Organizational Leadership Assessment

Evaluation Report for:

Example 2

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Organizational Leadership Assessment

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Your Organizational Health . . .

POWER LEVEL = org^4 . . . <u>Moderate</u> 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. (See expanded description on page 4)

org^6 - Optimal Health

org^5 - Excellent Health

org^4 - Moderate Health

org^3 - Limited Health

org^2 - Poor Health

org^1 - Toxic Health
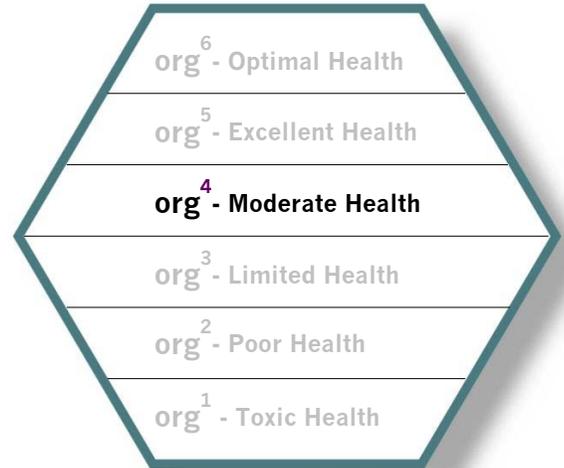
HIGHEST KEY AREAS OF ORGANIZATIONAL HEALTH	LOWEST KEY AREAS OF ORGANIZATIONAL HEALTH
• Share Leadership • Display Authenticity	• Develop People • Provide Leadership

Your Organizational Response . . .

Organization being assessed.............................	*Example 2*
Unit Assessed (if applicable)..............................	*Total Organization*
Group providing the assessment........................	*Total Organization*
Total number of respondents.............................	*44*
Top Leadership respondents..............................	*8*
Management respondents..................................	*8*
Workforce respondents.....................................	*28*
Date of the assessment....................................	*10/23/2003*

Your Organizational Dynamics . . .

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

The Top Leadership and the Workforce have a similar perception of the current health status of the organization. This suggests a high level of shared awareness and open communication.

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

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

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

Workers see themselves as making some contribution to the organization but are unsure if their job is really important to its success. They believe they are using some of their best gifts and abilities in their job but are able to bring only a limited amount of creativity to their work. They sometimes enjoy their work but are only working at a moderate level of productivity.

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

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

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

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
- ✓ Display Authenticity

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

org⁴ Description

Moderate Organizational Health

*This organization is now operating with **Moderate** 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*

Many workers sense they are valued while others are uncertain. People receive training in this organization in order to equip them to fulfill company goals. Workers are listened to but usually it is when they speak in line with the values and priorities of the leaders. Their ideas are often sought and sometimes used, but the *important* decisions remain at the top levels of the organization. Relationships are valued as they benefit company goals but organizational tasks often come first. There is a tension between the expectation of conformity and encouragement of diversity.

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

Leadership is positively paternalistic in style and mostly comes from the top levels of the organization. Leaders often take the role of nurturing parent while workers assume the role of the cared-for child. Power is delegated for specific tasks and for specific positions within the organization. Workers are encouraged to share ideas for improving the organization. Goals are mostly clear though the overall direction of the organization is sometimes confused.

The Team: *Community, collaboration and team learning*

Some level of cooperative work exists, and some true collaboration. Teams are utilized but often compete against one another when resources are scarce.

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

Workers are sometimes 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 some risks can be taken but failure is sometimes feared. Creativity is encouraged as long as it doesn't move the organization too much beyond the status quo. There is a moderate level of trust and trustworthiness along with occasional uncertainty and fear. People feel trusted but know that trust can be lost very easily. People are motivated to serve the organization because it is their job to do so and they are committed to doing good work. This is an environment characterized by openness between select groups of people.

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

This is a positively paternalistic organization, that will attract good motivated workers but may find that the "best and brightest" will seek professional challenges elsewhere. Change here is ongoing but often forced by outside circumstances. Improvement is desired but difficult to maintain over time. The outlook for this organization is positive. Decisions need to be made to move toward more healthy organizational life. This organization is in a good position to move towards optimal health in the future.

