Organization 4.0

A Brief Introduction to the Engagement Competency Model

Michelle Holliday, Cambium Consulting
www.cambiumconsulting.com
# The Engagement Competency Model

**Purpose**

*(Customer/Convergence)*
- Who are we serving?
- What is our project?

**Passion**

*(Employees/Divergence)*
- How can we serve the project?
- How can the project serve us?

**Practical Play**

*(Infrastructure/Relationship)*
- What is our playground?
- What are the rules?

## Purpose

### Contribution
Delivering your core offering ever more excellently.

### Connection
Enabling relationship and responsiveness.

### Heroic Cause
Creating something worthy of loyalty and enthusiasm.

## Passion

### Mastery
Enabling people to bring the best of their talent, passion & creativity to their work.

### Membership
Enabling people to feel connected to work, team, organization, customer & community.

### Meaning
Enabling people to apply their best talents toward something worthy.

## Practical Play

### Structure
Designing physical & conceptual frameworks that support Contribution & Mastery.

### Systems
Designing tangible & intangible support for getting things done, sharing information & making decisions.

### Sustainability
Designing strategies & disciplines to ensure coherence, learning & evolution at every level.

## Passion

### Systems
Designing tangible & intangible support for getting things done, sharing information & making decisions.

### Structure
Designing physical & conceptual frameworks that support Contribution & Mastery.

### Heroic Cause
Creating something worthy of loyalty and enthusiasm.

**Passion**

*(Employees/Divergence)*
- How can we serve the project?
- How can the project serve us?

**Practical Play**

*(Infrastructure/Relationship)*
- What is our playground?
- What are the rules?

## Purpose

### Contribution
Delivering your core offering ever more excellently.

### Connection
Enabling relationship and responsiveness.

### Heroic Cause
Creating something worthy of loyalty and enthusiasm.

## Passion

### Mastery
Enabling people to bring the best of their talent, passion & creativity to their work.

### Membership
Enabling people to feel connected to work, team, organization, customer & community.

### Meaning
Enabling people to apply their best talents toward something worthy.

---

© Copyright 2010 Cambium Consulting www.cambiumconsulting.com
“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.
“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.
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.
BRANDING | CULTURE | COMMUNICATIONS

Michelle Holliday
michelle@cambiumconsulting.com
514-299-9884