

McChrystal Group

Team of Teams Diagnostic Findings

TTUHSC | Town Hall

June 13th, 2019

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Our Team

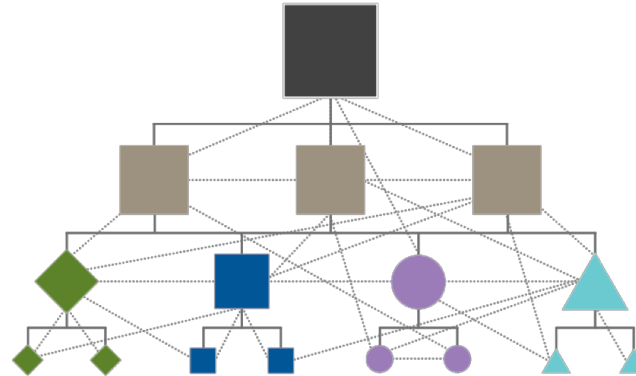
Jim Huggins
Partner

Claire Avett
Project Lead

Dr. Ryan Arzamarski
Diagnostic Lead

Spencer McManes
Project Manager

Our Methodology



System Level Capabilities



Trust



Common Purpose



Shared Consciousness



Empowered Execution

Individual Level Behaviors



Self-Awareness



Applied Curiosity



Purposeful Connections



Tolerance of Tension

TTUHSC Engagement



Strategy & Execution



Operating Rhythm & Communications



Judgment & Decision-Making

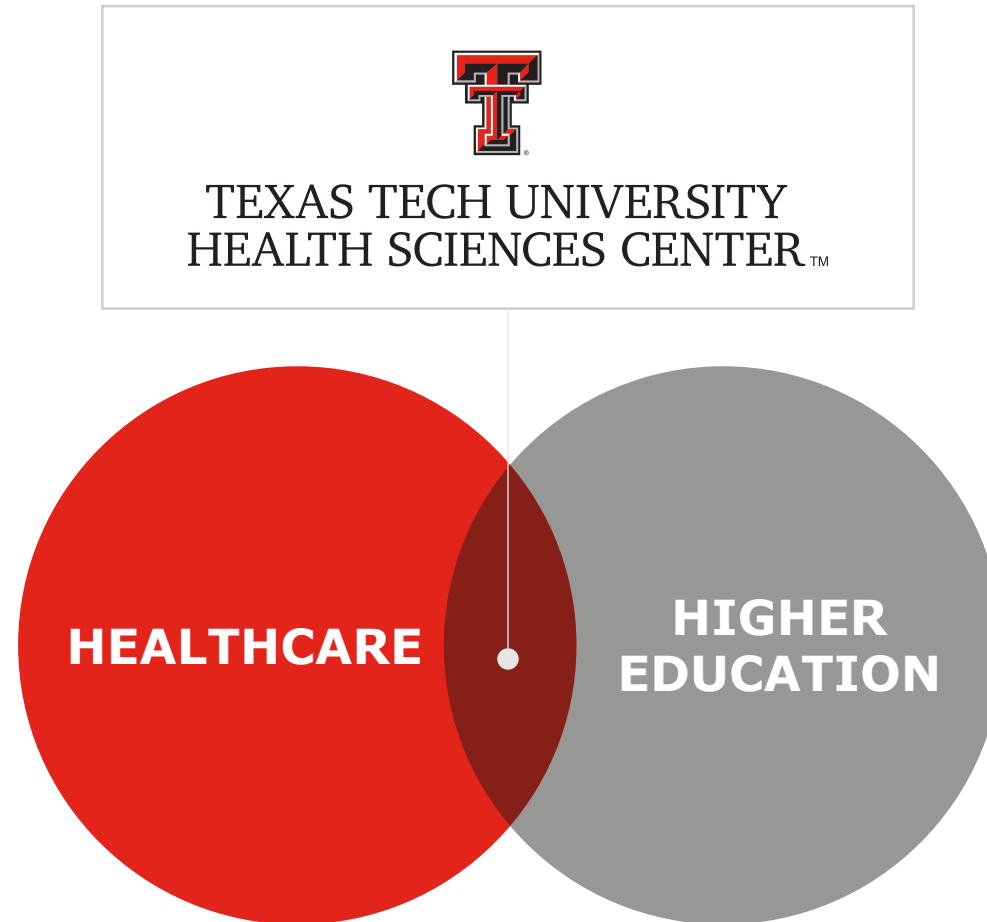


Leadership Development



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.

This results in the following challenges at a broader organizational level:



A One Team Mindset and Culture is not ubiquitous across TTUHSC



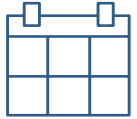
Lack of alignment to, accountability for, and communication of progress on organizational objectives



Unclear or insufficient organizational processes

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”



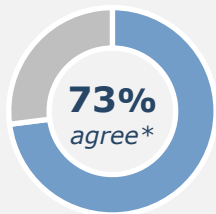
*Staff (68%) and Faculty (49%)

TTUHSC Has Strengths to Leverage

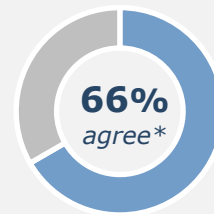


1 out of 4 respondents mention “People” or their “Team” top-of-mind as TTUHSC’s main strength

PERFORMANCE ANALYSIS TOTAL SAMPLE



My daily actions directly impact the success or failure of TTUHSC.



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

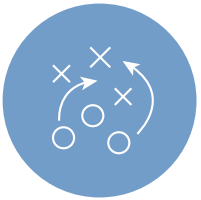
Sources: OPA Survey; Open-End Responses

Turn Opportunities into Action



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

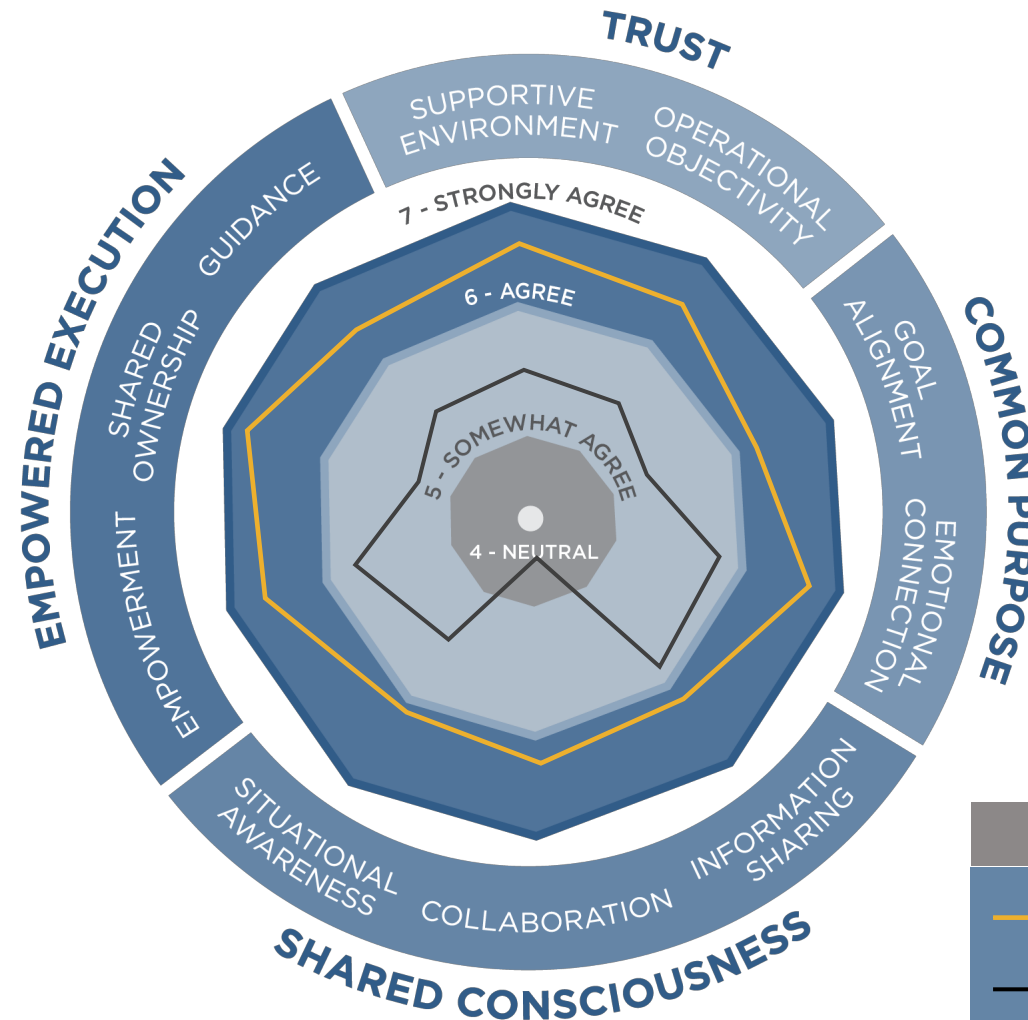
Information is appropriately shared and accessible

