
Why Culture & Leadership Matter

Proving the People–Performance Connection

A closer look at the evidence and case for Constructive Thinking and Behaviour

Shaun McCarthy – Human Synergistics

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Introduction

Human Synergistics' global vision is: To Change the World—One Organization at a Time®. For over 35 years we have been working with individuals, groups and organizations in Australia and New Zealand towards achieving this goal.

The purpose of this book is to look more deeply into the specific changes in Individual Thinking, Behaviours, Strategies, Approaches and Organizational Practices that our diagnostic tools help facilitate every day. Most importantly, we have quantified the relationship between changes in thinking, behaviour and effectiveness.

This book uses data collected in Australia and New Zealand over the past 3 years to illustrate:

- Personal thinking styles related to satisfaction with work, life and personal effectiveness.
- Behavioural styles linked to effectiveness in managerial and leadership roles.
- The impact certain approaches to leadership have on how people behave (culture) and the leader's effectiveness in the role.
- The impact certain approaches to management have on how people behave (culture) and the manager's effectiveness in the role.
- The relationship between certain managerial skills and effectiveness in the role.
- The impact of Organizational practices on Organizational culture and the impact of culture on individual engagement, group effectiveness and external adaptability.
- The impact of Organizational behaviours on customer service.



Shaun McCarthy, Chairman
Human Synergistics Australia & New Zealand

This ability to show such strong, clear and meaningful links between behaviour and performance owes much to the pioneering vision of Human Synergistics' founder Dr J. Clayton Lafferty and the ongoing research and application of Dr Robert A. Cooke, Associate Professor Emeritus in Management at the University of Chicago and CEO of Human Synergistics, and Dr Janet Szumal, Senior Research Associate at Human Synergistics.

I hope you enjoy seeing just how thinking and behaviour impact effectiveness and this helps you in your efforts to realize your – and your organization's – potential.

Shaun McCarthy

Our Integrated Model

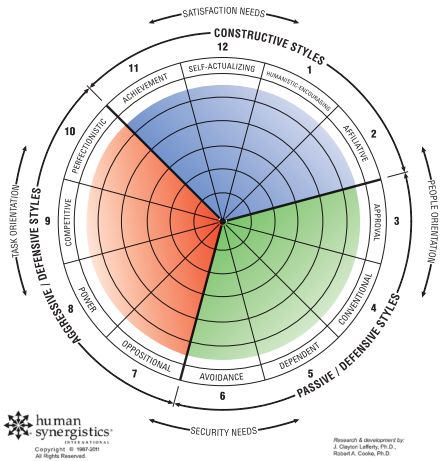
The Human Synergistics Integrated Model was developed to enable improvement and change at the individual, group and Organizational levels by integrating 5 levels of human behaviour – Individual Personal Styles, Impact on Others, Group Styles, Organizational Culture and Customer Experience.

BUSINESS NEED	Increased personal effectiveness	More effective teams	High performing leaders and managers	Increased organizational performance	Improved customer relationships
INSIGHT REQUIRED	How I see myself (self-concept) How others see me behave	How we work together	How I impact performance	How our Culture helps and hinders performance	How our customers and clients experience us
DIAGNOSTIC TOOLS	Life Styles Inventory™ (LSI1 / LSI2)	Group Style Inventory™ (GSI)	Leadership / Impact® (L/I) Management / Impact® (M/I)	Organizational Culture Inventory® (OCI®) Organizational Effectiveness Inventory® (OEI)	Customer ServiceStyles™ (CSS)
EFFECTIVENESS LEVEL	Individual styles	Group styles	Leadership and management strategies and behaviours	Organizational effectiveness	Customer relationships

Through the common language of the circumplex the Human Synergistics Integrated Model links culture and leadership in a way that allows individual managers and leaders to understand how they are perpetuating the current state through their thinking and behaviour. This level of insight empowers and motivates individuals to make changes that directly increase performance, sometimes referred to as first level change.

The true power of an integrated approach to change happens at the next level, through the creation of connections between what appear to be isolated factors, linking them directly to overall system performance. Using this approach a performance transformation can be fast-tracked.

Common Metrics

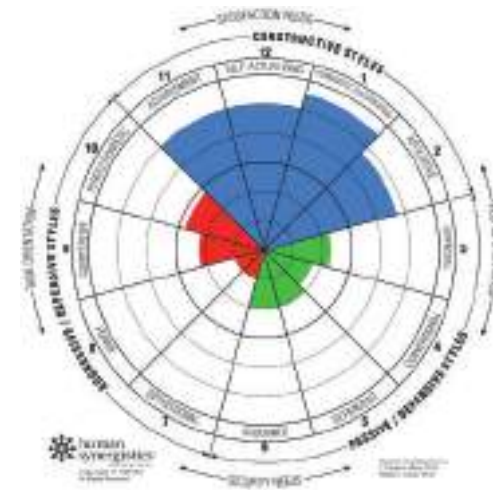


One Language

Life Styles Inventory™ – Self-Description (LSI1)

Research clearly illustrates that an individual's successes and failures are closely related to how that individual has learned to view themselves and their relationships with others.

MOST CONSTRUCTIVE THINKING



LEAST CONSTRUCTIVE THINKING



LSI1 is designed to measure how the individual perceives themselves on the basis of everything they believe they have learned about themselves over the entirety of their life.

Personal thinking styles – how one thinks about oneself, also known as self-concept, has direct impact on personal self-efficacy. The more effective we think we are at what we do, the more likely we are to undertake tasks and interact with others successfully.

We wanted to more deeply quantify the connections between self-perception, self-esteem and performance. To achieve this we have analysed a database of 47,000 LSI1 respondents and isolated the top 10% (most Constructive) and the bottom 10% (least Constructive) respondent profiles.

Above are the consolidated circumplex profiles for each grouping. We have then looked more deeply at how respondents within each group rated themselves across three specific performance areas – Self-Efficacy and Personal Effectiveness, Satisfaction in the Workplace and Personal Wellbeing.

LSI1: LIFE STYLES INVENTORY™ SELF-DESCRIPTION

Knowing who you are now is the first and most important step in deciding who you will be in the future.

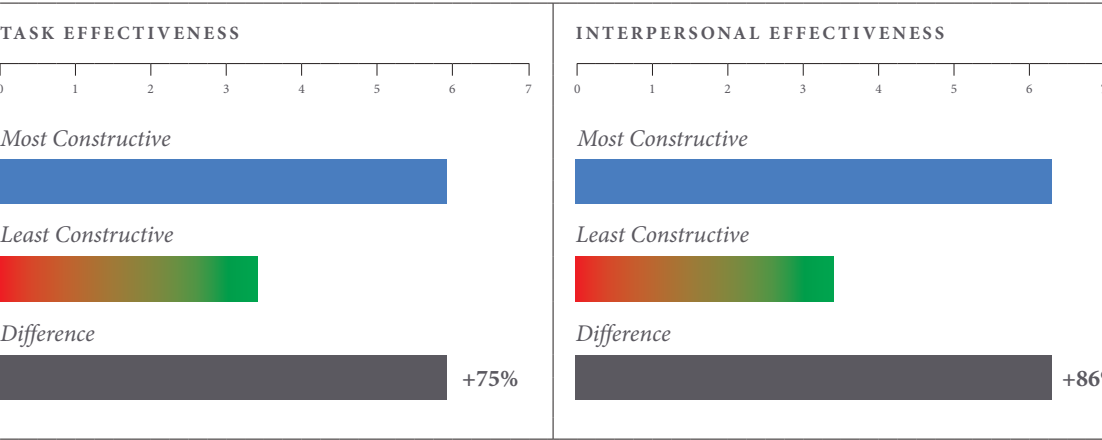
- LSI1 Introduction
- Self-Efficacy and Personal Effectiveness
- Satisfaction in the Workplace
- Personal Wellbeing

For more information on the Life Styles Inventory™ – Self-Description refer to page 102 in the back of this book.

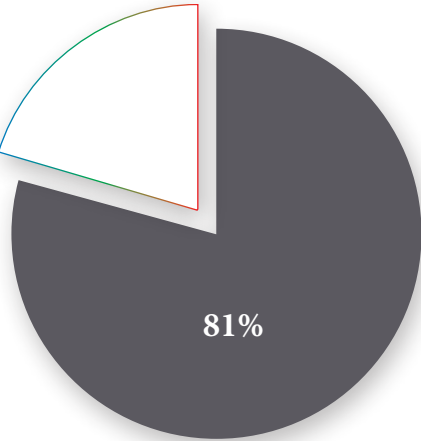
LSI1. Self-Efficacy and Personal Effectiveness

Self-Efficacy and self-esteem are critical aspects of Personal Effectiveness. How effective we think we are in terms of completing tasks and achieving our own goals is based on how we view ourselves.

The LSI1 data illustrates that more Constructive thinking styles lead to a stronger sense of Personal Effectiveness in terms of Task Effectiveness and Interpersonal Effectiveness.



Using a scoring scale of between 1 and 7.

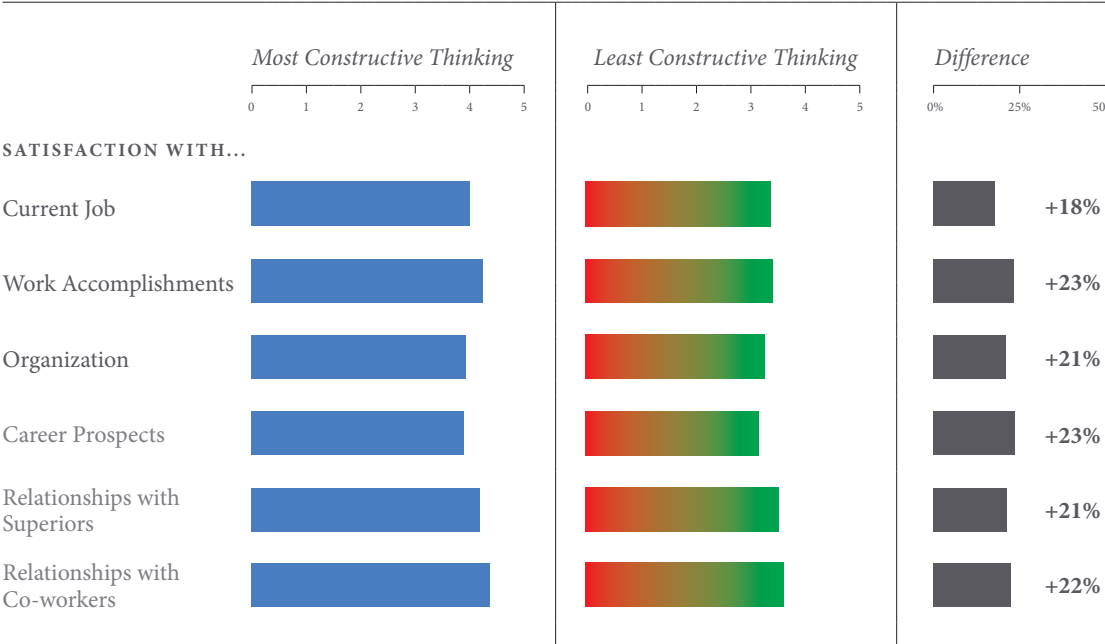


OVERALL DIFFERENCE = 81%

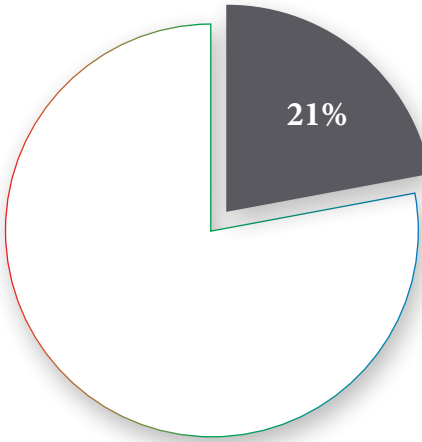
Perceived Personal Effectiveness and Self-Efficacy are 81% higher for those who use more Constructive thinking styles.

LSI1. Thinking and Workplace Satisfaction

Our thinking determines our satisfaction. How we think when we approach tasks and people directly influences how satisfying that task or interaction is. If we approach our work with Constructive thinking styles, we will find such activities and interactions much more fulfilling and satisfying than if we constantly look at work through Defensive thinking.



Using a scoring scale of between 1 and 5.

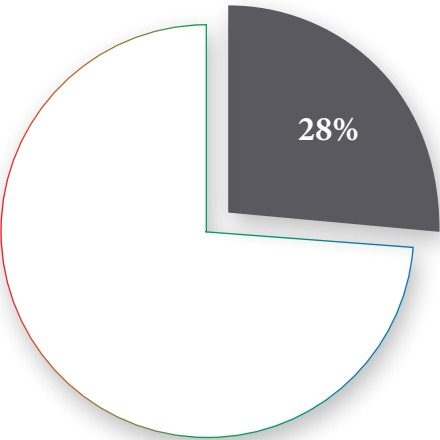
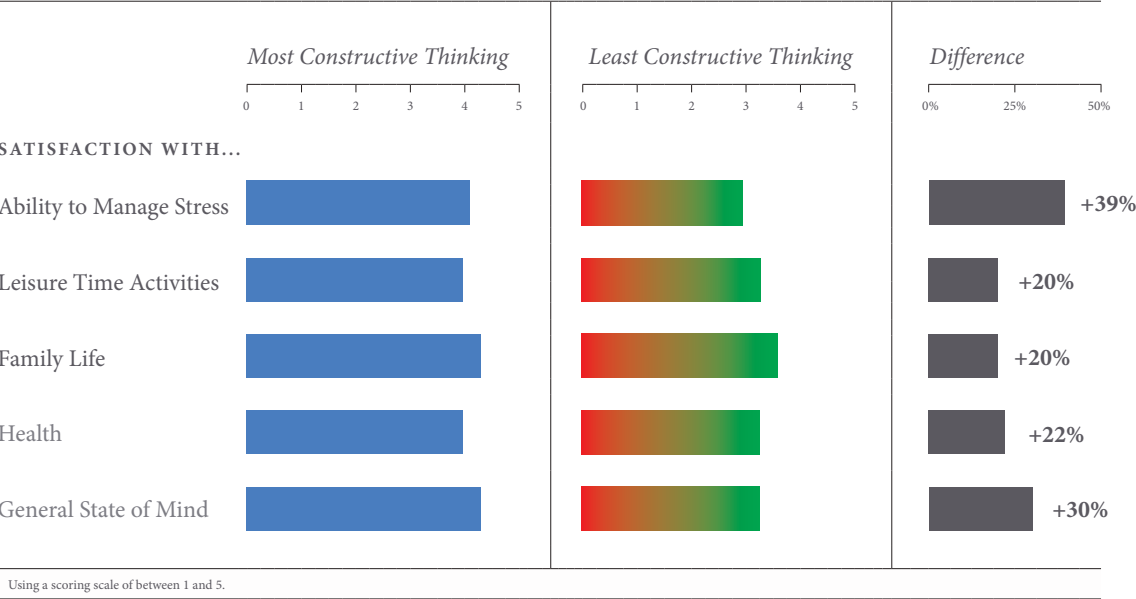


OVERALL DIFFERENCE = 21%

Overall Workplace Satisfaction is 21% higher for those who think Constructively.

LSI1. Thinking and Personal Wellbeing

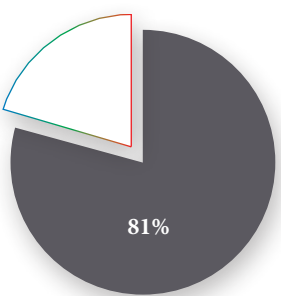
Our thinking also influences how satisfied we are with our personal lives, what is commonly referred to as Personal Wellbeing. Constructive thinking styles lead to more resilience in terms of managing the various aspects of our lives that compete for our limited time and energy.



