



Global Strategic Organizational Effectiveness Survey **“Implications for HR/OD, You and Your Organization”**

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Annual Sharing Day 2012



INTERIM SURVEY RESULTS

This presentation is based on interim survey results. It only includes data from responses received through April 30th. Only selected data is included.

The Global Strategic Organizational Effectiveness Survey is still open for your participation. You and your colleagues can complete the survey at the following link:

Survey URL/link

<http://www.quantisurve.net/cgi-bin/NJOD.asp>

- You will receive the full survey results including ratings and comments sorted by demographics**
- Your participation will add to the value of the final survey results**

Why This Survey?

Quantisoft's Survey Experience	Business Failures	Organizational Effectiveness Problems
<p>Huge opportunities identified</p> <ul style="list-style-type: none"> • Employee surveys • Customer surveys • IT customer satisfaction surveys • Enterprise risk surveys <p>Other Experience</p> <p>Previous consulting & line management experience</p>	<p>Why did they fail?</p> <ul style="list-style-type: none"> • MF Global • Kodak • GM & Chrysler • Lehman Brothers • Fannie Mae • Madoff fraud • Circuit City • Borders Books • Arthur Andersen • Enron • WorldCom • Iraq war – faulty intelligence & politics • I-35 bridge collapse 	<p>Significant Problems</p> <ul style="list-style-type: none"> • JPMorgan Chase loss • Avon leadership/strategy • Walmart bribery • HP (Board & CEO's) • U.S. Congress • BP Gulf oil spill • Massey Energy mine explosion • Rogue traders • Leaded paint – toys from China • Apple (John Sculley vs. Steve Jobs) • Church sex abuse scandals

Survey Steering Committee

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David Brinkerhoff	Abbott Smith Associates & NJOD Learning Community Board
Howard Deutsch	Quantisoft, LLC
David Jamieson, Ph.D.	University of St. Thomas
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- Institute for Sustainable Enterprise (ISE)/Center for Human Resource Management Studies (CHRMS)
- ODNLI (Organizational Development Network of Long Island)
- Triangle OD Network (North Carolina)
- South Florida Organizational Development Network (SFLODN)
- Arizona Organizational Development Network (AzODN)
- OD Network of New York
- Minnesota OD Network
- St. Louis Organization Development Network (STL-ODN)

The Need for a Better Way to Assess and Manage Organizational Effectiveness, Health and Sustainability

- **Soft Measures are Important**
- **A Holistic Approach to Organizational Effectiveness is Needed**
- **How Can We Make Boards and C-Suite Members Aware of this Need?**
- **What Roles Can and Should HR and OD Play?**
- **What Roles Should Other Groups Play (IT, Finance, Operations, Sales, Marketing, Supply Chain, etc.)?**
- **The Global Strategic Organizational Effectiveness Survey Points to Some Answers**

Interim Survey Results

Survey Rating Scale:

Effective	5
Somewhat effective	4
Neutral	3
Somewhat ineffective	2
Ineffective	1

Overall "Survey Section Averages"

Average Rating	Interpretation
4.00 and higher	High rating - some opportunity for improvement
3.80 - 3.99	Moderate rating - moderate opportunity for improvement
3.79 and lower	Low rating - significant opportunity for improvement

Section	Average
Overall Average – All Sections	3.43
Financial Planning, Management and Measurement	4.04

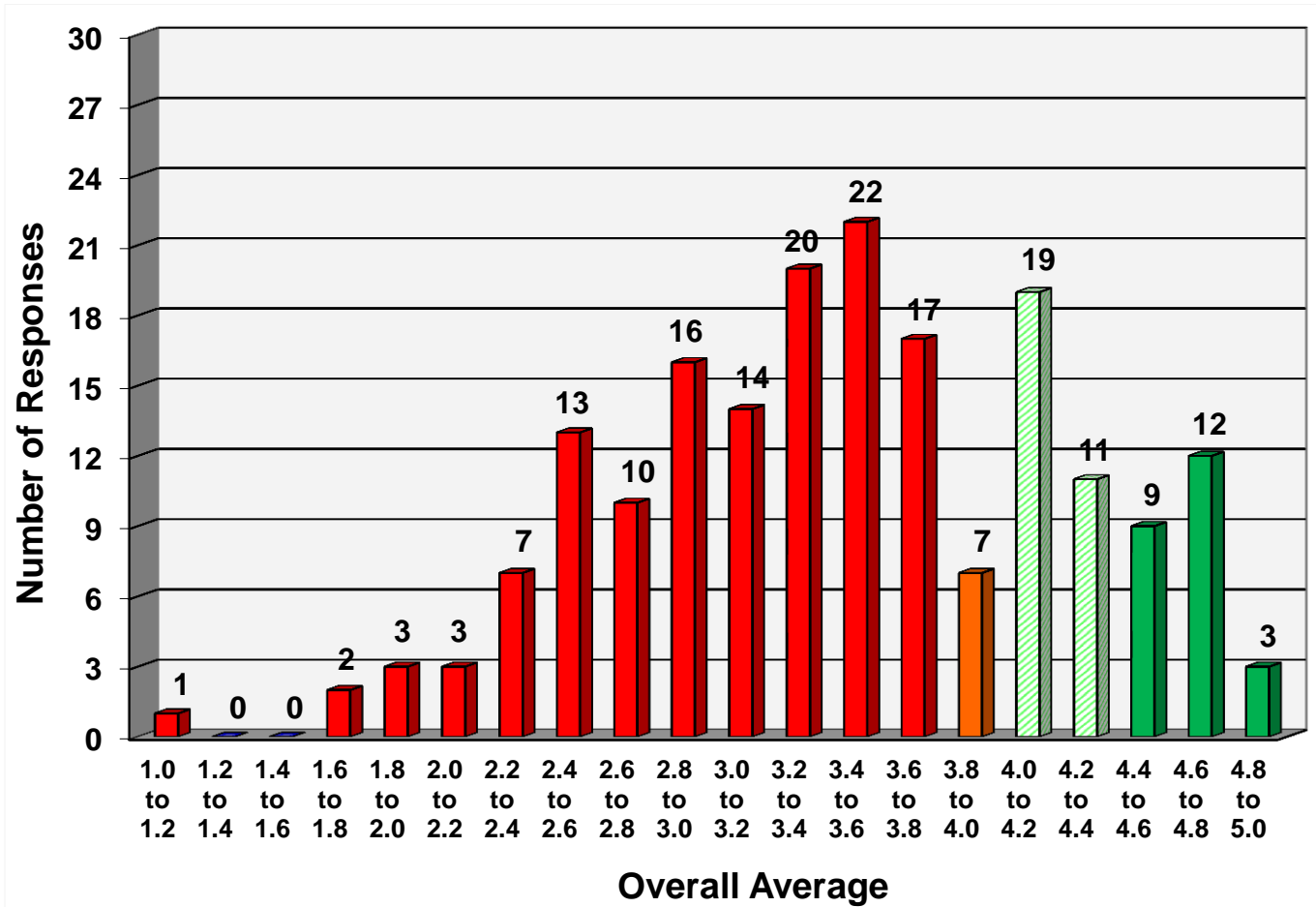
Governance	3.98
Business Risk Assessment and Mitigation	3.80
Environmental, Sustainability and Responsibility	3.78
Strategy	3.57
Senior Leadership Team	3.48
Culture	3.44
Technology and Business Process Effectiveness	3.32
Workforce Excellence	3.25
Organizational Structures, Systems and Processes	3.17
Overall Organizational Effectiveness	3.10
Performance Measures and Reward Systems	3.05

Key Interim Finding

- **The average overall rating for all participants for all of the survey questions is 3.43**
- **This is a low rating indicating significant opportunities exist for most organizations to increase Holistic Organizational Effectiveness.**

Interim Results - Rating Distribution of Responses

All Respondents - Overall Average Histogram



Survey Participant Demographic Information

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Results Broken Down by Functional Area

Functional Area	Count	Overall
Facilities Management	1	4.22
Sales	4	3.94
Academic Position	5	3.65
External Consultant	36	3.63
Organizational Development	55	3.48
General Management	10	3.46
Corporate Management	7	3.38
Other	12	3.33
Human Resources	69	3.33
Manufacturing/Operations	2	3.30

Internal Consultant	4	3.22
Research & Development/Engineering	2	3.22
Unanswered	3	3.19
Legal	3	3.04
Finance/Accounting/Planning	3	2.98
Quality Assurance/Control	2	2.90
Marketing	1	2.83

Results Broken Down by Industry

Industry	Count	Overall
Energy	3	4.07
Foods	1	3.91
Agribusiness	4	3.76
Chemical/Materials/Metals	1	3.67
Transportation/Logistics/Distribution/Warehousing	4	3.64
Construction/Homebuilding	2	3.63
Retail Sales	10	3.62
Manufacturing	10	3.61
Hi-Tech/Information Technology	9	3.57
Consumer Products/Household	7	3.48
Aerospace	4	3.46
Pharmaceutical/Biotech/Medical Devices	16	3.46

Professional Services	18	3.46
Financial Services	16	3.45
Not-for-profit	16	3.45
Healthcare	24	3.42
Utilities	3	3.41
Other	14	3.41
Education	21	3.33
Telecommunications	7	3.30
R&D	1	3.29
Apparel & Footwear	2	3.18
Government	19	3.14
Unanswered	4	3.07
Real Estate	2	2.79
Hospitality/Hotels	1	2.26

Results Broken Down by Country

Country	Count	Overall
Bolivia	1	4.69
India	1	4.46
Egypt	1	4.36
Australia	1	4.25
Afghanistan	1	3.97
Norway	2	3.63
United States of America	200	3.43
Unanswered	4	3.32
United Kingdom of Great Britain and Northern Ireland	2	3.31
Mexico	1	2.85
Zambia	2	2.77
Canada	2	2.53
Kenya	1	2.26

Results Broken Down by Number of Employees in Company/Organization

Number of Employees in Company/Organization	Count	Overall
Under 100	31	3.71
500 - 999	15	3.67
5,000 - 9,999	18	3.58
2,500 - 4,999	24	3.50
100 - 249	12	3.49
More than 25,000	48	3.46
10,000 - 24,999	26	3.31
250 - 499	13	3.13
1,000 - 2,499	25	3.03
Unanswered	7	2.99

Results Broken Down by Company/Organization Has Labor Union

Company/Organization Has Labor Union	Count	Overall
No	133	3.47
Yes	78	3.40
Unanswered	8	2.97

Ratings by Survey Section – Results from Select Survey Sections

Section 1: Strategy	
Question	Rating
Section Overall	3.57
Develop/Keep Organization's Mission/Vision/Values Relevant	4.08
Protect Against Intellectual Property Theft	3.82
Focus Organization on Identifying/Meeting/Exceeding Customer Expectations	3.73
Align/Execute Strategies to Meet Financial Goals/Be Consistent with Core Values	3.71
Adapt to New/Changing Regulations While Minimizing Impact on Organization's Performance	3.69
Develop Strategies for Executing Changes to Compete Effectively/Achieve Mission/Vision/Values	3.67