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



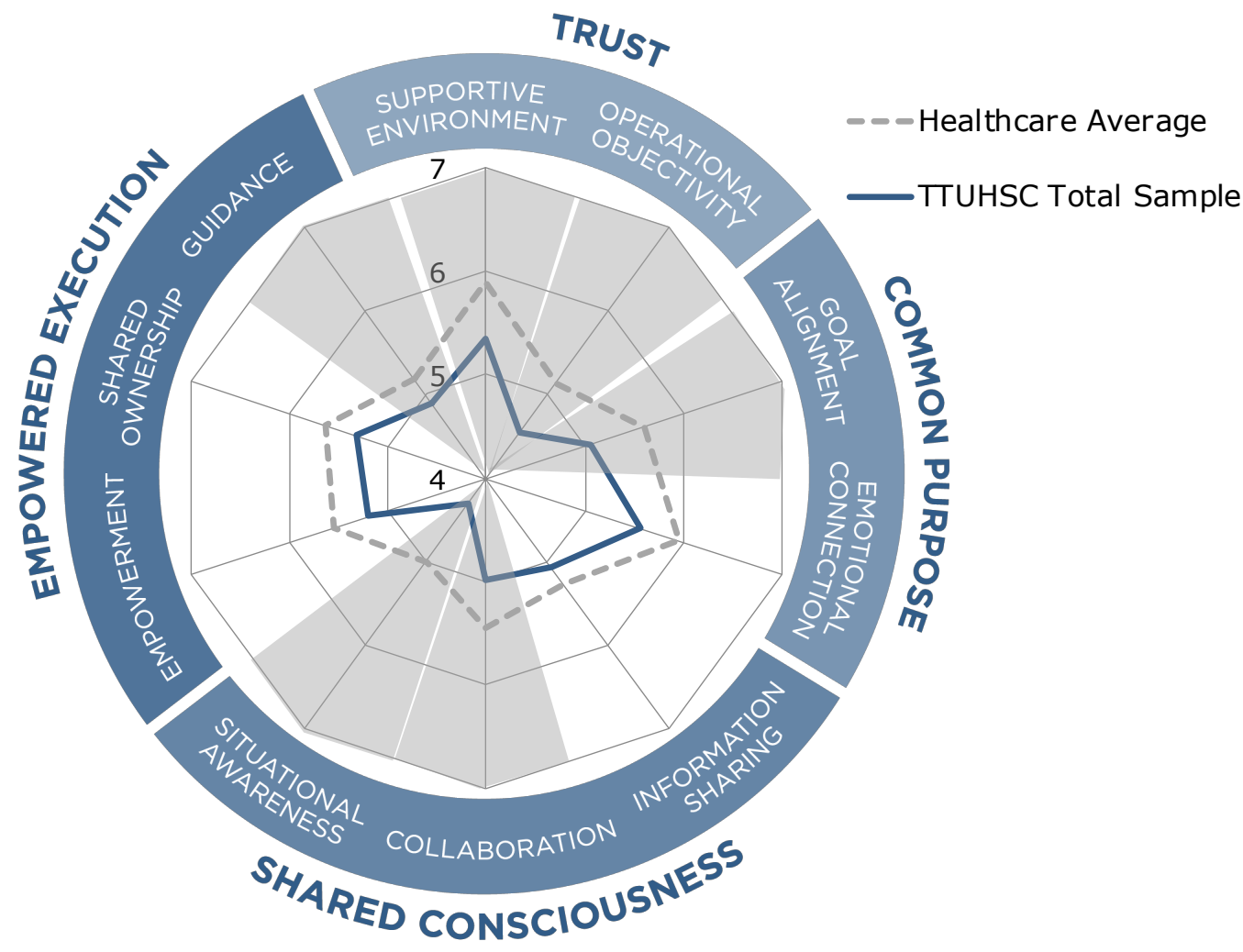
Build a *One Team* Mindset and Culture



Provide Clarity on Progress Towards Organizational Objectives



Increase Transparency Around Organizational Processes



Source: OPA Survey

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.

4

PEOPLE

Strategic Goal

Create a sustainable, values-based culture.

2

RESEARCH

Strategic Goal

Advance our research portfolio with emphasis on areas of strength and collaboration.

5

OPERATIONS

Strategic Goal

Ensure operations and infrastructure effectively and efficiently support the mission of the institution.

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.

Source: TTUHSC 2020 Strategic Plan

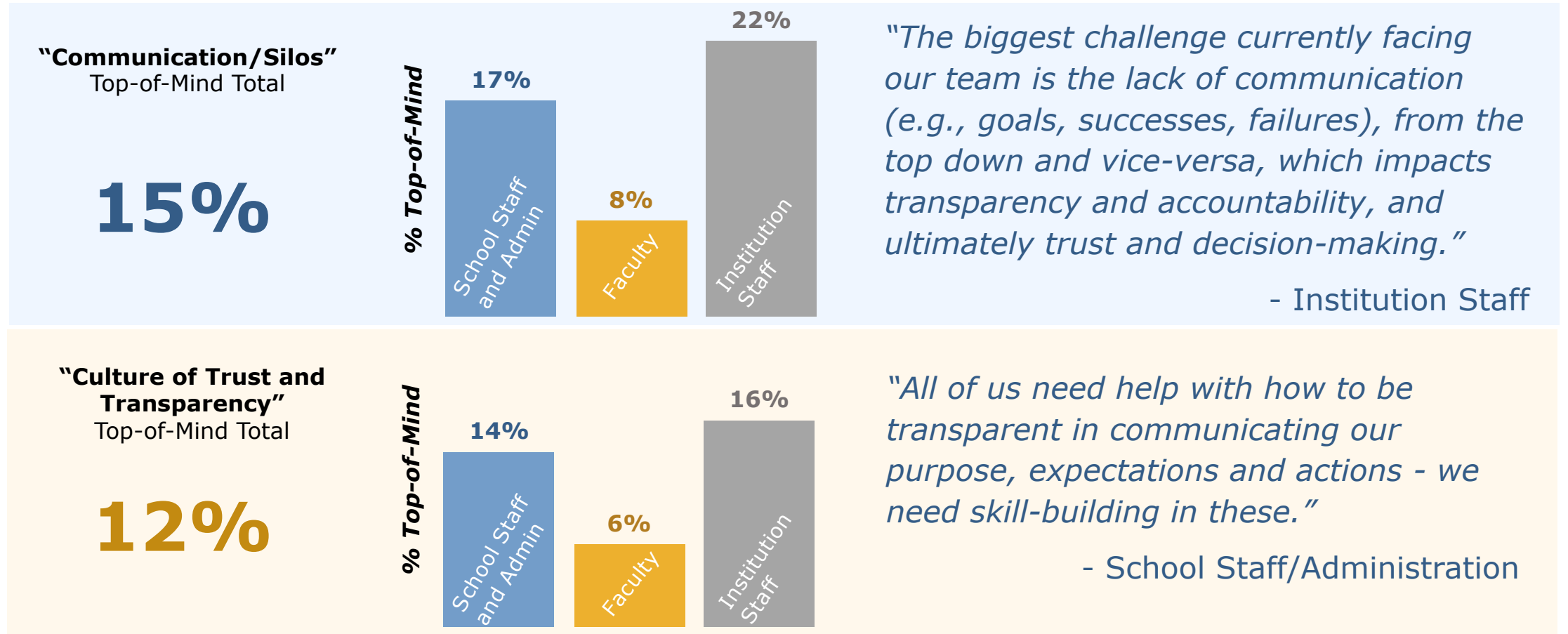
2020 Strategic Plan Requires Improved Collaboration and Trust

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

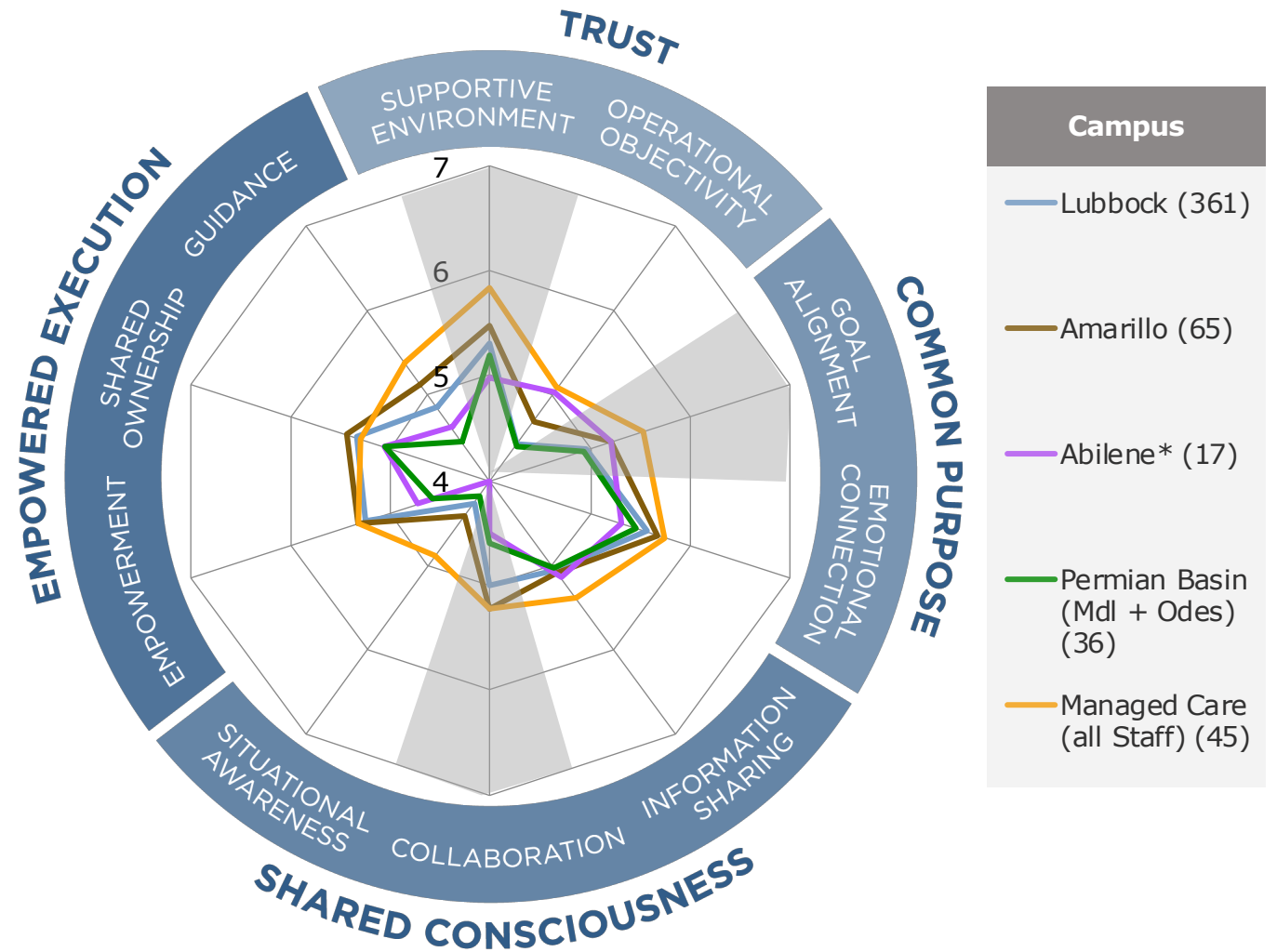
Top of Mind: *What do you perceive to be the biggest challenge facing your team?*



