
Are You Solving The Right Problems?



Who am i?

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Unleash Potential In You In Your Organization

Co:Partners



Culture. Clarity.
Collaboration.

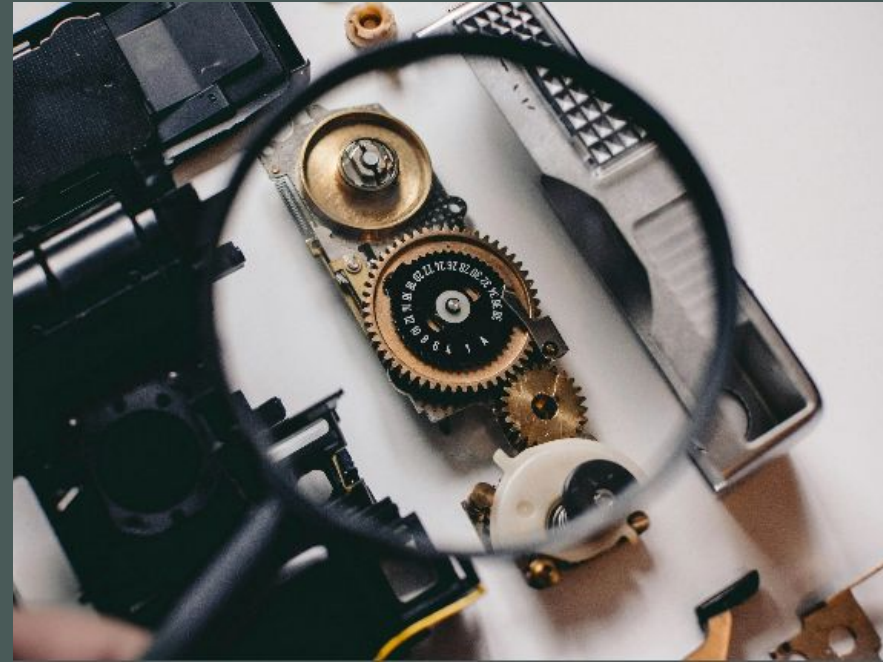
Who are you?

**Teams and
organizations
don't falter
because people
don't care.**



—

In a complex system, the first visible symptom is rarely the root cause.



Symptoms vs. Systems

Systems Approach

What conditions are producing these symptoms and which condition(s), if strengthened, would create the biggest positive change?

Seven Domains of Organizational Health



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- A systems lens that helps you see what's actually driving performance, morale, and execution.
- A simple diagnostic method to identify where your organization's "constraint" likely lives.
- Reflective prompts to help you identify where you may want to focus in your organization or team.

Trust & Psychological Safety

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Are people safe to speak up, be vulnerable, and take risks without fear of harm?

Psychological safety exists when people feel their workplace is an environment where they can speak up, offer ideas, and ask questions without fear of being punished and embarrassed.

Amy Edmondson

Trust & Psychological Safety

Trust in an organization is both interpersonal and institutional.

When it's strong

- People raise concerns early.
- Meetings include real disagreement and productive debate.
- Mistakes are treated as learning moments.
- Frontline insights and community/customer feedback shape decisions.

When it's weak

- Silence in meetings.
- Surprises and late-stage escalations.
- Blame patterns after failures.
- Low reporting of risks or errors.

Reflective questions

- When was the last time someone challenged a leader's assumption in a meeting — and what happened next?
- Do people believe feedback will be welcomed and acted on, or punished and ignored?
- If someone makes a mistake, do we get learning and improvement... or blame and distancing?

Leadership, Power & Accountability.

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This domain is about whether your leadership system makes action easier — or harder.

When it's strong

- Decision rights are clear.
- Middle managers are supported.
- Accountability is consistent and fair.
- Leaders are accessible and visible.
- Power is used to enable action and remove barriers.

