Micro Culture in Organisations
What is it?
Why does it matter?

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• Yorkshire and the Humber Leadership Academy
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My micro-world

My micro culture

CULTURE

• CULTURE: the ideas, customs, and social behaviour of a particular people or society (Oxford English Dictionary)
• Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors (Wikipedia)
Culture in Society

• Macro-culture

• Context overlays (majority, overarching, dominant, large, common, visible. Historical time line related)

• Small group macro-culture (Dominant micro-culture Representative-parliament Nonrepresentative- Oxbridge)

MICRO CULTURE

• Voluntary, short-lived, situation specific, ephemeral, non-verbal
• Minority, weak, non-dominant, minimally visible

• Powerful micro-culture (Think-tanks, extremists. ? Healthcare QI people)
• Large group micro-cultures (women, ?unions?)
• Yoga culture, Amish (not short lived)
• SUBCULTURE
• Macro-culture – similarity based (do not mind, understand and even tolerant of reduced values

• Micro-culture – value (equality/morality/ethicality) based. Forced to tolerate ‘similarity’

• Subculture – difference/variance based

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MicroCulture

• ALL MICROCULTURES
• Structure
• Activities – similar
• Specifications/qualifications/knowledge – similar

• ‘SUCCESSFUL MICROCULTURES’
• Expressions of above – different
• Results (internal) - different
We do everything that is ‘required’
And then we do more/different

**MAXIMUM**
- Feed Forward
- Support
- Direct specific communication
- Generic
- Taking responsibility for others
- Talk often and short

**MINIMUM**
- Feedback
- Challenge
- Emails/memos/’cascade’
- ‘Formal planning’
- ‘Holding to account’

We do everything that is ‘required’
And then we do more/different

**MAXIMUM**
- Praise
- Learn daily/frequently
- Internal recognition
- Routines
- Upstream
- Small-strong-flexible
- Yes

**MINIMUM**
- Criticism/complaint
- Formal learning Study days
- External recognition
- Variations
- Downstream
- Big-strong/weak-rigid
- No
Our results

- Piles surgery
- 0% errors
- Entonox colonoscopy
- Straight to test pathway for 2ww suspected colon cancer
- Single visit surgery
- Home enemas
- Endo reporting software
- OPD no ‘letters’
- Kahneman

Specific results

- Piles surgery
- Single visit surgery
- Direct to test colonoscopy
- Colonoscopy
- Own reporting software
- Biopsy forceps
- Home enemas
- Kahneman
Results in general principle

- Happier staff
- Change proof (fool proof)
- Lower costs
- Quicker times for patients
- Sometimes better results
- Better retained learning
- Democratised data

Micro Culture – What do you want to do about it?
Microculture in organisations

• Not well studied or described
• It is very specific often non-replicable manner of behaviour used in interactions between team members who work very closely
• Why does it matter? Positive microcultures can show remarkable innovation, quality improvement, patient experience.
• What do we do with good micro-cultures? Must not aim to ‘roll out’. Can encourage two-way interaction between recognised positive micro-cultures and other existing micro-cultures with a view to grow your own.

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• Thank you

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