

A High-Level Template for Supporting Organizational Improvement

Issue	Solutions: Things RDI Can Help You With
1. Lack of clear direction, goals, priorities, and plans	<ul style="list-style-type: none"> • Set goals based on some higher framework such as vision, mission, strategic plan, etc. If these don't exist, start there. • Build a communications framework and set of processes and use to disseminate goals, priorities, and plans for achieving them. • Describe how decisions about goals and priorities are made and how they may be revised ... provide information on how stakeholders can have input and influence on these decisions. • Either bring in talented planners or train existing personnel in planning protocols. • To the greatest extent possible, minimize the gap between planners and people who are impacted by, or have to execute those plans (e.g., integrate them into planning activities) • Engage all levels in learning and using these goals and priorities in their regular work. • Re-engage regularly to re-communicate, evaluate, and revise as needed.
2. Poor execution and dissatisfied customers or stakeholders	<ul style="list-style-type: none"> • Ensure that you and the whole organization understand what's expected. • Build metrics and systems that get regular feedback about quality. • Train, train, train. • Establish performance expectations and manage/supervise to ensure standards are met.
3. Lack of trust and either open conflict or passive aggressive behaviors.	<ul style="list-style-type: none"> • Articulate a set of values consistent with establishing integrity and character within the organization. • In order to ensure the credibility of the values, ensure that leaders embody them first before wide dissemination • Create practical learning/inculcation experiences that allow people to a) recognize situations in which the values apply and b) know how to behave in accordance with them. • Identify malcontents and malignant factions and re-situate them so they don't promote mistrust. • Reward behaviors consistent with the values that have been established.
4. Unclear responsibilities	<ul style="list-style-type: none"> • Systematically clarify roles and ensure that responsible people are accountable. • Establish and promote a culture of accountability that, to the greatest extent possible, is self-policing rather than held in place through enforcement.
5. Poor coordination and/or teamwork	<ul style="list-style-type: none"> • Determine organizational impediments to collaboration and teamwork. • Set collaborative expectations and a culture that supports teamwork • Build the skills that are needed for people to work together effectively.