CREATING A COHESIVE DENTAL CULTURE
Binding for Success

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Workplace culture definition: The underlying values, beliefs and principles that serve as a foundation for an organization’s management system as well as the practices and behaviours that both exemplify and reinforce those basic principles.

The organic nature of work cultures – The environment within organizations can be compared to a “petri dish”; the culture produced is dependent on what goes into the dish. Cultures are organic in nature, either growing or decaying; they are never static. So, it is with organizations. What you put into the culture will determine what you get out. The intention of this course is to facilitate consciously creating tomorrow and to offer tools for the culture of cohesion.

The Real Order of Culture
Interconnected
Ingrained patterns
Interesting
&
MESSY!!!
On a scale of 1-5 (5 being messy) how messy is your culture? ______

Characteristics of Dis-eased Cultures
- Rivalry & fierce competition
- Members commit sins of omission
- Members commit sins of commission
- Hierarchies & forced Ranking
- Toxic...maybe even wilfully blind

Characteristics of A Cohesive Culture
1. Collaborative
2. Flexible
3. Inclusive/Empathetic
4. Committed
5. High Trust
6. Comfortable with Conflict
7. Accountable

On a scale of 1-5 (5 being united), how cohesive is your team? ______

Anatomy of a Cohesive High Functioning Team

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Cultural Compass – The navigational tools used to direct decisions, goals and behaviour to advance holistic strategies towards the vision and purpose.

The Power of Purpose – Aligning your team to the meaning of your work

Organizational Purpose Statements

It is inspiring to those inside the organization. It is something that is valid 100 years from now. It helps you think expansively about what you could do, but aren’t. It is truly authentic to your business.

Jim Collins and Jerry Porras – Built to Last

MEANING – Why are you here?_________________________
Intrinsic Rewards - The personal satisfaction a person derives from a sense of self-accomplishment related to personal or business goals. The reward is in the involvement! Teams achieve cohesiveness by:

1. Committing to a meaningful purpose
2. Choosing the best way of fulfilling that purpose
3. Making sure that one is performing work activities competently
4. Making sure that one is making progress to achieving the purpose.

The Social Science of Cohesion – Meeting humans’ basic needs

- People need people
- Need for safety
- Recognition
- To be heard
- To be valued

1. A Hormone High – The Neuroscience of a Cohesive Team

- Oxytocin
- Dopamine
- Serotonin
- Endorphins
- Adrenocorticotropicin
The social bond will take **TIME** and the understanding of **WHY** it matters as a business issue, and **WHAT THE BEHAVIOURS** need to be to be promote cohesion.

**THE NEED FOR TRUST!**

**Team Trust Survey – Metrics on**
- Feedback to team members
- Personal openness
- Leadership and decision-making effectiveness
- Collaboration
- Dealing with Tough Issues
- Appreciation and affirmation

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What is your top boundary? ________________________________
What is your top skill? ________________________________
What is one “undiscussable” in your office? ________________________________
On a scale 1-5 (5 being a high trust team), where is your team?________

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**The Role of Leadership**

**Ten Characteristics using **REAL** Leadership (Relevant, Engaging, Authentic & Laudable)**
1. Mindful modelling
2. Fearless vulnerability
3. Avoid ‘yes’ people
4. Comfortable with conflict
5. Practice collaboration
6. Committed
7. Accountable
8. Seek first to understand, then to be understood
9. Invest in their people
10. Humble

Cultures of Cohesive High Trust Teams

Giver and Matcher behaviour vs. Taker behaviour
Share your gifts with the team
Courage
Power with vs. Power over
Overcoming Defensive Behaviour

The Role of Engaged Managers: Measuring their engagement
• How those around us impact us
• The role of an attitude in performance
• A generosity mindset for cohesion

Increasing Employee Motivation:
Strategies that appeal to the sense of psychological safety and the social aspect of the brain include:
• Fostering a sense of belonging,
• Allow employees some control over their jobs and trust them
• Provide regular and on going feedback, including recognition of the positive
• Eliminate a perception of favouritism or special treatment
• Demonstrate transparency in decision making

Cultivating a Growth Mind-set
• Focus on strengths
• Have employees’ interests at heart.
• Get them in position where they can use their strength
• Change the mindset that everyone is treated the same
• Strategies and logistics for feedback to team members

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Attitude Leads to Higher Performance

Employees of High Trust Teams

Building a High Trust Team
1. Ask for help
2. Set challenging but achievable goals
3. Acknowledge people personally
4. Ask how others want to be recognized
5. Give positive feedback often
6. Coach other to their strengths

Questions for seeding a cohesive culture:
1. What’s going on from where you sit?
2. What are you noticing that I’m not?
3. What’s reality like for you?
4. Do you think there is something we are pretending NOT to know?
5. If nothing changes, what are the implications?
6. If you could give the best possible advice, what would it be?
7. Describe reality without laying blame
ACCOUNTABILITY

- **Speak** about vulnerabilities
- **Admit** to mistakes without fear
- **Engage** in open, sometimes heated communication
- **Focus** on serving
- **Feed-back Loop** – Checking in on progress. Ask team members to share current status, success and need for help
- **Talk** about responsibilities, preferred standards, deadlines and potential consequences and implications of actions or inactions.

**Statistics** on what Team members believe about accountability!

On a scale of 1-5 (how accountable is your team?)

The Eight C’s of Shared Accountability

1. Create trust – Be authentic and lose the ego
2. Craft organizational purpose - Addressing why the work is important
3. Commitment – Buying into action that serve “the whole”
4. Communicate – Inform, debate, offer feedback
5. Clear Focus – Specific expectations, goals, values, and vision
6. Clarify, - Mistakes are part of a learning environment
7. Conscious reparation – Set mistakes straight in a timely manner
8. Consequences – Both positive and negative implications

The Role of Mindfulness/Reflection

Mindfulness teaches people to see their thoughts and feelings as just thoughts and feelings rather than something loaded with meaning that defines who they are. These gaps or micro-moments of slowing down give us enough time to re-set our perspective. This in turn allows for greater self-awareness and self-regulation and the ability to change old patterns that do not serve us well. Mindfulness builds resilience, a curiosity mindset and connects us more fully with others. It gives us the tool to meet change skillfully even in the face of uncertainty and adversity and promotes creativity.

Strategies to Grow A Cohesive Culture

• Determine your values, mission and purpose
• Cultivate a Growth Mind-set
• Schedule Time to Think
• Practice Mindfulness Daily
• Seek Coaching/Mentoring Both Internally and Externally
• Be Patient, Courageous and Direct - Know That Change is a Process

Based on what you learned today, what is one insight that is worth implementing? How will you begin?

“The best way to predict your future is to create it.”

- Abe Lincoln
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