

Welcome to the Organization View™



REPORT FOR:

Sample Organization View Report

The report you are holding contains a picture of this organization. In fact, the report contains a number of different pictures, each one more detailed.

This collection of pictures provides a way to see beneath the surface, beneath the everyday activity of the organization and get a much better understanding of the health of the organization — where it is strong and where the organization needs to get stronger.

This is a report created by the most qualified experts available: *the people who work here*. The diagnostic questions provide a structure. When all of the answers from all of the people are compiled, the pictures in this report are prepared. In the end this is a self-portrait, in detail, by those closest to the real world of this organization.



Organization View™ — Introduction

Overview



“If you have been trying to make changes in how your organization works, you need to find out how the existing culture aids or hinders you.”

— Edgar Schein, professor
MIT Sloan School of Management

The Organization View™ report is based on a model of organizational effectiveness that was first created for teams. What we have learned over the years is that the model applies to an extraordinary range of human work groups including teams of all kinds, non-profit or NGO boards, and organizations. In every case we start with a very fundamental question: when human beings work together in community, what are the conditions necessary for success? This report describes that model and provides guidelines for using the material contained in the report.

The picture of the organization that exists today is a snapshot in time. It is a starting point for conversation. The report gives you and others in the organization an opportunity to stop, look and listen. In other words, to pause from every day activity, take a step back and look at the organization with curiosity — how are we doing? Then engage with each other in meaningful dialogue: Where are we strong? Where could we be stronger and what would the impact be? For the sake of our common enterprise, where do we need to focus our attention and effort?

The model on which this diagnostic is built provides a map of the landscape. The report you are holding gives you a point of reference. You are “here” on the map. *What is your destination and how will you get there?*

The Goal: A Thriving Organization

Organization View™



Every organization has a unique mission and purpose. Every organization faces the perpetual need to optimize resources as it strives to fulfill that mission and purpose. The quest has always been to find the balance between maximizing excellent results and maintaining a thriving organizational culture. The very best organizations know that high performance and a sustainable culture are of equal importance and they know how to find that balance.

We believe:

1. Human beings in community want to contribute to a successful endeavor and,
2. An organization is simply a form of human community.

Employee engagement research reinforces the common sense idea that when conditions favor contribution, when there is a good fit and a healthy environment, individuals perform at a higher level and organizations achieve superior results.

The model in this report recognizes both aspects of the success formula: the need for highly productive performance, and the benefit of an empowered, sustainable environment where individuals can, and do contribute their best. A thriving organization achieves both goals.

An Organization is...



Organization View™

“A corporation is a living organism; it has to continue to shed its skin. Methods have to change. Focus has to change. Values have to change. The sum total of those changes is transformation.”

— *Andrew Grove, former Chairman and CEO of Intel Corporation*

An organization is a living system. It makes sense to talk about “the health” of the organization because the organization is like a living organism. The analogy with the human body is obvious. Within the organization are different components with different functions — similar to the hands and feet, heart and lungs of a human body. All of the parts working together make it possible for the organization to perform. If any part of the organism/system is underperforming, the whole system suffers. Therefore when the whole system is involved in progressive development, all parts are exponentially improved. Back to our human body analogy, a broken bone does not heal in isolation. When the whole body is utilized in the recovery process, the healing is faster and more complete.

What’s important to highlight about organizations as systems is, it is natural for every living organism to grow. The urge to grow and develop is part of our survival. We become stronger and smarter and therefore more adaptable and more effective. What is equally true: every living thing resists change. The pressure to resist change is part of our survival too. Change produces vulnerability and risk.

So here you are as an organization holding this report with strengths to celebrate, and clear opportunities to grow, develop and change. How will you respond?

Getting Stronger Starts with Awareness



It is the nature of all living systems that they are: dynamic, never standing still, constantly changing, growing, adapting; sometimes getting stronger, and healthier and sometimes headed in the opposite direction. That's true of organizations as well.

Systems change by incorporating information from the environment, both internal information and external information. The Organization View™ provides an internal scan of the health of the organization from 14 different angles. With that information the organization and the people within it can make choices needed to sustain and build strength. Awareness enables clarity; clarity enables choice; choice enables action; action enables growth.

Every Individual Counts



“People don’t resist change. They resist being changed.”

— *Peter Senge, Director of the Center for Organizational Learning at the MIT Sloan School of Management*

It is true as we have said that the organization is a large, dynamic system. Every organization has a collective personality, an attitude and reputation; it has a past and an anticipated future. The organization has moods, a vision, a legacy. And it is made up of many individuals.

It is essential to keep in mind both the knowledge that the organization is a system and the awareness that it is made up of many individual contributors. Every individual has influence and impact. The growth and change that this organization wants in order to be stronger, more effective for the future, will be built one by one, and one-on-one in interaction. Change happens at the cellular level.

This report provides the means for the conversations that will lead to a stronger and more vibrant, thriving organization. The necessary steps in order for this organization to reach its potential and fulfill its mission begin with observing “this is who we are today.” And that is the benefit of the Organization View™. It gives you a series of pictures to frame the ongoing conversation, “where do we go from here?”

