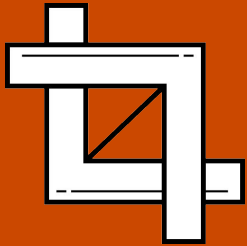




WORKBENCH™



Four Dimensions of Organizational Health

Four Dimensions Overview

Understanding how organizations and individuals function is key to strategic growth, thriving culture, and attracting and retaining quality talent.

No organization or individual is static. All exist in a dynamic environment where they can move from dysfunction to health, or vice versa.

The goal of the Four Dimensions is to provide a framework for understanding the health of an organization, and how to move towards greater health no matter where you are today.

Foundation for Using the Four Dimensions Framework

1. Understand the four **dimensions** of organizational health
2. Understand the two **dynamics** associated with each dimension
3. Understand the four **quadrants** of organizational health



Terms

1.

Dimensions

The four aspects of organizational health, represented by a 2x2 with X/Y axes.

2.

Dynamics

The individual concepts represented by the “X” and “Y” axes respectively.

3.

Quadrants

The four distinct sections of the 2x2 matrix, as divided by the X and Y axes.

Four Dimensions of Organizational Health

Leadership

The collective action that sets strategy, shapes culture, and drives execution.

Authority

Vulnerability

Talent

The humans who execute strategy, embody culture, and deliver products and services.

Ambition

Humility

Culture

The expression of the shared assumptions and values in an organization.

Performance

People

Strategy

The formal systems and processes that move an organization toward an intended outcome.

Focused

Flexible

Key Points

- The *dimensions* and the *dynamics* apply to organizations, teams and individuals.
- Every entity has a default - or dominant - dynamic.
- The key to success is holding the tension between and embracing *both* dynamics, appropriately and contextually, depending on the situation.

The Four Quadrants (2x2)

QUADRANT 4

Destroying

Results in this quadrant reveal that the contrasting aspect of the dimension in Quadrant 2 is being overemphasized or over-realized. As a result, there is destruction of someone or something happening within the organization.

QUADRANT 1

Thriving

Results in this quadrant reveal that both aspects of this dimension are being simultaneously embraced in a way that creates organizational health in this area.

QUADRANT 3

Decaying

Results in this quadrant reveal that participants experience both aspects of this dimension as deficient. This quadrant represents an abdication and disengagement that is most detrimental to the health of an organization.

QUADRANT 2

Drifting

Results in this quadrant reveal that one aspect of this dimension is currently being overemphasized or over-realized. As a result, people, or the company as a whole, are drifting without direction in this dimension of organizational health.

Y AXIS

X AXIS

Key Points

- Be courageous and look reality in the face
- Naming your current state is the first step towards greater health
- Don't apply judgement to the quadrant you find yourself in today for each dimension...instead, just be curious about why the organization is being experienced this way

Leadership

The collective action that sets strategy, shapes culture, and drives execution.

Authority

is exercising decision-making power on behalf of the organization.

Vulnerability

is engaging interpersonal and organizational uncertainty.



Authority

Vulnerability

Individuals and organizations thrive when leaders are pursuing both.

Leadership 2x2

QUADRANT 4

Destroying

Results in this quadrant reveal that **Authority** is being overemphasized or over-realized. As a result, there is destruction of someone or something happening within the organization.

AUTHORITY

QUADRANT 1

Thriving

Results in this quadrant reveal that **Authority** and **Vulnerability** of this dimension are being simultaneously embraced in a way that creates organizational health in this area.

VULNERABILITY

QUADRANT 3

Decaying

Results in this quadrant reveal that participants experience both **Authority** and **Vulnerability** as deficient. This quadrant represents an abdication and disengagement that is most detrimental to the health of an organization.

QUADRANT 2

Drifting

Results in this quadrant reveal that **Vulnerability** is currently being overemphasized or over-realized. As a result, people, or the company as a whole, are drifting without direction in this dimension of organizational health.

Talent

The humans who execute strategy, embody culture,
and deliver products and services.

Ambition

is the drive to improve and achieve
meaningful outcomes.

Humility

is the accurate assessment
of one's abilities and limitations
in a given context.



Ambition

Humility

The best team members embrace both of these qualities.

Talent 2x2

QUADRANT 4

Destroying

Results in this quadrant reveal that **Ambition** is being overemphasized or over-realized. As a result, there is destruction of someone or something happening within the organization.

