# **O** RGANIZATIONAL
# **L** EADERSHIP
# **A** SSESSMENT

**Evaluation Report for:**

*Example Organization*

**Created by**
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# **O**rganizational **L**eadership **A**ssessment

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## Your Organizational Health . . .

### POWER LEVEL = org$^3$ . . . Limited Health

Workers experience this organization as a negatively paternalistic (parental·led) organization characterized by minimal to moderate levels of trust and trustworthiness along with an underlying uncertainty and fear. People feel that they must prove themselves and that they are only as good as their last performance. Workers are sometimes listened to but only when they speak in line with the values and priorities of the leaders. Conformity is expected while individual expression is discouraged. Leaders often take the role of critical parent while workers assume the role of the cautious child. (See expanded description on page 5.)

org$^6$ - Optimal Health
org$^5$ - Excellent Health
org$^4$ - Moderate Health
org$^3$ - Limited Health
org$^2$ - Poor Health
org$^1$ - Toxic Health
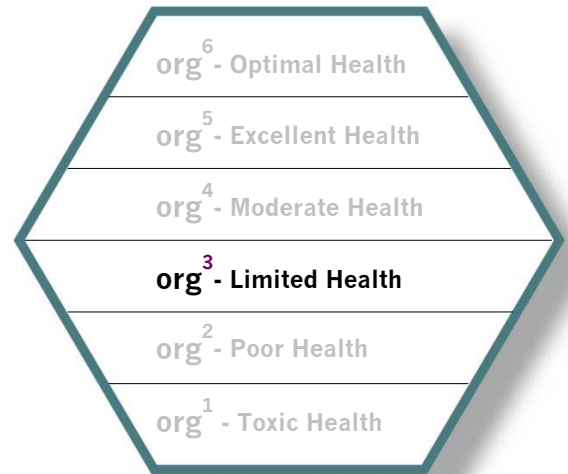
| HIGHEST KEY AREAS OF ORGANIZATIONAL HEALTH | LOWEST KEY AREAS OF ORGANIZATIONAL HEALTH |
|---|---|
| • Share Leadership <br> • Build Community | • Develop People <br> • Provide Leadership |

## Your Organizational Response . . .

Organization being assessed............................ *Example Organization*

Unit Assessed (if applicable)............................. *Total Organization*

Group providing the assessment........................ *Total Organization*

Total number of respondents............................ *10*

Top Leadership respondents.............................. *1*

Management respondents.................................. *2*

Workforce respondents...................................... *7*

Date of the assessment.................................... *10/23/2003*

*EXECUTIVE SUMMARY CONTINUES* ☛

## Your Organizational Dynamics . . .

### PERCEPTION MATCH* = <u>VERY LOW</u> MATCH     (Page 7)
(*between Top Leadership and Workforce)

The Top Leadership and the Workforce have an extremely different perception of the current health status of the organization.  This suggests a very low level of shared awareness and open communication.

### READINESS-FOR-CHANGE (RFC) = <u>LIMITED TO MODERATE</u> RFC     (Page 10)

There is limited to moderate readiness-for-change within the organization.  Workers and leaders possess a lower level of energy for pursuing change, which suggests a limited ability to improve in the Six Key Areas of organizational health.  To increase readiness-for-change, first address awareness and communication. Improving these areas through the sharing of these OLA results and facilitating open discussion around them will begin to create the readiness to move into greater organizational health.

### JOB SATISFACTION = <u>AVERAGE</u>     (Page 8)

Workers believe that they personally are making a contribution to the organization and that their job is important to its success.  They believe that they are able to use their best gifts and abilities in their job while being creative in their work.  They enjoy the work they do and believe that they personally are working at a high level of productivity.  However, while they see the value of their personal work, workers have questions concerning the overall health of the organization.  This can create a difficult tension in the workplace and may result in the best workers seeking employment elsewhere.

