



How to Build Healthy Organizations



To foster empathetic relationships

1 Nurture empathy

- Cultivate awareness of both parts of the organization that are well-established and those newly created
- Acknowledge and communicate these differences to signal they are normal
- Give high-potential employees experiences in both the stable and emerging realms of the organization
- Provide opportunities to experience what the customers or clients of the organization encounter

2 Consciously create community

- Be intentional about creating a community where individuals have a sense of responsibility for having healthy relationships with other people in the organization
- Reinforce the individual role each person has in connecting with others, both inside and outside of the organization
- Model healthy relationships

3 Tell stories

- Encourage narrative integration through storytelling
- Invite executives and managers to bring a sense of themselves into their leadership

To integrate organizational functions

4 Create organization-wide framework for ethical decision making

- Unify employees from senior executives to outward-facing or frontline employees by using a common set of policies and decision-making framework <http://bit.ly/createyourframework>
- Ensure it is linked to mission and values

5 Connect the silos

- Create opportunities for people to collaborate in cross-divisional teams
- Tell stories to create a shared history
- Honor strategic and executional divisions of the organization equally
- Rotate people into roles in various divisions of the company

6 Always connect to mission and vision

- Provide people in the organization with an understanding of its greater purposed and mission so they can experience their connection to it and derive meaning from it

To develop organizational introspection

7 Celebrate organization's history

- Intentionally cultivate the organization's memory of its shared history and desired legacy
- Curate examples that capture organizational potential realized
- Capture learning in models that can be referred to in the future

8 Conduct regular organizational self-assessment

- Use a mix of tools to understand the current state of the company such as surveys, focus-group based assessment
- Be intentional about creating opportunities for reflection
- Develop self-assessment tools for employees and reward self-assessment

9 Acknowledge uncertainty and change

- Acknowledge uncertainty as a way of helping people to manage change
- Provide images of a future desired state the organization is striving for while acknowledging how things might change
- Anticipate downstream risks