The Model



“The fundamental task of leaders is to prime good feeling in those they lead. That occurs when a leader creates resonance — a reservoir of positivity that frees the best in people. At its root, then, the primal job of leadership is emotional.”

— *From Primal Leadership by Daniel Goleman, Richard Boyatzis and Annie McKee*

Organizations exist for a purpose. Within the large organization are many smaller, interconnected and interdependent work groups, and teams and each one has its own special purpose to contribute. Fulfilling that purpose is essential to the success of the organization as a whole.

To achieve the results necessary to fulfill the organization’s mission and purpose we look at two dimensions: *Productivity* and *Positivity*.

In this Organization View™ model, the attributes necessary for the organization to do its work effectively are its Productivity strengths. The Productivity factors affect the ability of the organization to perform functionally. Positivity describes the cultural or environmental conditions necessary in order for the people in the organization to work together effectively. The word “positivity” is derived from Daniel Goleman’s work with Emotional Intelligence.

When we put Productivity on a horizontal axis and Positivity on the vertical axis we create a four quadrant matrix for the organization that is characterized by:

- *Low Productivity and Low Positivity*
- *Low Productivity and High Positivity*
- *High Productivity and Low Positivity*
- *High Productivity and High Positivity*

The Four Quadrants



Organization View™

Low Productivity

High Productivity

High Positivity

High Positivity/Low Productivity

- Collegial, Friendship Based
- Lack of Effective Focus
- Insufficient Sense of Urgency
- Change Resistant — Don't "Rock the Boat"
- Incompetence Tolerated
- Not Results Oriented
- Sense of Connection and Fun

High Positivity/High Productivity

- Successful, Fun
- Synchronicity, Flow
- Challenging Goals, Inspiring Vision
- Change Proactive
- Open Communication
- Great Teamwork — "How do we continue to improve?"

Low Positivity

Low Positivity/Low Productivity

- Atmosphere of Criticism, Blame & Cynicism
- Overwhelm
- No Fun
- Fear of Job Loss and/or Company Failure
- "Firefighting", Short-Term Orientation
- Turf Protection
- One Step Forward; Two Steps Back
- Poor Collaboration

Low Positivity/High Productivity

- Focus Is Efficiency
- "Just Do It!", Bottom-Line Orientation
- Retention Problems, High Turnover, Burnout
- Guarded
- Clear Objectives
- Driven
- Competitive

The Model — Productivity



Productivity Strengths support the organization in achieving results, accomplishing tasks, staying on course to reach goals and objectives. The model identifies seven attributes necessary for organizations to achieve high performance.

- **Alignment:** There is a sense of common mission and purpose. We value cooperation, cohesion and interdependence. We collectively own the results.
- **Goals & Strategies:** We have clear, challenging objectives and strategies to achieve them. We set priorities. We are highly resilient and not easily defeated in reaching our goals.
- **Accountability:** There is clarity of roles and responsibilities with high follow through. When problems arise we respond quickly. We hold each other accountable for agreements.
- **Proactive:** Change is embraced and seen as vital to this organization. We are nimble and flexible in addressing opportunities for change, responding positively and creatively.
- **Decision Making:** We have clear and efficient decision-making processes, which have proven effective over time.
- **Resources:** We manage available resources effectively. We have the know-how necessary to perform at a high level.
- **Leadership:** Leadership supports the best efforts of the organization. We view leadership as both a key role position (for example, a team leader or department head) and a quality that arises naturally as needed for effective collaboration. Leadership is empowered.

The Model — Productivity Strengths



The Model — Positivity



Organization View™

Positivity Strengths focus on the interrelationships between people in the organization and the spirit or tone of the organization as a system. The seven strengths in the model are drawn from a number of research sources including Emotional Intelligence, Positive Psychology, and academic research into relationships that work.

- **Trust:** It is safe in this organization to speak your mind, openly. We can count on each other; we are reliable. We do not operate in a fear-based environment.
- **Respect:** There is an atmosphere of mutual respect and genuine positive regard. Contempt and hostility are not tolerated.
- **Camaraderie:** There is a strong sense of belonging. We celebrate and acknowledge accomplishments. Empathy, playfulness and humor are present.
- **Communication:** Clear, open, efficient communication is practiced by this organization. We avoid indirect approaches such as politicizing, gossiping, or consistently avoiding necessary conversation.
- **Constructive Interaction:** Disagreement and conflict are seen as normal and conditions that provide an opportunity for discovery, growth and creativity. We give and receive feedback well.
- **Values Diversity:** We value differences in ideas, backgrounds, perspectives, personalities, approaches and lifestyles. Diversity is considered vital.
- **Optimism:** As an organization we have a “can do” attitude. We are enthusiastic and forward looking. There are low levels of cynicism, pessimism, helplessness, and hopelessness.

The Model — Positivity Strengths



The Model — Productivity/Positivity



“The simple act of paying positive attention to people has a great deal to do with productivity.”