### KEY PATTERNS

- ✓ Workers perceive the Organization, as a whole, less positively than they do the Leadership  (Page 7)
- ✓ Leaders perceive the Organization, as a whole, less positively than they do the Leadership  (Page 7)
- ✓ Workers are looking for more direction from the leadership  (Page 4)

The *Organizational Leadership Assessment (OLA)*

measures six characteristics of organizational and leadership practice that are critical to optimal organizational health and determine an organization's **Power Level**. The *OLA* also measures the **Perception Match** of the workforce and leadership concerning the organization's health. These six areas characterize organizations that provide authentic and shared leadership, empowered workers and a community of people who work effectively together to fulfill the organization's mission. The six characteristics are listed and expanded below.



## In Your Organization, the Six Characteristics Ranked Highest to Lowest...

**1 Share Leadership** ⇨ By creating a shared vision and sharing decision-making power, status and privilege at all levels of the organization

**2 Build Community** ⇨ By building strong relationships, working collaboratively and valuing individual differences

**3 Value People** ⇨ By listening receptively, serving the needs of others first and trusting in people

**4 Display Authenticity** ⇨ By integrity and trust, openness and accountibility and a willingness to learn from others

**5 Develop People** ⇨ By providing opportunities for learning, modeling appropriate behavior and building up others through encouragement

**6 Provide Leadership** ⇨ By envisioning the future, taking initiative and clarifying goals

The following reports will provide you with an understanding of how your organization and leadership are perceived by those within the organization (top leadership, management and the workforce).

# POWER LEVEL

*This is your organization's average score in the six key areas of organizational health compared to the average score of other organizations.*

| | Toxic Health org [1] | Poor Health org [2] | Limited Health org [3] | Moderate Health org [4] | Excellent Health org [5] | Optimal Health org [6] |
|---|---|---|---|---|---|---|
| **Value People** | | | ✠ | ◆ | | |
| **Develop People** | | | ✠ | ◆ | | |
| **Build Community** | | | ✠ | ◆ | | |
| **Display Authenticity** | | | ✠ | ◆ | | |
| **Provide Leadership** | | ✠ | | ◆ | | |
| **Share Leadership** | | | | ◆✠ | | |

✠ = Your organization's average score

◆ = Average score of all organizations who have taken the OLA

## KEY PATTERNS

Your organization's highest key areas of organizational health were...
✓ Share Leadership
✓ Build Community

Your organization's lowest key areas of organizational health were...
✓ Provide Leadership
✓ Develop People

The relationship between the scores of "Provide Leadership" and "Share Leadership" indicates ...
✓ Workers are looking for more direction from the leadership

## Limited Organizational Health

*This organization is now operating with __Limited__ Organizational Health in terms of its workers, leadership and organizational culture, and it exhibits these characteristics throughout __most__ levels of operation.*

### The Workers: *Motivation, morale, attitude & commitment, listening, relationships vs. tasks*

Most workers sense they are valued more for what they can contribute than for who they are. When they receive training in this organization it is primarily to increase their performance and their value to the company not to develop personally. Workers are sometimes listened to but only when they speak in line with the values and priorities of the leaders. Their ideas are sometimes sought but seldom used, while the *important* decisions remain at the top levels of the organization. Relationships tend to be functional and the organizational tasks almost always come first. Conformity is expected while individual expression is discouraged.

### The Leadership: *Power, decision-making, goals & direction*

Leadership is negatively paternalistic in style and is focused at the top levels of the organization. Leaders often take the role of critical parent while workers assume the role of the cautious child. Power is delegated for specific tasks and for specific positions within the organization. Workers provide some decision-making when it is appropriate to their position. Goals are sometimes unclear and the overall direction of the organization is often confused.

### The Team: *Community, collaboration and team learning*

This is mostly an individualistic environment. Some level of cooperative work exists, but little true collaboration. Teams are utilized but often are characterized by an unproductive competitive spirit.

### The Culture: *Authenticity, integrity, accountability, creativity, trust, service, communication*

Workers are unsure of where they stand and how open they can be with one another, and especially with those in leadership over them. This is an environment where limited risks are taken, failure is not allowed and creativity is encouraged only when it fits within the organization's existing guidelines. There is a minimal to moderate level of trust and trustworthiness along with an underlying uncertainty and fear. People feel that they must prove themselves and that they are only as good as their last performance. People are sometimes motivated to serve the organization but are not sure that the organization is committed to them. This is an environment that is characterized by a guarded, cautious openness.

