



The Value
and Benefits
of
Leadership
and Team
Assessment

Bridge To Partnership



Uncovering Hidden Dynamics

Available Assessments:

Leadership and Culture Analysis using the Birds of a Feather™ Model; Strategic Values Set™; Resilient Value Set™

What would your organization be like if employees were able to act like Starlings by acting together almost instantly in response to shifting conditions? Understanding the hidden dynamics that create alignment can make this happen!

We have found that these unconscious dynamics are the result of lived values and beliefs impacting the ability of a company to create resilient business practices. Resilience is the key to reduce cost, improve the company's reputation, increase employee loyalty, support innovation and discover new revenue opportunities.

The success of any organization is directly tied to its ability to get employees to do what needs to be done while addressing changing needs. The ability to be resilient is directly tied to relationships: between leaders; between team leaders and their team members; between the team members themselves, and ultimately to the relationship individuals have with themselves.

We have developed an approach to team leadership that brings greater resilience to the company's culture through relationships. We begin with a set of assessments to reveal the hidden dynamics of culture compared to effective team interactions and the organizations default values. This information allows the organization's leadership to move forward with confidence and clarity knowing where you are starting from and where you want to go.



Resilience

Resilience means to adapt to change using the least energy and fewest resources possible. This is something nature does really well. Janine M. Benyus and her *Biomimicry* approach has proved that we can learn a lot from nature in product development, but that learning also applies to leadership and strategy as well.

As we learn together about how to bridge the gap between the current state of affairs and the future with the pressures of climate change, we are well served to use the wisdom of the planet to align and take advantage of the newly emerging reality.

Flexible and adaptable

Lightening our load on the planet is imperative, however these reductions cannot be done well, for the long haul, without any real or intended connection to nature. Everything we do now needs to be regenerative – continually refreshing our resources while we dance with change. Working with *Bridge To Partnership*, as you grasp the strategic importance of a deeply resilient approach to innovation offers long-term financial and organizational benefits.

Resilience is one very important way of shifting a culture to become more innovative and co-creative, but it is not the only stimulus for this kind of change. Any organization that has to address a volatile and constantly changing marketplace or that wants to be innovative in providing products or services needs to have a leadership style that creates the high trust culture that supports innovation and co-creation. When leaders use inappropriate hidden or tacit values and beliefs their leadership style can interfere with or actually undermine this shift. Values are very important to people. Often when people act from their highest values they find that results either fall short or create unintended consequences in unexpected situations.

We are in a unique timeframe. We are being called to act in profoundly unique ways, but fear and old habits act as brakes on even the best of intentions. A shift in leadership style, clarity in values, and an appropriate well-defined culture can make a considerable difference.

Teams bring value by generating learning that makes the organization flexible; fostering adaptive growth and improving stakeholder contributions. Working with the *Bridge to Partnership* offers a fresh opportunity to address cultural values that limit and hamper the realization of these goals.

Resilient Leadership

The assessments developed by *Bridge To Partnership* can save you cost, time and effort in the following ways as they:

Facilitate the development of new capacities and skills needed to shift the leadership model from individuals to teams. Some people will be excited – others not so much. Knowing who is willing and who wants to shift can make a significant difference.

Forecasting who's going along and who's not, helps predict the time and budget required to implement changes, clarifying the strategy to create successful team alignment.

Helping you find employees that fit when you've grown so fast that new hires have no idea what you stand for or know the history that's made you great.

Showcase those able to bring the needed aptitude and willingness to reengage to address market shifts that require fast organizational response.

Clarify needed cultural and leadership changes that prevent you from achieving a regenerative organization or that can lead to reputation damage.

Create a lasting congruence when your departments or different company locations are going off in different directions and you need to facilitate alignment.

Find hidden agreements that will work when you are rethinking or freshening up your vision, mission, values statements and ethics code.

