The Advantage - Organizational Health

Smart Organization: Focuses on strategy, marketing, finance, and technology.

Healthy Organization: Minimal politics, minimal confusion, high morale, high productivity, low turnover.

Behavioral Trust: Knowing how a person will behave in a particular situation.

Vulnerability Based Trust: Team members are comfortable being transparent, honest, and naked with each other. Leader must go first.

Profiling: Using metrics like Myers-Briggs Type Indicator to determine a persons type and how they interact with other types.

Conflict: Conflict is healthy in organizations as long as it is done constructively and is not mean spirited. People should not be singled out. Fear of conflict (meandering) is un-healthy. People from different cultures respond to conflict differently.

Mining For Conflict: Leaders that sense there is conflict should try to bring it out. Leaders should encourage conflict as long as it is done in a constructive manner. People don’t have to like the decision of the conflict but they must understand it and support it for the greater good.

Firing: Firing someone is not necessarily the sign of accountability but is often the last act of cowardice for a leader who doesn’t know how or isn’t willing to hold people accountable. People should quit because they know they can’t be held accountable for the team’s goals.

Conflict v. Accountability: Conflict is about issues and ideas, accountability is about performance and behavior.

Six Critical Questions: 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?

Accidental Values: Leaders need to watch out for accidental values that develop (such as just hiring white males).

Value Check: Is you organization more committed to this value than 99 percent of other companies in the industry?

Strategic Durability: When barriers to entry are low and innovation is high, strategy needs to be reviewed and revised more frequently.

Simplify Values: If everything is important then nothing is important.

Chief Reminding Officer: Great leaders are tasked with setting the direction of the organization and then reminding people of that direction on a daily basis. Repetition is key to learning. The message should come from different channels.

Rumors: The best way to make sure information gets through and organization is to spread rumors about it (versus formally announcing). Information should be cascaded face to face, not through e-mails.

Hire for Fit: Your interview process should be designed to make sure prospects are a good cultural fit. If you have an informal environment, ask the interviewee to change out his sweat pants for khaki shorts during the meeting and see how they react.