OVERALL DIFFERENCE = 28%

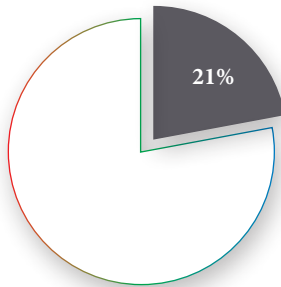
Constructive thinking leads to 28% higher satisfaction with life in general.

LSI1. Summary Information



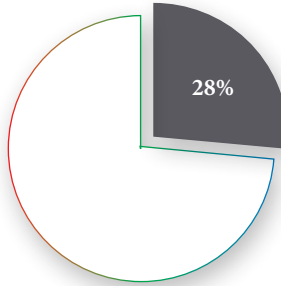
SELF-EFFICACY AND PERSONAL EFFECTIVENESS

Perceived Personal Effectiveness and Self-Efficacy are 81% higher for those who use more Constructive thinking styles.



THINKING AND WORKPLACE SATISFACTION

Overall Workplace Satisfaction is 21% higher for those who think Constructively.



THINKING AND WORKPLACE WELLBEING

Constructive thinking leads to 28% higher satisfaction with life in general.

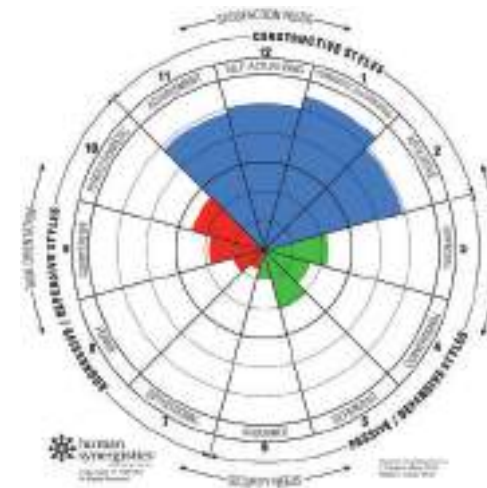
SUMMARY

Constructive Thinking creates improvements in self-perceived Personal Effectiveness, Workplace Satisfaction and Personal Wellbeing of up to 81%.

Life Styles Inventory™ – Description by Others (LSI2)

Life Styles Inventory™ Description by Others (LSI2) is a measure of personal behavioural styles and effectiveness in current managerial/leadership role.

MOST CONSTRUCTIVE BEHAVIOURS



LEAST CONSTRUCTIVE BEHAVIOURS



LSI2: LIFE STYLES INVENTORY™ – DESCRIPTION BY OTHERS

**“Behaviour is the mirror in which everyone shows their image” -
Johann Wolfgang von Goethe**

- LSI2 Introduction
- Behaviour and Personal Effectiveness
- Behaviour and Task Effectiveness
- Behaviour and Relationship Quality

For more information on the Life Styles Inventory™ – Description by Others refer to page 102 in the back of this book.

Our personal behavioural style – the way we approach tasks and interact with others – impacts how others see us in terms of our effectiveness in undertaking our current role, effectiveness in how we interact with others (direct reports, peers and higher level managers) and effectiveness in how we respond to situations and people within the work environment. Together these have significant implications for our effectiveness in our current role. LSI2 measures this by focussing on observed behaviour – the behavioural styles you as an individual use when approaching tasks and interacting with others.

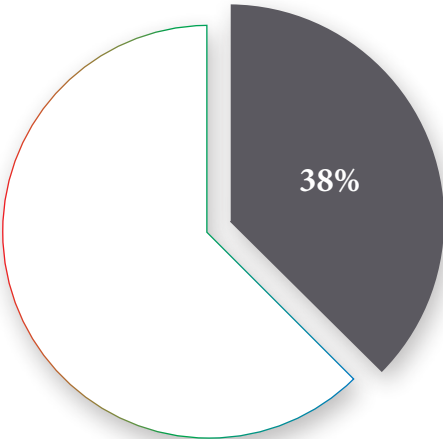
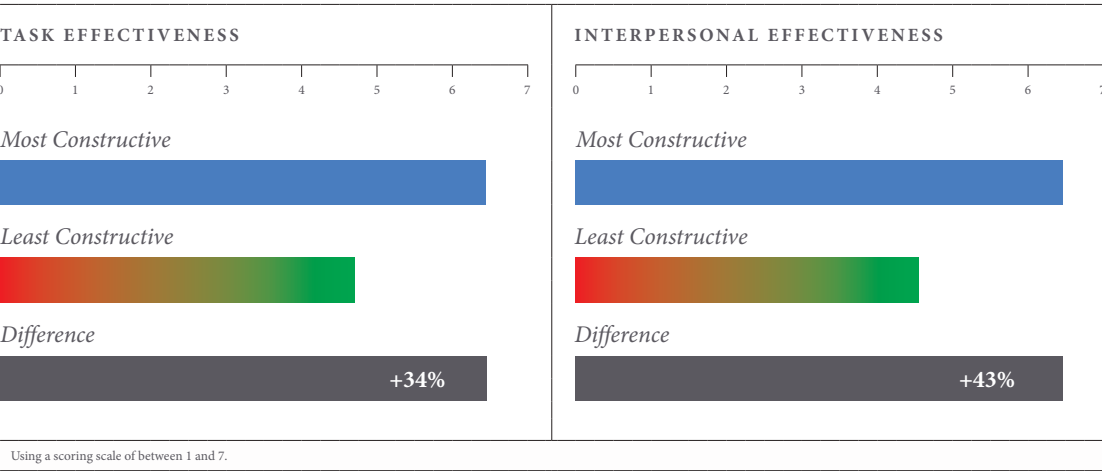
We wanted to more deeply quantify the connections between behaviour and performance. To achieve this we analysed a database of 47,000 LSI2 respondents and isolated the top 10% (most Constructive) and the bottom 10% (least Constructive) respondent profiles.

Above are the consolidated circumplex profiles for each grouping. We have then looked more deeply at how respondents within each group were rated across 3 specific performance areas – overall Personal Effectiveness, Task Effectiveness and Relationship Quality.

LSI2. Behaviour and Personal Effectiveness

Effective managers and leaders are effective at both task accomplishment and interpersonal relationships. They are good at what they do and they work well with others.

The LSI2 data indicates quite clearly that more Constructive leaders are rated significantly higher in both task and interpersonal effectiveness than those relying on Defensive behaviours.

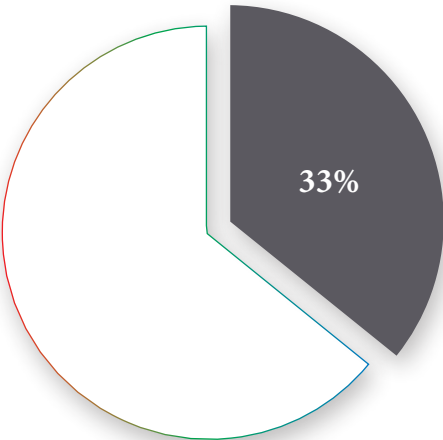
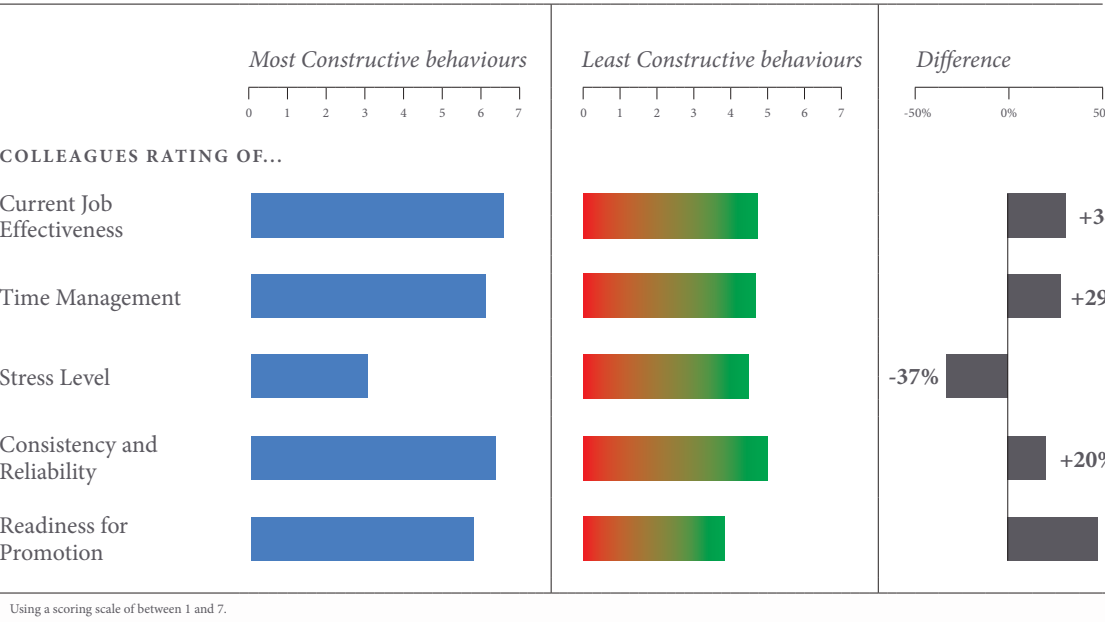


OVERALL DIFFERENCE = 38%

Overall Effectiveness is rated 38% higher for the more Constructive leaders.

LSI2. Behaviour and Task Effectiveness

Mangers' and leaders' primary role is to achieve results – both personally and through others. For a manager/leader to be seen as effective, he or she first needs to be seen as being good at what they do. Leaders and Managers model desired behaviours and impact the motivation and commitment of their teams through how they go about achieving goals in their job.

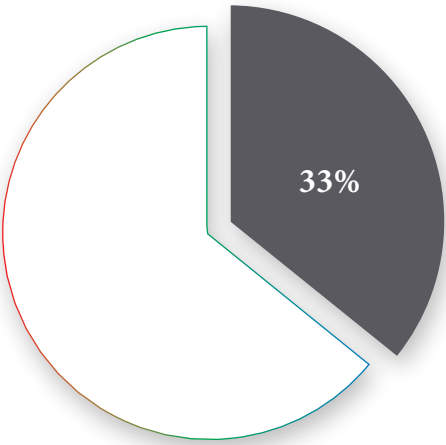
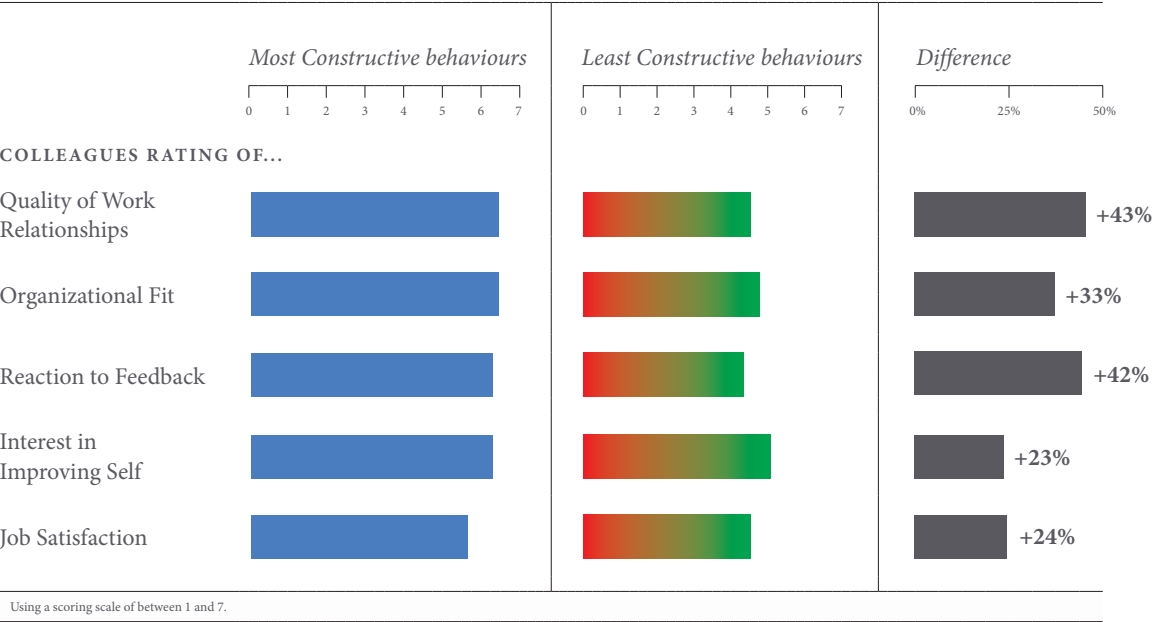


OVERALL DIFFERENCE = 33%

Specific measures of Task Effectiveness are an average of 33% higher for more Constructive leaders.

LSI2. Behaviour and Quality of Relationships

As managers and leaders get things done with and through other people, it is imperative that others rate the individual as being effective in terms of relationships, interactions and expression of 'attitude'. Leaders and managers model desired behaviours and impact the motivation and commitment of their teams through how they go about interacting with others in their job.



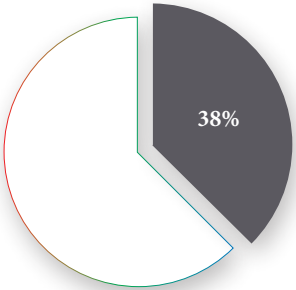
OVERALL DIFFERENCE = 33%

The Quality of Relationships created by more Constructive leaders are rated on average 33% higher.

LSI2. Summary Information

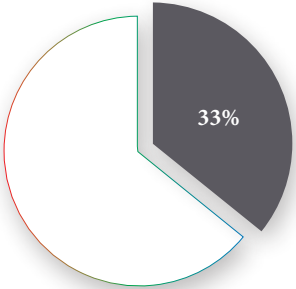
BEHAVIOUR AND PERSONAL EFFECTIVENESS

Overall Effectiveness is rated 38% higher for more Constructive leaders.



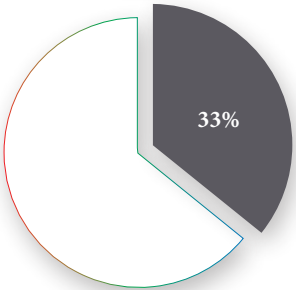
BEHAVIOUR AND TASK EFFECTIVENESS

Specific measures of Task Effectiveness are an average of 33% higher for more Constructive leaders.



BEHAVIOUR AND RELATIONSHIP QUALITY

The Quality of Relationships created by more Constructive leaders are rated on average 33% higher.



SUMMARY

Colleagues, direct reports and managers rate Overall Effectiveness and Quality of Relationships created by more Constructive leaders at on average 33–38% higher.



LEADERSHIP IMPACT® (L/I)

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” – John Quincy Adams

- L/I Introduction
- Approach to Analysing the Data
- Strategies & Impact: Overall Most Prescriptive vs Most Restrictive
- Relationship Between Strategies & Impact:
 - Monitoring
 - Providing Feedback
 - Influencing

For more information on Leadership/Impact® refer to page 107 in the back of this book.

Leadership/Impact® (L/I) – Introduction

Designed specifically for senior executives and high level leaders, Leadership/Impact® measures 10 critical functions a leader performs and the impact of their actions on others.

The methods leaders use to move the organization (*and its members*) toward the desired state of future affairs are called Leadership Strategies. Leaders do this in one or both of two ways:

- *Prescriptive* leadership strategies are those which guide or direct the activities and behaviours of others toward goals, opportunities and methods.
- *Restrictive* strategies are those which constrain or prohibit activities and behaviours with respect to goals, opportunities and methods.