Benefits To the Leadership Team:

- Align group dynamics for high performance
- Get more clarity on how you see others in the team
- Understand your own point of view more deeply
- Discover a possible hidden shared vision
- Enact an action plan and vision/mission for the team that is mutually shared and co-created so it has real buy in
- Gain new appreciation for your teammates
- Understand better your own contribution
- Play an active role in the development of other team members

Benefits To the organization:

- Align the team and leadership management style with the strategic needs of the organization

- Achieve a greater confidence level and trust among all participants
- Increase productivity, effectiveness, reduce waste, become regenerative, and ensure robust ethical behavior under pressure

There is a new style of distributive leadership required to move a company successfully into the future and especially if regenerative resilience is a goal. The shift required to take advantage of how nature works pulls new skills from leaders in both understanding their organizations through systems thinking and in how to coach the connections between people and other teams. Resilient leadership evokes the ability to dance with others in the organization in a co-creative way, where learning is a shared phenomenon and experimentation is the norm.

Understanding the culture you are working with, knowing the direction it will easily move in, knowing what values really live in the organization, are all key to achieving success easily, cost effectively and quickly. Being able to create partnerships across boundaries allows for meeting adaptive challenges quickly. These assessments lend themselves to the creation of robust dashboards and strong internal metrics. Our assessments are the right first-step in achieving these results.



“If something can’t be changed it’s a fact, not a problem. It’s what you are doing about it that’s the problem”

~ Donald Rumsfeld

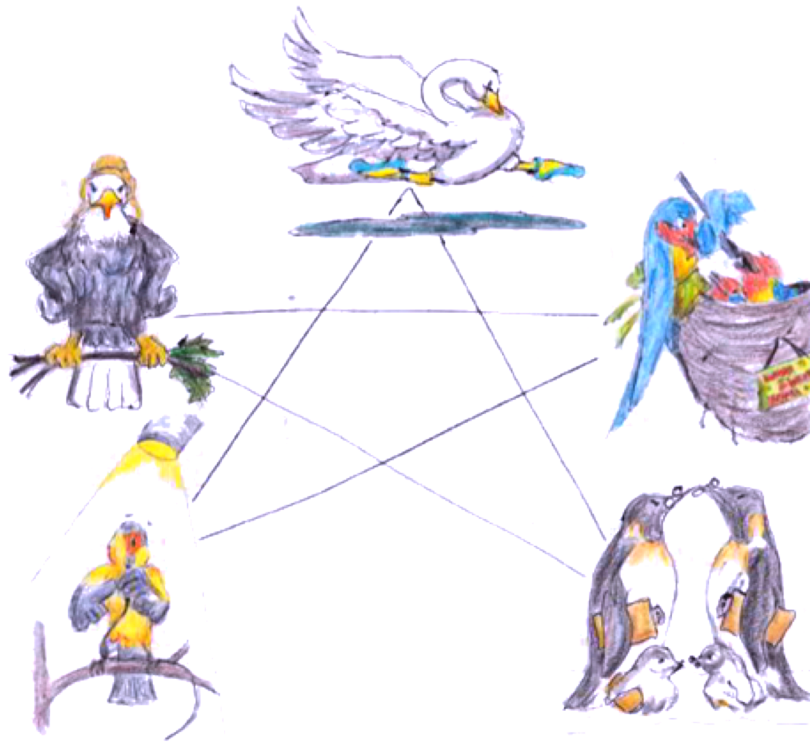
“In making judgments, the Early Kings were perfect, because they made moral principles the starting point of all their undertakings and the root of everything that was beneficial. This principle, however, is something that persons of mediocre intellect never grasp. Not grasping it, they lack awareness, and lacking awareness, they pursue profit. But while they pursue profit, it is absolutely impossible for them to be certain of attaining it.”

~ Lu“ Bu-wei 246 B.C., Chinese Prime Minister

“It has become evident time and again that when events become too complex and move too rapidly, human beings become demonstrably less able to cope. The failure...to comprehend external events almost invariably induces disengagement from an activity, whether it be fear of entering a dark room, or of market volatility.”

