

Chief Helping Officer (CHO)

[Draft Proposal]:
PRIVATE PLEASE

Heads an office independent of HR and the CEO, reporting to the Governance Function; primarily to act as an office of help and indirect cultural scaffolding during the escalation of VUCA conditions, cultural transition and their affects on the workforce; to serve as early detection of culture and organizational misalignment, to further the adoption of inquiry in the face of difficult environments producing mental and physical stress as reactions; enabling stress-related behaviors for all types such as those noted in our SK charts.

[Please note: “under pressure can be”—as all types suffer under high and accelerating stress conditions.]

Behaviour style- Green				
Characteristics:	Value for the team:	Likes:	Under stress/pressure can be:	Potential limitations:
Service-minded	Reliable team-player	Stable predictable environment	Indecisive	Can try to avoid opposition
Friendly	Work for a leader and for a goal/purpose	Prefers environments where change comes slowly	Uninterested	Can have difficulty prioritising
Good listener	Patient ad empathetic	Long-term team work with relationships	Rigid	Can dislike change without assurances
Patient Relaxed Honest	Logical, thinks step-by-step, service-orientated	Few conflicts	Inflexible	Can have difficulty dealing with opposition

Behavioral Style - Blue

Characteristics:	Value for the team:	Likes:	Under stress/pressure can be:	Characteristics:
Quality-minded	Strives for a high quality of work	When critical thinking is required	Pessimistic	Quality-minded
Systematic	Stable and reliable	Technical/detailed work, specialist knowledge	Fussy	Systematic
Consistent	Defines and clarifies, collects information and surveys	Close collaboration with a small group	Bureaucratic, formal	Consistent
Discreet Diplomatic Seeks facts	Anchored in reality	A 'familiar' work climate	Overly critical	Discreet Diplomatic Seeks facts

Confidential

Behaviorstyle - Yellow

Characteristics:	Value for the team:	Likes:	Under stress/pressure can be:	Potential limitations:
Charming	Conveys optimism & enthusiasm	Lots of interaction with those around them	Self-absorbed	Can miss details
Self-confident	Creative problem solver	Freedom from control, supervision and details	Over-optimistic	Can praise others too much
Convincing	Motivates others towards goals	Freedom of movement	Tactless	Can trust others too much
Enthusiastic Inspiring Optimistic	Team player	Forums that listen to ideas	Unrealistic	Can prioritise themselves

Confidential

Behaviour style - Red

Characteristics:	Value for the team:	Likes:	Under stress/pressure can be:	Potential limitations:
Adventurous	Result-orientated	Freedom from control, supervision and details	Demanding	Can overuse his/her position
Competitive Innovative	Forward-looking	Taking initiative and looking forward	Poor listener	Can set the bar too high
Daring, fearless	Takes on challenges	Forums where they are free to come up with new ideas	Aggressive	Can lack tact, empathy and diplomacy
Decisive Stubborn	Sets things in motion	No or little routine work	Egotistical	Can have difficulty motivating others and delegating tasks

Offering the workforce an independent, non-reporting, confidential office for personal and organizational and cultural help through a focus on teaching self-knowledge while using inquiry as a system of helping functions applied to helping requests increasing due to increasing macroeconomic strain and complexity of life and work relationships in a culture under pressure and transition.

Do:

Look at the design of a “support desk” extension to provide formal as opposed to informal grapevine approach which could identify issues for helping and later lead to policy identification issues for employees requiring help.

The desk can also anonymously support productivity and new innovation through the use of ideas:

E.g.

My visit is for:

- General Help
- Self-Knowledge
- Propose idea
- Offer a concern
- Report a problem
- Anonymous Suggestion
- Caught someone doing something right!

Offer helping through self-other knowledge inquiry to people requesting, confidential, non-reported interactions guided by a helping framework depicted through a designed system of helping functions:

- Cuing
- Scaffolding
- Supporting
- Lifting
- Protecting
- Guiding
- Reaching Out
- *Generati: Betterment: Helping People Generate better Lives*

Only anonymous records are kept, no schedule is maintained or interactions passed onto to Services-HR, Operations, Managers, MoRs or Executives without expressed requests/policy to do same.

Use a survey-based diagnostic for organizational culture and alignment from time to time to gather anonymous feedback on interrelated systems regarding alignment and governance.

Increase trust, confidence and safety for people in the workforce at any level who wish to have interactions based on inquiry and awareness-generation to aid now, near and far options for decreasing stress, increasing productivity, improving climate in the culture and creating slack.

Provide helping functions for employees who are aging, transitioning and collaborating.

