 Ideas for Improvement

Worksheet

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| **Discipline** | **Questions to consider** | **Actions to Consider** |
| Provide Leadership | Do we have a clearly stated vision? Do our workers know where we are headed in the future?  Does everyone understand their role in pursuing the strategic plan of the organization? Are the key goals clear?  Do people have the direction they need to do their jobs successfully?  Are people (leaders and workers) held accountable for reaching work goals?  Are people at all levels encouraged to lead … to take risks, even if they may fail?  Do leaders take appropriate action when it is needed? | Implement a Vision and Strategic Planning process including people throughout the organization  Review Job Descriptions and definition to clarify roles and responsibilities  Ask people what they need to understand and perform their jobs and provide this to them  Insure that goals are clear, progress is monitored and there is a time for review to measure results and learning  Offer ways for people to increase their voice in the organization – to take leadership to create positive change  Identify areas where indecisiveness has been chronic and push for clear decisions to be made to move forward |
| Build Community | Do people experience strong, positive relationships at work? How is this encouraged?  Are people encouraged to work with each other in a collaborative partnership or to compete with each other for scarce resources?  Is diversity and difference honored and encouraged as a strength in your organization or is conformity a higher value than individual uniqueness?  Are people encouraged to work effectively in teams?  Are the leaders seen as working with workers or as working separately from them? | Develop ways for people to communicate, share about themselves and build stronger relationships  Identify where policies and procedures tend to encourage unproductive competition – create expectations for people to work together  Create an intentional way to celebrate diversity and differences and promote how these are honored and encouraged.  Provide training in teamwork and collaboration. Find ways to publicly support partnership and supportive work relationships.  Create ways for the leaders and workers to interact and work together on projects. |
| Value  People | Are people listened to? Do they feel that they are heard? Is non-judgmental listening a skill of your leadership?  Do workers see leaders as serving the worker’s interests first ahead of the interests of the leaders?  Do people trust each other in your organization? Do the leaders trust the workers? Do the workers trust the leaders?  Do we accept and respect people making it clear that they are valued for who they are in addition to their performance? Do they know that they are appreciated?  Do we find ways to show care and compassion to people especially when they are going through difficult times? | Build listening skills. Ask your workers if they feel they are listened to and heard?  Work to create an atmosphere of servanthood – serving the needs of each other ahead of each person’s self-interest.  Build trust. Speak the truth, even when it is hard to do. Honor your commitments. Be trustworthy. Expect honesty.  Expect responsible behavior and high work performance, but separate from that, communicate that others are valued and respected. Share appreciation openly and frequently.  While maintaining consistent and fair policies, find ways to assist people going through hard time. Model kindness and care. |
| Display Authenticity | Are leaders trustworthy? Do people believe them when they speak and believe that the leader’s actions are consistent with their words?  Are ethics and integrity of the highest level … or are people cutting corners on the truth in dealing with each other?  Is your organization a place where open discussion and the sharing of ideas is encouraged and rewarded, even if what is shared could be perceived as being negative?  Are people willing to learn from others? Are leaders open to learning from those beneath them in the organization?  Are leaders willing to admit personal limitations and mistakes? Do they model honesty and self-reflection? | Commit to total and complete integrity. Speak the truth. Don’t tone it down to protect yourself.  Consider areas where more openness is called for and provide ways for ethical issues to be reviewed by others.  Create forums for open discussion on issues and the collecting of ideas. Reward and recognize good ideas and work to implement those that can really make a difference.  Find ways to share new learning and changes you have made due to input from others. Model learning and openness.  Admit it – don’t be afraid to identify an error. Ask for forgiveness. Work to make it right. Look within first before assessing others. |
| Develop  People | Do people receive ongoing opportunities for personal and professional development? Do you foster a learning environment in your organization?  Do leaders model the behavior they desire to see from their workers? Or, is there a separate standard of behavior for leaders and workers?  Is encouragement and affirmation a natural and common way of assessing each other’s work? Do we “catch people doing things right”? – Or, do we tend to be more critical and negative in our assessment of performance?  Is conflict viewed as an opportunity for each person to learn and grow? Or, does it tend to lead to blaming and finger-pointing? | See training as an investment more than a cost. Encourage Individual Learning Plans where people can develop their own plans supported by you and the organization.  Do what you expect others to do. Model what you want to see from others.  Create a culture of affirmation. Catch people doing it right and point it out. Assess honestly the work performance of yourself and others, but don’t get biased to the negative.  Model a learning attitude. View conflict as an inevitable part of working together with people who are different. Seek to positively manage conflict not to avoid it. |
| Share Leadership | Have people throughout the organization been a part of creating the future of the organization by speaking to the vision and direction?  Does each person have the opportunity of making important decisions and are encouraged to take more responsibility as appropriate?  Do we make specific efforts to share power, status and privilege throughout the organization or are these opportunities only provided to the leaders?  Do leader use persuasion and positive relationship to influence others instead of coercion or force?  Are leaders humble, resisting promoting themselves? | Create forums and processes whereby people can speak to the direction the organization is going. Expect people to have ideas and to care about the larger organizational issues.  Evaluate where decisions are made. Consider ways for decisions to be made closer to the client or customer. Provide training on how to take responsibility in new areas.  Review how separate the leaders are from the managers and the workers. Consider ways to share power, status and privilege to encourage others to be leaders  Review how things get done through other people. Seek to influence true cooperation rather than forcing mere compliance.  Put others first. Find visible ways to model this. |