Time for a checkup!
How healthy is your organization?

Chris Hutchinson

2019 Larimer County Workforce Symposium

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Today

1. Why organizational health?

2. What is organizational health?

3. What is team health?

4. What is strategic clarity?

5. How to get healthier

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Why Organizational Health?

Smart

Great people

Cutting-edge technology

Savvy strategy

Best in class marketing

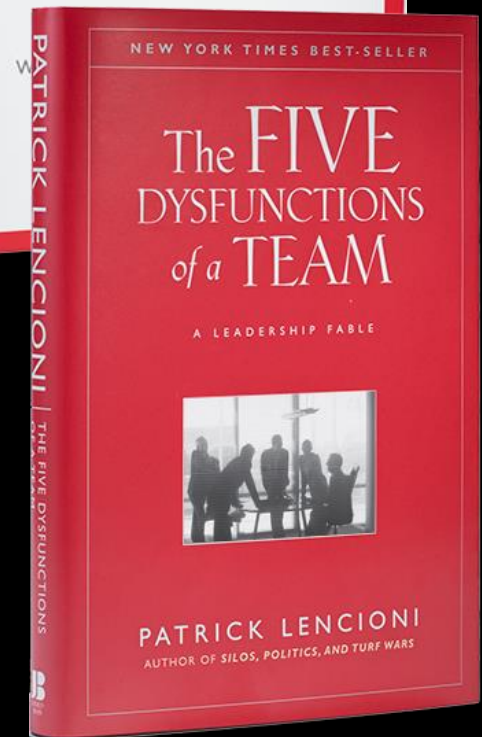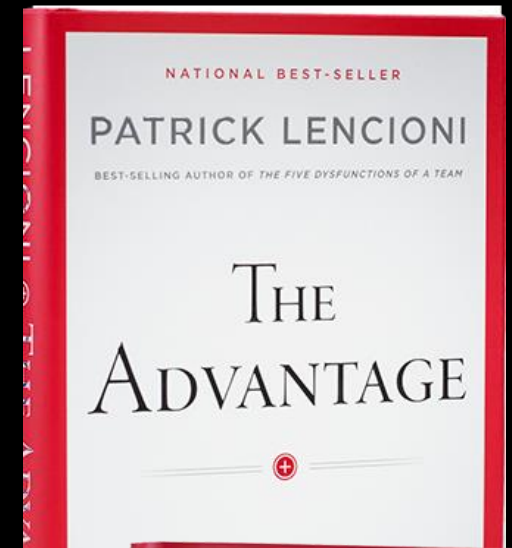Abundant finances

Healthy

Minimal politics

Clear communication

Minimal confusion

High morale

Low turnover

High productivity

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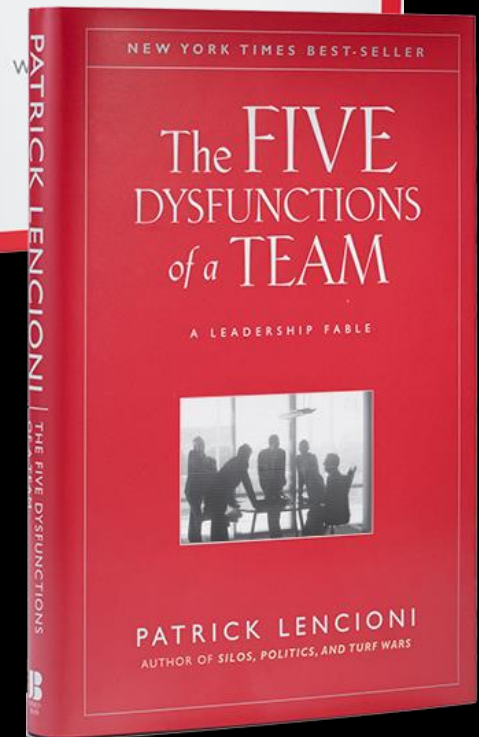# What is organizational health?

