

Appendix III: “Silent Killers” Organizational Assessment

Please check all that apply to your own organization:

1. Unclear Strategy and Values, Too Many and Conflicting Priorities

- ☐ Strategy may be well developed on paper, but hasn’t been translated into a simple, logical and broadly understood “story” for how the business will win.
- ☐ Lack of clearly defined and articulated values. “We have no human values.”
- ☐ Functions & businesses each champion their own priorities leading to conflicting priorities and organizational overload.

2. No Real Team at the Top

- ☐ “Hub and spokes” operating model --team members accountable to GM for delivering on their business or function versus to whole team for overall business success
- ☐ Most of meeting time spent on information sharing and updates on short term operational details, rather than confronting and resolving tough strategic issues. “Death by PowerPoint.”
- ☐ Little conflict in meetings- real decisions get made outside of the room.
- ☐ Team doesn’t speak with a common voice outside of meetings.

3. Top Down or “Hands Off” Leadership

- ☐ Leaders tend to get lost in the operational details, and work “one level below their pay grade.”
- ☐ Leaders not visible -- spend relatively little time communicating overall strategy or direction and “forcing” constructive debate to resolve contesting views.
- ☐ Leaders conflict averse.

4. Poor coordination/ teamwork across silos

- ☐ Painfully hard to execute on cross- functional, business and/or geographic initiatives, often even despite good personal relationships.
- ☐ Work on cross-boundary teams seen as secondary to fulfilling unit responsibilities.
- ☐ Underlying problem is organization design, clarity of roles and culture.

5. Delegation of authority and decision rights

- ☐ Top management team is overwhelmed by the number of issues and decisions they have to make.
- ☐ Managers below the top are frustrated by their lack of decision rights to make decisions and act in response to fast moving events affecting their area of responsibility.
- ☐ Top management team working on matters below their pay grade.
- ☐ Our organization hampered by bureaucratic policies and practices.

6. Inadequate Leadership Skills and Development

- ☐ Too few managers capable of leading cross-business initiatives or taking a “general management” business wide perspective.
- ☐ Keep coming back to the same “usual suspects” when something needs to get done.

7. Poor Vertical Communication

- ☐ Few forums for downward communication and discussions about strategy.
- ☐ Few Forums for upward communication where managers and associates can openly and publicly communicate with senior management in a low-risk environment.
- ☐ Open public discussion of difficult issues goes against the cultural grain.
- ☐ Top management has failed to create a trust based partnership with key people below them.
- ☐ Commitment to the purpose and strategy of the organization is low.
- ☐ Lower levels are afraid to speak truth to power about ineffective aspects of the organization and its leadership.
- ☐ Top management is known to be defensive when they are told about problems that may make them look ineffective.