Communicate Organization's Mission/Vision/Values to Inspire/Engage Employees	3.67
Achieve Balance Between Long-Term Investments/Critical Decisions and Shorter-Term Objectives	3.53
Select/Monitor Suppliers/Business Partners to Ensure Effective Support of Mission/Vision/Values	3.44
Innovate to Stay Ahead of Competition	3.43
Gather/Use Competitive Intelligence to Guard Against Being Blind-Sided by Competitive Forces	3.39
Identify/Adopt/Integrate New Technologies for Competitive Advantage	3.35
Solve Organizational Problems Systemically	2.90

Section 2: Senior Leadership Team

Question	Rating
Section Overall	3.48
Address Crisis Situations Urgently/Ethically with Timely Communications to All Affected	3.95
Manage Organization's Assets to Achieve Long-Term Growth/Competitiveness/Profitability	3.76
Define/Strengthen/Communicate Organization's Brand Internally/Externally	3.69
Overall Effectiveness of Senior Leadership Team	3.59
Create Sense of Urgency About Achieving Organizational Objectives	3.54
Be Accessible to Talk with People About Important Business Issues	3.51
Identify/Attract Leadership Talent	3.49
Demonstrate/Expect from Others Leadership Courage/Decision Making/Problem Solving	3.41
Engage Employees/Focus Resources to Execute Strategies/Achieve Objectives	3.41

Achieve High Trust/Respect Level Between Senior Leadership and Employees	3.34
Develop/Retain Leadership Talent	3.28
Be Aware of/Sensitive to Needs of Employees	3.25
Senior Leaders Connected/Know What Is Going on at All Levels in Organization	3.07

Section 4: Culture

Question	Rating
Section Overall	3.44
Foster Culture of Ethical Behavior with Employees/Customers/Suppliers/Communities	4.21
Make Employee/Customer Safety a Top Priority Always	4.14
Demonstrate Passion for/Meet/Exceed Expectations of Customers	3.99
Strengthen Processes/Quality/Customer Service for Customer Satisfaction/Acquisition/Retention/Profit	3.57
Build Strong Sales Culture/Align Organization to Support Sales Growth/Excellence	3.47
Support/Respect Employee Work/Personal Life Balance	3.44
Eliminate Fear/Discrimination Throughout Organization	3.40
Enhance Productivity/Performance Culture	3.39
Strengthen Culture of Collaboration/Resiliency/Agility/Adapting to Change	3.32

Manage Change to Implement Strategies/Compete Successfully	3.27
Position Enterprise M&A/Strategic Partnerships for Success from Cultural Perspective	3.26
Facilitate Smart Risk-Taking	3.21
Help Employees/Internal Organizations Adapt to Changes/Be More Resilient to Technological Change	3.20
Address Organizational Culture During Realignment/Consolidations/Mergers/Acquisitions	3.07
Manage/Constructively Resolve Conflict	3.07
Facilitate Innovation/Empower Employees to Recommend Innovations/Improvements	2.98

Section 5: Organizational Structures, Systems and Processes

Question	Rating
Section Overall	3.17
Provide Safe/Productive Work Environments	4.23
Encourage/Support Collaborative Partnerships Across Organizational Boundaries	3.29
Use Information Technology to Support Learning/Innovation	3.28
Align Strategies/People/Structures/Systems/Processes to Meet Work/Customer Demands	3.24
Build Organizational Systems/Structures to Support Employee Engagement/Satisfaction/Performance	3.18
Share Essential Business Knowledge Across Organizations/Functions	3.14
Integrate Acquired/Merged Organizations to Achieve "One Organization" Profile	2.91
Eliminate Organizational Silos/Internal Politics as Barriers to Organizational Effectiveness	2.70
Create Knowledge Management Systems So Critical Knowledge Retained When People Leave	2.60

Section 6: Workforce Excellence

Question	Rating
Section Overall	3.25
Match Right People to Right Positions	3.47
Strengthen Organization's "Employer of Choice" Reputation	3.43
Retain High-Performing People	3.43
Ensure Employees Have Skills/Abilities to Meet Demands of Business	3.42
Foster Continuous Learning/Knowledge Sharing	3.34
Hire/Promote/Retain Diverse Workforce at All Organizational Levels	3.31
Build Skills/Competencies in Multi-Cultural Sensitivity and Support Diversity Across Organization	3.30
Make Targeted/High-Impact Development of People a Priority	3.12
Build Skills for Workforce Innovation/Flexibility	3.04
Identify/Deal With Low-Performing Managers/Employees	2.64

Section 7: Performance Measures and Reward Systems

Question	Rating
Section Overall	3.05
Define Clear/Attainable Individual/Organizational Objectives	3.67
Provide Compensation Plan That Does Not Reward Inappropriate Risk Taking	3.32
Provide Timely/Specific/Accurate Performance Feedback to Employees	3.11
Assess Ongoing Employee Satisfaction/Engagement and Make Changes Based on Findings	3.10
Reinforce Organization's Values Through Reward/Recognition Systems	3.09
Use Broad Range of Balanced Scorecard Measurements to Ensure Continuous Improvement	3.04
Reward/Compensate Employees Based on Individual/Organizational Performance/Value Added	3.00
Assess Organizational Effectiveness Holistically	2.96
Provide Compensation Plan That Changes with Changing Needs for Talent Acquisition/Retention	2.87
Use HR/OD Scorecard to Assess/Ensure HR's/OD's Ongoing Effectiveness	2.32

Section 8: Technology and Business Process Effectiveness

Question	Rating
Section Overall	3.32
Provide Timely/Knowledgeable Technology Support to Facilitate Productivity/Customer Support	3.64
Implement Information Technology for Productivity/Information Access/Security/Quality/Support	3.40
Assess IT Customer Satisfaction to Ensure IT Effectiveness/Employee Performance Using Technology	3.19
Provide Technology Training to Enable Employee Productivity/Value from Technology	3.19
Implement Employee/Customer Friendly Business Processes to Enable Efficient/Effective Transactions	3.17

Section 10: Business Risk Assessment and Mitigation

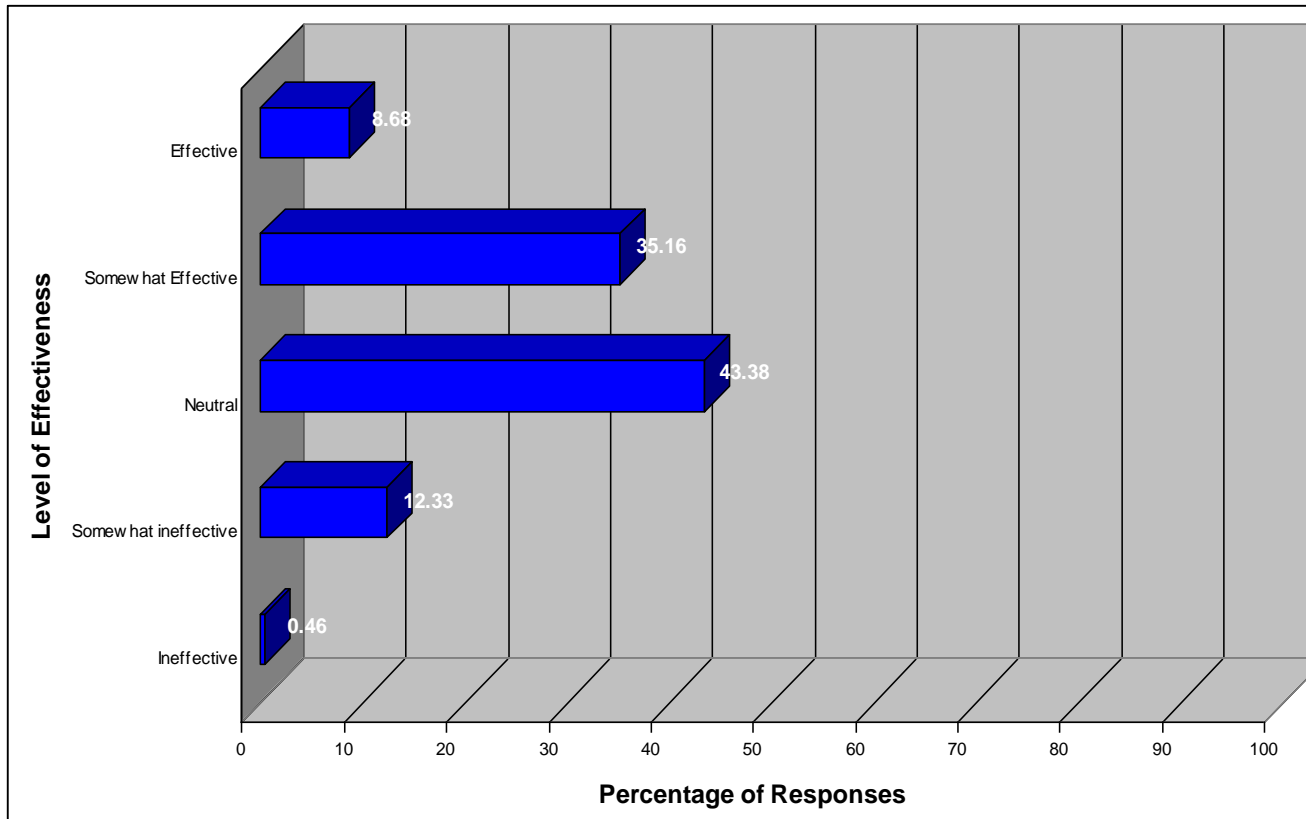
Question	Rating
Section Overall	3.80
Conduct Independent/Objective Internal/External Audits to Ensure Regulatory Compliance	4.14
Have Tested/Comprehensive Organization-Wide Contingency/Disaster Recovery Plan	3.84
Have Board and C-Suite Driven ERM Program to Assess Organization's Risk Culture/Key Risk Areas	3.43

Section 11: Environmental, Sustainability and Responsibility

Question	Rating
Section Overall	3.78
Ensure Accountability for Business Ethics Among Employees	4.12
Meet Increasing Expectations for Socially Responsible/Sustainable Business Practices	3.85
Minimize Negative Impact of Products/Processes/Services on the Environment	3.81
Be Proactive in How Organization Addresses Environmental Sustainability Issues	3.77
Develop Skills/Competencies to Support Socially Responsible Practices/Ethics/Governance	3.70
Use Capital/Human/Other Resources/Assets in Responsible/Efficient Manner	3.65
Embed Socially Responsible Values/Results in Corporate Drivers/Key Metrics	3.55