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, L, M		
Share Leadership				W	M	L
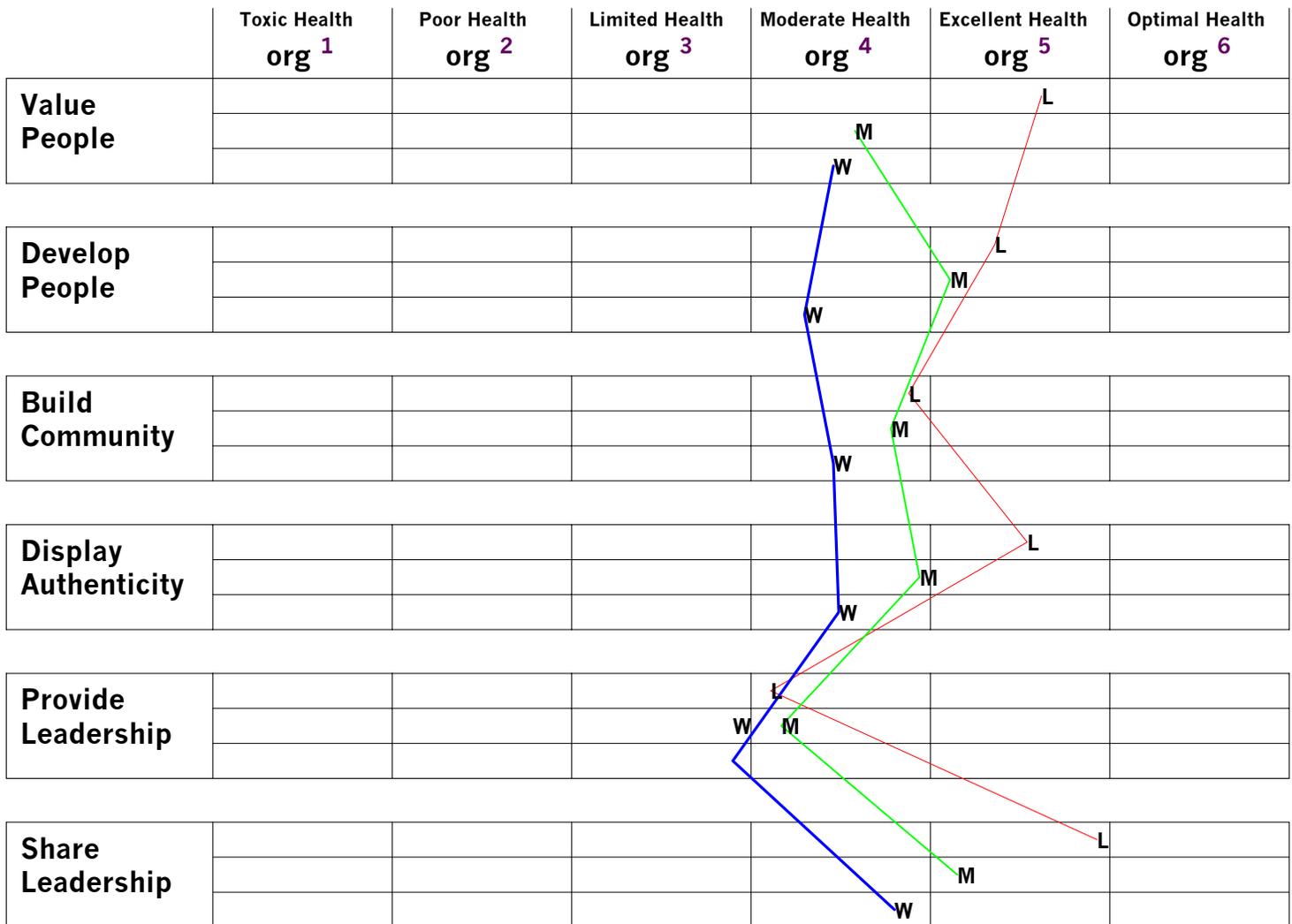
_____ **L** = Top Leadership
_____ **M** = Management/Supervisors
_____ **W** = Workforce

The Top Leadership and the Workforce have a similar perception of the current health status of the organization. This suggests a high 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 org [1]	Poor Health org [2]	Limited Health org [3]	Moderate Health org [4]	Excellent Health org [5]	Optimal Health 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, less 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			
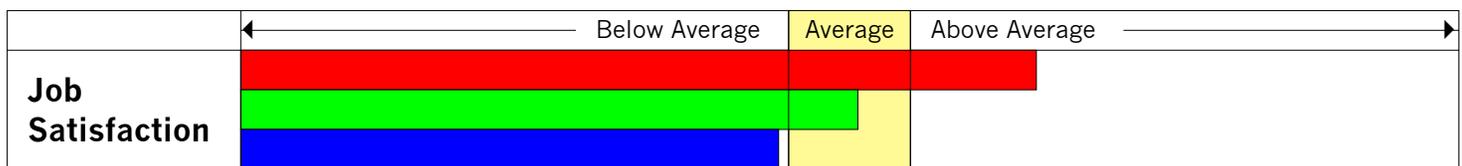
Red = Top Leadership
Green = Mangement/Supervisors
Blue = Workforce

Summary of Worker's perception:

JOB SATISFACTION = MODERATELY BELOW AVERAGE

Workers see themselves as making some contribution to the organization but are unsure if their job is really important to its success. They believe they are using some of their best gifts and abilities in their job but are able to bring only a limited amount of creativity to their work. They sometimes enjoy their work but are only working at a moderate level of productivity.

