

# **Uncovering Your Blind Spots:** A Strategic Framework for Organizational Health

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Sara Randazzo, MA  
Organizational Strategy Unit Manager

# Session Objectives

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- What Organizational Health means and why it matters
- Six dimensions that determine how your organization is really functioning
- Common blind spots & warning signs
- How a framework can help reveal hidden patterns
- Quick Self-Assessment
- Practical next steps

# Attendee Poll #1

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Has your organization ever conducted a formal organizational assessment?

A) Yes, within the last 2 years

B) Yes, but it's been a while

C) No, but we've talked about it

D) No, and it hasn't come up

# What are organizational blind spots?

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- Blind spots are not failures — they're natural, especially in complex public sector environments
- They develop over time through institutional habits, leadership assumptions and changes, and "the way we've always done it"
- They often go unnoticed until they show up as: high turnover, disengaged staff, service delivery problems, audit findings, staff or public criticism, or difficulty filling positions

# Why This Matters Now — The Public Sector Context

- Political transitions and changing priorities create instability
- Budget constraints can drive decision-making
- Civil service rules and compliance requirements add complexity
- Challenges can become publicly visible
- Post-pandemic workforce expectations have fundamentally shifted
- Retirements are accelerating knowledge loss
- Competing with private sector for talent

# What Organizational Health Actually Means

Whether your systems, people, and processes are aligned to deliver on your mission.

The gap between how we *think* the organization is functioning and how it *actually* is.

Not measured by any single metric – it's the relationship between strategy, structure, culture, talent, and operations working together.

It's what determines whether improvements stick or whether you keep solving the same problems.



# Attendee Poll #2

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When challenges come up in your organization, how often do you feel like you're treating symptoms vs. addressing root causes?

- A) Mostly treating symptoms
- B) A mix of both
- C) We usually get to root causes
- D) Hard to tell

# Organizational Health Framework



# How the Dimensions Connect

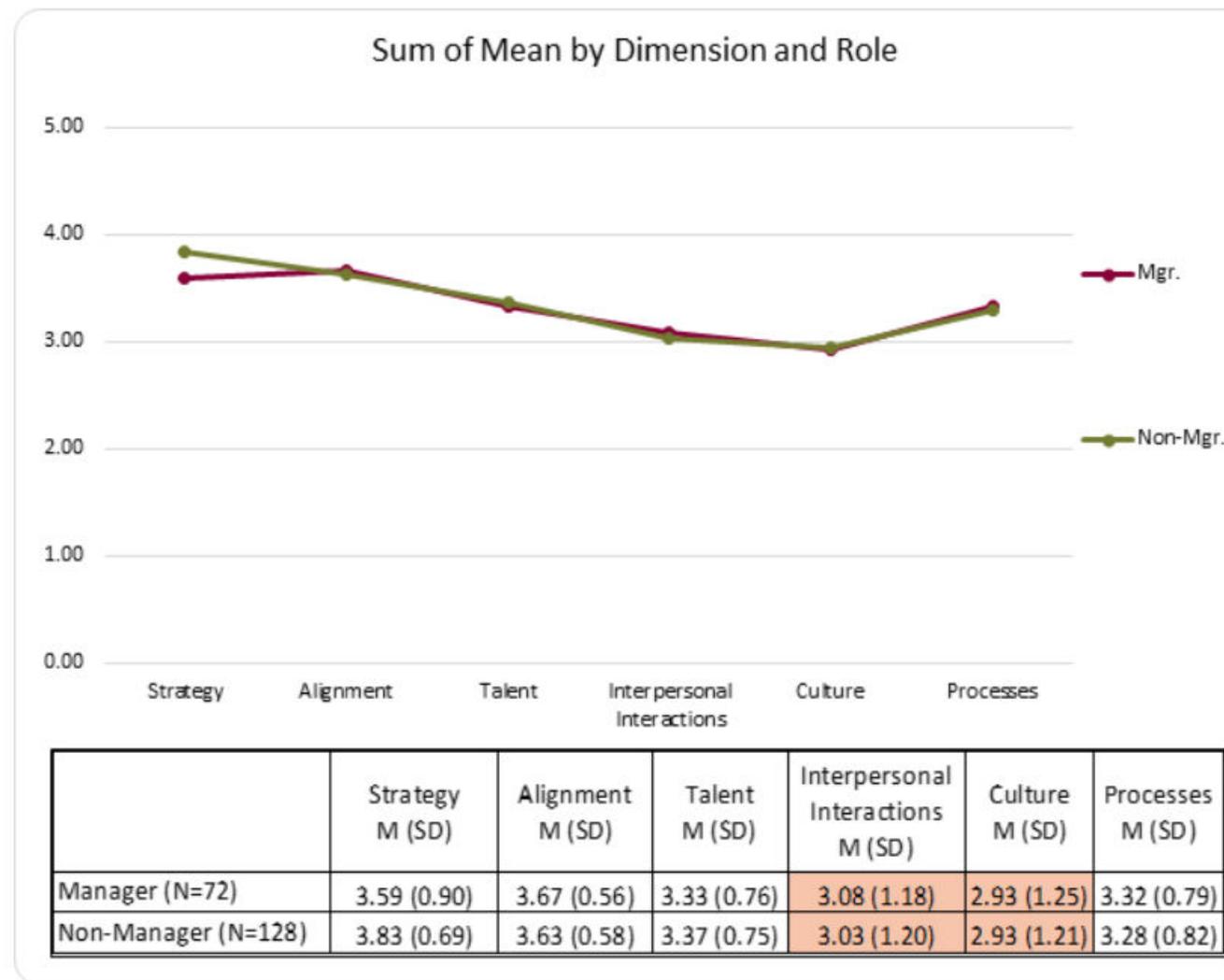
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- A strategy problem can show up as an interpersonal issue
- A talent issue may actually be an alignment issue
- Process breakdowns can erode trust
- Understanding how the dimensions interact helps you trace symptoms to root causes