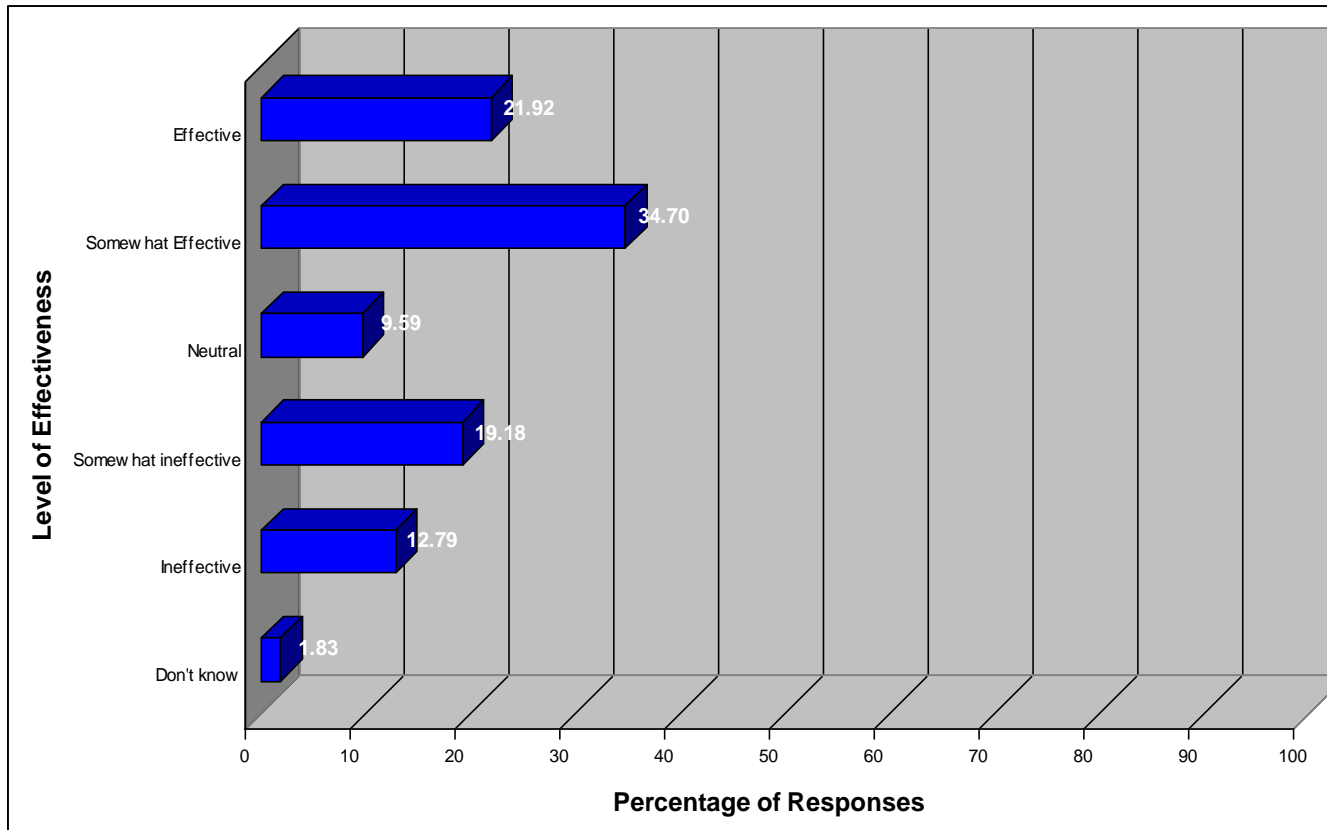
Illustrative Ratings Distribution

All Responses All Questions - Overall Effectiveness



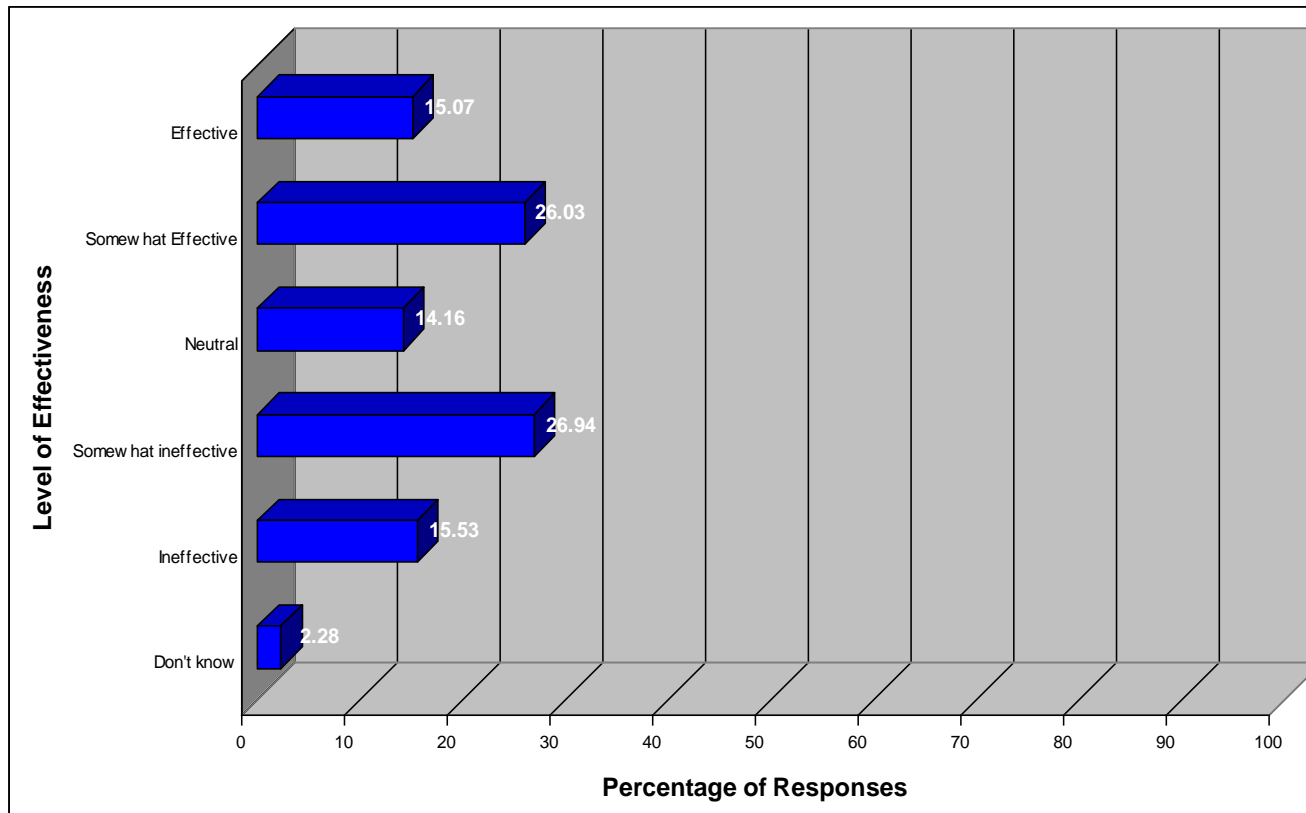
All Responses

Achieve High Trust/Respect Level between Senior Leadership and Employees



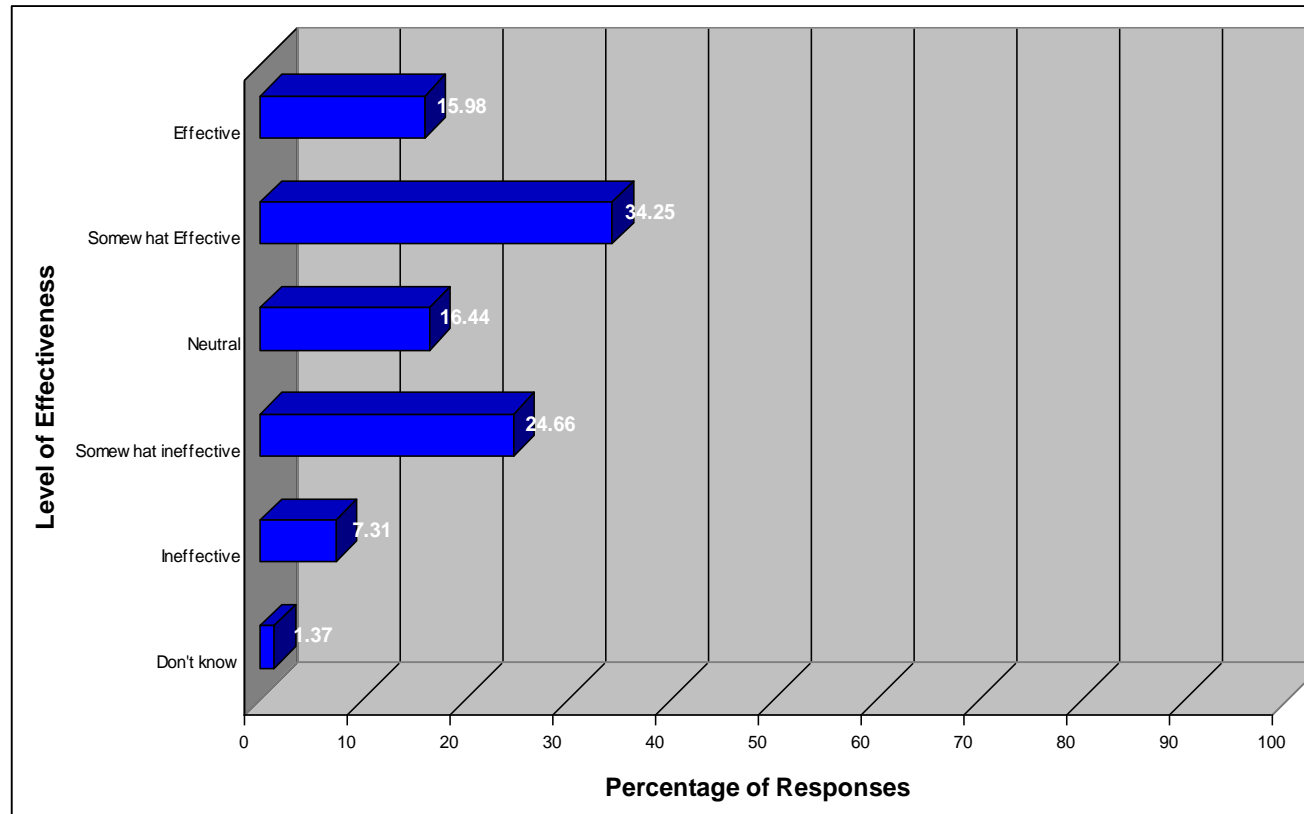
All Responses