Team health

     x

       Strategic clarity
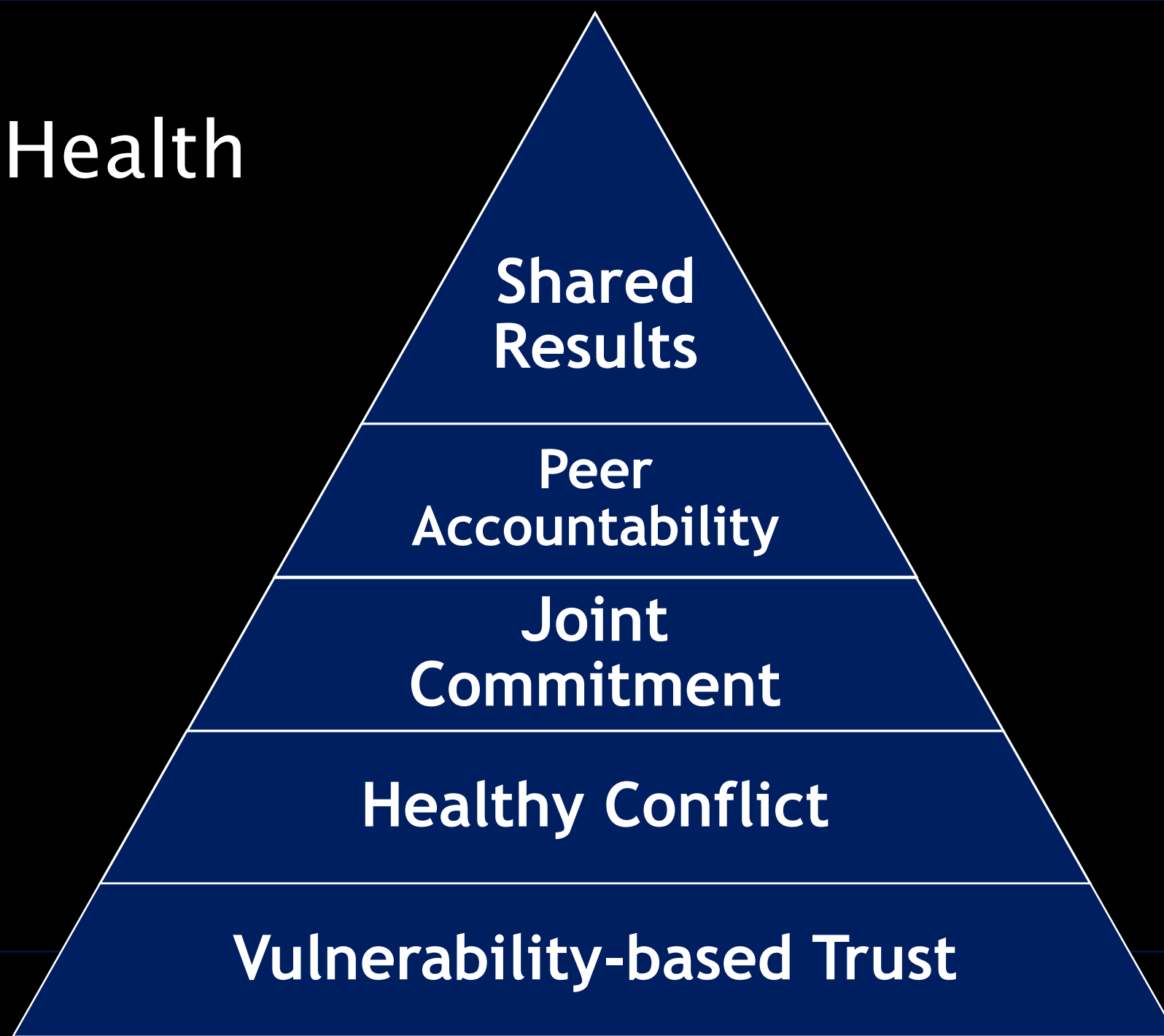
        x

           Reinforcement

_____

Organizational health
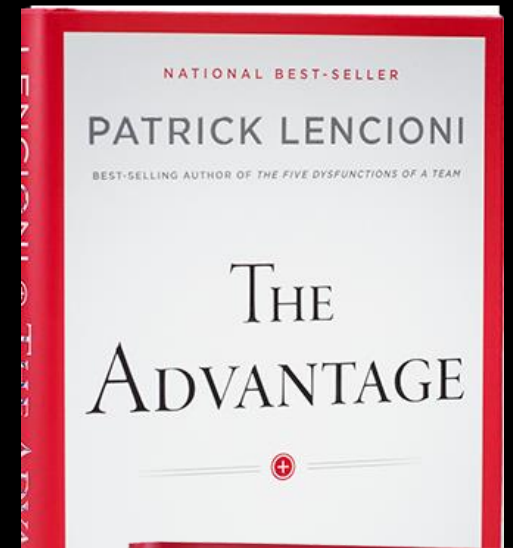
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Team Health

