Team of Teams Diagnostic Findings

TTUHSC | Town Hall

June 13th, 2019
Table of Contents

1. Introduction

2. Executive Summary

3. Methodology

4. Opportunities and Detailed Findings

5. Way Forward and Recommendations
McChrystal Group Introduction

Our Team

Jim Huggins
Partner

Claire Avett
Project Lead

Dr. Ryan Arzamarski
Diagnostic Lead

Spencer McManes
Project Manager

Our Methodology

System Level Capabilities

- Trust
- Shared Consciousness
- Common Purpose
- Empowered Execution

Individual Level Behaviors

- Self-Awareness
- Purposeful Connections
- Applied Curiosity
- Tolerance of Tension

TTUHSC Engagement

TTUHSC Engagement

- Organizational Performance Analysis
- Organizational Network Analysis
- Leader Behavior Diagnostic
- High-Impact Events
- Rapid Development Workshops
- Transformational Programs
- Embedded Engagements
- Strategy & Execution
- Operating Rhythm & Communications
- Judgment & Decision-Making
- Leadership Development
Executive Summary
TTUHSC operates at the intersection of two highly dynamic industries:

...within the broad and diverse *West Texas market*
Because individual teams face different external pressures, their empowered senior leaders are focused on executing different school and departmental efforts.

<table>
<thead>
<tr>
<th>This results in the following challenges at a broader organizational level:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A One Team Mindset and Culture is not ubiquitous across TTUHSC</strong></td>
</tr>
<tr>
<td><strong>Lack of alignment to, accountability for, and communication of progress on organizational objectives</strong></td>
</tr>
<tr>
<td><strong>Unclear or insufficient organizational processes</strong></td>
</tr>
</tbody>
</table>

These challenges will impede realization of the 2020 Strategic Plan and limit TTUHSC’s ability to provide healthcare to West Texas and beyond.
McChrystal Group Diagnostic Overview

- 2 months of data collection and analysis
- **691** responses: 61% completion rate*
- **53** in-person interviews
- **4** focus groups (2 staff + 2 faculty)
- **5** “meet and greets”

*Staff (68%) and Faculty (49%)
TTUHSC Has Strengths to Leverage

1 out of 4 respondents mention “People” or their “Team” top-of-mind as TTUHSC’s main strength

PERFORMANCE ANALYSIS TOTAL SAMPLE

73% agree* My daily actions directly impact the success or failure of TTUHSC.

66% agree* When I think about where TTUHSC will be in 5 years, I feel motivated to excel at my job.

“The best part of my job is] the freedom to use my knowledge and skills to make decisions and perform tasks that impact the team and organization.”

- Managed Care

“The future of TTUHSC is bright and I hope we continue to move in a direction that serves our incoming residents, students, nurses, and PA students better [...]”

- Academic Services

*Agree = “Agree” + “Strongly Agree” throughout

Sources: OPA Survey; Open-End Responses
Build a One Team Mindset and Culture to Achieve the 2020 Strategic Plan
TTUHSC’s 2020 Strategic Plan requires a mindset above the department/school level. The Values-Based Culture is addressing the gap in cross-team collaboration, but has not yet fully gained traction.

Provide Clarity on Progress Towards Organizational Objectives
TTUHSC’s teams operate in pursuit of divergent goals. Lack of horizontal and vertical communication reinforces siloed thinking and actions. Consistent communication will hold objective/strategy owners accountable.

Increase Transparency Around Organizational Processes
Lack of transparency around organizational processes, such as funding allocation decisions, has decreased trust in the organization, leading to heightened competition, animosity, and slowed execution.
Methodology
How McChrystal Group Measures Performance

Empowered Execution

**Empowerment**
The belief that one has the autonomy and ability to execute

**Shared Ownership**
Extent to which a person feels they own organizational problems and success

**Guidance**
Understanding the guardrails around one’s role

Shared Consciousness

**Information Sharing**
Information is appropriately shared and accessible

**Collaboration**
The degree to which everyone is working together towards organization-wide success

**Situational Awareness**
Shared understanding of the operating environment

Trust

**Supportive Environment**
Established culture of care and concern across the organization

**Operational Objectivity**
How fair employees perceive the organization to be

Common Purpose

**Goal Alignment**
Established alignment at the team level

**Emotional Connection**
Connection to the mission of the company

Example/Dummy Data

- High performance group
- Mediocre performance group (w/ collaboration opportunity)
Opportunities in the Team of Teams Performance Framework