Facilitate Innovation/Empower Employees to Recommend Innovations/Improvements



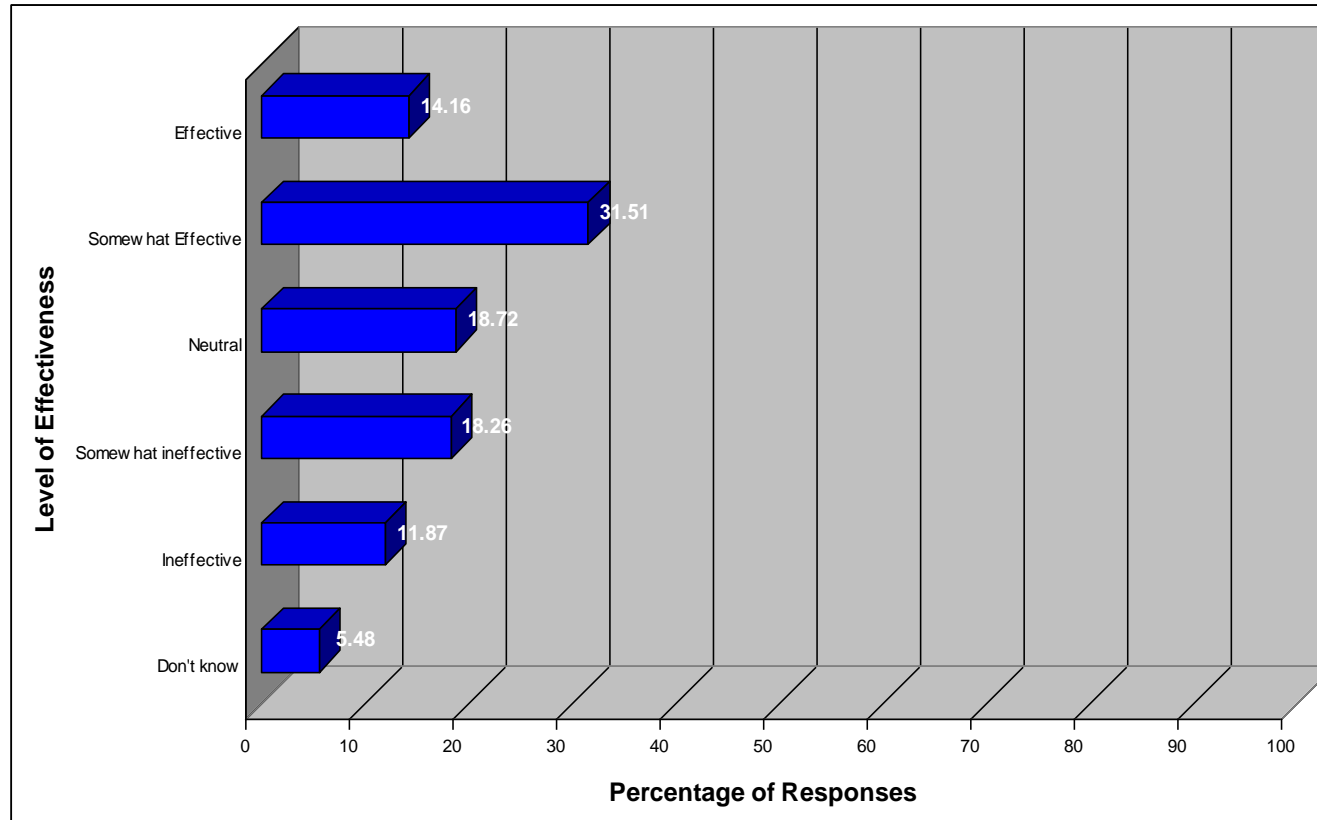
All Responses

Manage Change to Implement Strategies/Compete Successfully



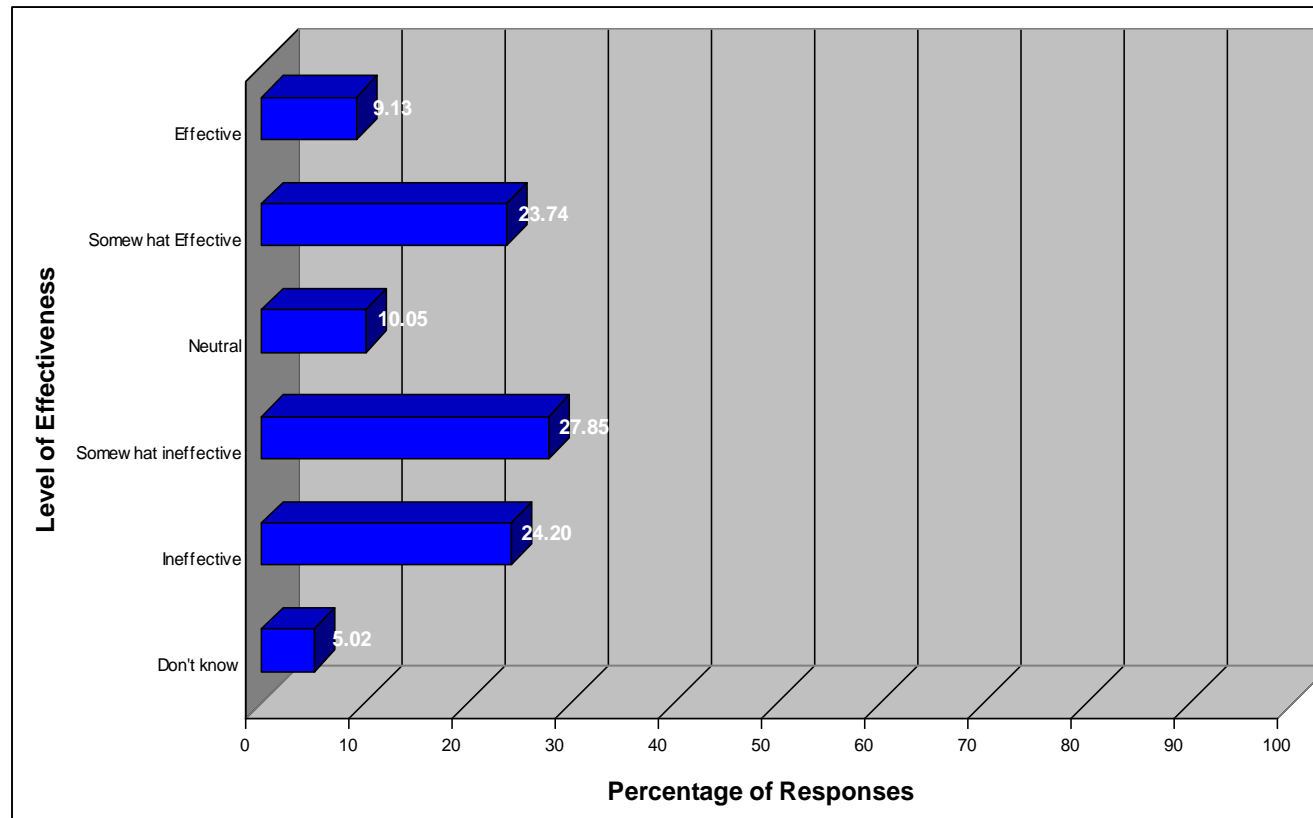
All Responses

Provide Technology Training to Enable Employee Productivity/Value from Technology

