

# Shaping Organizational Culture



Using Data to Create an Environment of  
Engagement

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# Objectives



- Implementing CQI differently to integrate with existing culture
- Shaping the Culture to support CQI initiatives
- How to find and implement data collection tools
- Discuss development of qualitative data collection processes
- Use data to strategically understand current and desired cultures
- How to make actionable steps to change culture

# Oriana House Inc.



- Oriana House Inc. is a private, non-profit nationally-renowned Chemical Dependency Treatment and Community Corrections Agency with facilities in 7 Ohio counties.
- Founded in 1981
- Growing from 3 employees to over 700
- Expanding from 1 facility to 30 facilities
- Has a CQI and Research team that works together
- Oriana Houses Goal is to Reduce Recidivism by using Evidence Based Practices (EBP)

# Oriana House, Inc. FACILITIES

WOODVILLE

SANDUSKY

CLEVELAND

FREMONT

NORWALK

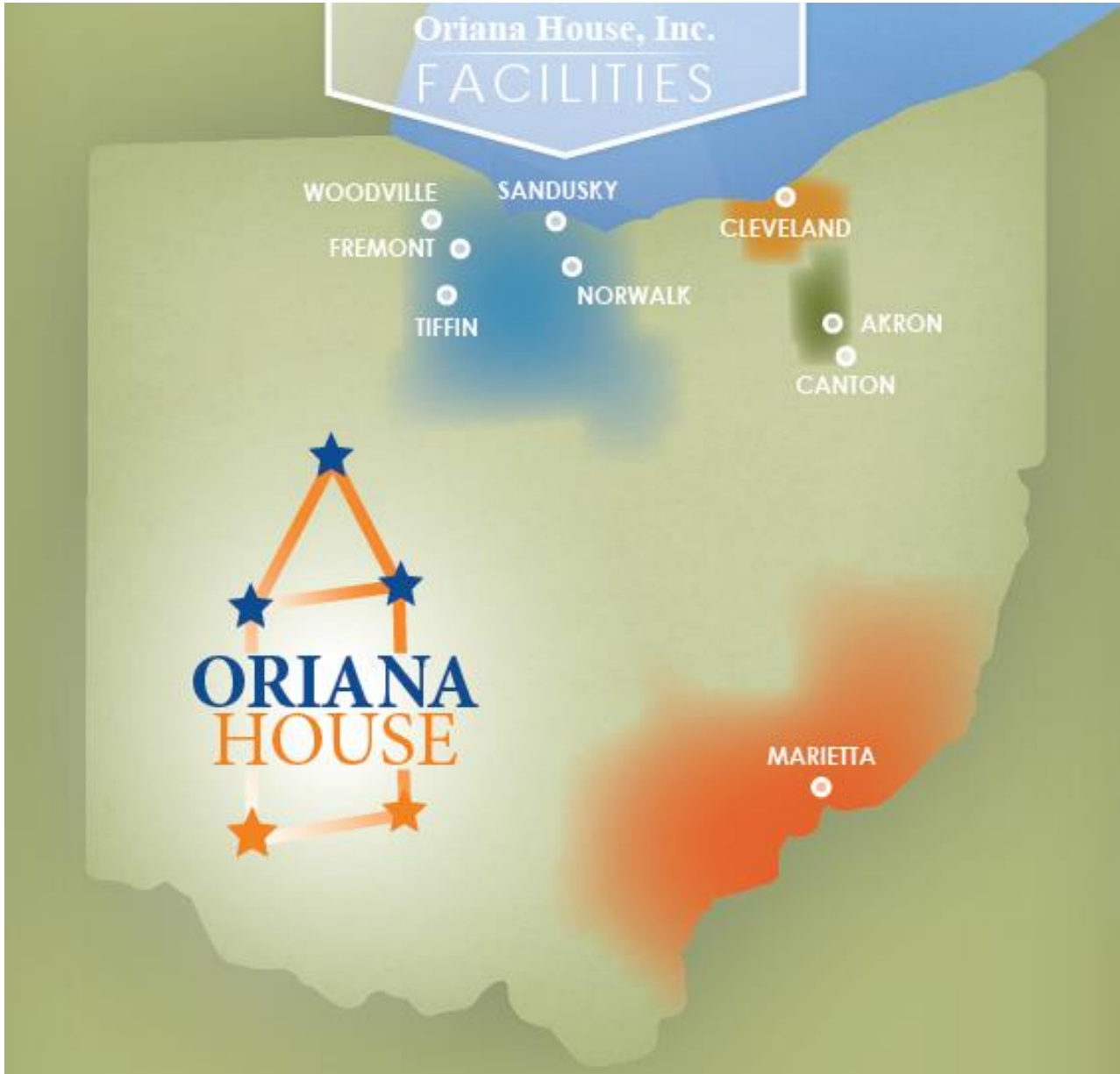
AKRON

TIFFIN

CANTON

**ORIANA**  
**HOUSE**

MARIETTA



# Oriana House Inc. CQI Goals



- Want CQI to be in organization's framework
- Utilize EBP in every area of client interaction
- Sustain a learning environment
- Monitor proficiency with EBP's to ensure fidelity

# People universally agree that culture...




1. Exists
2. It Matters
3. Is constantly shaping behaviors of our organizations

# What is Organizational Culture?



- Organizational culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.
- “the way things are done around here”



