



# 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

