The Journey Continues...
Creating a Culture of Servant Leadership within the Veterans Health Administration

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Agenda

- Introduction to VA
  - VHA 101
  - Overview of NCOD
    - Organizational Health
- Servant Leadership in VA
  - Benefits and Challenges
  - Existing Servant Leadership Efforts in VA
  - Review of the VA Servant Leadership Initiative
    - Development of VA Servant Leadership 360-degree Assessment
- What’s On the Horizon
  - Next Steps
  - FY14 Goals
  - Making it Personal
- Questions
INTRODUCTION TO DEPARTMENT OF VETERANS AFFAIRS
VA’s Mission

To fulfill President Lincoln's promise, “To care for him who shall have borne the battle, and for his widow, and his orphan” by serving and honoring the men and women who are America’s Veterans.
We are all VA customers to some extent.

We all know veterans and are connected in some way – through parents, grandparents, other relatives, classmates, and colleagues.
VA Major Business Lines

FY12 Total VA Funding: $127 Billion

National Cemetery Administration (NCA)
- Memorials & Burials
- Headstones & Markers
- National Shrines
- State Grants

Veterans Benefits Administration (VBA)
- Life Insurance
- Home Mortgage
- Education (G.I. Bill)
- Compensation & Pension
- Vocational Rehabilitation
- Employment Services

Veterans Health Administration (VHA)
- Primary & Specialty Care
- Long-Term Care
- Rehabilitative Care
- Health Promotion
- Mental Health Services
- Prosthetics Services
- Medical Research
In 1996, VA began to transform from a “Hospital System” to a “Healthcare System.”

- **134** Community Living Centers
- **300** Vet Centers*
- **70** Mobile Vet Centers*
- **152** Medical Centers
- **990** Outpatient Clinics
  - **821** Community-Based
  - **152** Hospital-Based
  - **11** Mobile
  - **6** Independent
- **102** Domiciliary Residential Rehabilitation Programs
- **134** Community Living Centers

*Source: FY 2012 End-of-Year Pocket Card
Veterans Served

Veterans Living Today .......................................................... 22 Million
Enrollees ............................................................................. 8.76 Million
Unique Patients Treated ...................................................... 6.33 Million
Outpatient Visits ................................................................. 83.6 Million

Source: FY 2012 End-of-Year Pocket Card
VHA’s Employees

VHA is one of the largest civilian employers in the federal government and one of the largest health care employers in the world.

277,000+ Total VHA Employees

84,000+ Veteran Employees

22,000 Leaders
NCOD’s Purpose

- NCOD efforts are aimed at improving the organizational culture and health of the Veterans Health Administration

*Healthy organizations are places where employees choose to work and Veterans choose to receive service.*

**Example of NCOD Services**

- Annual VA All Employee Survey
- CREW Initiative
- Change Management Support
- Organizational Research
- Organizational Assessments
- Leadership Transition Briefings
- Team Assessments/Development
- Executive Coaching
Transformational Workplace: All Things Connected

Patient / Family-Centered Care / Service
Safe, Quality Outcomes

Vetern-Centric

Employee Engagement

Leadership Support

Civility
Systems Redesign
Effective Teams

Integrated Ethics
Learning Organization
Servant Leadership
Patient–Centered Care

- Universal Services Task Force recommendations
- Personalized, Proactive, Patient-Driven
- PACT (Patient-Aligned Care Teams)
- National Office of Patient - Centered Care and Transformation
- Health Coaches
- Field Implementation Teams
CREW: Civility, Respect and Engagement in the Workplace

- Workplace civility is a indicator of organizational excellence
- Organizational culture change towards greater civility
- In 2011, The Joint Commission named CREW as national best practice
- The CREW Experience
  - 1200 workgroups since 2005, 109 sites
    - Improved teamwork, mutual respect, trust
    - Open, frank, forthcoming communication
    - Service mentality
What is VA doing to address the leadership sphere?