- **Build a One Team Mindset and Culture**
- **Provide Clarity on Progress Towards Organizational Objectives**
- **Increase Transparency Around Organizational Processes**

Source: OPA Survey

TTUHSC Total Sample

---

Healthcare Average
Opportunities

Build a *One Team* Mindset and Culture

Provide Clarity on Progress Towards Organizational Objectives

Increase Transparency Around Organizational Processes
TTUHSC’s 2020 Strategic Goals

1. ACADEMICS
   Strategic Goal
   Provide innovative educational programs that prepare students to be competent and caring health care professionals and researchers.

2. RESEARCH
   Strategic Goal
   Advance our research portfolio with emphasis on areas of strength and collaboration.

3. SERVICE & OUTREACH
   Strategic Goal
   Improve overall health and access to health care for communities in our region through the provision of patient care services and community outreach.

4. PEOPLE
   Strategic Goal
   Create a sustainable, values-based culture.

5. OPERATIONS
   Strategic Goal
   Ensure operations and infrastructure effectively and efficiently support the mission of the institution.

Source: TTUHSC 2020 Strategic Plan
Minimally, two-thirds of the 37 strategic initiatives require cross-campus and/or faculty-staff collaboration, communication, and trust/transparency.

Source: TTUHSC 2020 Strategic Plan
2020 Strategic Plan Requires Improved Collaboration and Trust

Top of Mind: What do you perceive to be the biggest challenge facing your team?

<table>
<thead>
<tr>
<th>“Communication/Silos”</th>
<th>17%</th>
<th>22%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top-of-Mind</td>
<td>Institution Staff</td>
<td>Faculty</td>
</tr>
</tbody>
</table>

“The biggest challenge currently facing our team is the lack of communication (e.g., goals, successes, failures), from the top down and vice-versa, which impacts transparency and accountability, and ultimately trust and decision-making.”
- Institution Staff

<table>
<thead>
<tr>
<th>“Culture of Trust and Transparency”</th>
<th>14%</th>
<th>16%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top-of-Mind</td>
<td>Faculty</td>
<td>Institution Staff</td>
</tr>
</tbody>
</table>

“All of us need help with how to be transparent in communicating our purpose, expectations and actions - we need skill-building in these.”
- School Staff/Administration

Source: Open-End Responses by Job Type
Lack of Cohesive TTUHSC Culture

- Inconsistent scores across campuses suggests different cultures across TTUHSC
- Silos have affected performance scores and cultures on smaller campuses

Sources: OPA Survey by Campus; Open-End Responses

Note: Dallas is not shown because base size is < 10
Leaders Must Link Team Goals to Organizational Goals

- Employees connect their daily efforts to team goals, but the majority do not connect team goals to the organization’s objectives

“Leadership in [certain schools] is passive, therefore department heads take their own courses, and act as confederated departments. Any alignment is based on the individual unit[...] it is difficult to navigate because people do not manage based on common goals.”

- School Administration

Institutional Staff

<table>
<thead>
<tr>
<th>% Agree + Strongly Agree</th>
<th>0%</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>My team’s leadership articulates how my performance goals contribute to my team’s goals.</td>
<td>55%</td>
<td>41%</td>
<td>40%</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>TTUHSC’s leadership articulates how my team’s goals contribute to the institution’s objectives.</td>
<td>65%</td>
<td>40%</td>
<td>40%</td>
<td>55%</td>
<td></td>
</tr>
</tbody>
</table>

Source: OPA Survey
The Network Analysis Identifies Impactful People and Teams

Network Analysis Questions:

1. List up to 8 people to whom you go as a great source of information or help.

   a. For each of these people, select what type of information you seek from each.
      • Healthcare Knowledge
      • Innovation Exploration
      • Problem Solving
      • Strategy/Broader Organization Context