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.

$$\text{org}^6 =$$

OPTIMAL
ORGANIZATIONAL
HEALTH
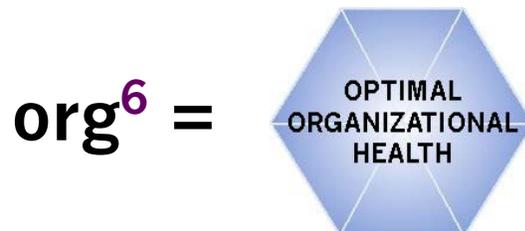
You can increase your Power Level by improving these six key areas of organizational health within all aspects and operations of your organization.

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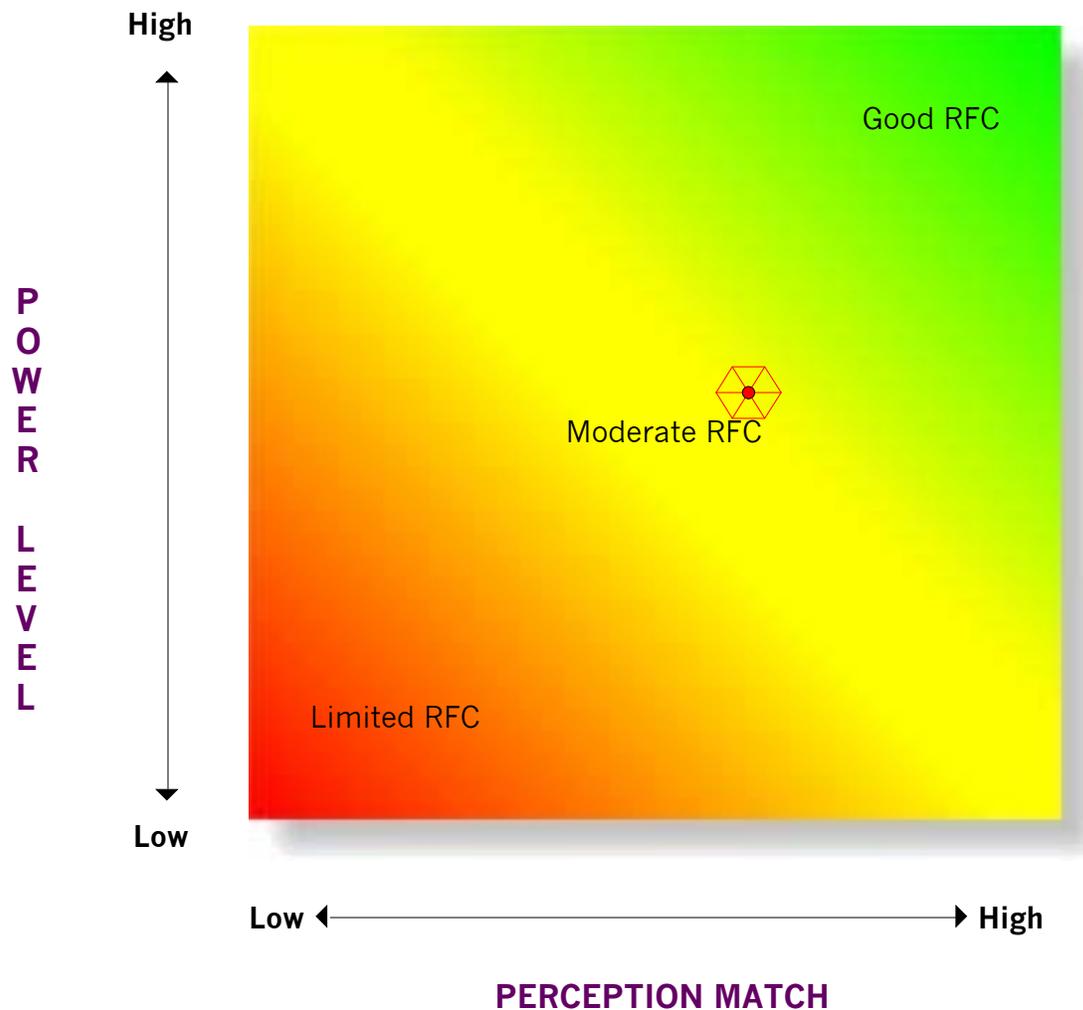
Your Organization's Readiness-for-Change (Red Hexagon) = <u>MODERATE TO GOOD</u> RFC