- Veteran-Centric Leadership Support
- Employee Engagement
- Leadership Support
Sometimes you need to think outside the box...

*Servant Leadership* is a philosophy and practice that emphasizes caring, authenticity, and putting employees and Veterans ahead of other goals.
Why *Servant* Leadership?
Servant Leadership *isn’t just the right thing to do*, but is also consistent with many of VA’s current goals.

*It can be the platform upon which transformation occurs.*
Servant Leadership Is Consistent with VA’s Goals

Providing *patient-centered care*, which is very consistent with the service-orientation
Servant Leadership Is Consistent with VA’s Goals

Creating an engaged workforce – research has shown that SL is associated with more satisfied and highly engaged employees
Servant Leadership Is Consistent with VA’s Goals

Restructuring to provide team-based care/work in teams – SL has been found to increase collaboration and effectiveness of teams
Servant Leadership Is Consistent with VA’s Goals

Ethics
Systems Redesign/Change
Learning Organization
Diversity & Inclusion
Succession Planning
VA Servant Leadership Initiative

Our ultimate goal is to create a **Culture of Servant Leadership**
How does culture change occur?

Culture change is a process...

It takes time

It requires changing hearts and minds

It involves weaving new expectations into the existing culture
Changing Hearts and Minds...

Facing the Misperceptions
Changing Hearts and Minds

Misperception:

You can’t practice Servant Leadership in a government agency.
Changing Hearts and Minds

Misperception:
Servant Leadership isn’t strong leadership. I don’t want to be seen as a pushover.
Changing Hearts and Minds

Misperception:
The term “servant” is a turn-off/offends me. (Difference between “service” and “servitude”)
Changing Hearts and Minds

Misperception:

I can’t embrace SL if my supervisor doesn’t.
(Don’t wait for the memo!)
Other Challenges Implementing Servant Leadership in VA

Size, bureaucracy, political environment...

Realities of culture change
Leadership is Key

- Creates an *intentional* culture
- Unleashes potential of all staff
- Platform to support engaged employees and teams giving patient-centered care/service
- An organizationally healthy way of doing business and fundamental to transformation

*Leaders build the corporate culture; model the corporate character; demonstrate a servant’s heart.*
Lead the Movement!

Video by Derek Sivers
http://sivers.org/ff
What Is VHA Doing... to *Weave the Expectations/Philosophy* into the Existing Culture?
What Is VHA Doing?

- **Executive commitment**
  - Top-level support
  - Representation on Greenleaf Board of Trustees
  - Weaving it into the work
    - Performance expectations
    - Universal Services Task Force Report
    - Corporate Succession Plan
    - Strategic plans
What Is VHA Doing?
“...over the next five years, VISN 18 has the opportunity to shape the future by infusing the Servant Leadership philosophy into all actions, and continuing to transform our culture into a Learning Organization. The vision of our future workforce will be characterized by an environment which is flexible, engaged, creative, psychologically safe, respectful, ethical and places the needs of the Veteran at the forefront of all decisions.”
What Is VHA Doing?

- **Education / Training**
  - Senior Management Conferences
  - Leadership development
  - > 30 Org Health presentations in 2012
  - Organizational Health newsletter/website
What Is VHA Doing?

Organizational Health

Servant Leadership: Not for the Fainthearted

By Linda W. Betton, Director, Organizational Health, National Center for Organization Development

The 3,000 year-old Chinese text, “Teo Te Ching,” teaches that the least desirable leader is one whom followers despise and defy; next comes the one whom they fear, better is the one whom they love and praise. But the highest leader is one of whose existence they are barely aware. The greatest success of this leader is that when the task is accomplished, people can say, “We achieved it ourselves!”

In his essay “The Servant as Leader,” Robert Greenleaf started a quiet revolution. Servant leadership is a philosophy and practice of leadership. Servant leaders get results for their organizations by gaining priority attention to the needs of their colleagues and those they serve. The servant leader intentionally creates a climate that unleashes the potential of all staff, minimizes the likelihood of conflict and crisis, and boosts performance and business metrics.

