



Reinvent with a human focus

Host: Burt Rea, Managing Director, Deloitte Consulting LLP

Guests: Genevieve Daniels, Director of Organization Development for Children's Hospital of Wisconsin
Nehal Nangia, Manager, Deloitte Consulting LLP

Burt: When we talk about leading the social enterprise, which is the overarching theme of our 2019 Global Human Capital Trends Report, we talk about the need for organizations to reinvent themselves around a human focus. This includes things like giving people a sense of purpose and meaning at work; operating ethically, fairly, and transparently; and building teams that foster personal relationships and human connections. These are things that our guest today knows well, because her organization really embraces and develops those values every day. She is Genevieve Daniels, the

Director of Organization Development for Children's Hospital of Wisconsin.

Hi and welcome back! We're joined today by Genevieve Daniels of Children's Hospital of Wisconsin. Genevieve, welcome! And thank you for joining us today. To start, could you briefly tell us a little bit about your role at Children's Hospital of Wisconsin?

Genevieve: Good afternoon. My name is Genevieve. I'm the Director of Organization Development. That includes our Culture-Shaping Work, Performance Management, Leadership Development, Growth Engagement, and Change Management.

Burt: Tell us a little bit about the population that you serve. Is it doctors, nurses, other clinicians?

Genevieve: We serve children and families throughout the state of Wisconsin. We have two hospitals; we have 30 primary care clinics; we have a community service. We are involved in mental and behavioral health for children.

Burt: I also want to call out that The Children's Hospital of Wisconsin has been named the Top Workplace by the *Milwaukee Journal Sentinel*, every year since 2009. That's fantastic! So, 10 years . . .



Genevieve: Ten years, yes, we're very proud. This just came out. We do have a winning combination to make that happen. We do the best work serving kids and families. We bring in the brightest people to do it, with the biggest hearts.

Burt: We want to know your secret.

Genevieve: Well it's something we don't take for granted. There is a lot of investment that we put into creating the top workplace.

Burt: I'd also like to introduce my colleague. Nehal Nangia, thank you for joining us.

Nahal: Thank you so much for having me. Hi Burt. Hi Genevieve.

Burt: Looking forward to a great conversation. Why is it important for Children's Hospital to manage your own organization of people in harmony with the way that you provide care and services to the community? What's the connection?

Genevieve: The connection runs long. Children's is celebrating its 125th anniversary this year. It was founded by seven women who believed in children and they knew from the very start what a difference it makes when working together, collaborating together, being innovative, in order to serve kids in the community. That legacy has stuck with us over all these years. Our CEO has a saying that she repeats often, and you hear it in our hallways. That is, "The Patient Experience Cannot Exceed the Employee Experience." We take that to heart at Children's.

Nahal: That is very powerful.

Burt: So how have your talent processes evolved to further emphasize your organization's mission of this division? Tell us more about the mechanics behind it.

Genevieve: Sure. We are really grounded in our values. And when you look at our values, what people say to us is the guiding behaviors are truly unique to what we do. A couple of years ago, we refreshed these. We always want to keep current on the different types of work that we're doing for kids. We had members of our Safety team; members of our Trauma and from Care; and Patient Experience. We all came together to look at what does it take internally to deliver this great care.

We paired that up with our People Vision, which is to create an inclusive, thriving workplace environment where everyone can bring their unique strengths and be at their best. From there we did tap into the Bersin Resources, a lot of them, and so we used that research quite frequently. What we love about it is that it does provide that integrated approach to forming your talent processes. I personally love how futuristic it is, yet it's still very practical.

Nahal: It's so great to hear that from you. You mentioned about "At Our Best." I'd love to hear a little more about it; and I'm sure our listeners would as well.

Genevieve: You are referring to our "At Our Best" culture-shaping brand, as well as the course. We have a one-day course and that one-day course gives employees human operating principles in order to be their best person possible. So, we take people through this day-long program. But it's much more than a program. Our senior leaders co-facilitate this.

If you can imagine 40 times throughout the year senior leaders pairing up to deliver this to our employees and to our providers; giving people these human operating principles; along with culture tools to live out our values. And then it's role-modeled from there and reinforced throughout.

Burt: That's wonderful. I love the personalization of that story. We've seen new research that shows that people respond to positive reinforcement. What it is that they're doing well, and they've been rewarded and recognized for something they do well. As opposed to traditional feedback . . .