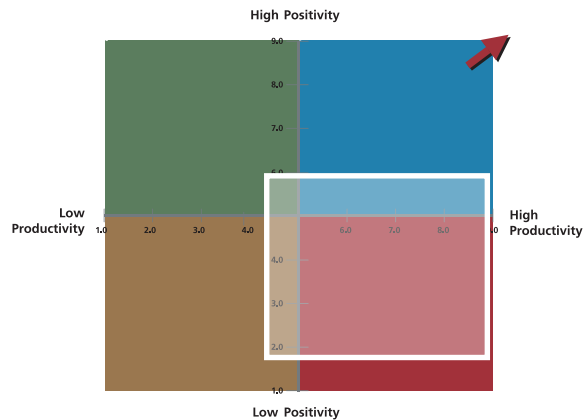
— Thomas J. Peters, bestselling author of In Search of Excellence

Organizations typically focus on the Productivity measures; they are a clear, direct way to impact results. In many ways they are more visible in day-to-day activity. The Positivity factors impact the infrastructure of the organization, the interrelationships between individuals. Positivity creates the atmosphere in which the work is done. Attention to both dimensions is essential in order for organizations to optimize performance and sustainability.

Multiple Views



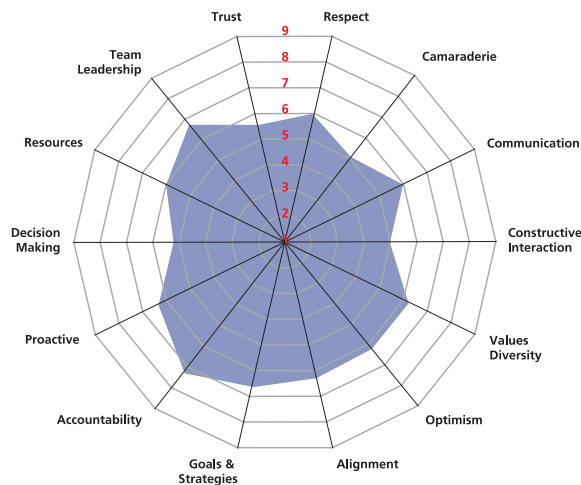
Example



The Organization View™ provides multiple views of the organization created from the collected data. Each view adds to the total picture of the organization and provides a different perspective and detail.

Quad Diagram. The “Footprint”

The highest level view. This diagram displays the range of the highest and lowest average scores for statements in the diagnostic: Productivity on one axis and Positivity on the other. The box created by this selection shows the orientation of the organization on this matrix.



Polar Diagram

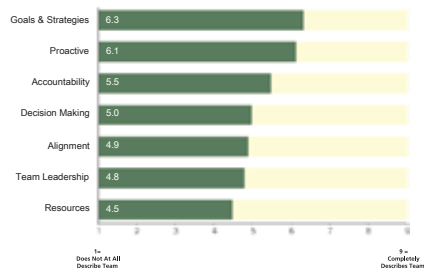
The Polar Diagram provides the first detailed view of the organization using scores from seven Productivity Strengths and seven Positivity Strengths. In this visual you can easily see the strongest and weakest areas and see the potential for improvement. The ideal organization would score at “9” all around the outer circumference. The peaks and valleys on the graph often start the conversation.

Multiple Views

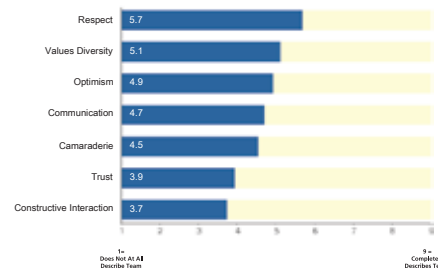


Examples

Productivity Strengths Rating



Positivity Strengths Rating



HIGHEST	Rating	LOWEST	Rating
We are highly diverse in our individual skills and work styles.	7.7	Symptoms of burnout are not present on our team.	2.6
In spite of limited resources, we find ways to accomplish our objectives.	4.7	Our team seeks sufficient input in decision making.	2.5
There is not significant incompetence operating on our team.	4.5	We have set challenging goals/objectives for our team.	2.5
There is not a "zero" sum game mentally on the team where my gains become someone else's losses.	4.4	We are aligned on our priorities and strategies.	2.5
We do not make excuses when the job doesn't get done.	4.4	We are cohesive as a team and work together well together.	2.2

HIGHEST	Rating	LOWEST	Rating
I enjoy working with the members of this team.	5.4	We draw out all opinions on our team, even the unpopular opinions.	2.3
We do not operate in a fear-based environment.	5.0	We have an inspiring shared organizational vision.	2.1
On our team we do not "sugar coat" the truth to avoid upset or hurt someone's feelings.	4.9	We have team agreements regarding how we interact when conflict arises.	2.1
We do not avoid conflict.	4.8	We trust each other enough to reveal our vulnerabilities at the group level.	2.0
There is not an underlying sense of helplessness and hopelessness on our team.	4.3	Our team knows how to work through conflict constructively.	1.6

Bar Charts

The bar charts break out the seven Productivity Strengths and seven Positivity Strengths and put them in rank order from highest score to lowest. The bar charts are also a quick visual reference to “the gap” — the distance between the scores of today and the “9” that is the ideal the goal the organization will strive for.