~Alan Greenspan, New York Times, September 23, 2001





Resilient Culture and Distributive Leadership

The culture model we use is called "Birds of a Feather" so we hope you can identify your culture through a lighted hearted look at organizational cultures using the metaphor of birds..

This model helps people understand basic behaviors in a nonjudgmental way.

The Culture Model: Birds of a Feather™

This is a very simple explanation, but it will help in understanding the later analysis.

Canaries are the most sensitive to trouble, so they often express the most concern through fight or flight.

Penguins are very concerned with the rules of the game. Obedience is their favorite attribute.

Eagles are out to win, to prove to themselves and others that they have what it takes. They want to convince others that their way is best.

Barn Swallows believe in collaboration. Their commitment is to the group (team, department, company, etc.) Learning is their chosen goal.

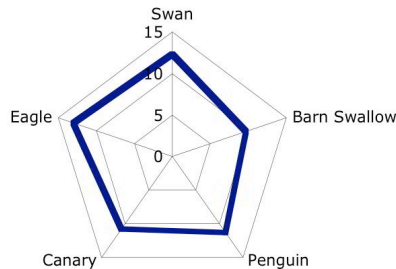
Swans are after self-expression and personal growth in service. They love a personal challenge and value variety, while helping others get what they want.

Phoenix can read the culture to understand what is best for the whole. They love to create new ways of being that allow for new and different behavior and processes working with the whole.

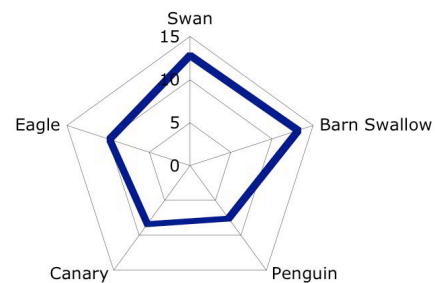
Everyone can move "back" from where they are, but "forward" movement needs to be supported by the group/culture.

Team Interaction Preferences

Current Interaction Team Average



Ideal Team Average



Team Interactions and Leadership as described in the example describe above. The need for direction versus the need for independence often hampers the ability of to people shine in their areas of competence.

Our assessment offers deeper appreciation of each other leading to honest discussion of these differences.

Once you understand your organizations basic culture its easier to understand why your leaders and teams behave as they do. Leaders behave as they do because of their individual beliefs about their role and how that fits into the culture. The team interaction preferences will show what values are in conflict, what is impeding the team from achieving their goals,

Key to this assessment is the matching of the ideal management style with the strategic needs of the organization.

Leadership is key to any organization, and leadership teams, in particular, require attention to individual belief systems and inter team dynamics. Individual beliefs about their role and expected management style can have a huge impact. Similarly, the dynamics among the team members will impact the relationship between members of the leadership team and can determine the success or failure of even a well-conceived business plan and implementation strategy. As these dynamics are hard to see externally, and rarely conscious internally, an assessment can have a strong impact on gauging the capacity of the team to achieve their goals, both in effectiveness and reducing ethical challenges. This allows for an early heads up, if needed, to address potential issues before they materialize.

The assessments show when values conflict, either in choices of leadership styles or in the values described below, the conflict may be clear or subtle. Often the lack of clarity leads to irritation and even name-calling or backbiting, adding to the frustration and confusion. Being able to see these dynamics and speak to them before emotions are involved helps mitigate potential problems.

Strategy's Contribution – an example

One organization compliance and rule driven (Penguin) – following rules and regulations – needed to respond to residents – mapped new leadership style

A strong understanding of the market place and customer needs sets the stage for decisions about choosing to be: individual or team led; a low cost leader or high end provider; focus on a niche or mass market; the need for fast cycle time in product development and / or customer service; and the amount of innovation needed to maintain marketplace dominance. Each of these choices requires different leadership styles for the right employee behavior. It is important to match leadership to the needs of the strategy. Alignment from strategic needs to employee behavior is what makes for success.

