

ORGANIZATIONAL *EFFECTIVENESS* RESOURCE GUIDE



WELCOME

ORGANIZATIONAL EFFECTIVENESS RESOURCE GUIDE

Organizational Effectiveness measures how efficient organizations are in reaching their goals. To assess organizational effectiveness, we look at:

- **Leadership** – Well integrated leaders have a clear picture of their team’s future and successfully drive team commitment to a shared purpose.
- **Team Effectiveness** – Teams that embrace trust, clear communication, respect for one another, and value each member’s unique capabilities perform more efficiently and successfully.

Increasing effectiveness in these two areas helps us become more resilient, agile, and high performing as an organization. This toolkit provides activities and resources to aid you in assessing, understanding, and proactively elevating your leadership and team effectiveness.

Leverage this Resource Guide to:

Discover a toolkit of resources to set yourself, and the teams you support, up for success

Learn a common language to discuss opportunities and uncover what your team needs to feel supported

Elevate our ways of working to build agile, flexible, highly productive teams at all levels within the organization

WELCOME

HOW TO LEVERAGE THIS RESOURCE GUIDE

While all aspects of Organizational Effectiveness are valuable in developing a highly performing team, below are some key takeaways from each section to help you quickly improve your team's efficiency.

First identify the area of most urgent need for your team. Then complete the 3 steps outlined below

AGILITY & GROWTH MINDSET

An agile mindset is one of flexibility, openness to change and adaptability

1. Start by understanding the change curve, the phases people go through when experiencing a change
2. Then watch the 5 minute video on growth mindset
3. And complete the growth mindset self-assessment with the team

COMMUNICATING DURING CHANGE

Understanding that communication is a conversation, and not a monolog or a presentation, is vital for the adoption of change

1. Begin by understanding what support is most needed at each phase of change
2. Then move onto active listening and the levels of listening
3. And finally look over the ongoing meetings to have during change

LEADING WITH EMPATHY & COMPASSION

It is important to recognize and proactively respond to the needs of each employee to support forward movement through the change journey

1. Begin with diving into what empathy is and tips to embrace empathy
2. Then complete the self-assessment for insight to your current empathy level
3. Lastly, look at the ways grief shows up to be better able to support others

CULTIVATING & MAINTAINING ENGAGEMENT

It is critical to focus on employee engagement during times of change to remind employees of the important role they play in the company's success.

1. Start by reviewing the Tips for coaching
2. Watch the 3 minute GROW coaching model video
3. Complete the Lean On Me activity with your team

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CULTIVATING & MAINTAINING ENGAGEMENT

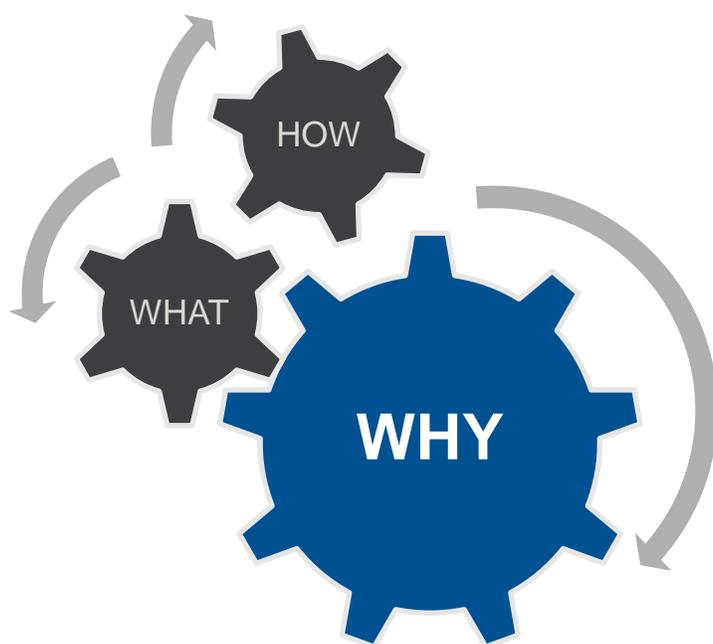
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AGILITY & GROWTH MINDSET

LAYING THE FOUNDATION



WHY AGILITY & GROWTH MINDSET?

