

What is OQ?

making the difference where it matters

OQ stands for Organizational Quotient or Organizational Intelligence.

Like IQ (the cognitive intelligence quotient) or EQ (the emotional intelligence quotient), it is a measure of astuteness and understanding. At OQ Consulting, we focus on a comprehensive understanding of the organization by including dimensions of IQ, EQ, Learning Agility and business savvy. It is about gaining a true appreciation of your organization: its strategy and business drivers, its leaders and its employees - in order to help you achieve the business results you envision.

It's all about people: their interactions and behaviors, the realities of life that impact business processes and culture, decisions and choices, and most importantly- performance.

Organizational Intelligence is not a new concept, but rather a well-researched concept. Jon Katzenbach and Zia Khan have spent several years highlighting that in every company there is a parallel power structure that can be just as important as the one everyone spends stressful days trying to master. In a study released to Fortune Magazine¹, they argue that successful managers must understand this "constellation of collaborations, relationships, and networks" particularly in times of stress and transition. "We're not saying you can formalize the informal," claims Katzenbach, "We're saying you can influence it more than you do." In their survey, a third of the 390 respondents - all of them working at large U.S. companies - admitted ignoring the rules when they found a better way of getting things done. And in companies where managers worked closely with informal employee networks, respondents were three times more likely to describe their job environment as positive.

What can really make the difference between winning and losing - whether in the market place, in the stock market, in the labor market, or within the organization itself? Many studies have shown that implementing a (change) program will not necessarily bring about the desired change. You do not create culture change or achieve breakthrough results by merely implementing a program.² Rather:

People matter- Leadership matters- Understanding the informal dynamics matters.

The way things *really* are affects how things get done, how people connect, how clients are served, how engaged and motivated employees are. It affects the overall work

¹ Jennifer Reingold and Jia Lynn Yang: Fortune Magazine July 18 2007, "The Informal Organization". Katzenbach calls the ability to toggle between both power structures the "organizational quotient" or OQ.

² Jim Collins: *Good to Great*. New York, 2001.

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environment and culture of the organization and thus the overall company results. In the video *Culture Eats Strategy For Lunch*³, the importance of aligning the strategic plan with the organization's culture is once more underlined. Coffman states that "The real gain relative to the "strategy gap" can only be overcome by changing the way people work, individually and collectively. People and managers are the building blocks of culture"⁴.

Through organizational intelligence, you will recognize the right people, the brutal facts, but also how to leverage the power of emotional intelligence, learning agility and human potential, and how to drive simplicity and focus in your business. This is where you create real impact and greater economic value.

OQ Consulting focuses on providing intelligent organizational solutions. We ask tough questions. Whether through operational or expert HR support and advice or through specific interventions such as coaching, facilitation or assessment,

our aim is to impact an organization's most differentiating assets - its people – in order to create personal and business success.

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OQ Consulting provides services globally.

For more information, please contact cgibson@oq-consulting.com

³ The Coffman Organization - http://www.youtube.com/watch?v=kiFMJfrCO_0&feature=player_embedded#

⁴ <http://coffmanorganization.com/culture-trumps-strategy/about-us/>