# Sample Heat Map

Category	Strategy	Alignment	Talent	Inter-personal	Culture	Processes
<b>BY ROLE</b>						
Manager/Supervisory Role (N=90)	3.59	3.67	3.33	3.08	2.93	3.32
Non-Supervisory Role (N=110)	2.83	3.63	3.37	3.03	2.35	3.28
<b>BY TENURE</b>						
Less than 2 years (N=45)	1.75	3.66	3.31	3.21	1.96	3.27
At least 2 and up to 5 years (N=49)	3.66	3.63	3.37	2.80	2.87	3.35
At least 5 and up to 10 years (N=61)	3.74	3.60	3.40	2.94	2.79	3.25
At least 10 and up to 15 years (N=20)	3.85	3.66	3.38	2.97	2.97	3.33
At least 15 and up to 20 years (N=17)	3.75	3.79	3.42	3.13	3.32	3.32
At least 20 years (N=8)	4.00	3.60	3.50	3.56	3.10	3.31
<b>BY DEPARTMENT</b>						
Development (N=44)	4.02	3.61	3.36	2.96	2.87	3.37
Finance (N=38)	4.05	3.77	3.46	3.03	3.11	3.31
Management/Human Resources (N=31)	3.90	3.63	3.30	3.17	2.90	3.08
Police (N=34)	3.75	3.62	3.29	3.07	2.62	3.22
Public Works (N=26)	3.91	3.63	3.35	3.09	2.85	3.27
Utilities (N=27)	3.85	3.61	3.33	3.10	3.07	3.40
<b>Strongly Disagree</b>		<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>		<b>Strongly Agree</b>
Less than 2.00		2.00 to 2.84	2.85 to 3.15	3.16 to 3.99		Over 4.00

# Example

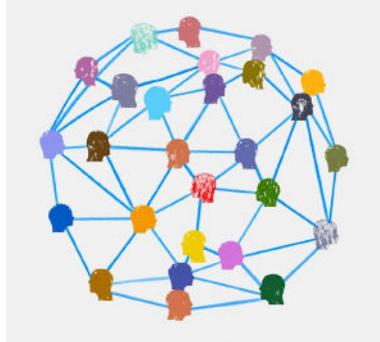


# Warning Signs

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People  
Signals



Communication  
Signals



Performance  
Signals



Leadership  
Signals

# Attendee Poll #3

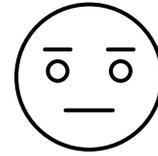
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In your experience, which warning signal category do you see most often in organizations?

- A) People Signals
- B) Performance Signals
- C) Communication Signals
- D) Leadership Signals

# Self-Assessment:

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1. **Strategy:** Employees can clearly articulate our top strategic priorities
2. **Alignment:** Cross-departmental issues get resolved collaboratively
3. **Talent:** We have successors ready to step into key leadership roles
4. **Processes:** Critical processes are documented enough for someone new to take over
5. **Interpersonal Interactions:** Employees feel safe giving honest feedback to supervisors
6. **Workplace Culture:** Our stated values match how people experience the workplace

# Where do we go from here?

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- Ask the questions you've been avoiding
- Check your assumptions
- Look at patterns, not just incidents
- Close the loop
- Get an outside perspective
- Data is a starting point — what you do with it is everything



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Thank you!

