

MINDFUL ORGANIZATION REVIEW

XYZ

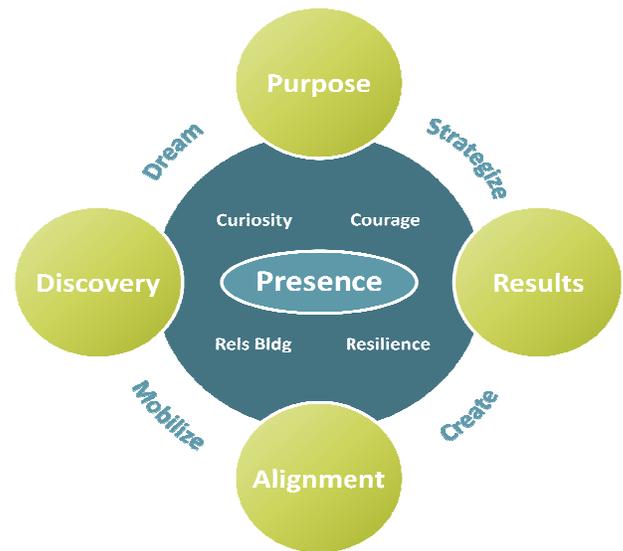
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Ensure your long-term sustainability and success. Use the ***Mindful Organization Review (MOR)*** to ***assess*** your organization's current capacity to sense and respond to changes in the environment that can influence your business. The ***MOR***, like the leaders of the future, is quick, focused on the present with an eye toward the future, and provides information you can use to make sound judgments about your challenges and opportunities and how to tackle them.

The ***MOR*** is not intended to be prescriptive. Instead it aids decision-making by allowing you to weigh the results of the assessment with the realities of your organization's challenges, plans, and intent.

The **Mindful Organization Review** provides a snapshot of your organization’s capacity to pay attention to four dimensions that ensure long term health, growth, and sustainability. Those four dimensions are purpose, discovery, alignment and results.

The information that follows was drawn from an e-survey of XYZ employees that was followed by phone calls to explore best practices and opportunities for strengthening organizational focus. Those phone calls focused on understanding the processes and systems in place and the degree to which they served the organization.



The pages the follow provide:

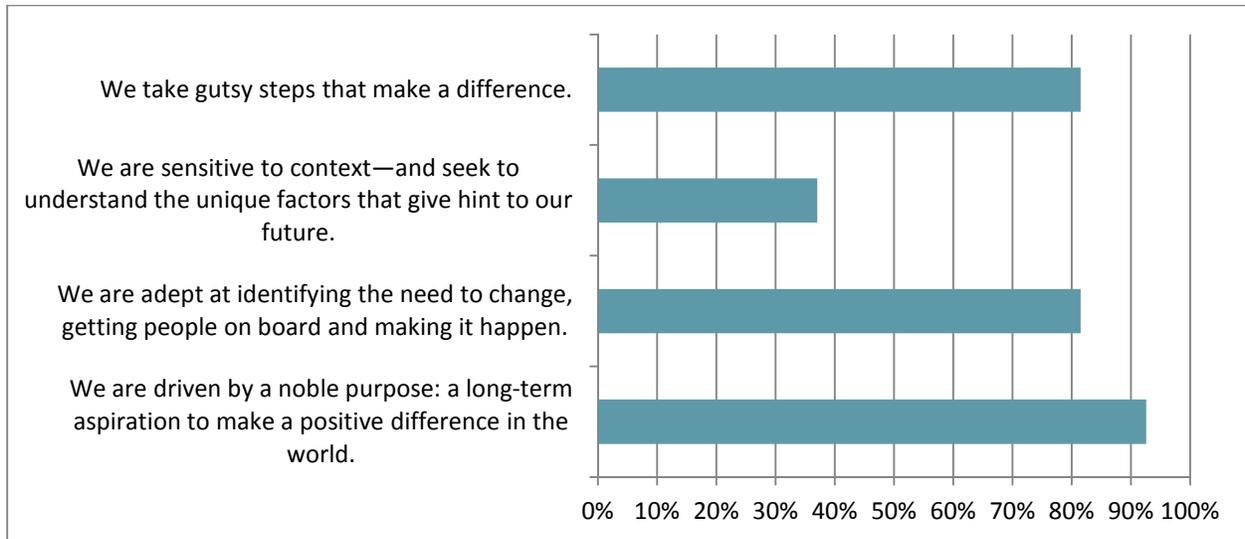
- An overview of XYZ’s scores.
- Best practices and opportunities to leverage them.
- Skill gaps (and recommendations for closing them)
- Structural gaps (and suggested strategies for addressing them).