**Artifacts** – Things we see

- Processes
- Structure
- Logos

**Values** – Things that drive us

- Strategies
- Goals
- Philosophies

**Underlying Assumptions** – Things we feel

- Beliefs
- Habits of Perception
- Thoughts



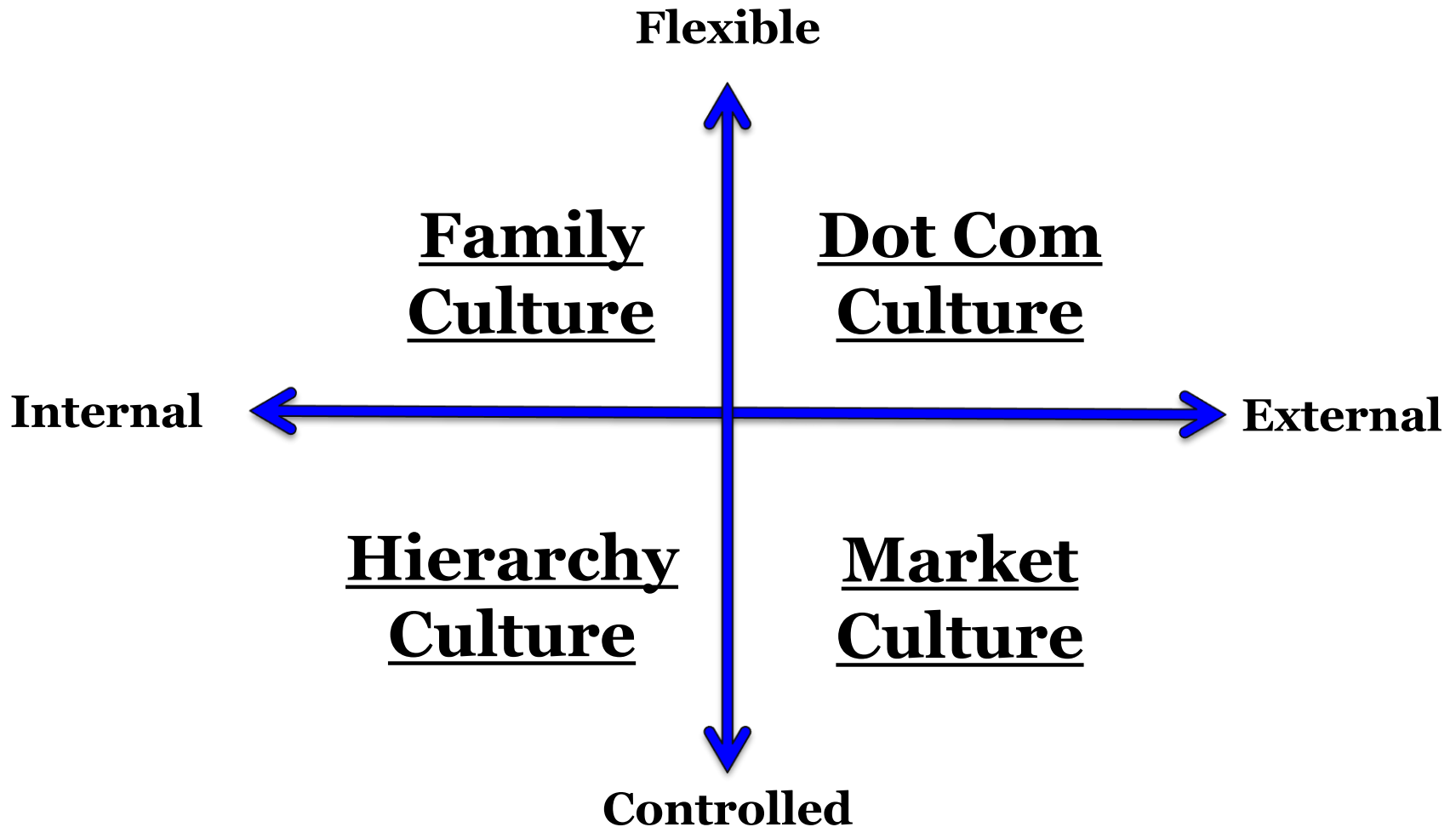
# Capturing Culture Data



- Quantitative instruments
  - ✦ OCAI
  - ✦ Pulse Surveys
  - ✦ Denison Model Survey
- Qualitative data collection
  - ✦ Observation (Anthropological approach)
  - ✦ Focus Groups
  - ✦ Qualitative surveying

We recommend using multimodal data collection

# The Competing Values Framework



# The Organizational Culture Assessment Instrument



- Use to understand the dominant culture of an organization
- Looks at where staff feel the culture currently is and where they would like to see the culture move to
- Each with six questions built around the competing values framework

# Example OCAI Question



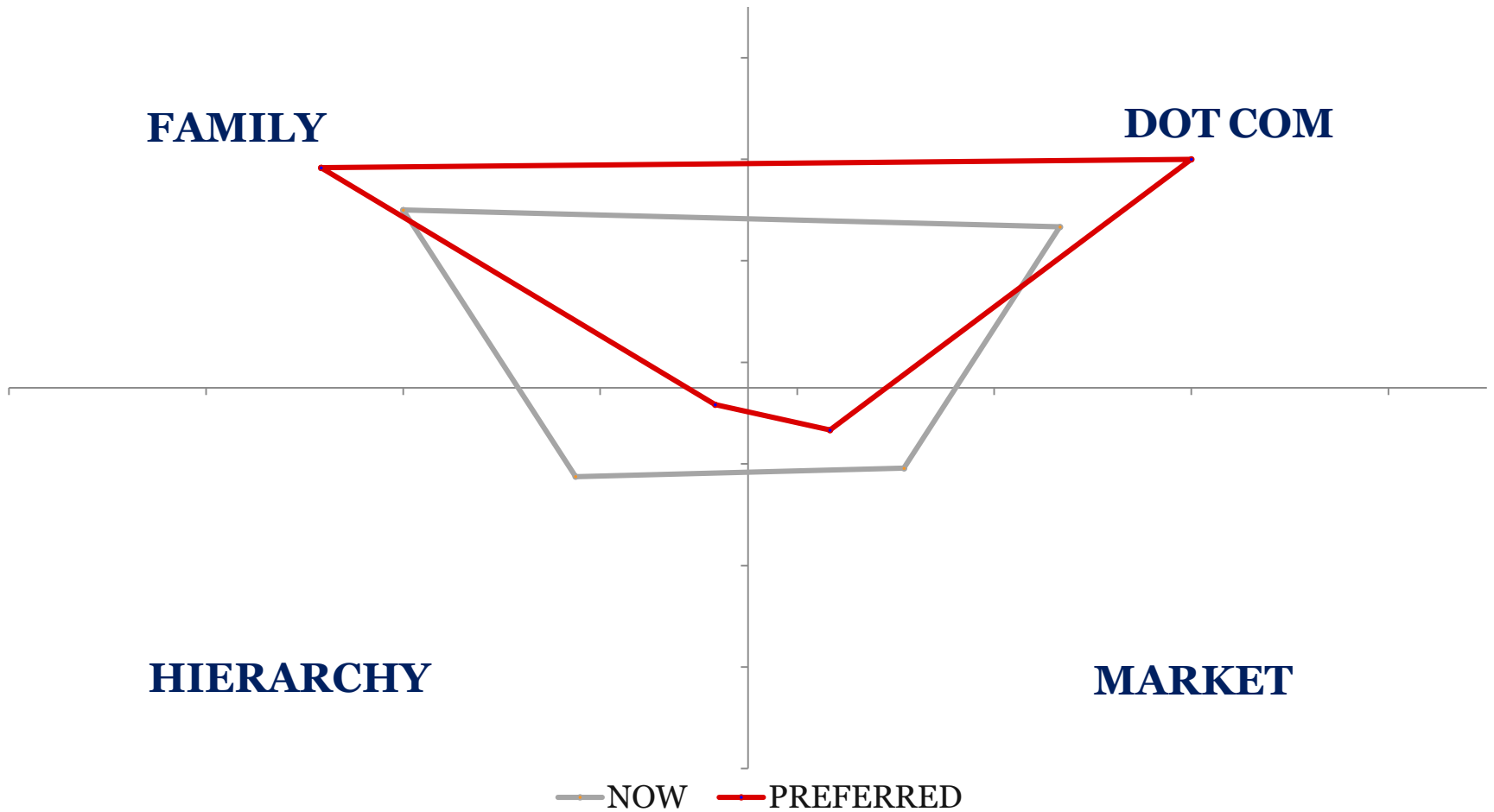
1. What kind of place is this?	Now
The facility is a very personal place. It is like one big family. People seem to share a lot of themselves.	
The facility is always changing and trying new things. People are willing to stick their necks out and take risks.	
The facility is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	
The facility is a very controlled and structured place. Formal procedures guide what people do.	
<b>Total</b>	<b>100</b>

# Example OCAI Question



1. What kind of place is this?	Preferred
The facility is a very personal place. It is like one big family. People seem to share a lot of themselves.	
The facility is always changing and trying new things. People are willing to stick their necks out and take risks.	
The facility is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	
The facility is a very controlled and structured place. Formal procedures guide what people do.	
<b>Total</b>	<b>100</b>

# Example OCAI Output



# CQI and Culture



What is the connection?