High 5 and Low 5 for Productivity and Positivity

The results show the five responses that received the highest average scores and the five responses with the lowest average scores in both the Productivity category and Positivity.

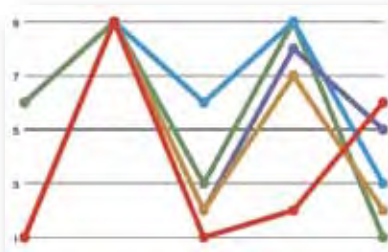
On the left or “high” scoring side are the strengths and reputation of the organization. This is what you are known for. The right or “low” scoring side reveals prime areas for ongoing development.

Multiple Views

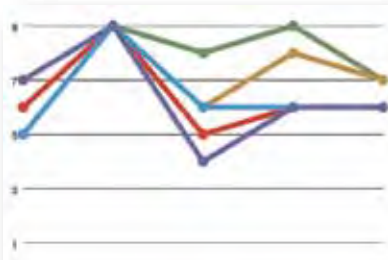


Examples

LEAST AGREEMENT



MOST AGREEMENT



Q: *What are the Top 3 strengths of this organization?*

Least Agreement/Most Agreement

These two graphics show where the team is having very different perceptions and where there is general agreement. The Least Agreement table lists the five items from the Organization View™ where there is the widest range of opinion. The second graphic, Most Agreement, shows the five items from the diagnostic where the organization is having a common experience. On this second graphic, even if the scores are low there is more nearly consensus in these areas.

Open-Ended Questions

Responses to the open-ended question(s) are printed exactly as they were written. And responses are shuffled for each question, to protect anonymity.

