Fifth Revolution

Humans have lost the sense of what being humans is supposed to be



Before 1st Revolution

- Strong sense of purpose and belonging
- Expected Outcomes
- Personal time (fam/friends, community, spiritual)
- Enjoyed the fruit of their work

1st – 4th Revolution

- Loss of sense of purpose
- Short-term relationships (HR implies humans are just a commodity)
- Everything is a transaction

5th Revolution

- Strong sense of purpose/ relevance (*greater purpose*)
- Strong sense of relationships
- Personal time