Characteristics of Servant Leadership:
- Puts People First
- Uses Power Ethically
- Seeks Consensus
- Skilled Communication
- Exercises Foresight
- Compassionate Collaboration
- Systems Thinking
- Leads with Moral Authority
- Nurtures Community

Robert K. Greenleaf: A Life of Servant Leadership by Don M. Frick

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Tomah VA Medical Center Leadership Development Program: Objectives

• Promote an understanding and effective application of the VHA High Performance Development Model, as it relates to Servant Leadership.

Innovative partnership with Viterbo University
Developing a more *structured* approach to this culture change...
Identifying a **Guiding Model** for Our Servant Leadership Initiative
Identifying a Guiding Model

- Wanted to base our leadership development program and associated assessment on a *guiding model*
  - There are MANY different models of SL out there
  - We reviewed 13 of the most referenced/most recently published models of Servant Leadership – 5 of which had associated assessments

- **James Sipe & Don Frick’s Model – The Seven Pillars of Servant Leadership** *
  - Best fit with VA culture and vernacular
  - Needed the least amount of adaptation

Sipe & Frick’s Model – The Seven Pillars of Servant Leadership
Pillar 1: Person of Character

Maintains Integrity
Demonstrates Humility
Engages In Value-Driven Behavior
Pillar 2: Puts People First

Service Driven
Mentor Minded
Shows Care and Concern
Pillar 3: Skilled Communicator

Empathetic Listening
Invites and Delivers Feedback
Communicates Persuasively
Pillar 4: Compassionate Collaborator

Builds Teams and Communities

Psychological Safety

First Among Equals
Pillar 5: Foresight

Visionary

Anticipates Consequences

Takes Courageous, Decisive Action
Pillar 6: Systems Thinker

Comfortable with Complexity

Effectively Leads Change

Stewardship
Pillar 7: Moral Authority

Shares Power and Control

Creates a Culture of Accountability
Behavior Changes are the Building Blocks of Culture Change...

How do you change behavior?
Behavior Change Occurs through...

INSIGHT...identifying the specific behaviors to change!

So, we set out to create a VA Servant Leadership 360-degree Assessment
Our Goal:

To create a behaviorally-based 360-degree developmental tool, which was applicable to the VA culture to provide actionable information to guide VA employees’ development as Servant Leaders.
Steps to Develop the VA Servant Leadership 360-degree Assessment
Step 1. What Exists?

We conducted an extensive literature review of the existing, publicly-available Servant Leadership Assessments

- Barbuto & Wheeler (2006)
- Dennis & Bocarnea (2005)
- Page & Wong (2000)
- Reed et al (2011)
- Van Dierendonck & Nuijten (2011)

None fit our *Guiding Model*, so we would have to *create our own.*
Step 2. Sorting Existing Items Into Our Model

- **Two raters** independently sorted each item for fit
  - 7 Assessments with a total of 246 items
  - 84% agreement
  - Disagreements were discussed and resolved
  - Reviewed and reduced items based on redundancies
Step 3. Analyzing Fit of Existing Items With Our Model

- **Three-person team** knowledgeable in Servant Leadership reviewed all remaining items for fit
  - Cut items to make the length more manageable
  - Modified/created new items to increase model fit
- **Final Product at this Step:**
  - 99 items, 41 (41%) existing items
Step 4. Evaluation of Initial Survey

To *evaluate model fit* and to *reduce total number of items*, 43 NCOD staff members were asked to evaluate the items’ fit based specifically on the model’s definitions.

- **Sample Characteristics:**
  - 24 Doctorate, 11 Masters
  - 29 – 36 respondents (67 – 80%)

- Ratings were used to reduce the number of items

- **Final Product after this Step:**
  - 60 items, 7 (12%) existing items
To **evaluate whether the measure is accurately capturing the concept of Servant Leadership**, we invited 5 recognized external experts in the area of Servant Leadership to review it and provide feedback.

