

Line of Sight

Do you feel your work matters and makes a difference? It may make a difference to your customers, your organisation or New Zealand as a whole.

The janitor who put a man on the moon

You may have heard this story. In 1962, US President John F. Kennedy visited NASA. During the tour of the space centre, he began talking to one of the janitors.

When he asked the janitor what his role was, the janitor replied *"I'm helping put a man on the moon!"*

Bingo! The janitor realised something every employee should – their role is connected to the larger organisational goal.

This is called a line of sight, and it's vital for creating stability and hope in your organisation.



Creating your line of sight

Here are some steps your team can take:

- **Know your organisational vision and mission.** And be familiar with your strategy to get there.
- **Create a team mission statement.** Identify a common goal that everyone on the team can rally behind.
- **Put a human face/emotion behind your mission.** Your 'why' cannot be to process forms. That's what you do. Your 'why' has to be about something larger- what's the overall benefit the reassessments have on New Zealand. Why does it matter?
- **Remove yourself from the equation.** What would happen if no one was doing your role? What loss would there be to the organisation and to the customer?
- **Get onto the balcony.** Martin Lensky and Ronald Heifetz advocate for this in their book *Leadership on the Line*. Get off the dance floor (day to day operations) and onto the balcony to get perspective on how everything fits together.
- **Create workflows.** Know the work process from start to end. Everyone should be able to identify where your work is coming from and where it goes after you finish with it.

Importance of having a line of sight

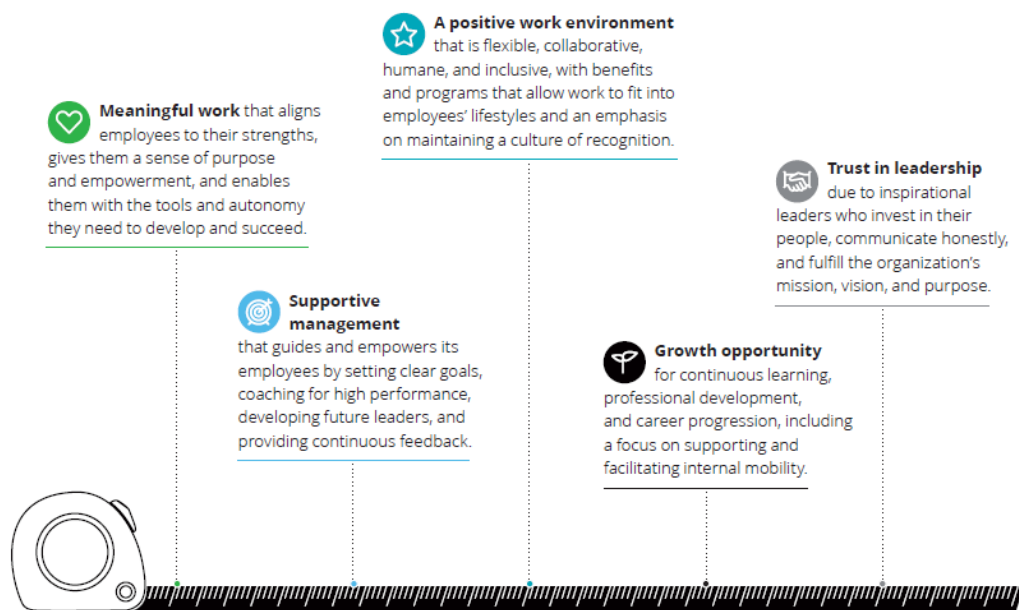
Project Aristotle research (2017) highlights how understanding your ‘impact’ is fundamental for team effectiveness. People want to know they’re making a difference. It stokes our intrinsic motivation for purpose.

Zeno Group, “Barriers to Employee Engagement” Study (2014) showed people thought they would perform better if they understood the company’s direction and their role in that. Having a line of sight increases engagement across teams and organisations.

The Communication Climate Index from The Grossman Group (2016) notes that a key driver for how employees feel about their leadership is how well the leaders communicate the line of sight.

The Deloitte Simply Irresistible Organization engagement model demonstrates this as well. **How would you rate each of these elements in your work environment?**

The Simply Irresistible Organization:¹¹
What these dimensions measure

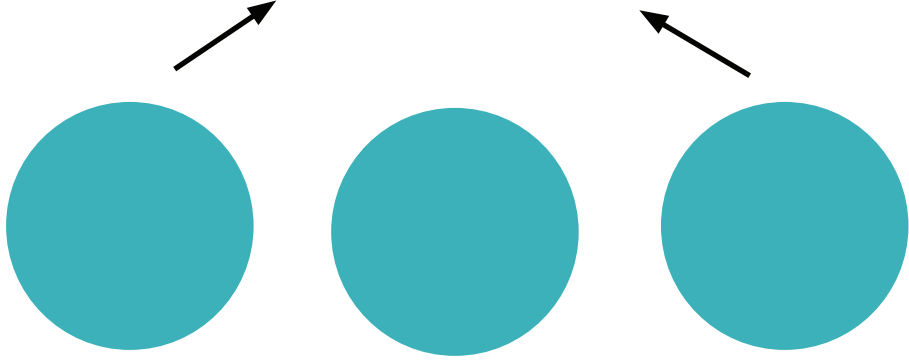


Underlying all of these are collaboration and communications that provide and promote simple and logical processes alongside the resources that employees need to do their jobs.

Organisation's vision
and purpose



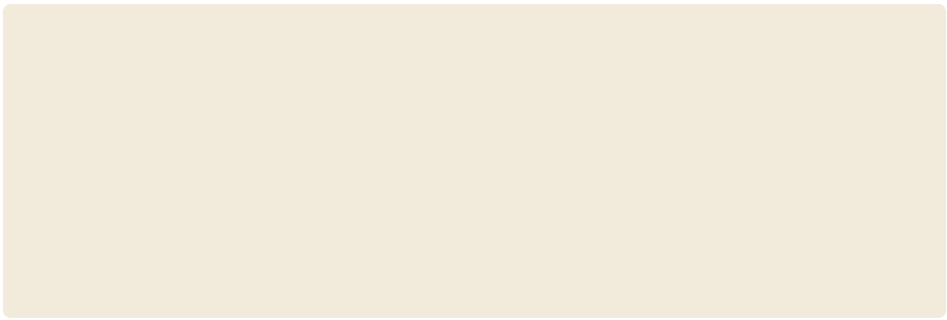
Organisation's strategic
goals



Directorate/
Programme
goals



Team
contribution



Your contribution



Your why / values



Values iceberg

Besides our human survival needs, our values and beliefs are primary drivers for us. Our values are displayed, often unconsciously, by our behaviour.

You can tell someone's values by seeing where they spend their personal resources: their time, money, energy & bandwidth.

Reflect on how your values iceberg shows up in different situations.