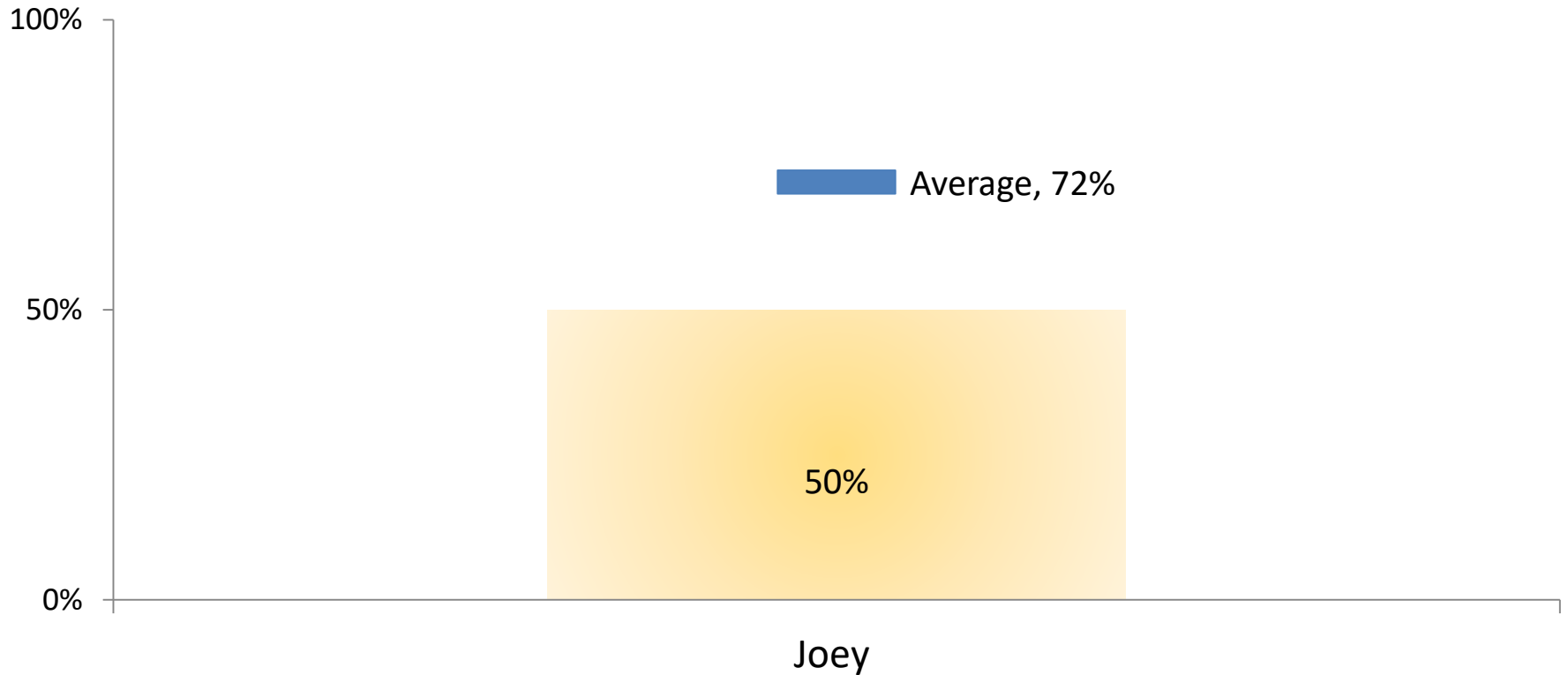
- Data Collection typically remains the same for different culture types
- Data Presentation however connects CQI with the Culture
- How CQI share data should be connected to the type culture that the program/company have

# Family Culture



## Joey's Families Served Report

Over the next 3 months Chandler will be mentoring Joey in attempt to increase family served percentage



