



ESSENTIALS

Organizational Health

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Organizational health is about organizational integrity. An organization is healthy when it is whole, consistent and complete; all of its operations, strategy, management and culture fit together in a way that makes sense. Healthy organizations have minimal politics and confusion, high degrees of morale and productivity and low turnover.

Organizational health involves four disciplines:



Discipline1: Build a Cohesive Leadership Team

If an organization is to be healthy it must be led by a behaviorally unified team. Such a team leads from a place of service, trusts one another, has productive conflict around important issues that leads to active commitment to decisions. Then once a decision is made, the team holds each other accountable to the decision and the agreed actions to accomplish results.

Discipline2: Create Clarity

The leadership team achieves alignment on the answers to six simple, but critical questions:

- 1) Why Do We Exist? The answer to this question is the underlying reason the organization exists; its reason for being.
- 2) How Do We Behave? The answer to this question identifies the values that guide behavior and decisions and attract employees and customers
- 3) What Do We Do? The answer to this question identifies the nature of the organization's business – the products and services it provides.
- 4) How Will We Succeed? The answer to this question is three strategic anchors that provide the lens through which every decision is made to ensure consistency.
- 5) What is Most Important Now? The answer to this question is a singular, qualitative, and temporary (6- 12 month) top priority (rallying cry or thematic goal), supported by defining and standard operating objectives which define the things that must be

done to accomplish the thematic goal and for the on-going care and feeding of the organization.

- 6) Who Must Do What? The answer to this question identifies the individual roles and responsibilities within the leadership team to avoid overlap and confusion.

Discipline3: Overcommunicate Clarity

Once the leadership team has answered the six questions and established clarity and alignment, they need to communicate the answers throughout the organization, repeatedly using a variety of channels and tools. Each member of the leadership team effectively becomes a ‘Chief Reminding Officer.’

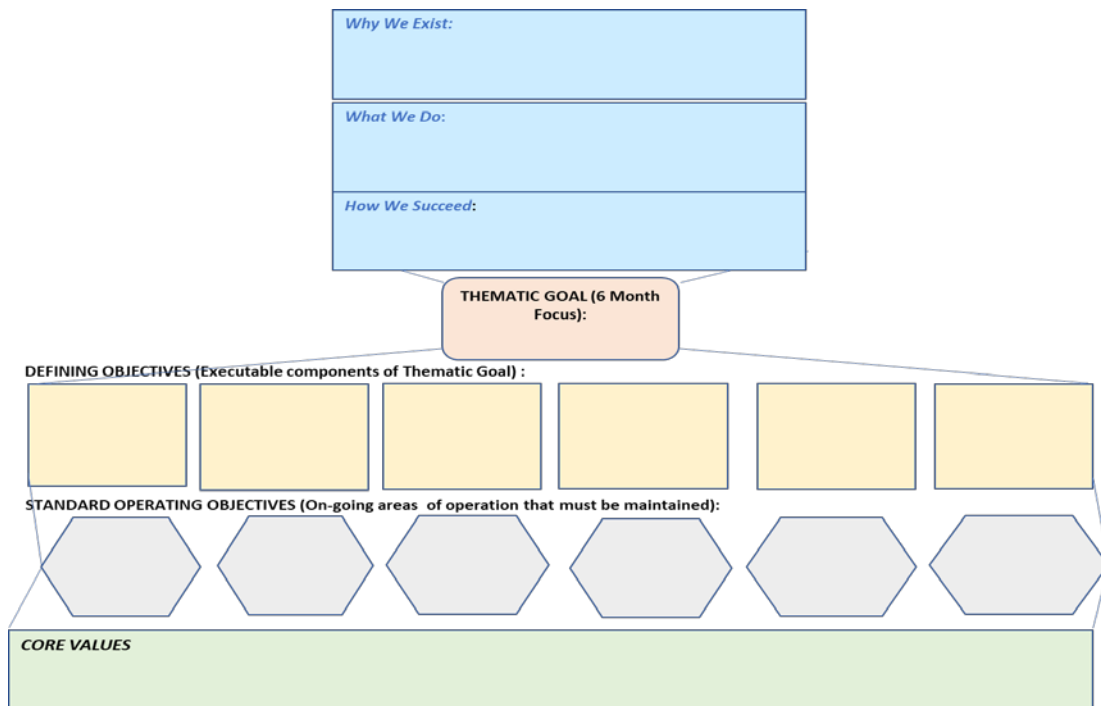
Discipline4: Reinforce Clarity

Embed the answers to every question into every human system, from hiring and people management to training and development. Human systems give an organization structure that tie its operations, culture, and management together, even when leaders are not around to remind people.

