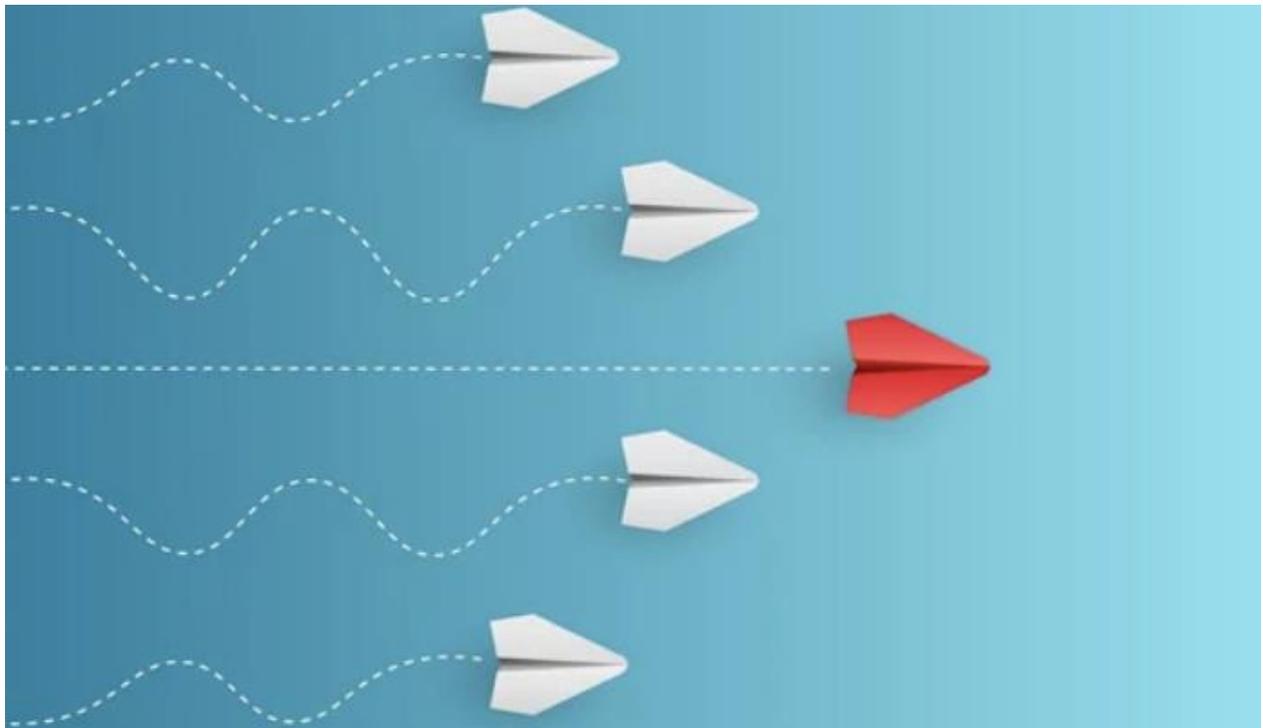


ORG -ology

LEADERSHIP DEVELOPMENT

Integrated Into Your Strategic Needs





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PEOPLE STRATEGY: LEADERSHIP DEVELOPMENT AND COACHING

Investing in your people strategy focuses on skills, support and innovation for the individuals who drive your organization every day. Those people can make up close to 70% of your organization's costs.

Your staff is your most valuable asset. Org-ology's model is a comprehensive arc that engages at different points to help those staff so they can perform their best work to achieve the strategic outcomes sought.

- Leadership development: creating a consistent skill level in a cohort-type environment
- Targeted leadership intervention: choosing key focus areas—essential to your culture, environment, and business—and investing in a coordinated approach to achieve specific results
- Coaching: one-on-one support to problem-solve and achieve strategic outcomes

Org-ology's pragmatic approach asks leaders, in all of these areas, to explore their unique environment and consider how to engage more effectively to get the solutions that they need?

