

## THE CRITICAL ROLE OF LEADERSHIP IN ORGANIZATIONAL HEALTH: An Applied Manager Training Program

A TWO-DAY SPECIALIZED WORKSHOP PROVIDED BY FISHER & ASSOCIATES SOLUTIONS

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### BACKGROUND

While organizations face many complex challenges to their viability, productivity and stability, one common factor contributes to an organization's capacity to meet these challenges – the human element – the focus of an Organizational Health approach.

This workshop introduces managers to the critical role of Leadership strategies within our unique 4-tier Organizational Health Model (please see diagram over).

**Organizational Health** includes all the psycho-social and culture elements that contribute to organizational function and capacity. Biology provides a good analogy: while **Organizational Structure** describes the skeleton, **Organizational Health** describes the muscle and soft tissues that animate that skeleton and allow it to function.

Understanding and applying our practical and comprehensive Organizational Health Model helps managers to effectively approach the complex human challenges that effect every aspect of organizational functioning.

As shown over, our model incorporates 12 critical factors, which fall into a base set of **Foundation Elements** and three layers of **Outcome Elements**. Each of these elements is critical to the culture and functioning of your organization

This intensive workshop presents principles and practical skills for organizational development in the areas of communication, trust-building and effective management practices – integrated within a positive long-term vision for the organization. We will explore commitment to this, with a clear link to performance enhancement, recruitment, retention, employee wellness, teamwork and sustainability.

### GOALS & OBJECTIVES

The goals and objectives of the workshop are:

- To introduce and apply the Organizational Health Model, and to discuss the risk and resiliency factors driving your Organizational Health profile
- To explore the vital role of managers in Organizational Health
- To provide self-assessment tools that allow managers to discover their areas of strength and challenge
- To explore areas that are most challenging for managers: e.g., recruitment and retention, change management, staff turnover, building trust, transitioning into the manager's role, communicating up and down, mentoring/coaching staff, generational differences, etc.
- To teach skills addressing the most prominent concerns, and explore strategies for managing challenging situations with staff
- Facilitate dialogue to enhance development of a community of practice for managers.
- To identify areas for further training needs

### PROCESS

These workshops use a combination of overheads, small and large group discussions, self-assessments, and lecture format to assist participants in meeting the goals stated above. Each participant will have a copy of the workshop resource booklet containing:

- Background information and relevant theory.

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#### CANADA

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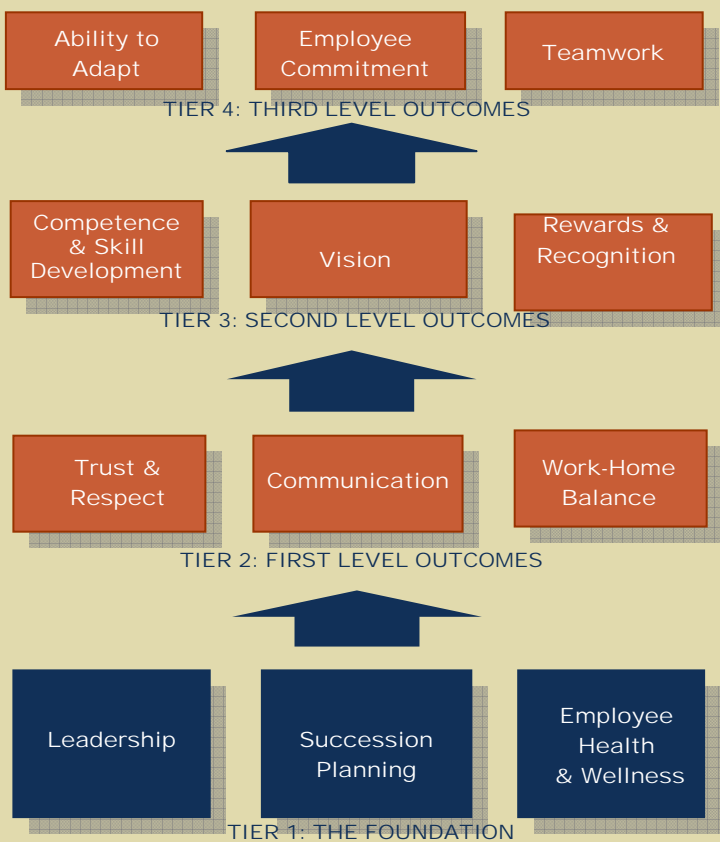
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- Self-assessment tools to determine each participant's Organizational Health Profile in terms of the 12 Factors.
- Workshop exercises and references.
- Tools to assist with developing an effective leadership development plan.

Subsequent to the workshop, and while maintaining participant confidentiality, the program facilitator will prepare a brief summary report and recommendations for the organization.

## A 4-TIER, 12-FACTOR MODEL OF ORGANIZATIONAL HEALTH



**TIER 4: THIRD LEVEL OUTCOMES:** This is the functional level that organizations typically pay the most attention to. However, performance at this level is largely dependant on the lower 3 tiers. Successful organizations are adaptive and creative, teamwork is effective and productive, and employees are committed to their future with the organization.

**TIER 3: SECOND LEVEL OUTCOMES:** This level contains the cultural and structural elements that directly effect the functional capacity of the top tier. Staff and managers need a clear and congruent vision of the organization's purpose within a framework that recognizes and rewards their contributions. Equally, in successful organizations, employees willingly embrace opportunities to enhance their competency and develop their skills

**TIER 2: FIRST LEVEL OUTCOMES:** These are first level culture outcomes of the foundation elements and set the stage for the remaining elements. The functional capacity of a work culture founded on mutual trust and respect, with effective 360° communication is very different from one characterized by suspicion, distrust and communication failures. Equally important is the ability of employees to balance their personal and professional lives.

**TIER 1: THE FOUNDATION:** These 3 provide the foundation for all the other elements of Organizational Health. High quality, effective leadership is vital to every outcome factor, as is the mental and physically well-being of staff and managers. Of course, even with both of these in place, the absence of effective succession planning severely limits the sustainability of a healthy organization.

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