

## The Culture of Thinking in your Organization

Use this tool to assess the culture of thinking and decision-making that is characteristic of your organization. Consider how prevalent these manifestations of strength in thinking and decision making can be found in various working groups and in overall expectations. These characteristics can be difficult to achieve, but they are the hallmark of strong thinking organizations both in the leadership and in the membership. These ideas apply to all types of organizations: business, health sciences, education, defense, security, commerce.

### The culture of the leaders:

- There is a demonstrated commitment to analyze and resolve real problems.
- There is tolerance for reasonable requests for clarification of mandates and policies.
- The evaluation of current practices happens before losses are experienced.
- Change is made through open communication, rather than through manipulation.
- Identifying and acknowledging key gaps does not connote weakness.
- The metrics being monitored are those needed, rather than those easy to hand.
- Honest feedback is valued.
- Policies are presented in the context of relevant data.
- Disagreement is not viewed as disloyalty.
- Organizational structures are by design.
- Reconsideration is not a weakness.
- No problem is too hard to resolve.

### The culture of the members:

- Honesty (about goals, knowledge, accomplishments and failures) is the standard.
- Demonstrations of responsibility are supported, not jeered.
- Requests for reasons and justifications are an expectation rather than a threat.
- Ideas are judged by their quality, not by the person who offers them.
- Problems are owned by all until they are resolved.
- There is a commitment to evaluation for improvement.
- No problem is too hard to resolve.