Genevieve: We incorporate it from day one. Part of our segment that we teach is a "Coaching and Feedback" segment, where we have a fun and memorable activity with a dartboard and a blindfold. (laughter) The activity demonstrates that feedback is about caring for one another. And that is so important in the work we do at Children's because we are caring for kids and we need people to be at their best because results truly matter.

Nahal: This is such a great story of how your leadership is truly invested in driving your

core values and culture, and how it actually translates into the work you do.

Genevieve: Yes, thank you. And that has stood the test of time. We've been working at the "At Our Best" culture-shaping coming up on 7 years. I'll speak to the course itself. Well over 90 percent of people who go through it, say it brings them value or high value. Of the people we've surveyed a couple of months after, 97 percent say they have applied the skills they've learned, and it's made an impact in their life. The majority of those people say they use those skills not only at work, but at home. So, here at Children's, it's that whole person, not only creating someone better to be better at work, but to be a better person in general; and I know it's definitely had that impact on me.

Burt: Could you share some stories or examples?

Genevieve: Yes, I can. I can share many examples. One that is pretty personal for me is the concept of "Be Here Now." That concept relates to living in the moment; living in the present. What I learned as I entered into Children's is that I have a tendency to have a very busy mind. I'm always thinking about what is next; or feeling anxious; or thinking about work when I'm home or home when I'm at work. Through learning the "Be Here Now" practices that Children's has and getting that continual reminder (because we do have that continual reinforcement at work), it's allowed me to be more present; which I believe has made me a kinder, happier, more compassionate person.

Burt: Tell us a little bit more about how your patients are responding to this program. What behaviors or changes have you seen in the way that your caregivers interact with the children that you serve?

Genevieve: Well, something that is so beautiful to see is all the stories of the care that we provide. As employees, we get to experience those stories. Even though I'm in a corporate support, working with leaders one-on-one and working with teams brings me such joy. Because you get to see the passion that they have for those people that they are serving.

We have recently started online experience surveys, where we are just flooded with accolades for what our employees do to care.

Burt: So, tell us a little more about the 125 years of success as both a care organization, but, frankly, also as a business. How has that side of health care been modeled or been successful for Children's?

Genevieve: I'll call this the "Jaws of Culture" that we speak about in our "Culture Shaping" and we do have many initiatives. Right now, we are going through some major changes as we move into digital and as we expand our services in mental and behavioral health, which is of utmost importance in the state of Wisconsin.

You can imagine, as all of these priorities and changes are coming through, that if you do not have a team that is focused in our values, which are collaborating, innovation, and integrity, what would happen to those results? I have a great story to share about how the team comes together to get results. It's a recent story. Over the past year, a cross-functional team, many areas of our health system, came together to open up a new clinic. This new clinic was providing integrated services. It was also providing new services that the community had not yet experienced. They worked tremendously hard to redesign workflows, to reassign job responsibilities, get every single detail mapped out. The week was about to arrive and there were tours scheduled, training on the calendar, everything was in place. What else arrived was the Polarortex in Wisconsin. That was a really big deal because it flooded the new clinic. What I've been told is about one-third of the clinic was flooded the day that they were supposed to open up to do these tours. The team was remarkable. They pulled together and figured out a way to still open on time, deliver the care that was needed, and give the tours. People didn't know the area had been flooded. They worked around it. They moved the training and onboarding to an off-site location. They made it happen. I heard it was one of the best trainings they've had yet.

Burt: I think that's a wonderful example of how the events that occur don't determine our outcomes as much as our response to the events that occur in our lives.

Genevieve: Definitely. And you see that time and time again at Children's. People are so focused on doing what's right for that kid and that's where decisions are coming from. It's from what's right.

Nahal: Absolutely. Like we see culturalism input and in output. So, I see exactly how you talk about all the care you invest. It comes out and it shows through what your employees actually do. So, this is great. You also talk about the focus that Children's has on mental health and well-being, and also offers a lot of benefits related to that. What are the benefits that you've taken advantage of personally when it comes to well-being?

Genevieve: Thanks for asking that. Because I do firmly believe that health is something that really showcases how Children's mirrors what it does externally to what it says internally. Externally we have an expanded definition of health. As an employee, we also take a very comprehensive approach. Being part of HR, I see the investment. One is something unique that I've taken advantage of, we have backup care. I am a working mom with three kids. The backup care has provided a lot of convenience for when my kids are out of school or when they are sick. Another no-cost benefit that the organization supports is "walking meetings." The organization helps to encourage this by setting walking paths throughout our facilities of where we can do that.