There is a moderate to good readiness-for-change within the organization. Workers and leaders possess a sufficient level of energy for pursuing change, which suggests that an ability exists to improve in the Six Key Areas of organizational health. To increase readiness-for-change, first address awareness and open communication.   Improving these areas through the sharing of these OLA results and facilitating open discussion around them will enhance your 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

$$org^6 = $$ 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:
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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
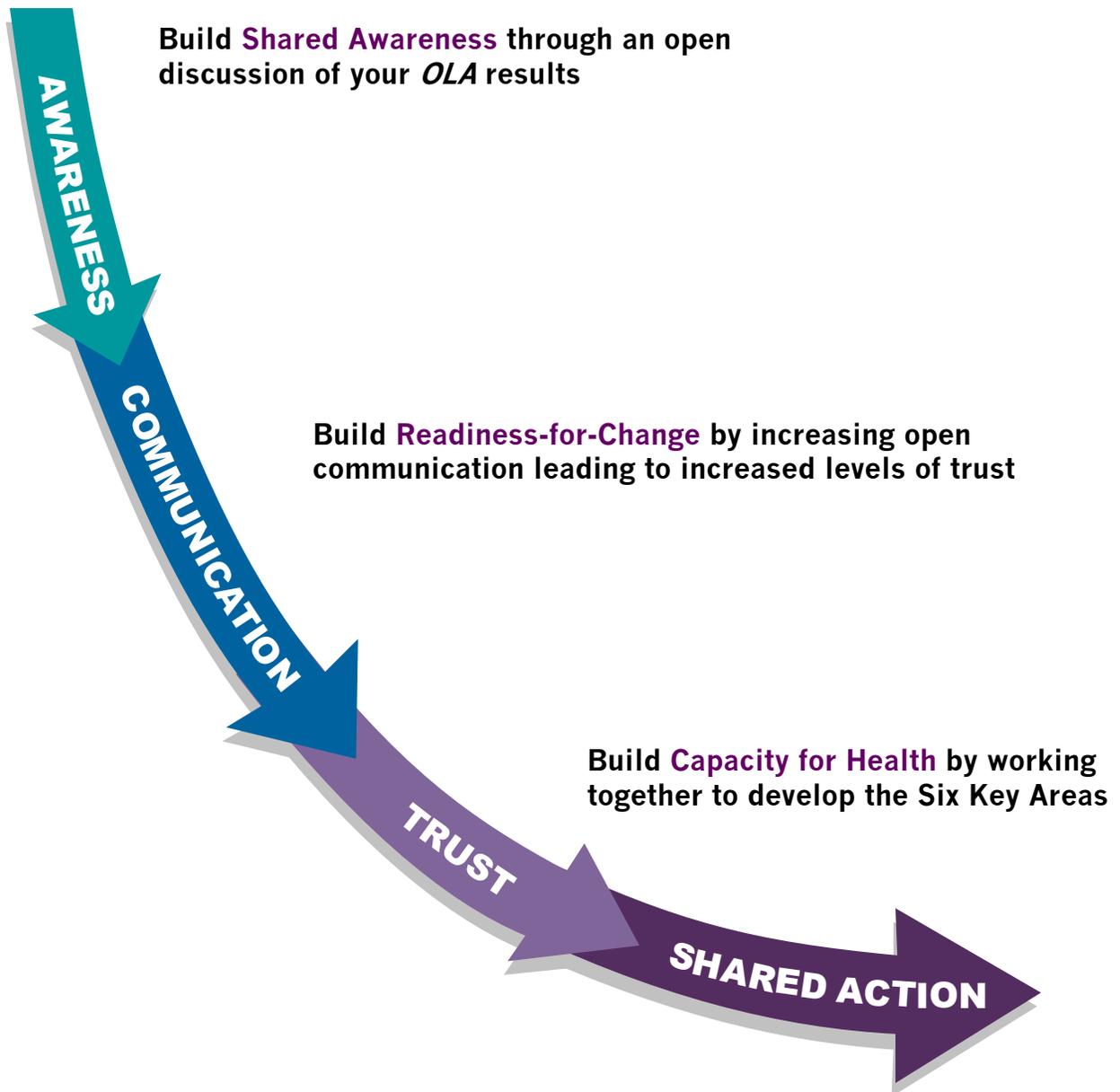
...to achieve optimal organizational health

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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Descriptions of All Six Organizational Health Levels

Servant Leadership	Org[6]	**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.
	Org[5]	**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	Org[4]	**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.
	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.
Autocratic Leadership	Org[2]	**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.
	Org[1]	**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.