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Dual Agenda and workplace innovation : The case of C-hospital

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Contents

I. Introduction

II. Dual agenda and CIAR

III. Dual agenda and workplace innovation at C-hospital

IV. Prior CIAR projects & organizational learning

(1) First CIAR project and workplace effectiveness

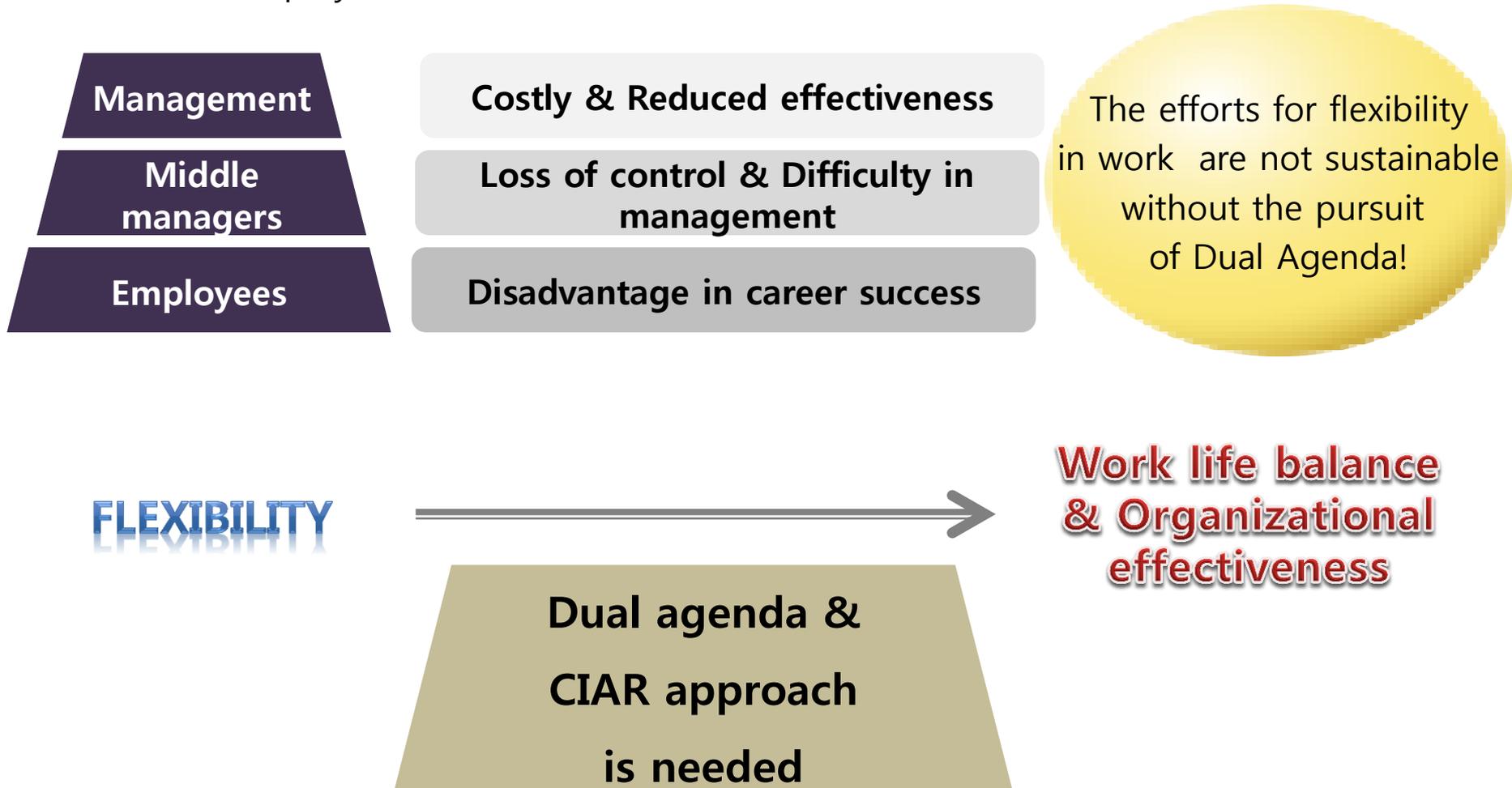
(2) Second CIAR project: Putting work family balance issue on the table

V. Learning points from 3 CIAR projects at C-hospital

VI. Conclusion

Introduction

Workplace flexibility is still recognized as a 'benefit plan' for women with intensive childcare need. It is not recognized as an opportunity to achieve both organizational effectiveness AND WFB for employee.



