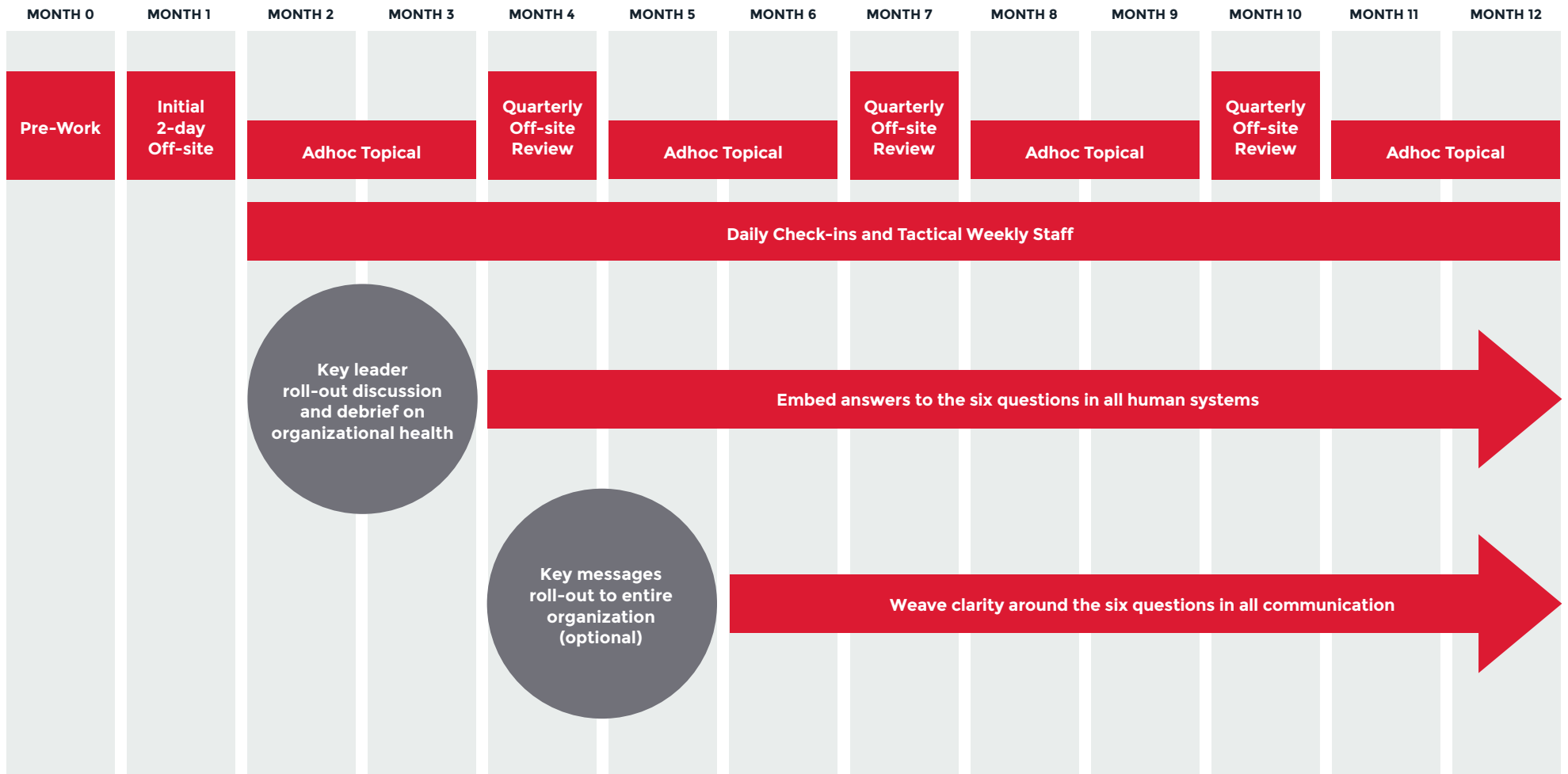
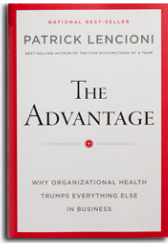


Road Map to a Healthy Organization

The transformation to a healthy organization can be done in short order with the appropriate effort and focus. This roadmap provides a typical approach to working through the four disciplines.

KEY: ■ Leadership Team Meetings ● Communication Events ➔ Ongoing Activities





Road Map to a Healthy Organization

(Continued from the previous page.)

Leadership Team Meetings



PRE-WORK

The first step in creating a healthy organization is to prepare the executive team for the effort. This includes having each leader read *The Advantage*, and complete any assessments required for the initial two-day off-site (i.e. *The Five Dysfunctions Online Team Assessment* and a personality profile). At this point, it's helpful to identify a resource to assist the leader with managing the entire process.



INITIAL 2-DAY OFF-SITE

An initial 2-day leadership team off-site is the starting point of any organizational health effort. During this session, you should plan to make significant progress on becoming a more cohesive team (Discipline 1), as well as clarifying the team's answers to the six critical questions (Discipline 2). The team should also commit to a meeting structure and develop a plan to finalize and communicate the answers to the six critical questions and other key off-site take-aways.



ADHOC TOPICAL

Following the initial 2-day off-site, teams will meet regularly (monthly at a minimum) to discuss topics of a strategic nature. It's useful to create a prioritized list of topics and assign responsibility for driving those meetings. These topics will vary and most likely be in support of the organization's thematic goal. The very first adhoc topical meeting will likely address solidifying the answers to the six critical questions. From there, they will be held on an as-needed basis.



QUARTERLY OFF-SITE REVIEW

Throughout the year, a leadership team should meet for their Quarterly Off-site Review. This meeting provides an opportunity for the team to continue to address their cohesiveness, as well as to step back and question how healthy their organization is. It will also be a venue to determine next steps required to move the organization to the next level.



DAILY CHECK-INS AND WEEKLY STAFF MEETINGS

Leadership teams must institute discipline around their meetings to ensure they are focused on the right things at the right time. Throughout the year, a team should meet on a daily basis to share immediate priorities, and they must also meet on a weekly basis to review progress against the organization's thematic goal. These two meetings provide a rhythm for the leadership team that will drive and sustain a healthy organization.

Communication Events



KEY LEADER ROLL-OUT

Once the leadership team has built unwavering commitment to the answers to the six critical questions (this should happen around month 2 or 3), the next step is to cascade both those answers and the goal of organizational health for their organization. This type of session should include an opportunity to build support from the next level of leaders, and to get their feedback.



ORGANIZATIONAL ROLL-OUT

With the second level of leaders on board, the next step to organizational health is to create and begin executing an overall communication plan. This plan will vary by company and situation. Some organizations will be ready for a formal roll-out, while others will require a more subtle introduction to all employees.

Ongoing Activities



HUMAN SYSTEMS

To help organizational clarity take root, work must be done to ensure all human systems reflect the answers to the six critical questions. Over a period of time, each system and process should be reviewed for alignment (with organizational clarity) and modified accordingly.



COMMUNICATION

With the leadership team fully on the same page, they must now make every effort to embed the answers to the six critical questions in all organizational communications, even subtly.