



Organization 4.0

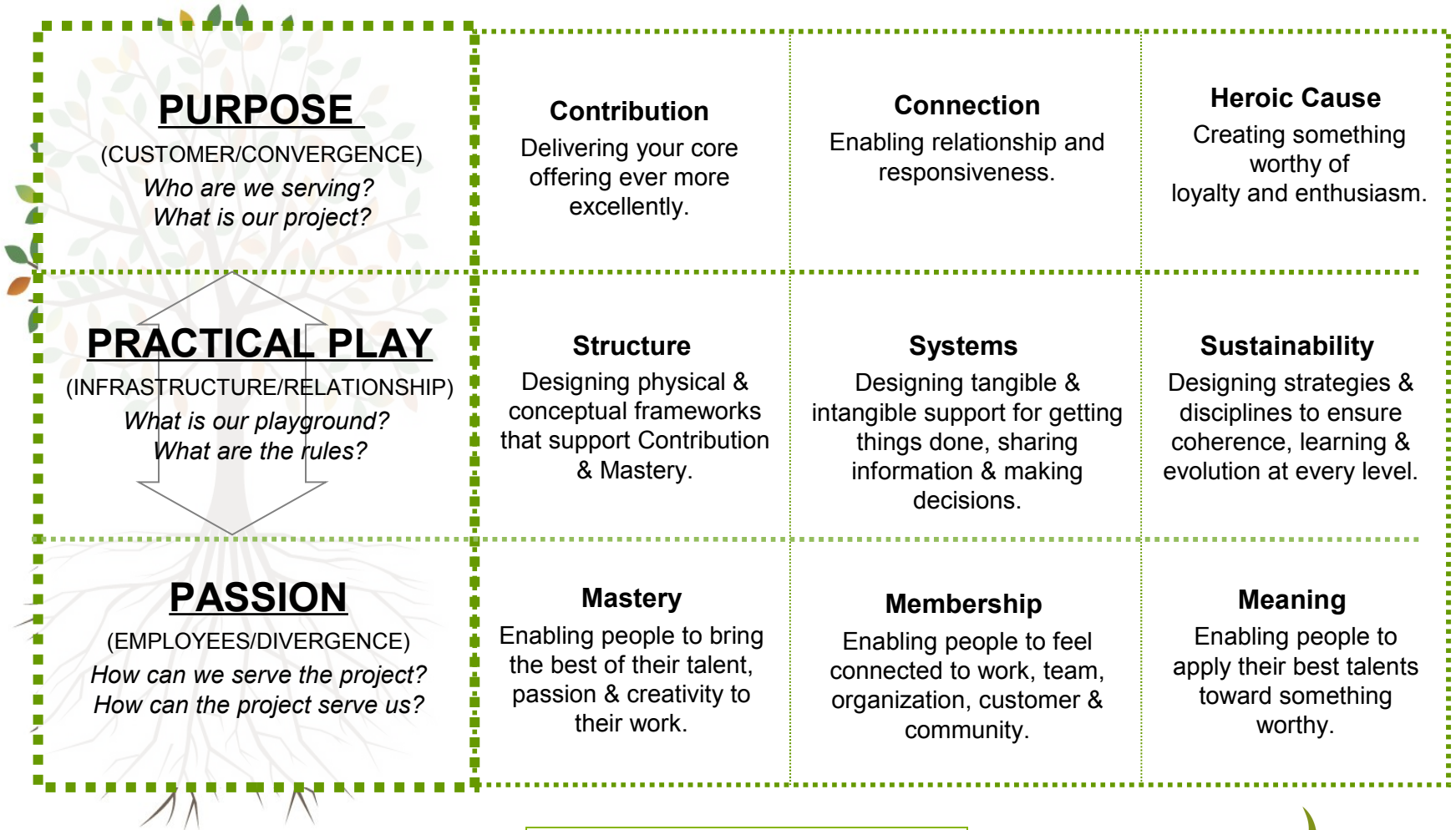
A Brief Introduction to the Engagement Competency Model

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The Engagement Competency Model



..... = self-integrative life

Mastery

“Enabling people to bring the best of their talent, passion & creativity to their work.”

Characteristics:

- Technical skill, capability to do the job well.
- Artisan, master craftsman. Work as your masterpiece. You put something of yourself into it.
- Continuous learning & improvement. Beginner's mind.
- Includes self-mastery as well as mastery of the task.
- Autonomy over work.

Disciplines & tactics:

- Training, coaching.
- Competency Mapping.
- Personality & skill assessments.
- Leadership coaching.
- Design (in work) – an artisan always incorporates unique design
- “Work to projects” rather than “work to job description”.
- Balanced living: healthcare, spiritual practice, community.

Membership

“Enabling people to feel connected to work, team, organization, customer & community.”

Characteristics:

- Feeling like part of a great team of people.
- Feeling connected to your work, your organization, your customer, your community.

