

Article

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Look-Outs

There are plenty of examples of organizations that have been blind-sided from events that could have been anticipated, if leaders had been listening to their people on the periphery. Here are three questions to ask about your organization.

What is the readiness of your organization to listen to reports from people on the margins of the company who may pick up signals of changes or challenges? Is listening encouraged or is listening discouraged?

How willing are customer-contact people to come forward with market information? Are they eager to come forward with valuable intelligence or are they reluctant?

How receptive are your people to share information about the periphery across functions? Is there sharing ongoing at multiple levels, or is information ignored or hoarded? These questions go to the heart of corporate culture. If your Values Statement doesn't speak to those behaviors, maybe its time to dust off the words on the plaque.