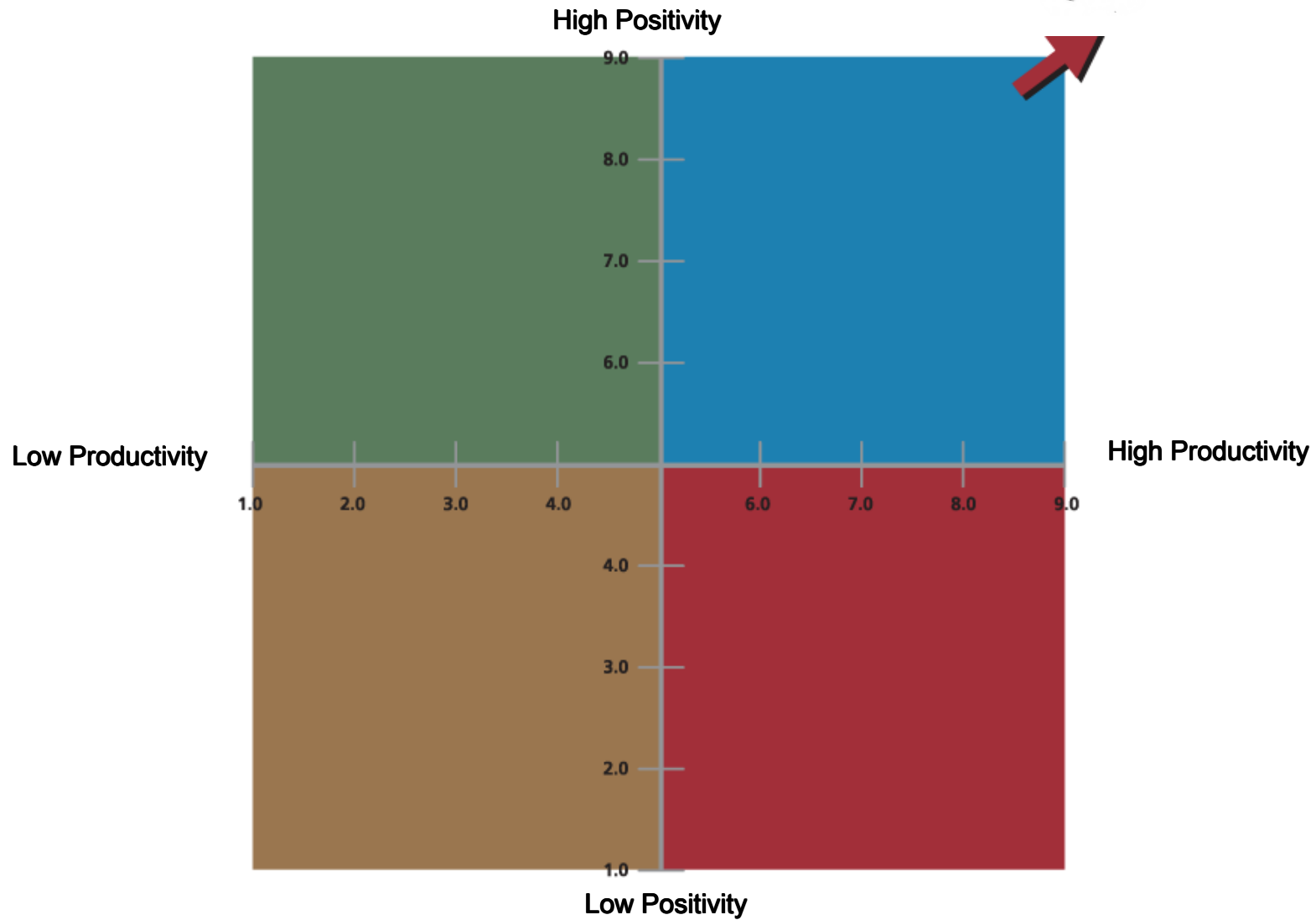


Organization View™ — Your Results

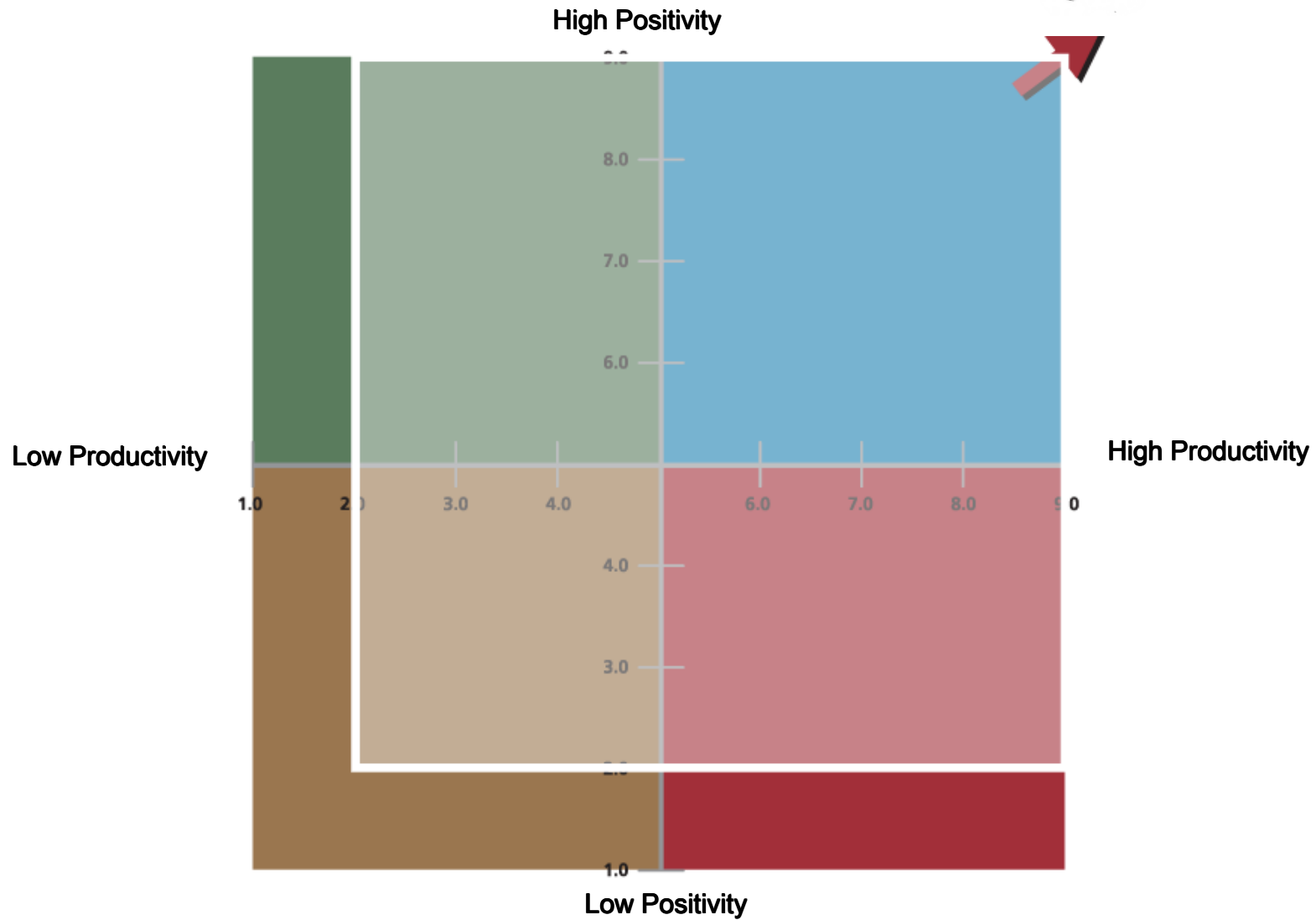
{Sample of Organization logo can go here}