I. Introduction

II. Dual agenda and CIAR

III. Dual agenda and workplace innovation at C-hospital

IV. Prior CIAR projects & organizational learning

(1) First CIAR project and workplace effectiveness

(2) Second CIAR project: Putting work family balance issue on the table

V. Learning points from 3 CIAR projects at C-hospital

VI. Conclusion

Dual agenda and CIAR

- To successfully pursue Dual Agenda (work life balance & organizational effectiveness)

Why Dual Agenda?

- ✓ Win-win solution is possible
- ✓ Necessary condition for sustaining organizational change

Why CIAR?

- ✓ Dual agenda is not achieved automatically
- ✓ CIAR provides an important methodology to achieve dual agenda

Stages of CIAR

Forming a partnership

Organizational diagnosis

Designing the action

Implementing the action research

Monitoring the change

All the steps are challenging and needed close collaboration and interaction!

Steps for CIAR

Forming a partnership

Initiating an effort

1. Establishing the Dual Agenda
2. Engaging Top, Middle & Bottom

Organizational diagnosis

Data Collection & Analysis

1. Surveys about W&L issues
2. Individual interviews for the link between work and WLB
3. Roundtables to legitimate ideas
4. Identifying underlying assumptions to set up formal interventions

Designing the action

Feedback

1. Preparing the formal feedback
2. Giving the feedback
3. Moving to action

Implementing the action research

1. Understanding Sources of resistance
2. Engaging Resistance
3. Staying with mutual inquiry
4. The Cumulative Power of Small Wins

Monitoring the change

Challenge of CIAR

There are many successful dual agenda projects: Early examples, such as Xerox, Tandem Computer, Corning, and BCT, recently. But, there are lot more projects which aimed dual agenda, which failed achieve necessary workplace innovation.

Forming a partnership

Coming up with skillful and reliable CIAR consultant is not easy. Finding an organization that is responsive and collaborative is also not easy.

Right organizational support often lacks

Right organizational support often lacks. Top down? Bottom up?

Challenge of CIAR

What are you going to do to us?

The final experiment comes from the collaborative and interactive research process. This is an important barrier in negotiating the scope of the project.

'Resistance' is bound to happen

'Resistance' is bound to happen. Stakeholder groups have agenda on their own.

