

# Six Truths of Leadership & Organizational Effectiveness

*Proven Practices Applicable to Any Organization Aspiring toward Excellence*

## Business Hierarchy of Needs

*“Leader -> Team -> Customer -> Business” ~ Jake Jourdan*

### Foundational

1. Every business challenge, issue or problem is understood as a people issue, challenge, or problem.
2. Business problems are understood from the perspective of the “leadership shadow/s” at play, and problem-solving always starts with leader self-assessment.
3. Team dynamics cast a shadow modeling team behavior throughout the organization. Knowing this, the ELT dedicates sufficient time and resources to ensure strong leadership effectiveness individually and strong cohesion and alignment as a team.



### Quick Assess

*[Rate 1 (low) to 5 (high)]*

- When business problems arise, the respective executive assumes personal responsibility enlisting others as appropriate for support.
- The ELT is a high-trust, high-functioning team as evidenced by transparency, vulnerability and humility, all voices being heard, courageous conversations, constructive conflict, accountability partnership; and consistency i.e., the absence of counter-productive behaviors such as blaming, deflecting, projecting, defensiveness, triangulating, learned helplessness, and artificial harmony.
- The ELT as a high-functioning team models team cohesion to the organization through transparent alignment, support, and championing the goals and efforts of peers.

## Strategic Plan is “Values-based”

*“Culture Eats Strategy for Breakfast” ~ Peter Drucker*

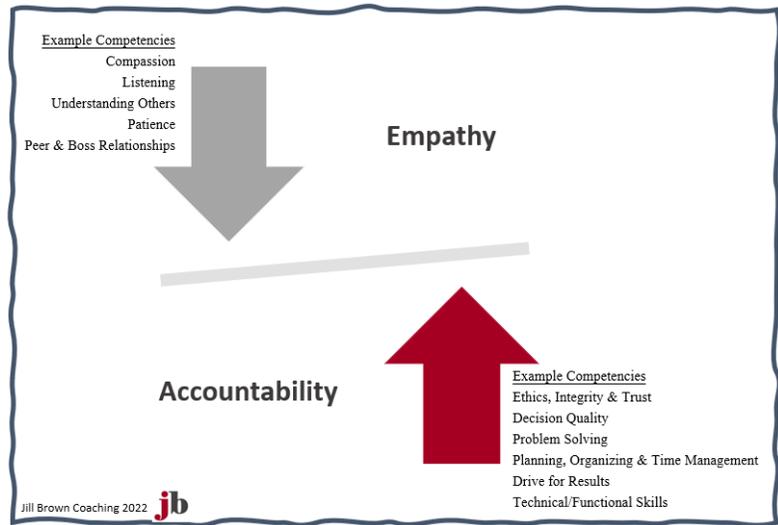
### Foundational

1. Strategic plan clearly articulates mission, vision, and values.
2. Values are clearly defined in behavioral/performance-based terms (core competencies).
3. Values associated with competencies such as a growth mindset/continuous improvement are a critical element of a healthy culture that facilitates goals achievement (e.g., self-development, openness to experience, creativity & innovation, learning agility, appropriate risk-taking).
4. Cultural values are balanced across empathy (the individual) and accountability (the business).
5. Core values are consistently and intentionally used as decision-making filters.

Quick Assess

[Rate 1 (low) to 5 (high)]

- The strategic plan includes a compelling mission, inspirational vision, and a set of core values.
- The core values guide how people are treated (empathy), and what high performance and results looks like. (accountability/impact).
- The core values have been effectively embedded into the culture by clearly articulating to the workforce the specifics (company core competencies) by way of operationalizing them across the people strategy (values-based criteria for hiring, recognition, performance management, development, career advancement, etc.).
- Everyone knows the core values are and what they mean – leaders, staff, Board, customers.
- Goals are translated into initiatives and specific operational plans that include what, why, when, whom, and how (tying in the values thereby uplifting the culture).
- Employer brand and reputation as evaluated by current and former employees (and job candidates) is a strong reflection of a healthy, positive, values-based culture.