Burt: That's wonderful. I often find that it's a different conversation with someone when you're side-by-side, looking ahead, and talking to each other, versus sitting across the table and sort of staring deeply into each other's eyes. It can be a more candid and more open conversation sometimes when you're doing something together.

Genevieve: I absolutely agree. We often get our best ideas as we're walking together. The blood is in the brain and it's a different environment because you're not in that position of power. Another example of Children's internal expanded view of health is we define it by creating an appreciative,

fun, caring environment. We have an online recognition portal that gets hundreds and hundreds of entries a day. You align it to one of our five values. What I love is when I send out these online recognitions, and I'm a big user of the portal, I often get a "thank you" from my "thank you" back. I think that speaks to appreciation is the glue that holds us together. Another one of Children's culture concepts.

Burt: That's wonderful. Just a simple "thank you" is so powerful.

Genevieve: It is. And it relates to our safety that we provide. It's very aligned with that concept in our "Best and Safest Care" work, to have people feeling comfortable giving feedback when something may not be right.

Nahal: That brings it home so well. Because when you talk about safety, a safe environment is where you feel appreciated; where you feel valued; where you can bring in your authentic self; and where you can actually find meaning. Right?

Genevieve: Yes.

Nahal: Let's talk about . . . as you've already shared such great stories, but as you talk about your work, if you were to call out what particularly helps you find meaning in your work? What would that one thing be?

Genevieve: It is absolutely the work that we do at Children's. I wouldn't even call it work. The people who come and serve at Children's have a calling. I would find, for me, what I get a boost from is working one-on-one with our employees, our leaders, and providers, and working in the team setting where I can see that passion come out. Where they not only bring that passion for what they are delivering, but also for getting better. You can see it as we work with them. They really want to be at their best so they can interact better with others and so they can serve as better leaders. My true day-to-day meeting comes from working with my organization's development team. They bring so much dedication to the work that they do.

Burt: I'd like to talk about leadership for a moment. I've often heard leadership described as "The role of the leader is to tell their team you don't know how good you

are; but I'm here to tell you just how good you are." Do you see that evidenced in your leaders?

Genevieve: So, you're asking do we see more of the top-down approach, rather than the collaborative leadership approach?

Burt: I guess I'm thinking the approach of leadership that has an appreciative inquiry approach to leadership. I'm here to help the team understand their strengths and to build and further develop those strengths.

Genevieve: I see the strength-based development among our leaders. And that is something we're continuing to encourage. You see that through our culture-shaping and our values, that is looking at the unique gifts that people are bringing into the workplace. And the role of that leader is to truly serve as a coach, to help get the resources, and to remove the barriers. There's something unique that we've implemented at Children's to help with that team-centered leadership approach. It's called a community meeting and we've adopted it from our trauma and from care work that we do. It's something that we've implemented within the organization development team. I'll describe it briefly. Every week we commit to a huddle. That huddle starts off with asking, "How are you feeling today?" From there we ask, "What is your top goal of the week?" Then we conclude with, "How can we help you with that?" So, it brings in that emotional connection to be able to have that pulse check and how all team members are feeling, even the leader. So, if the leader is feeling down, as I've done, I'll share that with the team and then together we can boost each other up. Those moods can be contagious when people are high on the mood elevator. That's what our culture concept is called as well. It also helps us connect on our shared purpose together. It allows for people to ask for help in that safe environment.

Burt: I love this idea of shared purpose. How do you remind people sometimes when they get down in the weeds with their particular role to step back and remember that we're all in this together?

Genevieve: We put forward a lot of pattern-interrupts. And it can get easy to get so dug-down, so what we do is . . . I can give you some examples where once a month we have culture tools that we send out to everyone, which is a 10-minute break that can bring you back to the purpose.

Several times during the year, we also do a livestream, where our senior leaders will come, and they'll talk about how we're living out our values. We share those recognitions that are done on the online portal and we share what our customers, our patients, and our families are saying about our work.

Burt: Wonderful

Nahal: I see leadership plays such a big role as such a big job as you talk about the sentiment analysis that you do when talking about the community program that you spoke about; getting a buzz of how people are feeling and how leaders are feeling. What I sense all throughout is, of course, you do realize how important leadership capability is, but I'm curious, how do you develop your leaders to be so human focused? To be so skilled in unleashing individuals in teams to bring their strengths to work? How do you upscale your leaders to be so great at what you tell us they are at?