Our mindsets, the indicator of our belief and attitude towards our own abilities, are a key factor that affects how we behave and influence those around us. Having a **growth mindset** is invaluable in instilling a learning culture and enhancing employee engagement and innovation in the workplace.

It's natural to react to stressful situations by reverting to what we're used to; but thriving in times of change requires a different mindset. An **agile** mindset is one of flexibility, openness to change and adaptability. Doing this well allows us to work swiftly, seamlessly, and cohesively to generate increased productivity and **engagement** levels.

To find success in times of change will not come from a set-it-and-forget-it approach; it entails a continual process of optimization, adjustment and **openness**.

AGILITY & GROWTH MINDSET

BEST PRACTICES

DEVELOPING & NUTURING AGILITY & A GROWTH MINDSET

Become self-aware

Before we can change and grow, we need to first understand our starting point. What are our own limits, motivations, and emotional states? With self-awareness as a leader, you become better equipped to make impactful decisions and explore opportunities to grow the business. It will also help you identify the areas that need more growth for you and your team.

Disrupt Yourself

Think about where you can drive innovation and change within yourself first. What habits, practices, and routines in your life need to be shaken up a bit? Are you doing things that used to succeed but no longer work as well, if at all? How could your time be better invested elsewhere?

Recognize and reward the value of learning in failure

Failure is inevitable when it comes to running a business. Leaders that learn from their mistakes and add these lessons into their personal toolkit are better equipped to continually push the boundaries of their own growth and that of their teams. It's also important to create a culture in your company where failure is recognized as a learning tool. This way, your team will be encouraged to grow and take innovative risks.

Focus on the process as an ongoing project

A key part of the growth mindset is to focus on the process and not just the result. No team or company will execute perfectly, 100% of the time. There will be moments when results do not meet expectations. This is why it's important to also focus on the process. By focusing on the process, you'll grow your team to achieve continued marginal improvements in execution.

Practice perseverance

An oak tree does not grow forty feet overnight. The fruits of growth require time, and so perseverance is key. Learning to push through failure, treat obstacles as challenges, and persist in spite of difficult situations will allow you to lead a team to more impactful goals.

KEY CHARACTERISTICS OF AGILE LEADERS

- *Openness*
- *Collaboration*
- *Comfort being uncomfortable*
- *Continuously learns*
- *Focuses on what really matters- delivering value.*
- *Helps their team members take care of the customers.*
- *Displays resiliency*

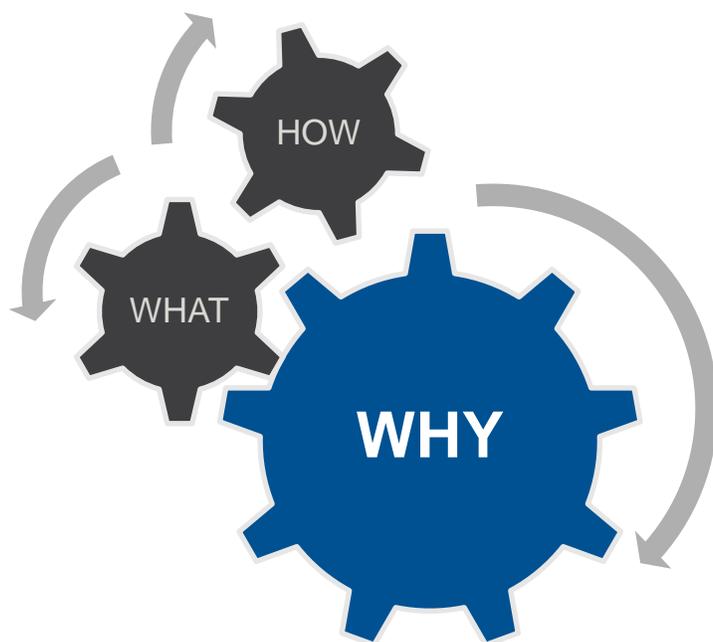
AGILITY & GROWTH MINDSET

DEEPER DIVE

 TOOL	 GOAL	 LINK
The Change Curve	Understand the impact of Change on Individuals	2 Minute Article
The Stress Curve	Harmful vs. Helpful levels of stress	2 Minute Article
Navigating Transition	Tips for getting through life transitions/changes	10 Minute Video
Growth Mindset	What is a Growth Mindset	5 Minute Video
Developing a Growth Mindset	11 strategies to foster a Growth Mindset	7 Minute Video
Growth Mindset & The Brain	How does embracing a Growth Mindset impact your brain?	3 Minute Video
Self-assessment	Do you lean towards a Fixed or Growth Mindset? (High level online version)	Self-Assessment
Self-assessment	Do you lean towards a Fixed or Growth Mindset? (More detailed version)	15 Minute Self-Assessment
Self-assessment	Where can you begin developing a Growth Mindset?	5 Minute Self-Assessment