An Overview of Scores

The bar graphs below show the extent of the population that answered in the affirmative.

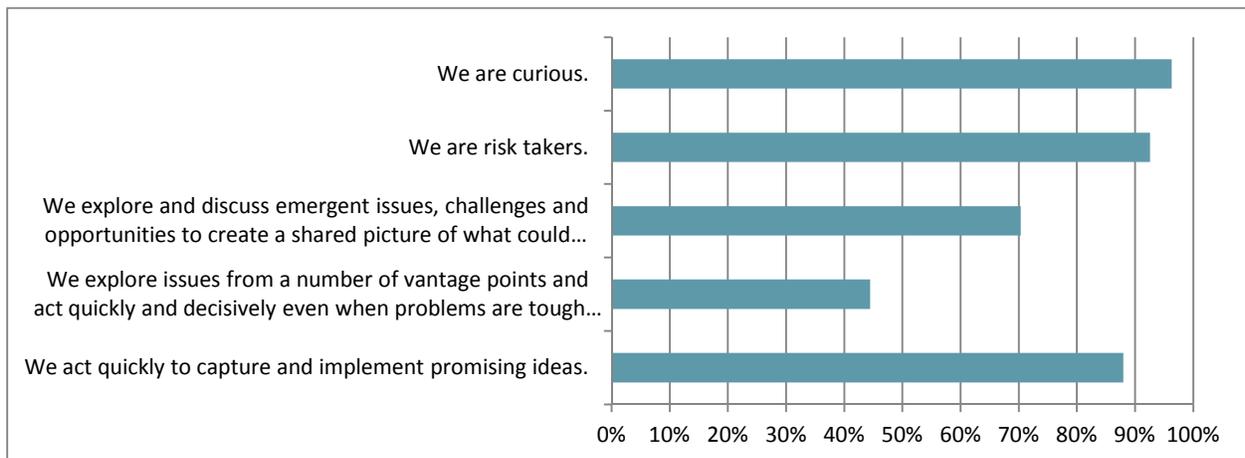
Attention to Purpose

The capacity to convey a strong commitment to achieving something noble/great/worthwhile while at the same time demonstrating equal present-tense attention to the behaviors and actions necessary to get there.



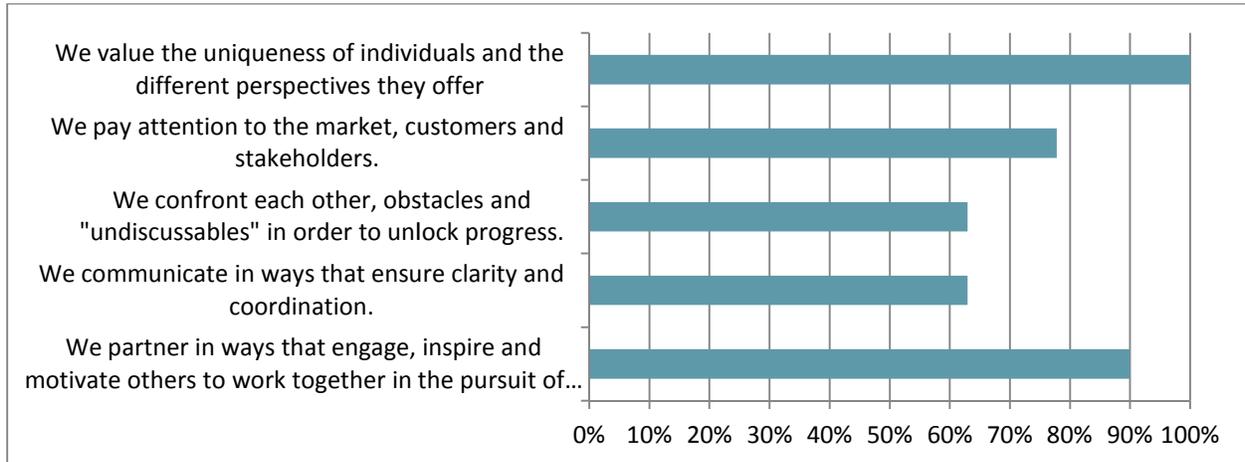
Attention to Discovery

The capacity to inspire others to learn, grow, and generate new solutions to current and age-old problems, and discover new products/services and ways of doing things.



