

Using observation to understand organizational culture and its impact on change

RBN Virtual Learning Session 1 | Breakout Session #3

January 14, 2021

Presenter: Irene Sung, MD



Group Guidelines

1. Create space for reflection
2. Welcome curiosity (internal and external)
3. Accountability: Lean in (courage) lean back (ego)
4. Offer compassion, for self and others
5. Assume good intentions, but address impact over intent
6. Celebrate diversity
7. Integrate perspectives, know that everyone holds a different piece of the puzzle
8. What is learned here, leaves here: what is said here, stays here
9. Okay to not have answers or solutions; okay to pass
10. *What other agreements would promote your bravery in learning and growth?*

What is

Organizational Culture?



TRAUMA-ORGANIZED

- Reactive
- Reliving/Retelling
- Avoiding/Numbing
- Fragmented
- Us Vs. Them
- Inequity
- Authoritarian Leadership

TRAUMA-INFORMED

- Understanding of the Nature and Impact of Trauma and Recovery
- Shared Language
- Recognizing Socio-Cultural Trauma and Structural Oppression

HEALING ORGANIZATION

- Reflective
- Making Meaning Out of the Past
- Growth and Prevention-Oriented
- Collaborative
- Equity and Accountability
- Relational Leadership

TRAUMA INDUCING

TO

TRAUMA REDUCING



Seeing

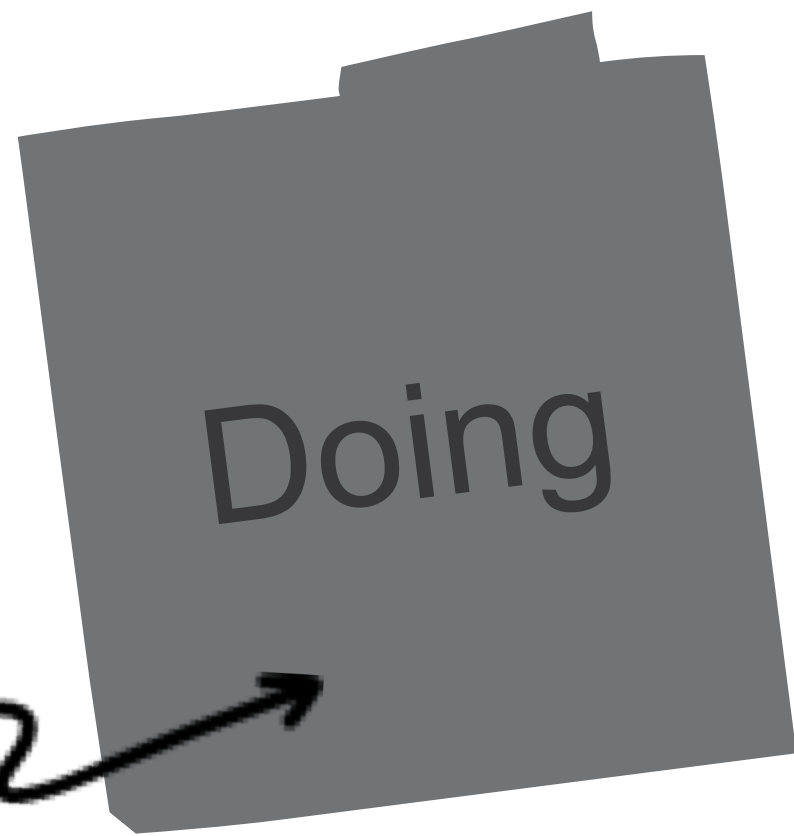
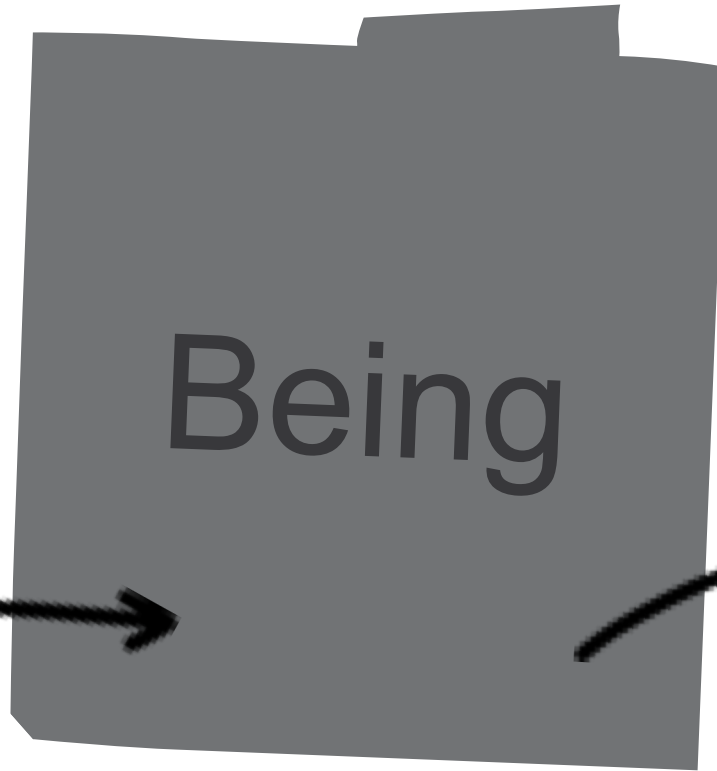


Being



Doing

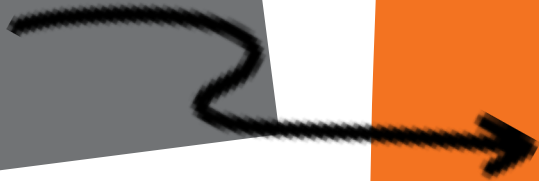




Seeing

Being

Doing



Seeing

Being

Doing

Reflecting on a recent change in your own organization...



How was the change introduced to you, your organization and/or our staff?



How were decisions made about the change?



How were meetings about the change?

- Who was speaking up?
- Whose ideas were heard?
- Were there differences?



What was the capacity for dissent? Were disagreements allowed voice? If so, how were they handled?

**What is something you can
observe in your own
organization in the next week?**

Additional Resources

Observation "how to" articles

- Catalyst Method: Observation:
<https://www.careinnovations.org/resources/catalyst-method-observation/>
- Catalyst Method: 3-Part Observations:
<https://www.careinnovations.org/resources/catalyst-method-3-part-observations/>

Systems Change articles

- *The Water of Systems Change*, FSG
- *Is Real Change Possible?* By Eric Klein
- *Why Change Effort Fail (And how you can succeed with resistance-free change)* By Eric Klein