COMMUNICATING DURING CHANGE

LAYING THE FOUNDATION



**WHY
COMMUNICATION?**

Effective **communication** is critical to leading change successfully. The reason we must communicate extensively during change is to ensure that everyone is hearing the same message, understands the new direction, and how their work and behaviors will be impacted by it.

Understanding that communication is a **conversation**, and not a monolog or a presentation, is vital for the adoption of change. Employees should understand how changes impact them, and their role in the new structure. On the other hand, leaders should provide ample time for requesting clarifications and giving **feedback**.

To achieve successful implementation, ongoing **team** communication is required. Communication must be proactively planned for and scheduled.

COMMUNICATING DURING CHANGE

BEST PRACTICES

Communicate often



- Be concise & consistent
- Be honest about what is/is not known
- Listen more than talk

Bring others along



- Support the change with a positive, yet realistic attitude
- Be aware of tone, e.g. pronouns (“we” NOT “you”)
- Don’t criticize the proposed change
- Provide opportunity for dialog; ask for input and feedback

Be supportive



- Show caring and empathy
- Ask... “What additional information do you need?”
- Ask... “How can we best set you up for success?”

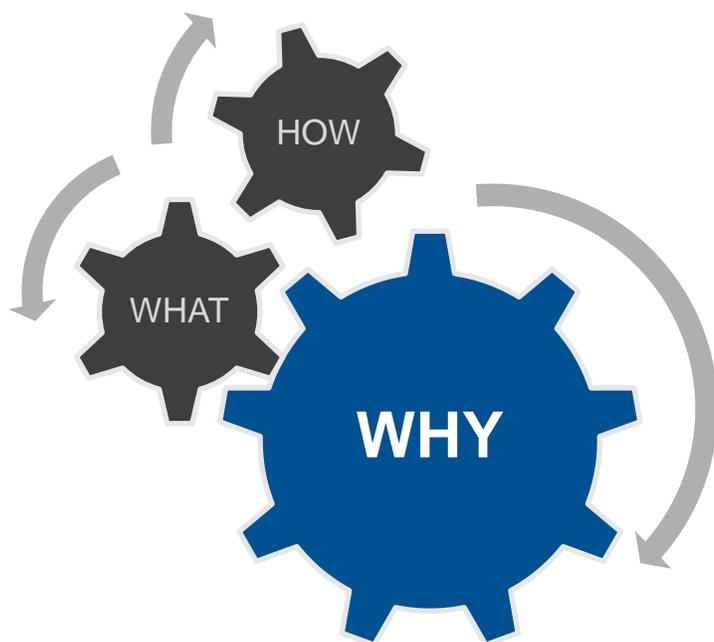
COMMUNICATING DURING CHANGE

DEEPER DIVE

 TOOL	 GOAL	 LINK
Supporting Through Change	What type of support is needed through each phase of the change curve	2 Minute Video Quick Reference
The Importance of Trust	Why we Need to Build Trust (Simon Sinek)	4 Minute Video
Building Trust	How to Build Trust at Work	5 Minute Video
Building Trust	How To Get Your Colleagues To Trust You?	9 Minute Podcast
Tips to Build Trust	Ways to Build Trust	2 Minute Article
Active Listening	What is active listening & the levels of listening?	5 Minute Article
Steps to Active Listening	The EAAR Listening Method	5 Minute Article
Ongoing Meetings During Change	Using meetings to communicate vision, goals, and bring your team along	5 Minute Article

LEADING WITH EMPATHY & COMPASSION

LAYING THE FOUNDATION



WHY EMPATHY & COMPASSION?

