Fundamentals of Organizational Health

NSAA Conference

Presented by:
Bud Wrenn
Pinnacle Consulting and Coaching Group, LLC

bud@pinnacleccg.org
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Organizational Engagement Results
From Organizational Health

**Healthy organizations** are characterized by cohesive and collaborative teams whose goals are aligned with overall organizational direction.

**Healthy teams** are comprised of teammates who feel valued and affirmed by their leadership.
Healthy teams are led by authentic leaders who influence teammates

Leadership consistently communicates the organization’s direction so that teammates fully understand and take ownership ....
THE FOUR DISCIPLINES OF A HEALTHY ORGANIZATION

Discipline 1: Build a Cohesive Leadership Team

Cohesive teams build trust, eliminate politics, and increase efficiency by …

• Knowing one another’s unique strengths and weaknesses
• Openly engaging in constructive ideological conflict
• Holding one another accountable for behaviors and actions
• Committing to group decisions
Discipline 2: Create Clarity

Healthy organizations minimize the potential for confusion by clarifying…

• Why do we exist?
• How do we behave?
• What do we do?
• How will we succeed?
• What is most important, right now?
Discipline 3: Over-Communicate Clarity

Healthy organizations align their employees around organizational clarity by communicating key messages through…

• Repetition
• Simplicity
• Multiple Mediums
• Cascading messages
Discipline 4: Reinforce Clarity

Organizations sustain their health by ensuring consistency in…

• Hiring
• Managing performance
• Rewards and recognition
• Employee dismissal
# SMART VS. HEALTHY ORGANIZATIONS

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Challenging Artificial Harmony

Components of Artificial Harmony
Fear of failure
Punitive accountability
Over-emphasis on titles and hierarchy

.....
Challenging Artificial Harmony

Results of Artificial Harmony….
‘I can’t be myself’
‘I can’t speak what I think’
‘I can’t contribute to business discussions’
.....
Challenging Artificial Harmony

The remedy for Artificial Harmony...
A culture of Trust - Feeling a part of the organization. This drives the sense of commitment and ownership
A Culture of Clarity

Six Key Questions of Clarity

1) Why do we exist?
2) How do we behave?
3) What do we do?
4) How will we succeed?
5) What is most important right now?
6) Who must do what?
Functioning as TEAM ONE
The Five Cohesive Behaviors for Healthy Teams
The Five Behaviors of Healthy Teams

1. **Trust**
2. **Collaboration**
3. **Commitment**
4. **Accountability**
5. **Attention to Collective Results**

- **Being Vulnerable**
- **‘Mining’ For Conflict**
- **Forcing Clarity and Closure**
- **Confronting Difficult Issues**
- **Focusing on Collective Outcomes**
1) Trust
Vulnerability-Based Trust - *The willingness of team members to be genuine, authentic, and to admit mistakes and weaknesses, and ask for help.*

*Trust must be based on vulnerability,*
Conflict without trust is Politics
2) Healthy Conflict
Conflict doesn’t have to be negative. We should strive for healthy conflict.

Major reasons people avoid conflict:

1) Don’t want to hurt others’ feelings
2) Lack of Efficiency:
3) Fear of rejection
4) Fear of losing
5) Fear of retaliation

Healthy Conflict – Passionate, unfiltered debate around issues that really matter.
3) Commitment
Commitment occurs when team members have bought in to the direction of the team.

Reasonable people generally need two things in order to commit:

1) To be heard

2) To know that their input has been considered.
4) Accountability

Peer-to-peer accountability

People hold each other accountable for norms of behavior and decisions made in the context of the team.
Team members understand which behaviors are unproductive, and call each other out for unproductive behaviors.
5) Collective Results / Organizational Focus
This commitment is to the results of the organization as a whole,
Leading and Communicating Though CHANGE...

When there is MIST at the leadership, there is FOG with the followers.....
Identify and Empathize with Impacts of Change

- The losses experienced by employees / teammates have to be *grieved*, just as is the case with any loss.

- Leaders actually *anticipate* the impact of change on the people they lead, and prepare those people for the experience of those losses.

- It is so important for leaders to make employees / teammates know that they (the leaders) are fully aware of, and empathetic toward, the losses experienced by employees / teammates. This awareness and empathy must be *genuine*, and not *manipulative*. Leaders do this best when they share their own stories of challenges of change.
The Seven Most Typical Types of Loss in Change….

1) Turf (Jurisdiction: span of authority) – A re-org has occurred, and the individual no longer has clarity about what their responsibility really is.

2) Control (Decision-making; span of influence) – A change in decision authority has occurred. The individual is no longer confident of that types of decisions he is to make.
3) Identity – An individual has done a job for so long that folks actually think of her and her skills, when they think about the job and output from the job. The individual takes pride in being known that way, because of the recognition from her positive contributions.

4) Sense of Future (Security) - A new executive takes over a particular sector of the organization. Or A new CEO takes over....
5) Meaning (Significance) – A nurse gets promoted into a supervisory role, where almost all of her time is spent attending to overseeing the functional and administrative functions of the nurses that report to her.

6) Attachment (Relationship) – An individual is promoted to a new position in another part of the company. The new job status causes the individual to leave an office in which he had worked for 12 years, and where he had built some deep friendships.
7) Structure (Routine) – A manager works in an office conveniently located only 20 minutes from home. She is even able to drop her children off at school after before-school care opens, and can pick them up before after-school care closes.
Change Confusion: Change is often mismanaged in most organizations, significantly impacting the sense of security for many employees.
The Change (Big)
Three Phases of the Change

- **End of the Old**, 
- **Neutral Zone** - The ‘foggy’ time of shifting from the old to the new. 
- **Beginning of the New**
A. End of the Old

→ *Ceremony* is important as we move out of the old, as it helps people reinforce that change is actually happening. Even in positive change, people always experience a sense of loss. They need to know that they can positively respond to that loss.
The Change (Big)

Neutral Zone – The absence of clarity between the old & the new.
B. The Neutral Zone

- The ‘unknown’ time the organization goes through after leaving “The End of the Old’
- Managing the Neutral Zone is the critical piece. It is a difficult place to be, but we have to get through it to get to the new.
Neutral Zone – The absence of clarity between the old & the new.

The Change (Big)

The Transitions (Incremental)
People will react in one of four ways in the Neutral Zone. They can...

- **Get on board.**
- **Push back** and make a decision one way or another.
- **Quit and Leave**
- **Quit and Stay**
Communicating for Clarity.....

Folks moving through change need to see 4 things:

- **Purpose** – Why we are doing this (Vision)
- **Picture** – Of where we are going (Vision / Mission)
- **Plan** – How we will do this. (Strategists)
- **Part** – Their role: what is the expectation? (Tacticians)

*Good leaders learn to communicate the direction of the organization in each of these modes of communication, answering the questions Why? Where? How? and What? Simultaneously.*
Results and Recognition

Driving Accountability
Accountability must be both Assigned AND Accepted in order for Ownership to develop.

What it takes to Assign accountability so it is accepted…. 
The Centrality of Meetings

1. Tactical Meeting Process

2. Strategic Meetings (or ad hoc strategic)

Keys to Success

The One-Page Prep Document
B. The Ideal Team Player

THE IDEAL TEAM PLAYER
Humble - Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.
Hungry - Ideal team players are hungry. They are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next
Smart - Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.
Bud Wrenn

Pinnacle Consulting & Coaching Group

bud@pinnacleccg.org