



# Productivity + Engagement = Profits

A Case Study for Assessing & Improving Organizational Health

## INTRODUCTION

In order for an organization to realize its full potential and achieve superior results, it takes more than having a great product or strategy. There must also be a commitment to creating a healthy and thriving culture—one that brings out the best in its people.

Why? Because, studies have proven that productivity plus employee engagement lead to increased profits. Although many leaders intuitively know this, they struggle with figuring out how to make productivity and engagement a reality in the workplace.

## CLIENT: PRIVATE SPECIALTY MEDICAL PRACTICE

This large healthcare organization, with multiple locations and over 200 employees, has been serving the Central Florida community since the 1970s.

## CHALLENGE

Although the organization had been very successful externally, growing its customer base and expanding its locations, they were experiencing internal challenges associated with growth. As a result, the negative culture of the organization became a concern to senior leadership. However, there was not a clear understanding of what was contributing to the unhealthy culture, nor was there a plan to address it.

## CRITICAL FACTORS

- Internal signs of an unhealthy organizational culture
- Politics, confusion, and conflict among employees
- Employees hesitant to speak up and share concerns
- Inefficient human resource policies and procedures

*“Studies show that just one bad apple in an otherwise high-performing group can bring down productivity by as much as 30-40%.”*

*Wall Street Journal*

## CONSULTANTS

Wendy Sellers, *The HR Lady*  
Cynthia Blackwell, *The Rain Maker*

# SOLUTIONS & RESULTS

We completed an analysis of the organization utilizing a proprietary **Organizational Health Assessment (OHA)** instrument, which is designed to measure organizational health in four key areas: trust, communication, accountability, and unity. Approximately 160 employees completed the survey, with the average employee only expending six minutes on this task. The results revealed that all four areas of organizational health needed improvement, especially in the areas of communication and accountability.

Following the presentation and feedback of survey findings with senior leadership and employees, we designed a course of action to address the root of the problem contributing to the unhealthy culture. To **create a positive work experience and engage the workforce**, the following solutions were implemented:

- Delivered monthly leadership development workshops to managers on key topics to address the issues that contributed to an unhealthy work environment
- Clarified and simplified human resource policies and procedures
- Coached senior leadership on how to improve organizational communication in a way that promotes transparency and builds trust
- Supported the organization's efforts to help each team member identify their strengths and maximize those strengths
- NEW Monthly reporting meetings with senior leadership to evaluate progress and identify areas of continued improvement

## DRIVING CHANGE THAT DELIVERS RESULTS

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The OHA evaluates and analyzes four key behavioral indicators, providing a roadmap for creating a culture that brings out the best in your people.

Jeremy Couch, Ed.D.  
Developer of the OHA

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MUTUAL  
TRUST

TRANSPARENT  
COMMUNICATION

OPEN  
ACCOUNTABILITY

TEAM  
UNITY