Sample Organization View Report

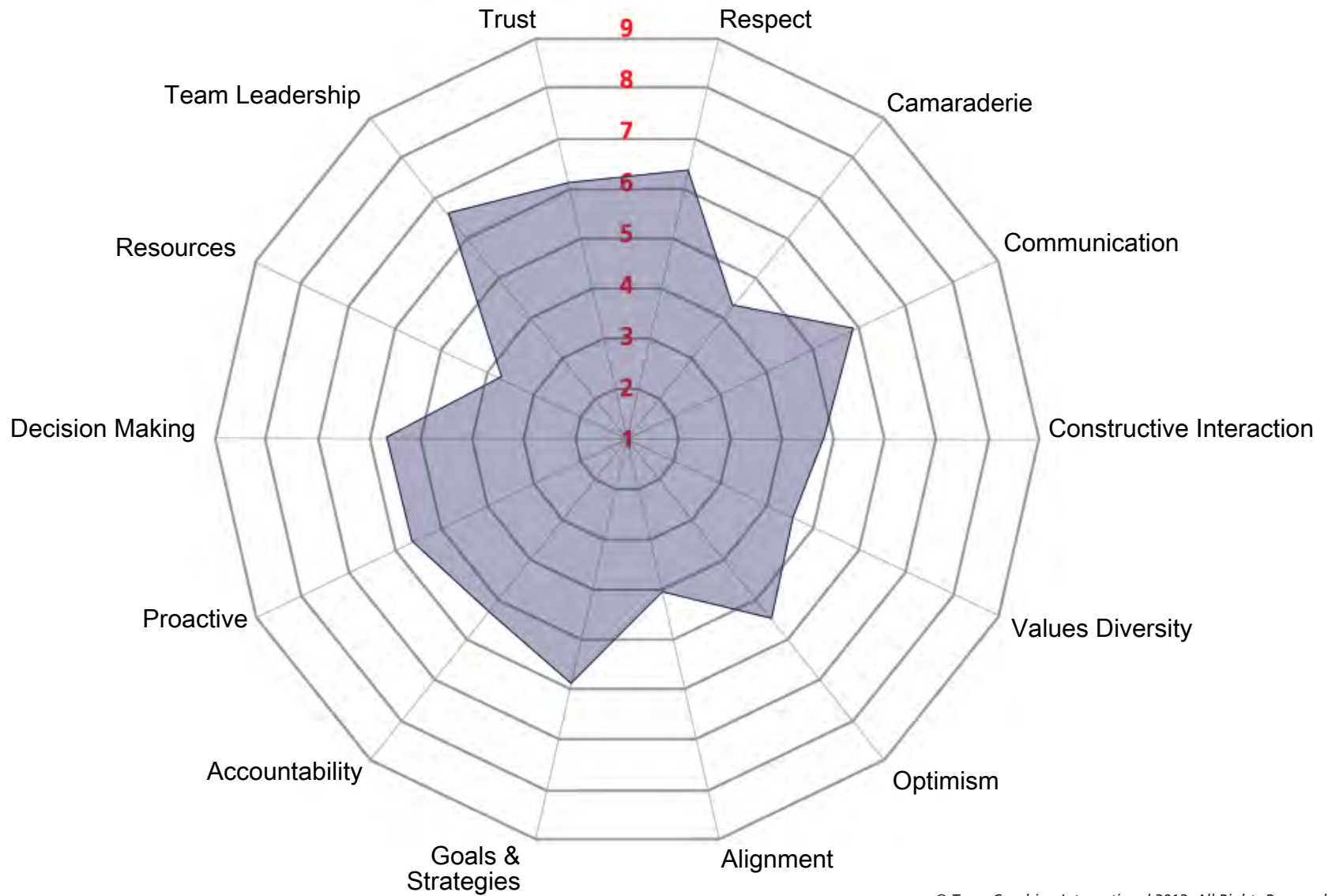
Organization Quad Position



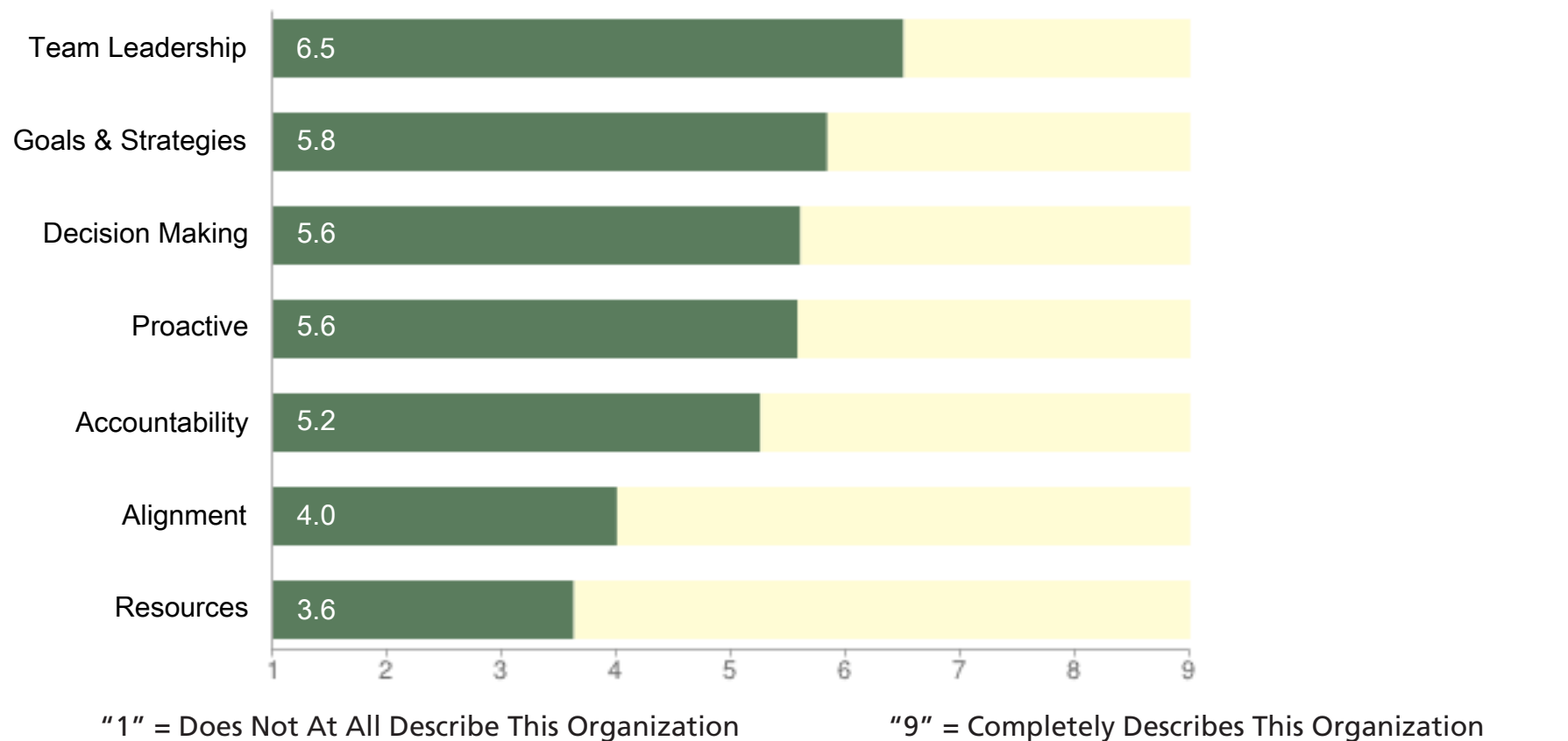
Organization Quad Position



Polar Diagram



Productivity Strengths Rating



Measuring the System

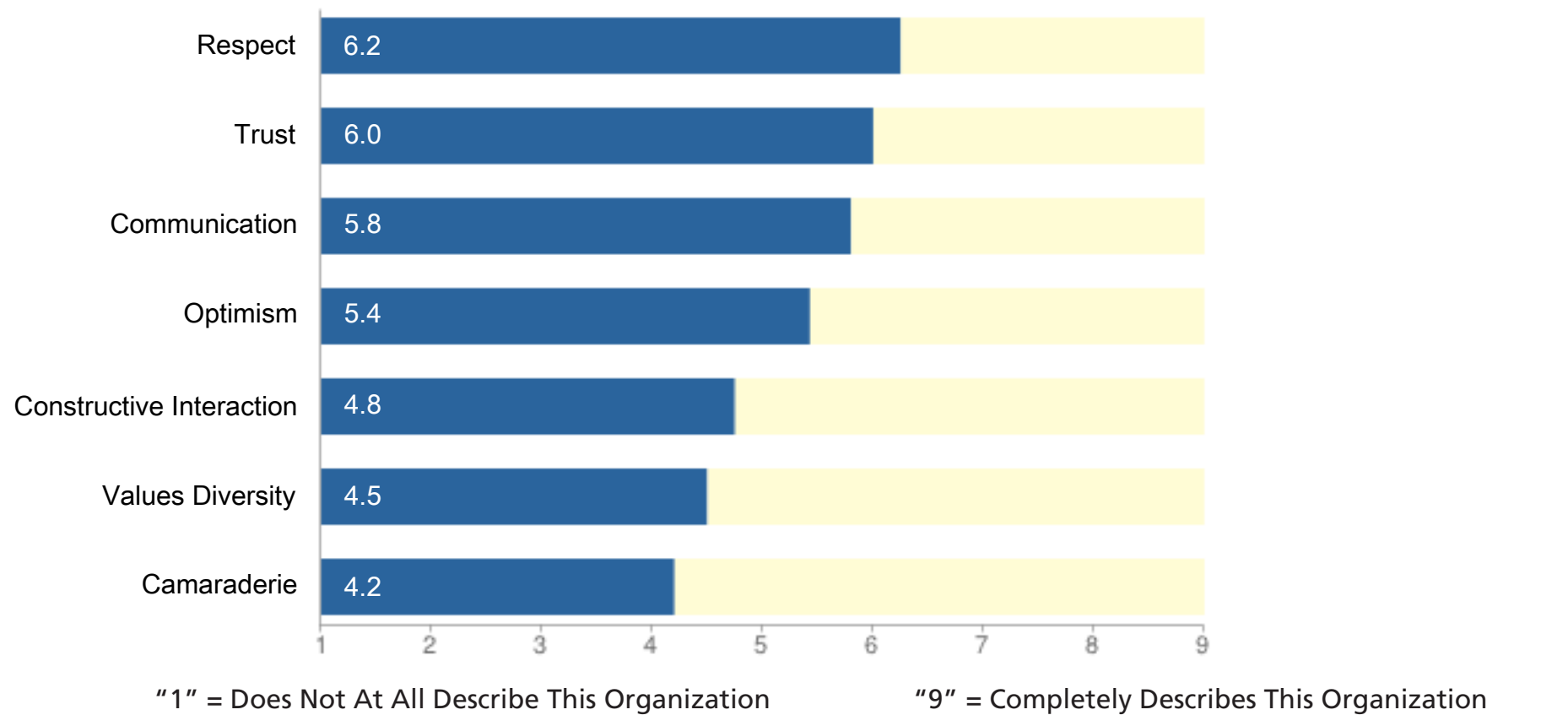


Highest and Lowest Productivity Ratings

The goal is a score of "9" = Completely Describes This Organization

HIGHEST	Rating	LOWEST	Rating
We have a strong record for making smart decisions in our organization.	9.0	There is a spirit of cooperation in our organization.	3.0
In our organization, we do not tend to say, "It's not my job," when problems arise.	8.0	Our decision-making processes in the organization are tailored to the situation.	3.0
As an organization, we have developed sound strategies for accomplishing our goals.	8.0	There is not a "win/lose" mentality in our organization where one person's gains become someone else's losses.	2.0
Our leaders inspire and support us as needed.	8.0	Our organization provides adequate training so we can be as effective as we need to be.	2.0
Our leaders exercise a broad range of appropriate leadership styles depending on the situation.	8.0	In our organization there is a collective ownership of results.	2.0

Positivity Strengths Rating



Measuring the System



Highest and Lowest Positivity Ratings

The goal is a score of "9" = Completely Describes This Organization

HIGHEST	Rating	LOWEST	Rating
In our organization, we regularly provide each other with constructive feedback.	9.0	In our organization, people do not criticize others behind their backs.	3.0
We have an inspiring shared organizational vision.	8.0	New or controversial ideas are encouraged in our organization.	3.0
There is tremendous enthusiasm and optimism in our organization.	8.0	In our organization, people do not become defensive when mistakes are pointed out.	2.0
