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One of the requests that we receive most often is to '*...help quiet the chaos...*' that results when either a budget decision process causes organizational restructuring or when senior employees (by service and not necessarily age) leave the organization for either the next promotional move or an entrepreneurial option. While this type of request is fascinating in terms of service provision, the reality of the angst for the organizations making this type of request is often overwhelming. Upon some standard intake questioning we learn about the trends that are often repeated for years within each organization that is struggling with a chaotic profile. We have listed below an overview of the trends to help assist our readers in determining if they are trending in this same direction and on a collision course with difficulty:

- a. The organization is known for its real time reactivity - and in fact is often celebrated for creative problem solving in the face of tense issues. However, the dedication to proactive work is readily missing to any newer employee/team and efforts to move toward proactivity are viewed as too consuming of time and resources.
- b. The 'culture/climate' of the workplace/workforce teaming is ill defined or constantly a moving target. This movement is linked to the 'leader of the moment' with little strategy being introduced and sustained over time.
- c. Use of stakeholder input is shallow, with expressed internal team fear over the content of stakeholder opinions and the 'forced choices'/changes that may result from the use of this type of input.
- d. Lack of links from individual employee performance goals to the organization's business goals to measurement (annually or even more frequently) of goal attainment.
- e. Lack of disclosure and consistent communication regarding the realities facing the organization each quarter that services/outcomes are being accomplished (or not) by the organization at large.
- f. Misunderstanding the '*greater marketplace*' (regardless of the type of organization that is struggling - i.e. not for profit, public and private sector) and the competitive nature of collegial entities in seeking to move time/attention/resources away from the goals of the troubled organization.

Affirmative organizational culture expands when these three actions are consistent:

- a. Clear definition/communication of strengths of the organization and its role in the local/global marketplace to all internal and external stakeholders and partners.
- b. Identification of the specific talent and skills required at every level (within every position) of the organization. An evolving review of the changes that will transpire as the organization grows and refines its capabilities.
- c. Continuous evaluation of the alignment between items 'a' and 'b' as listed above.
- d. Candid recognition of all problems/conflicts and issues within the organizational structure and a commitment to the timely and ethical resolution of every issue.