Both Prescriptive and Restrictive strategies reflect and effect leadership – but do so in very different ways.

For instance, when ‘Monitoring’, a leader can focus on managing by excellence (*Prescriptive*) and/or focus on managing by exception (*Restrictive*), or when ‘Reinforcing’, a leader can focus on rewarding success (*Prescriptive*) and/or focus on penalizing mistakes (*Restrictive*). Generally leaders will do both, it’s then a matter of how much of each. L/I measures 10 of these strategies and illustrates that:

- Leaders who emphasize *Prescriptive* strategies will motivate others (*impact*) to think and behave in Constructive ways.
- Leaders who emphasize *Restrictive* strategies will drive others (*impact*) to think and behave in Defensive ways.

Ultimately the leader’s effectiveness is measured. Human Synergistics research shows that leaders who rely primarily on *Prescriptive* strategies and create a *Constructive* impact will be rated significantly more effective than those who rely predominantly on *Restrictive* strategies, creating a *Defensive* impact.

Leadership/Impact[®] – How we have approached

We have analysed an L/I database of the responses of 1,986 top-level leaders collected over the past 3 years. From this database we then isolated the top 10% of leaders as defined by their use of Prescriptive Strategies. Prescriptive strategies and the top 10% of leaders in terms of their use of Restrictive strategies and compared these groups.

Leadership Strategies

PRESCRIPTIVE STRATEGIES

Prescriptive Strategies guide and direct activities and behaviours

RESTRICTIVE STRATEGIES

Restrictive Strategies constrain and prohibit activities and behaviours

Leadership Domains

- Envisioning
- Role Modelling
- Mentoring
- Monitoring
- Stimulating
- Referring
- Providing Feedback
- Reinforcing
- Influencing
- Creating a Setting

Selected for Analysis

Average of all Strategy Domains

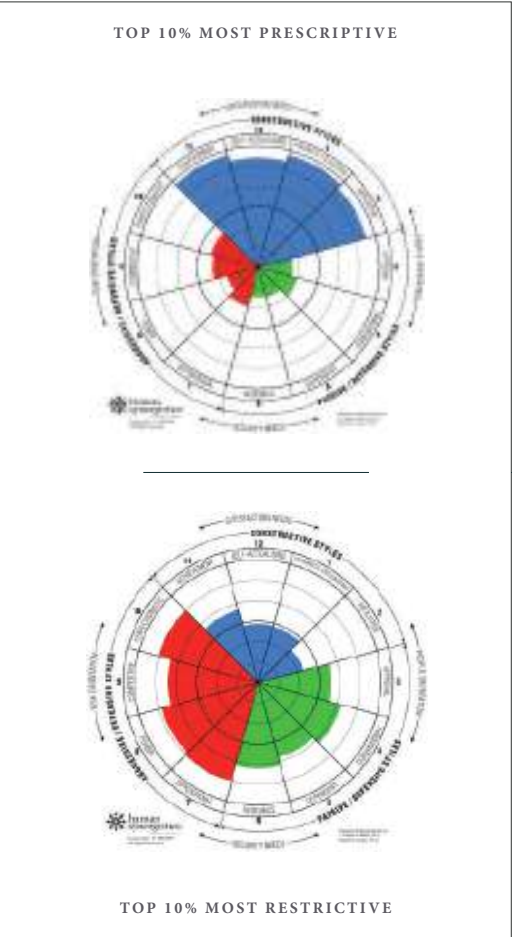
Monitoring

Providing Feedback

Influencing

We have analysed an average of all 10 Strategy Domains (Overall Most Prescriptive vs Overall Most Restrictive) and have also looked at 3 specific Strategy Domains in detail.

Impact on Others



We have isolated the impact of the top 10% most Prescriptive and the top 10% most Restrictive segments within the database and developed circumplexes for comparison.

% Difference in Leadership Effectiveness

IMPACT ON PRODUCTIVITY

— % —

EMPOWERS OTHERS

— % —

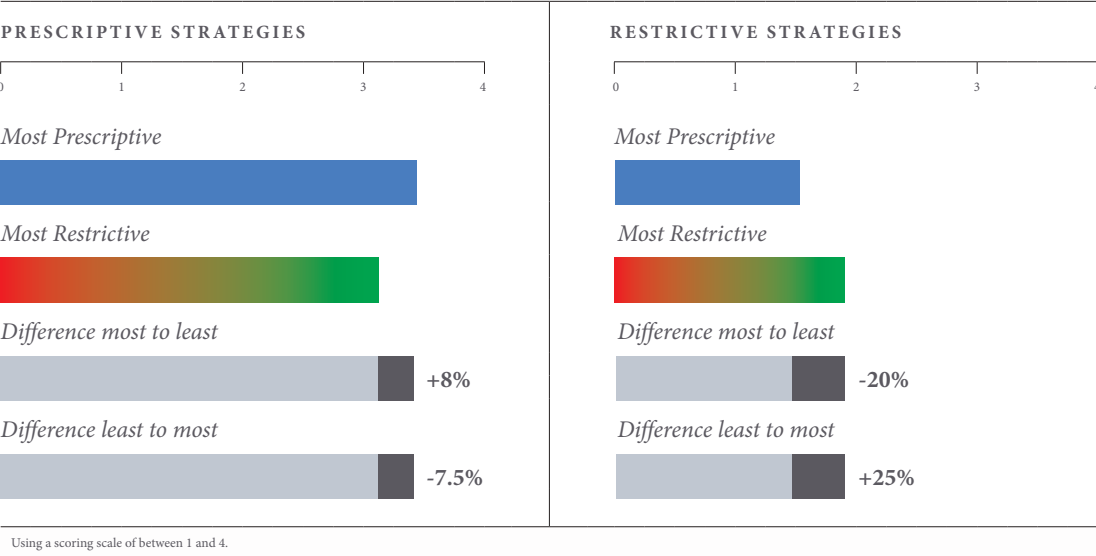
BRINGS OUT THE BEST IN PEOPLE

Finally, we have compared the overall effectiveness of the top 10% most Prescriptive and the top 10% most Restrictive segments within the database against 3 metrics – 'Impact on productivity', 'Empowerment of others' and 'Brings out the best in people'.

Strategies & Impact:

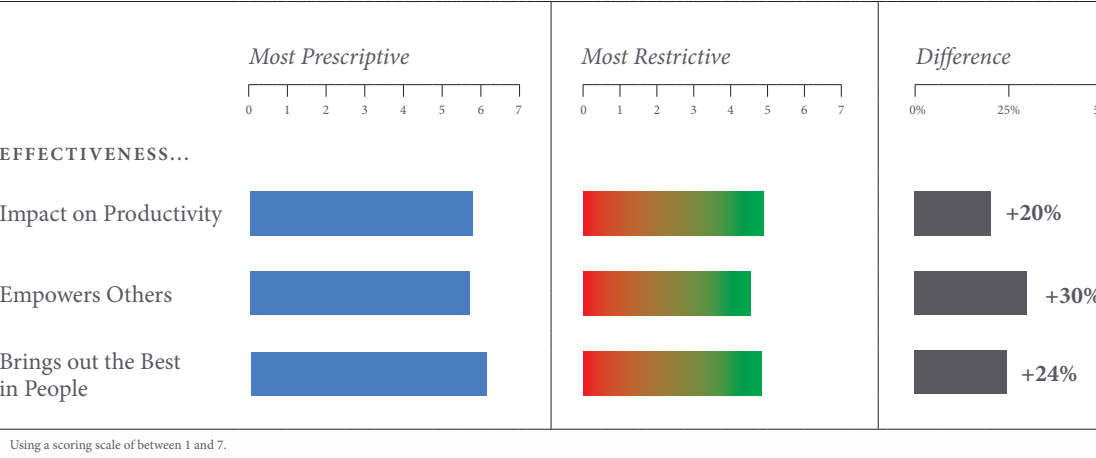
Overall Most Prescriptive vs Most Restrictive

Leaders who focus on using Prescriptive approaches to leading (motivating and encouraging) and minimize the use of Restrictive approaches (requiring and driving) have a more Constructive impact on the people they lead. This, in turn, results in significantly higher ratings of that leader's effectiveness as a leader.



IMPACT ON OTHERS OF LEADERS WITH MOST PRESCRIPTIVE APPROACH

IMPACT ON OTHERS OF LEADERS WITH MOST RESTRICTIVE APPROACH



Most emphasis on the use of Prescriptive strategies results in ...

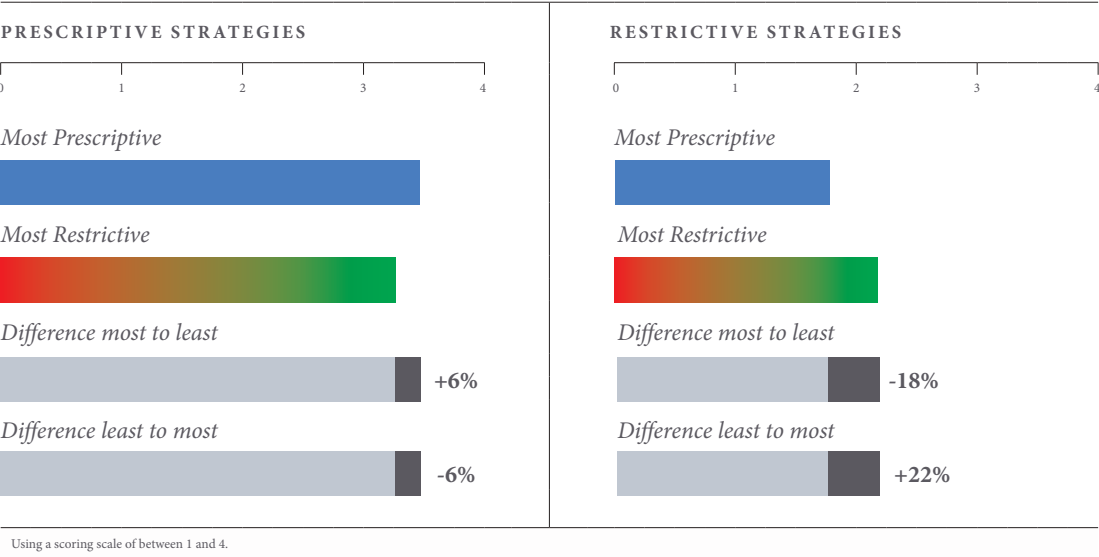
Impact on Productivity	+20%
Empowers Others	+30%
Brings out the Best in People	+24%
Average Performance Improvement	+25%



Monitoring:

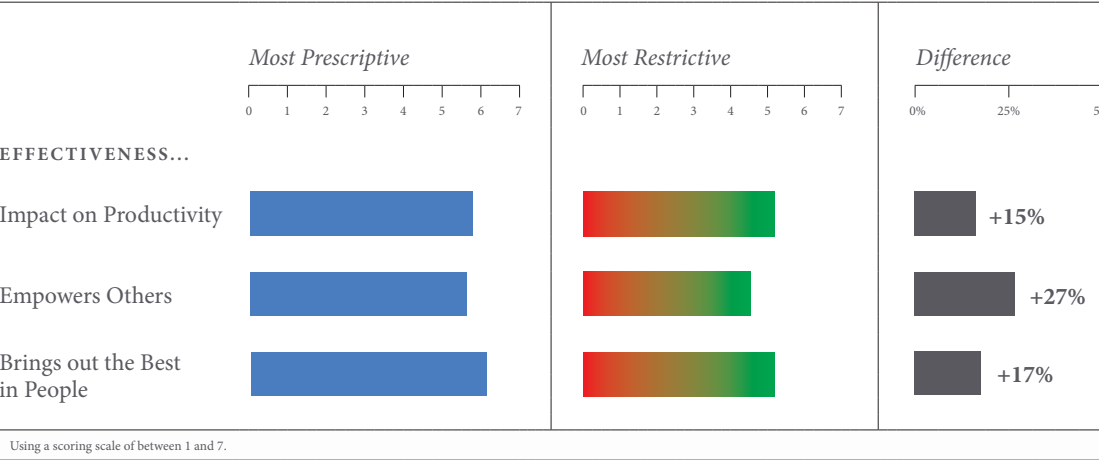
Relationship Between Strategies & Impact

Monitoring – the leadership function of directing the attention and efforts of others to goals, standards and preferred ways of doing things – can be done in a Prescriptive manner (managing by excellence) or a Restrictive one (managing by exception). The more a leader relies on Prescriptive rather than Restrictive approaches, the more that leader has a Constructive impact on others and is rated significantly more effective in their leadership role.



IMPACT ON OTHERS OF LEADERS WITH MOST PRESCRIPTIVE APPROACH TO MONITORING

IMPACT ON OTHERS OF LEADERS WITH MOST RESTRICTIVE APPROACH TO MONITORING



Most emphasis on the use of Prescriptive strategies to Monitoring results in ...

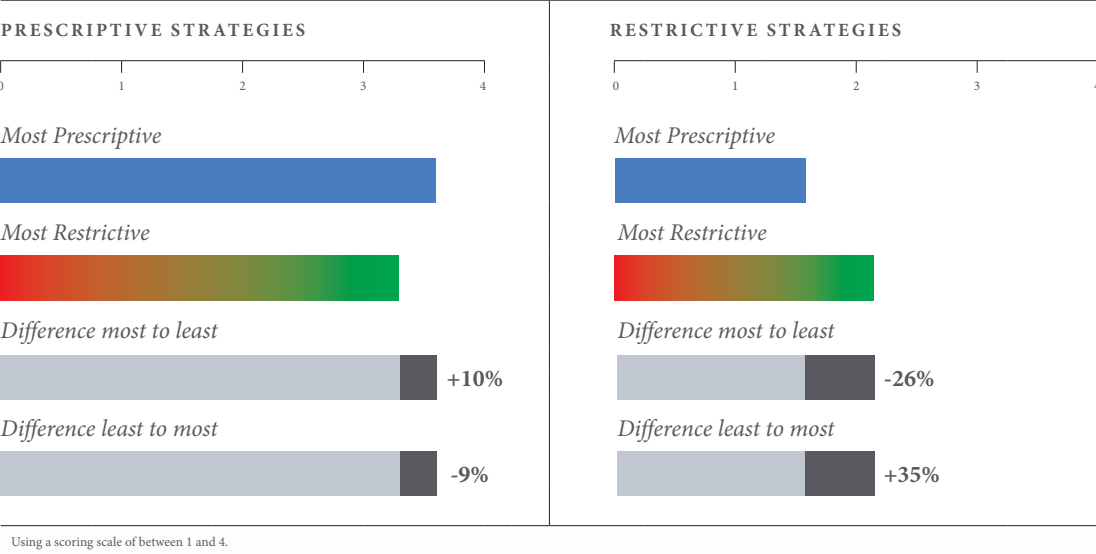
Impact on Productivity	+15%
Empowers Others	+27%
Brings out the Best in People	+17%
Average Performance Improvement	+20%



Providing Feedback:

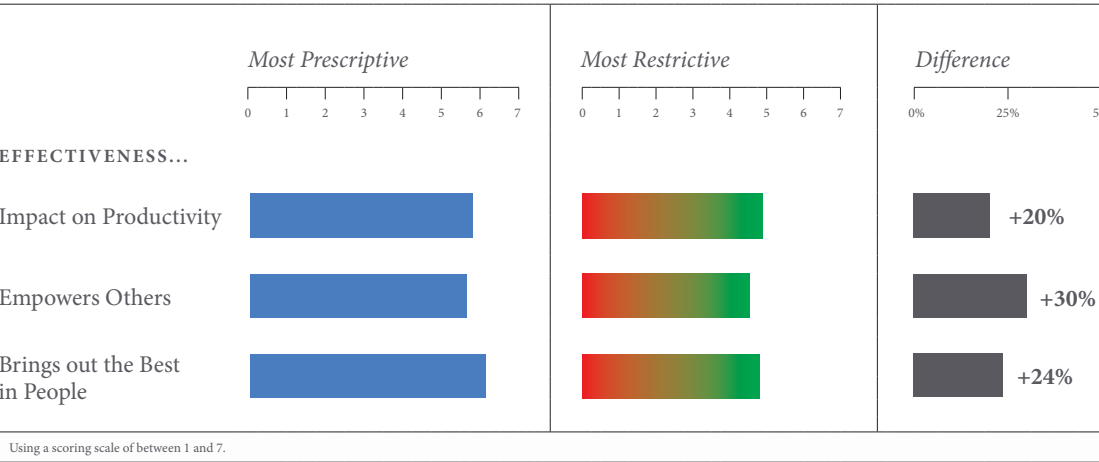
Relationship Between Strategies & Impact

Providing Feedback – the leadership function of shaping the behaviour of others and correcting performance deficiencies, as well as amplifying what is being done correctly - can be done in a Prescriptive manner (emphasizing positive feedback) or a Restrictive one (focussing on negative feedback). The more leaders rely on Prescriptive rather than Restrictive approaches, the more that leader has a Constructive impact on others and is rated significantly more effective in their leadership role.