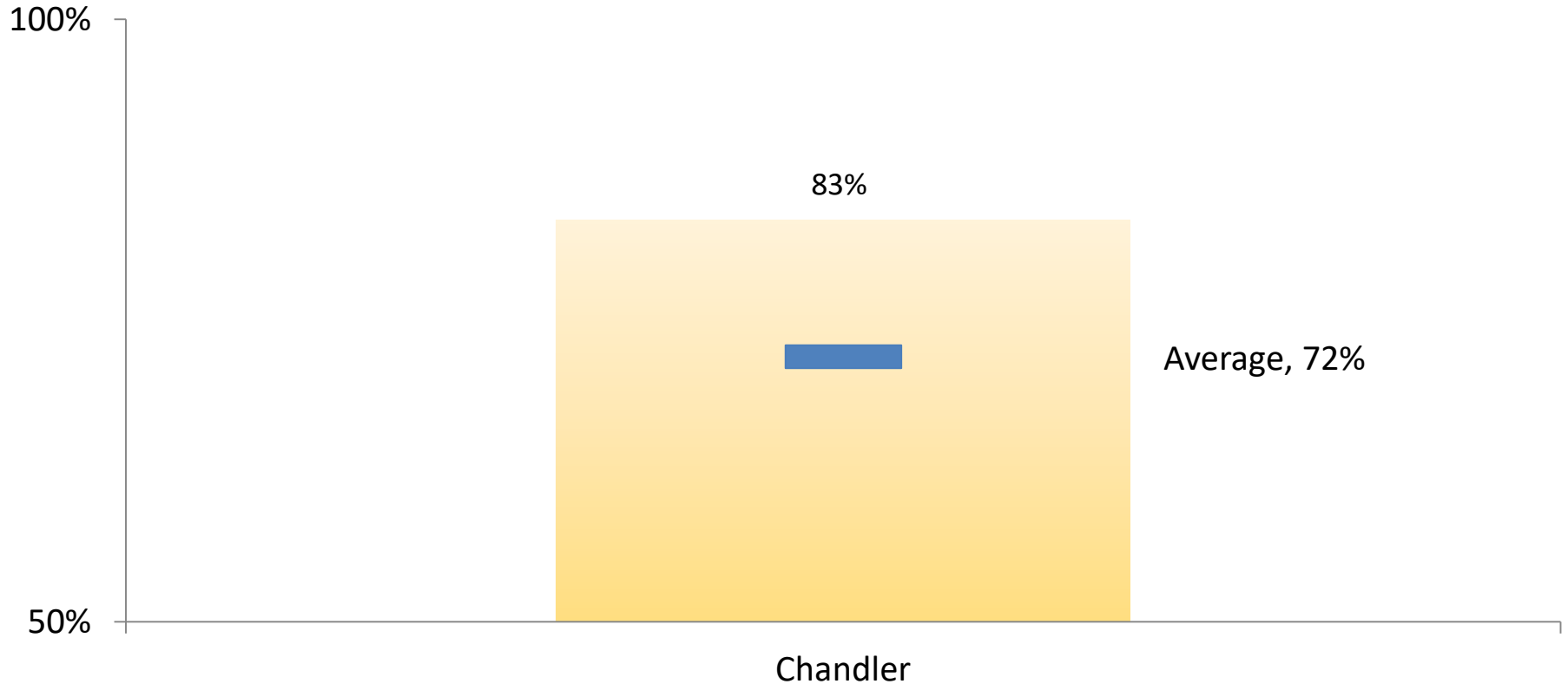


# Family Culture



## Chandler's Families Served Report

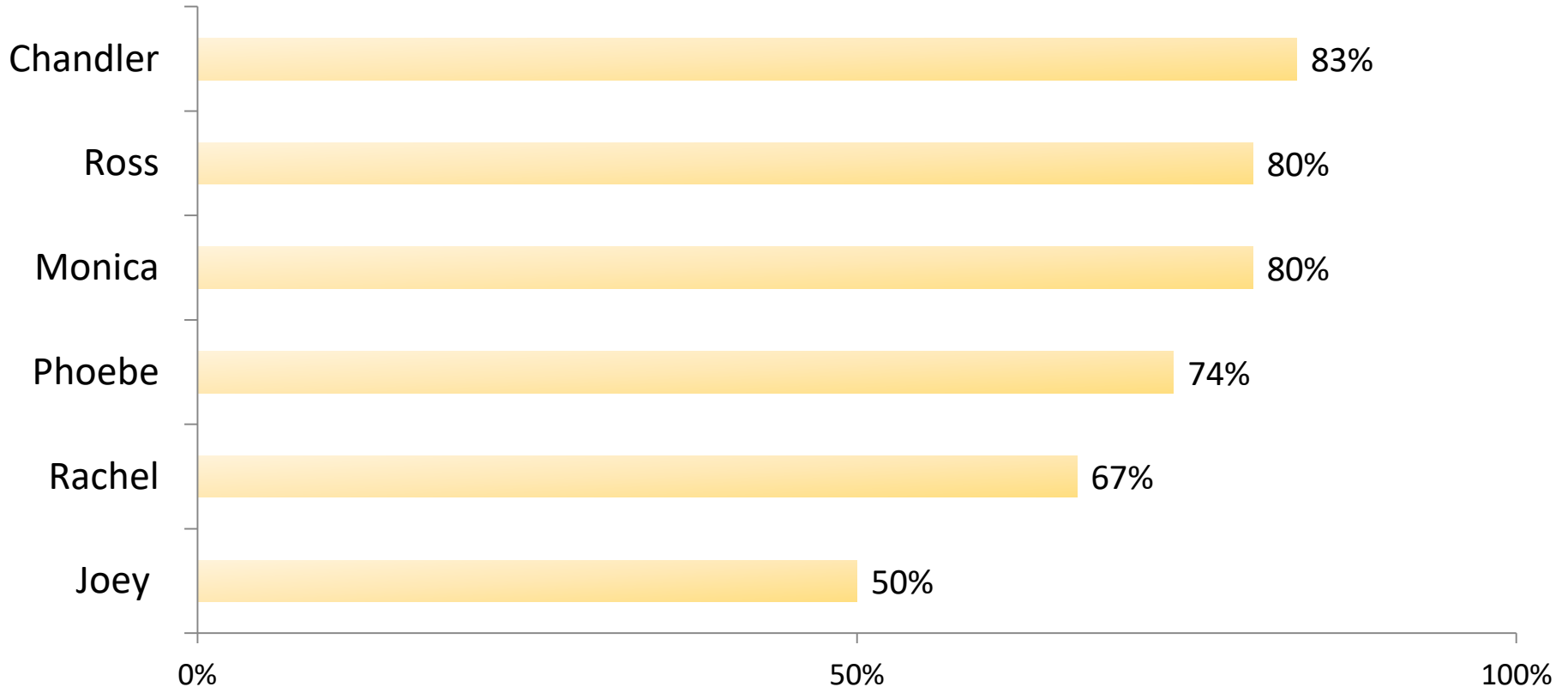
Chandler has been recognized as doing a great job of reaching families in there area. We will be asking Chandler to mentor Joey over the next few months



# Market Culture



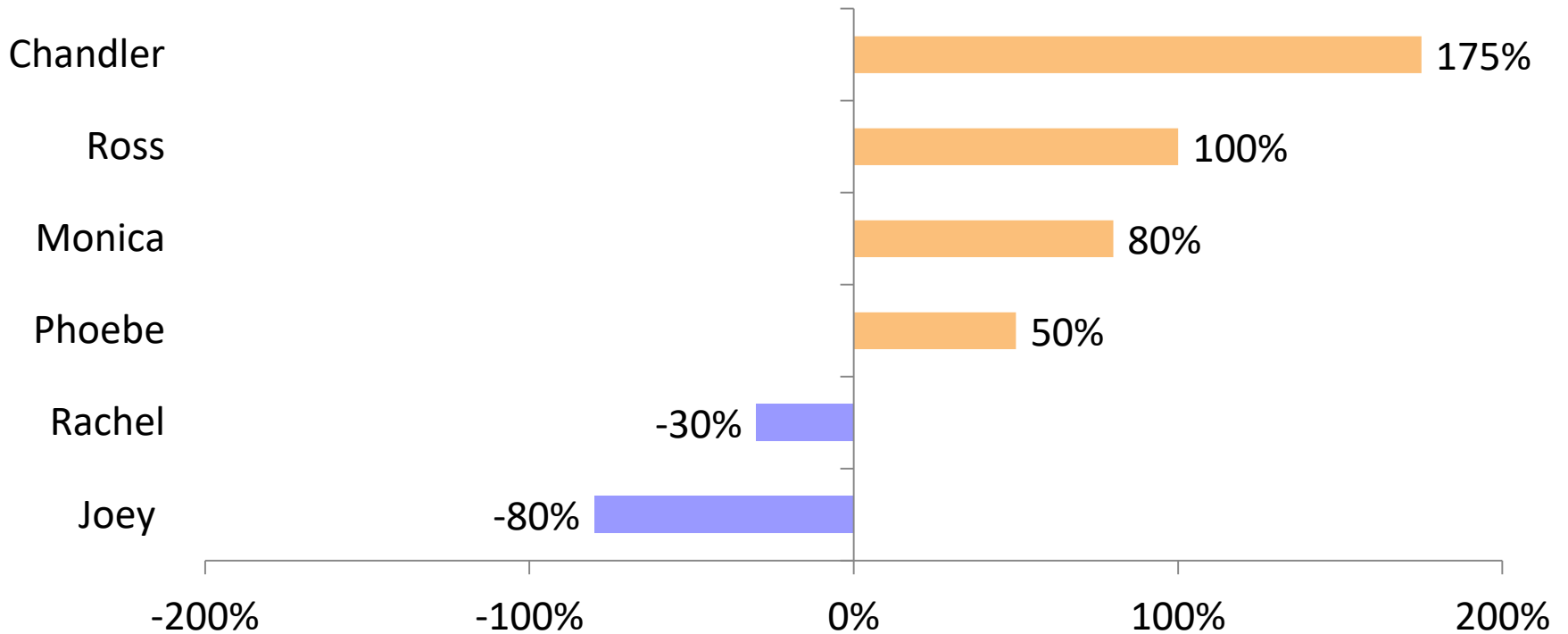
**Chandler is doing the best job of reaching families in need of service**