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

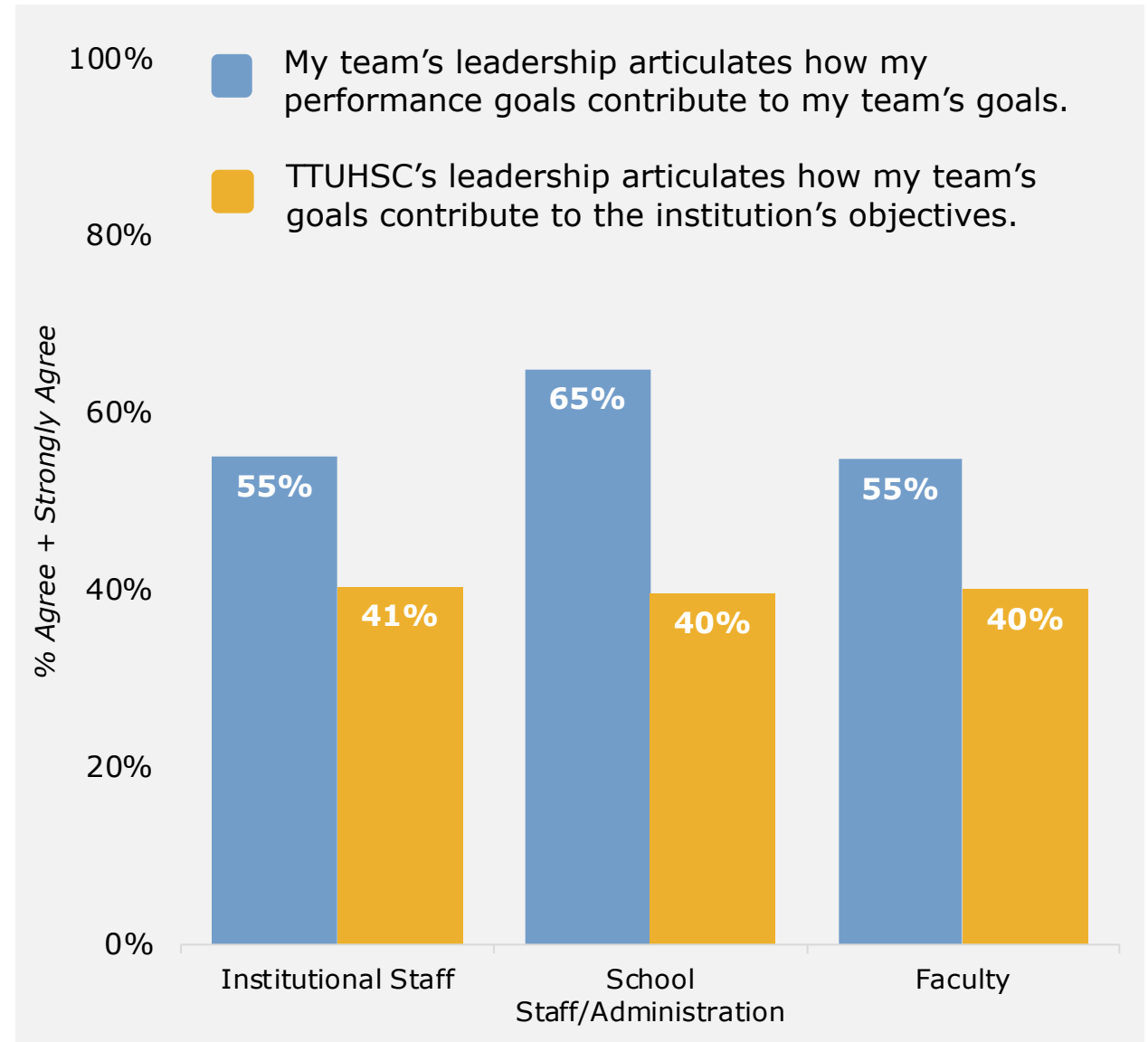
*Abilene SA score = 3.85
Note: Dallas is not shown because base size is < 10

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



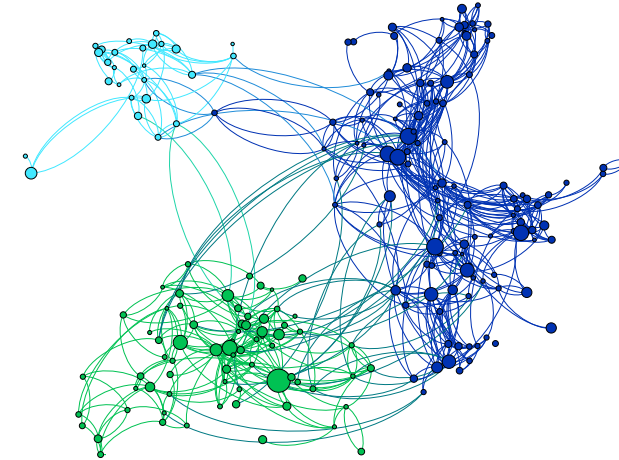
Source: OPA Survey

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 a organization communication and organizational processes

Name	Information	Access	Aggregate
Jane Doe	37	12	49
John Doe	22	10	32

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

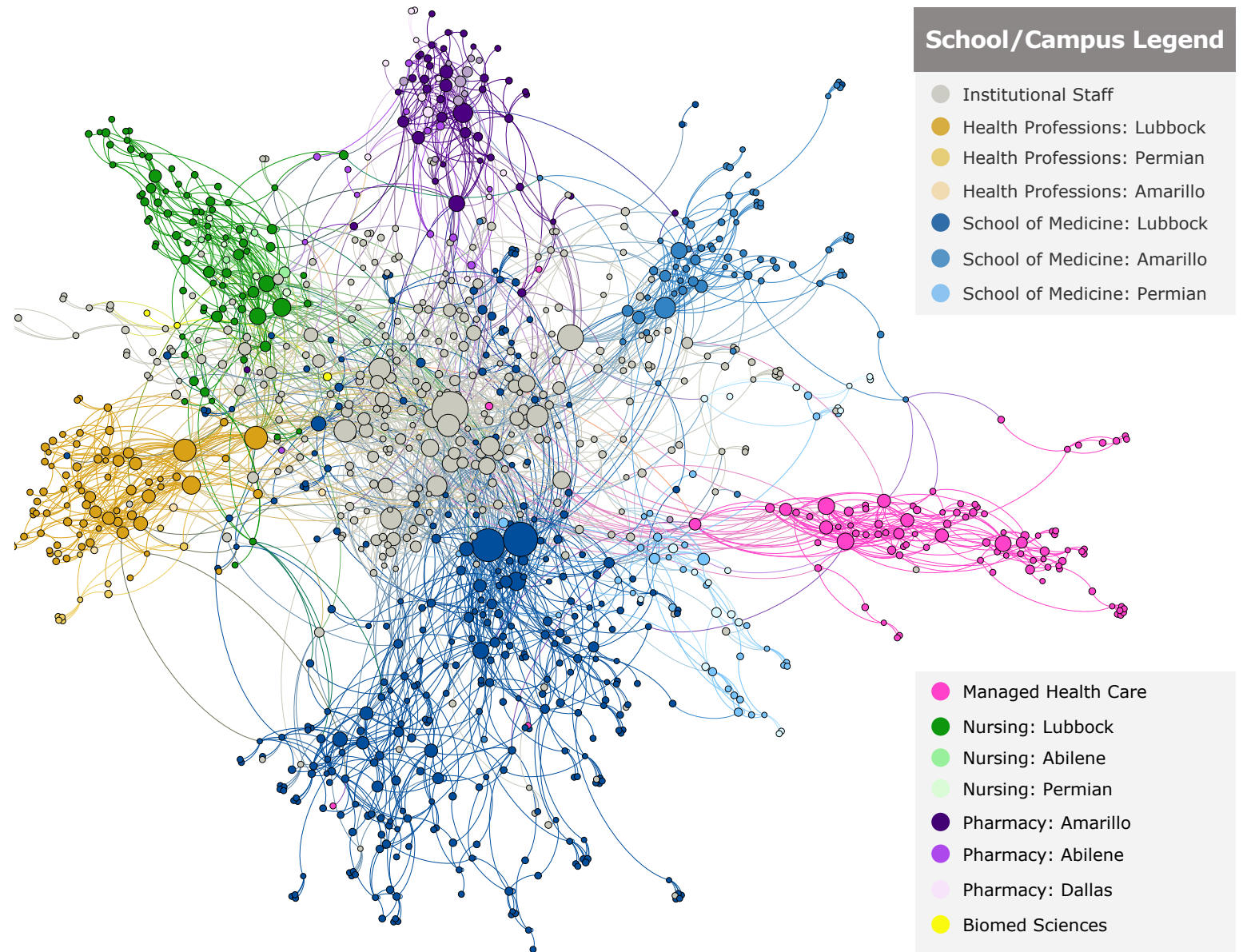
Clusters: Groups who communicate closely