IMPACT ON OTHERS OF LEADERS WITH MOST PRESCRIPTIVE APPROACH TO PROVIDING FEEDBACK

IMPACT ON OTHERS OF LEADERS WITH MOST RESTRICTIVE APPROACH TO PROVIDING FEEDBACK

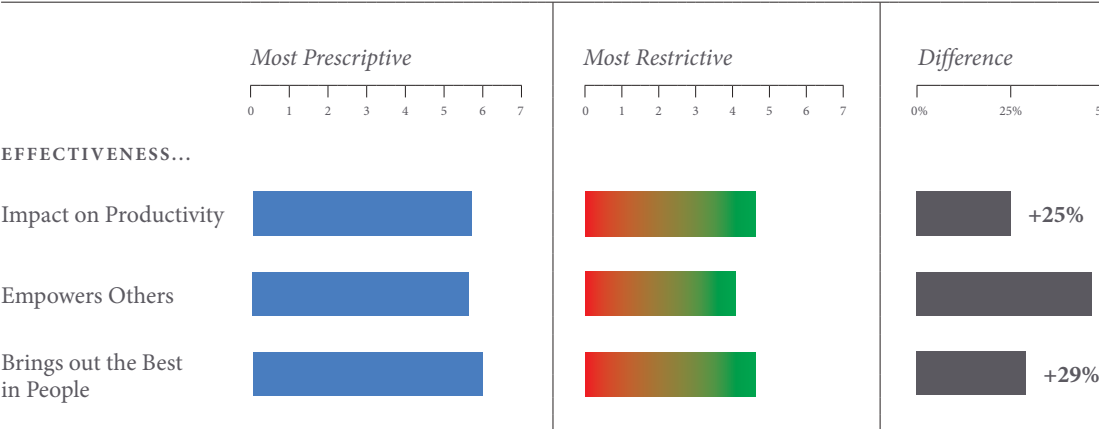
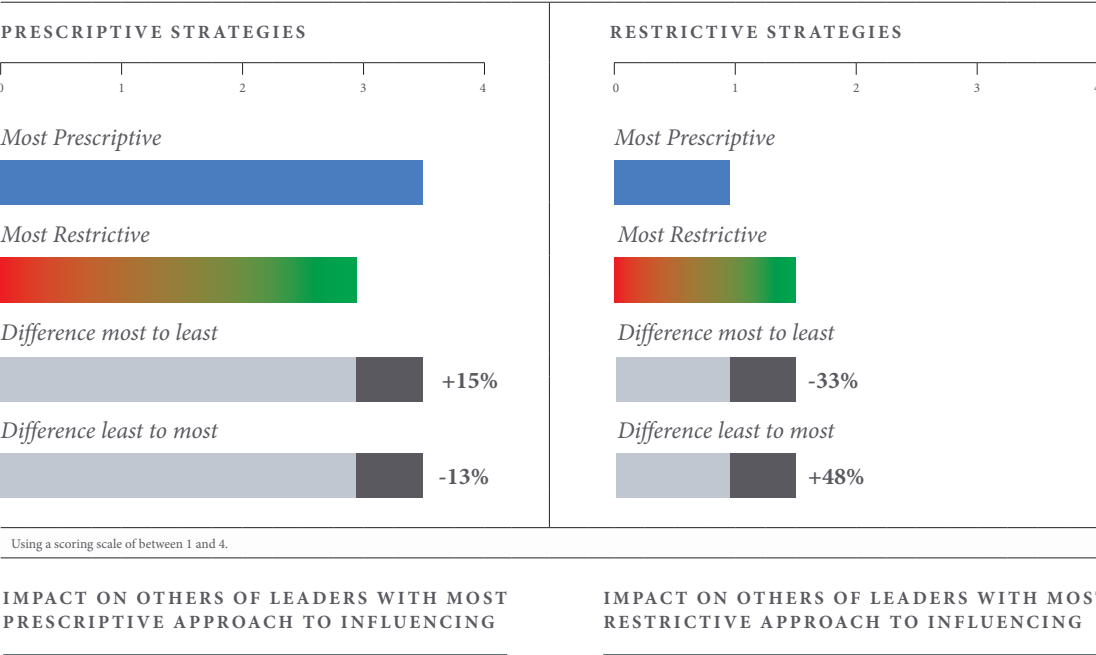


Most emphasis on the use of a Prescriptive approach to Providing Feedback results in ...

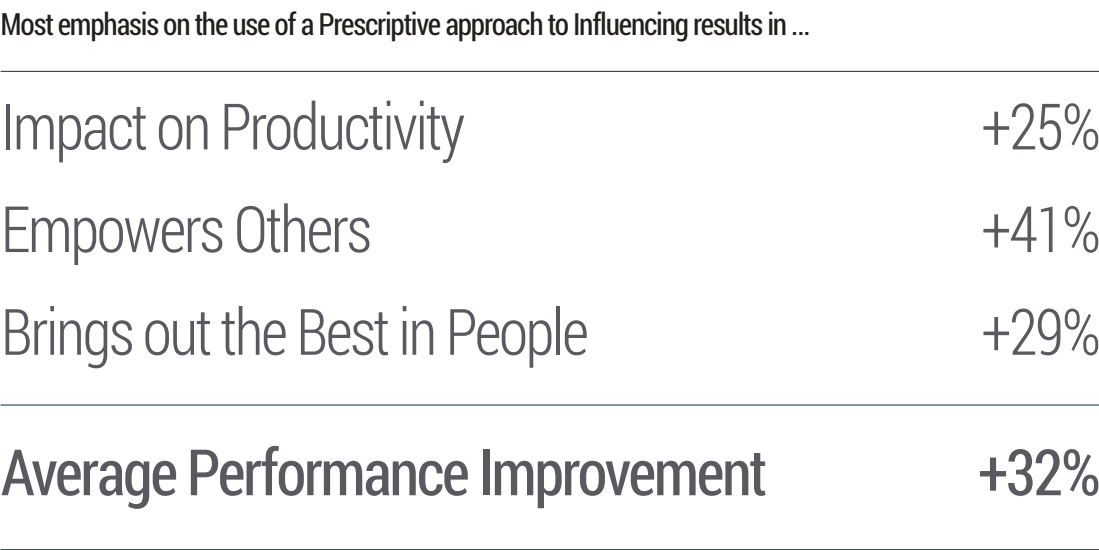
Impact on Productivity	+20%
Empowers Others	+30%
Brings out the Best in People	+24%
Average Performance Improvement	+25%

Influencing: Relationship Between Strategies & Impact

By definition leaders influence others. This can be done in a Prescriptive manner (reciprocal influence, where the leader is open to the influence of others) or a Restrictive one (unilateral influence, where the leader has all the power). The more a leader relies on Prescriptive rather than Restrictive approaches, the more that leader has a Constructive impact on others and is rated significantly more effective in their leadership role.



Using a scoring scale of between 1 and 7.



Summary of Performance Improvements

	Impact on Productivity	Empowerment of Others	Bringing out the best in People
Overall use of Prescriptive approach	+20%	+30%	+24%
Monitoring	+15%	+27%	+17%
Providing Feedback	+20%	+30%	+24%
Influencing	+25%	+41%	+29%

25% Average Performance Improvement for leaders using more Prescriptive and less Restrictive strategies.

Management/Impact® – Introduction

Designed specifically for managers, Management/Impact® measures 15 critical functions performed by a manager and the impact their actions have on others.

Managers generally exhibit a combination of two different approaches when carrying out their management responsibilities: Facilitating and Inhibiting.

- **Facilitating approaches** focus on maximising the autonomy of other people and the integration of their efforts by removing obstacles and creating opportunities to experiment and improve.
- **Inhibiting approaches** focus on maximising control over other people and their work by maintaining or creating barriers that either discourage or prevent people from taking initiative, trying new things, and integrating their activities with those of other people and units.

Management/Impact® measures 6 task-related approaches (managing goals, change, problems, results, resources and work activities), 6 interpersonal approaches (managing inter-unit relations, teams, communication, rewards, learning and personal relations) and 3 personal approaches (integrity, self-development and emotions) to management. It then measures the frequency with which the individual employs Facilitating or Inhibiting approaches when carrying out these responsibilities, the impact on others' behaviour and, in turn, the leader's perceived effectiveness.

- Managers who emphasize Facilitating approaches will motivate and encourage others (impact) to think and behave in Constructive ways.
- Managers who on the other hand emphasize Inhibiting approaches will require and drive others (impact) to think and behave in Defensive ways.

Lastly, the manager's effectiveness is measured. Human Synergistics research shows that managers who primarily rely on Facilitating approaches and create a Constructive impact will be rated as being significantly more effective than those who rely more on Inhibiting approaches, creating a Defensive impact.

MANAGEMENT/IMPACT® (M/I)

“Management involves implementing strategies and turning visions into accomplishments by motivating, organizing and guiding the efforts of other people.” – John Kotter

- M/I Introduction
- Approach to Analysing the Data
- Overall Most Facilitating and Most Inhibiting
- Managing Goals
- Managing Results
- Managing Inter-Unit Relations
- Managing Teams
- Managing Personal Relations
- Managing Learning

For more information on the Management/Impact® refer to page 114 in the back of this book.

Management/Impact[®] – How we have approached

We have analysed a total Management Impact database of 614 senior and mid level managers collected over the last 3 years. From this database we then isolated the top 10% of managers as defined by their use of Facilitating approaches and the top 10% of managers in terms of their use of Inhibiting approaches and compared these groups.

Management Approach

FACILITATING
APPROACH

Maximising the autonomy
of other people

INHIBITING
APPROACH

Maximising the control
of other people

Management Domains

Task:

Goals

Change

Problems

Results

Resources

Work Activities

People:

Inter-Unit Relations

Teams

Communications

Rewards

Learning

Personal Relations

Personal:

Integrity

Self-Development

Emotions

Selected for Analysis

Average of all
Approach Domains

Goals

Results

Inter-Unit
Relations

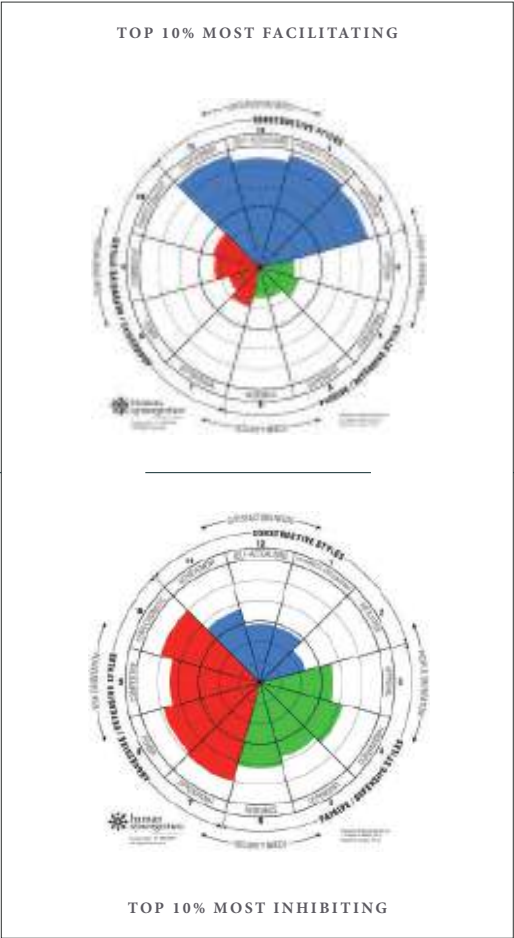
Teams

Learning

Personal Relations

We have analysed an average of all 15 Approach Domains (Overall Most Facilitating vs Overall Most Inhibiting) and also looked at 6 specific Approach Domains in detail.

Impact on Others



We have isolated the impact of the top 10% most Facilitating and the top 10% most Inhibiting segments within the database and developed circumplexes for comparison.

% Difference in Management Effectiveness

TASK EFFECTIVENESS

— % —

PEOPLE EFFECTIVENESS

— % —

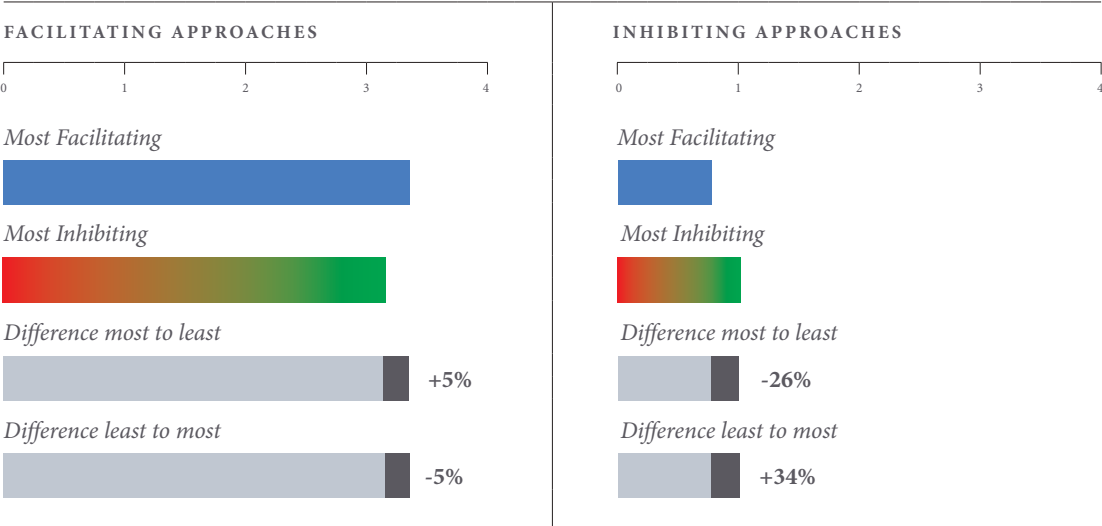
PERSONAL EFFECTIVENESS

Finally, we have compared the overall effectiveness of the top 10% most Facilitating managers and the top 10% most Inhibiting Managers within the database against 3 metrics – Task Effectiveness, People Effectiveness and Personal Effectiveness

Strategies & Impact:

Overall Most Facilitating vs Most Inhibiting

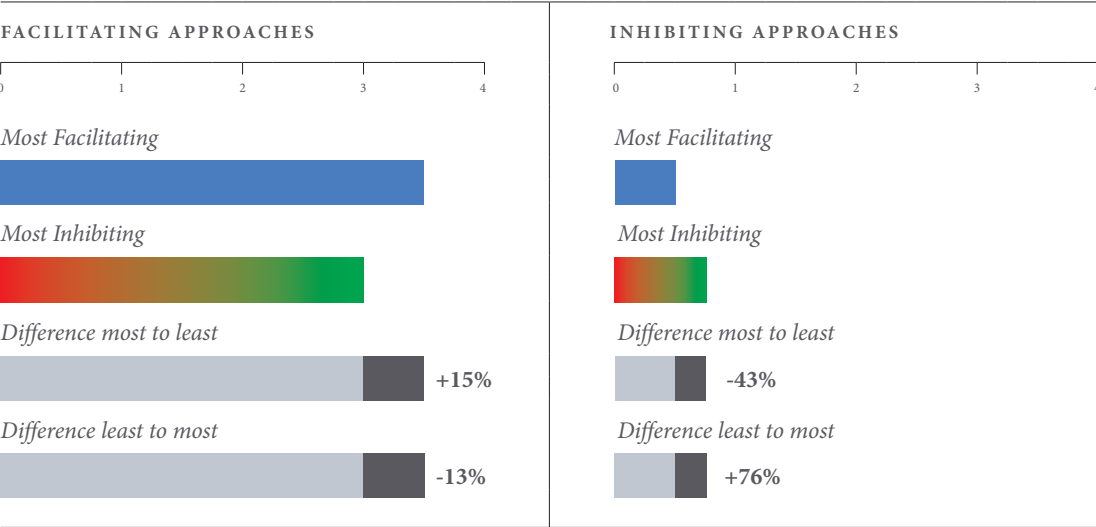
Managers who focus on using Facilitating approaches (motivating and encouraging) and minimize the use of Inhibiting approaches (requiring and driving) create a more Constructive impact on the people they manage. This, in turn, results in significantly higher ratings of that individual's effectiveness as a manager.



