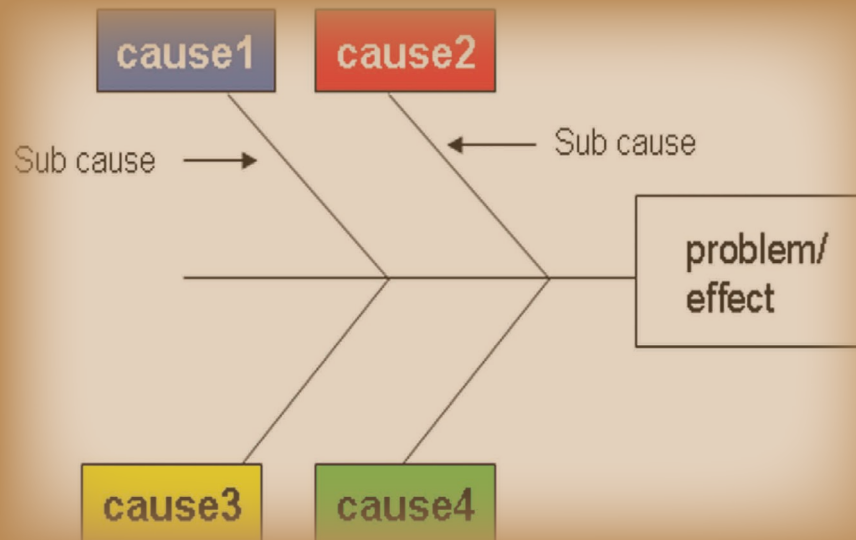


TOUCH OF CLASS ORGANISATIONAL PATHOLOGY ISSUES The Fishbone Diagram



THANK YOU FOR COMPLETING ONE OF THE ASSESSMENTS.

Please do the following steps to get maximum value out of solving the issues raised in the survey.

STEP 1: REFLECT ON THE FOLLOWING QUESTIONS FIRST

- What does this problem/challenge/issue really mean to you?
- How do you, your team and your organisation behave (current reality) in fulfilling this problem/challenge/issue?
- How should you, your team and your organisation behave (Future reality) in fulfilling this problem/challenge/issue?
- What practical tips can you give to ensure that this problem/challenge/issue is lived out in the workplace?
- Are there any other issues that needs to be addressed or principles regarding this problem/challenge/issue that you would like to propose or personal experience that you would like to share?

STEP 2: COMPLETE THE QUESTIONS ON THE FOLLOWING PAGES WITH ABSOLUTE HONESTY

STEP 3: DO A DETAILED ACTION PLAN WITH ACCOUNTABILITIES

STEP 4: PLAN FOR A REVIEW DATE

STEP 5: DO THE ASSESSMENT AGAIN

Dr Mario Denton

THE FISHBONE DIAGRAM

The issue:

Total score

% percentage split

1	2	3	4	5

Questions split

Response	Questions rated in the response category
1	
2	
3	
4	
5	

Now follow the rest of the process

TRUST AUDIT

Mark the box for each of the following 13 behaviors regarding how YOUR TEAM typically behave.

Item												Item
1. Talk Straight	10	9	8	7	6	5	4	3	2	1		Lie, spin, tell half truths, double talk, flatter
2. Demonstrate Respect	10	9	8	7	6	5	4	3	2	1		Don't care or don't show your care; show disrespect or show respect only to those who can do something for you

3. Create transparency	10	9	8	7	6	5	4	3	2	1	Withhold information; keep secrets; create illusions; pretend
4. Right wrongs	10	9	8	7	6	5	4	3	2	1	Don't admit or repair mistakes; cover up mistakes
5. Show loyalty	10	9	8	7	6	5	4	3	2	1	Sell others out, take the credit yourself; sweet-talk people to their faces and bad-mouth them behind their backs
6. Deliver results	10	9	8	7	6	5	4	3	2	1	Fail to deliver; deliver on activities, not results
7. Get better	10	9	8	7	6	5	4	3	2	1	Deteriorate; don't invest in improvement; force every problem into your one solution
8. Confront Reality	10	9	8	7	6	5	4	3	2	1	Bury your head in the sand; focus on busywork while skirting the real issues
9. Clarify Expectations	10	9	8	7	6	5	4	3	2	1	Assume expectations or don't disclose them: create vague and shifting expectations
10. Practice accountability	10	9	8	7	6	5	4	3	2	1	Don't take responsibility" It's not my fault"; don't hold others accountable
11. Listen First	10	9	8	7	6	5	4	3	2	1	Don't listen; speak first, listen last pretend listen without understanding
12. Keep commitments	10	9	8	7	6	5	4	3	2	1	Break commitments; violate promises; make vague and elusive commitments or don't make any commitments
13. Extend Trust	10	9	8	7	6	5	4	3	2	1	Withhold trust; fake trust or even snoopervise; give responsibility without authority
Total score											