I. Introduction

II. Dual agenda and CIAR

III. Dual agenda and workplace innovation at C-hospital

IV. Prior CIAR projects & organizational learning

(1) First CIAR project and workplace effectiveness

(2) Second CIAR project: Putting work family balance issue on the table

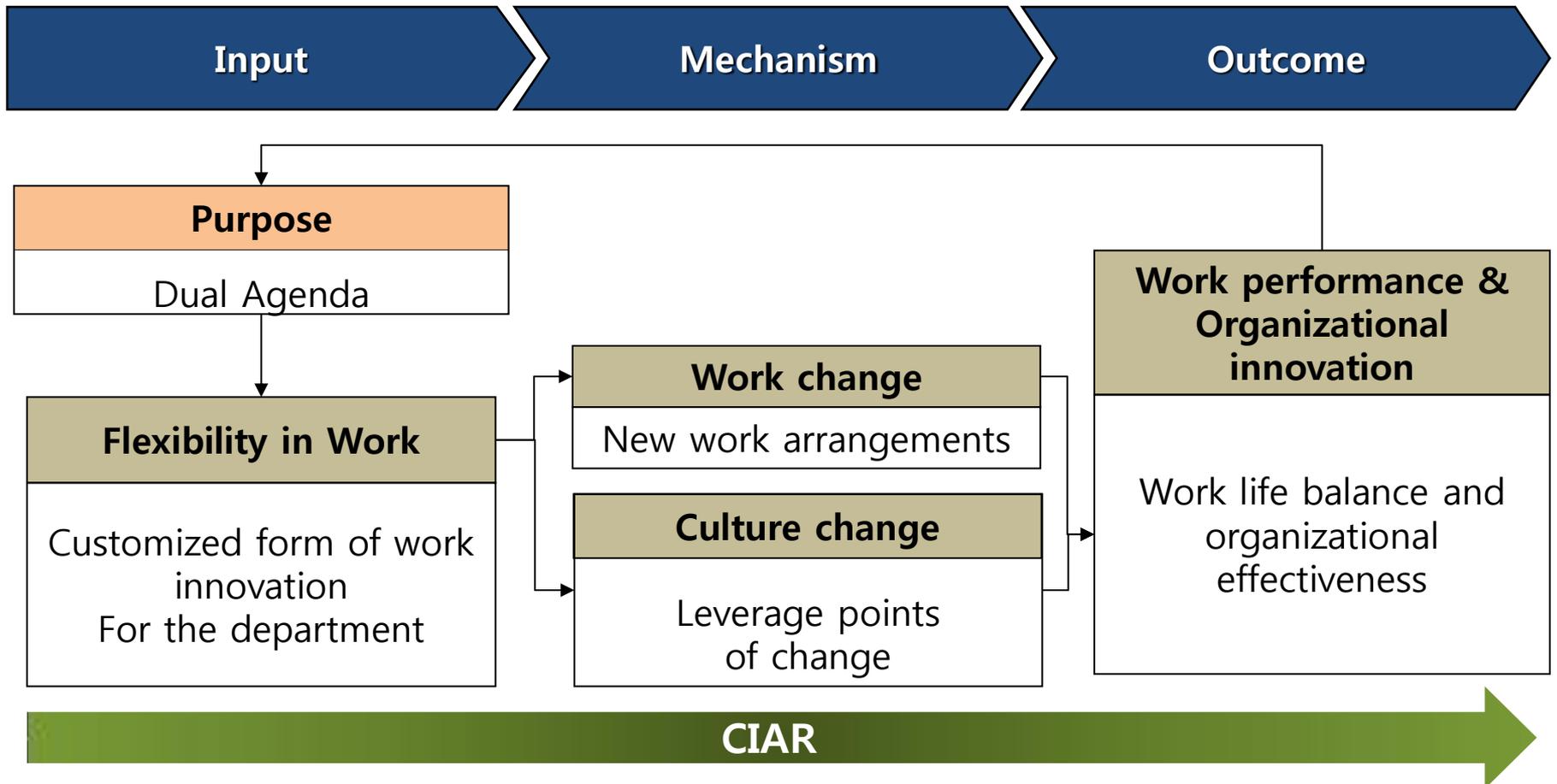
V. Learning points from 3 CIAR projects at C-hospital

VI. Conclusion

Research Purpose

Suggests Dual Agenda and CIAR as requirements for successful workplace innovation. Explore the success mechanism of successful organizational culture change through case studies.

Research Model



Dual agenda & Workplace innovation : The context

Government initiative and Organizational setting

- Government secured the budget to support an organization that created new flexible jobs
- CEO demanded that flexible arrangements improve organizational effectiveness as well as employee's work family balance issue.
- Kang at KOWIN saw the opportunity at C-hospital

Goals

1. Aim for improving both organizational effectiveness & WLB
2. Establish company-wide support system for those in need of child care

Nursing ward

- High turnover rate and low return-rate among nurses in the general ward has been the major issue at C-hospital
- Prior failed attempt to bring in flexibility at the ward (self scheduling/night shift)
- Yet, the head had strong belief in benefits of CIAR project in improving WLB, so decided to give another try