Peninsulas: Communication silos



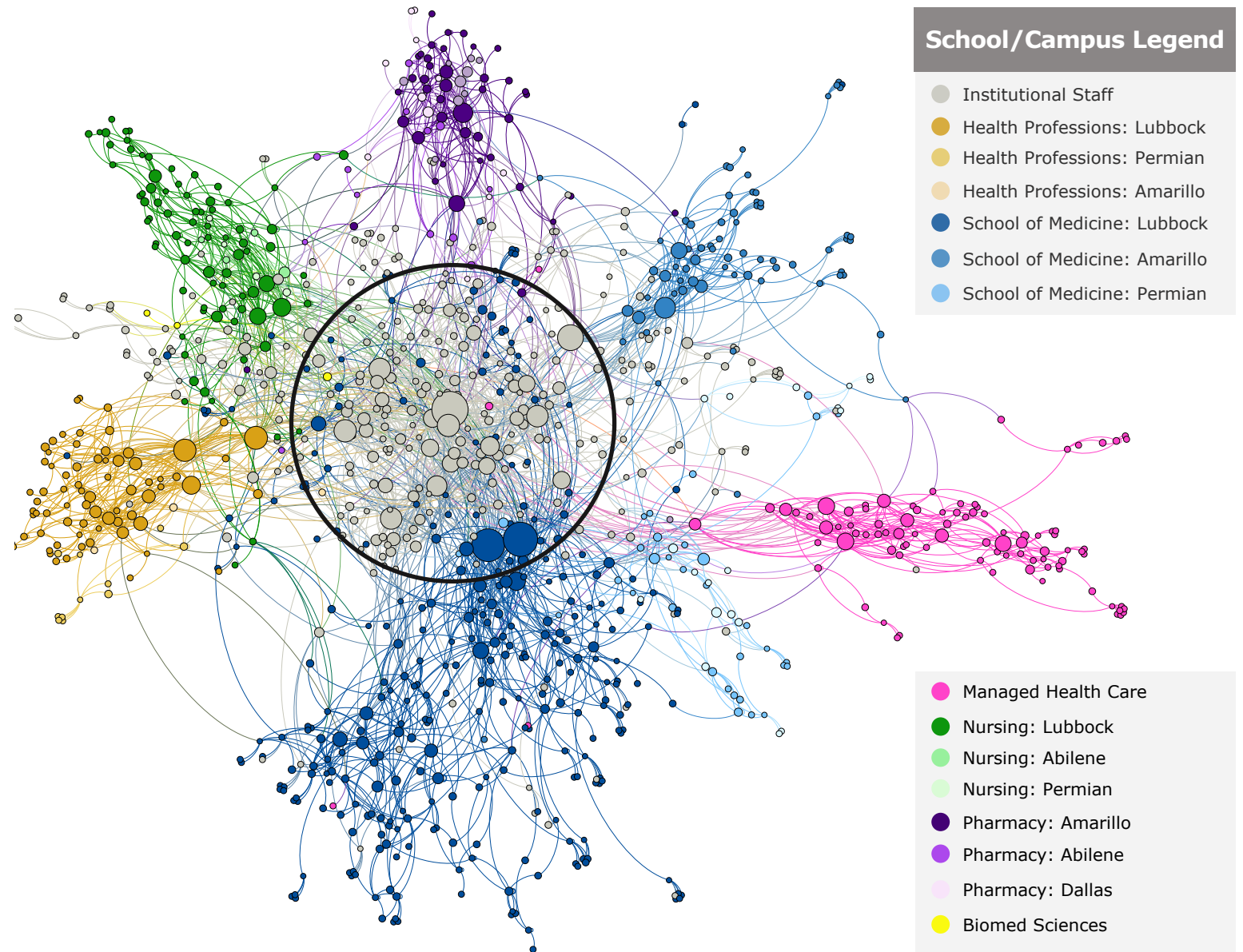
Example Output

School Communication is Siloed



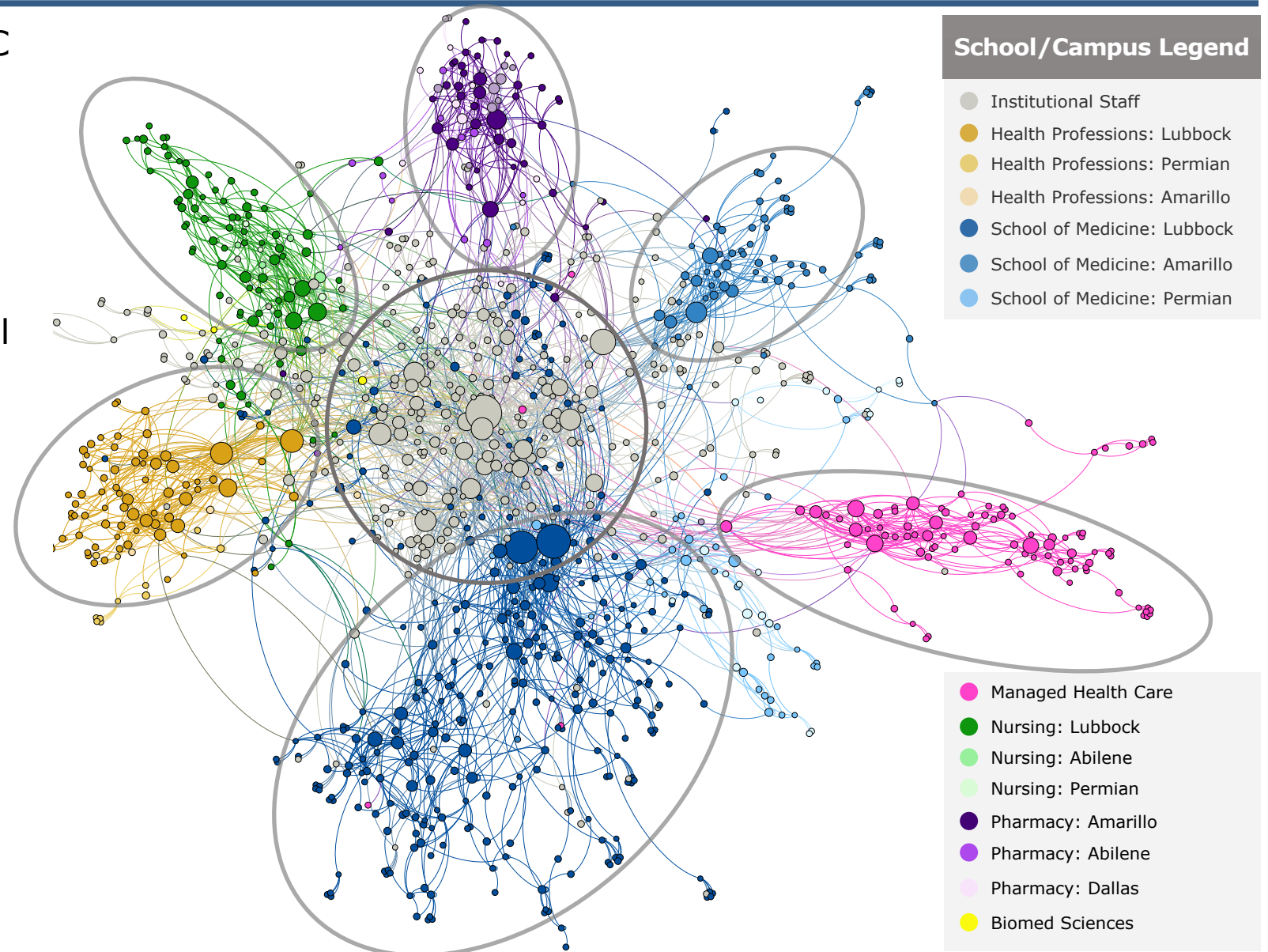
School Communication is Siloed

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



School Communication is Siloed

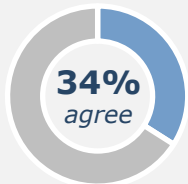
- Organizational Staff and PEC serve as a central, cross-functional hub
- Schools and Managed Care are siloed
- Need to maximize peripheral connectivity between lower levels moving forward