Don't:

Interactions are NOT THERAPY, therapeutically designed, nor designed as leadership interventions.

Interactions are not required, reported or passed on.

Interactions are designed as informal touch points for thinking and feeling their way through and around cultural potholes and gaps in regards to promoting self-knowledge, cultural climate and basic skills of inquiry.

Functions of the office:

Baseline, Monitor, and Increase organizational and cultural alignment among people, processes, culture and customers while enhancing the effectiveness of leadership practices and responses of the system to personal and macro developmental demands for adaptation in accelerating change as a movement to flexibility enabled through efficiency.

To offer to individuals in the enterprise the opportunity to learn dynamic inquiry which increases the opportunity for enhancing conscious self awareness and other relationship perspectives, understanding, compassion and collaboration.

To offer Self-Knowledge based development for collaboration to increase clarity for performance and development.

To offer confidential one on one helping experience, mediated collaborations to individuals, manager/subordinates, teams, and sponsors only as requested.

To train individuals interested in becoming proficient in helping others have lives through living inquiry with appropriate qualification and certification available as requested.

To provide continuous updates and education to the cadre of qualified and certified practitioners around the company who are engaged with the office in helping others per request; particularly those who have entered second life at 60.

To identify how personality matches up with flex work arrangements.

Timeline

- Explore and create an accountability map for a CHO Role.
- Design the reporting and monitoring relationships that would be touch points in the system.
- Open virtual registration for the first SK+ Prototype (15 p) on a volunteer basis.
- Open virtual registration for the first DI Virtual Prototype (15 p) on a volunteer basis.
- Registrants are vetted to assure attendance.
- Design Pre and Post Measures of Effectiveness.