# Dot Com Culture



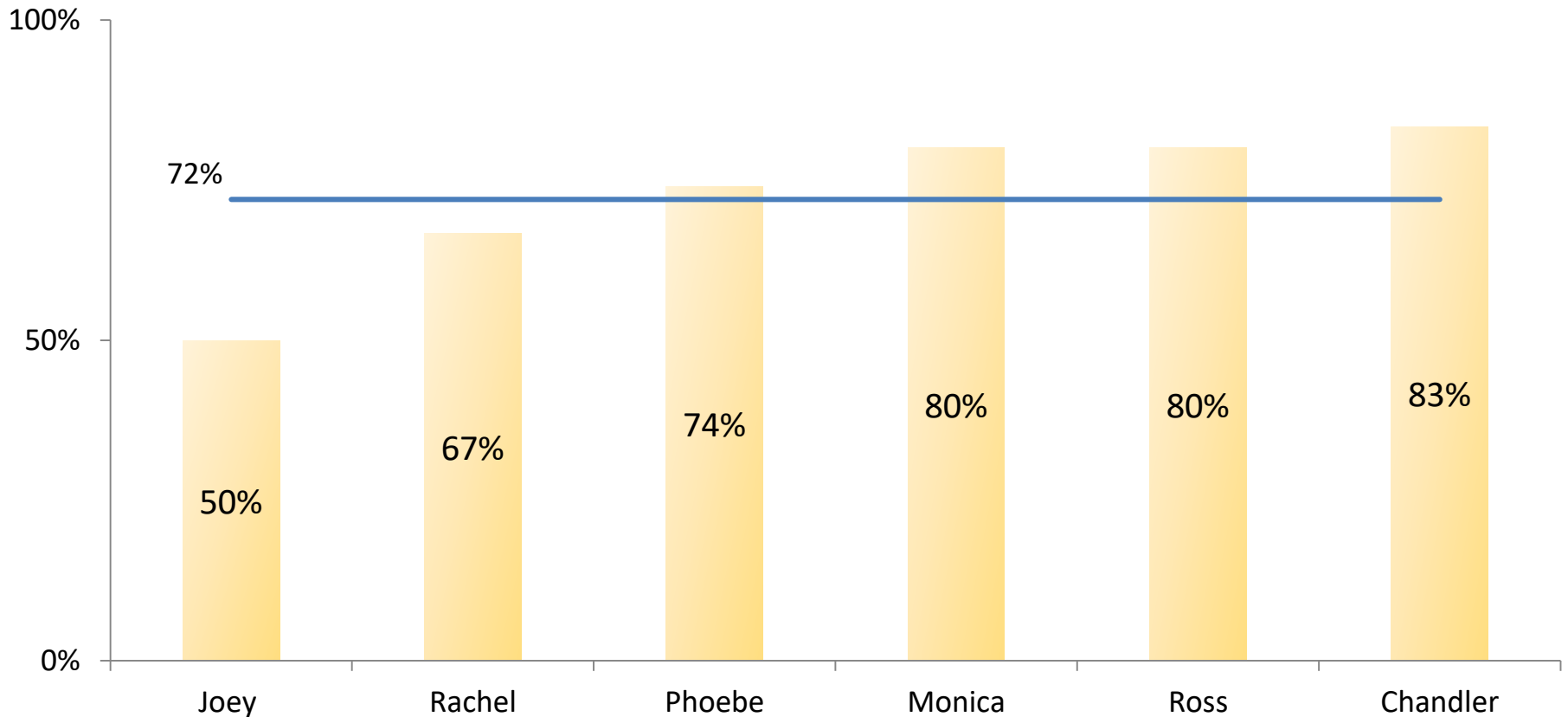
**Chandler is being asked to report on new techniques they did between Q2-Q3 to increase their service percentage so drastically**



# Hierarchy Culture



**Right now there are 4 individuals that are meeting our service percentage of 72%**



# Small Group Exercises



Your goal will be to take the information we give you and answer the following questions:

- How can you use this information to adjust your CQI processes?
  - ✦ How does this change fit with the desired culture?
- How can you use this information to adjust your culture?
  - ✦ What role does CQI play in changing the culture?

# Example



One Group will receive summary information:

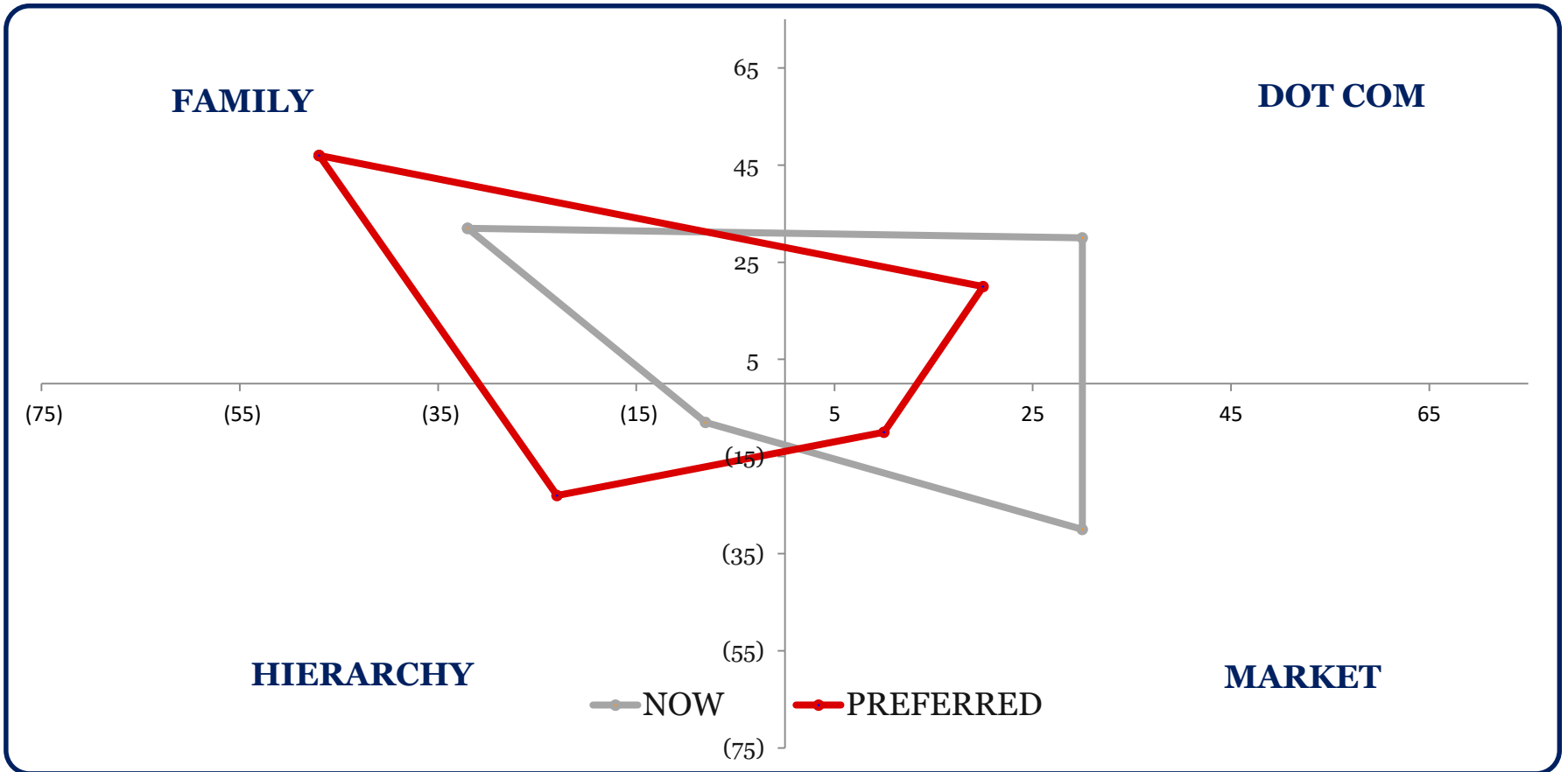
Your company is a smaller operation with under 40 employees. Most staff have been with the company for 10+ years. They have created lasting friendships and often get together outside work hours.