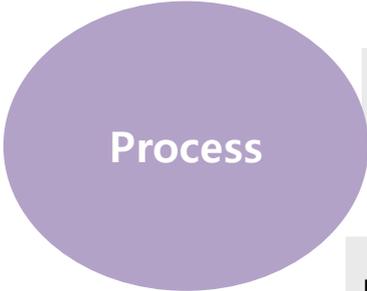
Rehabilitation Center

- has never participated in CIAR research
- But, the head had been in Design team
- Flexibility experiment prior to CIAR
 - : working during the lunch hours, allowed to end one hour earlier
 - : staff were satisfied with arrangement and patients were happy

The Process: Creating of Design team and CIAR

Consulting Process at at KOWIN

The research process at KOWIN requires the client firm to form a formal 'Design team' composed of employees at all level



Process

The design team meet weekly with consultant to discuss process

Researcher provides guidance for data collection and analysis

Researcher and design team makes join decision on the nature of the pilot experiment, and review the results together to decide whether to disseminate the pilot experiment to other parts of the organization.

Diagnosis and Action

The process took similar approach. New Design Team was established with the middle managers and employees. They took weekly meetings and Design team members collected data regarding the possible change that could help them achieve the dual agenda

Nursing ward

- There is strong sense of accepting 3 shift
- When faced with family responsibilities, most of them would quit
- suggested a day-time only nursing staff to works during morning hours
: doctors make rounds, patients were admitted and discharged.

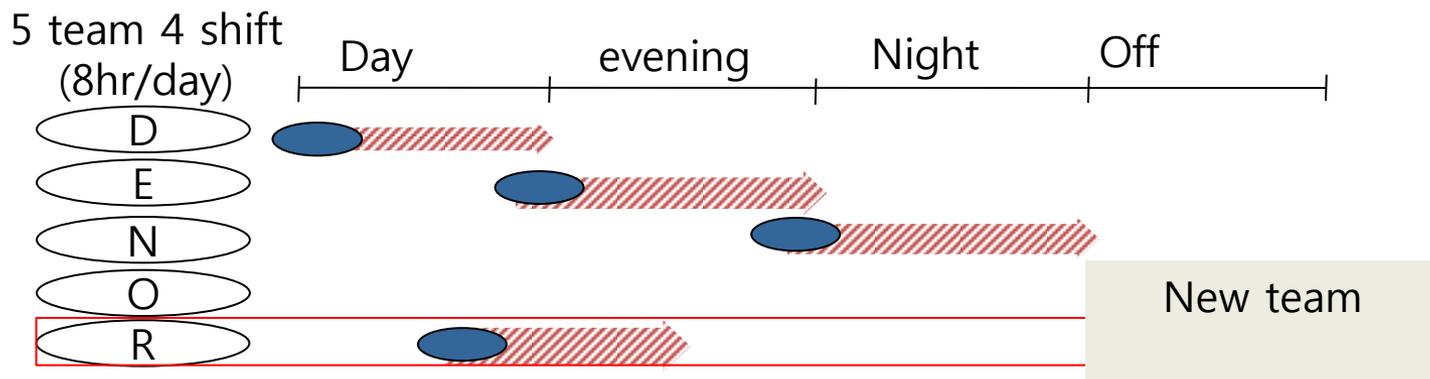
Rehabilitation Center

- tried to come up with explicit performance index
: reduce the patient waiting time and reduce the work intensity
- employee was divided into three groups (start working days at 7:30, 8:30, 11:00) and take turn in having lunch
- the 7:30-8:00, 5:30-8:00 staff work on organizing patient charts to concentrate treatment during day time

C organization Case: The change experiment at the ward

Ward

	Working flexibility	Changes in nature of the work
before	<ul style="list-style-type: none"> - 3 shift system by 4 work teams - Frequent overtime to take care of works not finished on time. 	<ul style="list-style-type: none"> - Same work performed by every team
after	<ul style="list-style-type: none"> - 3 shift system by 4 work teams & new day-time only team. 	<ul style="list-style-type: none"> - new team R: work when taking over and doctors' rounds; and help entering and leaving patients