People in our organization do not withdraw from communication or respond emotionally when problems arise.	8.0	We do not criticize and blame each other in our organization.	2.0
Even though conflict can be highly annoying we recognize that it helps us grow.	8.0	Our organization regularly acknowledges and celebrates successes.	2.0

Least Agreement

These are the Organization's answers to the five items with the widest divergence of experience.

Organization View™

- 1 Our organization is nimble and flexible in responding to problems as they arise.
- 2 Our organization does not operate in a fear-based environment.
- 3 We do not engage in gossip about each other in our organization.
- 4 In our organization, we regularly provide each other with constructive feedback.
- 5 Even though conflict can be highly annoying we recognize that it helps us grow.

Most Agreement

These are the Organization's answers to the five items with the highest level of shared experience.

Organization View™

- 1 We have a strong record for making smart decisions in our organization.
- 2 There is not a "win/lose" mentality in our organization where one person's gains become someone else's losses.
- 3 In our organization there is a collective ownership of results.
- 4 New or controversial ideas are encouraged in our organization.
- 5 There is a strong sense of camaraderie and belonging in our organization.

Open-Ended Questions



Responses to the Organization View™ open-ended questions appear below. Please note: Due to the number and length of responses, answers may display on multiple pages.

Outstanding team leaders have outstanding teams. What are three attributes that set these team leaders apart from others?

Answers from the Participant will appear here.

Open-Ended Questions



Responses to the Organization View™ open-ended questions appear below. Please note: Due to the number and length of responses, answers may display on multiple pages.

