



The Advantage: Organizational Health Model



Discipline 1: Build a Cohesive Leadership Team

Cohesive teams build trust, eliminate politics, and increase efficiency by...

- Knowing one another's unique strengths and weaknesses
- Openly engaging in constructive ideological conflict
- Holding one another accountable for behaviors and actions
- Committing to group decisions

Discipline 2: Create Clarity

Healthy organizations minimize the potential for confusion by clarifying...

- Why do we exist?
- How do we behave?
- What do we do?
- How will we succeed?
- What is most important, right now?
- Who must do what?

Discipline 3: Over-Communicate Clarity

Healthy organizations align their employees around organizational clarity by communicating key messages through...

- **Repetition:** Don't be afraid to repeat the same message, again and again
- **Simplicity:** The more complicated the message, the more potential for confusion and inconsistency
- **Multiple mediums:** People react to information in many ways; use a variety of mediums
- **Cascading messages:** Leaders communicate key messages to direct reports; the cycle repeats itself until the message is heard by all

Discipline 4: Reinforce Clarity

Organizations sustain their health by ensuring consistency in...

- Hiring
- Managing performance
- Rewards and recognition
- Employee dismissal