Leadership style and coherence is what creates a climate in which the employees rise to the needs of the organization. If the culture fostered by the leadership is not one that will allow people to easily behave in ways that will achieve these strategic needs, then having a strategy will be to no avail as the implementation will be ineffective and fraught with problems. These assessments will allow the organization to see the amount of alignment between the leadership style, the culture and the strategic needs.

Culture and leadership conflicts can impact your ability to: create alignment and coherence between departments and teams; act ethically under stressful conditions; or meet your strategic goals. If one department is focused on the control of information and another requires quick and creative responses to ensure strong customer service they will be a loggerheads if they have to work together, even if they agree on strategic goals.

Personal Growth and Sense of Achievement

This dimension is key if long lasting change is required or desired. People move easily toward what they actually aspire to and resist what is uncomfortable. Discovering hidden alignment can eliminate the dynamics that raise havoc with the best of plans if there is resistance or distrust. By looking at the hidden dynamics, inclinations that people may not even be aware of can be brought to the surface making coaching more effective, and trust more likely, before problems surface.

Ethics and Values

People often profess strong ethics and values that rarely see the light of day in terms of actual behavior. We say we want honesty when we really want loyalty, punishing the person who takes a risk to tell a truth that runs counter to the official story. As a species we are uniquely equipped to say one thing and do another. So how do you know that people will do what they say? That is good use of these assessments – to tease out conflicts and inclinations in such a way that some kind of prediction is possible so coaching can surface hidden tensions. These underlying tensions create distrust and can be hard to articulate.

The disconnect between tacit values, values believed so strongly they are no longer conscious and professed values and beliefs that are consciously chosen but rarely acted upon, is a consequence of a lack of reflection. This disconnect allows us to feel good about ourselves, no matter what we do. As these disconnects come to the surface and are clarified, new energy is released and a momentum develops as hidden conflicts and discomforts are eliminated. Success moves, as Stephen M.R. Covey says, "At the speed of trust." Nothing slows things down like distrust, conscious or not. This dichotomy becomes apparent in the values work below.



The Strategic Values™ Model

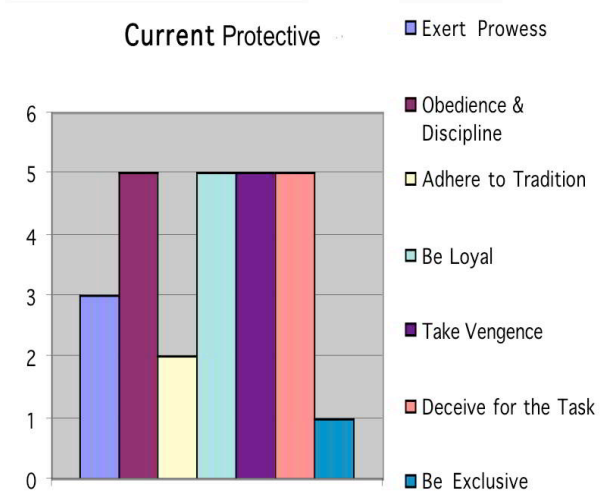
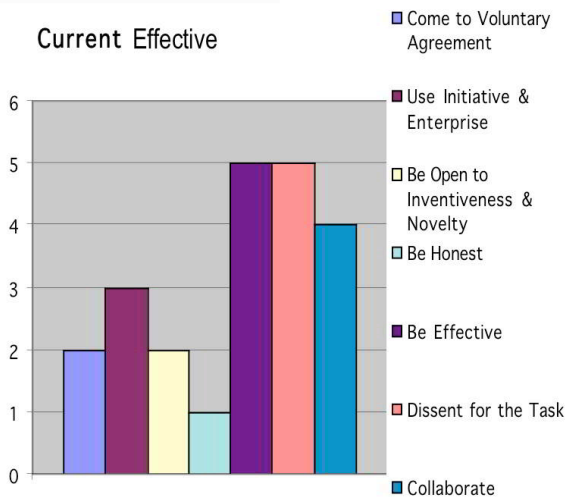
Why a deeper dive - values are so important and so difficult to talk about we have several assessments that help people surface these critical issues.