Customized work change through departmental approach

Outcome: Dual agenda achieved

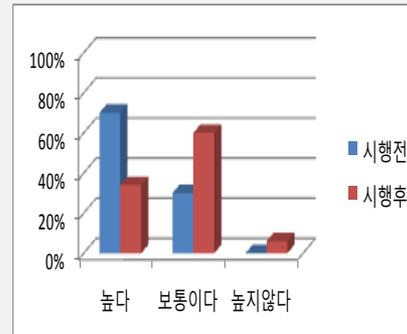
Results

- Perceived work intensity showed dramatic decrease from 70% to 30%.
- Rate of returning after childcare leave increased from 65% to 100%
- The cost of extra staff was offset by the increased return rate of skilled nurses..
- Those who are not taking the day-time-only shift benefited from reduced work intensity.

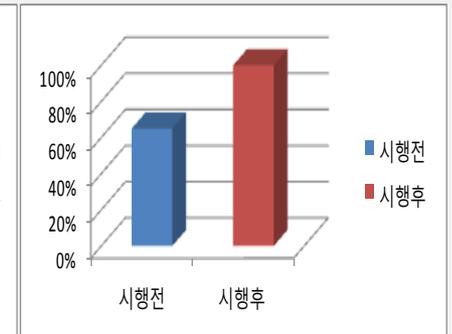
Ward

Work-life balance	Organizational effectiveness
- overtime reduced - work intensity decreased	- returning rate after maternity leave increased

<work intensity>



<Returning rate >

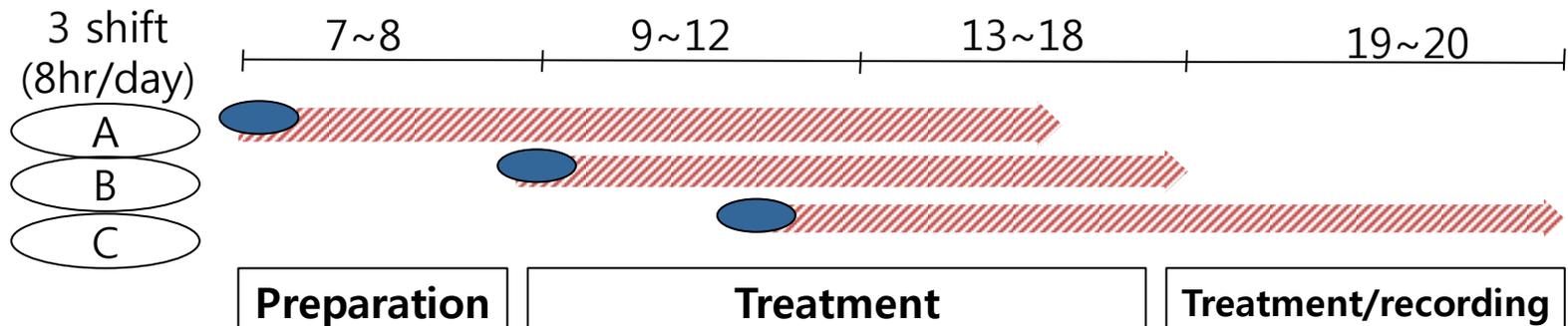


Feedback process after the is essential in order to sustain flexibility efforts.

C organization Case: The change experiment

Rehabilitation Care Unit

	Working flexibility	Changes in the nature of the work
before	- 9:00~18:00 schedule	- Carried out all types work throughout the working hour including preparations, treatment and recording.
after	- installed 3 work teams - work shift during 7:30~20:00 - No lunch hour break	- Different type of work for each work block - Core time for the treatment only



