

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

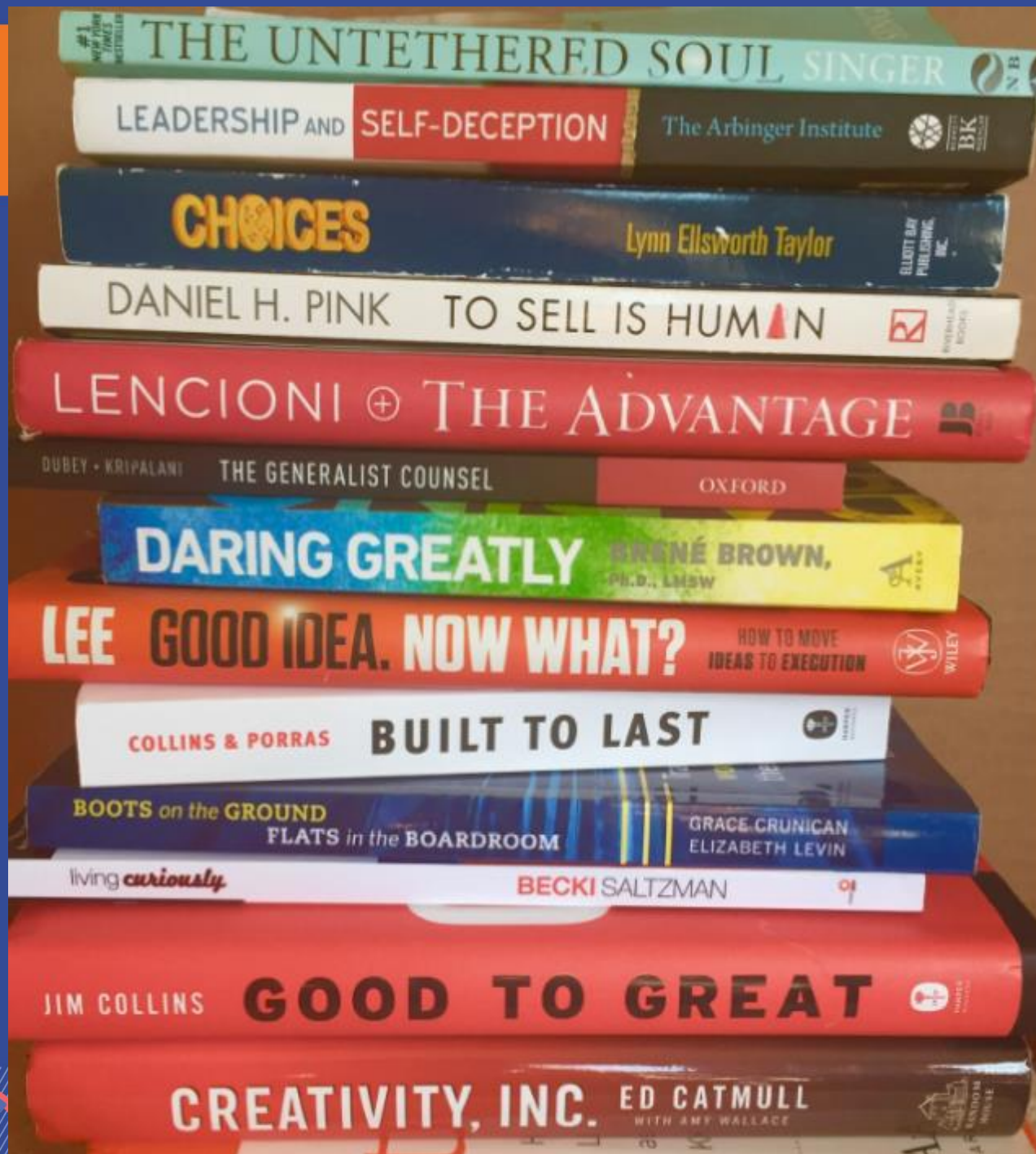
- | | |
|-------------|--------------------|
| •Strategy | •Minimal Politics |
| •Marketing | •Minimal Confusion |
| •Finance | •High Morale |
| •Technology | •High Productivity |
| | •Low Turnover |

More than a flavor enhancer, or side dish...



We've all been here...







complexity

Characteristics: 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.

Example: You are doing business in many countries, all with unique regulatory environments, tariffs, and cultural values.

Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.

volatility

Characteristics: 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.

Example: Prices fluctuate after a natural disaster takes a supplier off-line.

Approach: 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.

ambiguity

Characteristics: Causal relationships are completely unclear. No precedents exist; you face “unknown unknowns.”

Example: You decide to move into immature or emerging markets or to launch products outside your core competencies.

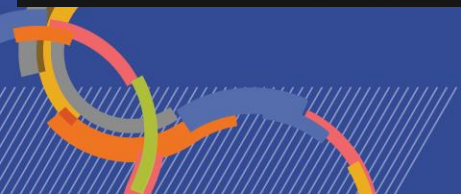
Approach: Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.

uncertainty

Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.

Example: A competitor's pending product launch muddies the future of the business and the market.

Approach: 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.





Brené Brown

PhD, LMSW

dare
to
lead

BRAVE WORK.
TOUGH CONVERSATIONS.
WHOLE HEARTS.



KUDOS

you took our values to heart

To: _____ From: _____
 Date: _____ Time: _____

YOU:

- Made a **POSITIVE IMPACT** on our world
- Made your "CUSTOMERS" feel valued
- RESPECTED DIVERSE** approaches
- Were a great **TEAM PLAYER**
- Delivered on our **QUALITY** promise
- Showed **LEARNING** and improvement
- Exemplified **INTEGRITY**
- Spread **HAPPINESS**
- COMMUNICATED** effectively

And ... _____

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EVERYDAY ACHIEVEMENT Award

IS HEREBY ISSUED TO _____
 FOR THE MODEST YET MIGHTY TASK OF _____

WE HONOR YOUR *Victory*
 ON THIS ____ DAY OF _____, 201__

SIGNED BY: _____

NAILED IT

TO: _____ FROM: _____

REGARDING YOUR RECENT:

<input type="checkbox"/> Comeback	<input type="checkbox"/> Decision	<input type="checkbox"/> Show of power
<input type="checkbox"/> Haircut	<input type="checkbox"/> Athletic success	<input type="checkbox"/> Moral victory
<input type="checkbox"/> Joke	<input type="checkbox"/> Academic smash	<input type="checkbox"/> Actual victory
<input type="checkbox"/> Professional win	<input type="checkbox"/> Viral meme	<input type="checkbox"/> Creative pursuit
<input type="checkbox"/> Romantic triumph	<input type="checkbox"/> Jackpot	<input type="checkbox"/> Mind game
<input type="checkbox"/> Social coup	<input type="checkbox"/> Discovery	<input type="checkbox"/> Idea
<input type="checkbox"/> Sunglasses	<input type="checkbox"/> Performance	<input type="checkbox"/> Makeover
<input type="checkbox"/> Revenge plot	<input type="checkbox"/> Footwear choice	<input type="checkbox"/> _____

I WOULD JUST LIKE TO SAY:

<input type="checkbox"/> Way to go.	<input type="checkbox"/> Thank you.	<input type="checkbox"/> Wow.
<input type="checkbox"/> Finally.	<input type="checkbox"/> This shall be retold in legend.	<input type="checkbox"/> I can't even.
<input type="checkbox"/> Not bad.	<input type="checkbox"/> Let's drink.	<input type="checkbox"/> Call 911—someone's on fire.
<input type="checkbox"/> You're the wind beneath my wings.	<input type="checkbox"/> Let's make out.	<input type="checkbox"/> _____

Pep Talk

TO: _____

FROM: _____ DATE: _____

WHY YOU NEED IT TODAY: _____

YOU CAN DO IT! I'M PROUD OF YOU THEY'RE ALL HATERS
 IT IS WHAT IT IS YOU'RE MY HERO! IT'S THE JOURNEY
 NOBODY'S PERFECT IT'S NOT YOU, IT'S _____ IT COULD BE WORSE

AND FURTHERMORE: _____

KUDOS


To: _____ From: _____
 Date: _____ Time: _____

YOU:

- Are a great listener
- Give great feedback
- Relieve others of difficult tasks
- Take one for the team
- Keep us on track
- Bring our mission to life
- Are a great role model
- Respect others' contributions
- Pitch in whenever needed
- Challenge us
- Are open to new ideas
- Are a great leader
- Have a good attitude
- Communicate clearly
- Make everyone feel valued
- Use time wisely

BUT WAIT, there's more...

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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





Favorite Quotes

“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.”