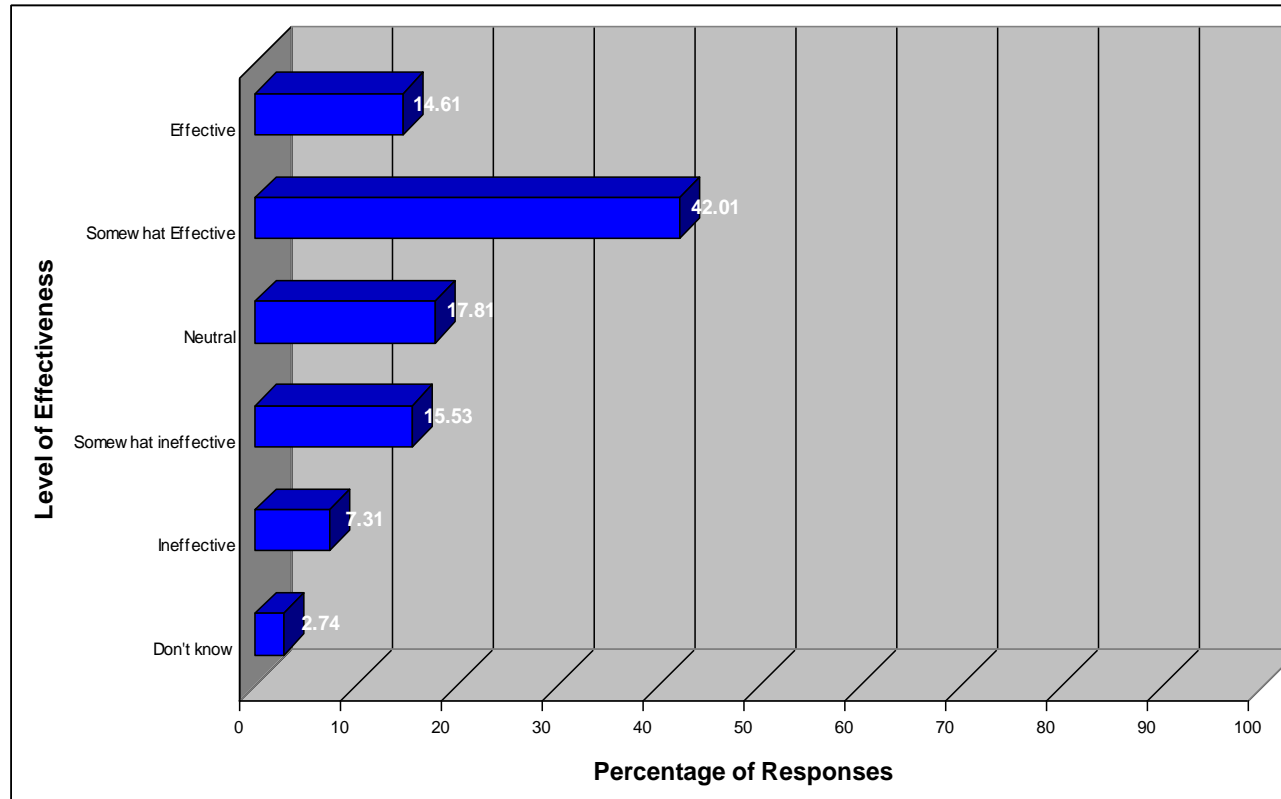


All Responses

Identify/Deal with Low-Performing Managers/Employees

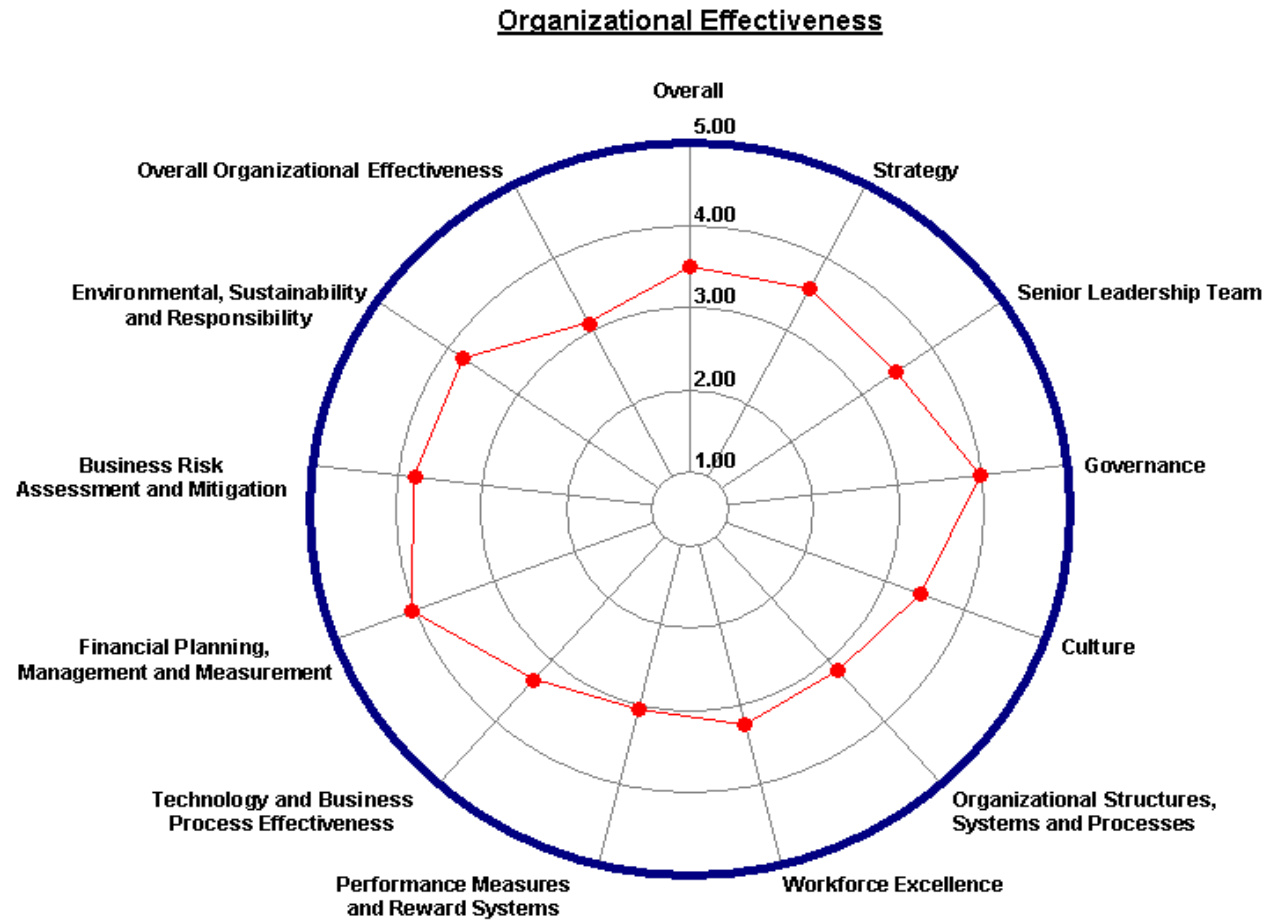


All Responses Ensure Employees Have Skills/Abilities to Meet Demands of Business



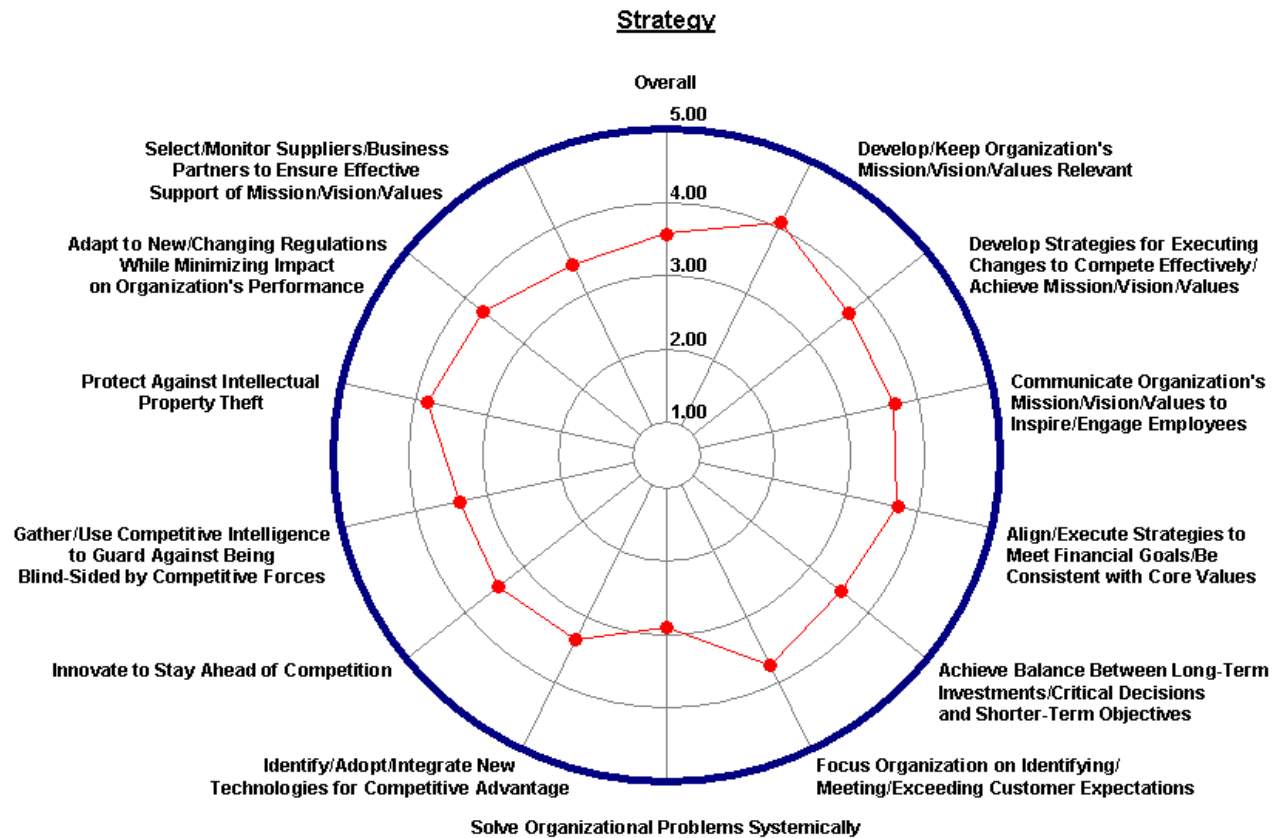
Organizational Effectiveness Gap – Actual vs. Optimal Ratings

The Organizational Effectiveness Gap – All 12 Survey Sections



Quantisoft - NJOD Strategic Organizational Effectiveness Survey©

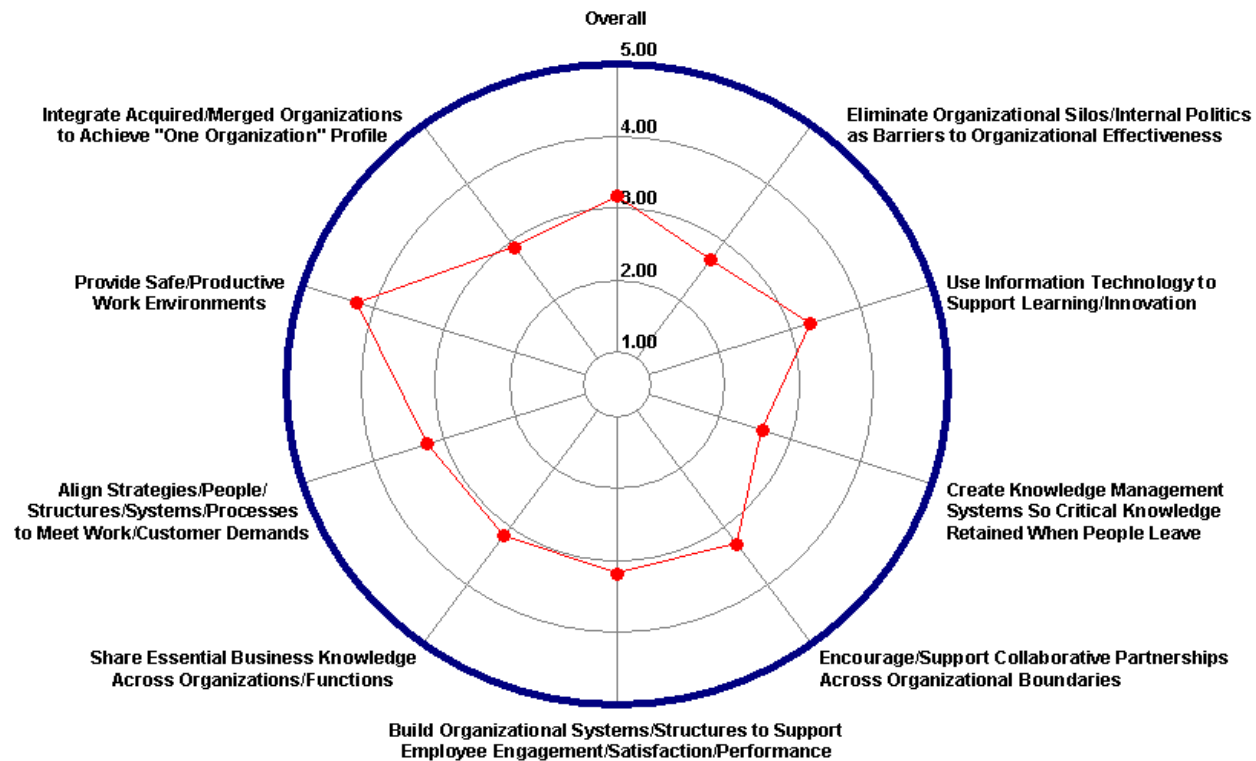
The Organizational Effectiveness Gap - Strategy