When it's weak

- Role confusion and duplication.
- Accountability is inconsistent.
- Managers feel they are 'held responsible' without being 'given authority.'
- People don't know where to go for decisions, so they delay, avoid, or escalate everything.

Reflective Questions

- If a frontline team needs a decision, how long does it typically take — and how many layers does it travel?
- Where do we have responsibility without authority (or authority without responsibility)?
- What informal power dynamics shape decisions more than the org chart does?

Engagement, Motivation & Purpose

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When engagement erodes, performance can hold for a while... but burnout, cynicism, and attrition usually follow.

When it's strong

- People take initiative without being chased.
- Teams show pride in outcomes.
- Managers know what motivates their people and can connect work to meaning.
- Turnover is stable.

When it's weak

- 'Minimum viable effort' culture.
- Low energy in meetings.
- Recognition is rare or uneven.
- Retention problems.

Reflective Questions

- Do people understand how their work contributes to the mission?
- Do managers regularly ask what gives people energy and what drains them?
- If a talented employee left tomorrow, would you be surprised... or would it make sense?

Wellbeing, Capacity & Sustainability

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Is your organization structured to support the long-term wellbeing and capacity of its people?

capacity
is
strategy

When it's strong

- Priorities are realistic.
- Workload is monitored.
- Expectations are clear.
- Leaders model boundaries and recovery.

When it's weak

- Chronic overload is normalized.
- There is confusion about expectations.
- High absenteeism, turnover, and 'quiet quitting' behaviors.
- Resentment toward leadership.

Reflective Questions

- What are we asking people to do that we are not resourcing adequately (time, staffing, tools)?
- What work should we stop... but we keep doing out of habit, fear, or politics?
- Do leaders model sustainable pace, or do they unintentionally reward burnout behavior?

Values, Integrity & Strategic Alignment

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Are values more than words on the wall?

Are culture and strategy *aligned*?

Culture either enables the strategy or quietly undermines it.

When values and actions are misaligned, trust and morale erode, but when aligned, values become a moral compass and unifying force.

When it's strong

- Leaders make decisions that visibly reflect values.
- People can name what the values look like in behavior.
- Strategy is translated into priorities and resource decisions.
- There is low 'culture cynicism'.

When it's weak

- Values are spoken but violated in daily practice.
- Equity and fairness concerns show up repeatedly.
- Strategy is announced but not resourced.
- Cynicism: “That’s not how it really works around here.”

Reflective Questions

- If I asked frontline staff, 'What do leaders really reward here?' what would they say?
- Do our resource decisions match our strategic priorities?
- What behaviors do we tolerate that quietly undermine our culture?

Communication, Collaboration & Knowledge Flow

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Can people across teams and levels communicate effectively and collaborate toward shared goals?

In complex, growing organizations,
this domain must be cultivated
intentionally — not left to chance.

When it's strong

- People know what matters most right now.
- Information flows both ways: leaders hear from the field; field understands decisions.
- Cross-functional work is coordinated.
- Meetings produce decisions and owners.
- Institutional knowledge is captured and shared.

When it's weak

- Competing narratives about priorities.
- Too many meetings, not enough decisions.
- Critical knowledge lives in people's heads.
- Mistrust grows because people assume others are uninformed or acting in bad faith.

Reflective Questions

- If I asked three leaders 'what are the top three priorities right now?' would I get the same answer?
- What decisions are we failing to communicate clearly, leading to rumor and confusion?
- What knowledge is 'single-point-of-failure' (only one or two people know it)?

Innovation, Learning & Adaptation

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In healthy organizations, innovation is mostly a learning system: small experiments, fast feedback, and continuous improvement.

When it's strong

- Teams run small experiments and share what they learn.
- Feedback loops are real and lead to adjustments.
- Leaders make it safe to test and learn.
- The organization can change direction without chaos because learning is part of the culture.

When it's weak

- Innovation is talk-only.
- Change initiatives are top-down.
- Failure leads to blame, so people avoid experimentation.
- Lessons aren't captured; the organization repeats mistakes.