Managing Goals:

Overall Most Facilitating vs Most Inhibiting

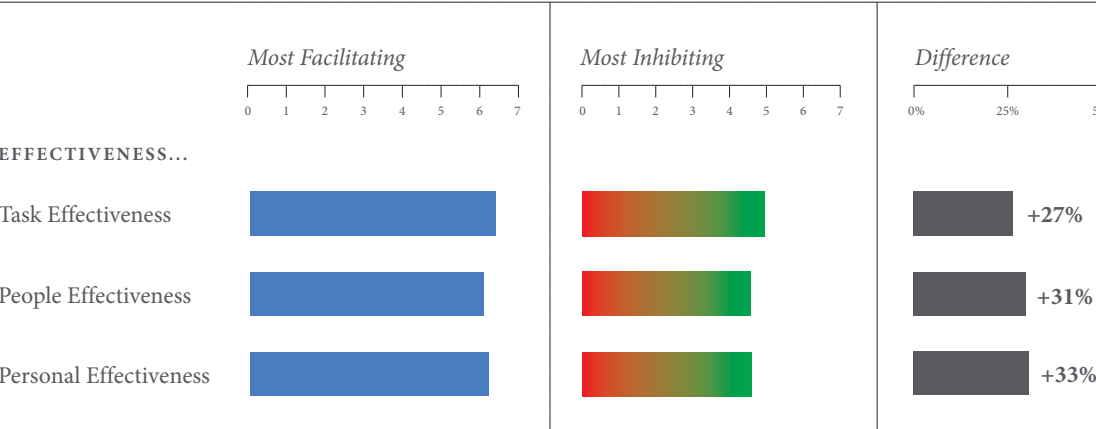
Managing Goals – providing the clarity needed to unify forces and coordinate the efforts of the group, and individuals within it – is a key role for any manager. Managers who focus on using Facilitating approaches (motivating and encouraging) and minimize the use of Inhibiting approaches (requiring and driving) create a more Constructive impact on the people they lead. This, in turn, results in significantly higher ratings of that individual's effectiveness as a manager.



Using a scoring scale of between 1 and 4.

IMPACT ON OTHERS OF MOST FACILITATING APPROACH TO MANAGING GOALS

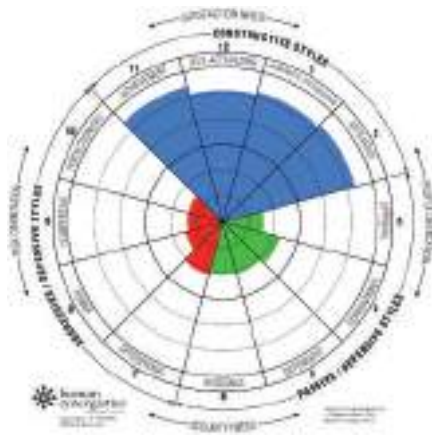
IMPACT ON OTHERS OF MOST INHIBITING APPROACH TO MANAGING GOALS



Using a scoring scale of between 1 and 7.

Most emphasis on the use of Facilitating approaches to Managing Goals results in ...

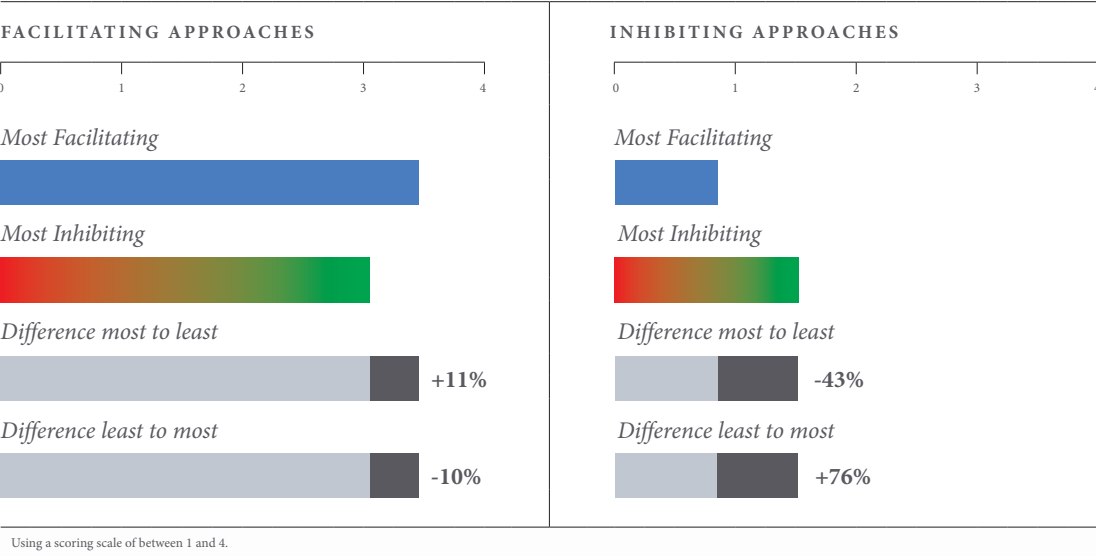
Task Effectiveness	+27%
People Effectiveness	+31%
Personal Effectiveness	+33%
Average Performance Improvement	+30%



Managing Results:

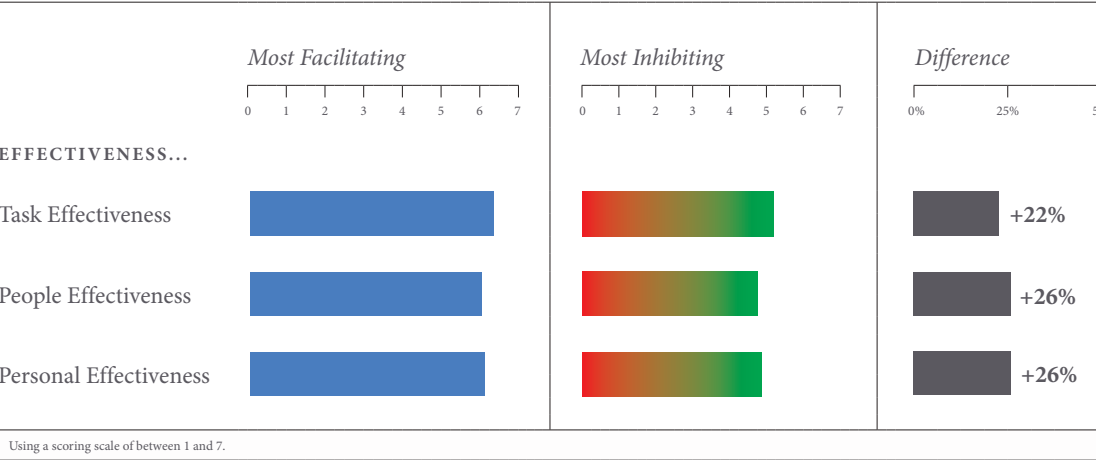
Overall Most Facilitating vs Most Inhibiting

Managing Results - tracking units' progress towards goal achievement and identifying needed changes and improvements – is a key role for any manager. Managers who focus on using Facilitating approaches (motivating and encouraging) and minimize the use of Inhibiting approaches (requiring and driving) create a more Constructive impact on the people they manage. This, in turn, results in significantly higher ratings of that individual's effectiveness as a manager.



IMPACT ON OTHERS OF MOST FACILITATING APPROACH TO MANAGING RESULTS

IMPACT ON OTHERS OF MOST INHIBITING APPROACH TO MANAGING RESULTS



Most emphasis on the use of Facilitating approaches to Managing Results delivers ...

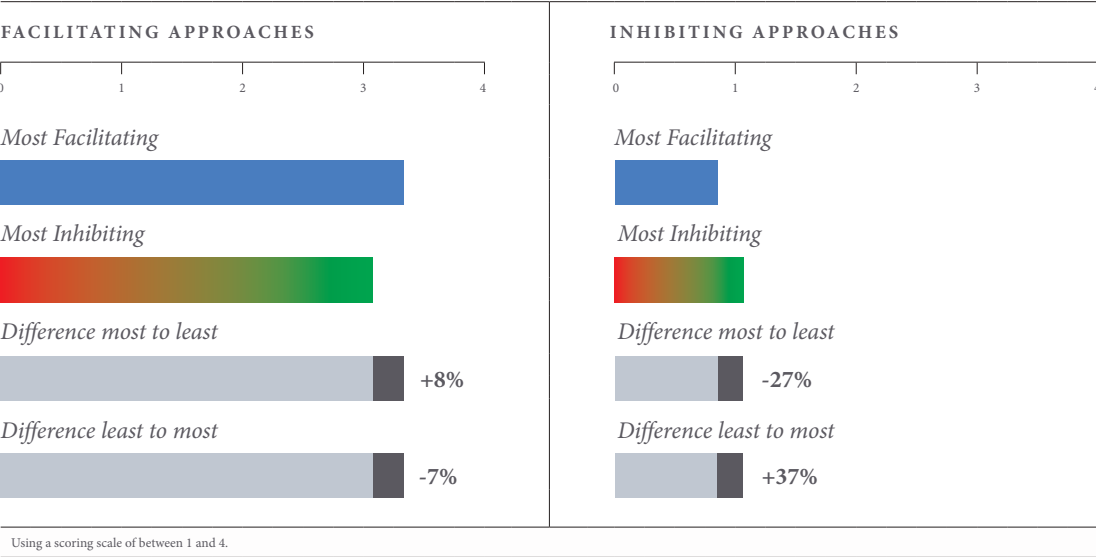
Task Effectiveness	+22%
People Effectiveness	+26%
Personal Effectiveness	+26%
Average Performance Improvement	+25%



Managing Inter-Unit Relations:

Overall Most Facilitating vs Most Inhibiting

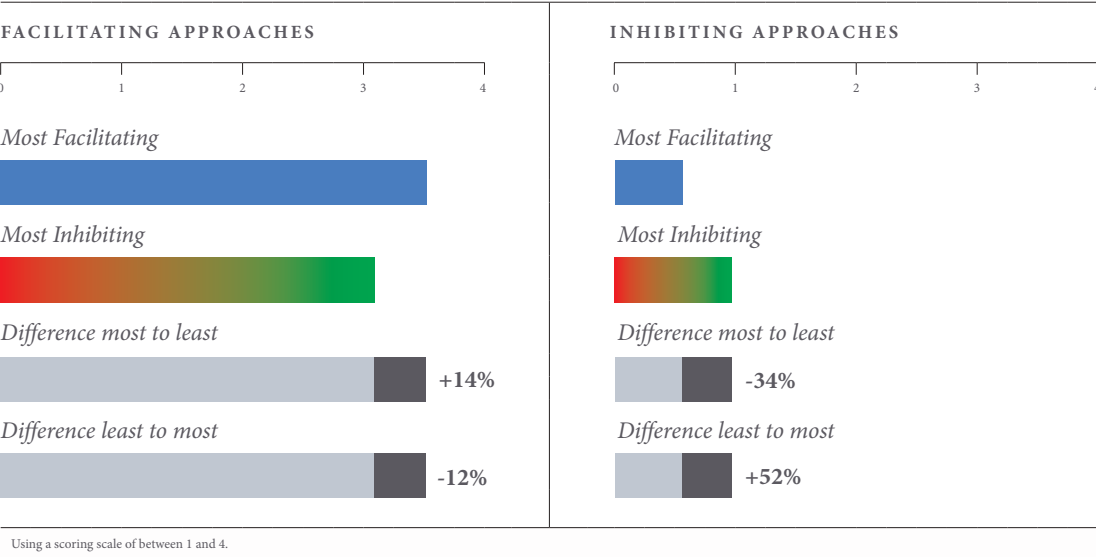
Managing Inter-Unit Relations – coordinating activities and outputs across different functions – is a key role for any manager. Those who manage their inter-unit dependencies in a Facilitating manner and minimize the use of Inhibiting approaches create a more Constructive impact on the people they manage. This, in turn, results in significantly higher ratings of that individual's effectiveness as a manager.



Managing Teams:

Overall Most Facilitating vs Most Inhibiting

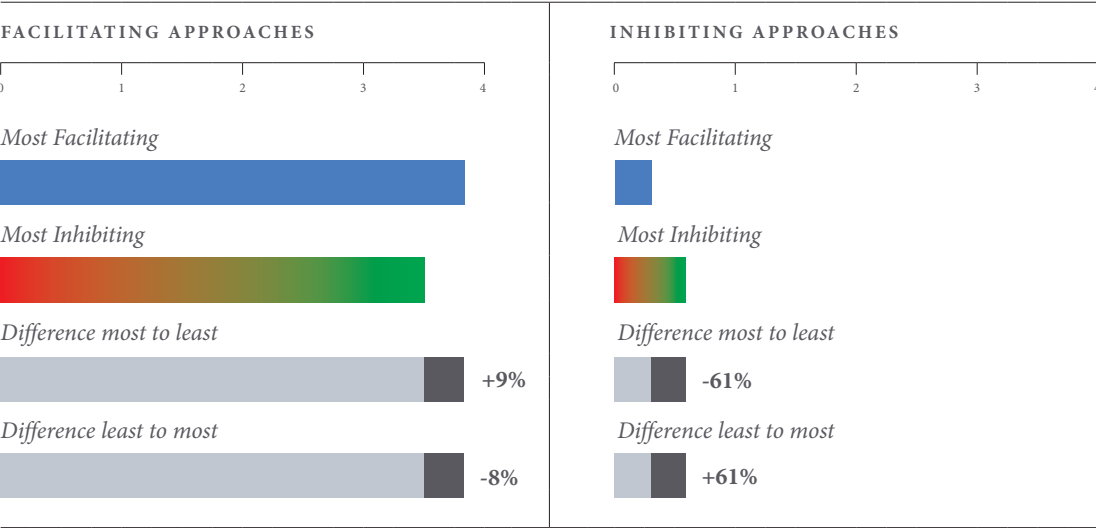
Managing Teams – focussing on the team’s performance and its ability to adapt and learn, is a key role for any manager. Those who manage teams in a Facilitating manner and minimize the use of Inhibiting approaches create a more Constructive impact on the people they manage. This, in turn, results in significantly higher ratings of that individual’s effectiveness as a manager.