Disciplines & tactics:

- Values assessments.
- Interviewing & hiring for fit.
- Authentic communication (“non-violent communication”) training.
- World Cafes, Open Space Technology.
- Team-building activities & resources (intranet, newsletters).
- Open-book management.
- Helping people recognize their connection to the whole.
- Shared ownership.
- Design (in connective spaces and experiences)

Meaning

“Enabling people to apply their best talents toward something worthy.”

Characteristics:

- Depends on individual “center of gravity”:
 - Convergence: meaning = feeding self and family, being alive in this moment
 - Relationship: meaning = belonging
 - Divergence: meaning = accomplishment, triumph, being part of “the best”
 - Integral: meaning = unique, creative contribution to the whole of life, seeing/understanding the whole task, PLUS all of the above
- Everyone has the potential to draw on all four types of consciousness.
- The most important role of an organization is to help people tap into all the types of consciousness so that each of us – and all of society – is elevated in the process.

Disciplines & tactics:

- Appreciative inquiry.
- Manifesto.
- Participatory culture.
- Regular collective assessment of how well the organization is evolving toward their shared vision.
- Intentional design of all aspects of life and work.

Contribution

“Delivering your core offering ever more excellently.”

Characteristics:

- What is your commodity? What is your basic product or service?
- Operational excellence.
- Appropriate pricing.
- Product quality.
- Continuous improvement.

Disciplines & tactics:

- Six Sigma, kaizen, lean manufacturing, process improvement.
- Benchmarking.
- Outside-In.

Connection

“Enabling relationship and responsiveness.”

Characteristics:

- Customers have the impression that your product is “for people like them.”
- Responsiveness to their evolving needs through ongoing conversation.
- The organization is intertwined with its customers and community.

▪ **Disciplines & tactics:**

- Customer surveys, focus groups, WorkOut sessions.
- Customer participation in product design, in development of the manifesto.
- Build a community of “users”.
- Social media.
- Regular open communication with the surrounding community.
- Authentic and engaging marketing.
- **Design!**

Heroic Cause

“Creating something worthy of loyalty and enthusiasm.”

Characteristics:

- Standing for something heroic not as a sideline charitable offering, but within the core of your business. Every organization as a social enterprise.
- Weaving authenticity and contribution into everything the organization offers and does.
- Communicating that clearly and often.

Disciplines & tactics:

- Theory U, “presencing,” Appreciative Inquiry to identify the organization’s best contributions to the whole.
- Publicly declaring the Manifesto, along with progress toward that vision.

Structure

“Designing physical & conceptual frameworks that support Contribution & Mastery.”

Characteristics:

- Physical artifacts, tools, resources necessary for people to do their jobs well and delivery an excellent product or service (buildings, desks, computers, cash registers).
- Conceptual frameworks necessary for the same ends (definitions of what constitutes excellence, what the goals are, a business model that ensures appropriate survival of the organization).

Disciplines & tactics:

- Business planning, strategic planning.
- Intentional, life-centered design of workspace.
- Assessment of the resources required (or desired).
- Goal-setting, assessments.

Systems

“Designing tangible & intangible support for getting things done, sharing information & making decisions.”

Characteristics:

- The network of information and relationship throughout the organization connecting people to each other, to customers and to the surrounding community.
- The culture or “cambium” of the organization.
- The ways of using that network.
- Knowledge ecology, systemic wisdom.

Disciplines & tactics:

- Stated values.
- Regular face-to-face interactions (occasionally “hosted”).
- Wiki-based procedures manuals.
- Newsletters.
- Open-book management.
- Information technology, social media.
- Hosting and nurturing conversations that matter. Storytelling.
- Abolishing fear. Nurturing an appreciative culture, one of curiosity and interest about how things are emerging and how the organization can respond.
- Enterprise 2.0, knowledge management.

Sustainability

“Designing strategies & disciplines to ensure coherence, learning & evolution at every level.”

Characteristics:

- Disciplines of learning and innovation.
- Environmentally and socially responsible actions.
- Transparency.

Disciplines & Tactics:

- Regular assessment of actions and outcomes against the manifesto.
- Design Thinking as an organizational mindset.
- Regular sensing of the organization’s context: competitive, environmental, social.
- Dashboards.
- Scenario Planning.
- Strategic planning.
- Benchmarking.
- Assessing progress.

Business Is Now Too Complex To Survive On Material Competitive Levers Of Scale, Efficiency Or Even Features

New Competitive Levers

1. Purpose Powers Profit

Connecting with customers to create value and loyalty.

2. Passion Powers Performance

Engaging people to implement strategy effectively.

3. Practical Play Powers Progress

Harnessing relationships, learning and creativity to drive evolving value.

Implication: Business survival depends on these organizational competencies -- in other words, your organization's intrinsic ability to engage life.



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