### The Outlook: *Type of workers attracted, action needed*

This is a negatively paternalistic organization that tends to foster worker compliance. The best and most creative workers may look elsewhere. Change here is long-term and incremental and improvement is desired but difficult to achieve. The outlook for this organization is uncertain. Decisions need to be made to move toward more healthy organizational life. In times of organizational stress there will be a tendency to move toward a more autocratic organizational environment.

# PERCEPTION MATCH
## *The Six Key Areas*

*This is your organization's average score in the six critical areas of organizational health based on the perception of different positions within your organization (top leadership, management and workforce).*

| | Toxic Health org [1] | Poor Health org [2] | Limited Health org [3] | Moderate Health org [4] | Excellent Health org [5] | Optimal Health org [6] |
|---|---|---|---|---|---|---|
| **Value People** | | | W / M | | L | |
| **Develop People** | | | W | M | L | |
| **Build Community** | | | W | M / L | | |
| **Display Authenticity** | | | W / M | | L | |
| **Provide Leadership** | | W | M | | L | |
| **Share Leadership** | | | W | M | | L |
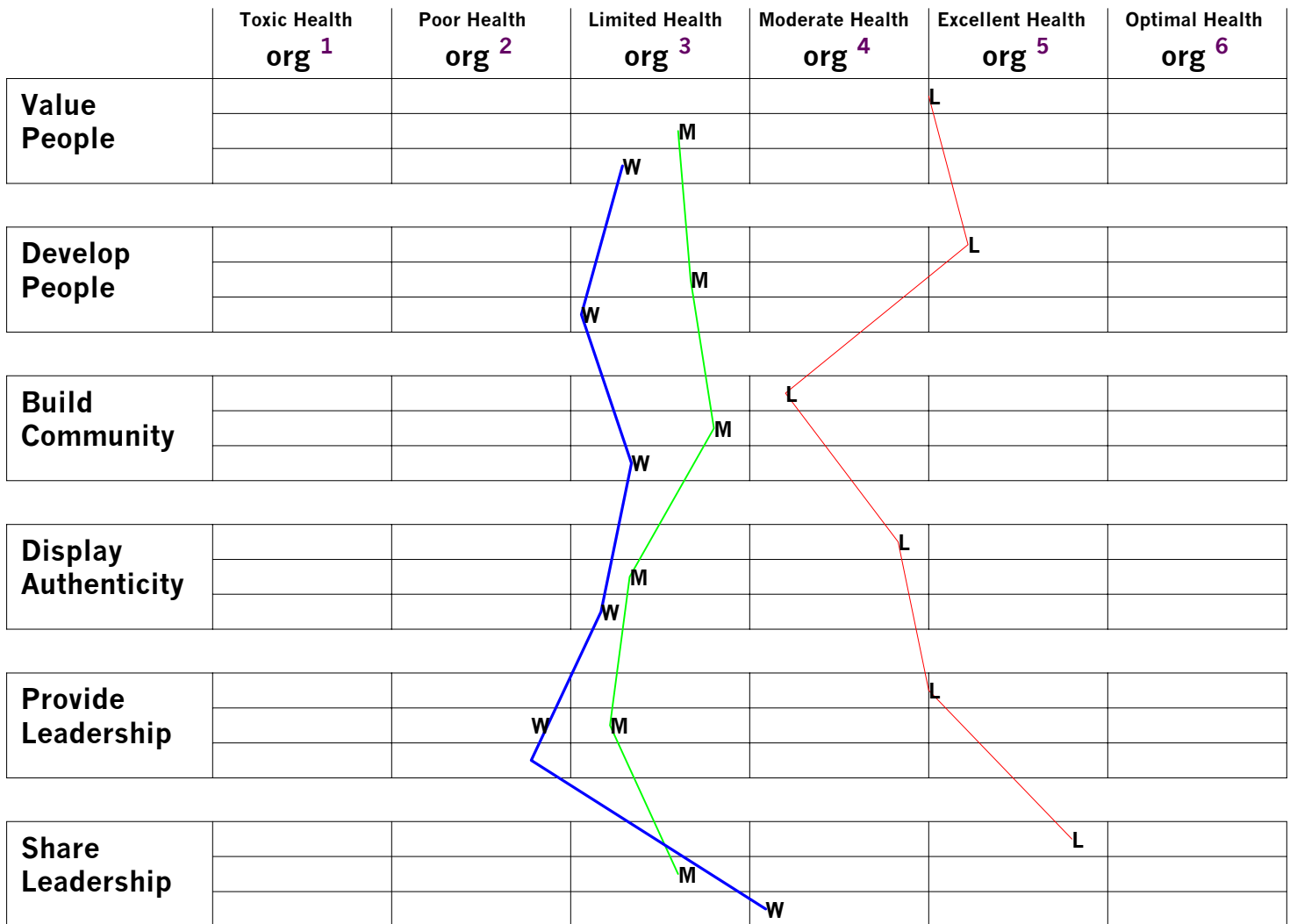
```
_____    L  = Top Leadership
           M  = Management/Supervisors
_____    W  = Workforce
```