2. List up to 8 people to whom you need more access to accomplish your business objectives.

   a. For each of these 8 people, select why you need more access to each.
      • Functional Expertise
      • Decisions/Approvals
      • Corporate Knowledge
      • General Information or Help

Network Analysis Outputs:

Network Influencer:
Someone who has great impact on an organization communication and organizational processes

<table>
<thead>
<tr>
<th>Name</th>
<th>Information</th>
<th>Access</th>
<th>Aggregate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Doe</td>
<td>37</td>
<td>12</td>
<td>49</td>
</tr>
<tr>
<td>John Doe</td>
<td>22</td>
<td>10</td>
<td>32</td>
</tr>
</tbody>
</table>
Network Maps Depict Communication Patterns

Reading the Network Chart

**Bubbles**: Individual people

**Bubble size**: Number of mentions

**Bubble colors**: Demographic callout

**Lines**: Who is connected to whom

**Clusters**: Groups who communicate closely

**Peninsulas**: Communication silos

Example Output

Jane Doe
37 mentions
School Communication is Siloed
School Communication is Siloed

- Organizational Staff and PEC serve as a central, cross-functional hub

Source: OPA Survey; ONA Survey, Good Info item; Open-End responses
School Communication is Siloed

- Organizational Staff and PEC serve as a central, cross-functional hub
- Schools and Managed Care are siloed
- Need to maximize peripheral connectivity between lower levels moving forward
School Communication is Siloed

- Organizational Staff and PEC serve as a central, cross-functional hub
- Schools and Managed Care are siloed
- Need to maximize peripheral connectivity between lower levels moving forward

"Leadership is slow to change, inhibits progress and exploration, [rather than] making foundational improvements to help move the org forward."

- School Administration

TOTAL SAMPLE

Leadership is receptive to new ways of operating.

Source: OPA Survey; ONA Survey, Good Info item; Open-End responses
Values-Based Culture Example: Siloes Impede Organizational Initiatives

- Focusing on faculty, there are few connections between schools

- This impacts collaboration between the schools and makes it more difficult for broader organizational initiatives to gain traction

“This is a top-down organization to begin with. The values aren’t being pushed down because it’s the faculty at the top of the organization as the executives.”

- School Administration

Source: OPA Survey by Job Type; Open-End Responses
Opportunities

- Build a *One Team* Mindset and Culture
- Provide Clarity on Progress Towards Organizational Objectives
- Increase Transparency Around Organizational Processes
Cross-functional Coordination is Necessary for Operational Synchrony

- Communication silos by Schools and Campuses prevent a shared understanding of HSC’s operating environment

“There are several departments within the school, and each department has silos, and each campus group is a silo. While it is great that we are loyal to our people, there are times that it is hurting us more than helping.”

- Reporting Layer 3, School Staff/ Admin

Sources: OPA Survey; Open-End Responses
Leaders at Chokepoints Create Network Risks

Michael Evans
Dean, SON

Karla Chapman
Assoc Dean, SON

Lori Rice-Spearman
Dean, SHP

Lindsay Johnson
Assoc Dean, SHP

Vincent Fell
VP, IT

Didit Martinez
Chief of Staff

Quentin Smith
Dean, SOP

Penny Harkey
VP, Finance

Devona Smith
Sr Director, HR

Tedd Mitchell
President & Chancellor

Lesley Wilmeth
Asst VP-Budget

Steven Berk
Dean, SOM

Bryce McGregor
Assoc Dean/Chief of Staff, SOM

Michael Evans
Dean, SON

Didit Martinez
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Steven Berk
Dean, SOM

Bryce McGregor
Assoc Dean/Chief of Staff, SOM

Source: ONA, Good Info item
### OVER-DEPENDENCE ON TOP LEADERS FOR KEY INFORMATION

