

# ORGANIZATIONAL HEALTH - A Powerful Advantage

## Scaling Up Tip



To achieve scalable growth, you must build a healthy organization, a company that has the competitive advantage necessary to succeed over the long haul. Healthy companies have:

- Minimal confusion
- Minimal politics
- High morale
- High productivity
- Low turnover.



## The Four Disciplines of Organizational Health

### 1. Build and Maintain a Cohesive Leadership Team

Within any organization, from a corporation to a department within that corporation, from a small startup to a non-profit, any dysfunction at the top will ensure a lack of health throughout.

### 2. Create Clarity

A healthy organization is not only behaviorally cohesive, it's also ideologically cohesive. The leadership team must first answer the 6 critical questions, then be completely aligned and unambiguously committed to the answers to those questions.

### 3. Over-Communicate Clarity

Employees are waiting for their leaders to repeat things often enough that they actually believe in leadership's serious commitment to those answers. So over-communicate, repeat things more than you think you need to, and become the company's Chief Reminding Officer.

### 4. Reinforce Clarity

After you communicate clarity, you have to reinforce clarity through basic systems and processes such as: recruiting, hiring, onboarding, helping employees set goals and manage those goals, making decisions, reprimanding, and firing.

 *A great company has to institutionalize its culture without bureaucratizing it.*

## How to build a Cohesive Leadership Team

### Trust Completely

- This is the kind of trust where everyone on the team can be completely vulnerable with each other around their strengths and weaknesses.
- As leader, you will have to be vulnerable and willing to reveal who you are in order for the team to follow and do the same.

### Debate Fiercely

- Conflict is naturally uncomfortable, but if the team trusts each other, conflict is nothing but the pursuit of truth.
- As leader, you cannot afford to hold back, or choose your battle, or calculate the political cost of disagreement.



### About Patrick Lencioni

Patrick is the founder of The Table Group and the author of 10 books which have sold nearly 5 million copies and been translated into more than 30 languages. The Wall Street Journal called him "one of the most in demand speakers in America." He has addressed millions of people at conferences and events around the world over the past 15 years. Pat has written for or been featured in numerous publications including Harvard Business Review, Inc., Fortune, Fast Company, USA Today, The Wall Street Journal and BusinessWeek.

As CEO, Pat spends his time writing books and articles related to leadership and organizational health, speaking to audiences interested in those topics and consulting to CEOs and their teams.

Prior to founding The Table Group, Pat worked at Bain & Company, Oracle Corporation and Sybase. Pat lives in the Bay Area with his wife and four boys.

To learn more about Patrick Lencioni and his work, [visit www.tablegroup.com](http://www.tablegroup.com).

## ORGANIZATIONAL HEALTH - A Powerful Advantage

### Commit Totally


- Commitment is clarity around decisions, not consensus.
- As leader, you must make sure everyone's voice is heard, that everyone has gotten a chance to weigh in, and all inputs have been considered. Once you have done that, the team will be much more likely to support and commit to the final decision, even if they disagree.

### Hold one another accountable

- Teammates have to be willing to look around and say "we can do better," or "we expected more from you."
- As leader, you have to encourage peer-accountability, as peers are the primary source of accountability, not top-down or bottom-up.

### Focus on Results


- A great team isn't one that likes each other and works well together. A great team is one that accomplishes things together.
- As leader, you have to make sure the team is focused on the right result and doing their best to help accomplish team goals, regardless of their individual responsibilities.

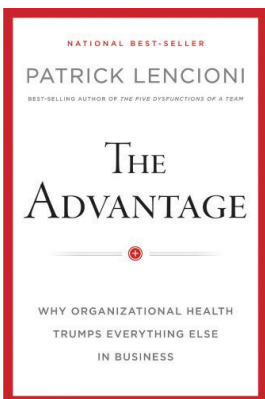
 *Making an organization healthy requires us to do things that are simple in theory, but require much courage and persistent.*

### The 6 Questions You Must Answer to Create Clarity

With a cohesive team, an organization is ready to have the real dialogue needed to answer the 6 questions below in detail.

1. Why do we exist as a company?
2. How do we behave?
3. What do we actually do?
4. How will we succeed?
5. What is most important in our organization right now?
6. Who must do what?

 *If everything is important, then nothing is. In *Scaling Up*, Verne Harnish laid out the one-page-strategic-plan that will help you address all of these 6 questions above. Download a copy of the plan at [www.ScalingUp.com](http://www.ScalingUp.com).*



### Why Organizational Health Trumps Everything Else In Business

There is a competitive advantage out there, arguably more powerful than any other. Is it superior strategy? Faster innovation? Smarter employees? No, New York Times best-selling author, Patrick Lencioni, argues that the seminal difference between successful companies and mediocre ones has little to do with what they know and how smart they are and more to do with how healthy they are. In this book, Lencioni brings together his vast experience and many of the themes cultivated in his other best-selling books and delivers a first: a cohesive and comprehensive exploration of the unique advantage organizational health provides.

Simply put, an organization is healthy when it is whole, consistent and complete, when its management, operations and culture are unified. Healthy organizations outperform their counterparts, are free of politics and confusion and provide an environment where star performers never want to leave. Lencioni's first non-fiction book provides leaders with a groundbreaking, approachable model for achieving

organizational health—complete with stories, tips and anecdotes from his experiences consulting to some of the nation's leading organizations. In this age of informational ubiquity and nano-second change, it is no longer enough to build a competitive advantage based on intelligence alone. The Advantage provides a foundational construct for conducting business in a new way—one that maximizes human potential and aligns the organization around a common set of principles.

*If you want more from Patrick Lencioni, visit [www.growthinstitute.com/faculty/pat-lencioni](http://www.growthinstitute.com/faculty/pat-lencioni) where you can listen to episodic versions of the speech, watch the complete video, download the study guide, and game plan your future with the Next Steps Work Sheet.*

### About Gazelles Growth Institute:

What kind of leader would you become once you have the wisdom of Patrick Lencioni, Seth Godin and other world-class thought leaders at your fingertips?

At the Gazelles Growth Institute, we lead the movement in hybridizing education and business growth. With access to the world's top experts and never-seen-before content, we package our materials with your learning in mind, so that you can have easy multimedia access and learn in the way you want to learn when you want to learn it.

Visit [www.growthinstitute.com](http://www.growthinstitute.com) to check out more thought-leaders and subscribe to the Scaling Up Club!