

Authentic Action Wheel: Guiding Leadership and Organizational Development

Meaning Dimension: Creating Meaning in Change and Chaos

The challenge in this Dimension is the organization's perception of being in permanent "white water". Nothing remains stable: uncertainty abounds regarding what actions to take. Improvisation and relationships abound. No one person is in charge; each hands off to others to make important actions happen. The outcome is uncertain, and yet there is a strong sense of being in this together.

Core Authenticity Criteria: "Our organization brings out the best in its employees when faced with crises or sudden change."

**Fulfillment Dimension:
Delivering the Promise**

The encompassing Dimension is the culmination of all the outer dimensions. The leadership challenge is focus the organization on delivering its promise made to all of its stakeholders. Leadership probes deeper to make sense out of what is really going on both inside and outside the organization and to courageously call forth authentic action to fulfill the promise of the organization.

Core Authenticity Criteria: "Our organization is effectively fulfilling its commitments."

Fulfillment is the culmination of all action from the other dimensions. It is defined most directly by:

- 1) Understanding who all the internal and external stakeholders are;
- 2) explicitly identifying the core promises made to each; and
- 3) measuring the fulfillment of each promise.

Metaphor: "Life is a Paradox" Every metaphor has a truth you can't ignore and a lie you cannot deny. We need all 6 metaphors for a complete picture. "Listen carefully – public policy is a metaphorical debate disguised as a factual discussion!"

Mission Dimension – A: Shaping the Future

Anticipating the future is the challenge in Mission Dimension – A. Leadership recognizes that the world does not always go where one wants it to. Leadership creates ways to anticipate where the world is going. Actions include tracking trends, discussing emerging threats and opportunities, hiring futurists, and building scenarios of the future. The organization practices for events that might occur in the future, trying to find the best position for itself.

Core Authenticity Criteria: "Our organization is able to effectively anticipate the future."

Mission Dimension – B: Shaping the Future

Mission Dimension – B creates a preferred picture of the future and conceives strategic intent to direct the entire organization.

This vision of preferred future is built by engaging input from all stakeholders: customers, the marketplace, employees, shareholders, and vendors. The shared vision shapes the direction of the organization.

Core Authenticity Criteria: "Our organization has a strong vision of the future."

Power Dimension: Creating Ownership through Shared Power and Participation

The challenge with the Power Dimension is to create a shift from positional power to shared power. Authentic leadership recognizes that shared power and active participation created vested ownership.

Channels are created to shift power to where it is most needed in the organization. Leadership shifts from specific positions to essentially everywhere.

The entire organization must have the courage to learn together: this requires humility, listening astutely, being rigorously open, speaking up, trust, and sharing power.

Core Authenticity Criteria: "Our organization enables decision-making power to naturally flow to the teams and individuals best suited to make those decisions."

Structure Dimension – A: Inspiring Engagement

The challenge in Structure Dimension – A is to inspire passionate believers in their roles within the organization's systems. Employee engagement is the raw energy that is converted into power in this Dimension so that great work is done. Leaders intentionally cultivate engagement by transforming rigid organizational structures into flexible common purpose and shared values (what people have in common) emerge here.

Core Authenticity Criteria: "Our organization helps employees to know and understand the importance of their roles."

Structure Dimension – B: Designing Functional Systems

This dimension develops organizational systems that deliver Existence Dimension's purpose and employ Resources Dimension's competencies. This involves mastering systems thinking, pursuing process improvement and forming strong linkages between organizational units. Fully integrated systems sustain the vitality of the organization.

Core Authenticity Criteria: "Our organization has systems and processes in place that meet its goals."

Resources Dimension: Building Core Competencies

This dimension focuses on individual and organizational competencies. The challenge is to assure that the right people are hired for the right jobs and they have the right tools and information to do the work. Leadership must demonstrate the discipline needed to provide accurate and honest performance information about the organization, its systems, and employees.