Customized work change through departmental approach

Outcome: Dual agenda achieved

Results

Rehabilitation Center

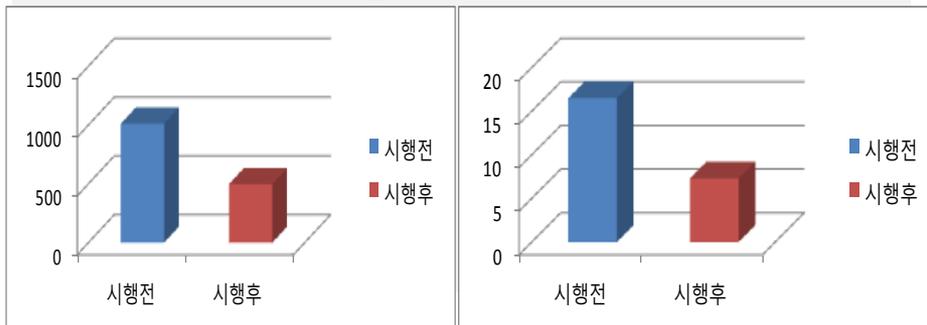
Work-life balance

- satisfaction increased

Organizational effectiveness

- Patients' waiting hour reduced
- Patients contact optimized

<Patients' waiting hr> <Patient contact>



- unexpected resistance from other parts about a 'real work'
- work intensity showed dramatic decrease as well.
- opening hour was lengthened by 3 hours.
- reduced waiting time from 1012 second to 498 second
- reduced patient interaction frequencies from 16.5 to 7.3

Feedback process after the is essential in order to sustain flexibility efforts.

C organization case : Mechanism

Changes in work related norms and organizational culture

Ward

Definitions of "Real" Work

Before	- Bedding and commodity arrangements are not counted as real work
After	- Bedding and commodeity arrangements as critical part of work

The Use and Politics of Time

Before	- Nurses are destined to perform 8 hr. work shifts
After	- Pursuing individual needs for life does not necessarily hinder workplace performance

Beliefs About Hierarchy and Control

Before	- top-down way of work and time use
After	- employees participate in decision making

Collaborative interaction between outside researchers and inside members are necessary in finding implicit work practices and assumptions hindering workplace performance

C organization case : Mechanism

Changes in work related norms and organizational culture

Rehabilitation Center

Definitions of "Real" Work

Before	- Chart writing and commodity arrangements are not counted as real work
After	- Chart writing and commodity arrangement as critical part of work for performance improvement

The Use and Politics of Time

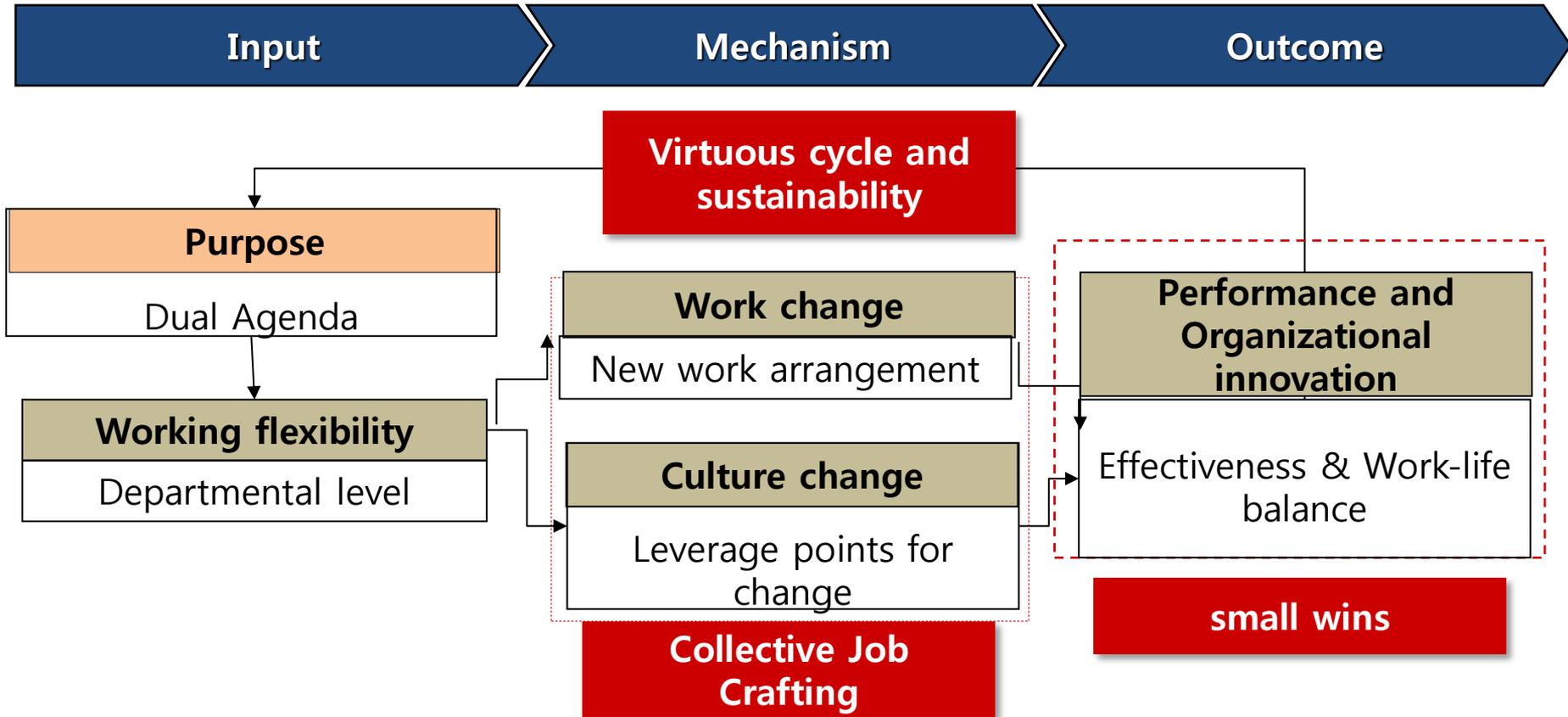
Before	- Only the consultation hour by the doctors were considered as working hour
After	- Flexible working hours that accommodate personal needs could be more proejective. nd yet be productive