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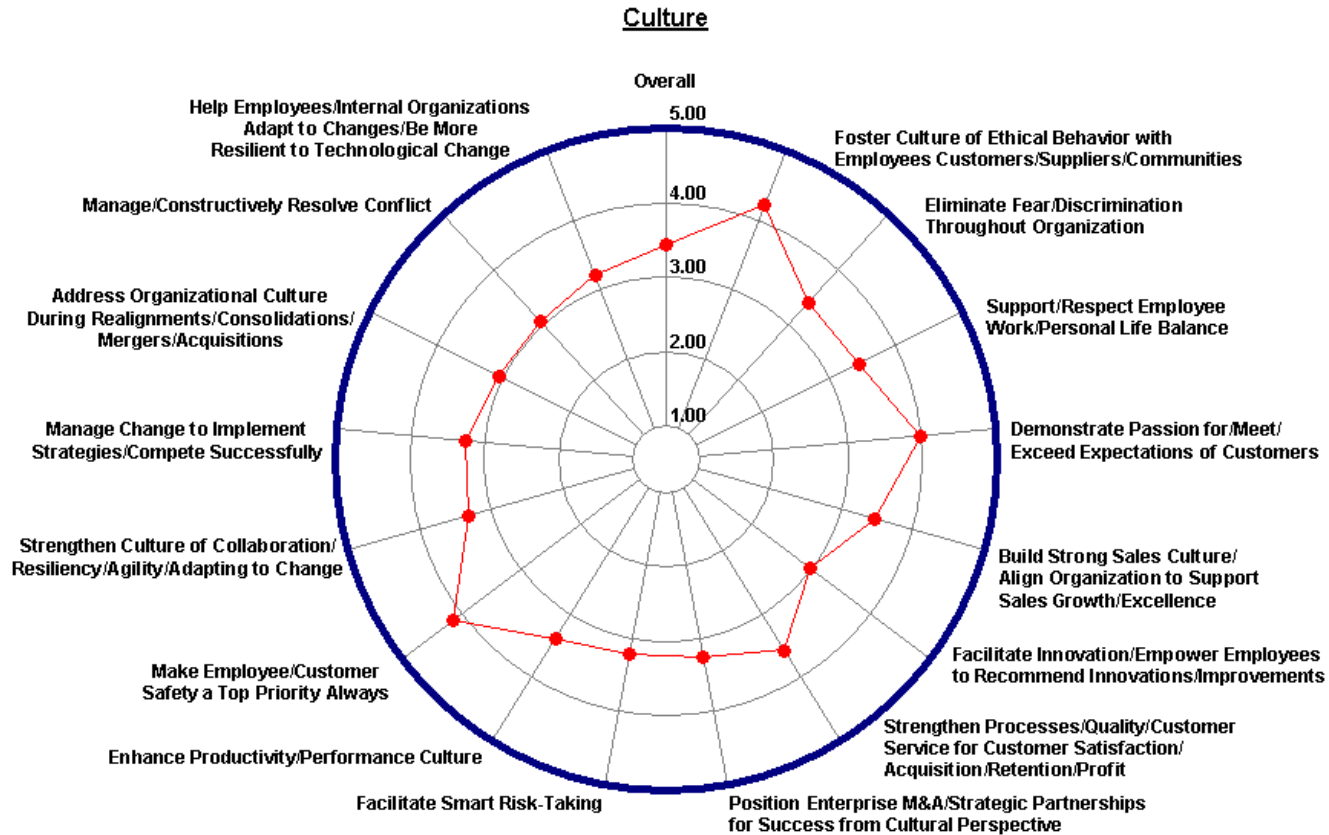
The Organizational Effectiveness Gap – Organizational Structures, Systems & Processes

Organizational Structures, Systems and Processes



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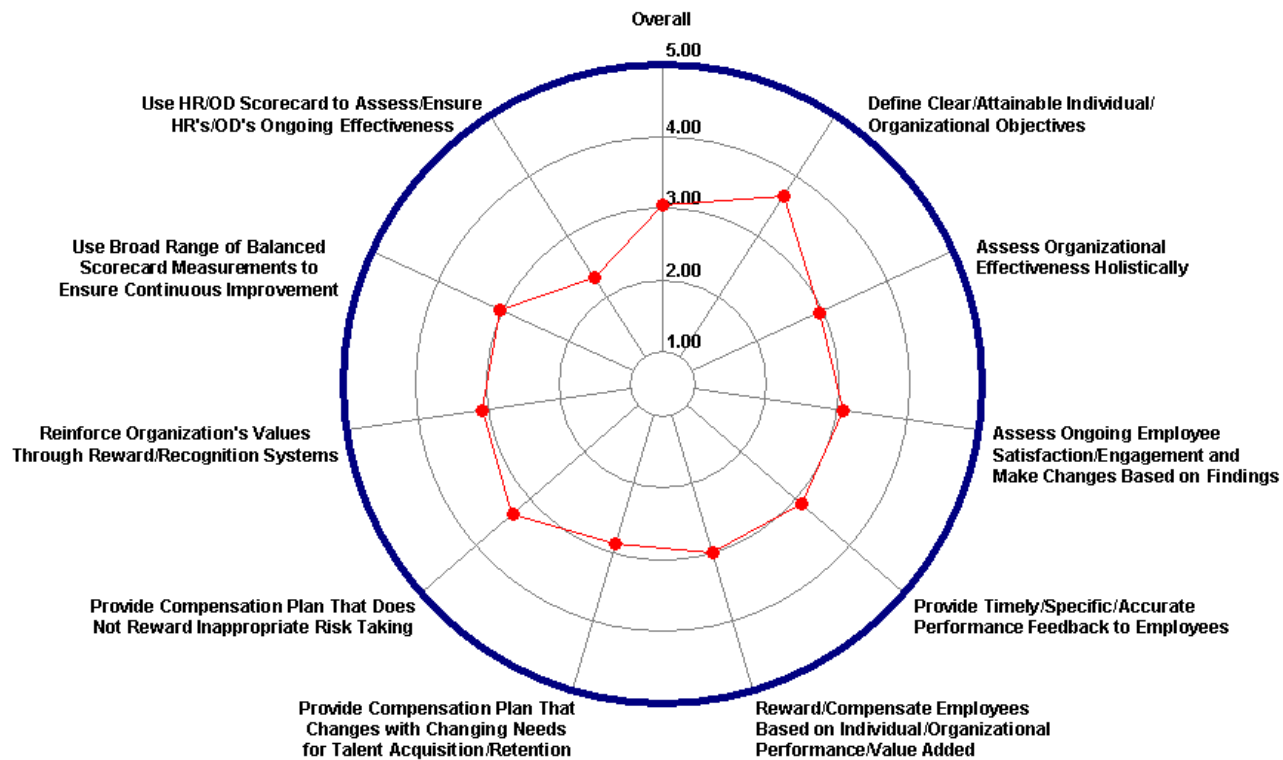
The Organizational Effectiveness Gap - Culture



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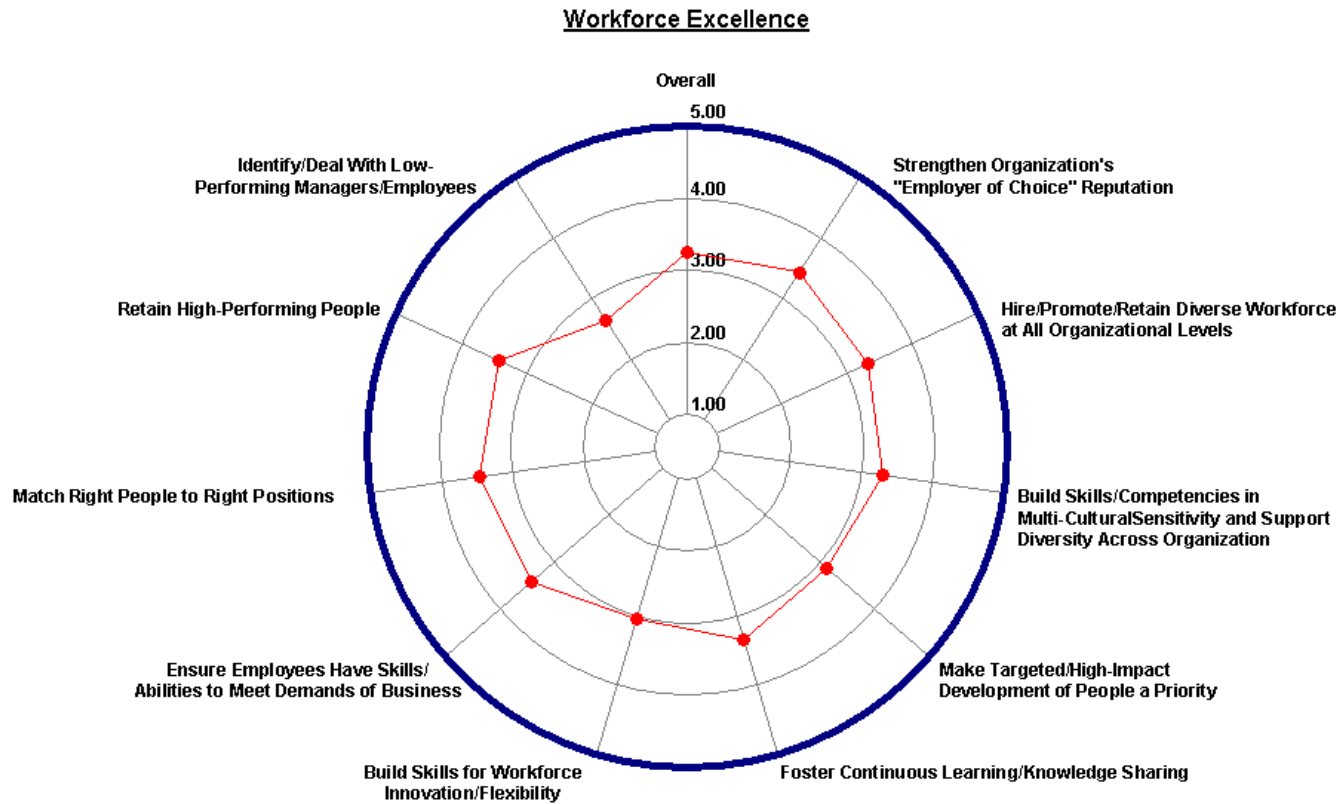
The Organizational Effectiveness Gap – Performance Measures and Reward Systems

