

# The Bar

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## Shifting Our Culture

### Introduction

Here at Landmark, “The Bar” will be a central tenant of Landmark culture. As such, it should be discussed regularly in conversations.

If there’s any shadow of doubt that an employee is meeting the bar, he or she isn’t. There’s a difference between making a mistake and being a poor performer; employees won’t be fired for making a mistake, but they will be fired for not meeting The Bar. **Keep in mind, however, the first rule of managing people is there are no rules, only guidelines.**

CEO creates 2–3-year vision and communicates it.

**Executives** tackle strategy by setting high-level goals that align with the CEO’s vision. They do not set goals they cannot afford to do well.

**VPs** design tactics—all things that must happen for strategy to be successful.

**Directors** execute tactics and steer the ship.

**Managers** handle the day-to-day business.

### Individual Contributor

#### Radical Candor

Employees at Landmark Recovery call out bullshit; they don’t sugarcoat or beat around the bush. Employees do not defend or cover for themselves or others. They believe solving problems is always more important than protecting feelings. Employees must also be radically truthful. Their word must be their bond. Anything short of the truth, the whole truth, and nothing but the truth will be considered a lie. Employees caught lying, either intentionally or by omission, will be terminated.

#### Raise the Alarm

Employees raise issues to their manager with a sense of urgency. If the issues are not addressed quickly, employees continue to escalate the issues until they are resolved, up to the CEO if necessary. If an employee doesn’t do this, he or she can’t work here. Patients’ lives are at stake. If a supervisor retaliates against a subordinate for following this rule, the supervisor will be terminated immediately. This is non-negotiable.

## **Ownership**

Employees take responsibility for their projects and job tasks. When they fail, they accept responsibility and neither excuse nor explain their mistake. They do not point fingers or deflect blame onto other people or departments. If they're unable to meet a commitment, they proactively reach out to the affected parties. Employees receive even the toughest feedback with gratitude. Employees apply learnings from past mistakes to new situations; as such, they are never caught making the same type of mistake twice.

## **Patient-Obsessed**

Employees center the patient in everything they do. They always do what is right for the patient, which may not always be what the patient wants.

## **Deliver Results**

Employees get things done. They do not endeavor to get things done. Employees understand that no one cares how hard they worked if they did not achieve the right outcome. They can be counted on to show up to work as scheduled, not calling out more than once per quarter. Employees also perform job tasks with at least 99% accuracy. They follow through on their commitments, and do not miss deadlines. Employees believe doing a good job means getting to the right answer, not just following the prescribed process.

## **Heads Down Mindset**

Employees are here to do a job, period. They leave all personal relationships with other employees and patients at the door and remain objective in all situations. Employees don't create or perpetuate drama through gossip or exaggeration. They shun the idea of personal attacks and blackmail. You get one free pass, then you're out.

## **Sense of Urgency**

Employees act promptly with the intention to make things happen effectively and efficiently. Employees do not leave shift without closing out all communication loops. During work hours, employees respond to internal and external communication within an hour.

## **Solution-Oriented**

Employees always find a way. They do not dwell on a problem. When a problem arises, they notify their manager and come prepared with reasonable solutions, even if the solutions are not right.

# Manager

All the above plus

## Run The Business

Managers are highly organized. They effectively prioritize work for themselves and their teams. As such, Managers can be depended on to ensure standard operating procedures are executed in their area of responsibility on time every time, without babysitting by their supervisor.

## Sound Judgment

Managers recognize when the right result conflicts with the right procedure, and always err on the side of what is best for the patient. They effectively manage 75% or more of these situations without involvement from their supervisor, but always notify their supervisor of situation, action, and result. Furthermore, managers *always* escalate when in doubt. A manager who makes two bad judgment calls without escalating to his supervisor should generally be removed. When escalating, they come prepared with a desired solution that can be answered with a yes or a no. If a license or life is in danger, they always escalate, but also take action if direction is not given timely.

## Explain the Why

When discussing a decision, a change, or even an existing way of doing things, the manager focuses on the why more than the what. If an employee does not clearly understand the why behind a critical aspect of her job, the manager has failed.

## Set the Bar

Managers set clear expectations for what “good” looks like for every employee from day 1. They proactively inform employees when they are not meeting The Bar, specify how, provide examples, and contrast with what “good” would have looked like. If an employee is surprised by a termination, the manager has failed.

## No Cheerleading

Managers do not “cheerlead” an employee who is failing. They recognize it is the employee’s job to figure out how to clear the Bar, not the manager’s job to carry him over the hurdle. Managers facilitate resources for those who ask, but do not do employees’ jobs for them, and do not take responsibility for their employee’s success. They believe employees get better all at once or not at all. Managers always terminate employees who are not meeting The Bar for their position within 60 days of the first sign of trouble. If their supervisor makes the decision to terminate the employee, the manager should also be terminated.

## Raise the Bar

Managers do not hire anyone who is not better than 50% of existing staff. They do not lose all-stars, and rarely make a bad hire. As such, at least 90% of the manager’s direct reports must succeed in their position for at least one year.