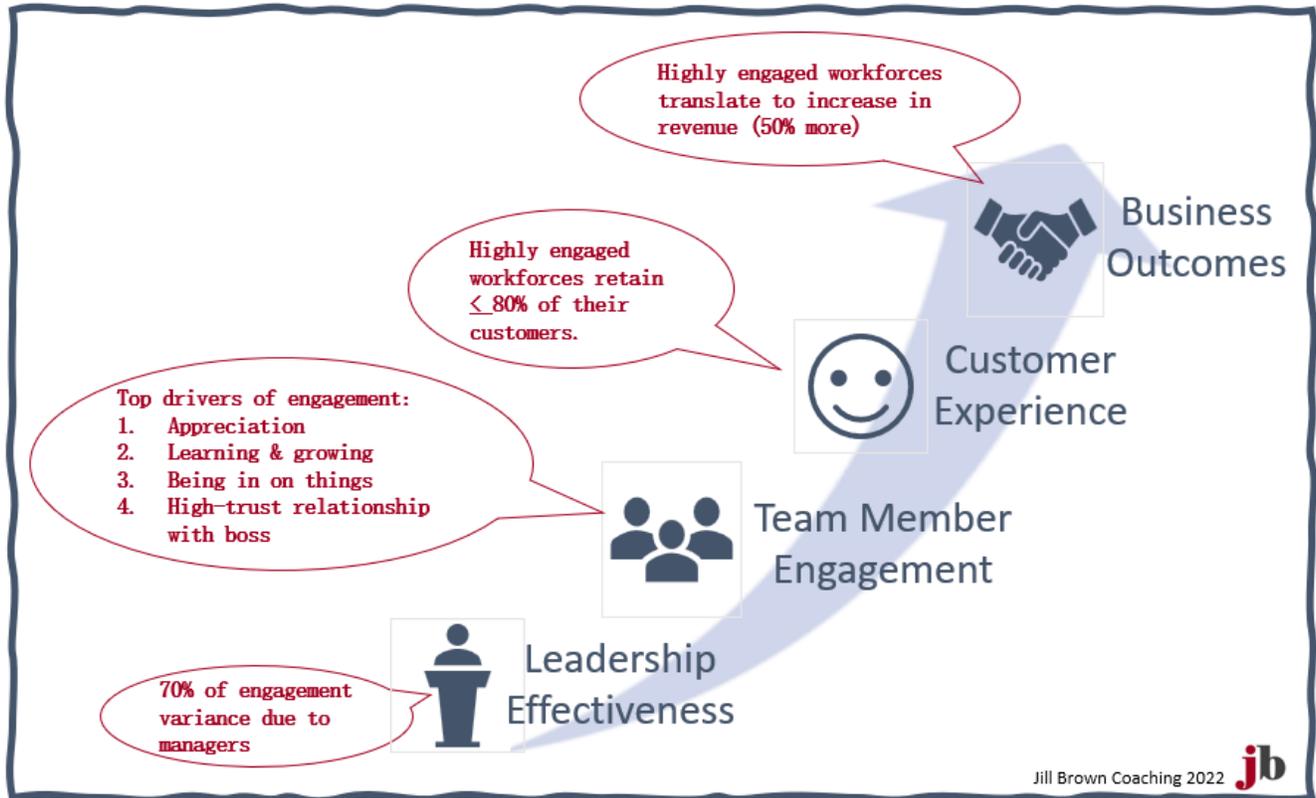


**Leadership Effectiveness**

*“Managers Account for 70% of Variance in Employee Engagement” ~ Gallup*

Foundational

1. Executives know that employees stay in or leave cultures as shaped by their leader.
2. Executives lead with intentionality knowing that employees understand the culture:
  - through **Artifacts** (language, rituals, stories/legends, and structures)
  - by observing and experiencing accepted behaviors, specifically:
    - a. **the prevailing behaviors (and decisions) of leaders,**
    - b. **the worst behavior tolerated.**
3. Executives are invested in creating a strong culture by committing to consistently demonstrate values-based behaviors (a dynamic balance of empathy and accountability).
4. Executives have a clear understanding of the connections between leadership behaviors > culture > performance management > employee engagement (and retention) > employee discretionary effort > high performance > business outcomes, and how to monitor, measure, and correct challenges in each area.
5. Executives own the effectiveness levels of the people managers on their teams. HR, Finance, Legal, and other management/administrative services provide the infrastructure, and leaders are responsible for learning, demonstrating, and implementing strong people and business practices.
6. Leadership effectiveness is best understood and improved via 360-degree feedback program.



