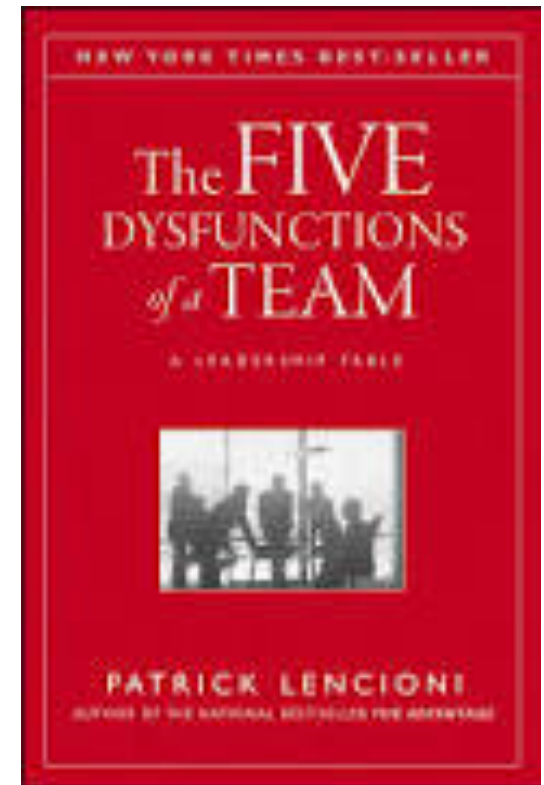
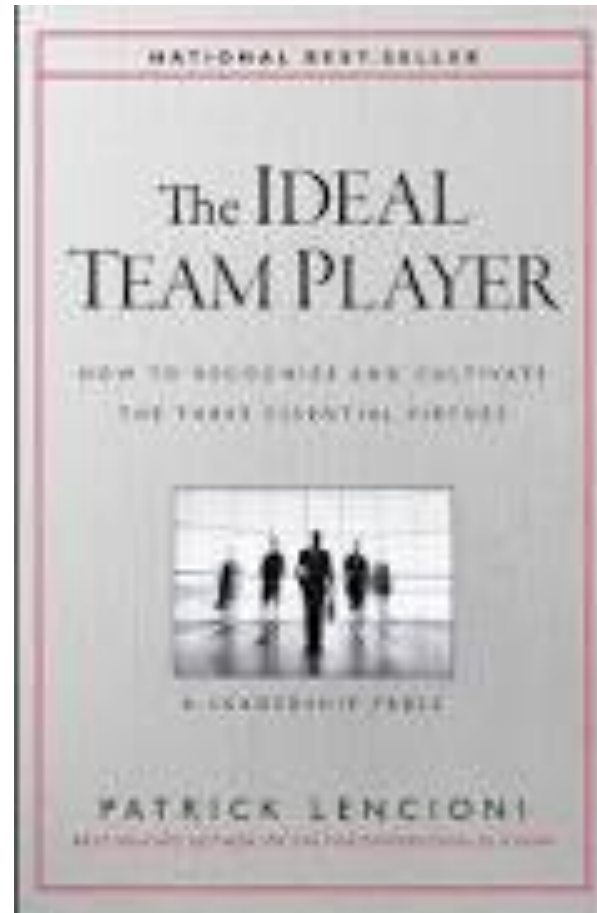
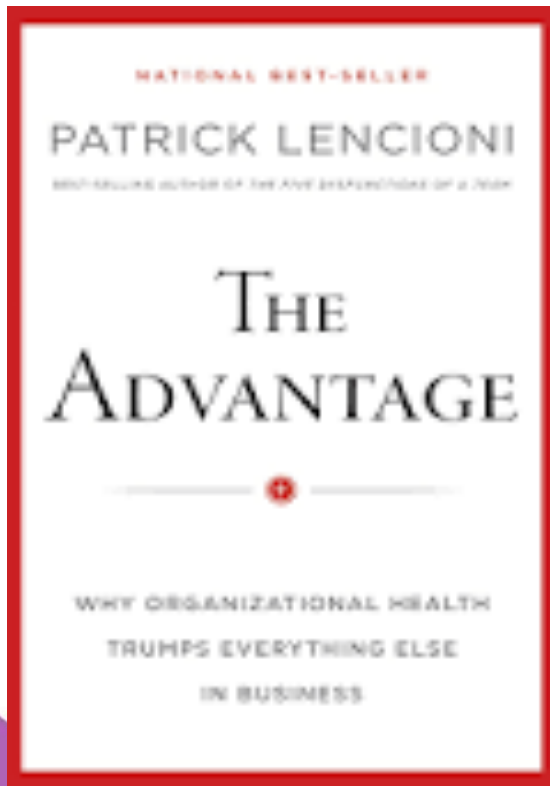


Healthy Organisations

Patrick Lencioni

Recommended reads



Smart v Healthy

SMART

- Strategy
- Marketing
- Finance
- Technology

HEALTHY

minimum politics
minimum confusion
high morale
high productivity
low turnover

The challenges and benefits.

- Good people don't want to leave a healthy company.
- Healthy company is hard to measure or put on a Gantt chart, feels emotional, but it's not soft!
- CEO/ Head-teachers needs to be actively involved from the top!

Build a cohesive leadership team

KEY QUESTIONS

Why do we exist? Employees **MUST KNOW** this.

How do we behave? This is about values. Should be only 2 or 3 so they are the core of who you are as an organisation, your uniqueness.

How will we succeed? Our strategy anchors, no more than three!

Aligned on clarity of purpose

- What is our single greatest priority right now?
What matters most?
- Who is going to do what to make it happen?

Who can help the head teacher to improve?

Sometimes bringing in a coach or consultant can help!

Over communicate that clarity

- Research shows people need to hear a message at least 7 times to start believing it.
- Southwest Airlines is a great example of a healthy organisation, but such companies are still in the minority.

How can leaders learn this?

- Seems too simple! No magic bullet.
- Leaders seem to want immediate, complicated, super measurable!
- Don't have to wait to measure the impact!
- Best indicators are that people stay, like working there, enjoy meetings and leave having nothing more to say. Many signs that you are moving in the right direction BUT must start to produce results.

Vulnerability based TRUST

- I need help
- I've made a mistake
- I was an idiot yesterday

Being completely honest and vulnerable with each other. This is key eg. What was the most difficult challenge of your childhood? Relationship building....then share Strength Finder or a similar profile tools.

People want their leaders to be vulnerable, model this as a leader.

A healthy company has to look 'messy' at times.

Engage in conflict

- Without truth, conflict will be manipulation, but with trust it is about finding solutions.
- Productive conflict is around key issues
- Passionate debate...so that after a meeting everything has been said!

Commitment, accountability, results

- Necessary for conflict to be effective and for true commitment, critical for accountability.
- Peer to peer accountability is critical but only comes to be if everyone on the team is committed; the collective results of the team is what matters. We must hold each other accountability to be healthy.
- Work on your circle of influence NOW, so that it grows. Can't do everything all at once.

What should you do today?

- Step one, learn to be more vulnerable with each other.
- Starts with the leader; share self, your profile, your steps, your mistakes.
- This will start discussions without fear. Get more done in less time.
- Work on your meetings...this is where organisations **PROVE** they are healthy.