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Great Organizations Are Both Strong and Vibrant

Great organizations are characterized as both strong and vibrant. Strength is created by defining brilliant strategies, establishing detailed execution plans, creating stretch but attainable goals, streamlining processes, and defining targeted measurements to monitor success. Vibrancy is the energy created by aligning, engaging, involving, and developing the human capital throughout the organization.

Organizations can achieve reasonable success by focusing and maximizing either on strength or vibrancy. Without capitalizing on both, organizations will fall short of their potential.

Strength is like the ante in a poker hand. It gets organizations into the competitive game. Strength is typically defined by a few very talented leaders, and as these few play the decision cards, short term success is achieved.

Vibrancy is the test of time, it is compared to going home from the entire poker night with more money than you brought. Research studies have proven that organizations that align their culture and strategies, involve all their human capital, improve employee satisfaction, create positive energy, and just have more fun; outperform organizations that do not utilize these methods.

Most companies choose to focus on creating a strong organization. They hire top talent to create brilliant strategies throughout each functional discipline. In addition to top strategy minds, organizations also need vibrant leaders who can execute the strategies through people.

The Stanford Research Institute acknowledges effectiveness is more than strategies:

“Only 12% of effective leadership is based on knowledge and vision, the other 88% is dealing with people. This is the glue that many corporations fail to see in their drive to maximize the bottom line.”

In theory, the vibrancy concept is simple and logical. Leaders acknowledge the need to be both strong and vibrant. The article “The Conductor-less Orchestra” by Harvey Seifter published in Leader to Leader, Number 21, Summer 2001, states:

“66% of 1200 people in a Gallup Poll reported their managers asked them to get involved more in the business. Yet only 14% felt they had been given authority to do so.”

This poll is an example of the Jeffery Pfeffer and Robert I. Sutton book title, “The Knowing-Doing Gap.” 66% say they know what to do, but only 14% are actually doing something, a gap of 52%!

Indiana has a performance gap. If not, we would not lead the nation in lost jobs. For Indiana to achieve greater economic success, our organizations must become the best at combining strength and vibrancy to

generate great performance. By turning our existing and often dormant human capital into our best execution weapon, we will be increasingly competitive in all economic conditions.

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