#### DEMOGRAPHICS

<table>
<thead>
<tr>
<th>Name</th>
<th>Layer</th>
<th>Title</th>
<th>INFO TYPE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penny Harkey</td>
<td>1</td>
<td>VP &amp; CFO</td>
<td></td>
</tr>
<tr>
<td>Steven Berk</td>
<td>1</td>
<td>Academic Dean-SOM</td>
<td></td>
</tr>
<tr>
<td>Bryce McGregor</td>
<td>2</td>
<td>Assoc Dean / Chief of Staff</td>
<td></td>
</tr>
<tr>
<td>Devona Smith</td>
<td>2</td>
<td>Sr Director</td>
<td></td>
</tr>
<tr>
<td>Lori Rice-Spearman</td>
<td>1</td>
<td>Academic Dean-SHP</td>
<td></td>
</tr>
<tr>
<td>Vincent Fell</td>
<td>1</td>
<td>VP IT</td>
<td></td>
</tr>
<tr>
<td>Tedd Mitchell</td>
<td>1</td>
<td>Chancellor / TTUHSC President</td>
<td></td>
</tr>
<tr>
<td>Lesley Wilmeth</td>
<td>2</td>
<td>Asst Vice President-Budget</td>
<td></td>
</tr>
<tr>
<td>Lindsay Johnson</td>
<td>2</td>
<td>Assoc Academic Dean</td>
<td></td>
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#### TOTAL SAMPLE

TTUHSC routinely articulates the status of organizational objectives. 36% agree

"[Leaders should be trained on] strategic planning: HSC does well to engage in short-term solutions, but lacks long-term planning efforts that are efficient and used to assess progress."

-Reporting Layer 5, Institution Staff

Source: ONA, Good Info item; Open-End responses; OPA Survey
Teams are Misaligned in Execution

- Though the institution has stated a clear 2020 Strategic Plan, teams are misaligned in execution
- Lack of prioritization of the 37 Strategies adds to the confusion; → Without prioritization, teams default to departmental-level and school-level goals

“We are not aligned. Various departments on campus do not understand each other’s goals and objectives. There is a lack of collaboration.”
  – Reporting Layer 3, Institution Staff

Source: OPA Survey; Open-End Responses
"Agree" = Strongly Agree + Agree
To Drive Shared Perspective, Assign Initiative Owners

- Lack of initiative owners will result in duplicate efforts, frustration, and difficulty holding teams accountable.

TTUHSC's leadership has established boundaries that clearly define decision responsibilities between teams.

TOTAL SAMPLE

When objectives are not met, responsible parties are held accountable for their actions.

Source: OPA Survey
Telemedicine Example: Operational Impact of Lack of Clarity

- Telemedicine was identified as an important strategy for TTUHSC.
- Prior to April ’19, multiple teams worked disparately on the same effort:
  1. Rural and Community Health
  2. Academic Services
  3. School of Medicine
  4. Managed Care
- In April ’19, groups joined efforts in a Telemedicine committee.
- VP of IT was unaware of the Telemedicine efforts prior to committee being formed.

### Situation

<table>
<thead>
<tr>
<th>Data Point</th>
<th>Quote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other teams articulate how their actions impact my team.</td>
<td>“We have several teams within our system working on similar initiatives without collaboration (telemedicine, IT). We do not share best practices or create centers of excellence.”</td>
</tr>
</tbody>
</table>

- IT
  - 38% agree
- Rural Health
  - 7% agree
- Managed Care
  - 27% agree
- Academic Services
  - 9% agree
- SOM
  - 19% agree

Teams within TTUHSC collaborate in a way that contributes to the company’s overall success.

- IT
  - 10% agree
- Rural Health
  - 21% agree
- Managed Care
  - 45% agree
- Academic Services
  - 43% agree
- SOM
  - 31% agree

Sources: OPA Survey; Interviews; “Agree” = Strongly Agree + Agree
Opportunities

- Build a *One Team* Mindset and Culture
- Provide Clarity on Progress Towards Organizational Objectives
- Increase Transparency Around Organizational Processes
Process-Related Decisions are not Transparent Below PEC

- Layer 1 (PEC) are the only group with an understanding of resource distribution
- Decision role clarity becomes unclear at mid-levels in the institution, which slows execution speed for organizational objectives

“As far as people above me, their decisions are not communicated down. They think they are, but there is a gap. No process is in place. We don’t get minutes or even the agenda.”

