

Developing Leaders, Teams, and Learning Organizations

Leaders and Teams

Developing leaders is of primary importance to an organization. Leaders set the tone and the pace of an organization. Leaders typically design the strategy, disseminate information, track and analyze financials, develop marketing strategies, design performance management systems, and corporate structure.

Knowing what a leader's development needs are and how to develop leaders are different things.

Diagnostics:

- The first level diagnostic is to assess the position fit with the abilities, thinking and reasoning styles, behavioral styles, and occupational interests of the leader
- Performance measure is the next level of diagnostics: is the leader performing to expectations? Has the leader been trained and coached? Are the performance expectations and measures aligned with company strategic plan?
- 360 assessment is an excellent next level diagnostic: are perceptions of the leader's abilities by direct reports, peers, boss and self in or out of synch?
- What does employee opinion survey, score-card measurement, or client/customer satisfaction reveal about your leader's abilities?
- The same diagnostics that apply to individual leaders also apply to teams, departments and entire organizations

Analyzing the data from diagnostics may lead us to several different development possibilities.

Development:

- ORCHA Executive coaching – working one on one with the leader to continue assessment and focus the leader on self-assessment, facilitating the individual in personal goal setting and performance improvement
- ORCHA Executive development – development program tailored to the individual leader needs
- ORCHA Team builder development – leaders are taught how to build effective, high performing teams
- ORCHA Team building development – teams of leaders are taken through team building programs in order to function better within their teams
- ORCHA Strategic Planning – leaders are taught how to develop strong, simple strategic plans and align individuals, teams, and departments with the plan

Learning Organizations

Developing Learning Organizations has been the topic of discussion and debate for many years. Much of the debate centers on descriptions of organizational learning, the process through which organizations learn, that sound sort of mystical or seem to require an ability of all employees to think at extremely complex levels.

ORCHA believes that organizations can learn – because organizations are composed of people who can learn. But ORCHA believes that a successful Learning Organizations can exist and several elements in common:

- Provide continual learning opportunities to all employees
- Use learning as part of the plan reach performance goals
- Align individual performance with organizational performance.
- Encourage inquisitiveness and two-way communication, ensuring a safe environment for risk-taking

ORCHA also believes that by increasing our ability to manage change, improve quality, and develop a more committed work force – we develop learning organizations. We start as leaders by building a vision that becomes shared by everyone in the organization. We continue as leaders by ensuring that teams, which truly are the basic learning units in an organization, learn together. Individuals function within teams – never really exclusively on their own in an organization – and when individuals within a team learn, they interact with each other and expand the way each other see and understands things. Thus, teams are the basic learning units in an organization.

Leaders help Organizations become Learning Organizations by:

- Developing a vision for the organization and where it is going
- Communicating the vision and working to make it a shared vision
- Modeling the actions they want to develop in all teams across the organization
- Encouraging as many employees as possible to be customer facing
- Encouraging and paying for on-going education for employees
- Benchmarking other organizations

ORCHA helps organizations of all sizes to develop strategic plans, align all employees' individual performance with company strategy, diagnose development needs, and build stronger, higher functioning teams. In short, ORCHA helps organizations become Learning Organizations.