

# What is OQ?

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## OQ stands for *Organizational Quotient*

OQ measures Organizational Intelligence. Like IQ, the cognitive intelligence quotient, or EQ, the emotional intelligence quotient, OQ is a measure of astuteness and understanding of an organization.

Organizational Intelligence is a well-researched concept. According to Jon Katzenbach and Zia Khan, there is a parallel power structure in every company that can be as important as the official organizational hierarchy. In a study released by Fortune Magazine<sup>1</sup>, Katzenbach and Khan 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," says Katzenbach, "we're saying you can influence it more than you do." In their research, they found that people will ignore the rules when they find a better way of getting things done. When managers worked closely with informal employee networks, the job environment was three times more likely to be described as positive.

High OQ allows organizations to adapt to change more successfully.

Implementing a program will not necessarily bring about change. You do not create cultural change or achieve breakthrough results by merely marketing a new program<sup>2</sup>. You need to have a genuine desire to understand that people matter, leadership matters, behavior matters, the informal dynamics matter. The way things really are – and not how you say or wish them to be - affects how things get done, how people connect, how clients are served, and how engaged and motivated your employees are. This affects the work environment and culture and overall company results. In the video *Culture Eats Strategy For Lunch*<sup>3</sup>, the importance of aligning the strategic plan with the organization's culture is made evident. 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"<sup>4</sup>.

At OQ Consulting, we focus on getting a comprehensive understanding of the organization by looking at different dimensions. It is about gaining a true appreciation of the company as a whole: its strategy and business drivers, leaders and employees and culture. Our purpose is to help you achieve the outcomes and results you are targeting. We help you understand the present status and identify areas of strength and the ones that can be improved to grow the intrinsic value of your business. For more information, please contact [info@oq-consulting.com](mailto:info@oq-consulting.com)

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<sup>1</sup> 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.

<sup>2</sup> Jim Collins: *Good to Great*. New York, 2001.

<sup>3</sup> The Coffman Organization - [http://www.youtube.com/watch?v=kiFMJfrCO\\_0&feature=player\\_embedded#](http://www.youtube.com/watch?v=kiFMJfrCO_0&feature=player_embedded#)

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