As a leader of change, it is important to recognize how change will impact the **emotional** experience of an employee. Interestingly, all individuals tend to go through the same emotional journey whether they perceive the change as a **positive** (something they've chosen) or as a negative (something that has been thrust upon them).

Recognizing and proactively **responding** to the needs of each employee at each emotional stage will help mitigate resistance and provide momentum to move employees forward through the change journey.

Showing up with **empathy** — the ability to stand in someone else's shoes, to see from their perspective — is especially important right now. Having a pulse on your team is the best way (and maybe the only way) to support and meet their needs, so they can respond to the needs of the business.

LEADING WITH EMPATHY & COMPASSION

BEST PRACTICES

Be Curious and Listen Deeply

- Be open to new perspectives/ideas
- Ask questions to understand more
- Truly listen to what is said
- Recognize feelings tied to statements
- Try to connect with the other person

Set Expectations and Share Feedback

- Set clear expectations
- Provide coaching and feedback to others
- Understand each person's strengths and opportunities
- Continuously revisit expectations to adjust as needed

Be Humble and Self-Aware

- Embrace these during challenging times
- Provide clarity, transparency & direction when possible
- It's ok to make mistakes & admit when you don't know
- Work together to arrive at solutions

Build a Culture of Empathy

- Lead by example – show how to think, feel, and act with empathy
- Foster compassion and understanding
- Share gratitude as often as possible