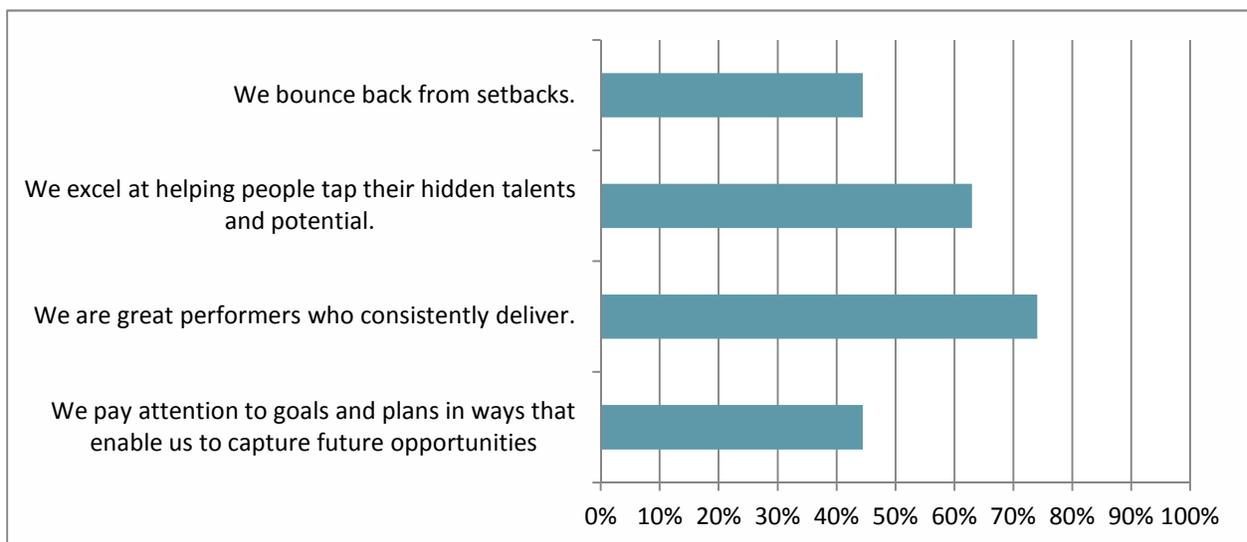
Attention to Alignment

The capacity to communicate and interact with others in ways that engage, inspire, and motivate them to work together in pursuit of common goals.



Attention to Results

The capacity to focus on goal achievement with the understanding that organizational outcomes are accomplished as a result of the commitment, energy, and motivation of individuals.



The Snapshot

The snapshot implies that XYZ is quick to act and engage others in pursuit of common goals. “Market focused, purpose driven, risk takers” would be an apt description of the people within XYZ. In its hurry to act, the XYZ Department/Group/Company may miss opportunities for a more thorough exploration of possibilities. In addition, there is an opportunity to have greater results focus (so that actions are more deliberate and greater attention is paid to the people tasked with those actions).

Best Practices

Three of XYZ’s best practices are clarity of purpose, diversity and curiosity. Each is described briefly below (in the words of XYZ employees) along with three opportunities to leverage those practices:

- **Purpose:** The systems, processes and leadership that call individuals to dream, aspire and toil to create a shared future. Described as “we have a really cool future and are doing some awesome things” and “we have the opportunity to bring breakthrough concepts to market, to make the world a different place as a consequence of our efforts.”

Opportunities to leverage this practice:

- 1) Increase focus on corporate values by explaining how they are used to drive major decisions.
- 2) Form action learning teams focused on future opportunities.
- 3) Engage a larger audience in your annual Future Business Planning forums.