Source and full acknowledgement: Stephen Covey: The Speed of Trust- The one thing that changes everything

1	Talk Straight	Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people nor distort facts. Don't spin the truth. Don't leave false impressions.
2	Demonstrate Respect	Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be "efficient" with people.
3	Create Transparency	Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of, "What you see is what you get." Don't have hidden agendas. Don't hide information.
4	Right Wrongs	Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice "service recoveries." Demonstrate personal humility. Don't cover things up. Don't let personal pride get in the way of doing the right thing.

5	Show Loyalty	(Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't bad-mouth others behind their backs. Don't disclose others' private information.)
6	Deliver Results	Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and underdeliver. Don't make excuses for not delivering.)
7	Get Better	Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems both formal and informal. Act upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges
8	Confront Reality	Take issues head on, even the "undiscussables." Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. "Remove the sword from their hands." Don't skirt the real issues. Don't bury your head in the sand.)
9	Clarify Expectations	Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.)
10	Practice Accountability	Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.)
11	Listen First	Listen before you speak. Understand. Diagnose. Listen with your ears . . . and your eyes and heart. Find out what the most important behaviors are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers or all the questions.
12	Keep Commitments	Say what you're going to do. Then do what you say you're going to do. Make commitments carefully and keep them at all costs. Make keeping commitments the symbol of your honor. Don't break confidences. Don't attempt to "PR" your way out of a commitment you've broken.
13	Extend Trust	Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk, and character/competence of the people involved. But have a propensity to trust. Don't withhold trust because there is risk involved.



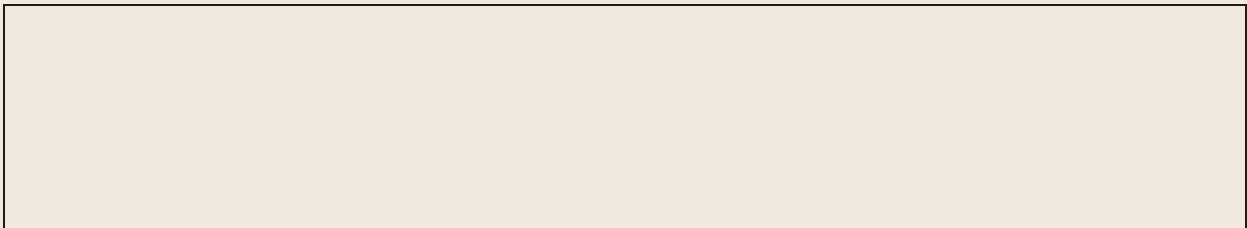
FISHBONE DIAGRAM

Identify all of the possible factors that contribute to the problem, i.e. the "effect."

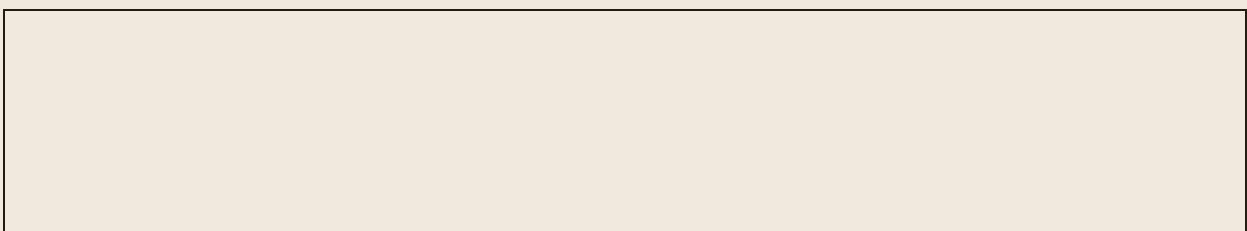
- Clearly describe the problem, i.e. the "effect," to be diagrammed. (For example: files out of place, too many students in line, or job cost above estimate.).
- Draw a box around the effect with an arrow heading to it.