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

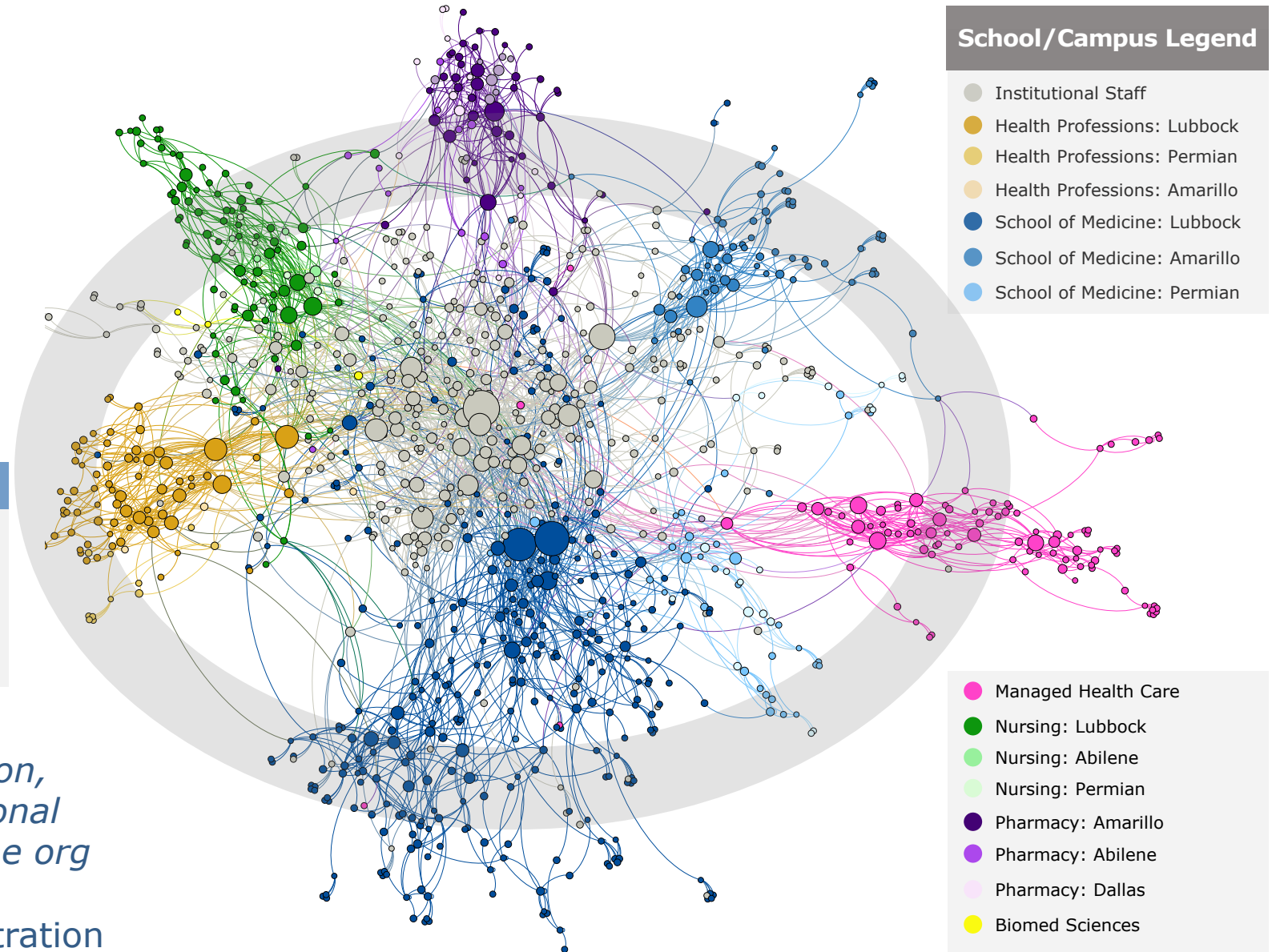
TOTAL SAMPLE



Leadership is receptive to new ways of operating.

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

- School Administration



Source: OPA Survey; ONA Survey, Good Info item; Open-End responses

Values-Based Culture Example: Siloes Impede Organizational Initiatives

Situation	Data Point												
<ul style="list-style-type: none">Focusing on faculty, there are few connections between schoolsThis impacts collaboration between the schools and makes it more difficult for broader organizational initiatives to gain traction <p><i>"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."</i></p> <p>- School Administration</p>	<table><tr><th>Job Type</th><th>I refer to our Values-Based Culture during my daily work</th><th>Our Values-Based Culture is making a positive impact on our organization</th></tr><tr><td>Institutional Staff</td><td>57%</td><td>35%</td></tr><tr><td>School Staff/Administration</td><td>55%</td><td>44%</td></tr><tr><td>Faculty</td><td>39%</td><td>30%</td></tr></table>	Job Type	I refer to our Values-Based Culture during my daily work	Our Values-Based Culture is making a positive impact on our organization	Institutional Staff	57%	35%	School Staff/Administration	55%	44%	Faculty	39%	30%
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Institutional Staff	57%	35%											
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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**