The Top Leadership and the Workforce have an extremely different perception of the current health status of the organization. This suggests a very low level of shared awareness and open communication.

# PERCEPTION MATCH
## Organization & Leadership

*The OLA also assesses your* **Organization**, *as a whole, in comparison to the* **Leadership** *of your organization (executive leaders and managers).*

*This report allows you to see:*

1) *A contrast of how your Organization and Leadership are perceived by those in the organization*

2) *A look at the different perceptions that may be present between different positions within your organization (workforce, managers, top leadership)*

| | Toxic Health<br>org $^1$ | Poor Health<br>org $^2$ | Limited Health<br>org $^3$ | Moderate Health<br>org $^4$ | Excellent Health<br>org $^5$ | Optimal Health<br>org $^6$ |
|---|---|---|---|---|---|---|
| **Organization** | | | | L | | |
| | | | | M | | |
| | | | W | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Leadership** | | | | | L | |
| | | | M | | | |
| | | | W | | | |

**L** = Leadership
**M** = Management/Supervisors
**W** = Workforce

### KEY PATTERNS IN YOUR ORGANIZATION

*Comparison of Organization & Leadership:*

- **Workers** perceive the **Organization**, as a whole, less positively than they do the **Leadership**
- **Managers** perceive the **Organization**, as a whole, more positively than they do the **Leadership**
- **Top Leaders** perceive the **Organization**, as a whole, less positively than they do the **Leadership**

*Difference in Perception between Top Leaders and Workforce:*

- Workers view the **Organization** less positively than the Top Leadership does
- Workers view the **Leadership** less positively than the Top Leadership does

# Job Satisfaction
## Response by Positions

*This report provides you with a summary of your organization's responses to the Job Satisfaction scale within the OLA assessment. It reveals whether your workers, managers and top leadership fall within, above, or below the average of all organizations that have taken the OLA.*

| | | Below Average | Average | Above Average | |
|---|---|---|---|---|---|
| **Job Satisfaction** | | | | | |
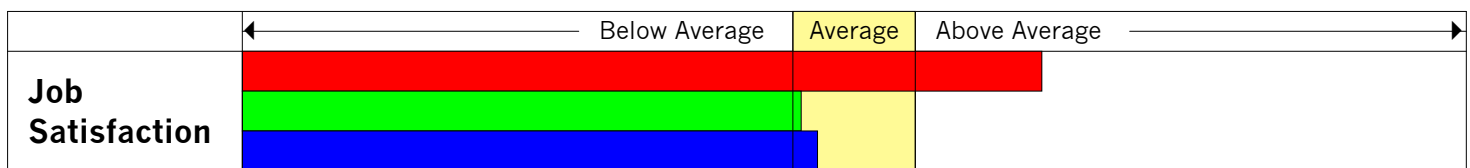
**Red = Top Leadership**
**Green = Mangement/Supervisors**
**Blue = Workforce**

**Summary of Worker's perception:**

**JOB SATISFACTION = AVERAGE**

Workers believe that they personally are making a contribution to the organization and that their job is important to its success. They believe that they are able to use their best gifts and abilities in their job while being creative in their work. They enjoy the work they do and believe that they personally are working at a high level of productivity.