Genevieve: We, at Children's, made a significant investment in this area. As you've heard, it all starts with that human focus that everybody receives. The approach that we've taken is that we are running our leaders through cohorts. There are groups of about 25 to 30. We just kicked off our sixth one last week. They are sponsored by two senior leaders. It takes through a series of seven courses, or what I'll call modules, where they are coming together and exploring these concepts through the leadership lens. It's one thing to learn it for you as an individual. These courses help to say, "How do I lead my team and create an environment where these can be led?" In between the sessions we have an opportunity for the leaders to get together to do peer coaching with one another.

Nahal: I'm going to go slightly back. When we were talking about the coaching and feedback module, you really triggered my interests. Let's talk about this module where

you make people wear blindfolds and there's a dartboard. Especially where you talk about the safety environment. I'd love to connect the dots on blindfold, dartboards, and safety. I'd love to hear more.

Genevieve: Sure. So, during this session, what we do is ask for a volunteer (a good-natured volunteer) in the audience. We greet them and then whoever is the facilitator says, "Welcome to Children's! It's your first day. Here is your uniform." They put the blindfold on and if you can imagine, behind and up on the screen says, "SILENCE." From there to step 1 is you have tools, you're here to get results, we hired you to get results. Take these magnetic darts and get results. And they are throwing these magnetic darts and it is completely silent. That equates to receiving no feedback at all.

The next round we say, "Ok. That didn't work giving you no feedback. This time what we're going to do is let you know when you don't get results, but if you do get results, we're not going to let you know because that's what you were hired for." So, in this round, the participants in the audience are booing when the person is missing. And if the person happens to hit the dartboard, there is silence.

The third round, we come back and say, "Gee, you're still not getting any results. Luckily, I went to the "Be Nice School of Leadership" so this time we'll give you feedback." And what we do is we give them feedback, nice feedback, but it has nothing to do with them hitting the dartboard. It will be things such as, "Nice hair or nice shoes." So that equates to giving someone appreciation or recognition that is not related to what they are doing.

Finally, on the fourth round we say, "Do you want a coach?" The person says, "Yes." We bring a participant from the audience to then coach them through this activity. Of course, when they have the coach, the coach is guiding them to hit that dartboard. The participants are clapping and then we debrief the situation and relate it back to work.

Nahal: That is so interesting. When we talk about feedback in my role when interacting

with other organizations, I think one thing that comes up often, especially as it relates to feedback, and you mentioned the program where we are purely being appreciated when talking about “nice hair, nice shoes.” There’s one thing I hear there as a team is a lot of times leaders feel that when it comes to the feedback culture, it is very easy to be nice, but it’s difficult to be nice and honest. How do you bring that to life in your organization?

Genevieve: It is tough and it’s something that Children’s continues to work on as well. I’ll highlight a couple of examples. One with that dartboard. That is a visual communication and we have an icon of an orange dartboard that we attach it to different types of tools to remind people that giving someone feedback is about helping them reach the target. Constructive feedback means to build that person up. For example, in our Performance Management process, our framework is, “Prepare, Perform, Check, Reflect.” And in the Perform and Check, we have that dartboard so that person can be reminded to check in with their peers, as well as their leaders. We have conversation starters on how to have those coaching conversations.

In our leadership course, we go a bit deeper. What we do is have a couple of formulas that we teach. One is very specific to giving feedback and one is very specific to coaching somebody. So, it’s the variety of tools we make available at all levels. Any one of our 5,700 employees can go grab what they need.

Burt: I’m just glad they are magnetic darts. (laughter) For others who are thinking of moving in this direction, what advice would you give to get started?

Genevieve: Simple, yet powerful. I believe your senior leaders to have them service the role models. It has made all the difference at Children’s. To see the active, visible, sponsorship, participation, and story-sharing by our senior leaders.

I want to add to that, remembering that as individuals we co-create the culture, so give individuals those tools, those opportunities to practice being at their best.

Thirdly, the importance of a team. Creating space for teams to build those relationships with one another.

Burt: Good advice! Thank you! I think this about wraps it up for our time. I really appreciate you spending a few minutes with us and sharing your experiences at Children’s Hospital of Wisconsin. Thank you.

Nahal: Thank you Genevieve!




Genevieve: Thanks!

Burt: We hope you enjoyed an informative look at how Children’s Hospital of Wisconsin is leading as a social enterprise by focusing on the human element of its work. Our thanks to Genevieve Daniels, Manager of Organization Development for Children’s Hospital of Wisconsin, for sharing their approaches and giving us so much food for thought and inspiration.

Join us next time as we dive into more topics and trends that focus on putting humans at the center of work.



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