

A High-Level Template for Supporting Organizational Improvement

5 Things RDI Can Help With		
Issue	Relevant Principles	Things RDI Can Help You With
<p>1. Lack of clear direction, goals, priorities, and plans</p>	<p>As the ambiguity increases, so does the need for planning and structure.</p> <p>Goals focus attention and effort, and priorities help organize competing goals according to relative importance.</p> <p>Plans left without any of the following are like having no plans at all:</p> <ul style="list-style-type: none"> - Goals - Priorities - Timeframes - Responsibilities - Resources - Action Steps 	<p>Set goals based on some higher framework such as vision, mission, strategic plan, etc. If these don't exist, start there.</p> <p>Build a communications framework and set of processes and use to disseminate goals, priorities, and plans for achieving them.</p> <p>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.</p> <p>Either bring in talented planners or train existing personnel in planning protocols.</p> <p>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)</p> <p>Engage all levels in learning and using these goals and priorities in their regular work.</p> <p>Re-engage regularly to re-communicate, evaluate, and revise as needed.</p>
<p>2. Poor execution and dissatisfied customers or stakeholders</p>	<p>If customers, citizens, and key stakeholders believe your services, products or outputs don't meet their needs, you can not satisfy your mission or achieve your vision.</p> <p>If you don't execute your plans, you might as well not have them.</p>	<p>Ensure that you and the whole organization understand what's expected.</p> <p>Build metrics and systems that get regular feedback about quality.</p> <p>Train, train, train.</p> <p>Establish performance expectations and manage/supervise to ensure standards are met.</p>

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	<p>People don't usually execute poorly because they want to ... more likely they either don't know how or they are somehow prevented from executing by organizational factors that need to be changed.</p>	
<p>3. Lack of trust and either open conflict or passive aggressive behaviors.</p>	<p>Mistrust defeats even the best plans and intentions.</p>	<p>Articulate a set of values consistent with establishing integrity and character within the organization.</p> <p>In order to ensure the credibility of the values, ensure that leaders embody them first before wide dissemination</p> <p>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.</p> <p>Identify malcontents and malignant factions and re-situate them so they don't promote mistrust.</p> <p>Reward behaviors consistent with the values that have been established.</p>
<p>4. Unclear responsibilities</p>	<p>When a) people don't know who does what, b) the right hand doesn't know what the left hand does, c) when nobody is responsible ... necessary actions may not be taken , any action taken may conflict with others, and opportunities for synergy will be missed.</p>	<p>Systematically clarify roles and ensure that responsible people are accountable.</p> <p>Establish and promote a culture of accountability that, to the greatest extent possible, is self-policing rather than held in place through enforcement.</p>

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5. Poor coordination and/or teamwork	<p>When people try to win or be the best at the expense of others, the enterprise usually suffers.</p> <p>In sports, when players try to shine without taking into account their roles within the team context, their teams usually lose games.</p> <p>Some organizational activities don't require teamwork.</p> <p>When teamwork is needed, no amount of individual effort will substitute.</p>	<p>Determine organizational impediments to collaboration and teamwork.</p> <p>Set collaborative expectations and a culture that supports teamwork</p> <p>Build the skills that are needed for people to work together effectively.</p>