- Identify the major categories of factors that contribute to the problem. This will help you to organise the causes. Four often-used categories are people, equipment, methods and materials. These categories are only suggestions. Use any category that helps them think creatively. Draw a box around each category with an arrow pointing at the effect arrows.



- Brainstorm the detailed factors that contribute to the problem (i.e. the "effect"). Ask for each factor, "what causes this cause (i.e. factor)?" These are written on the diagram and connected to the appropriate main category with arrows. Each cause may have sub-causes, which should be shown on the diagram. Continue to ask "why" in order to identify root causes.
- Use the following criteria to evaluate your Fishbone Diagram:
 - Is the effect clearly stated? Does it relate to the issue statement?
 - Are all potential causes listed?
 - Are all causes categorised?
 - Do causes actually reflect causes, not solutions?
 - Do all causes relate to the issue?



Is the diagram complete and understandable?

FORCE FIELD ANALYSIS

Identify the perceived driving and restraining forces affecting a particular discussion item. Efforts will then centre on minimising the restraining forces while maximising the driving forces.

- State the precise issue or recommended change being reviewed.
- Place the item on a flip chart pad. Draw T-chart with “Driving Forces” and “Restraining Forces” above the two columns.
- Brainstorm the forces that the participants perceive and list them in the appropriate column. You may brainstorm either columns at once or one at a time.
- Discuss and prioritise the driving forces.
- Recommend actions to bring about desired change

DRIVING FORCES	RESTRAINING FORCES

RECOMMENDED ACTIONS

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KEPNER TREGOE

Complex problem solving, decision making and planning

Application guidelines:

Situation Appraisal

- Identify the concerns
- Set the priority
- Plan next steps
- Plan involvement

Problem Analysis

- Describe the problem
- Identify possible causes
- Evaluate possible causes
- Confirm true case

KT RESOLVE VALUE PROPOSITION



Potential Problem (Opportunity) Analysis

- Identify potential problems (opportunities)
- Identify likely causes
- Take preventative action
- Plan contingent (capitalising)
- Action and set triggers

Decision Analysis

- Clarify purpose
- Evaluate alternatives
- Assess risks
- Make decision

PROBLEM SOLVING – THE MCKINSEY METHOD

Application guidelines:

- Define current situation/problems. What is happening now?
- Define requirements. What should be happening?
- Identify causes. What might be causing the problem, disaggregate problems?
- Generate possible solutions. What can we do about it, brainstorm and collect ideas?
- Selecting best solution. What is the best solution, evaluate hypothesis/ideas and summarize?
- Test and implement. Will it work in practice?
- Check and monitor. Have we fixed the problem?

- Next problem. What else can we do to improve?

TEAM HEARTBEAT QUESTIONS

- What is complicating your team right now?
- What keeps you awake (at night) about your team?
- What inspires you/makes you tick about your team?
- What are some of the indicators of high vitality in your team?
- What gives your spirit, mind, and heart and body energy?
- What are your dreams/ fears that you have for the team?
- What would you like to be remembered for?
- Discuss your unfolding strategy: The things (top priorities) that the team need to: Let go? Stop? Maintain? Initiate?
- If you could change anything in the team, what would it be? • (Yourself, team, organisation)

1. What are the skills, gifts, talents, character qualities, competence and chemistry you bring to the team?
2. What is stopping your team from delivering peak performance and why?
3. What are the conflict areas you believe, that if the team could only talk through these conflict areas, would improve peak performance?
4. If there were any message you would like to give to this team, what would it be?

Comments

As a result of completing the assessment, I/we plan to:

Stop doing the following

Start doing the following

Keep on doing the following

CRITICAL SUCCESS FACTORS

Highlight the 3 to 5 main factors that are critical in ensuring success of your proposed project. Without these factors in place your project will fail. With these factors in place your chances of success are maximised.