- **Diversity:** The systems, processes and leadership that allow each person to be who they truly are and the capacity to use each person’s unique gifts. The diversity focus at XYZ was described in these ways “We are a unique bunch—from gender to race to political leanings—we got it all covered and it’s all out in the open. It’s amazing what can happen when you truly respect people for who they are; the variety of perspectives on any given topic can make your head spin and your mouth drop in awe.”

Opportunities to leverage this practice:

- 1) Build internal cadre of skilled meeting facilitators to maximize meeting outcomes.
- 2) Increase corporate recognition of unique contributions.
- 3) Develop an “XYZ approach to decision-making” video or e-course that informs new supervisors of XYZ’s analytical processes and elicit and integrate different perspectives that can add to the quality of business decisions.

- **Curiosity:** The desire to explore which sparks ideas and the discovery new things. Described as “It’s made very explicit that you are never to assume that what you know today what will matter tomorrow” and “Our blue sky meetings open up new markets, new worlds, and new ways of seeing the world.”

Opportunities to leverage this practice:

- 1) Define and promote even more “strategic thinking” at all levels of the organization.
- 2) Initiate a monthly manager’s forum that focuses on industry trends.
- 3) Invite outside experts to speak at regularly scheduled corporate events to encourage even greater curiosity.

Gaps

There is the opportunity for XYZ to explore opportunities and challenges more thoroughly before taking action. There is also an opportunity to enhance results focus from two perspectives: 1) by focusing on deliberate action taking, and 2) by paying greater attention to the people tasked with those actions. Each of these gaps are described briefly below along with suggested strategies for addressing.

- **Explore more thoroughly before taking action.** People report that meetings are too short and too infrequent—and as a consequence it is difficult to figure things out collectively. In addition, there is a frenetic pace that appears to be focused on action for the sake of action. The test and try it mentality makes for a lot of excited and frenetic activity, but also utilizes a lot of organizational resources. This is seen to be a structural and a skill gap. The strategies that follow suggest putting mechanisms in place that provide the forum for exploration. In addition, there is a skill gap in that leaders reportedly don’t have the skill set to engage others in critical decision making.
 - 1) Set aside time on the appropriate agenda(s) for exploration. Consider the following:
 - a. Discussion about where we are now and what we have in place.
 - b. Discussion about our future and the decisions that we need to make.
 - c. Discussion about results.

- In each instance structure the conversation as follows: What are the issues? What's behind the issues? What are the implications? How should what we just explored inform us as we move forward?
- 2) Bound the "test it and try it" philosophy so that those things explored provide a direct line of sight to your long-term goals and purpose. When they don't, they don't get worked and you can utilize those resources in other ways.
 - 3) Consider equipping your leaders with basic skills for engaging others in conversation and decision making. This could most easily be provided via training that provides skills and suggested strategies.
- **Focus on deliberate action taking.** It appears that it's one for all and all for one in the XYZ Department. Yet action is an individual thing. There is little attention paid to who is doing what, how we are tracking toward our shared future, and basic project and performance management strategies. The suggestion here is both structural and skill-based.
 - 1) What gets measured gets done. Consider displaying a quick-to-interpret chart or metric that enables The XYZ Department to track progress against key goals.
 - 2) From a skill perspective, equip leaders to have tough conversations about performance and results. There is the opportunity for even more excitement, creativity, and performance in the XYZ Department which will be unleashed when your leaders begin having some tough, but deeply respectful, conversation with people.
 - 3) Equip team and project leads with basic project management tools and strategies.
 - **Pay attention to the people.** The pace in the XYZ Department is said to be both energizing and grueling. With such a strong individual focus people are left to sink or swim, or walk on water, on their own. Little attention is paid to other's struggles, toils, and successes. The suggestions here are both structural and skill-based and involve equipping the XYZ Department with basic engagement skills.
 - 1) Equip leaders with basic engagement skills and strategies.
 - 2) Provide teambuilding for intact teams focusing on the interpersonal components that make for strong teamwork and collaboration.
 - 3) Consider implementing resiliency training or offering on-site services that focus on stress reduction such as on-site chair massages, yoga classes, etc.