- Reporting Layer 2

Sources: OPA Survey by Reporting Layer; Interviews
Ineffective Decision-Making Slows the Institution

- Decisions are made slowly which affects execution when multiple departments/schools are working together
- Lack of transparency and downward communication impacts trust in the organization

"I do not entirely trust the decisions my supervisors make, because they aren’t telling me the whole story, and I know that other people have their ear [...]”
- Reporting Layer 2, Institution Staff

Source: OPA Survey; Interviews
Decision-Making is Overly Hierarchical

Line thickness depicts proportional information flow from origin Group (left) to named Group (right).

17 individuals (Layer 1) account for 30% of all access mentions primarily for decisions or approvals.

“We have so many layers and titles that routinely things don’t get to the correct people, so you have decision makers making decisions without the correct leaders in the room to advise on what works best.”
- Reporting Layer 4, Pharmacy
TTUHSC Network Perspective is Lubbock-Centric

- Line thickness depicts proportional information flow from origin Group (left) to named Group (right)
- All campuses go to Lubbock for information
- Individuals in Lubbock rarely reach out to other campuses for information

“We have to break down that Lubbock is the mother campus. [...] The external campuses] needs are not being met. There is still a mentality on those campuses that we don’t think about them when we are making decisions. And they’re right.” – Reporting Layer 1 (PEC)
Classroom Scheduling System Example: Ineffective Execution

**Situation**

- Lubbock decided to implement a classroom scheduling software TTUHSC-wide
- Regional campuses did not need the software system and were not asked for feedback
- Quantifiable Costs of implementation:
  1. Monetary cost of system
  2. HR cost to attend training
- Cultural Costs of implementation:
  1. Reinforces Lubbock-centric decision-making
  2. Worsens mistrust in Regional Campuses

**Data Point**

<table>
<thead>
<tr>
<th>Lubbock</th>
<th>Abilene/Permian/Dallas</th>
</tr>
</thead>
<tbody>
<tr>
<td>44% agree</td>
<td>26% agree</td>
</tr>
</tbody>
</table>

**Quote**

“Lubbock makes decisions and thrusts them on campuses. They are [trying to make] the best decisions, but they don’t have all the context. They don’t come to visit and don’t know what we have or do not have.”

– Odessa, Faculty

“I can’t remember talking to the dean in months. I don’t get calls back. They make decisions, but they don’t understand what is going on on this [regional] campus.”

– Regional School Administration

Sources: OPA Survey; Interviews; "Agree" = Strongly Agree + Agree

Sources: OPA Survey; Interviews
Our organization has, to its disadvantage, never gotten off of the authoritarian, title-oriented way of demonstrating leadership. *We’re old school: top-down.* For middle managers and below, it feels like a one-way flow of info, authority, and direction [...] Very rarely do leaders go all the way down to the boots on the ground [...] I think a lot of our organization is threatened by that idea. They feel they *lose value in their own roles if they allow others below them to have the authority and make decisions.*”

- Institutional Staff

Source: Interviews
Way Forward
I love HSC. I love that we impact so many people at some many levels and in different cities. One thing inherently in West Texas is that people don’t self promote well [...] It goes back to the nature of West Texas—we just put our heads down and just do it.”

- PEC Member
## Translating Opportunity to Action

<table>
<thead>
<tr>
<th>Build a One Team Mindset and Culture</th>
<th>Networked Communication System: Establish an operating rhythm comprised of a synchronization forum that empowers teams to support TTUHSC’s 2020 Strategic Plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide Clarity on Progress Toward Organizational Objectives</td>
<td>Leader Development: Customize and execute targeted leadership development programs to maximize TTUHSC’s impact. Include a “Train the Trainer” program for sustainable impact.</td>
</tr>
<tr>
<td>Increase Transparency Around Organizational Processes</td>
<td>Strategy Alignment: Horizontally align across teams to ensure there is a holistic understanding of the path to achieving TTUHSC’s 2020 Strategic Plan.</td>
</tr>
<tr>
<td></td>
<td>Decision Making: Provide clarity on a standardized decision making process to foster transparency and trust in decisions across different schools and campuses.</td>
</tr>
</tbody>
</table>