## **Staff Proactively**

Managers continuously seek new talent. As such, they never settle for “Mr. Right Now”, they are rarely short staffed, and never for more than 30 days. Managers should accrue overtime hours in no more than 25% of payroll cycles, and never three times in a row. While agency staffing is preferable to running short, it is almost always a sign the manager should be removed.

## Director

All the above plus

### Manage the Business

Directors are expected to know and manage to all metrics that impact their business. It is their responsibility to design and implement accurate and timely reports necessary to achieve this goal. They proactively inform their supervisor of all deviations to their target metrics, with a plan and timeline to fix them. They are not caught failing more than once per year. They are authorized and expected to manage all exceptions to standard operating procedure, including those impacting licensure and safety, with their supervisor's knowledge but without her involvement.

Directors also steer the rudder of the ship. They implement strategic initiatives successfully, and while their supervisor may be tangentially involved, they do not require babysitting.

### Gladiator Mindset

At Landmark, we talk about gladiators and bunnies. Bunnies are people who prioritize being liked over being strong. On other hand, gladiators are people who can be counted on to do whatever it takes to resolve a situation the right way, even if it hurts people's feelings. They leverage charisma, confidence, exceptional communication, and a palpable inner strength. They always believe they are in control of getting to the right result. They can consistently deliver unpopular news to a room full of naysayers and turn them all into champions. They do not fear failure and lean into discomfort.

Gladiators, however, are never assholes. They may not always be liked, but they are always respected. At Landmark Recovery, you cannot be a director if you are not a gladiator. We have no room for bunnies.

### Steady Hand

Directors maintain safety and order in their building at all times. When facing a choice between safety and business numbers, they choose safety every time. They can be counted on to manage a crisis to a quick and correct resolution. While they always inform their supervisor of a crisis, they involve her only in Five Alarm fires. They routinely and accurately lead root cause analyses in the aftermath of a crisis, and as such never have the same crisis twice.

A facility Director will be removed from her position if a person dies from a preventable cause, is intentionally injured to an extent requiring intensive hospital care or is sexually assaulted. This is non-negotiable.

### Know the Market

Directors know what top talent looks like for every position in their business. They know the going rate for the best people in every role in their local market, and they don't ask permission to pay current or prospective employees this rate. They do, however, ensure their budgets are updated timely to reflect market conditions, and they are never proved wrong in their assessment.

## **Efficient**

Directors maniacally drive efficiency in their business and find ways to reduce labor hours and non-labor costs. They are never over on non-labor expenses. While they may be over on labor pay rates to hire or retain the best talent, they are only over on budgeted labor hours due to a crisis that has been reported to their supervisor.

## **Lead, Don't Manage**

Directors coach their managers through decisions that are in the manager's purview. They ensure the manager has all the information to make the decision, has analyzed properly, has weighed options, and has clear and valid reasons for the desired path forward. However, Directors do not make decisions for their managers except in emergencies. They trust their managers to make the right calls while verifying completion of any action that impacts a significant expectation of the business.

# Vice President

All the above plus

## **Design the Business**

VPs design the tactics necessary to achieve the Executive's strategy. Once an Executive defines the "what", VPs fill in the "how". On any initiative, their tactics comprise a bulletproof path to success, and they execute on time and on budget without executive oversight. A VP has failed if a strategic initiative requires Executive cavalry to achieve a result acceptable to the company. A VP who has failed twice in her tenure should generally be removed.

## **Know Your Numbers**

VPs must leverage math and data to make all decisions concerning strategic initiatives and resource planning. They never sacrifice long-term value for short-term results. When bringing numbers to a meeting, the numbers must be correct, clearly understandable, and actionable. A VP cannot be proved wrong more than once per year.

## **Own the License**

If a facility loses a license or accreditation and the compliance team notified the Executive team at least 60 days in advance of a credible threat, the Vice President responsible for the region will be terminated. If the compliance team did not notify the Executive team at least 60 days in advance, the Vice President responsible for compliance in the region will be terminated. This is non-negotiable.

# Executive

All the above plus

## **Define the Business**

While the Chief Executive Officer determines “where” the company is going, Executives must define “what” the company must do to get there.

## **Strategic Thinking**

Executives skate to where the puck is going, not where it is today. They proactively and correctly respond to any change in the CEO’s vision by updating their strategy, updating resource allocations, and leading their teams through tactical changes. An Executive who does not have a prioritized plan of at least two years for his department has failed.

## **Strategic Resourcing**

Executives only embark on strategies for which they have the resources to win. They accurately decide what not to do. Anticipating the future, they hire the leaders they need at the end of a strategic period, not just the beginning. If the CEO must decide how to spend money, or if the CEO is surprised by a budget overage more than once per year, the Executive has failed.

## **Strategically Thorough**

Executives think strategically to anticipate any holes in their plans. If the CEO discovers a gaping hole in a strategy that was not first raised by the Executive, the Executive has failed. Consistent failures in thoroughness are not acceptable.



# CEO

## **Lead the Business**

The CEO determines “where” the business is heading by creating a 2–3-year vision that is communicated downward.

## **Cultural Authority**

Culture starts with the CEO. He has a responsibility to establish the cultural spirit for their organization and lead by example.