Quick Assess

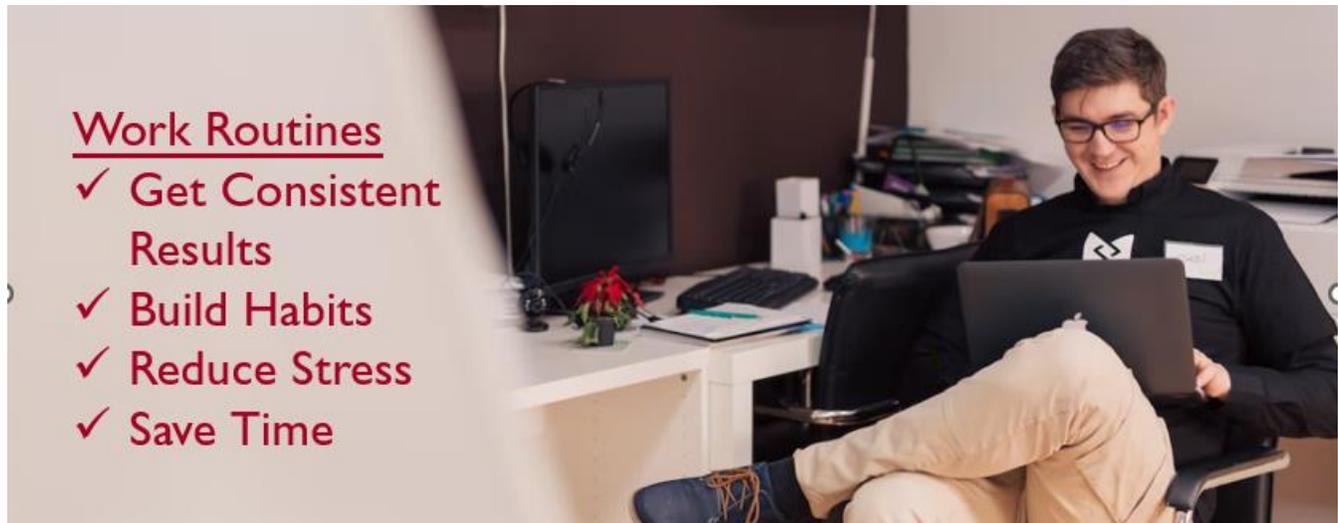
[Rate 1 (low) to 5 (high)]

- The ELT demonstrates a high degree of values-aligned behaviors amongst themselves and outwardly.
- Values-based behaviors are actively reinforced by CEO/peers, and misaligned behaviors are identified for alignment.
- The core values are actively used as decision-making filters.
- The ELT links values to results for the workforce in formal and informal communications to nurture a strong energizing, change-ready culture (e.g., strategic updates, staff recognition, etc.).
- Leadership effectiveness and development is a priority for all levels of supervision.
- A 360-degree feedback process is the cornerstone of leadership development, and values-based core competencies are the foundation of the process.
- The ELT has a firm grasp on employee engagement (performance and retention) issues.
- The ELT is committed to addressing engagement issues as demonstrated by a formal strategy and dedicated budget for systems, programs, people, and initiatives, to include those toward their own growth, development and change efforts.

**SEE MORE:** Learn what Forbes Business Counsel says about measuring [Leadership Effectiveness](#)

## Routines and Standard Work

*"Structure enables consistency, creativity, and freedom." ~ Jill Brown*



**SEE MORE:** Check out how standard work and routines actually enable more freedom [here](#)

### Foundational

1. Leader routines or standardized work for people managers includes regular ongoing activities that have the highest impact on employee engagement and retention such as those that:
  - a. Leverage their energy and impact;
  - b. Prioritize their self-care;
  - c. Nurture a high-trust relationship with directs based on respect, transparency, accountability & consistency.
  - d. Provide clarity of expectations;
  - e. Convey genuine appreciation for efforts, learning, and impact;
  - f. Ensure necessary tools and resources are available;
  - g. Foster learning and growing;
  - h. Value and encourage balance and wellbeing; and
  - i. Maintain a strong connection between the employee's work and how it furthers the mission, vision, and goals.
2. Standard work is scheduled, and the skillful execution well-supported by training, modeling, and coaching by HR/leadership, and personally experiencing it from his/her own superior.
3. Mastering the execution of standard work and having it scheduled, leaders have the mental space and logistical time to focus creative energy and efforts elsewhere providing both safety and freedom in the larger role.
4. Standard work/routines are an artifact of culture (i.e., rituals) and as such should be developed and executed in alignment with values.