What good team health looks like

1. Score your team on each question

2. Total each element (3-9)

3 - Usually

2 - Sometimes

1 - Rarely

Vulnerability-Based Trust

Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team

Team members openly admit their weaknesses and mistakes

Team members know about one another's personal lives and are comfortable discussing them

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Healthy Conflict

Team members are passionate and unguarded in their discussion of issues

Team meetings are compelling, not boring

During team meetings, the most important—and difficult—issues are put on the table to be resolved

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Joint Commitment

Team members know what their peers are working on and how they contribute to the collective good of the team

Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if they were in initial disagreement

Team members end discussions with clear and specific resolutions and action plans

Peer-Based Accountability

Team members call out one another's deficiencies or unproductive behaviors

Team members are deeply concerned about the prospect of letting down their peers

Team members challenge one another about their plans and approaches

Shared Results

Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team

Morale is significantly affected by the failure to achieve team goals
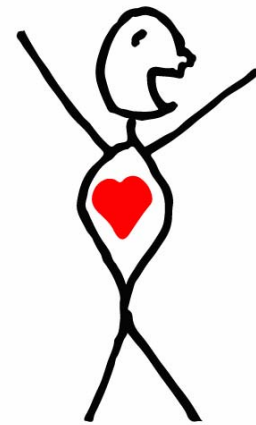
Team members are slow to seek credit for their own contributions, but quick to point out those of others

What your score may mean

Element		Overall
8 - 9	**Likely not an issue for your team**	36 - 45
6 - 7	**Could be a problem**	26 - 35
3 - 5	**You've got some work to do**	15 - 25

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Strategic Clarity

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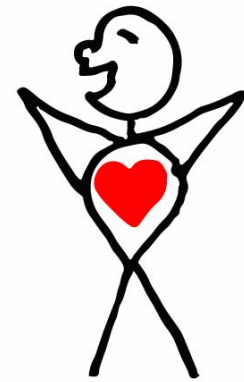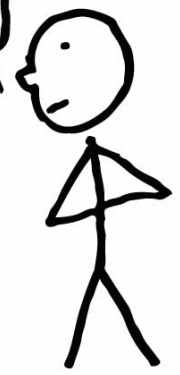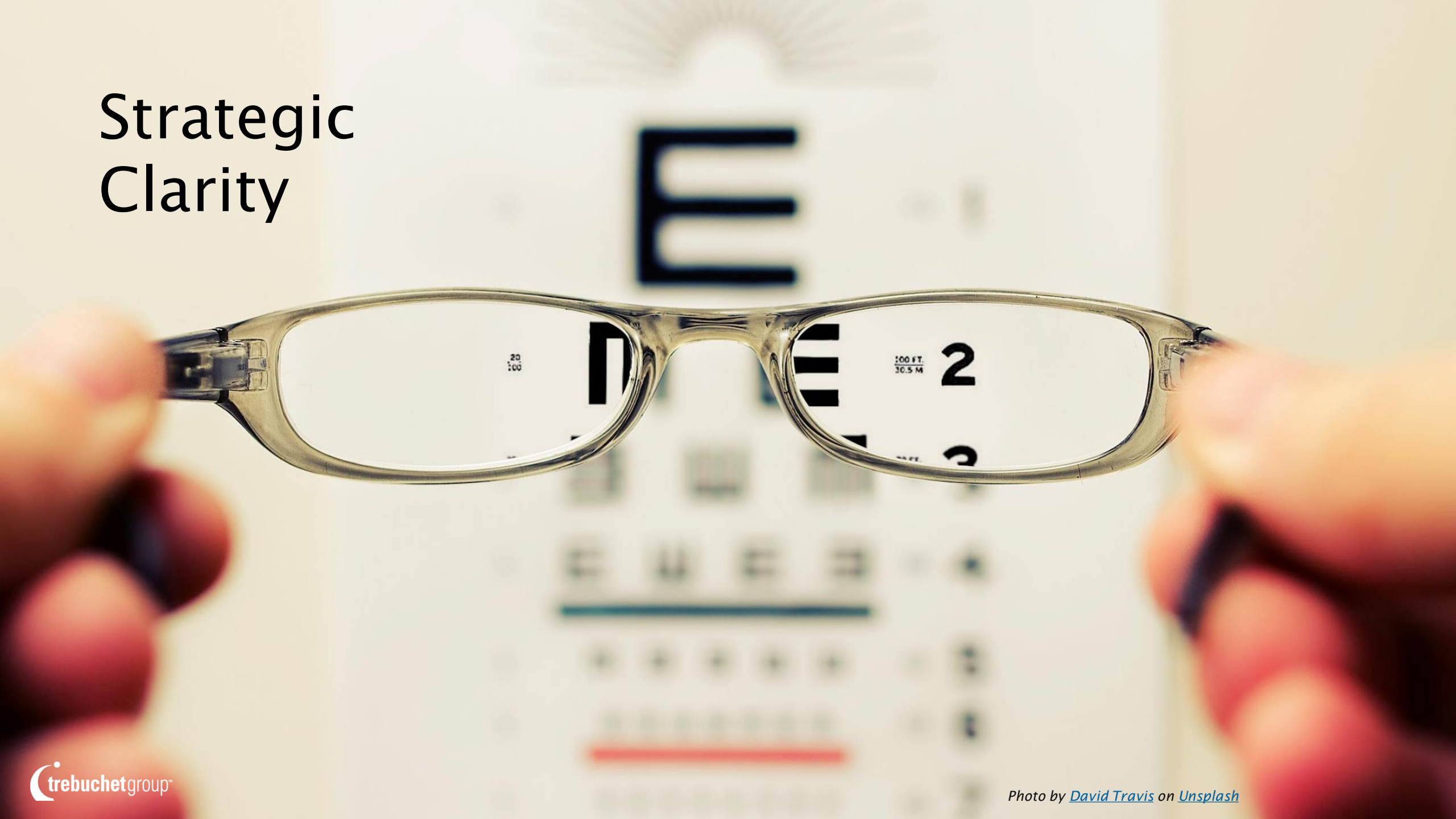
Strategic Clarity