Beliefs About Hierarchy and Control

Before	- top-down way of work and time use
After	- employees participate in decision making

Collaborative interaction between outside researchers and inside members are necessary in finding implicit work practices and assumptions hindering workplace performance

Mechanism for achieving Dual agenda: Collective Job Crafting



- ✓ Collective job crafting enables group level efforts and change in work related norms.
- ✓ Small wins experience increases sustainability of collective change efforts (Weick, 1984).

I. Introduction

II. Dual agenda and CIAR

III. Dual agenda and workplace innovation at C-hospital

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(2) Second CIAR project: Putting work family balance issue on the table

V. Learning points from 3 CIAR projects at C-hospital

VI. Conclusion

First CIAR project and workplace effectiveness

Diagnosis & Action

It became obvious that work and family conflict was at the heart of frequent turnover

K suggested the self-scheduling experiment conducted by Lotte Bailyn at one US hospital

In the new proposed self scheduling plan, dividing the nurses into three groups

After 3 month later, pilot self-scheduling program was discontinued

Outcome

- The hospital became aware of the hard working conditions of the employees
- The project challenged the notion that scheduling is a sacred area which could be done only by head nurses.
- Despite the fact that the proposed change was not realized, the trust began to build up between Kang and the Managing Director Choi, which was critical in the success of following projects.

The 2nd CIAR project: Putting work family balance issue on the table

Government initiative

- The high turnover rate of nurses was problem for most medium sized hospital
- Korean government was trying to solve women's career-break issue
 - long working hours and turnover of women with higher education
 - the Act on the Promotion of the Economic Activities of Career-break women
to promote reduced-time full-time worker position

- K saw an opportunity to experiment at C hospital and contacted the Managing director
 - ** cf.) Another organization also joined the consulting project, but, the decision was made top down, and hospital members did not welcome the project wholeheartedly.