What are the three attributes that distinguish high-performing teams from average or low-performing teams?

Answers from the Participant will appear here.

Next Steps



“Whatever we accomplish is due to the combined effort. The organization must be with you or you don’t get it done.”

— Walt Disney

The Organization View™ diagnostic report is an enormously valuable way to build awareness of the organization’s strengths and opportunities. As an organization you now have a shared picture and common language for the conversations that will follow. But the analysis and the insight will be wasted unless there is action for change and accountability for that change. The real impact of this process will be seen in new or different behavior. In a sense, the fundamental question at the end of all the analysis is “where do we go from here?”

Ongoing Development



**“Coming together is a beginning.
Keeping together is progress.
Working together is success.”**

— Henry Ford, Founder of the Ford Motor Company

The Organization View™ provides metrics that paint a portrait of the organization; the report gives you detailed ways to measure and describe that system. What you have in your hands is an in-depth profile and an excellent reference point for starting or continuing a process of development, but as of now it is just data. It is what you do with the data that will make all the difference.



Organization View™ — Your Actions

Your Action Plan



Your commitment to excel as an organization begins here. Based on what you now know:

<i>What is one area you want to focus on?</i>	
<i>What is your goal for that area?</i>	
<i>What is one initial action step you want to take?</i>	
<i>Who will take it?</i>	
<i>By when?</i>	
<i>How will you know it happened?</i>	
<i>How will you measure the impact?</i>	
<i>How will you sustain the momentum?</i>	

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Notes



Notes