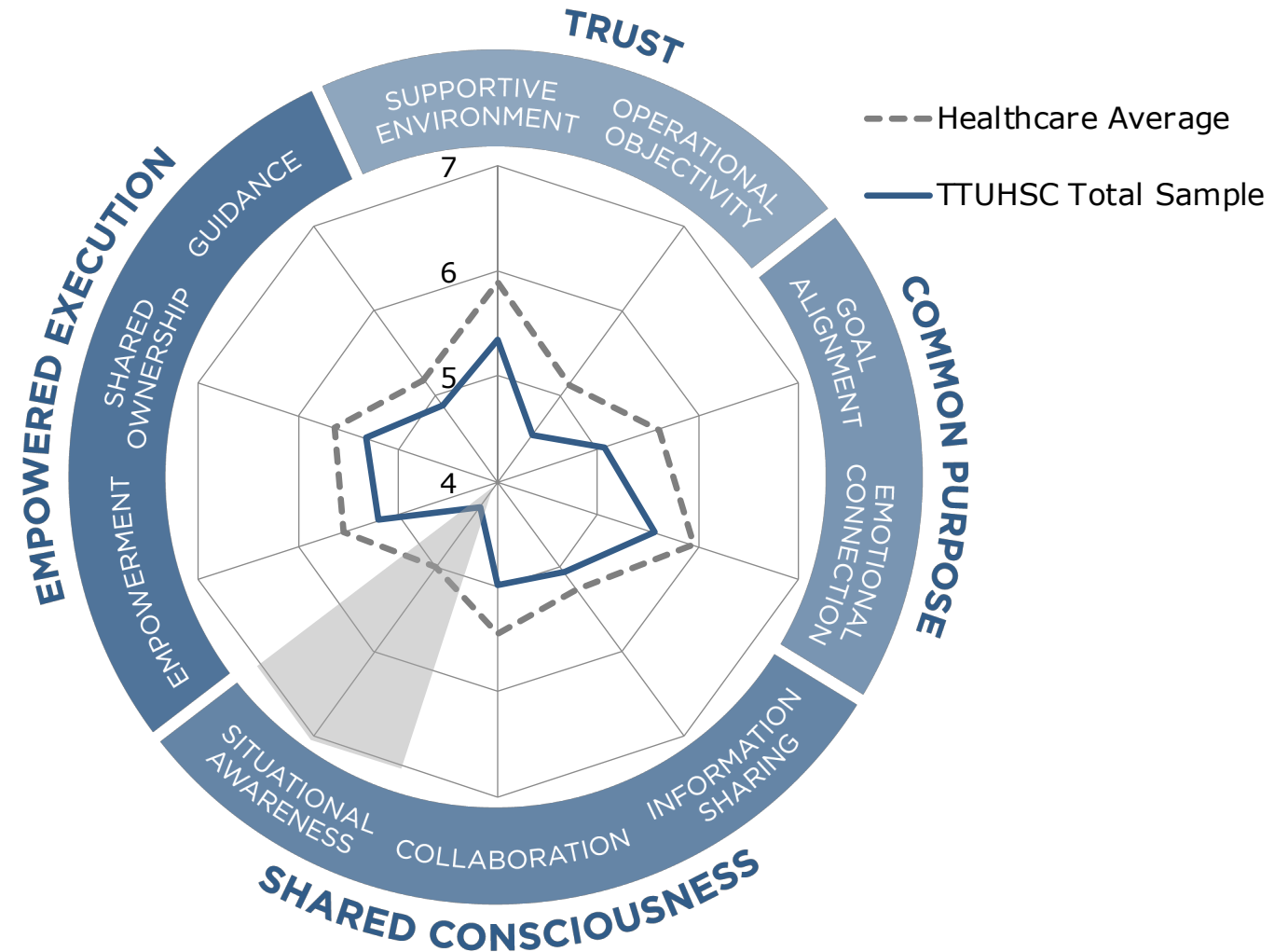


Cross-functional Coordination is Necessary for Operational Synchrony

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

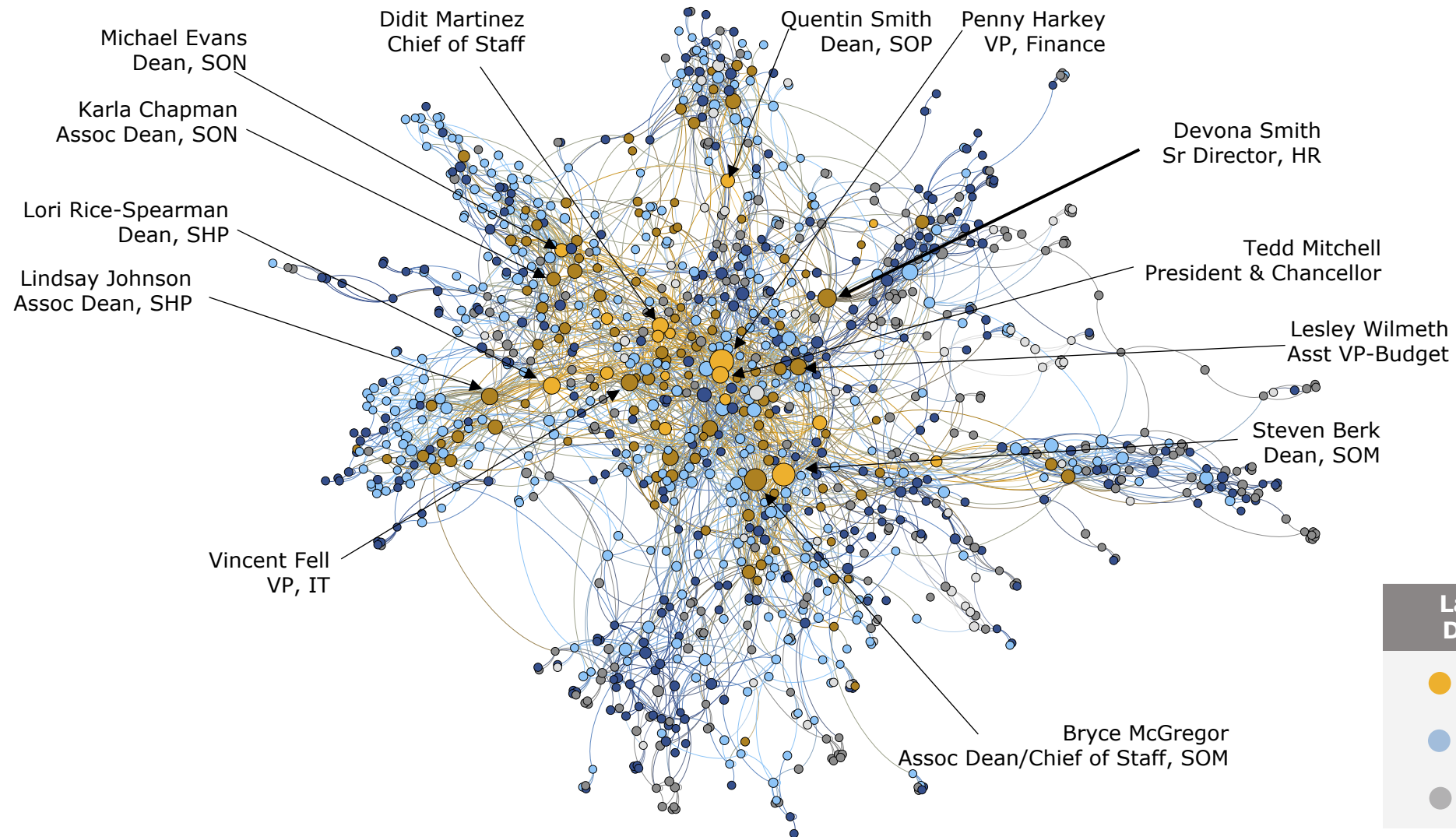
*"There are several departments within the school, and each department has silos, and each campus group is a silo. While it is great that **we are loyal to our people**, there are times that it is **hurting us more than helping.**"*

– Reporting Layer 3, School Staff/ Admin




Sources: OPA Survey; Open-End Responses

Leaders at Chokepoints Create Network Risks

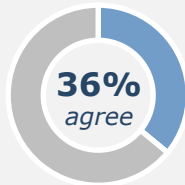


Source: ONA, Good Info item

Over-Reliance on Top Leaders for Key Information

DEMOGRAPHICS			SUMMARY		INFO TYPE (%)				
Name	Layer	Title	Good Info Tally 	Access Tally	Innovation Exploration	Problem Solving	Organizational Process Expertise	Strategy/ Broad Institution Context	Subject Matter Expertise
Penny Harkey	1	VP & CFO	43	8	28%	56%	70%	70%	65%
Steven Berk	1	Academic Dean-SOM	41	31	44%	63%	61%	76%	37%
Bryce McGregor	2	Assoc Dean / Chief of Staff	39	3	33%	69%	82%	54%	41%
Devona Smith	2	Sr Director	29	3	17%	72%	90%	38%	76%
Lori Rice-Spearman	1	Academic Dean-SHP	25	14	44%	48%	84%	76%	36%
Vincent Fell	1	VP IT	24	14	71%	75%	63%	54%	63%
Tedd Mitchell	1	Chancellor / TTUHSC President	23	22	57%	57%	35%	83%	52%
Lesley Wilmeth	2	Asst Vice President-Budget	23	4	26%	74%	87%	35%	87%
Lindsay Johnson	2	Assoc Academic Dean	23	3	43%	70%	78%	52%	48%
Didit Martinez	1	Chief of Staff	23	1	17%	70%	87%	65%	35%

TOTAL SAMPLE



TTUHSC routinely articulates the status of organizational objectives.



*"[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

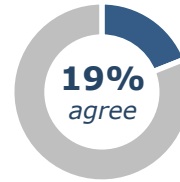
- Though the institution has stated a clear 2020 Strategic Plan, teams are misaligned in execution
- Lack of prioritization of the 37 Strategies adds to the confusion;
→ Without prioritization, teams default to departmental-level and school-level goals

"We are not aligned. Various departments on campus do not understand each other's goals and objectives. There is a lack of collaboration."

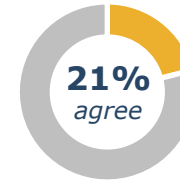
– Reporting Layer 3, Institution Staff

Teams within TTUHSC share the same perspective on how to succeed in our industry.

Institutional Staff



School Staff/ Administration

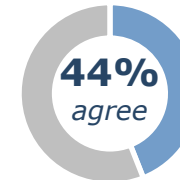


Faculty



When my team is executing multiple projects, leadership articulates which should take priority to support organizational objectives.

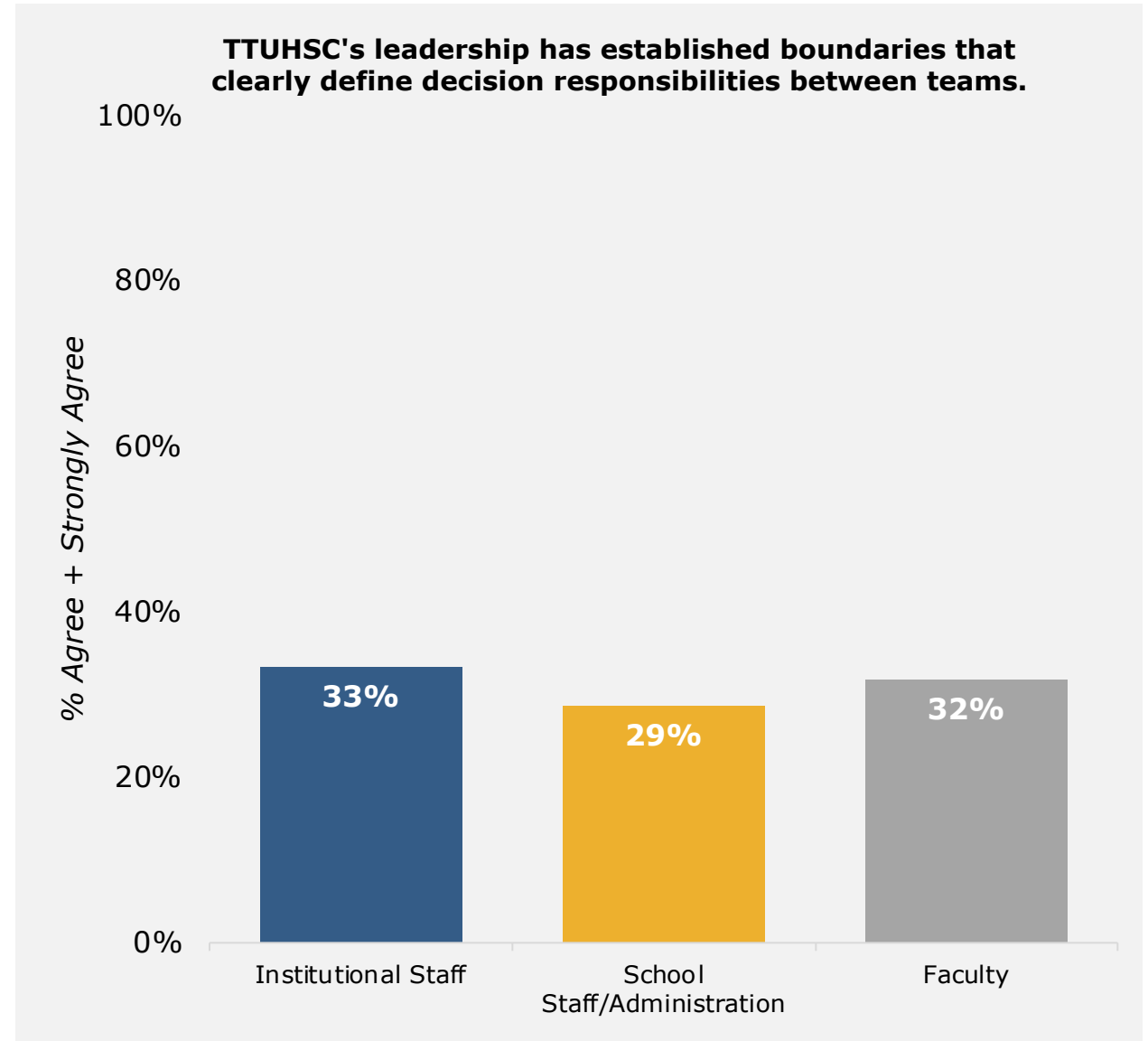
Total Sample



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



Source: OPA Survey

Telemedicine Example: Operational Impact of Lack of Clarity

Situation	Data Point	Quote												
<ul style="list-style-type: none">Telemedicine was identified as an important strategy for TTUHSCPrior to April '19, multiple teams worked disparately on the same effort:<ol style="list-style-type: none">Rural and Community HealthAcademic ServicesSchool of MedicineManaged CareIn April '19, groups joined efforts in a Telemedicine committeeVP of IT was unaware of the Telemedicine efforts prior to committee being formed	<div><p>Other teams articulate how their actions impact my team.</p><table><tr><td>IT 38% <i>agree</i></td><td>Rural Health 7% <i>agree</i></td><td>SOM 19% <i>agree</i></td></tr><tr><td>Managed Care 27% <i>agree</i></td><td></td><td>Academic Services 9% <i>agree</i></td></tr></table></div> <div><p>Teams within TTUHSC collaborate in a way that contributes to the company's overall success.</p><table><tr><td>IT 10% <i>agree</i></td><td>Rural Health 21% <i>agree</i></td><td>SOM 31% <i>agree</i></td></tr><tr><td>Managed Care 45% <i>agree</i></td><td></td><td>Academic Services 43% <i>agree</i></td></tr></table></div>	IT 38% <i>agree</i>	Rural Health 7% <i>agree</i>	SOM 19% <i>agree</i>	Managed Care 27% <i>agree</i>		Academic Services 9% <i>agree</i>	IT 10% <i>agree</i>	Rural Health 21% <i>agree</i>	SOM 31% <i>agree</i>	Managed Care 45% <i>agree</i>		Academic Services 43% <i>agree</i>	<p>"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."</p> <p>– Reporting Layer 3, Institution Staff</p>
IT 38% <i>agree</i>	Rural Health 7% <i>agree</i>	SOM 19% <i>agree</i>												
Managed Care 27% <i>agree</i>		Academic Services 9% <i>agree</i>												
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Sources: OPA Survey; Interviews ; "Agree" = Strongly Agree + Agree