Process

After a few initial meeting, design team agreed WLB will be the focus

A design team was formed to include the middle managers at all departments (nursing ward, medical center, administrative staff department, not doctors)

Design team interviewed about 60 employees

: **cross examination broadened the understanding of WLB issues in other departments**

The 2nd CIAR project: Diagnosis and Change

Nursing Ward

- Introducing separate night-shift nurse pool
 - : night shift work for fewer hours and can earn high salary
 - : day-time shift were able to secure regular working hours
- Simulation result was shared by the nurses
- Most nurses did not want the tradeoff between reduced irregularity and reduced wage
- Finally, night-shift- only nursing system was not implemented.

Medical Center

- Interviews revealed the need to WLB was also a real issue
- Recruiting reduced-time staff for the morning hours was examined
 - : to work 20 to 30 hours per week and the wage was set at higher rate
- The solution was fitting well with the original project goal

The 2nd CIAR project: Diagnosis and change

General Affairs department

- working long hours, work intensity and stress level was high
- recruiting additional staffs to allow the staff to take two full day off
- it required increased budget, employee & management negotiated
- management agreed to support extra cost for the new plan and wage was decreased by 3%.

Administrative Staff

- difficulties in different working hours in summer and winter and strict working hour
- Suggesting flexible working hours and compressed work-days to work 4 days
- Pilot experiment on these FWS took place in one and extended to other unit

The 2nd CIAR project: Putting work family balance issue on the table

Outcome

- The original goal of the project was to test the possibility of reduced-time regular jobs in the hospital setting, but solution varied by departments
 - : Night-shift-only-staff at the ward turned out to be impractical for unwillingness to trade wage and working hours
 - : reduced-time during the day-time at the medical center contributed to the efficiency & WLB
 - : At the Administrative department, FWA was introduced with practically no increase in budget
 - : At the General Affairs department, the hospital agreed to provide the needed resources

- The cooperative attitude of hospital management was crucial in successful installment!
 - : Director Choi championed the various proposals
 - : the CEO of the hospital was also very supportive and reported the successful CIAR case to the President and that influenced subsequent government funded projects
- The need to conduct the real dual agenda project arose with the change of hospital management.

I. Introduction

II. Dual agenda and CIAR

III. Dual agenda and workplace innovation at C-hospital

IV. Prior CIAR projects & organizational learning

(1) First CIAR project and workplace effectiveness

(2) Second CIAR project: Putting work family balance issue on the table

V. Learning points from 3 CIAR projects at C-hospital

VI. Conclusion

Learning points from 3 CIAR projects at C-hospital

- Confirming the basics of Dual agenda CIAR approach
 - Making the dual agenda explicit from the beginning
 - Importance of challenging fundamental assumptions, especially the concepts of 'real work', 'politics of time,' and 'belief on hierarchy and control'
 - Importance of collaborative and interactive partnership between outside researcher and participating organization
 - Importance of learning through 'action'
- Learning from peculiarities
 - Learning capacities of participating organization.
: C-hospital had been practicing QI before starting CIAR.
 - Additional learning through action learning (cf. action research)
 - Step by step learning at C-hospital
: First learned the potential of CIAR, then, explored the WFB issue, and then tried dual agenda.
 - Starting with a tentative conclusion (or change package) which was later revised
 - 'Legitimacy' stemming from government initiated project.

I. Introduction

II. Dual agenda and CIAR

III. Dual agenda and workplace innovation at C-hospital

IV. Prior CIAR projects & organizational learning

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(2) Second CIAR project: Putting work family balance issue on the table

V. Learning points from 3 CIAR projects at C-hospital

VI. Conclusion

Conclusion

1 Applying learning points to new dual agenda projects

- Establish 'Dual Agenda' as the goal for CIAR projects.
- If needed, surface the WFB issue of all employees in the first stage, and challenge the fundamental assumptions of work practice in the second stage.
- Screen firms with learning capacity and willingness to experiment.
- Starting with 'Change package' but coming up with 'Tailored change.'
- Involve more employees in data collection and analysis. Or, design the process as an action learning project.
- Finding government funded projects to start new CIAR project:

2 Gender issue

- Gender issue was less relevant in C-hospital case, since the setting was all female employee setting.
- Gender issue could bring even more complication in coming up with workplace innovation that would benefit employee and organization.

Thank you.