Resilient Community Course

Module 16—Organizational Integral Resilience Score Card

Please Note: Please give your company as preliminary score on a scale of 0-5 on the extent to which your company in your assessment actively adopts the principles of Integral Resilience reflected in the following 10 factors.

- Management
- Financial
- Human Capital
- Innovation and Learning
- Supply Chain
- Cybersecurity
- Ecosystem
- ESG
- Community Contribution
- Metrics

Harvard Business Review

SURVEY: Organizational Big Heart Intelligence (BHI) and Integral Resilience

Confidential and Proprietary—Big Heart Technologies (BHT)

BHI SURVEY - Diagnostics and Vital Quotient Survey (FORUM)

A Big Heart Intelligence Vital Signs Quotient ™ Survey

Please Note: A Big Heart Intelligence Vital Signs Quotient measures the degree of coherence and integration of:

- an organization's business acumen and brain power (Mind) and
- effectiveness in its ambit of action (Hand) with
- a dynamic energetic intelligence that includes wisdom, good judgment, foresight, compassion, balance, courage, resilience, adaptive vitality, and other attributes to which we refer collectively as Big Heart Intelligence™.

Big Heart Intelligence (BHI) Benefits

- It will be shown that Big Heart Intelligence organizations make wiser decisions, are more stable and balanced, courageous, and more resilient, see farther, cope more effectively with change-- actually create change-- have greater employee and customer loyalty, are viewed internally and by the outside world as more trustworthy and reliable, build stronger alliances, are more inventive and innovative, create better brands, are more productive and profitable, and because of all of the above, can command a financial premium in the capital markets. Such organizations like the people they employ and the customers they serve are happier, healthier, and live longer.

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A. Organizational Integral Resilience Baseline

1. How clearly does your company or organization see the Big Picture? (ie. how and why you got where you are, where you are heading, what are the long term opportunities and risks, what is happening on the periphery, and what might be heading unexpectedly your way?)
2. How successfully does your company or organization today integrate business acumen and brain power with empathy and other BHI attributes?
3. What do you view as your organization's core competencies?
4. What are the best practices, including techniques, methodologies, and tools that your organization is currently using to build a Big Heart Intelligence and Integral Resilience™ organization?
5. How successful do have you been in making use of these principles and practices for competitive advantage or otherwise to accomplish your organization's mission?
6. Where are the gaps?
7. How would you at present evaluate your Big Heart Intelligence/Integral Resilience Quotient™?

B. Mission

1. How important is Big Heart Intelligence BHI) and Integral Resilience (IR) to your company's mission?
2. How is BHI/IRF expressed in your company's mission statement?

C. Culture

1. To what degree has your company actively sought to create a BHI/IR Culture?
2. To what extent does BHI/IR affect every function and division of your organization? (Holistic, integration, coherence)
3. For example, to what extent does your company actively promote a safe, healthy, stress free working environment for everyone in the company?
4. How well integrated are your organization's CSR activities within the overall corporate culture?

D. Core Values and Principles

1. What are the core values and principles of your organization?
2. Are these codified and how are they practiced?
3. How are these core values expressed in stories, myths, and epics of your organization's history?
4. How are these values conveyed to customers, employees, shareholders, investors, allies, financiers, government agencies, and all others you do business with?
5. How do you embed BHI/IR principles in your organization's negotiations of all kinds?

E. Connectedness (NB: An organization in today's modern networked world can be massively electronically connected and deeply disconnected from what matters most to its employees, customers, investors, alliance partners and outside members of society. These questions seek to assess what may matter most, the human heart-to-heart connection.)

1. How deeply does your organization seek to understand what matters most to what matters most to your customers, employees, investors, alliance partners and outside members of society?
2. What systems do you have to find out and improve the accuracy of your perception and insight?
3. Where are the gaps and how might you effectively fill them?

F. Metrics

1. How do you define and measure success? Is it purely based on profitability or are there other metrics?
2. To what extent does your organization account and measure BHI and IR?
3. If so, how are these other variables practically measured?
4. Is yours a triple bottom line organization? What weight is assigned to each of these values and how are they practically implemented and measured?

G. Compensation

1. How are BHI and IR incorporated into employee compensation?
2. How is BHI and IR reflected in the allocation and distribution of your company's profits and other advantages?

3. What are the principles that guide the allocation of these rewards and benefits?
4. To what extent does your company actively search out, encourage, and invest in employees who show talent for, or are passionate about BHI and IR?

H. Learning

1. How committed is your organization actively to encouraging and fostering discovery, creativity, invention, initiative, and innovation?
2. How "trainable" is your organization? In other words, interested in learning from its mistakes and committed to continuous enhanced performance?
3. How is special discovery, creativity, invention, initiative, and innovation rewarded?

I. Risk, Balance, and Resilience

1. How does your organization handle risk and uncertainty?
2. What are your organization's processes to identify and balance risks and benefits of critical decisions?
3. How does your organization respond to and protect itself from disasters (ie. insurance etc)? How well equipped is your organization to deal with disasters?
4. Does your organization have the courage to adapt to change?
5. To what extent are BHI and IR viewed as essential corporate assets in identifying, anticipating, planning for, and effectively responding to significant risks?
6. How are BHI and IR helping your organization achieve dynamic balance?

J. Trustworthiness

1. What are your criteria and valuation for trustworthiness regarding customers, employees, shareholders and investors, allies, government, and the general public?
2. How do you actively develop trust in strategic alliances?
3. How might BHI and IR assist your organization in building strategic trust within your organization at all levels, with alliance partners, customers, and suppliers?

K. Transparency

1. How transparent is your organization? For example, do you follow open book management principles, open innovation, and other open processes?

L. Reputation (NB: This is a separate survey of customers, allies, financiers, other elements of the public. The key is to identify the gaps between how an organization views itself and how the outside world does.)

1. Same kinds of questions as above are posed to the outside world?

M. Performance

1. What has been your organization's performance during the past 3-5 years and what are your trajectory and projections?
2. What role has BHI and IR culture, principles, techniques, play in your organization's success?
3. What new BHI and IR related ideas come to you based on this survey that may help you improve future performance, earnings, and success?

Other Key Questions

- What are the greatest resilience challenges today and tomorrow that may contain opportunities to make Utopia Fiber an even more successful company?
- In addition to Golden Gate Connect Authority (GGCA) what other strategic resilient alliances and networks will support UF's continued dynamic balanced growth?
- To what extent is Integral Resilience an important cultural value and factor in Utopia's success?
- How resilient is Utopia Fiber's management?
- To what extent is Utopia Fiber interested in investing in helping its employees, allies, and customers to become more resilient?
- What are the greatest challenges in enabling Utopia Fiber's key strategic alliance with GGCA to become more resilient?
- Who are the alliance champions, integrators, and managers in the Utopia/GGCA strategic alliance, and how resilient are they?
- To what extent has Utopia Fiber enabled its municipal customers to become more resilient and in what specific ways?