Why do we exist?

How do we behave?

What do we do?

How will we succeed?

What's most important, right now?

How to get healthier

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- Share personal histories

- Spend time together

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Based on Five Dysfunctions of a Team by Patrick Lencioni

Shared Results

Peer Accountability

Joint Commitment

Healthy Conflict

Vulnerability-based Trust
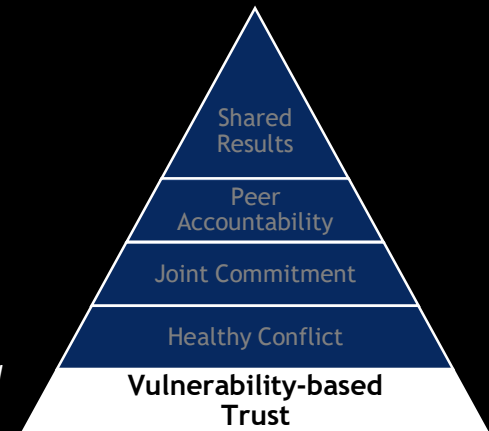
- Establish norms
- Encourage disagreement

Shared Results
Peer Accountability
Joint Commitment
Healthy Conflict
Vulnerability-based Trust

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- Ask for commitment early and often

- Use your thumbs

Shared Results

Peer Accountability

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- Encourage direct conversations

- Ask "How are you helping?"

Shared Results

Peer Accountability

Joint Commitment

Healthy Conflict

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- Measure what matters

- Share recognition and rewards

Shared
Results

Peer
Accountability

Joint
Commitment

Healthy Conflict

Vulnerability-based
Trust

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- Ask "What matters about what we do here?"

- Reflect regularly

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- Ask "Where are we proud of our behavior?"

- Hunt for stories

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- Ask "How can we help people really get what we do?"

- Practice being as simple as possible

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- Ask "What are we doing together to improve?"

- Say no to some things to say yes to others

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- Ask "How important is what we're doing?"

- Ensure everyone is connected to the main thing

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My hope for you

Strengthen your team

Clarify your why, what, and how

Reinforce what works regularly

Get support where helpful