

Practices and Questions

Assessing Your Organization's Readiness To Create and Sustain Vitality, Productivity and Purpose



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A Healthy Systems How-To Guide Supplement

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Practices and Questions --- Assessing Readiness
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Healthy Systems ebooks provide readers with practical information and tools, focusing on organizational development. We welcome your feedback. info@healthysystems.net.

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Healthy Systems How-To Guide Series

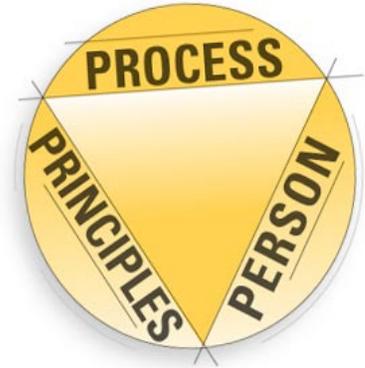
Healthy Systems How-To Guides focus on organization development topics such as meeting facilitation, project management and organizational change.

Each topic is presented as a Series of three stand-alone Guides —

- Process and Tools
- Principles and Mental Models
- Personal Skills and Practices

Additional Supplements such as this are published from time to time on special challenges associated with the Series.

You may start with any of the three Guides — Process, Principles or Person. All three Guides are filled with practical information, tools and illustrations. Together they form a framework of understanding and practice.



Leadership Practices and Questions

Assessing Your Organization's Readiness To Create and Sustain Vitality, Productivity and Purpose

Leadership Practice #1: Focus on health

QUESTIONS TO ASK

- On what are we focusing, really -- our problems, the solution, the past, the future, the competition, our opportunities and strengths, best practices?
 - Where do we spend our time and energy?
 - Where do we want to be and are we focusing on that and in that direction?
 - Is everyone focusing in that direction? If not, who is? How can we share and diffuse that focus to the rest of the organization?
 - How do you define health for yourself? What does (or would) health look like in our organization?
 - Do people understand their part in creating health as we define it?
 - How have we/ are we building this focus into our planning, processes, projects, meetings and working relationships?
 - What is it to hold a focus? Do our leaders at every level and throughout our organization have the skills necessary to hold a focus, to persevere and remain clear?
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Leadership Practice #2: Serve the broader system

QUESTIONS TO ASK

- Who are our stakeholders?
- In what systems are we stakeholders and what are our interests?
- Can we identify the broader system(s) within which we exist and operate?
- How do we define serving and service?

Leadership Practice #3: (Re) Design for dynamism and wholeness (health)

QUESTIONS TO ASK

- Are we structured to do what we need to do? Are the right people in the right positions with the right responsibilities?
 - Do we know our core processes and how they work together to produce value for our customers and employees?
 - Are people clear on their roles/jobs/positions and were they designed well for the work that is needed?
 - Do we have the needed skills to craft our plans, engineer our processes, design our projects and meetings in order to get our desired results?
 - What is our “bench strength” in this area?
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Leadership Practice #4: Release tension and blocks to flow

QUESTIONS TO ASK

- Do we know where there is and is not flow -- at all levels – in our thinking, in our policies and procedures, in our processes?
- Is there tension in the form of conflicts, blocks, bottleneck, obstructions and constraints that can be removed or loosened?
- Do the right people have the skills to release tension?
- How do our “tensions” serve us? What benefit can we derive from an appropriate amount of creative tension and/or resource constraints?
- Do our people understand the concept of flow and dynamism and share our passion for it? How shall we engender this passion and empower our people to release tension and cultivate organizational health without taking us off track?
- Do we interact from a state of tension?

Leadership Practice #5: Be open

QUESTIONS TO ASK

- Do we share the “right” mental models? Do we surface, question, adapt and improve our models?
- Are we listening to our customers and stakeholders?
- Are we listening to each other inside our organization?
- Are we self-aware and aware of the environment in which we operate?
- Have we identified opportunities and risks? If so, who is aware?
- Do we identify options, choices and contingencies?
- Do we include the right people? Diverse viewpoints? Enough people?

Other Healthy Systems How-To Guides

You have completed a Healthy Systems How-To Guide Supplement. Each How-To Guide and Series fits into our leadership and management model illustrated on this page. The table below provides a sampling of the topics covered in other [Healthy Systems products](#).



Content	Process - steps	Principles - guidance	Person - roles
Identity and Direction	Strategic purposing and planning	If you don't know where you are going, any road will do. Identity is self-organizing.	Executive Leadership Leaders at all levels Management
Process Design	Redesign and improvement	Processes are designed to serve the goals and strategies of the organization.	Operations Managers Quality Improvement Teams
Project Management	Defining to implementing	Cross boundaries judiciously	Project Managers Teams
Meetings	Start up to wrap up	First Understanding and then agreement	Facilitators Teams
Relationships and Teams	Communication, collaboration and conflict resolution	Relationships are the most personal and meaningful way to practice integration and alignment.	All people, all positions
Culture	Aligning through story telling, surfacing assumptions, problem solving and celebrating	Surface assumptions Define Values Create heroes that define your ideal culture.	All people, all positions
Corporate Wellness	Including a human resource goal in your strategic plan.	There is a reciprocal relationship between the health of the organization and the well being of the people who work there.	All people, all positions
Design and Change	Involving, designing, redesigning, diffusing	Structure dictates functioning	Organization Development, Leaders at all levels Managers
Healthy Organization	Integrating all the processes above. Creating a Balanced Scorecard for the health of your organization	Focus on flow, integration and alignment. Release tensions and bottlenecks.	Organization Development Leaders at all levels Managers



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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