Opportunities



Build a *One Team*
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Increase Transparency
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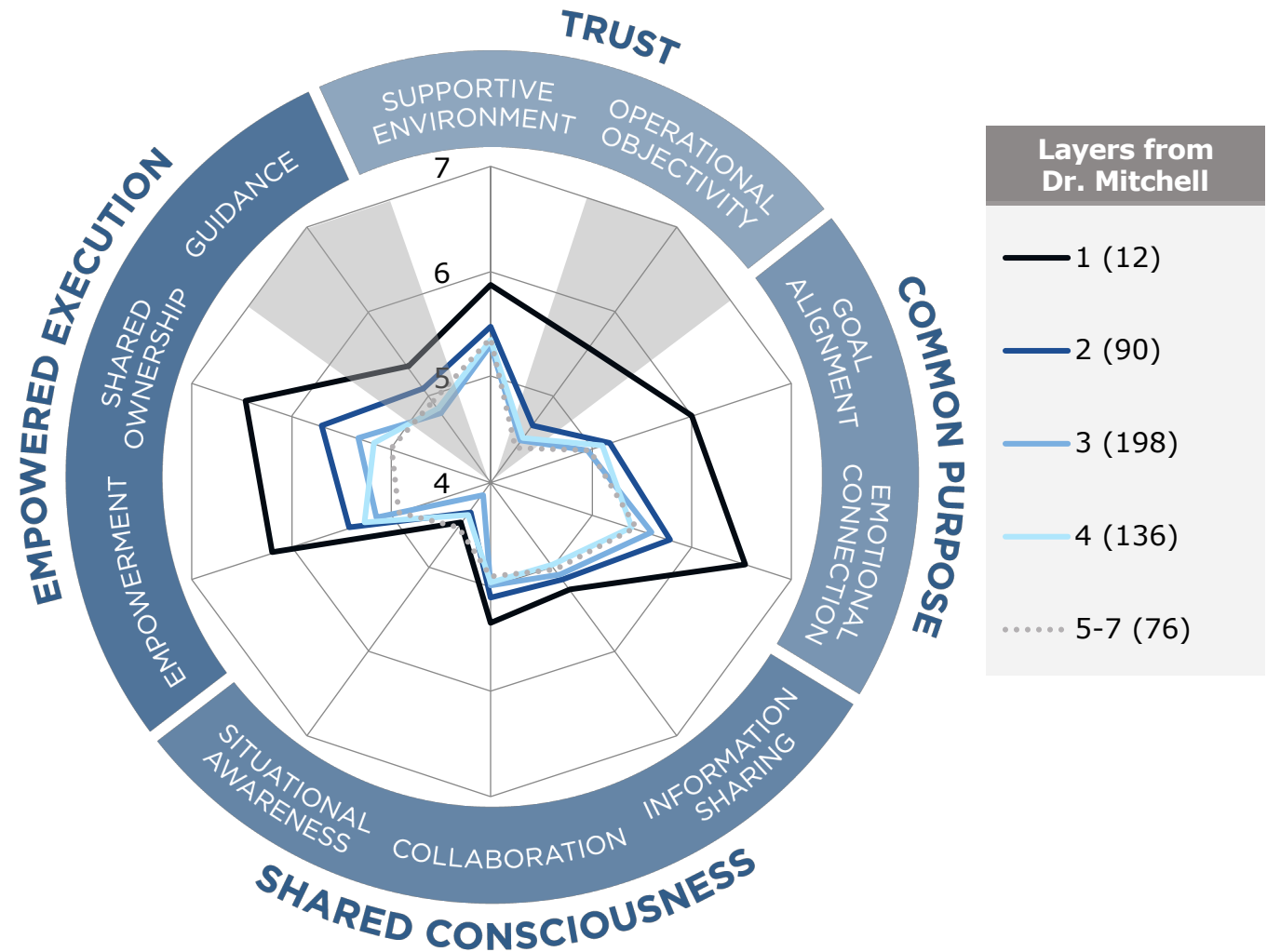


Process-Related Decisions are not Transparent Below PEC

- 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



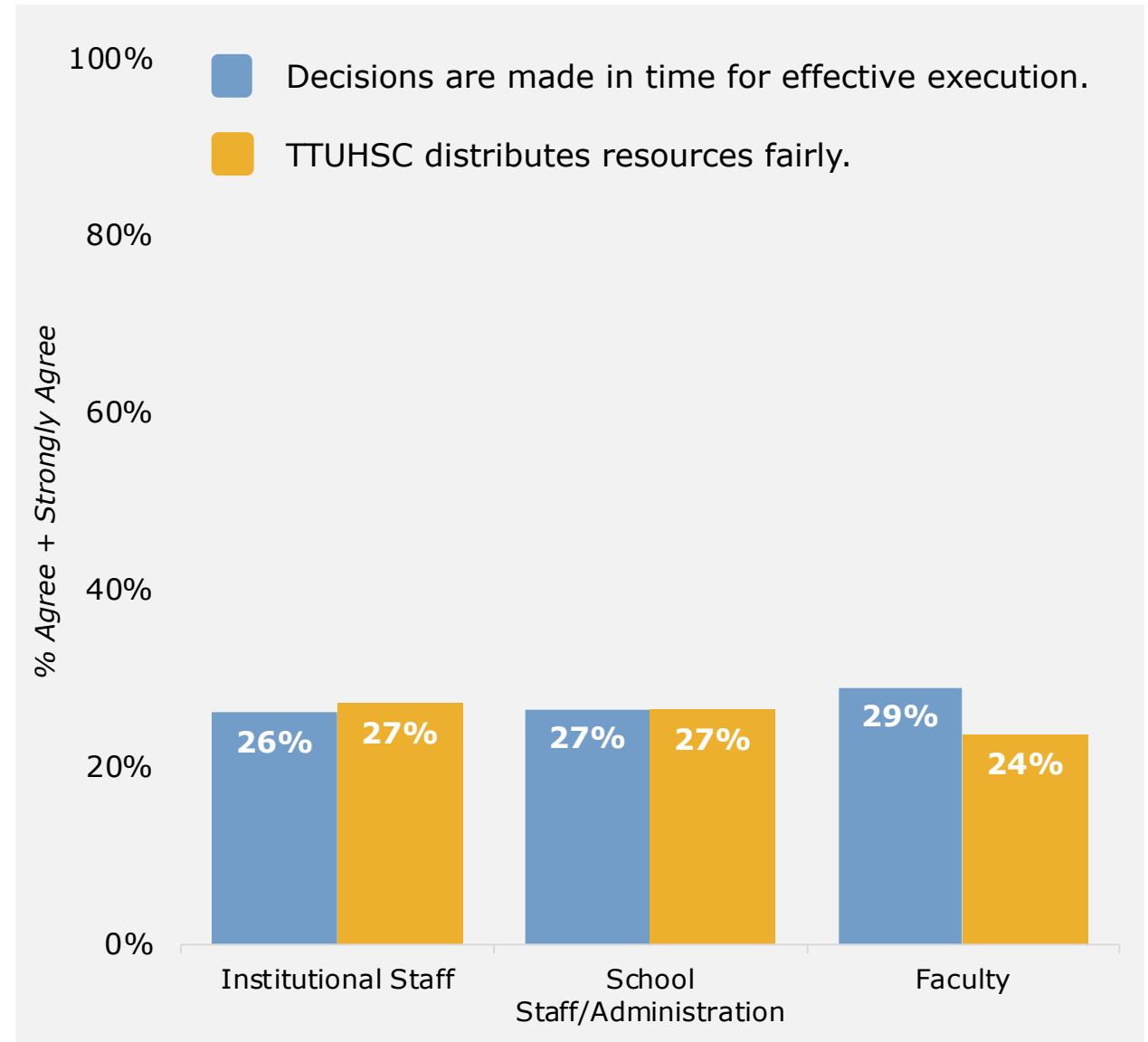
Sources: OPA Survey by Reporting Layer; Interviews

