

Organisational Expectancy Grid[©]

	Celebrate the evidence	Discuss areas for improvement	Act to make a difference
Fairness: <ul style="list-style-type: none"> • Can we find examples of openness and transparency? • Examples of rewards and opportunities being fairly earned and distributed according to well understood criteria? 			
Inclusion: <ul style="list-style-type: none"> • Do we actively seek out contributions and suggestions from diverse perspectives? • Do we both attract a diverse group of employees <i>and</i> provide challenging tasks, real authority and support? 			
Fulfilment: <ul style="list-style-type: none"> • Do we ensure that people recognise the bigger significance of their contribution? • Do people feel that they can complete meaningful chunks of work? 			
Individual expression and enthusiasm: <ul style="list-style-type: none"> • Whether it be through humour, eccentricity or particular passions, do we encourage individual expression? • Do we seek out and value enthusiasm and help people channel it productively? 			

Using the OEG[©]

Arguably, the organisation is one of humanity's great achievements - like the wheel and espresso machines – but they don't always turn out to be the effective human machines we envisage. We are all too often ready to sacrifice community for commodity...effectiveness for efficiency.

The OEG is a simple tool for beginning a conversation about the kind of organisational values we want to encourage and protect if, indeed, we are to create (or maintain) places of work that are worthy of the recently born 7 billionth earthling. The key elements (although, there are undoubtedly more) are

- Fairness
- Inclusion
- Fulfilment
- Individual expression and enthusiasm
- and (of course) Economic contribution

The latter is important, for sure, but we need to be a little more long term in the way we view it. Shareholder return may well be high on the agenda, but we should not overlook the other economic contributions that organisations make (community redevelopment, skills training, re-investment, technological advances, research and development, etc).

Make copies of the OEG and ask colleagues, team members and managers to find specific examples from each of the four values listed. Celebrate these! And where there are few or no examples (column two), talk to each other about what might need to happen for things to improve. Lastly, think about things that you, individually, could do to make a difference in each category.