Managing People

Thinking Way Outside the
Compliance Box

Scarlett
Leadership Institute

Four Disciplines of a Healthy Organization
1. Build a Cohesive Leadership Team

2. Create Clarity

3. Over-Communicate Clarity

4. Reinforce Clarity

The Advantage:
Organizational Health Model

Cohesive teams build trust eliminate politics and
increase efficiency by:
- Knowing one another's strengths and weaknesses
- Openly engaging in constructive ideological conflict
- Holding one another accountable for behaviors and
  actions
- Committing to group decisions
- Focusing attention on results

Build a Cohesive Leadership Team

Healthy organizations minimize the potential for confusion by clarifying:
- Why do we exist?
- How do we behave?
- What do we do?
- How will we succeed?
- What is most important right now?
- Who must do what?

Create Clarity

Healthy organizations align their employees around organizational clarity by communicating key messages through:
- Repetition
- Simplicity
- Multiple mediums
- Cascading messages

Over-Communicate Clarity

Organizations sustain their health by ensuring consistency in:
- Hiring
- Managing performance
- Rewards and recognition
- Employee dismissal

Reinforce Clarity

When coworkers admit their mistakes, does it make you trust them more?

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Do you think your workplace would be more effective if people were more frank with their opinions?

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Do you sometimes feel that team projects suffer because people aren't committed enough?

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Would your work team be more effective if people were better at holding one another accountable?

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In your work experience, have you seen projects suffer because people put their own needs ahead of the team's needs?

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Confidence among team members that their peers' intentions are good, and that there is no reason to be protective or careful around the group.

In essence, teammates must get comfortable **being vulnerable** with one another.

Trust

- Understand each other's working styles
- Be more forthright with information
- Spend more time together
- Let go of grudges
- Share professional failures and successes
- Give credit where credit is due
- Admit mistakes
- Apologize readily
- Reduce gossiping
- Get to know each other on a personal level

Trust

When there is trust, team members are able to engage in unfiltered, constructive debate.

Healthy conflict focuses on concepts and ideas to produce the best possible solution.

Conflict

The most successful teams have very little conflict.

FALSE

The best teams are made up of people who are comfortable passionately arguing for their ideas.

TRUE

No matter what their cultural background and family norms, people generally feel the same way about conflict—they prefer to avoid it.

FALSE

Understanding team members' differing experiences with and feelings about conflict helps a team engage in unfiltered, productive debates.

TRUE

15

When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.

It's not necessary to achieve consensus, but **clarity** and **buy-in** are key to commitment.

Commitment

When everyone is committed to a clear plan of action, they are better able to hold one another accountable.

Team members must be willing to **call one another** on behavior or performance that isn't up to agreed-on standards or that hurts the team.

Accountability

- Call out poor performance of team members
- Apply peer pressure when necessary
- Challenge one another
- Question one another

Accountability

The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is the achievement of results. Team members need to make **collective results** their top priority.

Results

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