TO LEAD OR NOT TO LEAD (But “Just Manage”): THAT IS THE QUESTION

Moderator: Shelley Devine

Panelists

• Jayme Blakesley
• Eva Kripalani
• Mary VanderWeele
What is “Organizational Health”? 

Organizational Health Is…

1. One that is whole, consistent, and complete, that is, when its management, operations, strategy and culture fit together and make sense.

2. **Smart** v. **Healthy**
   - Strategy
   - Marketing
   - Finance
   - Technology
   - Minimal Politics
   - Minimal Confusion
   - High Morale
   - High Productivity
   - Low Turnover
More than a flavor enhancer, or side dish...
We’ve all been here...

Hey, your side of the boat is sinking!

Team Number One
THE UNTETHERED SOUL
SINGER
LEADERSHIP AND SELF-DECEPTION
The Arbinger Institute
CHOICES
Lynn Ellsworth Taylor
DANIEL H. PINK
TO SELL IS HUMAN
LENCIONI
THE ADVANTAGE
THE GENERALIST COUNSEL
OXFORD
DARING GREATLY
BRENE BROWN, PH.D., LMSW
LEE
GOOD IDEA. NOW WHAT?
HOW TO MOVE IDEAS TO EXECUTION
COLLINS & PORRAS
BUILT TO LAST
BOOTS on the GROUND
FLATS in the BOARDROOM
GRACE CRUNICAN
ELIZABETH LEVIN
living curiously
BECKI SALTZMAN
JIM COLLINS
GOOD TO GREAT
CREATIVITY, INC.
ED CATMULL
WITH AMY WALLACE
<table>
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<th><strong>complexity</strong></th>
<th><strong>volatility</strong></th>
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<td><strong>Characteristics:</strong> The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.</td>
<td><strong>Characteristics:</strong> The challenge is unexpected or unstable and may be of unknown duration, but it’s not necessarily hard to understand; knowledge about it is often available.</td>
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<td><strong>Example:</strong> You are doing business in many countries, all with unique regulatory environments, tariffs, and cultural values.</td>
<td><strong>Example:</strong> Prices fluctuate after a natural disaster takes a supplier off-line.</td>
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<td><strong>Approach:</strong> Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.</td>
<td><strong>Approach:</strong> Build in slack and devote resources to preparedness—for instance, stockpile inventory or overbuy talent. These steps are typically expensive; your investment should match the risk.</td>
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<th><strong>ambiguity</strong></th>
<th><strong>uncertainty</strong></th>
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<td><strong>Characteristics:</strong> Causal relationships are completely unclear. No precedents exist; you face “unknown unknowns.”</td>
<td><strong>Characteristics:</strong> Despite a lack of other information, the event’s basic cause and effect are known. Change is possible but not a given.</td>
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<td><strong>Example:</strong> You decide to move into immature or emerging markets or to launch products outside your core competencies.</td>
<td><strong>Example:</strong> A competitor’s pending product launch muddies the future of the business and the market.</td>
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<td><strong>Approach:</strong> Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.</td>
<td><strong>Approach:</strong> Invest in information—collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.</td>
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Brené Brown
PhD, LMSW

dare to lead

BRAVE WORK.
TOUGH CONVERSATIONS.
WHOLE HEARTS.
I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou
“You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.”