

# Culture Shift + Leadership Development = Sustainable Results for Advocate Health Care



## Challenge      Solution      Outcomes

Solve the following organizational challenges of a high-profile, semi-autonomous health care unit:

- Low employee engagement
- Unhealthy team culture
- Ineffective working relationships
- Deep-rooted passive behaviors and avoidance of conflict

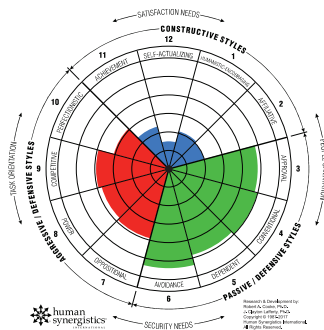
- Measure culture and leadership impact using OCI® and L/I
- Describe culture transformation with individual and team behaviors
- Simultaneously work with all levels of the organization:
  - Coach and teach
  - Experiment and learn
- Focus on achieving their Ideal

- Dramatic changes in the culture profiles from 2009 to 2012
- Defensive styles all below the 50<sup>th</sup> percentile
- Strong awareness of behaviors and their impact on others
- Sustainable results: high engagement, exceed financial goals, effectively lead through change, remain focused on the Ideal

### Current Culture Profile—2009

*Predominant Style:*  
Avoidance

*Weakest Style:*  
Self-Actualizing

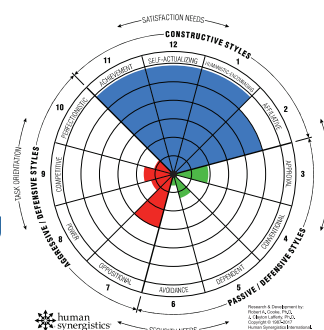


### Ideal Culture Profile

*Predominant Styles:*

Achievement, Self-Actualizing, and Humanistic-Encouraging

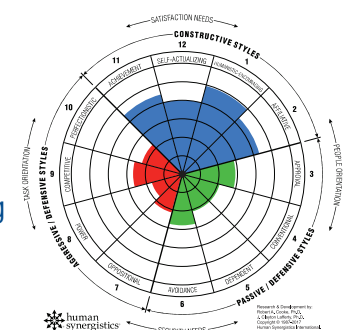
*Weakest Styles:*  
Conventional and Avoidance



### Current Culture Profile—2012

*Predominant Style:*  
Humanistic-Encouraging

*Weakest Style:*  
Power



**“We were successful because we focused on behavioral commitments, linked culture to organizational realities, didn’t assign success to one effort, and always persevered.”**

Diane Stuart

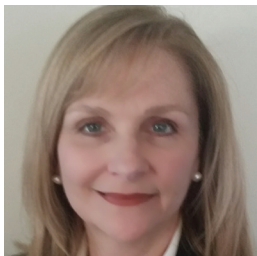
## Culture Shift + Leadership Development = Sustainable Results for Advocate Health Care

### Poster Session Presenters



#### Diane Stuart

Diane Stuart is an Organizational Development professional specializing in culture transformation and leadership development work. She customizes practical yet creative solutions using daily work activities, familiar interactions, and team practices as a backdrop for teaching leaders and teams “how and what” to change. She maximizes the impact of research-based tools by using qualitative and quantitative data. This enables leaders and teams to use the tools and techniques to their fullest extent. Diane is an RN with 10 years of healthcare management experience. She designs, implements, and manages strategic learning initiatives that deliver sustainable results. Diane is the Program Director for the Advanced Management and Leadership Certificate at UW-Madison’s Center for Professional and Executive Development.



#### Jo Amick

Since 2005, Jo Amick has served as Vice President of Development for Advocate Charitable Foundation. In this capacity, she has executive responsibility for the vision, planning, implementation and management of charitable giving and fundraising for Advocate Good Samaritan Hospital located in Downers Grove, and Advocate Sherman Hospital in Elgin, Illinois. During a span of 35 years as a fundraising professional, Jo has held executive and fundraising positions with the Greater Joliet Area YMCA; United Way of Will County; The Rialto Square Theatre; The Field Museum of National History; and The Salvation Army.

### About Advocate Health Care



Advocate is the largest health system in Illinois. We are a faith based, not-for-profit system based in Downers Grove, Illinois. Advocate offers nearly 400 sites of care, with 12 acute-care hospitals, including a children’s hospital with two campuses and the state’s largest integrated children’s network. We are recognized among the best places to work in Illinois and are one of Chicagoland’s largest employers. Our emergency and Level I Trauma network is the largest in the state and we treat more pediatric and cancer patients than any other hospital or system in Illinois. People trust their hearts to us too. Advocate Health Care—people are our inspiration, changing lives is our passion. Visit us at [www.advocatehealth.com](http://www.advocatehealth.com).