The Advantage

We search and hunt for competitive advantage. We use talent searches, the latest psychological/skills analysis, new marketing campaigns, Kaizen, Six-Sigma, and anything else we hope will give us an advantage that our competitors don't know about or can't implement. While some of these provide some success and forward motion, the ultimate advantage is right at our finger tips, and for the most part is pretty cost-effective to implement: Organizational health.

Organizational health encompasses much of what we do every day with the people on our teams. Are we clear with them? Do we treat them as valuable? Do we exercise integrity in the way we negotiate and work with team members? Do we employ healthy boundaries? How does this translate to team members? Do they feel trusted, valued, and do these factors help them to reciprocate the trust and value to others and leaders.

So why aren't we pursuing organizational health if it's so valuable and clear to implement.

The Sophistication Bias
> The simplicity of the ideas found in organizational health can't be that valuable because the concepts just aren't complicated enough.

The Adrenaline Bias
> Implementation of a trendy tool provides a high and an expectation of pretty fast, and hopefully wildly successful results. Organizational health takes time, and might not be that exciting in the beginning. Term results will enthuse!

The Quantitative Bias
> Organizational health is not easy to quantify and those looking for easily correlated results may feel a void where instant results are expected.

Organizations need to invoke two elements to have a chance at success; they need to be **SMART** *in finance, technology, strategy, and marketing*, and they need to be **HEALTHY** *with minimal politics, minimal confusion, high morale, high productivity, and low turnover.*

Lencioni's The Advantage stresses the ultimate value of organizational health and it highlights one of the things that we all know, but either don't know how to face, or don't want to face; healthy organizations in which people are valued, treated with integrity, and where clarity is paramount are the organizations that will have more success. Lencioni's chapters in the book emphasize building a cohesive leadership team, and the power of clarity. While clarity would seemingly be easy, it's a constant corralling of communication styles and content.

Building a cohesive leadership team is a challenge in working with people; choosing well, relating well, valuing, and developing well. Lencioni highlights building trust as a necessary step. Imagine the organizational health your team would enjoy if trust saturated and insecurity diminished.

(Credit to Patrick Lencioni, The Advantage, Jossey-Bass, 2012)

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