MAINTAINING and SUSTAINING

Highlighting how you will maintain and sustain the progress of this project before, during and after implementation, so as to ensure the long-term sustainability and success of this project topic.



Mario Denton MBA; M.Econ; PhD

PHASE ONE: OBTAINING CORPORATE EXPERIENCE - LEARNING THE ROPES

Has 17 years' experience in human resources management in the corporate world, started with SANLAM and moved on to METROPOLITAN LIFE in Organisational Development and end this phase as Group Manager: Human Resources PROTEA ASSURANCE, during this period completed a MBA, MEcon as well as **Registered Industrial Psychologist**.

PHASE TWO: ESTABLISHMENT OF BUSINESS SCHOOL ACADEMIC- SHARPENING THE SWORD

- From 1997-2007 teaching in Organization Behaviour and also International Human Resource Management, People and Change Management, High Impact Leadership, Management Consulting, Emotional Intelligence, Executive Coaching at the University of Stellenbosch, Graduate School of Business. During this period completed my PhD and register Strong Message Business Consultancy in 1997.
- Presented People Management practices 44 times consecutively to MBA students without being absent for even one day and trained around 3000 participants in Emotional Intelligence.
- Academic project manager and coordinator for 22 international groups doing their international electives at the USB.
- The area of Advanced Leadership, Making Human Capital the differentiating factor Facilitating perpetual and complex change for REIMS France (11 times), University of Antwerpen, University of Cape Town, UWC, Dortmund and Leipzig HHL Germany (9 times) Aarhus Denmark, Graz, Austria, Maastricht, University of Indonesia, University of Central Oklahoma and the University of Cuttington Liberia, Europa-Universität Viadrina Frankfurt (Oder), Bangalore Management Academy in Bangalore and Poddar/Wellingker College in India, Leipzig, Mauritius, Marseilles.
- International papers and conferences in London, Amsterdam, Oxford, Antwerp, Geneva Switzerland, Australia, Shanghai and published twelve books, six international articles, two case studies and a chapter in a book, has successfully being the study leader/supervisor for 160 completed MBA research projects.

PHASE THREE: TAKING UP THE CHALLENGE OF BUSINESS CONSULTANT, VISITING LECTURER, IMPACT PLAYER AND EXECUTIVE COACH - PRACTICE WHAT YOU PREACH

- Strong Message Business Consultancy: I am a very experienced business consultant both in private and public sector and recognised impact player in organizational effectiveness and renewal and have been involved in several major strategic and corporate initiatives. Have done business consultancy for organisations including but not limited to Sanlam, Santam, First National Bank, Eben Donges Hospital, Oceana, Department of Health Overberg Region, Western Cape Department of Education, SCIR, APL Cartons, Cape Union Mart, Desmond Tutu TB Centre, Consol Glass, SPAR, Barloworld, XSTRATA, Tiger Brands, SA Navy, Nedcor, Old Mutual, FNB, DE Beers, Government, Kumba, Clickatell, Coca Cola Sabco, Karsten Boerderye, Water and Sanitation of City of Western Cape, City of Windhoek, FNB Namibia, Lumber City, visiting lecturer for Peniel Consultancy. Mario has done 250 radio talks: Programme: Wisdom that Works.
- Have done training in Cairo, Egypt, being trained as a Character First Consultant in Oklahoma and have done this training in Namibia, Ghana, Uganda, Nigeria, Malawi, done a presentation on the 29th FCCI Marketplace conference in Denver, USA, train 400 students including executive students in Kumasi Ghana, talking to the Crown Board in Nigeria, attending a strategic thinking session in Toronto, Canada and FCCI conference in Naples, Florida, Haggai Advanced Leadership Programme, Maui, Hawaii, trained as a Faculty member in Singapore for the Haggai Institute, lecturing in Maui on personal leadership and goal setting 7 times. Have done corporate governance for Kaduna State in Nigeria.

CONTACT DETAILS

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Meet the person; Mario is married with Mariene (his first love) since 1979 and has three sons Du Wayne, Desmond and Marinus and three granddaughters. He spends time reflecting at his holiday house at Pringle bay. He is a servant leader.