However, it is important to note that there is a disparity between how workers view their own job and how they view the organization. Workers are able to see the value of their personal work but have questions concerning the overall health of the organization. This can create a difficult tension in the workplace and may result in the best workers seeking employment elsewhere.

**The following six factors were used to assess Job Satisfaction in your organization:**

- I feel good about my contribution to the organization
- My job is important to the success of the organization
- I am working at a high level of productivity
- I enjoy working in this organization
- I am able to be creative in my job
- I am able to use my best gifts and abilities in my job

## Your organization's...

# Readiness-for-Change

You can move your organization towards optimal organizational health by increasing your **Readiness-for-Change (RFC)**.  Two important ways this can be enhanced are by increasing your organization's *Power Level* and by increasing your organization's *Perception Match*.  These two comprise the two scales on the Readiness-for-Change graph shown on the next page of this report.

### INCREASE YOUR PERCEPTION MATCH



Your organization's Perception Match is determined by the closeness of perception between your leaders and the workforce regarding the presence and strength of the six characteristics of organizational health.  A low *Perception Match* on the RFC graph means that there is a significant gap between the perception held by the workforce and the perception of the leaders.

*You can begin to close this perception gap and increase your Perception Match through an open, facilitated discussion of your organization's OLA results.*

### INCREASE YOUR POWER LEVEL

Your organization's *Power Level* is determined by the strength of the six critical characteristics of organizational health described on page 2 and measured on page 3 of this report.  The higher the *Power Level* the stronger these characteristics exist in your organization.

$$\text{org}^6 = \text{OPTIMAL ORGANIZATIONAL HEALTH}$$
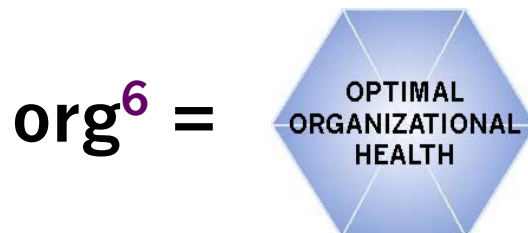
*You can increase your Power Level by improving these six key areas of organizational health within all aspects and operations of your organization.*