### Quick Assess

[Rate 1 (low) to 5 (high)]

- Executives see the value of standard work when developed with purpose and reasonableness and embrace the structure to reclaim more freedom.
- Leaders at all levels have the skills, abilities, and resources to effectively utilize the cultural practices of routines such as standard work (and do so) to maximize their impact on their teams creating a positive employee experience that drives high levels of engagement.
- Employees gain value / are thriving as a result of their leader’s standard work as evidence by calibration of performance expectations, high performance levels, living the values, achieving or exceeding individual goals, continuous improvement efforts, intelligent risk taking, referring top talent to fill open positions, engaging in stretch assignments, developing new skills, being promoted, are staying.
- Employees (who) are using standard work, are clear on daily priorities, experience confidence in the ability to accomplish their work, meet or exceed deadlines with high quality service/product deliverables, and feel well-supported.

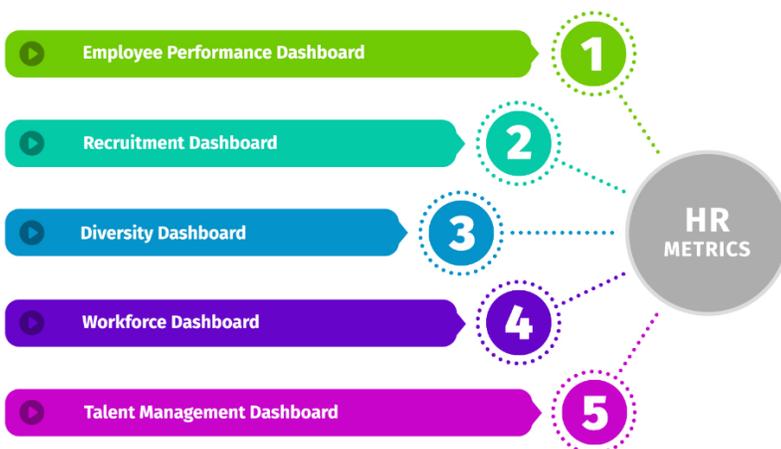
## Measure to Manage & Grow

*“If you can't measure it, you can't manage it.” ~ Peter Drucker*

### Foundational

- Strategic objectives translate to operational plans with SMART goals (specific, measurable, achievable, relevant, timelines).
- Key performance indicators are identified, targets set, means for tracking and reporting are in place, and data is used to inform decision-making.
- KPIs for HR/people function include among, other things:
  - Recruiting & Onboarding: time to hire, cost per hire, candidate experience, quality of hire;
  - Engagement: performance/engagement per dimension of employment experience;
  - Retention/Turnover: overall, by unit, type (voluntary and involuntary), by demographic (tenure job, supervisor, age, ethnicity, gender), sentiments of departing employees;
  - Job Mobility: promotion and progressive lateral moves
  - Leadership Effectiveness: 360-degree feedback data

### ▲ TYPES OF HR METRICS DASHBOARDS ▼



**SEE MORE:** For more on dashboards and manager report cards, see [Executive Reporting: Management Reporting Best Practices & Report Examples](#)

### Quick Assess

*[Rate 1 (low) to 5 /gen(high)]*

- New hire onboarding surveying is occurring to understand the new hire employment experience to include the experience of culture.
- Supervisors have easy access to onboarding survey data and are skillfully addressing issues before they become problems.
- Regular engagement surveying is occurring polling workforce on elements of employment experience to include those related to culture.
- Leaders at all levels know what employee engagement is, how it is fostered, the direct connection to business outcomes, and the real dollars and cents ROI in engagement programs.
- Supervisors have easy access to engagement data and are skillfully facilitating engagement action planning, and work plans to make improvements.
- Exit surveying polls departing employees on employment experience to include culture; the data analyzed alongside engagement data, and is used to drive continuous improvement.
- An HR dashboard is in place to track and project progress toward performance targets.