Performance Measures and Reward Systems



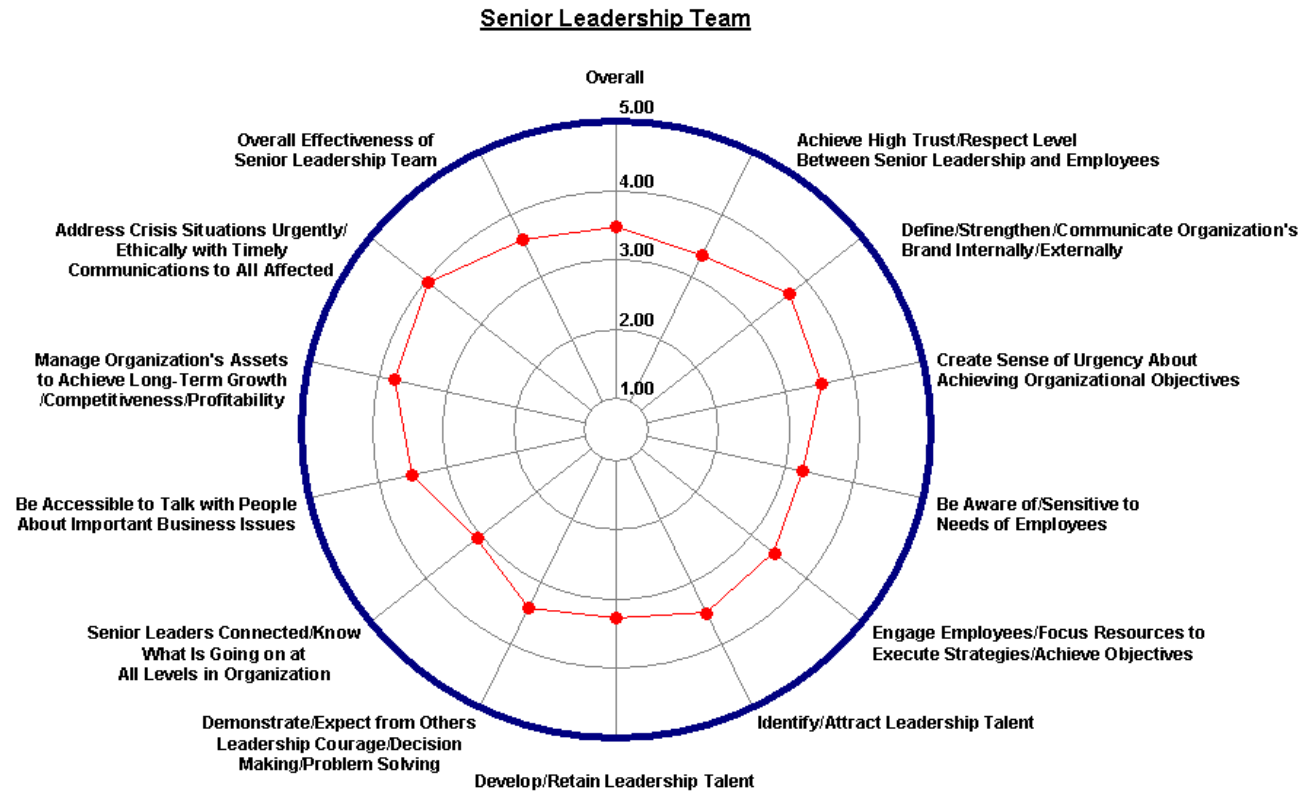
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The Organizational Effectiveness Gap – Workforce Excellence



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The Organizational Effectiveness Gap – Senior Leadership Team



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A Few of the Many Comments Received

Quantisoft - NJOD Strategic Organizational Effectiveness Survey© Illustrative Comments

Strategy Comments

Comments

Tremendously difficult to sustain a strategic focus and commitment to it when, as a government agency, we are at the mercy of politically appointed leadership teams. This creates a lot of "wee-bees:" "We be here before you got here and we be here after you leave."

Organization does not use a systematic or integrated approach to developing or deploying strategy. Mission, vision and values are not communicated.

This organization had the highest values and mission as a legacy for many years. Lost its way recently and had a CEO that has been harmful to those values and mission. It will take a long time to build back the trust in the organization and also with external customers.

Senior Leadership Team Comments

This government agency never invested in leadership development over time, so there is an impoverished management/leadership culture and skill set, compounded by political appointees with no management experience.

Disconnected because what is happening has no personal negative impact on them...just the co.

Culture Comments

There is absolutely no respect for employee work life balance. You are expected to work 70-80 hours a week and if you complain you are next on the layoff list.

Managing the change process is a constant challenge. The communication pieces are usually the ones that fall short, leaving the front line supervisory staff to interpret the change initiatives for themselves. This makes for variations on the change messages that often leave employees and managers confused frustrated in the process.

Workforce Excellence Comments

This was a company that maintained the highest level of Talent Management. Unfortunately, with all the people let go and talent leaving the organization, that reputation has been tarnished. Perhaps with new leadership coming soon that can be rebuilt to the reputation the company had in the past.

Really creative people leave - the top down culture is too restrictive

Our performance management system has failed to deal with poor performance

Performance Measures and Reward Systems Comments

OD has been cut out of assessments and improvements. There is a sense by management that they understand OD and don't need to be transparent or manage change. The culture is becoming fear based.

Technology and Business Process Effectiveness Comments

Our technology is very outdated however, our IT group is very supportive and responsive in helping staff throughout the organization. Most of our technology initiatives are only focused on patching what breaks rather than looking at what we need to remain competitive and successful.

Our IT Department is underfunded and it is taking its toll on the organization

As stated above, we have not made the timely and appropriate investments in technology and tech support to build and maintain high levels of productivity and connectivity.

Business Risk Assessment/Mitigation Comments

These items exist but are only used occasionally, or pulled out of the closet and dusted off when a crisis occurs.

Environmental/Sustainability/Responsibility Comments

Business ethics, as we have seen in the financial industry, and even with J&J and Apple are a slippery slope. These "most admired" companies have recently encountered problems in workplace and quality conditions. Assuming these are the best (big companies) we should not be surprised at seeing Lehman, Enron etc. It's only the tip of the ethics issues in business. Lot's of lip service and government threat. It always starts with the top.

Overall Organizational Effectiveness Comments

Sorry, a nice organization like most but, not really ready for what's ahead and the hard choices to be made.

Our organization is the result of a recent merger with additional mergers in progress and it appears that these topics are not priorities beyond eliminating duplication and taking advantage of efficiencies of scale. So far emphasis has been on structural change (changing leadership assignments) and less on systemic, operational effectiveness. There is great untapped potential within the organization especially as it relates to employee development, engagement and performance and connecting all to the overall goals of the organization.

List of Organizations Responses Received from (one or more responses per organization)

3M
Aerosoles
Alcoa Power and Propulsion
Alfa Laval Mexico
All Clear Consulting
Ally Solutions Group
Altru Health System
Arizona Retirement System
Assurant Solutions
Avaya
Bank of Zambia
Banner health
Beckman Coulter
Becton Dickinson
Best Buy
Biogen Idec
BlessingWhite
Blue Cross Blue Shield of Minnesota
Bonnell Aluminum
Brainard Consulting LLC
BRC
Bremer Bank

Bridgewater Raynham Regional School District
Brynn Marr Hospital
Capella Education Company
Capella University
Cargill Inc.
Carlson School of Management, U of MN
Cerebral Palsy Associations of New York State
Chanel USA
Charlotte NC government
Chubb
Cisco
Citizens Bank
City of Raleigh
CNA
Coconino County, AZ
Constellation Software/Harris Corporation (subsidiary)
Dakota County, MN
Deloitte
DNV
Duke University
EAS-Consult, LLC
EILEEN FISHER, Inc
Energizer
Express Scripts
Girl Scouts of the USA

Great River Energy
Harfal Mandiri Agro
Harvard Pilgrim Health Care
Haverford Publishing Group
Health Quest System
Hennepin County, MN
Henry Schein, Inc.
Hess Corporation
Hewlett Packard
Honeywell
Imation
Institute for Clinical Systems Improvement (ICSI)
J.Crew
Johns Hopkins University
Johnson & Johnson
KDV
Lender Processing Services
Life's WORC
Lighthouse Learning and Development
Malt-O-Meal
Manna Freight Systems
Maritz
Marsh India Insurance Brokers Limited
MasterCard
MathWorks

Melillo Consulting, Inc
Memorial Sloan-Kettering Cancer Center
Merck
Mercy
Minnesota Pollution Control Agency
MISA (Marubeni-Itochu Steel America)
MNInter.net
MnDOT
MnSCU
MonmouthCares
MTS
NC Department of Revenue
North Carolina State University
Novonordisk
Office of the Comptroller of the Currency
OIKONOS
Ottobock HealthCare
Panera Bread
Pfizer
Phyllis Wheatley Community Center
Pliskin Realty and Development
PwC
PSCU RES Partners
Rensselaer Polytechnic Institute
Right Management

Roche Pharmaceuticals
Royal lab
Rutgers University Libraries
Sanford Health
Sauer-Danfoss
Schaffer Consulting
Selective Insurance Companies of America
ShareOn Corporate Leader Resources
Soroptimist International of the Americas
South African Police Service
State of New Jersey
Target
Telcordia
The Boeing Company
The Doe Run Company
The Hertz Corporation
The New School
Thomson Reuters
Total Engagement Consulting by Kimer
Trican Well Service
TRiO Upward Bound College Preparatory Program
Turner Construction
UNC Health Care
UNC-Chapel Hill
United Airlines

Universal Health Services
University of Medicine & Dentistry of NJ
University of Minnesota
University of Science & Technology
U.S. National Nuclear Security Administration/DOE
Vin Industries
Wakefern Food Corp
Zambia Revenue Authority

Assessing Health and Taking Action

Holistic Approach

- The whole equals the sum of the parts
- Systems and subsystems are interdependent
- Organisms and organizations are as strong as their weakest parts

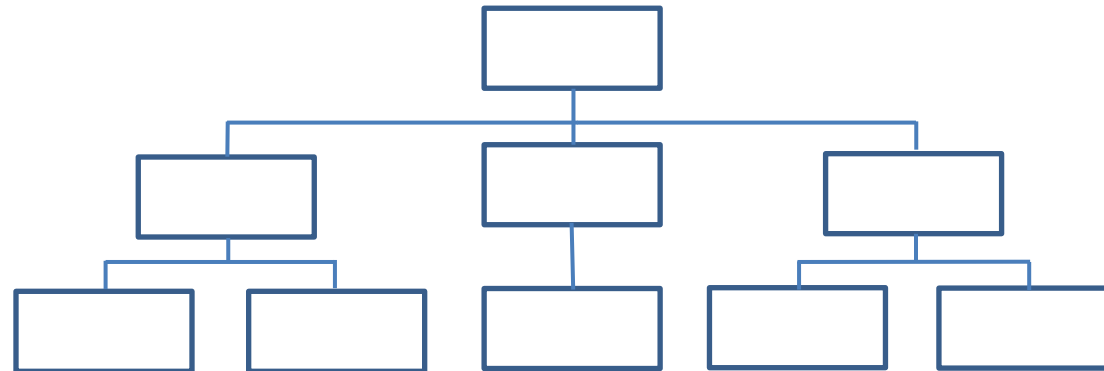
PEOPLE Health

- Comprehensive annual physical exam
- Blood tests
- MRI / CT Scan



ORGANIZATIONAL Health

- Holistic OE survey (soft issues)
- Balanced scorecard measurements
- Internal & external benchmarking

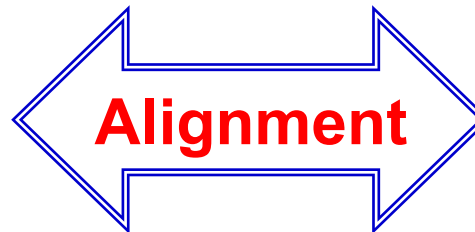


Defining Holistic Organizational Effectiveness

Organizational effectiveness is the concept of **how effective** an organization is in **achieving the outcomes** the organization **intends to produce**.

Source: Wikipedia - Etzioni, Amitia. (1964). Modern Organizations. Englewood Cliffs, NJ: Prentice-Hall.

