

# What is OQ?

making the difference where it matters

# What is OQ?

## OQ stands for Organizational Quotient or Organizational Intelligence.

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

Organizational Intelligence is not a new, but rather a well-researched concept. According to Jon Katzenbach and Zia Khan, there is a parallel power structure in every company that can be just as important as the official organizational hierarchy that we spend stressful days trying to understand. 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 found 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.

Many research studies have shown that merely 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 communicate 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 can and should be measured and tracked as it affects the work environment and culture of the organization and thus the 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 clearly laid out. 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. This includes, for example, EQ, Learning Agility, operational processes, programs, policies, team dynamics, communication and the organization's values and purpose. It is about gaining a true appreciation of the company as a whole: strategy and business drivers, leaders and employees and culture.

It's all about the people: their interactions and behaviors, their motivation, their understanding, the realities of life that impact business processes, culture, decisions and choices – influencing the organization's outcomes and performance.

Our purpose is to help you achieve the outcomes and results you envision.

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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/>

# What is OQ?

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We help you understand the current status, the areas of strength and the ones that can be improved.

We help you leverage the power of creative thought and innovation, of emotional intelligence and learning agility, of human potential, motivation and strengths, to drive cultural authenticity and purpose.

We focus on simplicity, transparency, efficiency and outcomes. This is where you create real impact and greater economic value for your business.

OQ Consulting provides intelligent organizational solutions and focuses on making the difference where it matters. Our aim is to impact the organization's most differentiating assets - its people – in order to create personal and business success.

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