ORG-OLGY TARGETED LEADERSHIP INTERVENTION

Do any of these sound familiar?

- "We're highly creative, but don't invoice consistently."
- "Everyone creates their own way of doing things: they're all good, but it overall wastes time."
- "We're great at responding to crises, but we don't carry forward what we learn."
- "John never holds his staff accountable."

Every organization has great leaders. Often those leaders will work at cross-purposes, won't have the right tools they need for the environment, or might not be working in effective alignment with the goals.

Leadership interventions can uniquely address core issues that consistently hinder all staff. Org-ology believes that targeted learning, goal setting, and problem solving across leadership creates an unbeatable impact:

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- Org-ology partners with clients to prioritize which tactics or processes offer the greatest value.
- Org-ology builds a problem-solving intervention format based on our 3C times P analysis lens.
- Leaders come together for skill building and problem solving.
- Leaders integrate as a team, creating organizational consistency.
- Cross-organizational application of the chosen focus brings organization-wide results.

ORG-OLGY'S ANALYSIS APPROACH: 3C TIMES P

What makes a good leader and what kind of skills are needed in order to become a leader that like that people want to follow? Coaching for leadership is a constant topic in all organizations.

While there is an organizational need to provide the right training for future leaders on a general level there is clearly a need for a more individual approach.

In the individual coaching sessions, we work on concrete examples from coachees' work environments where they felt uncomfortable, failed, or need assistance for solving an issue. The idea is to find a pragmatic approach and develop skills and tools to be used in similar situations.

LINKING SITUATIONAL WITH FOUNDATIONAL

THE ORG-OLGY COACHING APPROACH

Org-ology coaches work with individuals on two essential areas using a structured methodology:

- Situational: Exploring workplace challenges using the analysis lenses of Clarity, Confidence and Compassion (The 3 Cs)
- Foundational: Exploring the self and what each individual brings: what is the individual's Purpose?
- Applying the 3Cs of analysis, and exploring how they intersect with **purpose**, creates multifaceted insight that drives effective decision making, better leadership, and concrete workplace outcomes.

THE SITUATIONAL:

CLARITY, CONFIDENCE, AND COMPASSION AS ANALYSIS LENSES

Org-ology's coaches challenge individuals to reflect on current workplace challenges through three perspectives. Extensive work with executives has proven the value of these lenses.

- Clarity:

Clarity seems simple. And yet it can be so elusive when you look for it.

Making a decision when everything is clear to you, you have all the information, and there is no doubt whatsoever... who wouldn't want that decision? We all know clarity comes with several question marks.

- Is my "clarity" just an illusion?
- Do I really have all the information?
- What can I do to get to more clarity?
- If everything is so clear, why is it on me to take the decision, shouldn't it be taken on at a lower level?

When clarity cannot be reached, we rely on others, on more information, and on our knowledge. We take the decision based on:

- Confidence:

In most situations we must rely on what we know, our skills, and experiences. We need to understand our biases, prejudices and gaps of knowledge. A leader should feel confident when taking a decision without having the full clarity, without having 100% of the information. And that same leader needs to explore the limitations of confidence.

In our coaching approach we work with the individual on concrete examples to become aware of unconscious biases and underlying behavior that might influence decisions. The goal is to be confident but not over-confident when taking decisions while being aware of own limitations.

In situations when we rely on confidence and cannot take decisions from a point of clarity, mistakes will happen, things will fail. How do we deal with failure on a personal and organizational level?

- Compassion:

Things go wrong. That is a fact, and we need to deal with it. As an organization and as an individual. Compassion is a result of allowing yourself not being perfect. Only when you can accept that you will make mistakes, you can accept that others will make them, too. Acknowledge failure, own it, take decisions and move on.

Working on compassion is crucial in leadership roles in order to empower others and empower oneself. Be kind to yourself so that you can be kind to others and be a leader who others are willing to follow.

