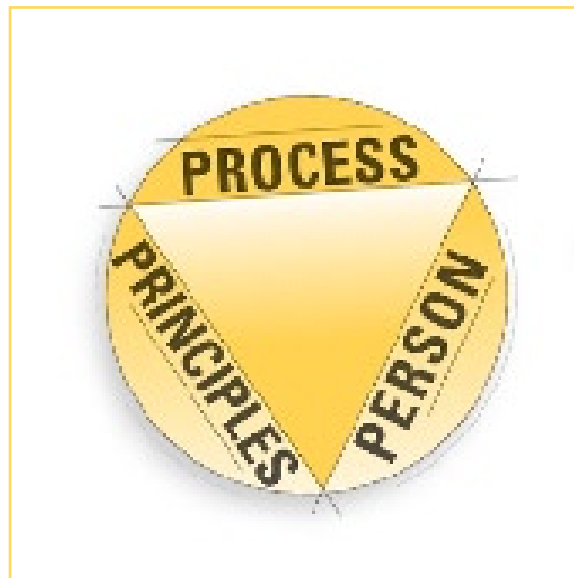


The Yoga of Leadership

Creating Health by balancing stability and change



by Sara S. Grigsby

A Healthy Systems How-To Tool

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One of the primary roles of a Leader is as a designer of health.

There are two primary and underlying design elements leaders use to create and sustain healthy systems.

One design element seeks control, predictability and **stability**. The other emphasizes movement, **change**, flow, flexibility, uncertainty and potential.

The daily activities of leaders are filled with design decisions that result in greater or lesser stability and greater or lesser change. Designers use each element to achieve their goal or reach a vision. At Healthy Systems, we generally refer to ultimate goal as creating and sustaining organizational health – clarity, integration, alignment, productivity and satisfaction.

The table below provides examples of activities that emphasize either Stability/Control or Flexibility/Change. For example, brainstorming in meetings promotes change. Process measurements promote stability. No activity is purely one or the other but it is useful to become aware of the activities that blend and combine to create and sustain a dynamic balance of health.

Use this table to better understand your design preferences and to begin your own organization design process. Can you add to the list? Where would you place strategic planning or team building activities?

Activities that emphasize Stability	Activities that emphasize Change
Policies and Procedures	Learning
Standards and Protocols	Innovation
Organization Chart	Redesign and Improvement activities
Lines of Authority and reporting	Motivation
Management	Leadership
Agendas	Desired Outcomes
Norms of behavior	Vision
Communication and Feedback	Communication and Feedback
Group Think	External pressure
Shared understandings and agreements	Competition
	Evaluation
	Shared understandings and agreements



About Healthy Systems

Healthy Systems is a management consulting firm that aligns and integrates the people, processes and strategic directions of an organization—for the health of the organization and the well-being of its employees.

We train and coach organizations in the dynamics of complex systems and in the skills, tools and strategies for creating and sustaining a vital and balanced workplace.

Healthy Systems works in collaboration with organization development and training specialists to meet your specific and customized needs.

HEALTHY SYSTEMS provides consulting and customized training for organizational effectiveness, focusing on methods to create and sustain vitality and relevance in meetings, projects, processes, planning and interpersonal relationships.

About Sara Grigsby



Sara Grigsby has worked professionally as an organizational development consultant, trainer and facilitator since 1985, providing project-based management, coaching, training and event facilitation services to a variety of corporate, public agency and health care clients.

Sara is the founder of Healthy Systems and its lead consultant.

She has been writing about Organization Development and creating tools to help others create healthy systems since 1995. Her CV is available online: <http://healthysystems.net/htmls/about/sara.html>

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