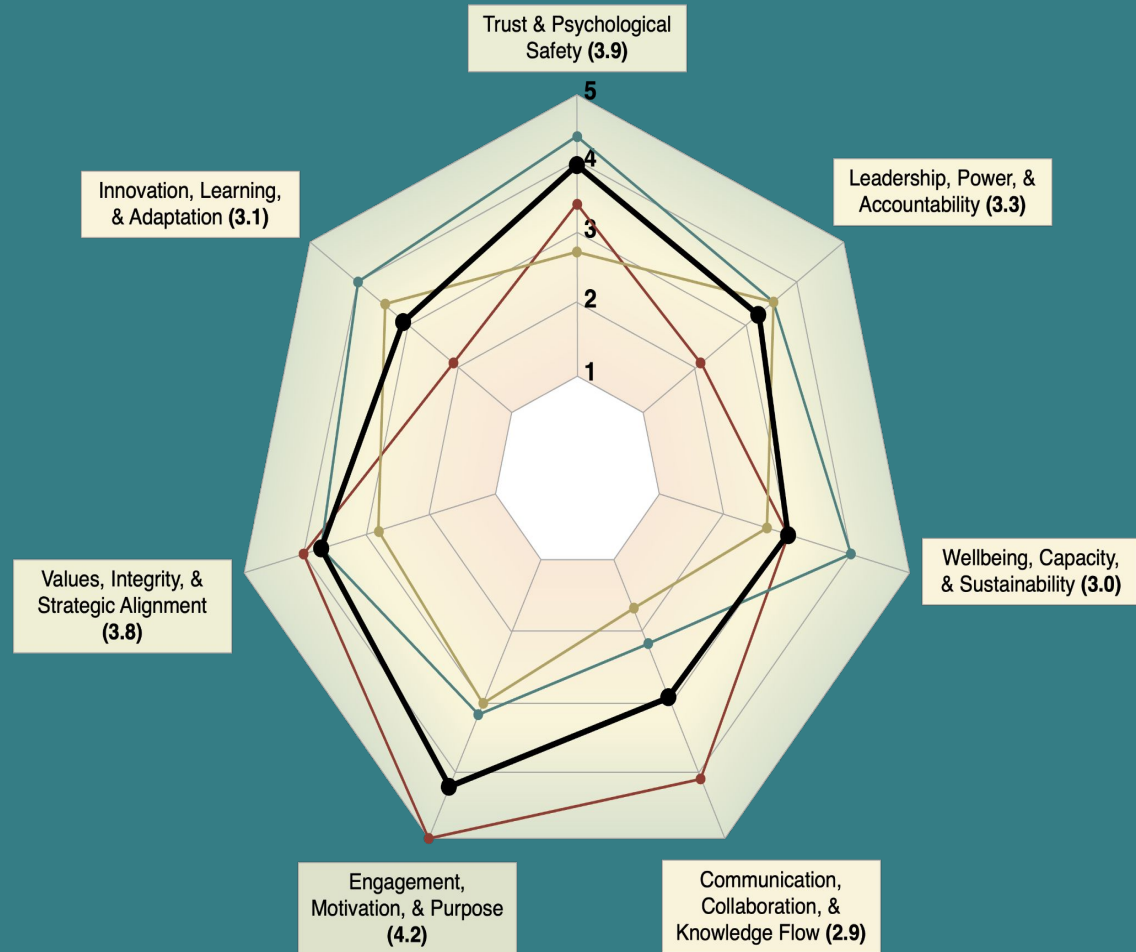
Reflective Questions

- Do people believe it's safe and worthwhile to suggest improvements?
- How quickly does customer/community feedback change what we do?
- When something fails, do we learn and adjust... or blame and move on?

Where are you at?

—

This framework
provides a
systematic way to
look at your
organization and to
get beneath the
surface of symptoms



Where are you strong?

Where are you weak?



What is your next step?

How can I help?