Recognizing the difference between default and strategic values by determining the underlying default values in the organization supports having an honest discussion about those values. Resilient values determine the pathway to a set of values that would create a truly resilient and regenerative organization.

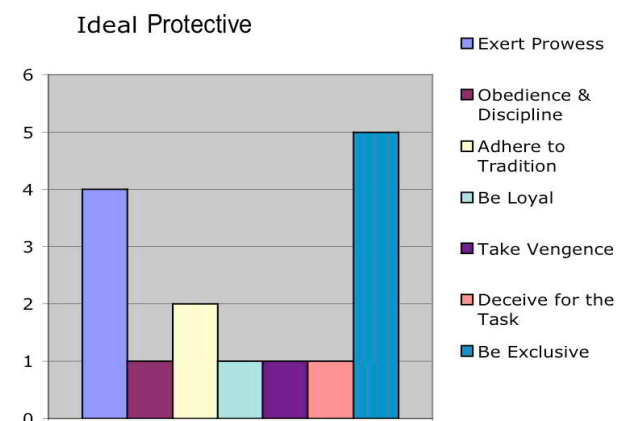
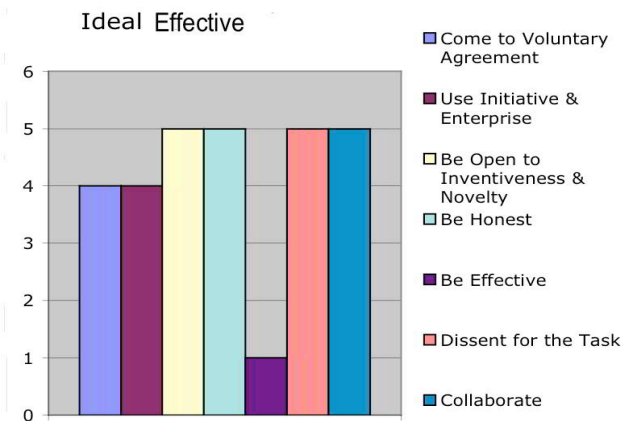
We worked with this engineering firm, tied to rules and regulations and mired in a command and control leadership style that was faced with public resistance from its clients they didn't know how to respond. The top down leadership approach was not in touch with the clients actual needs so the frontline employees did not trust their solutions. The innovation they needed came from developing a consultative leadership style that shared *from the clients' own words* what was needed, and then ask what the leadership/management needed to do to allow the frontline workers to address those needs. Working from the data presented by the assessments framed those conversations in a way that was easily understood and responded to.

These assessments look at two different systems of values. One has as a purpose or focus of protection and the other a focus on effectiveness. Neither is right or wrong, but both can be misapplied and in doing so cause corruption and behavior that will be seen as unethical – even if done for the very best of reasons. Facing pressure or crisis, people will apply their true belief systems and this can cause problems if the chosen beliefs are maladapted to the situation.

This is an example of the systems principle that parts of one system do not work if placed in another system – they just don't fit. All living systems have purpose or intent. When part (value) of a system that has one intention (protection) is used in another system with a different intent (effectiveness) then the purposes of each system are undermined and the result, when speaking of values – is corruption.



In the above graphic you can see the tension between the two values of honesty and loyalty and of imitative and enterprise with obedience are surely good topics for discussion and coaching. On the other hand the desire to collaborate is supported by the lack of desire for exclusiveness, something that can be easily built on and developed.



Here you can see a major shift that can easily be made if culture and leadership style are addressed. The possible conflation of success with the accumulation of power would be powerful to explore to head off potential issues. In this culture the issue of empowerment is critical and there is a need to temper the desire to be special by instilling an appreciation for diversity. Changes of this magnitude can have a significant affect on an organizations success, reducing turnover, increasing effectiveness, and improving products and services in major ways.