Recently the directors have implemented emerging practices and staff are not adjusting well to the change. The staff feel as though the new practices are extra work and are not buying in. You have tried creating competitions amongst staff but have had little to no success. The work environment is starting to feel tense especially between staff and management.

# Example



The second group will receive quantitative information:



# Small Group Exercises



Your goal will be to take the information we give you and answer the following questions:

- How can you use this information to adjust your CQI processes?
  - ✦ How does this change fit with the desired culture?
- How can you use this information to adjust your culture?
  - ✦ What role does CQI play in changing the culture?



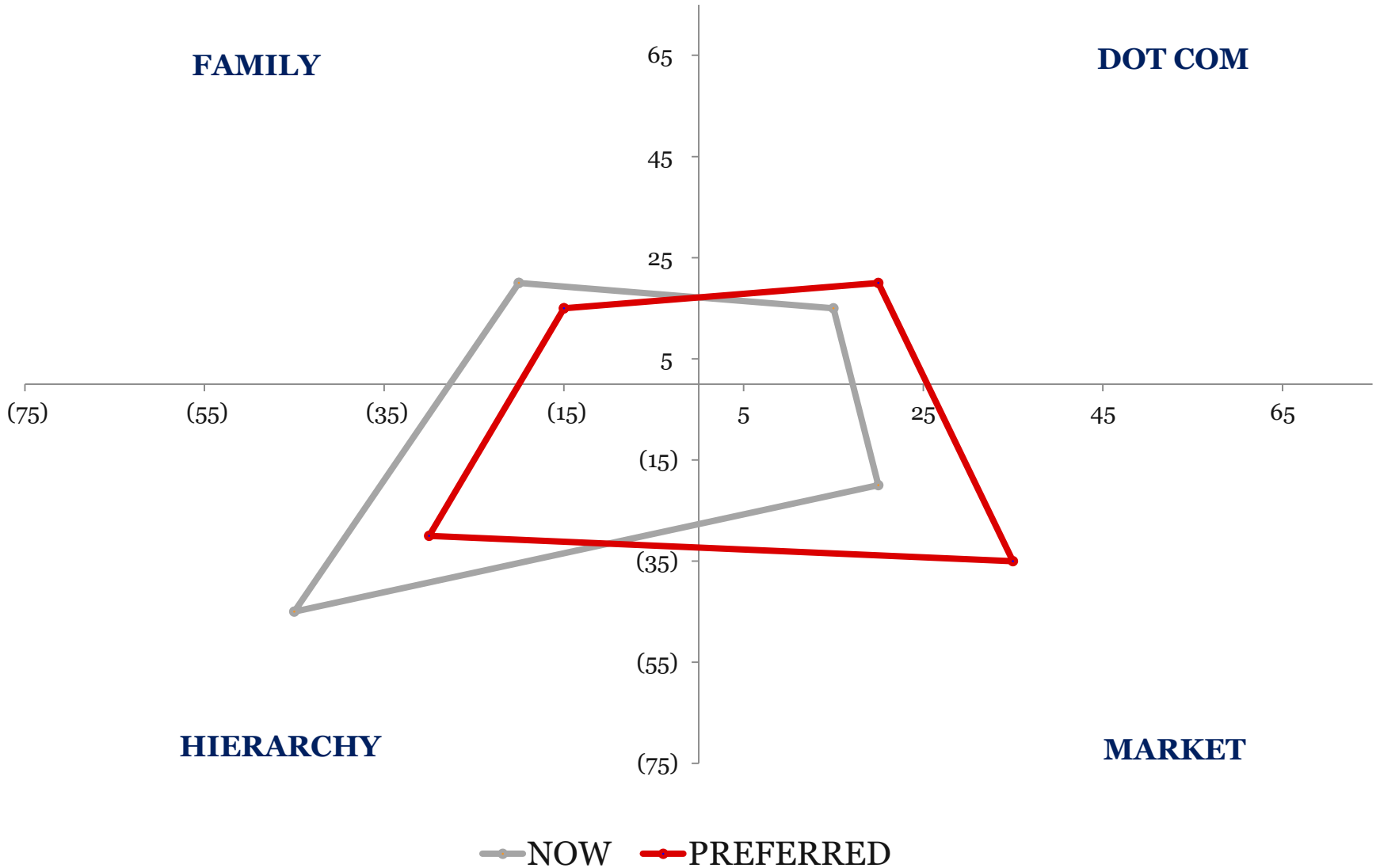
# Scenario 1



You have a decently sized company with around 400-500 staff. The company is very rule orientated. Turnover has been around 40% over the last couple of months so you have a large number of new staff.

The new staff are highly motivated and ambitious to move up in your company. They are career focused and appear to be focused on your company to maintain their career if growth is possible.