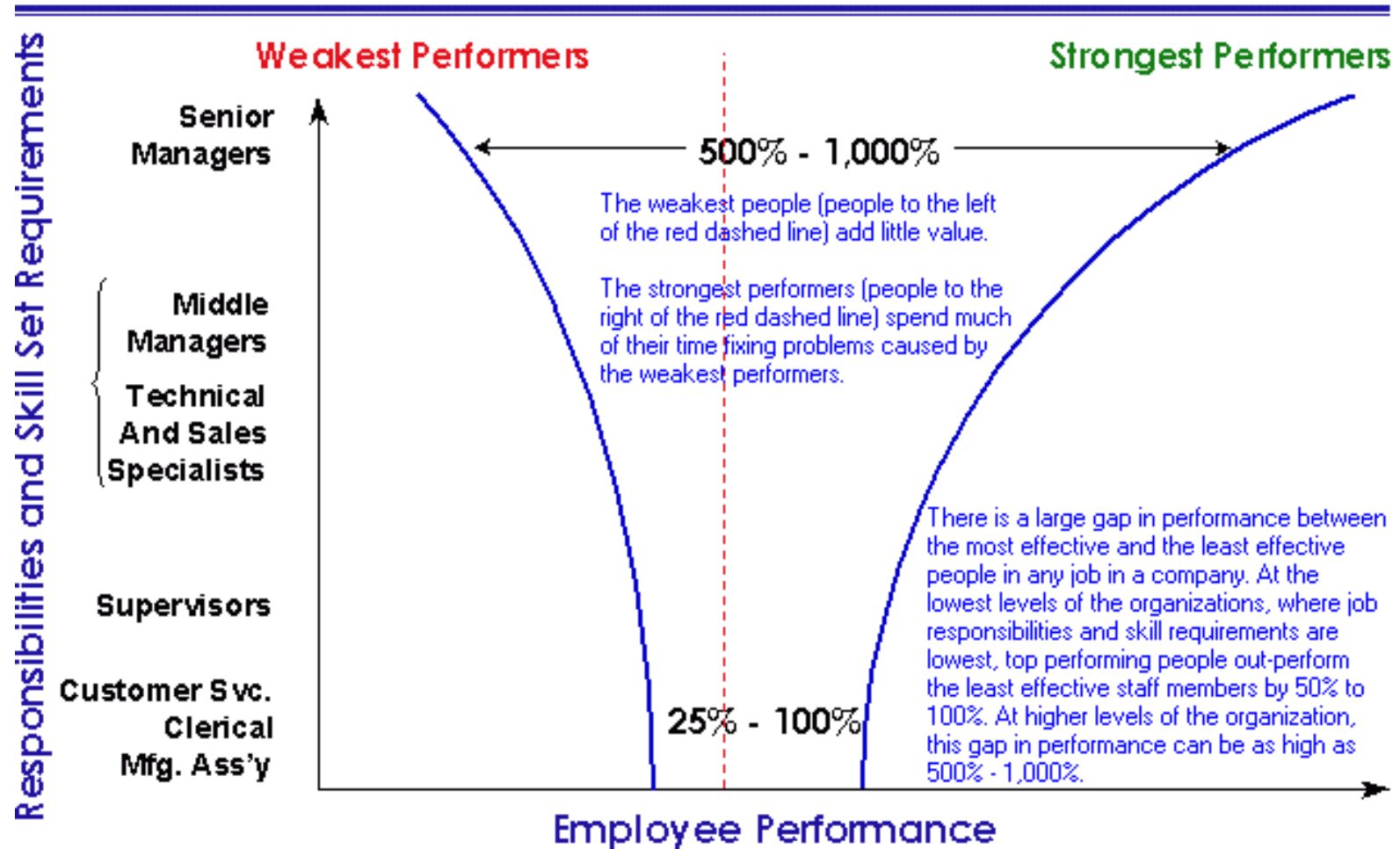
- **Mission**
- **Vision**
- **Values**



- **Leadership**
- **Strategies**
- **Execution**

- **Organization**
- **People**
- **Processes**
- **Technology**
- **Products**
- **Brand**
- **Business Risks**

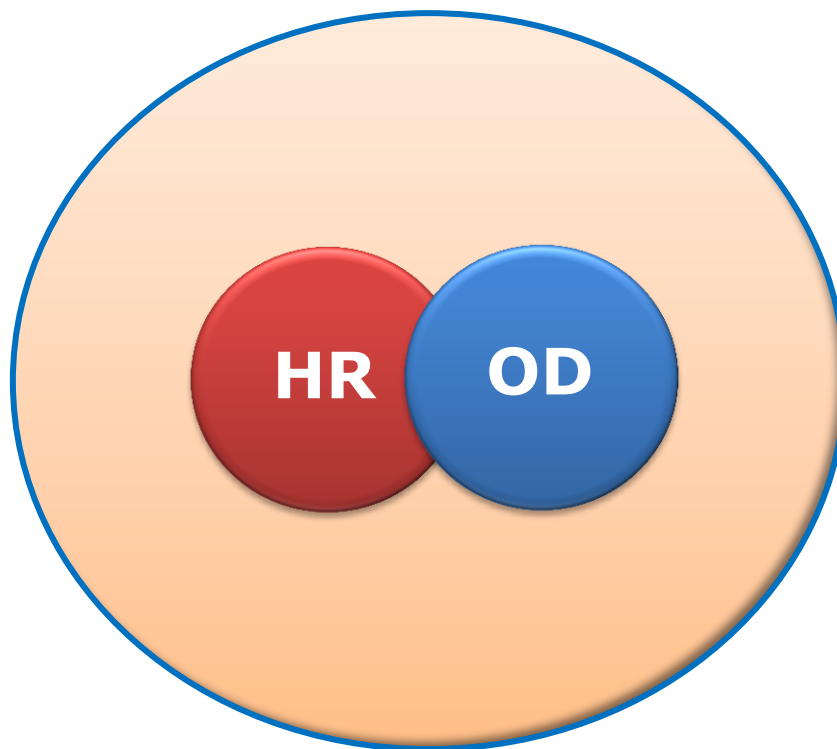
THE PEOPLE PERFORMANCE GAP ©



Who Heads Up Holistic Organizational Effectiveness

Players in the Quest for Holistic OE

Organizational Effectiveness Arena



Other Players

- Board
- C-Suite
- IT
- Risk Management
- Internal Consultants
- Industrial Engineers
- External Consultants
- Trainers
- Finance
- Quality
- Line Managers
- Engineering/Research
- Auditing
- Outside Audit Firm
- Legal
- Supply Chain
- Suppliers
- Sustainability

The Need to Collaborate...

to Achieve Holistic Organizational Effectiveness

- **Multi-disciplinary collaborative approach needed across the organization and from top to bottom**
- **Need for understanding the OE challenge & opportunity**
- **Need to overcome barriers, politics, fear, protecting turf and resistance to change**
- **C-Suite & Board - Stop ignoring and avoiding bad news**
- **Need to deal with reality**



Competing in Today's World ➡ The Need for Change

Responding to and staying ahead of:

- Disruptive innovations *often from outside your industry*
- Globalization *transfer of technology, IP, jobs & wealth*
- New lethal competitors *often 1 – 5 years old*
- Technology *how things are done today!*
- Social media *viral marketing, new advertising paradigm*
- Regulations *too much or too little compliance costs*
- Information overload, disinformation & lack of needed information
- Physical and information security/intellectual property threats
- The need for competent employees with required skills
- Fast-changing customer requirements & demands
- Supplier effectiveness and reliability
- Known and unknown risks *risks can destroy organizations*
- Economic and political environment *uncertainty stifles growth*
- Environmental sustainability challenges *risks, costs, opportunities*
- Changing energy sources and prices *opportunities & threats*
- **Resistance to change**

Preliminary Survey Findings

1. **There is a large Holistic Organizational Effectiveness Gap - Most organizations are performing significantly below their potential Organizational Effectiveness**
2. **All organizations have room for OE improvement**
3. **OE is complex and requires a multi-disciplinary, collaborative approach**
4. **OE presents a huge challenge and opportunity for CEO's, Boards, HR & OD, consultants, IT, risk managers, auditors, legal staff, line managers, academics, etc.**
5. **Boosting OE will require C-Suite & Board awareness of OE and their leadership**
6. **To date HR/OD and other efforts are falling short of meeting the OE needs of many organizations**
7. **Union and non-union organizations have similar results**
8. **The survey results indicate CEO's and Boards need to do a better job *many are not aware of or focusing on OE***

Preliminary Survey Insights

1. OE is a much broader issue than HR/OD
2. OE needs to be addressed holistically – *by Boards & CEO's*
3. HR, OD and others need to collaborate on OE
4. There is no simple silver bullet for fixing OE
5. Someone needs to head up Holistic OE But who?
6. Most efforts to increase OE are “tinkering around the edges”
much more is needed to strengthen the soft issues
7. Achieving Holistic OE requires identifying and eliminating many internal and external barriers
8. Holistic OE requires thinking of organizations as complex organisms with interdependent internal and external parts, systems and subsystems
9. The Strategic Organizational Effectiveness Survey provides a Holistic OE index for measuring HOE levels and trends

Making Holistic OE Happen



1. Quantify soft issues – *conduct Holistic OE survey and employee, customer, IT customer satisfaction and risk surveys*
2. SWOT Analysis – *strengths, weaknesses, opportunities, threats*
3. Create vision for the future – *where we want to be and when*
4. Identify and prioritize actions based on measurement data
5. Execute – *make change happen, overcome resistance*
6. Assess results – *make more changes as needed*
7. Do it again, again and then again – *continuous improvement*

Implementing Holistic OE in Your Organization – Key Questions

- 1. Does Holistic OE make sense for your organization?**
- 2. What are your organization's key Holistic OE challenges?**
- 3. What is your organization's *Holistic Organizational Effectiveness Index* on a 1 – 5 scale? *What are your gaps?***
- 4. What does your organization need to do to achieve Holistic OE?**
- 5. What role can HR and OD play in raising awareness for Holistic OE?**
- 6. What are the barriers to focusing on Holistic OE in your organization?**
- 7. How can we make your leadership aware of Holistic OE and ready to meet these challenges?**
- 8. *Should your organization conduct a Holistic OE survey?***

“Changing Your World”

WIIFM – What’s in it for Me?

- **HR/OD Professionals & Your Organization**
- **Business leaders and managers**
- **Other functional areas**
- **Consultants and Your Clients**
- **Closing the Holistic OE Gap - Implications for American competitiveness**

Please participate in the Global Strategic Organizational Effectiveness Survey

Survey URL/link

<http://www.quantisurve.net/cgi-bin/NJOD.asp>

- **You will receive the full survey results**
- **Your participation will add to the value of the final survey results**

Thank you!

If you have questions about the survey or if you have suggestions for how organizations can benefit from taking a holistic approach to implementing organizational effectiveness, please contact:

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