Managing Personal Relations:

Overall Most Facilitating vs Most Inhibiting

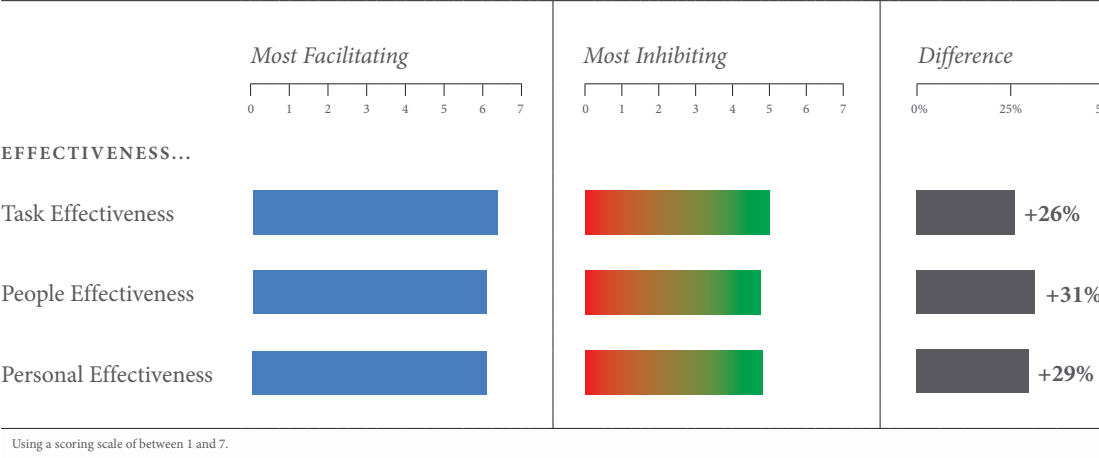
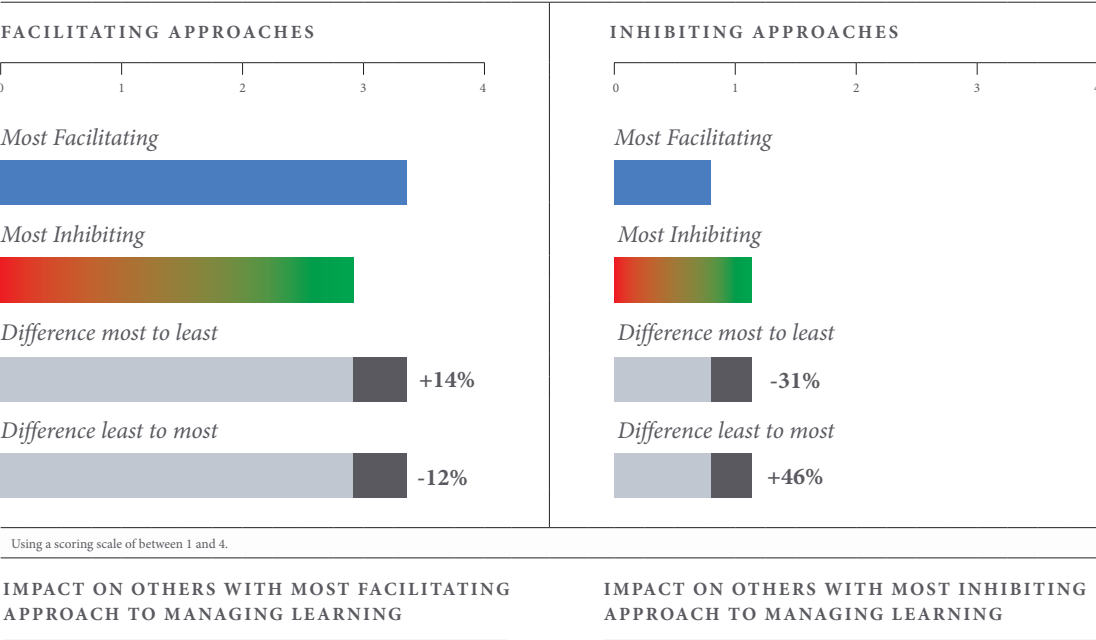
Managing Personal Relations – as well as managing the team, managers must relate to each individual member of their team. Treating members with respect and sensitivity is a key role for any manager. Those who manage in a Facilitating manner and minimize the use of Inhibiting approaches create a more Constructive impact on the people they manage. This, in turn, results in significantly higher ratings of that individual's effectiveness as a manager.



Managing Learning:

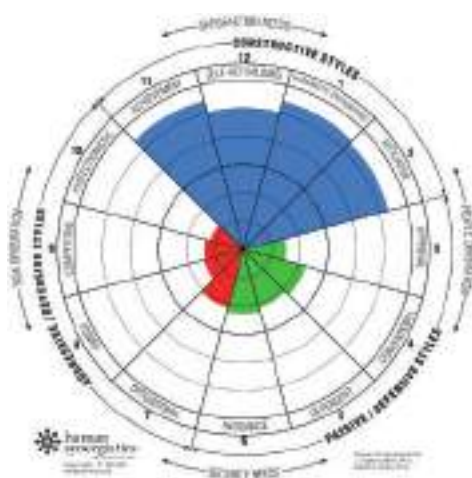
Overall Most Facilitating vs Most Inhibiting

Managing Learning – providing people with feedback, support and guidance (usually referred to as coaching) – is a key role for any manager. Those who approach this in a Facilitating manner and minimize the use of Inhibiting approaches create a more Constructive impact on the people they manage. This in turn results in significantly higher ratings in terms of that individual's effectiveness as a manager.



Most emphasis on the use of Facilitating approaches to Managing Learning results in ...

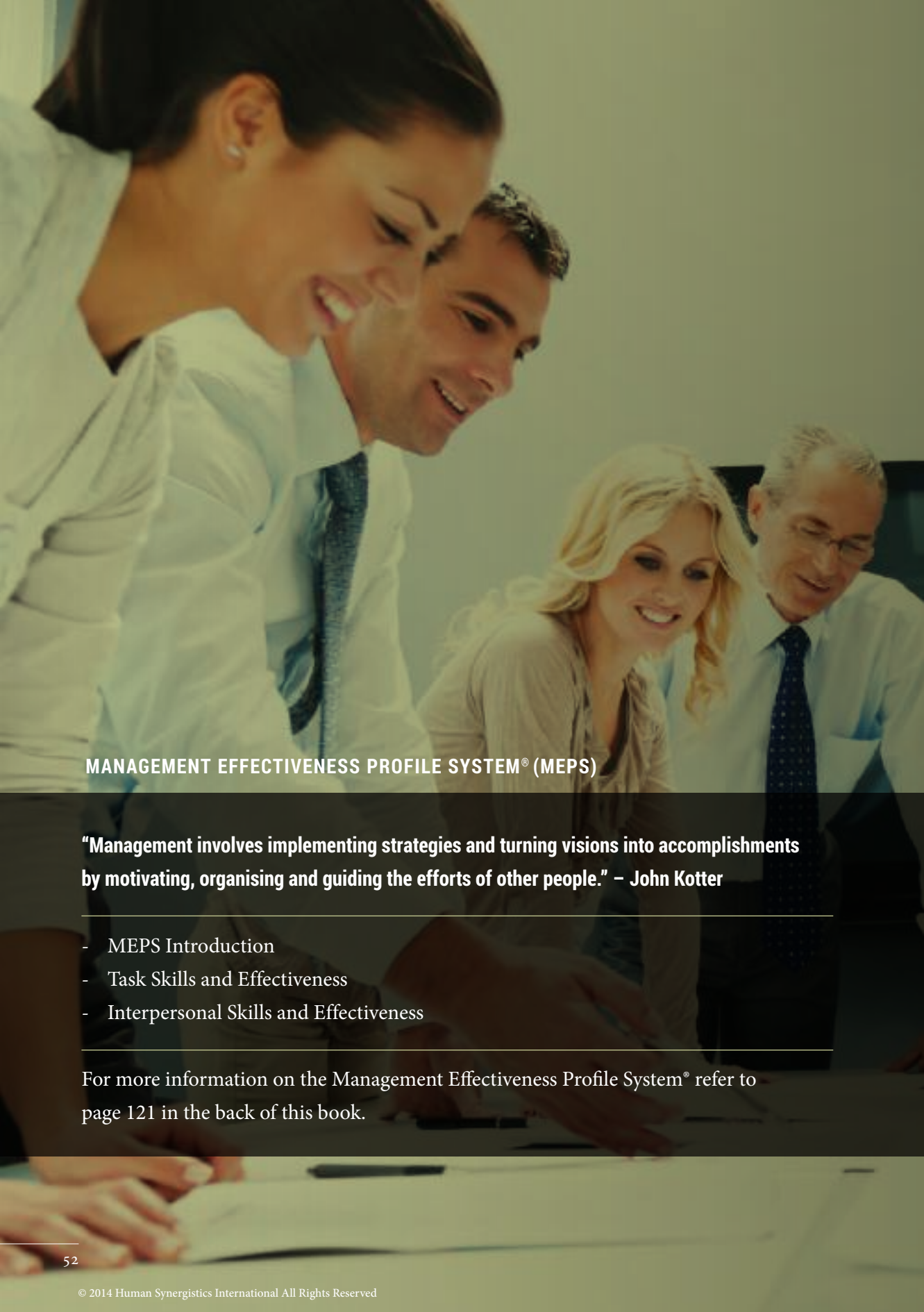
Task Effectiveness	+26%
People Effectiveness	+31%
Personal Effectiveness	+29%
Average Performance Improvement	+29%



Summary of Performance Improvements

	Task Effectiveness	People Effectiveness	Personal Effectiveness
Overall use of Facilitating approaches	+25%	+39%	+37%
Managing Goals	+27%	+31%	+33%
Managing Results	+22%	+26%	+26%
Managing Inter-Unit Relations	+20%	+27%	+25%
Managing Teams	+21%	+28%	+26%
Managing Personal Relations	+22%	+36%	+23%
Managing Learning	+26%	+31%	+29%

28% Average performance improvement for managers employing more Facilitating & less Inhibiting approaches.



MANAGEMENT EFFECTIVENESS PROFILE SYSTEM® (MEPS)

“Management involves implementing strategies and turning visions into accomplishments by motivating, organising and guiding the efforts of other people.” – John Kotter

- MEPS Introduction
- Task Skills and Effectiveness
- Interpersonal Skills and Effectiveness

For more information on the Management Effectiveness Profile System® refer to page 121 in the back of this book.

Management Effectiveness Profile System® (MEPS)

The Management Effectiveness Profile System® (MEPS) is the only diagnostic tool we provide that is not based on the circumplex.

MEPS is a measure of managerial skills – task, people and personal skills. It uses a self-assessment and an assessment by others, as do all our other instruments.

The MEPS report comprises 2 main sections:

Summary Perceptions - reports on a number of outcome-related perceptions (as rated by self and others) on:

- Task capability
- Interpersonal capability
- Personal capability

Skills Profile - reported in both profile and item-by-item format, which measures:

- Task skills
- Problem solving
- Time management
- Planning
- Goals setting
- Performance leadership
- Organizing

Interpersonal Skills:

- Team development
- Delegation
- Participation
- Integrating differences
- Providing feedback

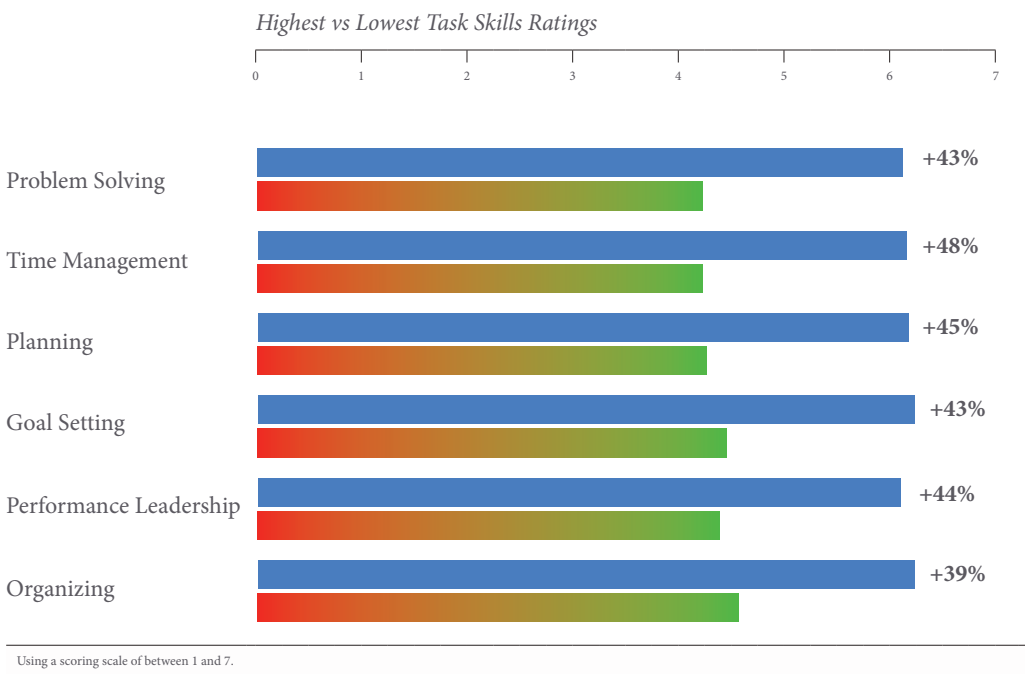
Personal Skills:

- Stress processing
- Maintaining integrity
- Commitment

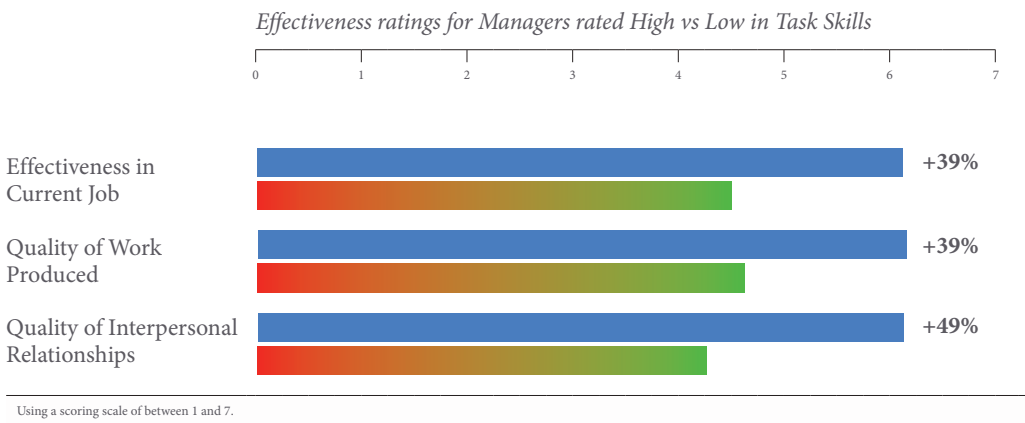
Importantly, MEPS measures the management of these skills, not just the doing of them. For example, in Planning it does not measure how well the focal manager plans, but rather measures how effectively the focal manager manages the process of planning.