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

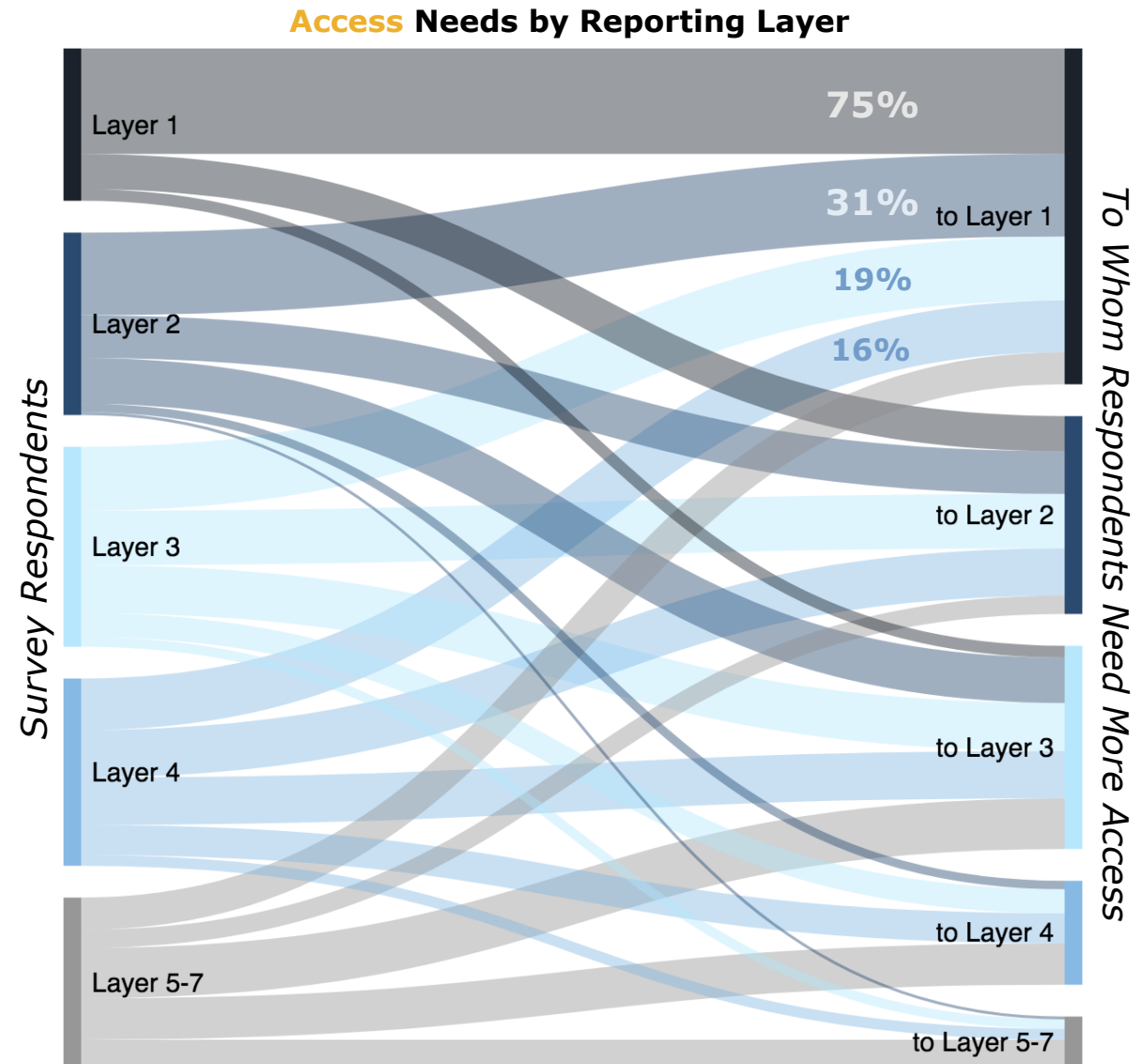
Decision-Making is Overly Hierarchical

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

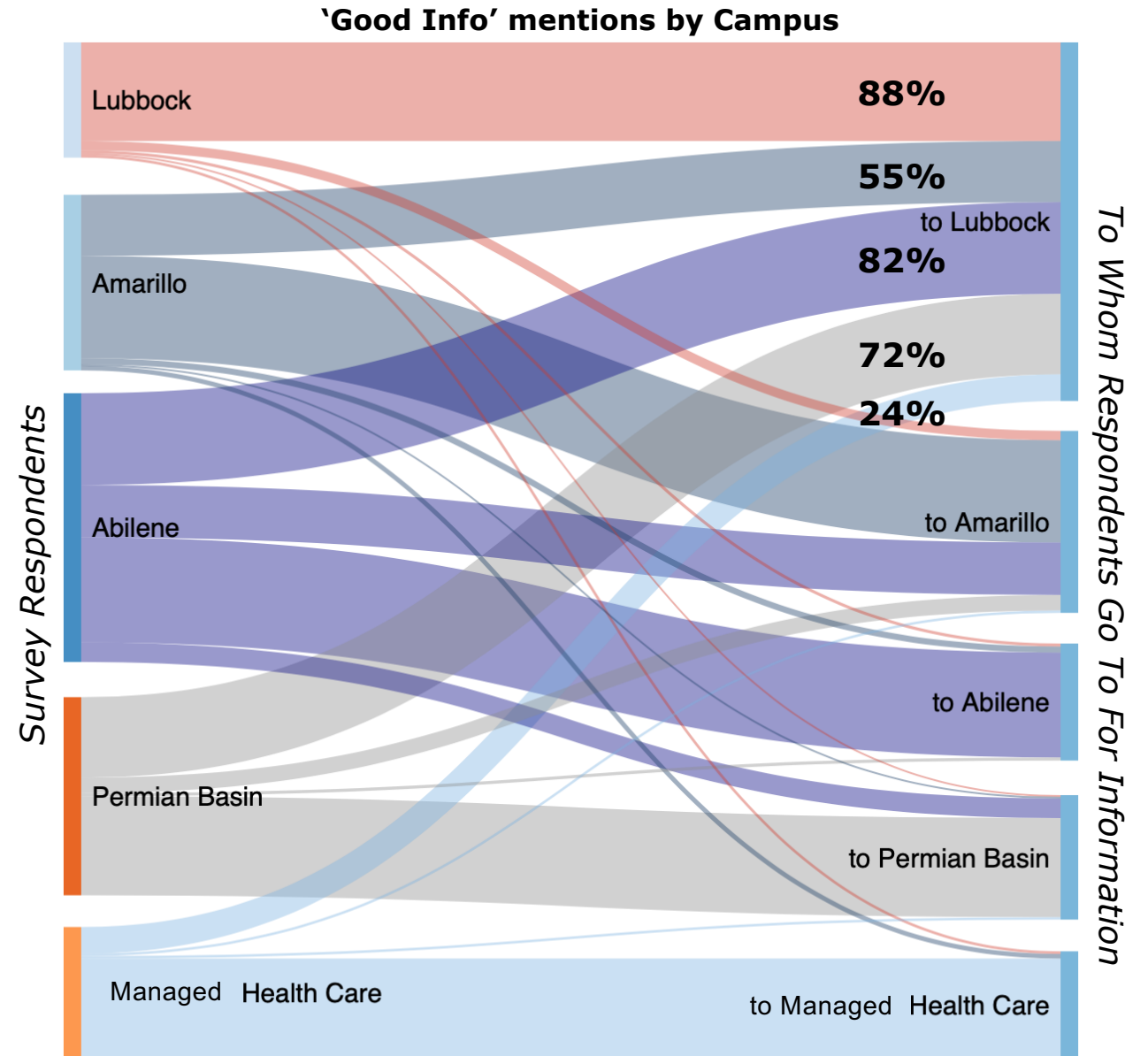


Sources: ONA Survey; Interviews

TTUHSC Network Perspective is Lubbock-Centric

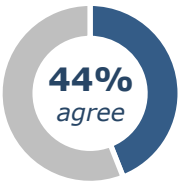

- Line thickness depicts proportional information flow from origin Group (left) to named Group (right)
- All campuses go to Lubbock for information
- Individuals in Lubbock rarely reach out to other campuses for information

"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)



Source: ONA Survey; Interviews

Classroom Scheduling System Example: Ineffective Execution

Situation	Data Point	Quote
<ul style="list-style-type: none"> 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: <ol style="list-style-type: none"> Monetary cost of system HR cost to attend training Cultural Costs of implementation: <ol style="list-style-type: none"> Reinforces Lubbock-centric decision-making Worsens mistrust in Regional Campuses 	<p data-bbox="912 332 1546 404">My input shapes decision making at higher levels.</p> <div data-bbox="955 464 1579 721"> <div> <p data-bbox="968 485 1121 514">Lubbock</p>  <p data-bbox="1006 606 1095 664">44% agree</p> </div> <div> <p data-bbox="1248 464 1567 535">Abilene/Permian/Dallas</p>  <p data-bbox="1363 606 1452 664">26% agree</p> </div> </div>	<p data-bbox="1676 325 2364 718"><i>"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."</i> – Odessa, Faculty</p> <p data-bbox="1676 775 2364 1125"><i>"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."</i> – Regional School Administration</p>
	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



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

Build a *One Team* Mindset and Culture

Provide Clarity on Progress Toward Organizational Objectives

Increase Transparency Around Organizational Processes

Networked Communication System: Establish an operating rhythm comprised of a **synchronization forum** that empowers teams to support TTUHSC's 2020 Strategic Plan.

Leader Development: Customize and execute targeted **leadership development** programs to maximize TTUHSC's impact. Include a "Train the Trainer" program for sustainable impact.

Strategy Alignment: **Horizontally align across teams** to ensure there is a holistic understanding of the path to achieving TTUHSC's 2020 Strategic Plan.

Decision Making: Provide clarity on a **standardized decision making process** to foster transparency and trust in decisions across different schools and campuses.

McChrystal Group

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