The Four Pillars of Organizational Dynasties
Supporting Superior Achievement and Continuous Improvement

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Superior Organizations

Founders of superior organizations and those leaders who transform existing organizations to excellence are typically captivated by a vision and driven by purpose. To take shape, every organization needs people, process, and an end product and service. Running or operating the organization requires leadership, management, and teamwork. And finally, growing the organization requires enlightened leadership, top managers and highly engaged employees operating in a customer centric culture with effective communication skills exercised among employees in a climate of mutual respect. Organizations with these ingredients become dynasties, which dominate their chosen spheres of influences and are noted for superior achievement and continuous improvement.

How To Get There

Organizations, by definition are team sports. People *are* the business, not simply the most valuable asset of the business. Research has demonstrated that leadership must be extremely persistent in order to successfully compete in a world of constant, rapid change and unrelenting, fierce competition. Leaders of superior organizations must also posses the humility and inquisitiveness of a lifelong learner, who recognizes that they alone cannot have all of the answers. Talent is required in leadership and every other role in the organization. Hence, the first pillar is getting the right people in the right positions from top to bottom.

Pillar One – Right Person, Right Job: Internal and External Hires

Superior organizations have superior people processes that attract and retain top talent. These processes get the wrong people off the team, the right people on the team, and everyone on the team playing the right position. These processes include:

- Position Specific Benchmarking – One or more of several research protocols is employed to determine the psychometric profile of top performers in each specific position based on cognitive abilities, learning styles, interests and personality traits. Follow up studies establish predictive internal validity for each organization.
- Selections To The Benchmark – Candidates, both for internal and external hires, complete a psychometric assessment and selection is limited to a talent pool of individuals who have the highest degree of compatibility with the position benchmark.
- Succession Planning – Using both the position benchmark data and the profiles of employees, succession planning identifies suitable candidates for each position who can then be developed and coached to pursue positions for which they have the highest profile compatibility.
- Online Applicant Processing System – An online applicant processing system utilizes Internet speed, access, and other efficiencies to capture candidates contact information and resumes, facilitate online communication with candidates and

organization staff, track recruiting and hiring activity, and to administer a variety of pre-screening filters and assessments to quickly and uniformly identify talent including:

- o Custom Filters – Questionnaires designed to query for the minimum requirements of each position.
- o Integrity Assessments – Assessments to screen for likely counter productive behaviors including substance abuse, dishonesty, computer abuse, lack of dependability, workplace aggression, and sexual harassment.
- o Psychometric Assessments
  - Basic – Quick, 15-minute assessments to determine compatibility to benchmarks for numerous generic positions or custom benchmarks developed for specific organizations and positions.
  - Advanced – Sophisticated, state of the art psychometric assessments to develop comprehensive candidate profile and benchmark compatibility.

Pillar Two – Top Managers

Employees join organizations, but they leave managers. Research shows that top managers do things differently in order to attract and retain top talent in business units distinguished by high profitability and high customer loyalty.

Top managers select for talent, clearly define expected outcomes, focus on strengths and coach employees in career development based on succession planning data indicating a high degree of job fit. Top managers are critical to building an organizational dynasty.

Research has also demonstrated that there are certain universal managerial competencies, which can be taught and mastered. Developing top managers begins with top manager benchmarking and continues with selection to the benchmark, periodic assessment of managerial competencies, and training in managerial competencies where proficiency gaps are identified and proven relevant to the position.

Pillar Three – Performance Metrics & Feedback

Winners keep score. Objective performance criteria should be established and regularly measured for every position in the organization. Where objective criteria are limited or unavailable subjective criteria must be used and in these situations it is very important that those applying the subjective measures are properly trained to produce fair and meaningful measurements.

Benchmarking, selection, training and all other organizational development interventions should not commence without a predetermined method of measuring progress. The first step is to determine the starting point against which future progress may be measured at specific intervals.

Managers should undergo periodic assessment of managerial competencies and confirmation of the relevance of each competency to their current position. Additionally, 360° feedback surveys can effectively monitor employee perceptions of manager effectiveness.

Employee satisfaction surveys can be designed to measure satisfaction levels of top performers. Customer satisfaction surveys can show improvements or provide an early warning system of developing negative trends.

Pillar Four – Effective Communication, Mutual Respect

Every day, in organizations large and small, the need arises for conversations between employees to ask questions, and impart information, opinions, observations and concerns. These conversations range from the mundane to the very critical.

These conversations can be awkward or downright frightening to initiate and complete. Some are handled well, some very poorly and many never take place. The climate and communication effectiveness within an organization will impact, not only the success of the organization, but often its very survival.

Superior achievement and continuous improvement in organizations requires a workforce with effective communication skills and a culture of mutual respect. Where these exist the benefits spill over into communications with customers and suppliers.

Summary

Superior organizations consistently deliver superior customer value. These organizations have outstanding processes to create and deliver customer value. Developing or selecting these processes, and managing the delivery of products and service to customers is the work of highly engaged employees managed by top managers. Highly engaged employees and top managers are the product of position benchmarking, selection for job fit, effective communication, relevant training and constant monitoring for superior performance and continuous improvement.

Pillar One	Right Person, Right Job: Internal and External Hires	Job Fit
Pillar Two	Top Managers	Top Managers
Pillar Three	Performance Metrics & Feedback	Metrics
Pillar Four	Effective Communication, Mutual Respect	Communication

Job Fit *Top Managers* *Metrics* *Communication*

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