

CULTURE & PEOPLE STRATEGY REPORT

Organizational Objectives

Develop & Retain Talented Staff: The objective was to explore strategies for Organization X to sustainably develop and retain its talented workforce amidst rapid growth.

Strategically & Intentionally Inspire Organization X's Mission-Driven Culture: The objective was to assess ways for Organization X to strategically cultivate and reinforce its mission-driven culture while scaling operations. This involved exploring the balance between integrating new perspectives and maintaining a strong organizational culture.

The data below is based on 8 interviews within 2 core functions of the organization in which retention is critical.

Overview

Interview Themes

Mission: All employees of Organization X unanimously agreed that the organization is presently aligned with its mission.

Working Environment: Optimal work environments were observed when leaders actively engaged in listening, transparent communication, trust-building, and adaptable responses based on discussions.

Work/Life Balance: While a strong commitment to work/life balance was noted for Role A and Role B, it was highlighted that most senior-level Role B struggle to achieve work/life balance, which is not adequately exemplified by the leadership.

Compensation & Responsibilities: Concerns were raised regarding the discrepancy between compensation, job titles, and corresponding responsibilities across various levels within Organization X, indicating potential risks.

Professional Development: Employees at Organization X exhibit enthusiasm and expertise in training and onboarding. Suggestions were made to leverage this expertise to enhance medium-term results and elevate the overall quality of care, potentially impacting short-term outcomes.

Expertise & Staff Support: Organization X values quality care, as evident from the expertise and reputation of its advisors, underscoring a commitment to being a premier service provider.

Career Growth: References were made to discussions initiated by the CEO during employee interviews regarding career growth. However, there is a lack of clarity on actual career paths within Organization X, raising a need for transparent career trajectory information.

Recognition & Gratitude for Challenging Work: Employees expressed genuine appreciation for the work of Role A, fostering a culture of gratitude within Organization X.

Informal Network: A robust informal network was observed, providing valuable support to new hires and those opening.

Capacity Issues: There is a shared perception among employees that most centers within Organization X feel understaffed, leading to pressure for onboarding without appropriate staffing levels.

CEO & the Corporate Team: The CEO serves as the primary contact for senior-level Role B skills and respectful interactions with staff and stakeholders. This heavy reliance could pose a bottleneck to growth for Organization X.

Potential Retention Factors

Separation between Corporate & Centers: Organization X's rapid expansion of its corporate team alongside perceived understaffing at centers fosters feelings of separateness. Transparent communication on the deployment of new hires is crucial to bridge this gap and maintain morale.

Role A Compensation Perception & Upskilling: Fluctuating compensation perceptions and external job offers at similar pay rates pose challenges. Upskilling high-performing Role A members and strategizing to manage field-based attrition rates are vital.

Capacity and Capability Impact: Inadequate capacity and inexperienced Role A members increase attrition, creating a cycle of turnover. Better management of transitions and increased supervisor support can mitigate burnout and enhance retention.

Role B Retention Dynamics: Managing Role A attrition impacts Role B retention. There's a need to bridge perception gaps between senior Role Bs and leadership roles, considering

evolving center maturity and the support provided by the CEO.

Employee Value Proposition: Employees value ethical and mission-driven environments at Organization X. However, maintaining a competitive compensation structure while preserving the current culture is crucial to prevent attrition.

Mental Health Considerations: Factors impacting mental health, such as emotionally draining work and poor communication, could lead to attrition. Absenteeism might signal underlying mental health challenges.

Framed Opportunities

Executive Coaching & Role Clarity: As Organization X grows, clarifying the CEO's role is crucial. Empowering other leaders and envisioning an aspirational role for the CEO is essential to prevent bottlenecks.

Strategic Role Design: Before adding specific roles to address capacity gaps, probe deeper into whether this is an expectation or capacity issue. Standardizing roles across centers while considering unique structures is vital. Leverage data insights to rethink role functions and avoid frustration.

Leverage Training & Development: Expanding on training efforts can enhance service quality and reduce attrition. Focusing on professional development beyond onboarding, including stress-coping strategies, is crucial. Leadership skills for Lead Role Bs impact retention differently from clinical expertise.

Intentional Communication Strategy: Overcommunication may be necessary to engage employees and bridge transitional phases. Strategic and transparent communication during clinic openings and post-opening phases is vital, especially as centers mature and receive less support.

Celebrating Wins & Staff Recognition: Acknowledge and celebrate both small and significant achievements of employees amidst Organization X's growth. Recognizing staff efforts is crucial.

Institutionalizing Knowledge Sharing: Institutionalize informal networks through mentorship programs and platforms for sharing best practices. Prevent siloing of knowledge as Organization X expands, ensuring access to expertise and tools.

Compassionate Accountability: Develop a system balancing accountability and compassion, especially considering the emotionally draining work of Role A. View absenteeism empathetically as a sign of burnout while maintaining accountability.

Experience Mapping during Growth Phases: Strategic and transparent communication throughout the stages from clinic opening to maturity (Day 1 to Day 360) is critical.

Path for Growth: While an organization-wide career path may not be necessary, signaling a commitment to high-performing employees' growth is crucial. Actions like offering internal promotions through upskilling align with Organization X's value proposition and commitment to employee growth.

Report by