“Clarity is the moment we see without opening our eyes.”
- Stephanie Banks

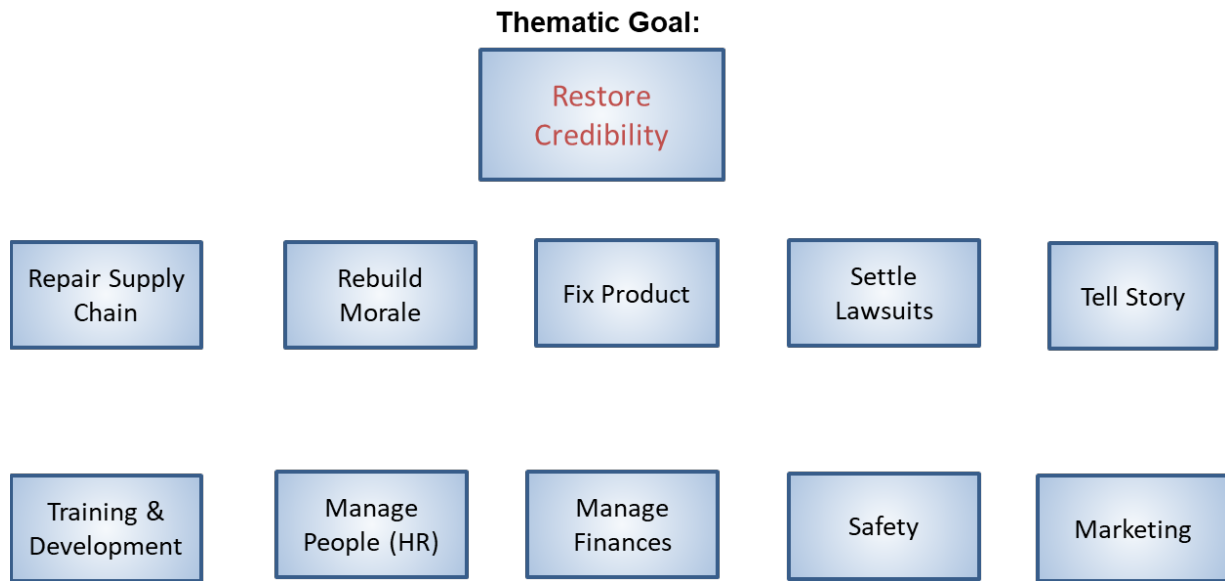
Playbook

The most effective way to capture the answers to the six clarity questions in a way they can be used for communication, decision-making and action planning is in the form of a one- page goal tree as depicted below. This is referred to as ‘The Playbook.’

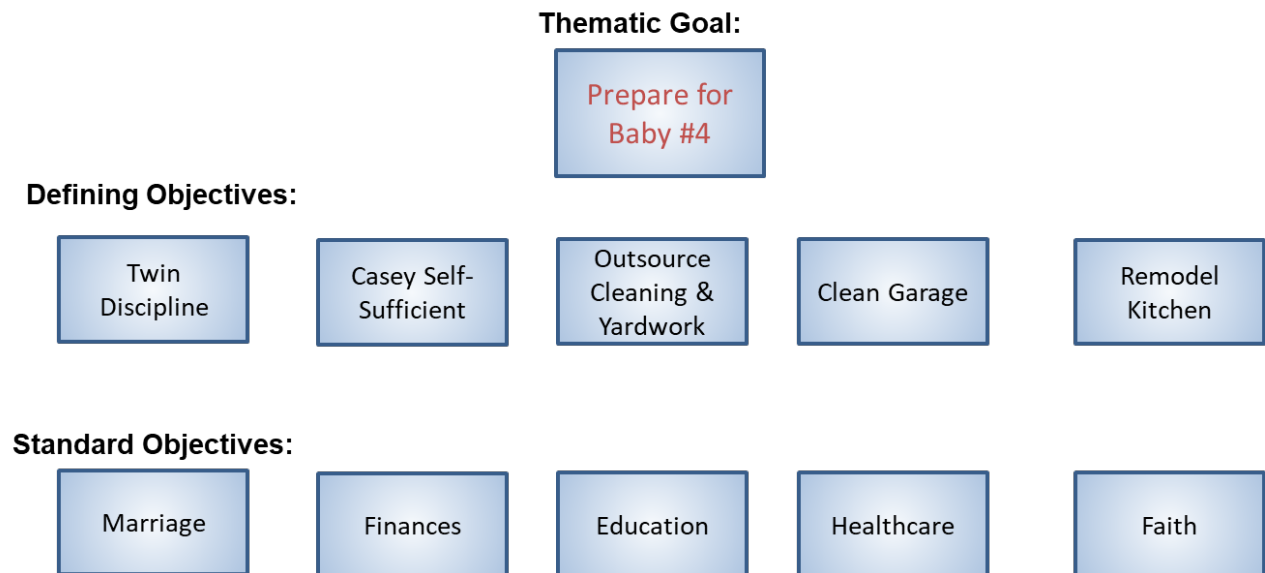


One-page Playbook Graphic

A playbook for a manufacturer dealing with the aftermath of a product failure in the market:



Clarity has use beyond profit organizations; it is also useful for the first organization on the planet, the family. A playbook for a family expecting their fourth child:



References

- Lencioni, Patrick. *The Advantage: Why Organizational Health Trumps Everything Else in Business*. Jossey-Bass, 2012.
- Lencioni, Patrick. *Answering Question #5 – What Is Most Important Right Now?* CAPA Pro Webinar, 2021



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