# The Organizational Culture Assessment Scenario 1



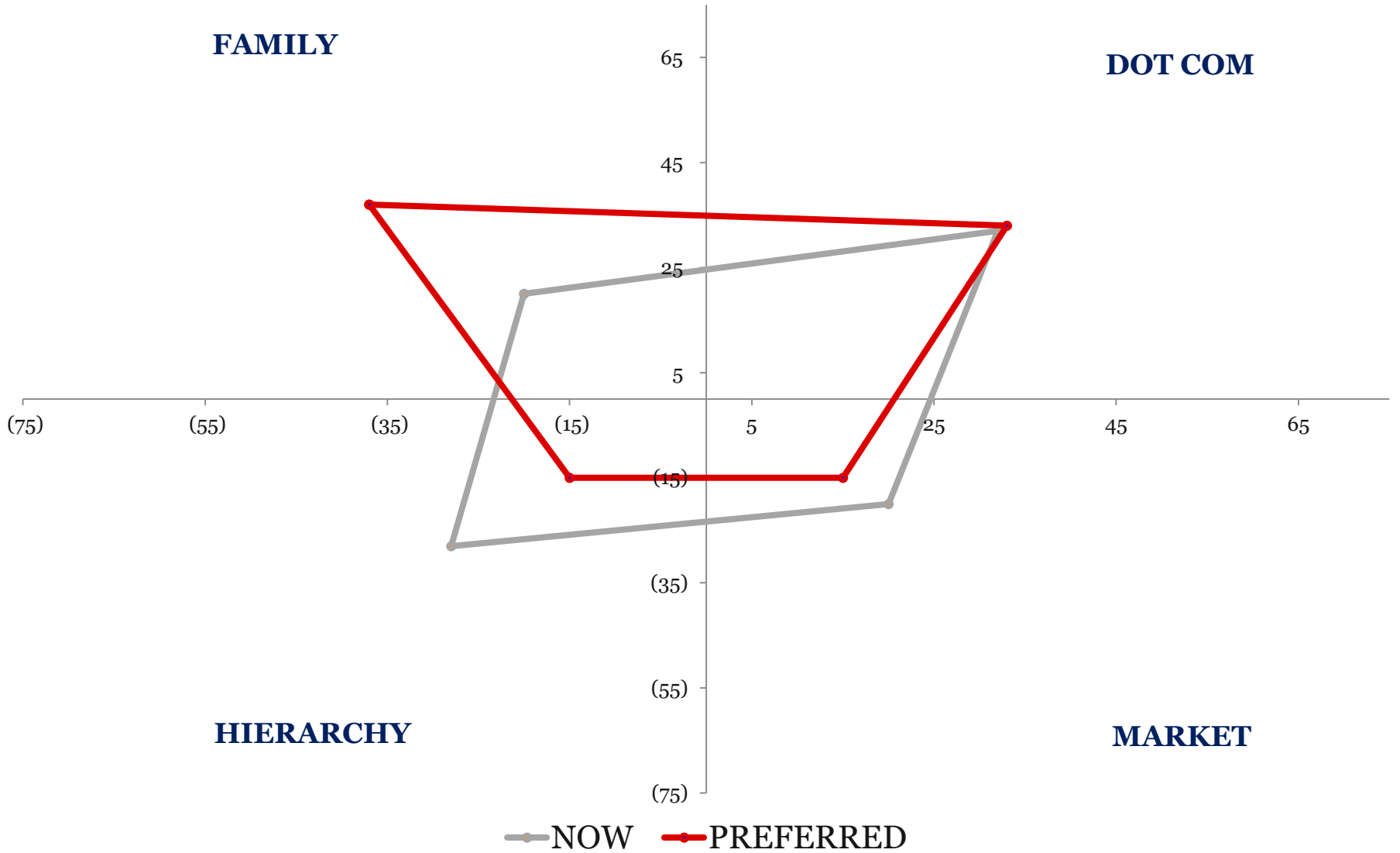
## Scenario 2



You currently work for a non-profit organization. The company's focus is on maintaining a learning environment with the newest practices to be serve your clientele.

The company would like to have a Family Culture. Each month there is a high turnover in staff so training is always a priority.

# The Organizational Culture Assessment Scenario 2



# Small Group Exercise 2



You will be given Quantitative AND Qualitative data to answer the following questions:

- How can you use this information to adjust your CQI processes?
  - ✦ How does this change fit with the current culture?
- How can you use this information to adjust your culture?
  - ✦ What role does CQI play in changing the culture?

## Scenario 3

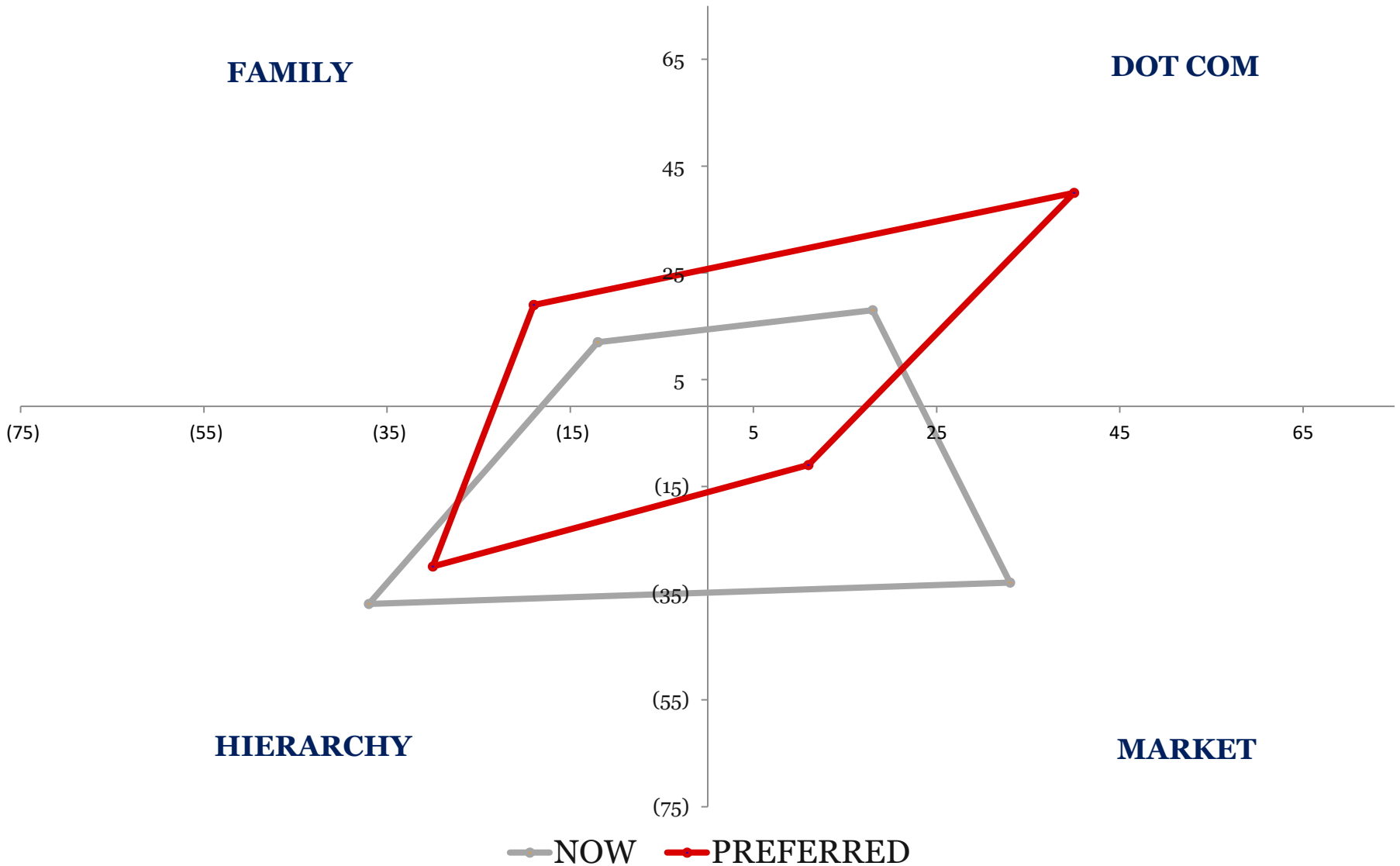


You have just obtained a new job as the head of the CQI department of a major corporation.

The department is relatively new to the corporation and has had a rocky start. Most of the staff outside of your department view CQI as another audit.

You have 2 staff members that have been with the corporation for years however your remaining staff just started. The corporation wants you to focus on emerging practices.