Example Future Date

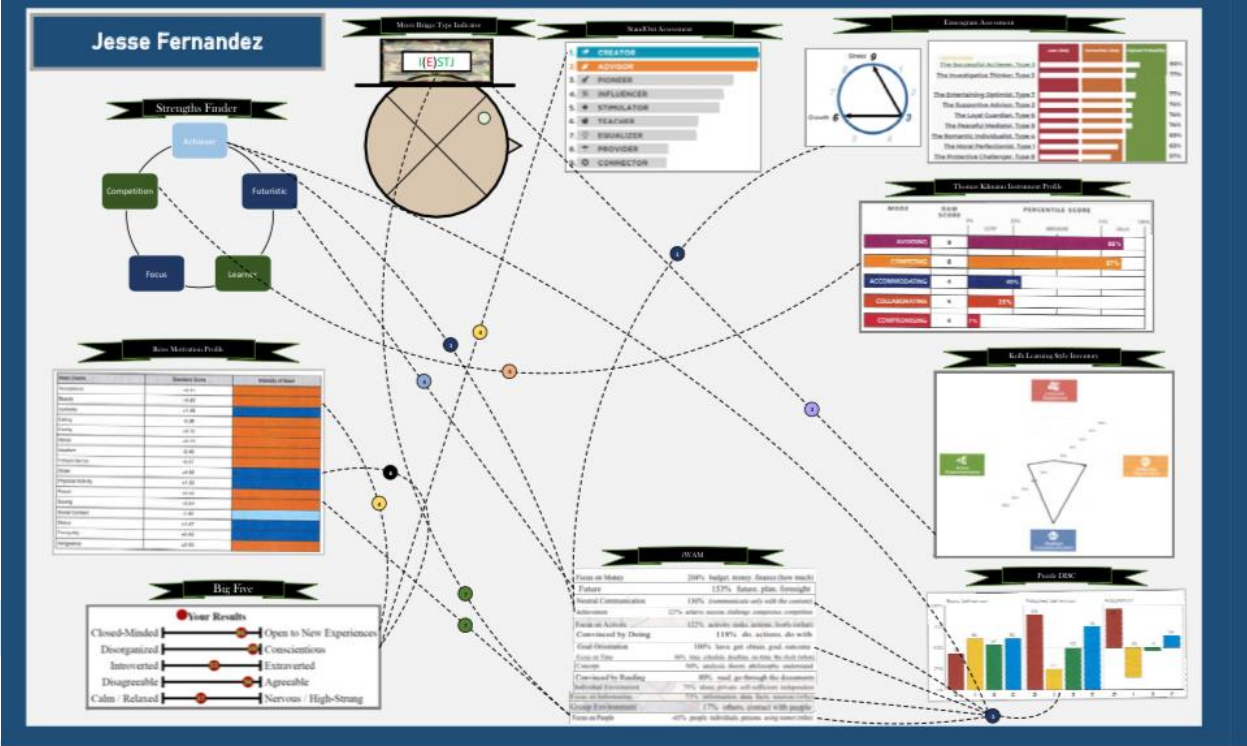
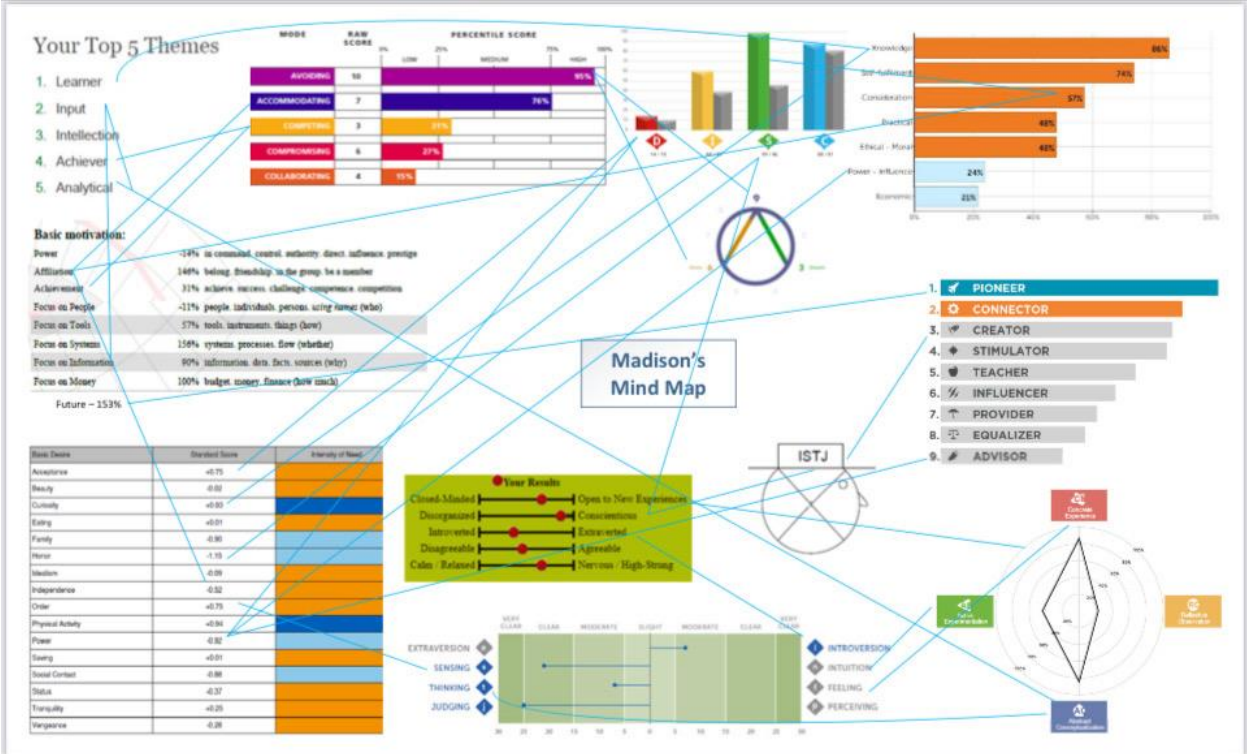
SK+ Timeline

- Registration closes for the prototype program.
- SK+ begins with the following virtual schedule with 90 minute long classes.
- 10 virtual 90 min classes: 3:30 pm to 5 pm CDT
- 1 f2f program of 2 hr for closure and completion held in San Antonio, Texas.

SK+ Deliverables+

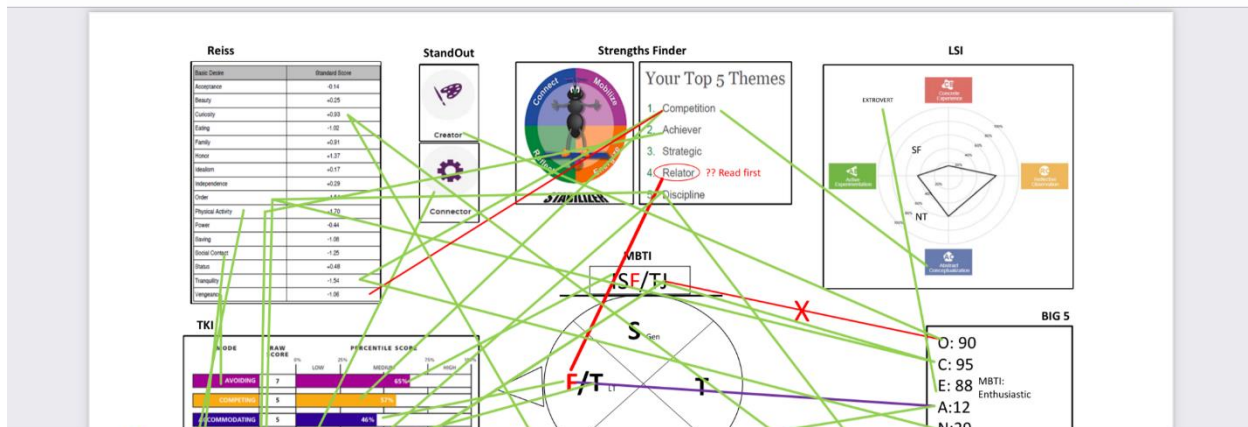
- Each SK assessment is reviewed and integrated with the SK+ Mapping Exercise which is then used to prepare the Developmental Plan.

