



## *From the President,*

In the past year, many of my associates have called in and conferenced over the issues they have experienced with the organizations they are assisting. Specifically, companies are experiencing increased competition, global positioning, cost controls, system and process alignment, and culture diversity.

I read several issues of focus in these concerns; i.e., Organizational Assessment, Individual style and assessment, Teamwork, and Strategic Initiative. Am I correct???? If so, let me address them separately, otherwise they get caught up in the same thought process and we lose focus, which is what so many organizations do when they address a challenge.

**Organizational Assessment.** What is it that they are wanting to measure? In so many cases, all most organizations look at is Strategic/Financial Focus, Internal Morale, and/or Customer Surveys/ Market penetration. If you look at the research of successful organizations over time, these measures have always been part of the data scrub they do in their strategic planning process. However, the organizations that go beyond have implemented a structure to ASSESS THE INFRASTRUCTURE of their organization, where these get implemented. The majority of failures to successfully implement strategy are not due to the strategy or data, but the lack of infrastructure (Structure & Systems) to adequately perform internally. What infrastructure are we talking about??? Well, other than the obvious ones of Operational Efficiency, Employee Morale, Customer Satisfaction and Marketing, they fail to adequately measure the health of such things as Time Management, Planning, Communication, Teamwork & Leadership, Decision Making, Integrity, Management Knowledge and Performance Appraisal. The Change Resonance Imaging (CRI) instrument does just that, and is one of the only instruments that gives leadership a holistic look at their present state and provides specific recommendations for future changes.

**Individual Style and Assessment:** We discussed this in light of the need for better tools to select the right people, keep the right people, and mentor the ones that are high pots and keepers. Most organizations are doing this on the basis of measuring either one dimension (Myers/Briggs, etc) or using combinations of several instruments that assess aptitude, skill set, etc. Few of these have been successful when used in isolation, and few have addressed the real and issues of performance. Performance is not a single dimension. It's made up of unknown combinations of characteristics. However, what we do know about performance and successful programs to harness one's potential in the workplace, is that it DOES consist of one's PERSONALITY, one's ATTITUDES and BEHAVIORS and one's VALUES, integrated in the organization's structure of Appraisal/Mentoring/Coaching. ALL of these are connected to the STRATEGIC FOCUS of the organization. The Strategic Focus dictates the effective use of the instruments. The DNA website will give you an idea of the tools we have implemented successfully to accomplish these ends when connecting to the strategic direction of the organization.

**Teamwork:** This is the cornerstone for success in an organization. You already know my passion and philosophy around this issue. Organizations are no different than FAMILY. They mirror the behaviors of functional and dysfunctional family interaction. Therefore, when looking at organizations, we must focus on the interactions and behaviors emanating from leadership. We must assess how those interactions and behaviors manifest themselves throughout the organization. It's not only about motivation; it's not about everyone singing the company song; and it's not about cooperation vs. competition. It's about people coming together around a common cause, understanding the direction for achievement clearly, having a clear delineation of

roles and responsibility, everyone understanding their uniqueness and strengths, aligning their values with those of the organization and holding people accountable. These are the reasons our services are grounded in PROCESSES. Everything DNA does is experiential. We cannot hope to have someone master the concepts I just mentioned without internalizing them through experience; because when they do, then they own them. What we do cannot be done effectively in a presentation. That's why you are such an integral part of carrying this message forward in the future. It is unique, predictable, effective, and repeatable with EXACTLY the same outcomes every time in every language and culture where these processes have been implemented. It is based upon building a sustainable culture, a functional family.

**Strategic Initiatives:** Every strategy must support a purpose or value in the Mission and Vision of the organization. Strategy is "WHAT" carries out the components of the Mission. Too many organizations focus only of the profit side of their Mission and completely ignore the infrastructure of the organization. How can an organization have a successful PEOPLE initiative without a PEOPLE strategy? Strategy will determine Structure; Structure will determine Systems; which will determine the Staffing; which will determine the necessary Skill sets; and eventually the Style within the culture - "The way we do things around here". This composite approach to strategic planning allows an organization to grow, change, exhibit flex, react to market conditions and prosper. These are what I refer to in our offerings as "Strategic Initiatives", and need a specific focus for each.

As you can see, I have a passion around what I do and NOTHING is as simple as it may look. My comments are to somehow capture the concepts and focus I have nurtured and embraced so carefully over the years and will probably go with me when I depart this earth. But I don't plan on doing that any time soon. Stay focused on these initiatives and good things will happen. All of these thoughts are also on our website, as well as access to the assessment tools ([www.doughertyorgstrategies.com](http://www.doughertyorgstrategies.com)). You are ALL in my thoughts and hopefully part of my legacy.

Best regards for a great year,

*Don*


Don Dougherty  
President & Senior Consultant

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## Upcoming Dates:

February 22, 23, 2006:	ORGANIZATIONAL CHANGE – AND EFFECTIVENESS	Phoenix, Az.
March 24, 25, 26, 2006:	 THE <b>Claddagh</b> RETREAT -	Gold Canyon Resort, Gold Canyon, Az
April 19, 20, 2006:	THE TRANSITIONING - CHANGE WORKSHOP	Phoenix, Az.
May 24,25, 2006:	Positive Image Building- Seminar	Gold Canyon, Az

\*\*\* For further details and registration log on to our website at [doughertyorgstrategies.com](http://doughertyorgstrategies.com)

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