The following analysis looks at a database of 580 front-line supervisors. From the database we have isolate the top 10% most skilled managers and bottom 10% least skilled managers. We have then looked at the performance of each group against a range of task and interpersonal skills criteria.

Relationship Between Task Skills Rating Feedback and Effectiveness



Top 10% Bottom 10%

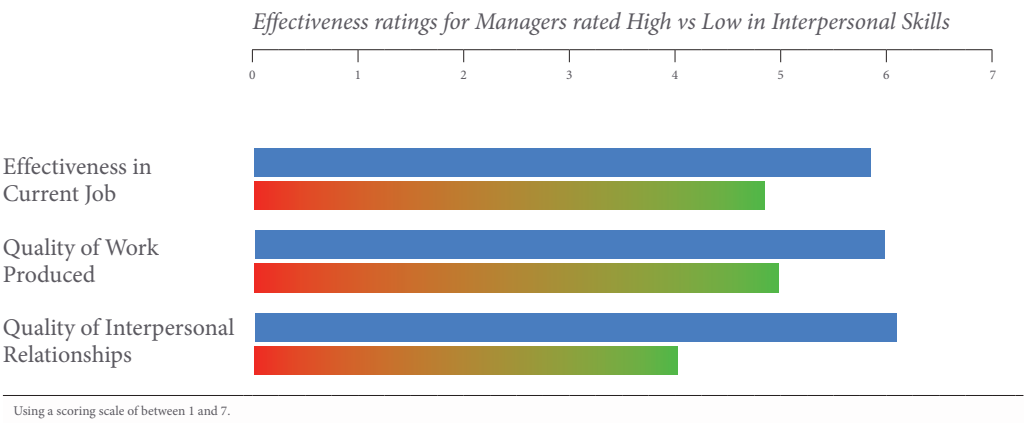
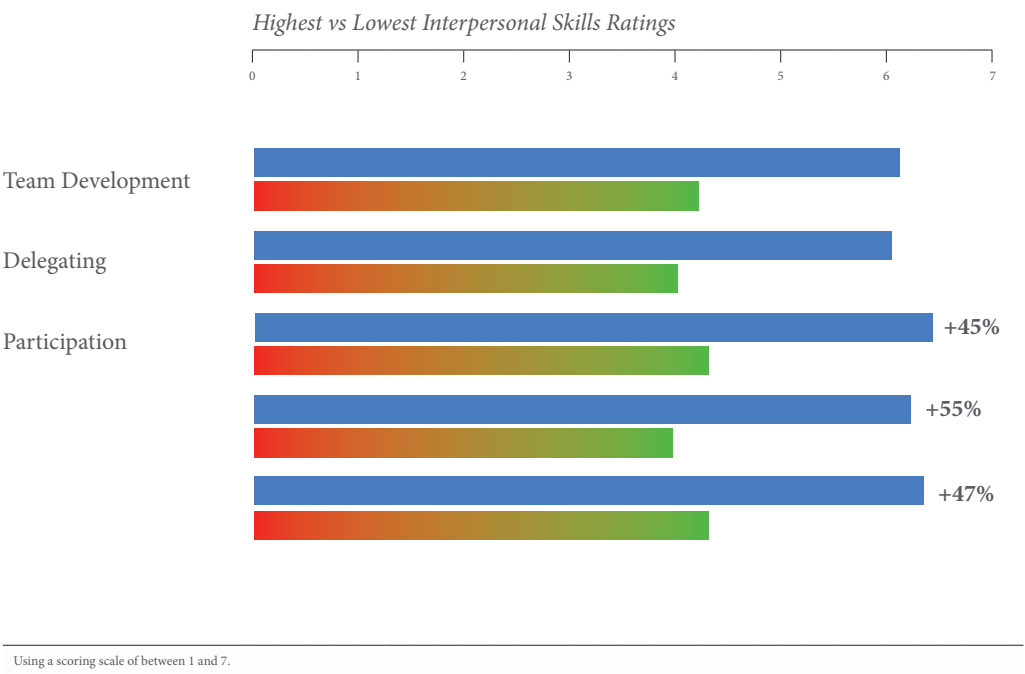


Managers with Strongest Task Skills Manager with Weakest Task Skills

SUMMARY

Higher ratings of managers' Task Skills lead to a 39%–49% increase in rated effectiveness level.

Relationship Between Interpersonal Skills Rating Feedback and Effectiveness



SUMMARY

Higher ratings of managers' Interpersonal Skills lead to a 27%–62% increase in rated effectiveness level.

THE ORGANIZATIONAL CULTURE INVENTORY® (OCI®) AND THE ORGANIZATIONAL EFFECTIVENESS INVENTORY® (OEI)

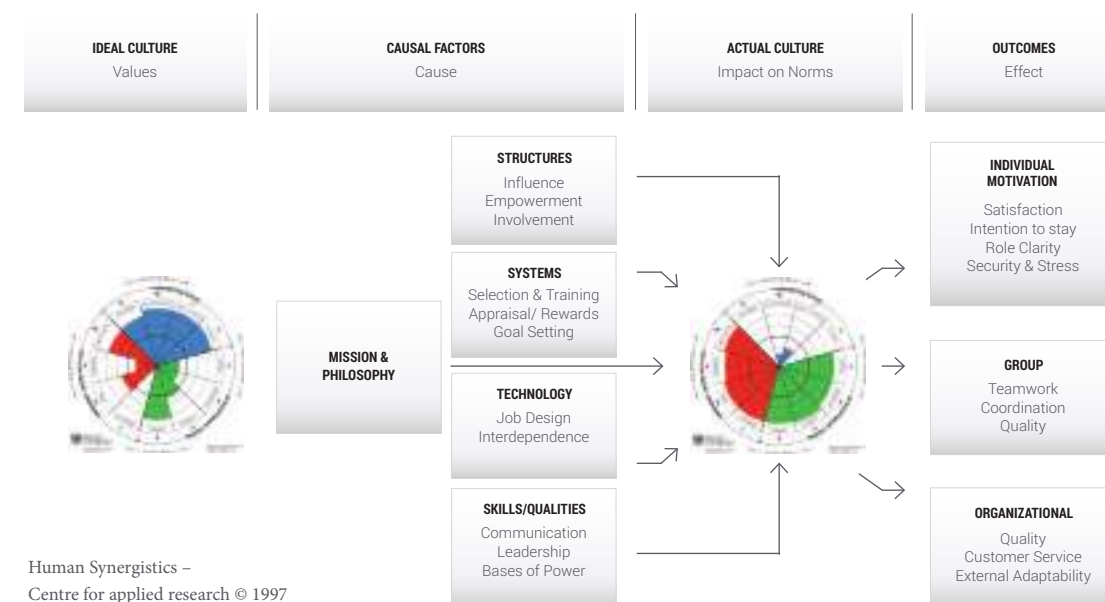
“If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.” – Edgar Schein

- Organizational Culture Inventory® (OCI®) and Organizational Effectiveness inventory® (OEI) Introduction
- Outcomes at Individual, Group and Organizational Levels
- Relationship Between Mission and Philosophy, Culture and Outcomes
- Relationship Between Employee Involvement, Culture and Outcomes
- Relationship Between Selection and Placement, Culture and Outcomes
- Relationship Between Appraisal and Reinforcement Systems, Culture and Outcomes
- Relationship Between Technology - Job Design, Culture and Outcomes
- Relationship Between Communication Systems, Culture and Outcomes
- Relationship Between Supervisory/Managerial Leadership, Culture and Outcomes

For more information on the OCI® and OEI Inventories refer to page 122 in the back of this book.

The Organizational Culture Inventory® (OCI®) and the Organizational Effectiveness Inventory® (OEI)

Organizational culture – how people believe they are expected to behave in order to fit in and get ahead – represents the behavioural norms throughout the organization. These are the shared norms that influence how people approach their jobs and interact with each other. This is illustrated in the ‘How Culture Works’ model below.



The Organizational Culture Inventory® (OCI®) is designed to measure:

- The Ideal Culture or Preferred Culture – the behaviours that leaders believe would maximise effectiveness in their organization.
- The ‘actual’ operating culture – the behaviours members believe are required to fit in and meet expectations.

The following analysis has been undertaken against a randomly selected sample of 291 organizations from a total database of over 2000 organizations. For the first analysis we isolated the top and bottom 10%, most and least constructive organizations. We then at the top and bottom 10% against specific casual factors.

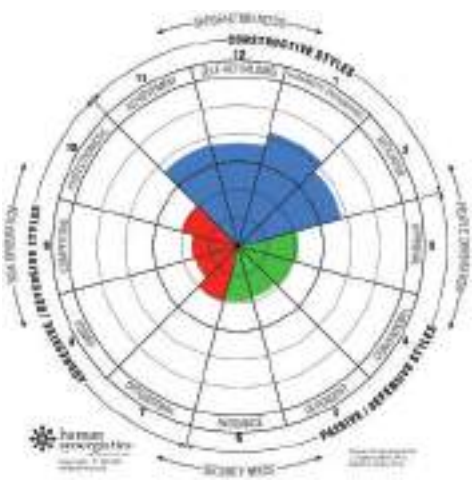
The accompanying Organizational Effectiveness Inventory® (OEI) is designed to measure:

- What people experience as members of the organization
- The impact this has on what they believe is expected of them (*norms and culture*)
- How culture in turn leads to important outcomes at the individual level (e.g. *engagement*) the group level (e.g. *teamwork*) and the organizational level (e.g. *adaptability and quality*).

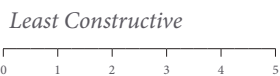
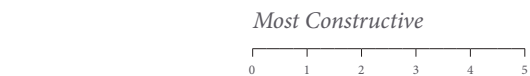
Relationship Between Organizational Culture and Outcomes at the Individual, Group & Organizational levels

Organizations with constructive cultures produce more positive outcomes at the individual, group and organizational level.

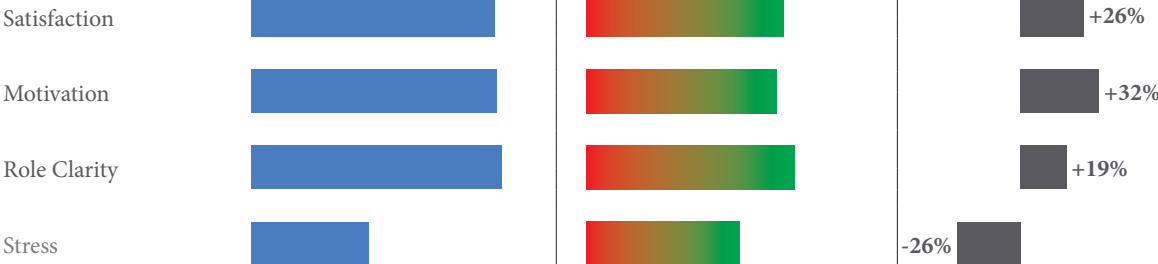
MOST CONSTRUCTIVE



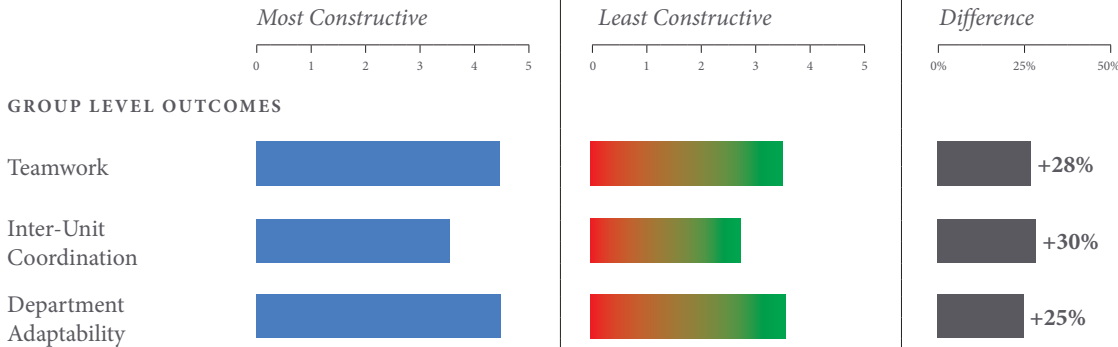
LEAST CONSTRUCTIVE



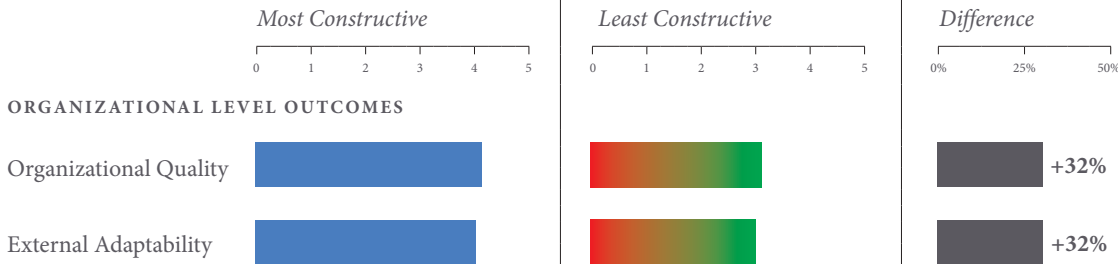
INDIVIDUAL LEVEL OUTCOMES



Using a scoring scale of between 1 and 5.



Using a scoring scale of between 1 and 5.



Using a scoring scale of between 1 and 5.

Average performance improvement across all 3 levels of 28%.

Relationship Between Causal factors, Organizational Culture and Outcomes

In the preceding page we looked at the relationship between Organizational Culture and Outcomes at the Individual, Group and organizational levels.

In order to understand how to change culture, we must first identify what is 'driving' the current operating culture – the antecedents of culture –

known here as the Causal Factors. This is shown in Dr Robert A. Cooke's 'How Culture Works Model' in the introduction to this section.

In the following section, we examine the impact of selected Causal Factors to identify the impact of these on culture and outcomes.

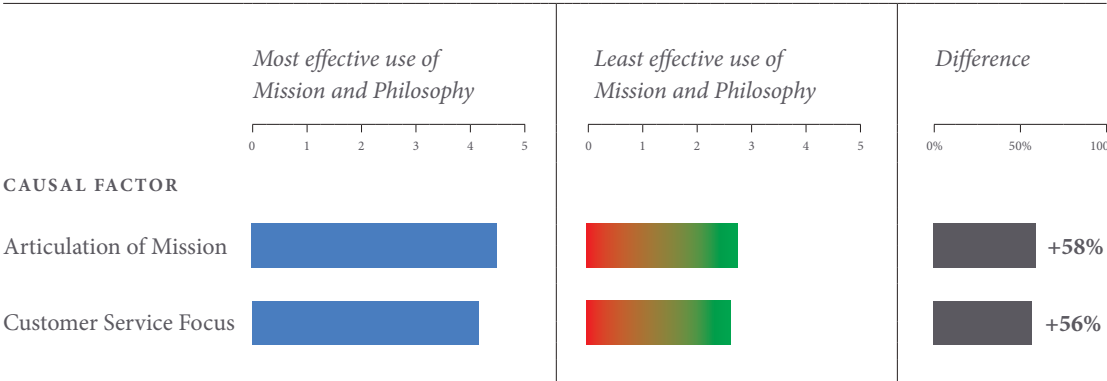
To do this, we have selected those organizations that most effectively use a particular Causal Factor, versus those organizations that least effectively make use of that Causal Factor. We have then identified the cultures of these organizations and reviewed certain outcomes we thought interesting to highlight.