# Readiness-for-Change (RFC)

**High**

P
O
W
E
R

L
E
V
E
L

Good RFC

Moderate RFC

Limited RFC

**Low**

**Low** ← → **High**

**PERCEPTION MATCH**
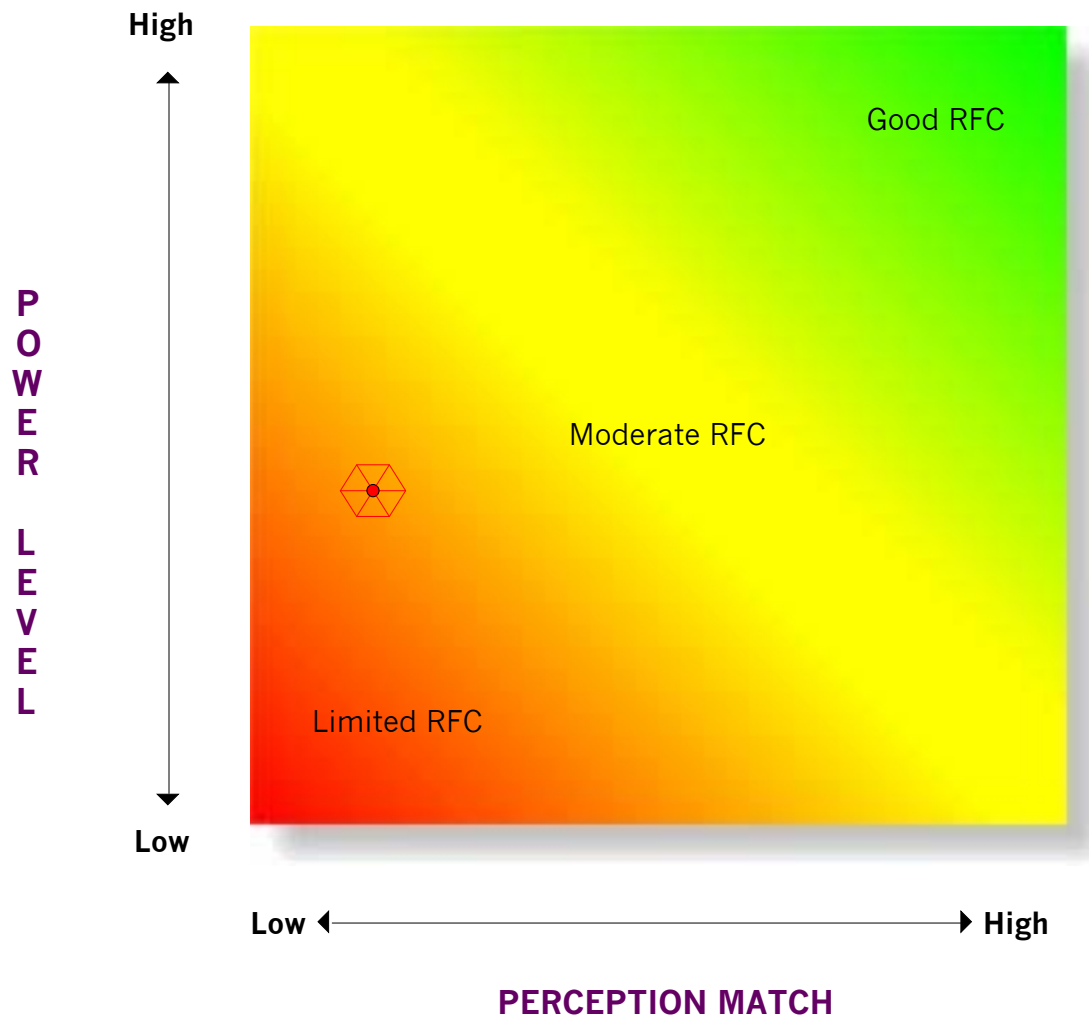
Your Organization's Readiness-for-Change (Red Hexagon) = <u>LIMITED TO MODERATE</u> RFC

There is limited to moderate readiness-for-change within the organization. Workers and leaders possess a lower level of energy for pursuing change, which suggests a limited ability to improve in the Six Key Areas of organizational health. To increase readiness-for-change, first address awareness and communication. Improving these areas through the sharing of these OLA results and facilitating open discussion around them will begin to create the readiness to move into greater organizational health.

*Readiness-for-Change* will start you on a path towards optimal organizational health...

# Organizational Action Plan
## Building Your Organizational Health

$$org^6 = \text{OPTIMAL ORGANIZATIONAL HEALTH}$$

**STEP 4** — **Org Development**

Commit to organizational change strategies that move toward a healthier organizational culture

**STEP 3** — **Targeted Training**

Provide high impact training at all levels of the organization, focusing on areas that address your greatest needs as well as your greatest strengths

**STEP 2** — **Group Follow-up Action**

Within a facilitated, safe environment, the entire group will identify priorities for action in each of the Six Key Areas to bring improvement to the organization

**STEP 1** — **Org Health Assessment: OLA**

Assess the level of organizational and leadership health along with Readiness-for-Change to set the baseline for positive and lasting organizational change

## We can partner with you at all levels

For group facilitation, training and coaching, contact:

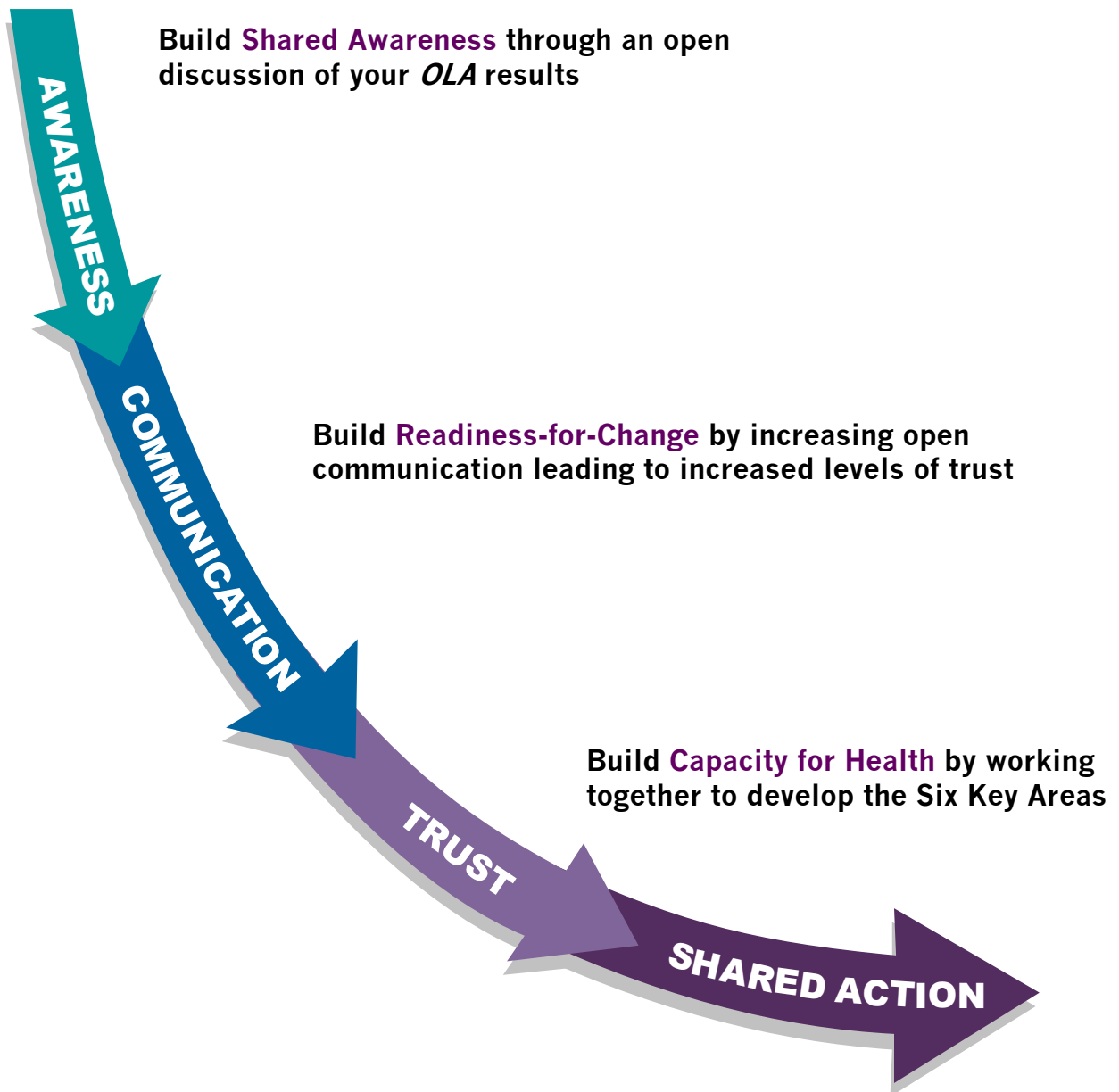**Dr. Jim Laub, OLAgroup**

4243 N. Sherry Drive, Marion, IN 46952

765-664-0174

email: ola@OLAgroup.com

website: www.OLAgroup.com

# Build your organization...

Build **Shared Awareness** through an open discussion of your *OLA* results

Build **Readiness-for-Change** by increasing open communication leading to increased levels of trust

Build **Capacity for Health** by working together to develop the Six Key Areas

AWARENESS

COMMUNICATION

TRUST

SHARED ACTION

## ...to achieve optimal organizational health

**About the...**
*Organizational Leadership Assessment (OLA)*

The six key characteristics and their expanded definitions (see page 3) represent the characteristics of servant leadership as determined through an extensive research project completed by Dr. James Laub in 1998.  The *OLA* has shown itself to have high validity and strong reliability.  The  is currently being used in leadership research projects and in organizational diagnosis and development.