Effectiveness in the kinds of dynamic situations we are currently facing will require a resilience we have never had to express and an innovation that is tightly tied to making the most of the capacities of the planet. Confronting the coming challenges will require new thinking on a scale we have never accomplished before. There are wonderful indicators of the kind of rethinking that will be needed in the examples captured in the book *Biomimicry: Innovation inspired by nature* by Janine M. Benyus. Learning to work with nature instead of against her are some of the most effective and most daunting skills we can acquire.

These traditional values like these are comfortable and familiar, but they can get in the way of making lasting, fundamental change. Measuring the *actions* employees take, instead of asking direct questions ensures the self-reporting is less open to manipulation so the answers can be relied upon. Employees do not talk about their own behavior but about what they see around them. This is a significant difference from other assessments. This is why clarifying what is working and what is not with *Bridge To Partnership* is so important.

In an organization it is not just individual values that are important, it is also the values that are sanctioned by the organization through its culture. In making changes this deep and this significant it is useful to see if such a change will be easily accepted by the workforce and management teams or not. The more difficult the change the more expensive and more time needed to institutionalize the required values and subsequent behavior. These assessments will give you the information you need to make such an evaluation saving both cost and time.



“Regeneration goes beyond resilience or sustainability. Whatever is resilient, restored, robust, or sustainable resists or recovers from shocks and stays the same. Shocks make a regenerative business better. It rebounds and has the capacity to do more and be more.”

Carol Sanford, author of The Regenerative Business



*“Transformatively innovative businesses have to be viable in the current economy **and** simultaneously transform the business ecosystems they participate in.....the goal is to create businesses that support win-win-win solutions, systemic health and collaborative networks that serve people and planet.”*

Daniel Christian Wahl, author of Designing Regenerative Cultures





The Resilient Values Set®

Ensuring the health of the whole and making sure all decisions create the decision that support LIFE are keys to a robust and vital organization and planet.

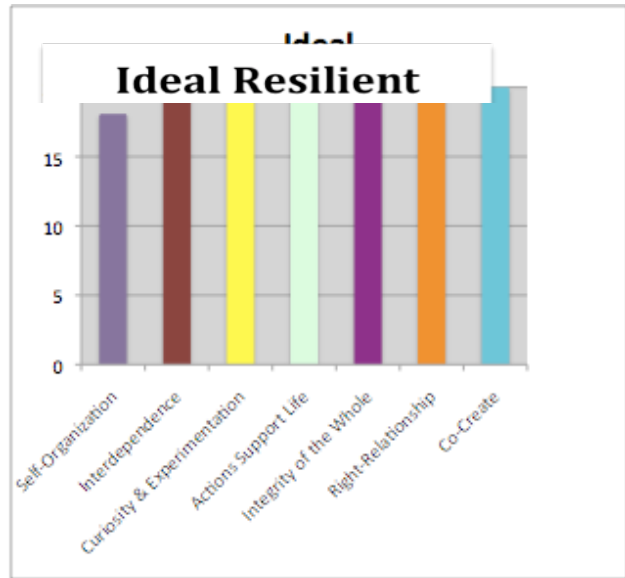
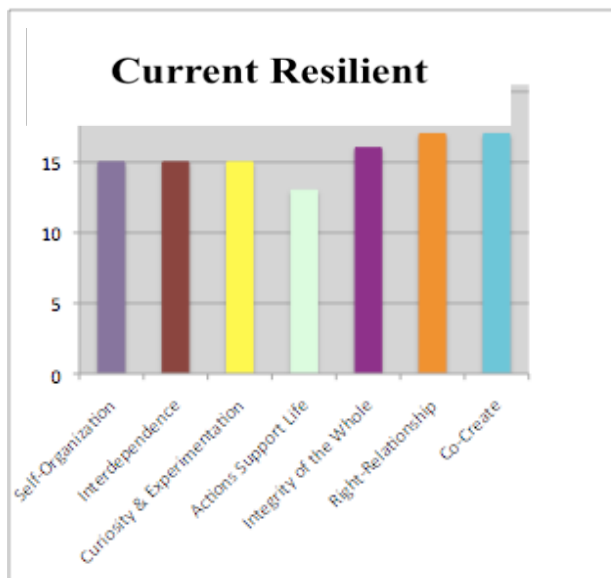
Measure the pathway to resilience.