THE FOUNDATIONAL: INDIVIDUAL PURPOSE

"The two most important days in your life are the day you are born and the day you find out why."—Mark Twain

Understanding and finding your purpose in your professional life is the basis for your personal development. Where you are personally, how you understand your purpose in life,

and where your passion lies, forms the foundation on which any situational response is built.

Org-ology works with the Ikigai concept. Ikigai is Japanese and could be translated as “value of life” and we use the guiding questions to understand the individual’s drivers. Starting questions are “What am I good at?”, “What do I love to do?”, “What does the world need?” and “Does it have value?”



Understanding one’s drivers and position in the four circles helps to define areas of development and future goals. The biggest part of the coaching sessions will be around the “P” as we see it as the foundation for the development of people.

CASE STUDY: APPLICATION OF THE ORG-OLGY COACHING APPROACH—HOW THIS WORKS IN THE REAL WORLD

THE CHALLENGE:

TRANSFORMING AN ORGANIZATION VIA LEADERSHIP INTERVENTION

- Leadership consisted of many deeply committed, smart individuals working in silos—often working in opposition to each other.

- High level of mistrust was in organization as a whole and across leadership as well.
- Deep division around race and equity in a continuing spiral of conflict: was progress ever made, whose input was valued, and how did race and equity integrate into mission?
- Toxic culture was rooted in unaddressed performance issues and underperforming staff behaving poorly.
- A poor understanding and little process to support the cross-matrixed organization function.
- Conducted entirely under COVID-19-compliant remote working conditions.

THE TECHNIQUE:

TARGETED INTERVENTION TO STABILIZE LEADERSHIP AND BUILD BASIS FOR ORGANIZATIONAL TRANSFORMATION

- Shifted culture by building a leadership team (not individuals) who work with one another.
- Established trust in leadership team through clear agreement on day-to-day “basics” that are relevant, visible, and connect with every level of the organization:
 - Protocols for disruptive staff
 - Mechanisms for staff input/ innovation
 - Consistency of response from all leaders
 - Buy-in to model the cultural norms and behaviors you want to see
- Built a knowledge base and processes for a cross-matrix organization.
 - Who contributes to a project when? How are they informed?
 - Agree upon and communicate to all staff how race and equity work integrate into mission-focused work
- Defined, developed, and coached individual leaders on high-visibility projects.

INTERVENTION

- Bi-weekly two-hour group coaching workshops were offered for a group of five key leaders. Workshops combined skills teaching, synthesis to their unique needs, and agreement of application.
- Five key leaders identified new workshop topics as their level of trust increased and the remote work environment triggered new issues.
- Individual coaching sessions were offered with each key leader, supporting individual challenges.
- Partnered with race-and-equity program led as consultant/ coach to transform organizational activities around race and equity to a clear program.

RESULTS

- Concrete agreements on day-to-day issues built a foundation for leadership to act as a team. From this came greater trust, and less effort wasted on conflict and miscommunications.
- With a consistent, visible race-and-equity program, leaders could speak consistently to its role, progress and targets. This shifts the organizational dialogue around race and equity from continually re-answering the same questions, to raising new questions.
- Leadership noticed responsiveness and positivity in how staff engage with the new, modeled behavior of respect and inclusivity.
- This is an ongoing intervention.

NEXT STEPS

- This group will include expanding these processes down into middle-leadership tiers and addressing performance issues.

WHY US

Org-ology's coaching programs offer what others don't:

- Org-ology's structured approach balances personal insight with applied goals to ensure the coaching output has an organizational impact.
- Org-ology is an organizational development specialist. As such, our coaching guides your staff and teams from an organizational development perspective: how is our coaching work helping you execute your strategic plan?
- We bring human psychology and change management expertise. Human behavior is complex. Our nuanced understanding of personal and organizational change enables us to bring greater value to each coaching relationship.