**About the...**
*OLAgroup*

The *OLAgroup* is a network of organizational coaches and trainers who are committed to helping your organization establish optimal organizational health.  These coaches are specifically trained in utilizing the *OLA* to assess the current health of your organization, to determine your readiness for change and to assist you in finding the best path toward positive and healthy change.

**About ...**
*Dr. Jim Laub*

Dr. Jim Laub is the President of the *OLAgroup* and is the creator of the *Organizational Leadership Assessment (OLA)*.  Jim currently serves on the faculty of Indiana Wesleyan University as the Director of the Leadership Program, providing a unique degree program (Minor and 2nd Major) in Leadership on the undergraduate level.  Jim received his Doctorate in Educational Leadership: Adult Education from Florida Atlantic University.  His dissertation and ongoing research has focused on the critical topic of servant leadership and organizational health.  He is a facilitator, a trainer, a speaker and a tool-maker for organizational effectiveness.

**For more information**
*Go to our website at www.olagroup.com*

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| | | | |
|---|---|---|---|
| **Servant Leadership** | Org⁶ | **Optimal** Health | Workers experience this organization as a servant-minded organization characterized by authenticity, the valuing and developing of people, the building of community and the providing and sharing of positive leadership.  These characteristics are evident throughout the entire organization.  People are trusted and are trustworthy throughout the organization.  They are motivated to serve the interests of each other before their own self-interest and are open to learning from each other.  Leaders and workers view each other as partners working in a spirit of collaboration. |
| | Org⁵ | **Excellent** Health | Workers experience this organization as a servant-oriented organization characterized by authenticity, the valuing and developing of people, the building of community and the providing and sharing of positive leadership.  These characteristics are evident throughout much of the organization.  People are trusted and are trustworthy.  They are motivated to serve the interests of each other before their own self-interest and are open to learning from each other.  Leaders and workers view each other as partners working in a spirit of collaboration. |
| **Paternalistic Leadership** | Org⁴ | **Moderate** Health | Workers experience this organization as a positively paternalistic (parental-led) organization characterized by a moderate level of trust and trustworthiness along with occasional uncertainty and fear.  Creativity is encouraged as long as it doesn't move the organization too far beyond the status quo.  Risks can be taken, but failure is sometimes feared.  Goals are mostly clear, though the overall direction of the organization is sometimes confused.  Leaders often take the role of nurturing parent while workers assume the role of the cared-for child. |
| | Org³ | **Limited** Health | Workers experience this organization as a negatively paternalistic (parental-led) organization characterized by minimal to moderate levels of trust and trustworthiness along with an underlying uncertainty and fear.  People feel that they must prove themselves and that they are only as good as their last performance.  Workers are sometimes listened to but only when they speak in line with the values and priorities of the leaders.  Conformity is expected while individual expression is discouraged.  Leaders often take the role of critical parent while workers assume the role of the cautious child. |
| **Autocratic Leadership** | Org² | **Poor** Health | Workers experience this organization as an autocratic-led organization characterized by low levels of trust and trustworthiness and high levels of uncertainty and fear.  People lack motivation to serve the organization because they do not feel that it is *their* organization or *their* goals.  Leadership is autocratic in style and is imposed from the top levels of the organization.  It is an environment where risks are seldom taken, failure is often punished and creativity is discouraged.  Most workers do not feel valued and often feel *used* by those in leadership.  Change is needed but is very difficult to achieve. |
| | Org¹ | **Toxic** | Workers experience this organization as a dangerous place to work ... a place characterized by dishonesty and a deep lack of integrity among its workers and leaders. Workers are devalued, *used* and sometimes *abused*.  Positive leadership is missing at all levels and power is used in ways that are harmful to workers and the mission of the organization.  There is almost no trust and an extremely high level of fear.  This organization will find it very difficult to locate, develop and maintain healthy workers who can assist in producing positive organizational change. |