



Organizational Health Report

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Introduction

A healthy organization is one that has less politics and confusion, higher morale and productivity, lower unwanted turnover and lower recruiting costs than an unhealthy one. No leader would dispute the power of these qualities and every leader would love his or her organization to have them. Unfortunately, most of us struggle with how to make this happen.

The primary purpose of this report is to provide a simple indicator of the relative health of your organization as well as help you interpret and act on your results. Hopefully, this will relieve some of the struggle.

Breaking Down the Four Disciplines of a Healthy Organization

The first step toward creating a healthy organization is to embrace the idea that, like so many other aspects of success, organizational health is simple in theory but difficult to put into practice. It requires extraordinary levels of courage, commitment and consistency. However, it does not require complex thinking and analysis; in fact, keeping things simple is critical.

The second step is to master these fundamental disciplines and put them into practice on a daily basis. What follows is a summary to help you understand how to do just that.

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...

- Who is responsible for what? Why do we exist?
- How do we behave?
- What do we do?
- How will we succeed?
- What is most important — right now?
- Who must do what?

Discipline 3: Over-Communicate Clarity

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

- Repetition: Don't be afraid to repeat the same message, again and again
- Simplicity: The more complicated the message, the more potential for confusion and inconsistency
- Multiple mediums: People react to information in many ways; use a variety of mediums
- Cascading messages: Leaders communicate key messages to direct reports; the cycle repeats itself until the message is heard by all

Discipline 4: Reinforce Clarity

Organizations sustain their health by ensuring consistency in...

- Hiring
- Managing performance
- Meeting structure
- Rewards and recognition
- Employee dismissal

Organizational Health Summary

Your Score: 4.60

Your Score: 2.50



Low: 1.00 - 2.99 Medium: 3.00 - 3.99 High: 4.00 - 5.00

Organizational Health Survey: Your Scores

1. Leadership team members are clear and aligned around the values or behavioral attributes that make their organization unique, and which are required of all employees and new hires.
Response: Disagree
Discipline 2: Create Clarity
2. Leadership team members spend so much time communicating with employees about the direction and progress of the organization that they would be genuinely surprised if an employee was unaware of company initiatives and priorities.
Response: Disagree
Discipline 3: Over-Communicate Clarity
3. Leadership team meetings are compelling and focused only on topics that are important to the organization.
Response: Strongly Disagree
Discipline 4: Reinforce Clarity
4. Leadership team members know what is happening in departments other than their own and ask questions and call out problems outside their own areas.
Response: Strongly agree
Discipline 1: Build a Cohesive Leadership Team
5. Leadership team members have a clear and common understanding of the organization's single most important near-term priority.
Response: Disagree
Discipline 2: Create Clarity
6. Leadership team members demonstrate support for one another, stick to agreements made during meetings and present a unified message to employees.
Response: Strongly agree
Discipline 1: Build a Cohesive Leadership Team
7. Employees receive rewards and recognition that are clearly tied to specific behaviors and accomplishments.
Response: Agree
Discipline 4: Reinforce Clarity
8. Leadership team members have an accurate understanding of one another's roles and the interdependencies between them.
Response: Agree
Discipline 2: Create Clarity
9. Leadership team members admit their mistakes and weaknesses to one another, and ask for help when they need it.
Response: Agree
Discipline 1: Build a Cohesive Leadership Team

10. Employees, one level below the leadership team, would say that they receive timely and regular reports about decisions that are made during leadership team meetings.
Response: Hard to Say
Discipline 3: Over-Communicate Clarity
11. Leadership team members are clear and aligned around the organization's strategy and key competitive differentiators.
Response: Disagree
Discipline 2: Create Clarity
12. Employees would say that they receive consistent, repetitive and redundant communication from leaders about the overall direction and progress of the organization.
Response: Strongly Disagree
Discipline 3: Over-Communicate Clarity
13. Leadership team members put the interests of the organization first, willingly making sacrifices when it is in the best interest of the overall good, even when there is a cost to them individually or to their department.
Response: Agree
Discipline 1: Build a Cohesive Leadership Team
14. Employees throughout the organization would be able to consistently and clearly describe the organization's values, strategies and goals.
Response: Disagree
Discipline 3: Over-Communicate Clarity
15. Leaders and managers set goals and review progress with their employees in an effective, consistent and non-bureaucratic way.
Response: Strongly Disagree
Discipline 4: Reinforce Clarity
16. Leadership team meetings are interesting, with team members passionately and openly debating important issues.
Response: Strongly agree
Discipline 1: Build a Cohesive Leadership Team
17. When hiring, leaders consistently apply some process for evaluating candidates according to cultural fit, in addition to competencies.
Response: Hard to Say
Discipline 4: Reinforce Clarity

Discipline 1: Build a Cohesive Leadership Team

Your score in this area is high, which indicates that your leadership team is cohesive and has created an environment where vulnerability, ideological conflict, commitment, accountability and results are the norm. Though you scored high in building a cohesive team, it is recommended that you consider one or more of the suggestions below to maintain current levels.

Tips for Building a Cohesive Leadership Team:

There are a few simple tools that serve to build a cohesive team:

1. Use a personality instrument:

A personality instrument (e.g. Myers-Briggs, DISC or Social Styles) will help team members understand one another's different preferences, skills and attitudes and identify collective strengths and potential blind spots of the team. This will help team members avoid making unproductive judgments about one another and instead leverage the diverse approaches and perspectives of the team. It will also accelerate trust by speeding up the process of team members getting to know one another.

2. Spend time together:

Find opportunities to spend more time together, face-to-face. One of the biggest impediments to trust building on a team is the lack of time spent working collectively. This can include off-site meetings, strategic planning sessions, and even social activities. Keep in mind that face-time will ultimately save you time in the long run.

3. Share personal histories:

Sharing personal histories with one another will help team members understand one another's backgrounds. Just by having everyone describe relatively innocuous attributes or experiences, team members will begin to relate to one another on a more personal basis, and see one another as human beings with life stories and interesting backgrounds. This encourages greater empathy and understanding, and discourages unfair and inaccurate behavioral attributions.

4. Implement the team effectiveness exercise:

The team effectiveness exercise provides a forum for quick and effective exchange of feedback. Ask team members to identify and communicate one another's positive attributes and areas of improvement. By doing so, teams can quickly and constructively surface issues that might take months to address using a more formal, and potentially divisive 360-degree program.

For additional assistance on building a cohesive leadership team, be sure to read *The Five Dysfunctions of a Team*: www.tablegroup.com/t5d.