AMBITION

QUADRANT 1

Thriving

Results in this quadrant reveal that both **Ambition** and **Humility** are being simultaneously embraced in a way that creates organizational health in this area.

HUMILITY

QUADRANT 3

Decaying

Results in this quadrant reveal that participants experience both **Ambition** and **Humility** as deficient. This quadrant represents an abdication and disengagement that is most detrimental to the health of an organization.

QUADRANT 2

Drifting

Results in this quadrant reveal that **Humility** is currently being overemphasized or over-realized. As a result, people, or the company as a whole, are drifting without direction in this dimension of organizational health.

Culture

The expression of the shared assumptions and values in an organization.

Performance

is the formal and informal systems through which success is expected and rewarded.

People

is the formal and informal systems through which individuals feel seen and supported.

Performance

People

Organizations and employees thrive when both performance and people are emphasized.

Culture 2x2

QUADRANT 4

Destroying

Results in this quadrant reveal that **Performance** is being overemphasized or over-realized. As a result, there is destruction of someone or something happening within the organization.

PERFORMANCE

QUADRANT 1

Thriving

Results in this quadrant reveal that both **Performance** and **People** are being simultaneously embraced in a way that creates organizational health in this area.

PEOPLE

QUADRANT 3

Decaying

Results in this quadrant reveal that participants experience both **Performance and People** as deficient. This quadrant represents an abdication and disengagement that is most detrimental to the health of an organization.

QUADRANT 2

Drifting

Results in this quadrant reveal that **People** is currently being overemphasized or over-realized. As a result, people, or the company as a whole, are drifting without direction in this dimension of organizational health.

Strategy

The formal systems and processes that move an organization toward an intended outcome.

Focused

strategy is fixed clarity about where an organization is going and how to get there.

Flexible

strategy is the ability of an organization to adapt to real time challenges and opportunities.



Focused

Flexible

Organizations are most effective when they pursue strategies that are both focused and flexible.

Strategy 2x2

QUADRANT 4

Destroying

Results in this quadrant reveal that **Focus** is being overemphasized or over-realized. As a result, there is destruction of someone or something happening within the organization.

FOCUSED

QUADRANT 1

Thriving

Results in this quadrant reveal that both **Focus** and **Flexibility** are being simultaneously embraced in a way that creates organizational health in this area.

FLEXIBLE

QUADRANT 3

Decaying

Results in this quadrant reveal that participants experience both **Focus** and **Flexibility** as deficient. This quadrant represents an abdication and disengagement that is most detrimental to the health of an organization.

QUADRANT 2

Drifting

Results in this quadrant reveal that **Flexibility** is currently being overemphasized or over-realized. As a result, people, or the company as a whole, are drifting without direction in this dimension of organizational health.

Diagnosing your organization

- **Assess the current state of each dimension (Thriving; Drifting; Destroying; Decaying) in your organization**
- **Name the organization's default dynamic in each dimension**
- **Identify opportunities for growth, most often learning how to exercise and embrace the organization's non-dominant dynamic in each dimension**
- **There is a current reality. It is dynamic, changing all of the time.**

Moving towards **thriving**...

The key is **congruence**, consistency between values (inner thoughts) and action (external behavior), both as an organization and as individuals.

Adam Grant

Key Ideas

“That’s just the way I am” is a missed opportunity for growth.

“Personality is not your destiny. It’s your tendency. No one is limited to a single way of thinking, feeling, or acting.”

“Who you become is not about the traits you have. It’s what you decide to do with them.”

Implementing the **Four Dimensions**

1. Introduce the Four Dimensions framework to your leadership team and organization using this deck.
2. Formally (through Workbench) or informally assess the current state of your organization.
3. Get curious around the **why** of the current state of the organization - use the language of the Four Dimensions.
4. Identify growth opportunities and develop a plan to move towards thriving.
5. Continue to use the Four Dimensions framework to assess what's working and not working, and how to move towards a greater state of thriving.

Additional Steps with Workbench

Assessments

- Organizational and individual 360 surveys that provide you with comprehensive insights around what's working, not working and most importantly - why.

Strategy Plans & Workshops

- Plans that leverage strengths, remove blind spots, address challenges and take advantage of opportunities. You will have a blueprint for building a thriving organization.

Leadership & Executive Coaching

- Our coaches come alongside as trusted partners in your growth, change and transformation.



WORKBENCH™

Imagine your organization thriving.

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