- Feedback were used to edit/strengthen the items.
- **Final Product at this Step:**
  - 61 items, 4 (7%) existing items
Step 6. Assessment Roll-Out

- End of Summer 2013
- Participants will receive:
  - A Report
    - Mean Scores by type of respondent
    - Explanation of scores and the model
    - General Information about Servant Leadership
  - List of additional resources
  - Consultation/Coaching Session to assist in the creation of a Personal Development Plan
ON THE HORIZON
Researching the Assessment

- Over FY14, will **collect data** so that we can conduct thorough statistical analyses on the factor structure, as well as construct, divergent, and convergent validity
  - Will refine/finalize the measure based on the results
  - The statistically validated measure will be **published** by end of FY14
- Conducting studies of correlated factors and performance outcomes
We are in the process of developing a "toolkit" of materials for individuals to use as they embark on their development journey:

- Personal development action planning worksheets
- Informational resources about Servant Leadership
- Tips/approaches to increase desired behaviors
Current NCOD Staff Knowledge

• In-House Expertise
  • Representation on the Board of Trustees and Advisory Council of the Greenleaf Center
  • Representation on Greenleaf CEO Advisory Council
  • Attended Intensive 3-day Greenleaf Training Workshop
  • Invited to present at International Greenleaf training workshop in Mexico
  • Conducted extensive literature reviews
Develop NCOD Staff Proficiency

- NCOD staff *consults* with VA organizations across the country
- Goal is for staff to be *knowledgeable consultants*

- **Greenleaf Online Academy**
  - A number of staff members are going to develop a *deep familiarity* with SL to provide support to the program

- **Greenleaf Onsite One-day Intensive Training**
  - To develop *office-wide* knowledge and familiarity
  - Psychologists to be very familiar with SL in order to provide directed coaching to leaders as they work on their personal/professional development.

- **Continued In-House Training on Servant Leadership**
FY14 Goals to Continue to Build the Culture of Service

- Incorporate SL concepts and the SL360 in all leadership development programs in VA
- Develop a VA-specific business case – an important resource for changing hearts and minds
- Conducting case studies within VA
MAKING IT PERSONAL
Servant Leadership Activity

Who Makes a Difference?
Answer these questions...

1. Name the 5 people with the most money in the United States.

2. Name the last 5 Super Bowl winners.

3. Name the last 5 lead actress Oscar winners.
Richest People in the US

Bill Gates
Richest People in the US

Warren Buffet
Richest People in the US

Larry Ellison
Richest People in the US

Charles Koch
Richest People in the US

David Koch
Super Bowl Winners

Cincinnati Bengals
Super Bowl Winners

Baltimore Ravens
Super Bowl Winners

New York Giants
Green Bay Packers
Super Bowl Winners

New Orleans Saints
Super Bowl Winners

Pittsburgh Steelers
Oscar Winners

Jennifer Lawrence

Silver Linings Playbook
Oscar Winners

Meryl Streep

The Iron Lady
Oscar Winners

Natalie Portman
Black Swan
Oscar Winners

Sandra Bullock

The Blind Side
Oscar Winners

Kate Winslet
The Reader
How’d You Do?
Answer these questions...

1. List two influential teachers you’ve had.

2. Name three friends who have helped you during a tough time.

3. List three people who are important to you.
How’d You Do?
The 2,000 year-old Chinese text, “Tao Te Ching,” teaches that:

the **least desirable** leader is one whom followers **despise and defy**
The 2,000 year-old Chinese text, “Tao Te Ching,” teaches that:

next comes the one whom they fear
The 2,000 year-old Chinese text, “Tao Te Ching,”
teaches that:

*better* is the one whom they
*love and praise*
The 2,000 year-old Chinese text, “Tao Te Ching,” teaches that:

But the **highest leader** is one of whose existence they are **barely aware**.

The **greatest success** of this leader is that when the task is accomplished, people can say, **“We achieved it ourselves!”**
For more information, please contact VHA National Center for Organization Development (NCOD)

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