

CULTURE UNDER SEIGE

NAGLE
&
A S S O C I A T E S

CHIP NAGLE President

And the beat goes on The pandemic has left and continues to leave cultures that are thinning, cracking, or just downright broken. The great resignation has exacerbated the problem. We understand that many senior healthcare executives are perplexed over the longer timeframe it takes to get and keep strategic initiatives on the move. Some executives believe an edict calling for a newly desired behavior related to strategy and/or operational execution is sufficient to harness leaders to a new course of action and sense of purpose. They also think that edict can be a steppingstone to reestablishing or at a minimum shoring up an eroding culture and its associated sense of community. That's like leaving the defensive team on the field after an impressive stand and sending out an enthusiastic exhortation to play offense! Downstream executives that are the lifeblood of the enterprise like VPs and Directors are not infinitely flexible particularly when under stress. These leaders need at a minimum to reorient themselves and be supported, challenged, motivated, and rewarded by the executive leadership team to acquire new skills to implement strategy and begin to rekindle culture. It's self-evident that the behavior of VPs, Directors and other key leaders outside the C-Suite are the professionals that execute strategy and to a degree define culture.

If a major strategic or cultural change is needed, it is incumbent on executive leadership to enable the people to change or to change the people. Educate, develop, and train them or replace them. This is also true for the senior executive team. We can't see an alternative. It seems it might be better to have a leader stay home rather than ask them to lead the charge when they are clearly not equipped to do so. Acquisition of talent is important, but real-time development and continued cultivation leading to retention is where the game will be won or lost.

Our contemporary talent solution looks beyond acquisition with elements squarely aimed at continued professional development and retention.