## **It Starts With You**

*“Everyone Needs a Coach” ~ Bill Gates*

### Foundational

- The ELT is well-supported become and remain a highly effective leadership team, defined by Great Places to Work® by the degree to which executives:
  - Align their words and actions;
  - Avoid favoritism;
  - Demonstrate competency, honesty, and approachability;
  - Show genuine interest in employees as people. [Read more here](#)
- Executives are continuously learning, growing, and expanding knowledge, skills, and impact.
- Executives have the resources and support necessary to include a safe neutral place/person to help them work through challenges, effectively manage stress, maintain healthy boundaries, and prioritize brain health and overall wellness while achieving results.
- The ELT is well-supported by outside experts in its work to maximize team performance, alignment, cohesion, and outcomes as highly functioning unit operating on a solid foundation of trust.

### Quick Assess

*[Rate 1 (low) to 5 (high)]*

- All strategic objectives are on track/have been met.
- The ELT is a high functioning team as evidenced by:
  - High degrees of trust among all members;
  - Willingness and ability to have candid dialogue and constructive conflict;
  - Commitment with clarity and closure;
  - Ownership and accountability’
  - Shared outcomes. Read more about [Patrick M. Lencioni’s “5 Behaviors”](#)

- Executives are aware of their own and each other’s values, strengths, competencies, frustrations, saboteurs and derailleurs; understand how these translate to individual and collective performance; dedicate time on a regular basis to enhance team dynamics and increase individual and group impact; and are working with a coach to expand maximize performance, fulfillment, wellbeing and peace of mind, while creating sustainable success for the organization. Read more about [Positive Intelligence by Shirzad Chamine](#) or take the [PQ quiz](#) now.



## Final Words

These Six Truths offer a high-level overview of the critical foundational elements necessary for a thriving business from the perspective of leadership and organizational effectiveness based on over two decades of experience with organizations large and small, each on a path of high-growth and expansion, and/or change and transformation.

This is in no way intended to be a comprehensive guide, plan, or roadmap, but more a primer for success and a preview into my approach based on a proven track record as a leader, executive, and coach effecting and supporting needed change, and achieving business results for the organizations I’ve served.

If you enjoyed this read, scored lower than you’d have liked on the quick assessments, or otherwise believe you could benefit from working with me, let’s have a call to learn more and see if it would be a good fit.

Blessings!

Jill

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## Coach Profile



For more than two decades, I've been transmuting my passion for helping people into actions that get results. As an HR executive, I have designed and executed transformational people strategies that nurture engaging workplace culture while advancing overall business objectives. As an executive coach, I help executives, senior leaders and HR leaders expand personal and professional effectiveness to elevate organizational impact and results, experience more joy, reclaim sense of purpose, and enjoy more peace – both at work and in life.

I've led human resources operations, organizational development, leadership and learning, and employee communications functions for several companies, primarily in the services sector across multiple industries. A thought leader in areas such as creating values-based cultures, elevating employee

engagement, implementing a coaching organization, growing servant leaders/heart-centered leadership, evolving through conflict and change, workplace wellness, and activating greatness to achieve optimum results to name just a few, I've had the distinct pleasure of working with hundreds of amazing executives achieve the prestigious, "Best Places to Work" award for the companies they serve.

I have a bachelor's degree in psychology, a master's degree in human resources management, am a Certified Senior Professional in Human Resources (SPHR), a Certified Personal & Executive Coach (CPEC), a PQ-trained Executive Mental Fitness Coach, an NASM-Certified Personal Trainer (CPT), an NASM-Certified Nutrition Coach (CNC), and an independent licensed Life/Health/Disability/Sickness broker.

I get tremendous joy out of sharing my talents and gifts to inspire and help others achieve their goals and actualize a life of authenticity, vibrancy, and purpose. It's a calling!

**Toward that end, I help c-suite executives in mid-market companies positioning for (or struggling with) growth go from poor or inconsistent results to solidly sustainable success by laying a rock-solid foundation for maximizing performance, impact, wellbeing, joy, and peace of mind.**

Some of the organizations I've served include:

