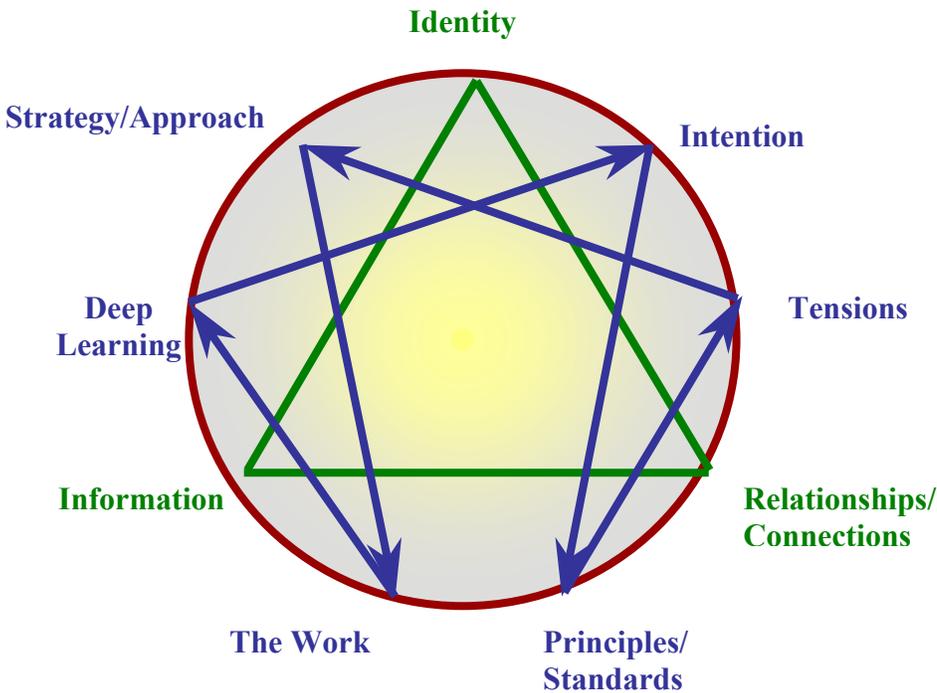


# Leadership and Organizational Sustainability Enneagram



**Current Identity**

*mindset, paradigm, and identity*

**Intentions**

*system goals*

**Tensions**

*acknowledging and working with the known dilemmas and constraints*

**Relationships/Connections**

*re-arrangement of the parts of the system and their connections*

**Principles/Standards**

*correcting the feedback mechanisms and establishing accountability*

**The Work**

*aligning and coordinating resources to drive systems change*

**Information**

*change the flow and availability of information*

**Deep Learning**

*reflecting, adjusting, and promoting continuous learning and emergence*

**Strategy/Approach**

*redesigning the ways we engage with each other, our system and our environment*

The survey below has been designed from the work of Tim Dalmau and Steve Zuieback on Leadership and Organizational Sustainability. It is not a scientific approach nor is it a validated survey. Its intended purpose is to stimulate a conversation about systems leadership and sustainability within an organization with two outcomes in mind:

- 1) to conduct an assessment as part of a diagnosis process
- 2) to identify commitments, practices, processes and strategies to move an organization to greater levels of sustainability.

The questions are difficult and require some deep self-reflection by each participant. You are being asked to rank the accuracy of the statement on a scale of 1-5.

1 is Non-existent

2.is Emerging

3 is Developing

4 is Proficient

5 is Exemplary

As you reflect on your ratings within each category/criteria, please provide an evidence statement to support your judgement.

This survey may be used in a number of ways and the context needs to be stated upfront so that the questions can be answered clearly and thoughtfully.

- 1). It may be used to assess an entire organization or a large division within a large organization
2. It may be used by a large team
- 3). It may be used by a leadership team to assess itself relative to sustainability.

### **Respondent Information:**

Typically it is very helpful to gather information about the respondents relative to their broad roles, length of service, etc.

# Leadership and Organizational Sustainability Questionnaire

<b>Key Questions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Current Identity</b>					
<i>Mindset, paradigm and identity</i>					
We have successfully extended involvement to all our stakeholder groups in ways that lead to new organizational behaviors, decisions and strategies.					
We are continuing to evolve our thinking about the underlying causes of success and failure in our system and for our clients.					
As a leader, I understand the connection and relationship of all our key initiatives to our overall organizational outcomes.					
<i>Evidence:</i>					
<b>Intentions</b>					
<i>System goals</i>					
We have a set of goals, objectives and strategies oriented to redesigning our operational systems to better support our ability to deliver value to our clients, customers and employees.					
There is clear evidence that our goals are aligned vertically across the organization.					
As a leader, I have the opportunity to participate in structured conversations and processes directed toward the ongoing examination of our core improvement strategies.					
As a leader, I have the opportunity to participate in structured conversations and processes directed toward the ongoing examination of our operational systems.					
<i>Evidence:</i>					
<b>Principles/Standards</b>					
<i>Correcting the feedback and accountability systems</i>					
We operate on a set of consistent leadership principles that model our values and beliefs at every level in our organization.					
We have effective mechanisms and systems to monitor our progress, take corrective action and to hold us accountable for results-					
<i>Evidence:</i>					

<b>Key Questions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Tensions</b>					
<i>Acknowledging and working with the known dilemmas and constraints</i>					
As a system (organization, division, team), we periodically take the time to examine the underlying constraints and assumptions that might be blocking our progress as a system.					
We have effective systems and processes for managing change and transition as we roll out new programs, processes and procedures.					
<i>Evidence:</i>					
<b>Strategy/Approach</b>					
<i>Redesigning the ways we engage with each other, our system and our environment</i>					
We have support, monitoring and learning mechanisms in place that ensure that our high leverage strategies and programs are being implemented with fidelity across the organization.					
We have strategies and processes in place that support connectivity, adaptability and learning across sites in our organization.					
<i>Evidence:</i>					
<b>The Work</b>					
<i>Aligning and coordinating resources to drive systems change</i>					
In our organization, we have a strong connection between our top priorities and the resources allocated to these initiatives.					
We have strong mechanisms for coordinating our change initiatives across the system.					
<i>Evidence:</i>					
<b>Relationships/Connections</b>					
<i>Re-arrangement of the parts of the system and their connections</i>					
We have a strong focus on making connections within and across the system – people to people – to assure that we are managing change, learning from each other and adjusting our work.					
As we continue to implement, monitor and adapt we are able to maintain a strong focus on the importance of relationships in all of our work.					
<i>Evidence:</i>					

<b>Key Questions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Information</b> <i>Change the flow and availability of information</i>					
We have strong information systems that allow us to track our progress on our system/operational outcomes.					
I have ready access to all the information I need to inform my work.					
<i>Evidence:</i> 					
<b>Deep Learning</b> <i>Reflecting, adjusting and promoting emergence in our system</i>					
We have the necessary systems in place that support people in continuing to learn and adapt to our changing work.					
As a system, we routinely take the time to pay attention to the unfolding change in ways that allows us to promote new forms of learning and new outcomes for the future.					
<i>Evidence:</i> 					