The Resilient Values Set® provides the container for decision-making that mimics the way the nature works. Tied to natural laws and processes it showcases the relational dynamics people need to trust each other in order to ensure innovative outcomes. This is where the potential promise of murmuration lives.

Values form the context for our decision-making, which is why the vision, mission, values piece has been so important to organizations for decades. The Resilient Values Set™ is important because it contains contexts in which creativity and innovative decisions are made that are in alignment with human and environmental vitality.

Few companies are aware of the importance of intangible relationships and exchanges. The work of Verna Allee and her ValueNetworks™ makes these kinds of value flows tangible through values mapping. The Resilience Value Set™ is a way of understanding the ‘nodes’ of communication between people that manifest innovative results through robust decisions.

The assessment process tracks the actions people in the organization make that exemplify these values in lived practice. The benefits of doing so are huge and lead to increases in commitment, better chances for continuity, dramatically improved inventiveness through creativity and innovation, and enhanced resilience to manage difficult and rapidly changing circumstances.



In this rather high achieving example you can see the potential inherent in increased interconnection and the commitment to support the health of the whole. These suggest that employees enjoy being at work more and that they take real responsibility for the health of their environment. By also being able to see the ideal/desired values that actually live in the culture, how to make the biggest impact quickly with the best use of resources is easy to determine. This saves time, money and frustration as the assessment offers food for good culture making discussion.

Comparing these graphs with previous ones points out other possible conflicts and confusion as people feel the pressure of acting in several different ways. The public discussion of this hidden tension is what will generate a unified and ethical culture, one that can withstand the frustration and confusion that situational pressures inflict.

When you work at this level you are transforming your business by HOW you do business and every step you take is strategic, not tactical. Nature has been supporting life on this planet for 3.7 billion years. She's gotten really, really good at it! Learning from her generates huge paybacks, opens new capacities and capabilities, and transforms how you think about your business.

In nature there is NO waste, no loss of resources, everything is enriched and enhanced by the various processes living things have to do to be successful. This is how business should function as well. As business becomes elegant in process - regenerative, costs will reduce, and the environment and communities will be enhanced. Resilience will become a natural approach to market innovation and creativity will increase as work becomes a fertile media for generating elegant solutions to difficult problems. Employees will be exceptionally committed, both to the company and to the company's strategic direction ensuring continuity for decades to come. Creating businesses that protect and enhance the best qualities of the human spirit, and support how they work so that they are non extractive and replenishing to both nature and the human spirit bring business back into relationship with LIFE and our assessments help make this happen.



I learned far more about values than in any other context in my life. ...

John Giordanengo, WRV



"This is the first time we have talked together as a group. Some of the new insights and understandings have been revelatory! This will definitely impact our strategic planning going forward."

D.M. Director, Youth Offender Parole Board, Sacramento, California



Perhaps one of the biggest "aha" ... was the "Birds of a Feather" discussion. That analogy has already been useful several times when discussing business changes and operations. In each case, moving the conversation to the "birds" has taken the focus off of specific people and relieved tension so that the situation could be expanded on without personal attacks. Since the birds are very common, the idea is easy to grasp and fun to share. Thank you for the new ideas you bring...

Regards, Eva Morrell



"Kathryn is an ideal thinking partner for those tough business decisions and getting through the "stuck places" in strategy, operations and projects. She is absolutely great to work with!"

Verna Allee, President, Verna Allee Associates



"Deciding to be Sustainable," was truly thought provoking as it forced you to work through vastly different models of decision-making. The activities highlighted the strengths and weaknesses of the different models, ultimately leading to a better understanding of how to think sustainably. Kathryn is well versed in multiple decision models and is clearly a leader in the field of sustainable decision-making.

Thomas M. Denkenberger | Financial Advisor



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