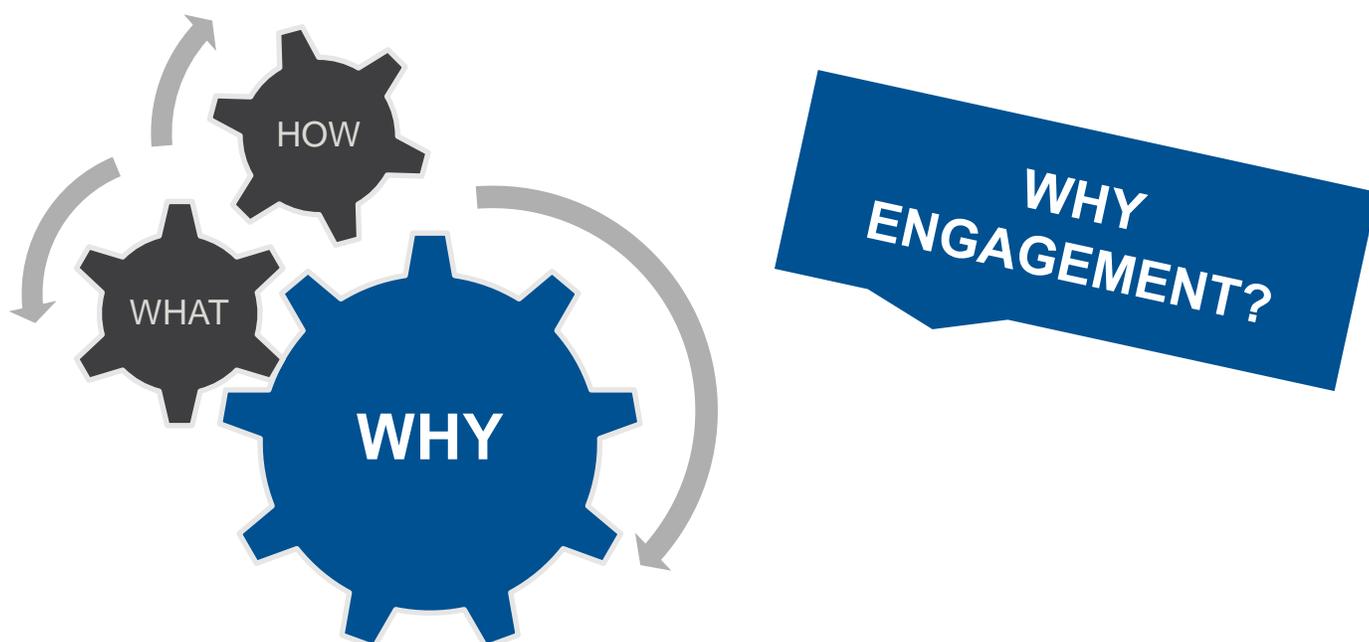
LEADING WITH EMPATHY & COMPASSION

DEEPER DIVE

 TOOL	 GOAL	 LINK
What is Empathy?	Understand empathy vs. sympathy & how to respond to others' struggles with empathy	3 Minute video
4 Steps to Practice Empathy	Applying empathy skills shared by Brene Brown	5 Minute Video
Leading with Empathy	How empathy creates stronger teams by Simon Sinek	15 Minute Video
Self-Assessment	What is your current level of empathy?	10 Minute Assessment
Tips to Embrace Empathy	6 tips to begin embracing empathy today	5 Minute Article
A study of Empathy	Calibrating our empathy to interact with others more mindfully	52 Minute Podcast
Empathy & Leadership	Why Good Leaders Make You Feel Safe	12 Minute Video
What is Compassion	What compassion means and how it shows up	7 Minute Video
Compassion at Work	Embracing compassion at work	8 Minute Video
Compassion Fatigue	What is compassion fatigue?	13 Minute Video
		6 Minute Article
Compassion Fatigue	Mitigating Compassion Fatigue	2 Minute Article
Understanding Grief	5 Things to know about grief	7 Minute Video
Understanding Grief	How to support others through grief	4 Minute Video
Understanding Grief	Tips to support others through grief	2 Minute Article

CULTIVATING & MAINTAINING ENGAGEMENT

LAYING THE FOUNDATION



Employees **thrive** in an environment where they have the means to fulfill their personal, professional, and self-actualization goals. It is what keeps employee morale high and keeps them fully engaged with the workplace.

However, organizational change can cause anxiety and uncertainty among employees. That's why it's critical to focus on **employee engagement** during the transition, so employees continue to feel as though they play an important part in the company's success.

Because it can be challenging to keep employees engaged during periods of uncertainty, it is even more important to give them an opportunity to share their **feedback** via Peakon, and keep them actively involved in the action planning process to address areas that are causing concern, and celebrate what is working well.

CULTIVATING & MAINTAINING ENGAGEMENT

BEST PRACTICES

KEEPING YOUR TEAM ENGAGED DURING CHANGE

Raise the bar

Continue challenging others to grow and develop their skills

Acknowledge individuals & show appreciation

Create transparency

Share what you know, what you don't, and when you expect updates

Embrace a positive attitude

Foster 2-way communication

Provide structure
Share objectives, team goals, timelines, priorities, etc.

Openly discuss issues & concerns

Welcome feedback

CULTIVATING & MAINTAINING ENGAGEMENT

DEEPER DIVE

 TOOL	 GOAL	 LINK
Lean On Me Activity	Explore what team members NEED and can OFFER each other	30 Minute Activity
Team Effectiveness	Build a team culture of openness, address pressing issues, and align on future direction	30 Minute Activity
Coaching Overview	Tips for Coaching	30 Minute Article
GROW Coaching Model	What is the GROW coaching model?	3 Minute Video
GROW Coaching Model	Detailed dive into the model	30 Minute Article 15 Minute Article
inSIGHT Best Practices	Discussing Your Results with Your Team	5 Minute Article
inSIGHT Best Practices	Creating and Managing Action Plans	5 Minute Article
inSIGHT Best Practices	Action Planning Best Practices	5 Minute Article
Pitfalls to avoid	Learn about disengaging behaviors to avoid	3 Minute Article

ADDITIONAL RESOURCES

ORGANIZATIONAL EFFECTIVENESS RESOURCES

Ensuring your employees are informed, connected, and **supported** during times of change is critical to ensuring they feel engaged and valued. Most importantly, it's necessary to acknowledge that change has an emotional impact. Recognizing and proactively responding to the needs of each employee will help mitigate resistance and provide momentum to move individuals forward through the change journey. **Continually reference** this Resource Guide for resources to leverage, and bring your teams alongside you throughout change.

If you have questions, or need additional support:



Talent Management

For questions on Organizational Effectiveness Resource Guide
TalentDevelopment@us.luxottica.com



Employee Assistance Program (EAP)

Speak with a licensed counselor or therapist
1-800-865-1044 (USA) & 1-877-847-4525 (Canada)
AnthemEAP.com



Employee Relations

Find policy information and request an ER consultation
Log in to MyPersonalDesk and select the Employee Relations icon



HR Support

Reach out to your HR Business Partner for additional support