Example Maps:
[Real World Recent]



Done

Mind Map.pdf



- Reporting of attendance and completion along with program syllabus changes based on prototyping to Monitor.
- 17 hours of Instruction and 3 hours of individual work required outside of class, or 15 min a week: 30 minutes of which can be office hours with an SK+ Coach.
- Identification of 3 - potential SK+ coaches for training for year long certification and instruction.
- Individual SK+ Map
- Personal Development Plan centered on SK+ Mapping

*Sk+ is not a coaching program, it is designed to augment coaching, personal development and MoR conversations.

Dynamic Inquiry Timeline

75 minute long classes covering the 7 skills and associated constructs of Listening with their elements.*

*This program contains similar content as the FHC DISS program but a different format. FHC graduates may attend any and all of this virtual program at no cost.

DISS Deliverables

- DI Core Training and Practice

Logistics:

- This prototype will be reporting CGO for the 18 month prototyping period
- Classes will be conducted, recorded and maintained on San Antonio database for use by participants and monitor.
- One L2(High Mode) FTE to be trained in the program and certified by August of 2023; who will manage the liaison and reporting required to collaborative partners.
- Copyright of materials and licensing fees will be retained by Leadership University and paid by Credithuman as a personal use license fee per participant entitling all holders to receive updates to the program elements over time at no additional cost or annual fee.
- The initial go-no go prototyping period of June 2022 to October 7, 2022 fee will cost 50,000 and upon go will continue at the rate of 25,000 a month for a period of an additional 10 months through July 2023 with the retainer paid on the 1st day of June 2022 for the go-no-go period prototype through October 2022 of 50,000 usd.

— 070322

I wanted to put another feather in CHO before it goes lost in the shuffle;)

As we are working through our next iteration of LeadU something that became clear was Q&A...

As simple as it sounds, part of enterprise communication is how the organisation handles Q&A for creating clarity.

Since your culture seems more comfortable as clannish and tribal, a need for Q&A is very high IMHO, because information is very closely held unless you are a member of that clan or tribe—I suspect most cultures tend this way if other pathways are not enabled.

As we were working through our challenges I realised that our CHO is going to have to handle Q&A not just for customers but the operations as things get much more complex and we look to increasing decentralisation to manage that complexity adaptively, if I could suggest such a thing;).

I envisioned it being a funnel where anyone can input Q&A which is clearly advisable...(pure democracy).

Yet in doing so this will put tension into the system because Q&A will come from those where information is held the tightest.

The double edged sword here is that the CHO processes can mitigate this—until it gets better through its first tier helping apparatus of cues, scaffolding, support and lift...and the 2nd Tier helping for culture.

Which means being able to reach out to those who are holding on too tightly with “help to collaborate” more.

I believe most people don't know how to do this well, although the reaching out behaviours have been shown to be the secret sauce of resilience and antifragility which pushes benefits from both ends.

Q&A is essentially reaching out providing part of the equation also for antifragility.

As things get more VUCA inquiry through whatever form—even simple Q&A—will become strategic for helping.

Using helping both 1st Tier: cuing, scaffolding, support and lift coupled with 2nd tier: Protecting, Guiding, Reaching Out and Helping People Have Lives will become... I believe an essential function of the organisational culture's road to managing conflict/issues through those SK conflict modes: Avoidance, Accommodation, Compromise, Competition and Collaboration as basins of skills and experience.

A few decades ago after being indoctrinated that there was no “I” in TEAM, I put one there and it stands for “Information” and you show me your information and I'll show you how you invest/spend your TIME, EFFORT/Energy/, ATTENTION and MOTIVATION/Resources.

Information is extremely important going forward in VUCA and leading that edge will be “helping” in all its forms, structures of meaning and sense making going forward;)