Leaders Lead: Building a Culture of Honor in your Workplace

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Conflict of Interest

Tom Osteen has no real or apparent conflicts of interest to report.
Agenda

• The Concept of Honor
• Honor in the Workplace - Case Studies and Scenarios
• The Honorable Workplace
• Building A Culture of Honor
• Leading with Honor
Learning Objectives

• Define the concept of honor in the context of the business environment

• Recognize how honor can create a successful organization

• Apply honor in the workplace to create a more productive organization
How Benefits Are Realized for the Value of Health IT

Satisfaction
Supports increased satisfaction, which translates to better outcomes across the entire Value Suite

http://www.himss.org/ValueSuite
Speaker Introduction – Tom Osteen

- Thirty years in IT
- Currently CIO for the California Dental Association
- Formerly AIO (CIO) for Kaiser’s California Central Valley Area
- Broad tech background (Software, Network, Systems Engineering)
- Experience in variety of industries (Healthcare, Finance, Aerospace)
- MS Information Systems Mgmt (USC), BS Computer Science (USAFA)
- Senior Fellow of the American Leadership Forum, CHIME Member
- Former Air Force Officer
- Surfer
- Live in Chico, California
The Concept of Honor

- Webster:
  "Good reputation"
  "Good quality or character as judged by other people"
  "High moral standards of behavior"

- A Dictionary of the English Language (1755)
  "Nobility of Soul, Magnanimity, and a scorn of meanness"
Views of Honor

• “Honor in the workplace means honoring yourself and your values”

• “Honor is respect, recognition, honesty, and openness”

• “Honor is being a leader”

• “Honor is representing, with dignity, that which is bigger than you”

• “Honor is Integrity in Action”
Views of Honor

• “Honor is self-esteem made visible in action.” – Ayn Rand

• For a vain and cunning cynic, nobility of soul has no psychological reality and no practical value, only the nobility of rank, with its unfounded claim to worthiness.” – Kirsti Minsaas

• “A man has honor when holds himself to and ideal of conduct though it is inconvenient, unprofitable, or dangerous to do so.”
  - Walter Lippmann

• “You will never do anything in this world without courage. It is the greatest quality of the mind next to Honor.” – Aristotle
Views on Challenges to Honor

- “My honor is challenged when only a binary choice is presented”
- “Disrespect, being ignored, or discounted challenges my honor”
- “Workload and stress challenge my honor”
- “Expectations about loyalty challenge my honor”
The Foundation of Honor

• Key values serve as the foundation for honor
  
• Integrity
• Honesty
• Courage
• Loyalty
• Service
• Teamwork
• Respect
• Dignity
• Trust
Honor helps us define and encourage a common organizational “value curve”
Honor in the movies...
Why focus on Honor in the Workplace?

• As Healthcare IT Leaders, one of our primary roles is to build culture
• We have three basic levers to deliver business capabilities: 1) Technology, 2) Processes, and 3) Organization/Culture
• Building a strong, productive culture at the intersection of technology and operations is critical to ongoing success
• It is key to also focus on changing the IT organization or culture (vs. new systems or processes) to support delivery of business value
Why focus on Honor in the Workplace?

- Honor supports business growth and success
- Honor builds a sense of fair play
- Honor instills pride and dignity
- Honor increases satisfaction
The “Honor Test” in the Workplace

• Integrity: The Email Dilemma…

Sharing information in good faith is key to an honor culture. Sharing information also places trust in the receiver, and obligates them (in an honor culture) to act with honor as well.
The “Honor Test” in the Workplace

• Courage: Office politics…

“Create environments where people believe they will be honored.” -Doug Conant.
The “Honor Test” in the Workplace

• Respect: Office talk…

Don’t wonder whether what you say will be repeated, but rather, say what you would be proud to have repeated.
The “Honor Test” in the Workplace

• Loyalty: To an individual, the Company, or…?

Productive loyalty is to a set of values or a mission. Be fiercely loyal to your values!
The Honorable Workplace
(a good place to be...)

“Too many companies bet on having a cut-throat, high-pressure, take-no-prisoners culture to drive their financial success.

But a large and growing body of research on positive organizational psychology demonstrates that not only is a cut-throat environment harmful to productivity over time, but that a positive environment will lead to dramatic benefits for employers, employees, and the bottom line.”

-”Proof That Positive Work Cultures Are More Productive”, Emma Seppala and Kim Cameron, Harvard Business Review
Building a Culture of Honor

- Demonstrate it in your Leadership and interpersonal interactions
- Encourage it with staff, colleagues, and Leadership
- Acknowledge it and celebrate it!
Leading with Honor

- Strong, ethical leadership is essential in our healthcare technology work environment
- Honor is Integrity in action
- We all have the opportunity to lead with honor every day
- Leading with honor is rewarding…it feels right
- Sometimes it takes courage
- Building a culture of honor encourages productive values
- An honorable workplace is a good place to be, resulting in higher satisfaction and organizational success
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Leading with Honor

• Honor is integrity in action…

• Demonstrate it! Encourage it! Celebrate it!

• Lead with Honor…It Works like Magic
Questions?

• Thank you....

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