# The Organizational Culture Assessment Scenario 3



**FAMILY**

**DOT COM**

**HIERARCHY**

**MARKET**

—●— NOW    —●— PREFERRED

## Scenario 4



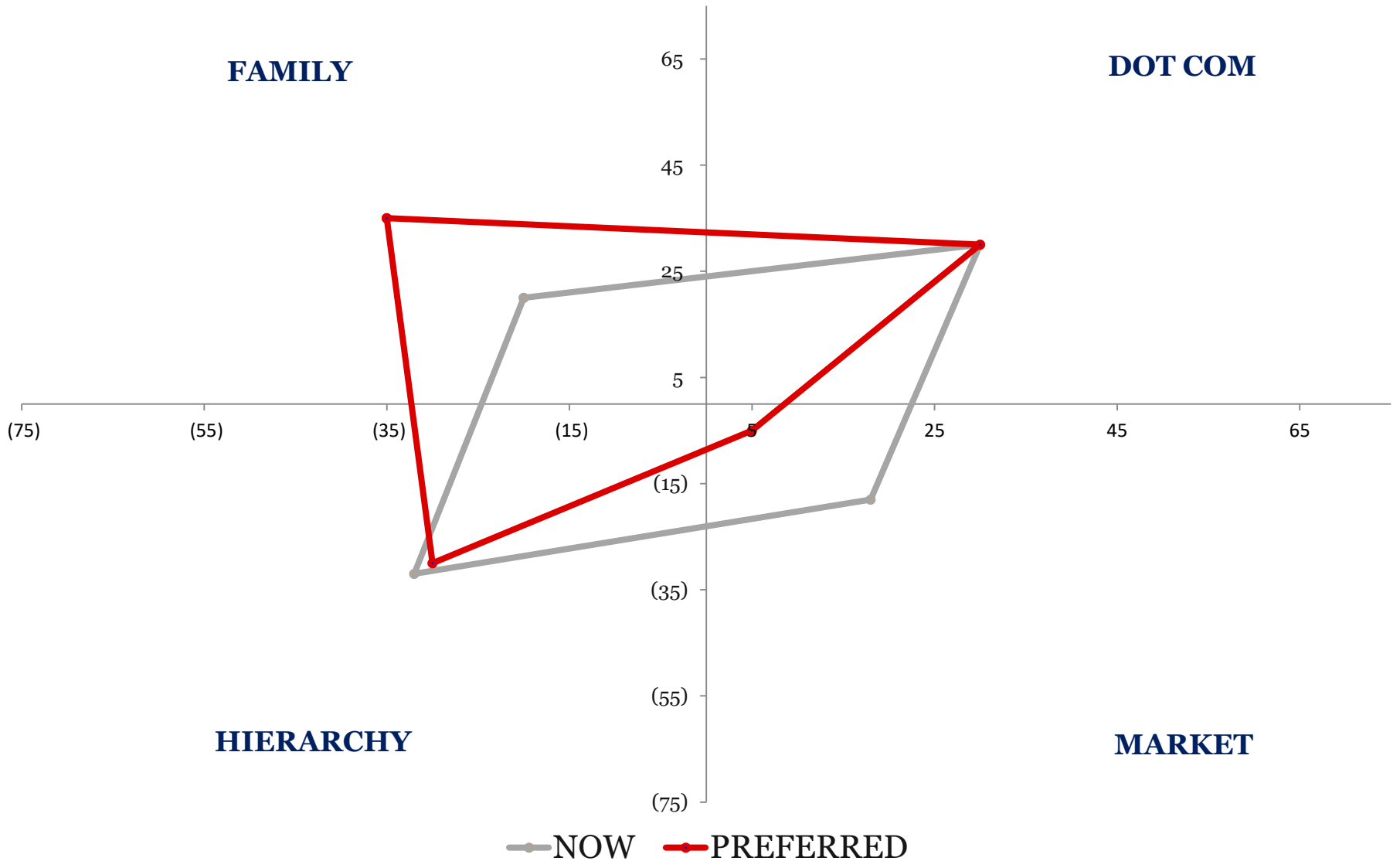
You work for a mid-sized company around 150 employees. Staff do well adjusting to emerging practices and see the benefit with clientele.

However, staff turnover is very high due to higher paying jobs in the field/area are available.

This is causing leadership focus to be mainly on onboarding new staff and putting out fires. Leadership is struggling to build connections between staff and company goals.



# The Organizational Culture Assessment Scenario 4



## Scenario 5

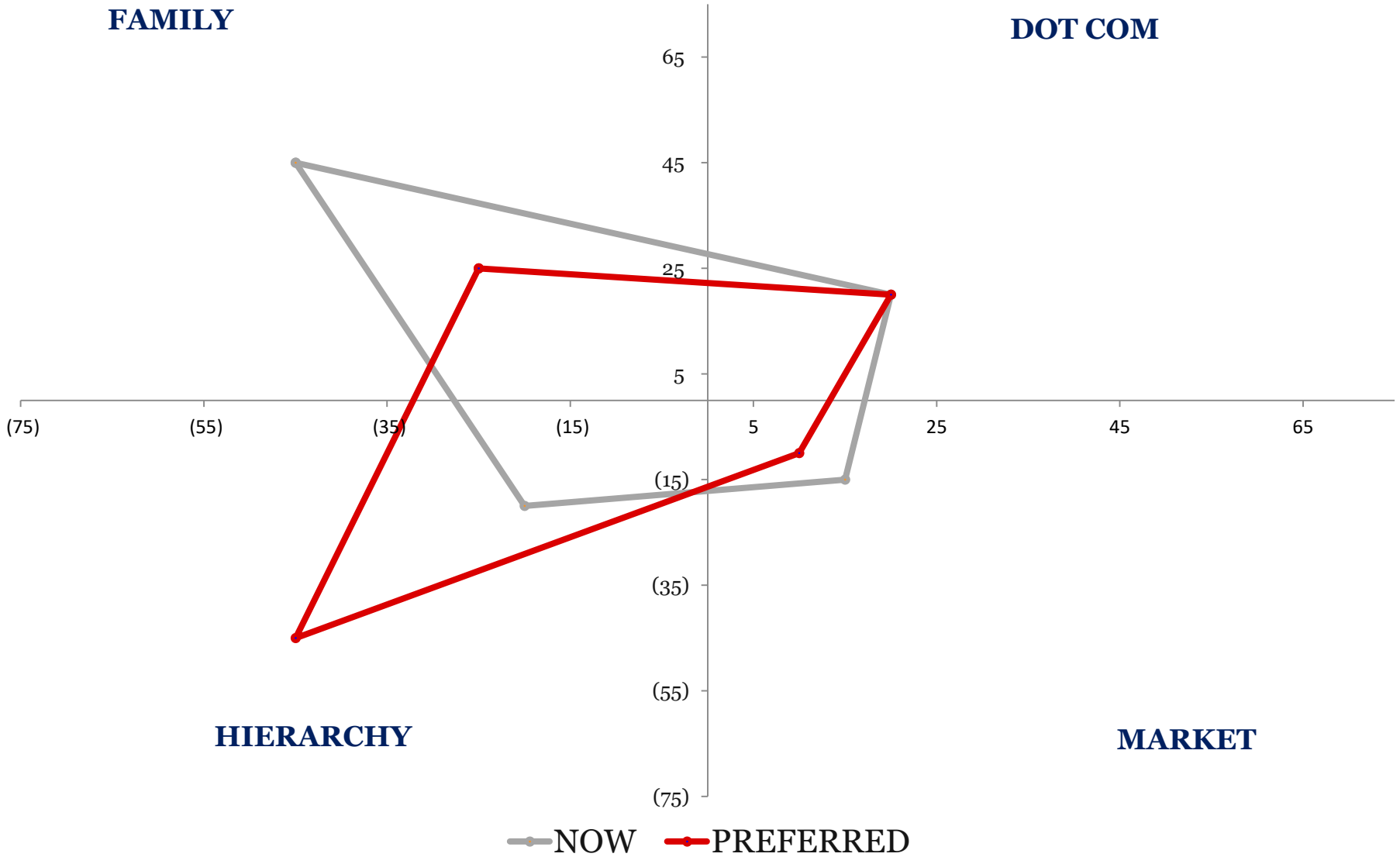


Staff members at your agency keep talking about how they hate all the rules that are in place.

They frequently will get told they are not meeting their requirements because they are not doing documentation that they feel is repetitive and unnecessary.

Working in CQI, you see this data to be extremely important because it contributes to the reporting that you complete every quarter.

# The Organizational Culture Assessment Scenario 5



# Recap



- Present information in a way that fits with your culture to best build buy-in
- Whenever possible, use multiple data sources and a mix of qualitative and quantitative data
- Understanding where you are and where you want to go is critical to achieving culture change
- CQI can be a part of every culture when done in a way that best fits that environment

# Contact information



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