Org-ology, through our long-standing relationship with organizations like yours and our substantial public and private sector practice, is uniquely qualified to assist your organization in achieving its goals. Our team of professionals brings well-established, positive relationships, deep technical expertise, and unparalleled public and private sector experience. We are the right choice and distinguish ourselves from the competition in the following ways:

INNOVATIVE SOLUTIONS—Our qualifications demonstrate that we've worked with many organizations similar to yours. This depth of experience is important because it enables us to offer you innovative thinking and solutions that are pragmatic, unique, and right for you.

With more than 20 years' experience with similar organizations, the most important client is you. We use our experience to find the best solutions for your organization, with its unique challenges. Using creativity, pragmatism, and data we put our deep experience to work for your organization.

BUILT TO SUCCEED AND SUSTAIN—We believe in delivering lasting success. Value, cost-savings, and return on investment (ROI) all come from successfully implementing the right project in the right way.

True value and cost savings comes from a project that can sustain and continue to succeed after it's been launched. Our solutions demonstrate that value.

DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA)-CERTIFIED—DEIA is not a trend. For over the last decade Org-ology consulting services have integrated the DEIA lens into our work.

Diversey, Equity, Inclusion and Accessibility are central high-functioning, best-in-class organizations. We approach this through:

- Improving policies and practices to create and support full diversity
- Building a culture of trust, respect, and engagement for all employees
- Focusing on an organization that allows not only for all groups to thrive but also increased organization effectiveness

- Assessing and adjusting to evolve as decision makers to:
 - Admit when course corrections or other alterations need to be made.
 - Continue to “listen to learn” from diverse viewpoints along the way.

DEMONSTRATED TRACK RECORD—Org-ology has deep and broad experience in the public and private sector. Key to our retention has been a record of strong client service and consultative services. We have provided innovative and strategic solutions that have resulted in significant savings for our clients and their employees and participants. To illustrate this point, our leadership has served the State and Federal agencies for more than 20 years. Our public and private sector client list illustrates our knowledge and understanding of industry-specific processes, challenges, and solutions.

QUALITY PRODUCT DEVELOPMENT AND DELIVERY—You will receive very high-quality work from committed professionals while consistently meeting your deadlines.

You will always receive a consistently high level of service throughout the contract period from an organization that is committed to your success. This commitment to service excellence has been a key driver of our strong client growth and our continuous relationships with our clients. This growth has allowed us to invest in research, development, education, and training, and to recruit some of the best and brightest professionals in the industry to meet your needs.

VAST RESOURCES—Org-ology and our partner firms are comprised of several complementary practices that include Organization Design/Re-organization, Employee and Organization Performance Management, Change Management Consulting, Human Capital Development, Employee Training, Leadership Coaching and Engagement, Management Consulting. Throughout the course of our relationship, issues could arise which fall outside the confines of the coaching support services. We are able to assist you in addressing these topics through a broad network of local and national client service professionals.

HIGH VALUE—Org-ology is committed to offering you value in consulting services. We look forward to bringing innovative solutions as you seek to provide cost-effective and quality services to your constituents. By selecting Org-ology, you will get high value consulting services for the fees paid for each of the services mentioned above, especially our public sector experience. Our pricing reflects professional fees that recognize the economic realities of public sector consulting.

If you have any questions regarding this proposal, please contact Dr. Brent Oberholtzer at 301-789-9795 brentoberholtzer@org-ology.com or Heidi Feickert at 240-620-3655 heidifeickert@org-ology.com.

Sincerely,
Org-ology

ORG-LOGY PAST PERFORMANCE

The key to exemplary professional services is diverse, talented, experienced, and dedicated professionals. Led by our principals, the multidisciplinary team of professionals selected to serve you brings a combination of high-level client service, public and private sector industry knowledge, consulting experience, and business acumen that you will not find from another service provider. Collectively, they possess the breadth of skills needed for your organizations current and future needs.

Various past performance evaluations are available upon request

SOME OF OUR PREVIOUS CLIENTS