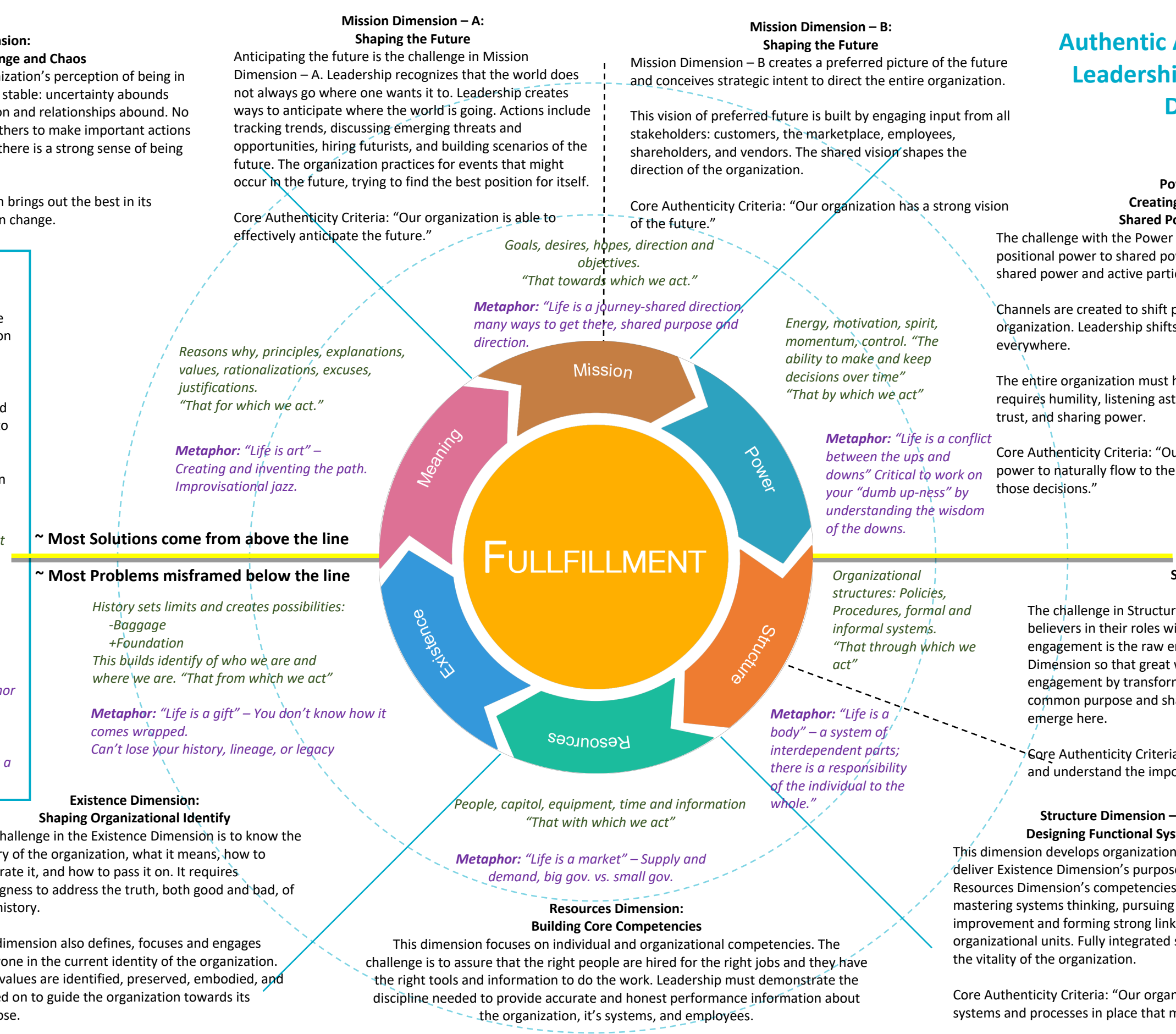
Core Authenticity Criteria: "Our organization provides employees with the equipment, resources, and information necessary to do their work."

Existence Dimension: Shaping Organizational Identity

The challenge in the Existence Dimension is to know the history of the organization, what it means, how to celebrate it, and how to pass it on. It requires willingness to address the truth, both good and bad, of that history.

This dimension also defines, focuses and engages everyone in the current identity of the organization. Core values are identified, preserved, embodied, and passed on to guide the organization towards its purpose.

Core Authenticity Criteria: "Our organization has a strong clear sense of who it is as an organization."



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