Causal Factors

Mission & Philosophy	Structures	Systems	Technology (Job design)	Skills/Qualities
Articulation of Mission ✓	Total Influence	HR Systems Selection & Placement ✓ Training & Development Respect for Members	Autonomy ✓	Communication Downward Communication ✓ Upward Communication ✓ Communication from Learning ✓
Customer Service Focus ✓	Distribution of Influence	Appraisal & Reinforcement ✓ Fairness of Appraisals ✓ Use of Rewards ✓ Use of Punishment ✓	Skill Variety	Supervisory/Managerial Leadership Interaction Facilitation ✓ Task Facilitation ✓ Goal Emphasis ✓ Consideration ✓
	Empowerment	Goal Setting Goal Clarity Goal Challenge Participative Goal Setting Goal Acceptance	Feedback ✓	Supervisory/Managerial Bases of Power Personal Bases of Power Organizational Bases of Power
	Employee involvement ✓		Task Identity ✓	
			Significance	
			Interdependence	
✓ Causal Factors selected for analysis				

Relationship Between Mission and Philosophy, Organizational Culture and Outcomes

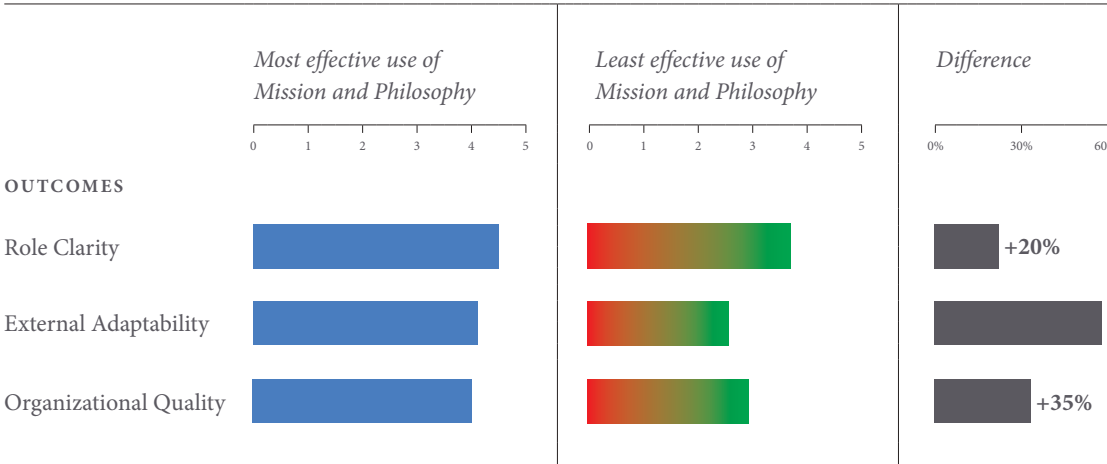
Organizations that build a real sense of organizational meaning through articulation of mission and customer service focus, build more constructive cultures and in turn achieve significantly greater outcomes at the individual, group and organizational levels.



Using a scoring scale of between 1 and 5.

MOST EFFECTIVE USE OF MISSION AND PHILOSOPHY

LEAST EFFECTIVE USE OF MISSION AND PHILOSOPHY



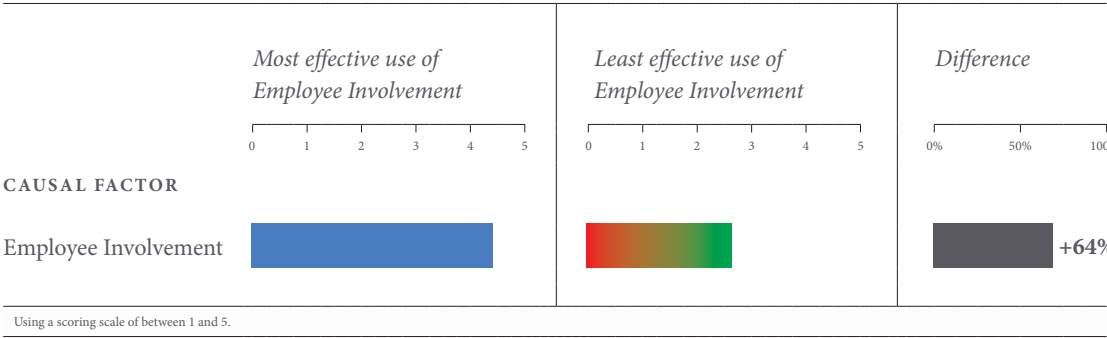
Using a scoring scale of between 1 and 5.

Improving Mission and Philosophy leads to a more constructive culture and a 34% average improvement in performance.



Relationship Between Employee Involvement, Organizational Culture and Outcomes

Organizations with more employee involvement create more constructive cultures and in turn higher motivation, satisfaction, intention to stay and inert-unit coordination.



MOST EFFECTIVE USE OF EMPLOYEE INVOLVEMENT



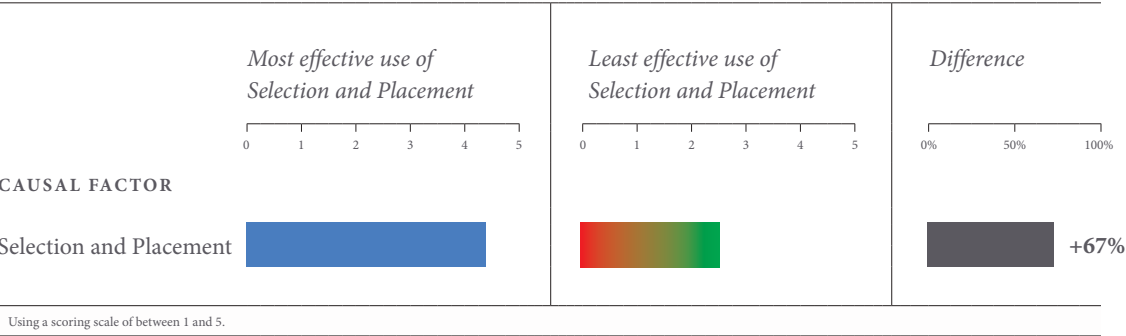
LEAST EFFECTIVE USE OF EMPLOYEE INVOLVEMENT



Improving Employee Involvement leads to a more constructive culture and a 35% average improvement in performance.

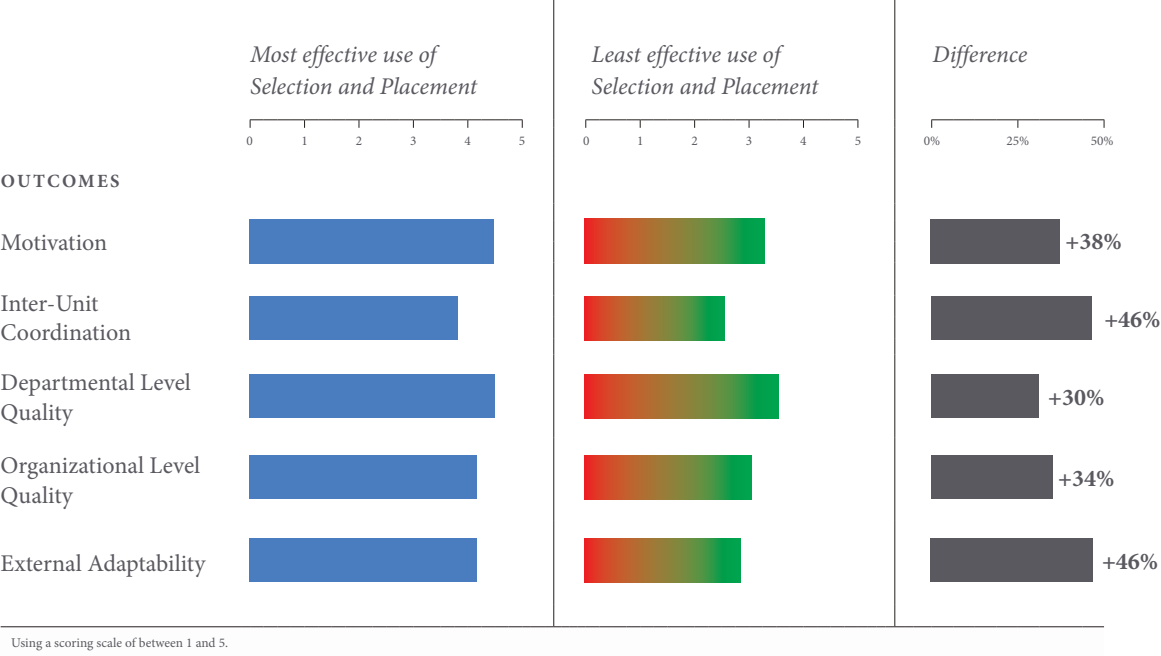
Relationship Between Selection and Placement, Organizational Culture and Outcomes

Organization that focus effort on effective selection and placement create constructive cultures that lead to higher motivation, inter-unit coordination, quality and external adaptability.



MOST EFFECTIVE USE OF SELECTION AND PLACEMENT

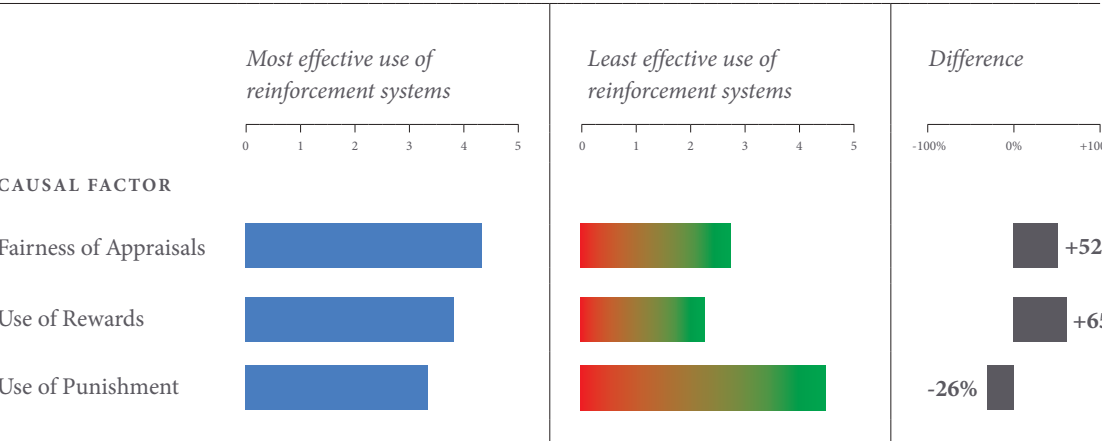
LEAST EFFECTIVE USE OF SELECTION AND PLACEMENT



Improving Selection and Placement leads to a more constructive culture and a 39% average improvement in performance.

Relationship Between Appraisal & Reinforcement Systems, Organizational Culture and Outcomes

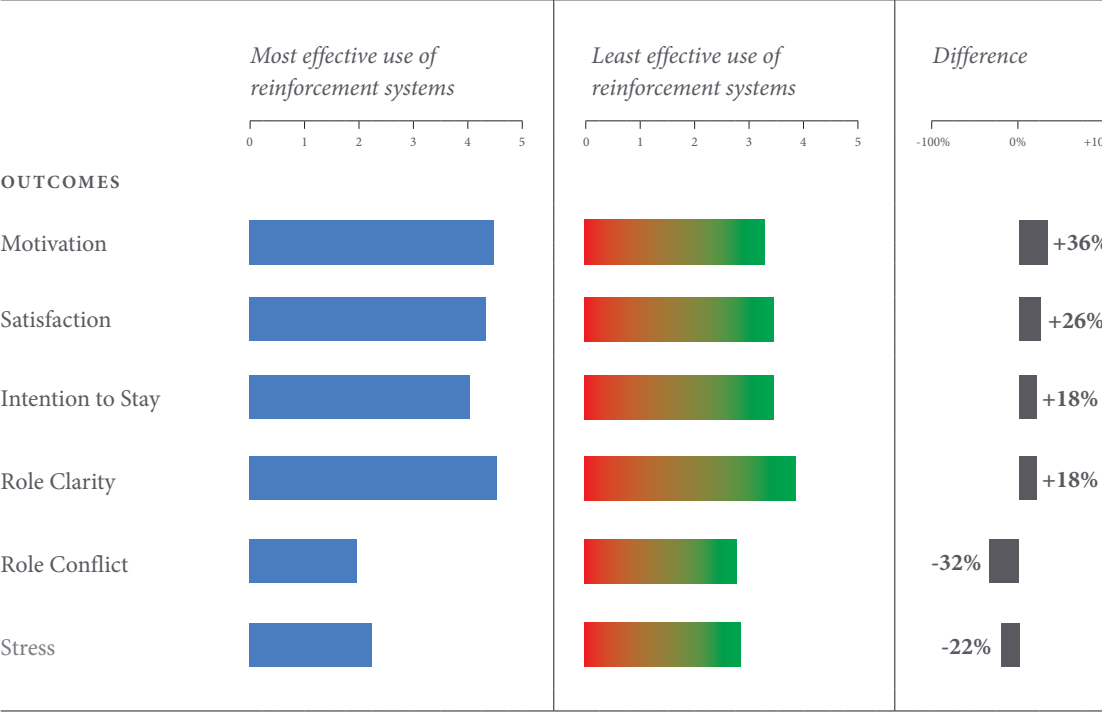
Appraisal & Reinforcement Systems – how the organization encourages and rewards certain behaviours – have a significant impact on the organizations culture. The organization's approach to performance appraisals and how people are 'motivated' through the use of rewards and punishment contribute to the difference between a Constructive and Defensive culture. This is then reflected in the level of motivation, satisfaction, commitment, role clarity and stress.



Using a scoring scale of between 1 and 5.

MOST EFFECTIVE USE OF REINFORCEMENT SYSTEMS

LEAST EFFECTIVE USE OF REINFORCEMENT SYSTEMS



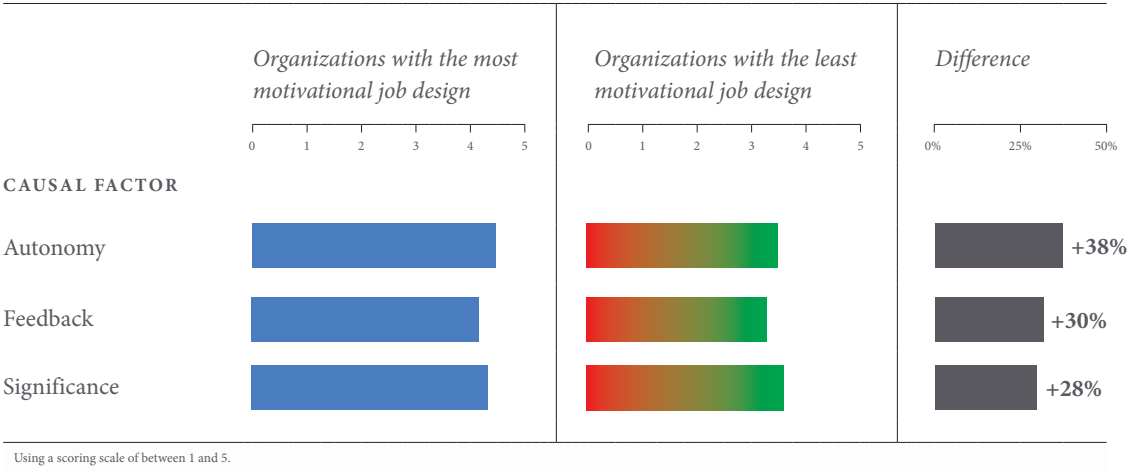
Using a scoring scale of between 1 and 5.

Improving the use of Reinforcement Systems leads to a more constructive culture and a 25% average improvement in performance.



Relationship Between Technology - Job Design, Organizational Culture and Outcomes

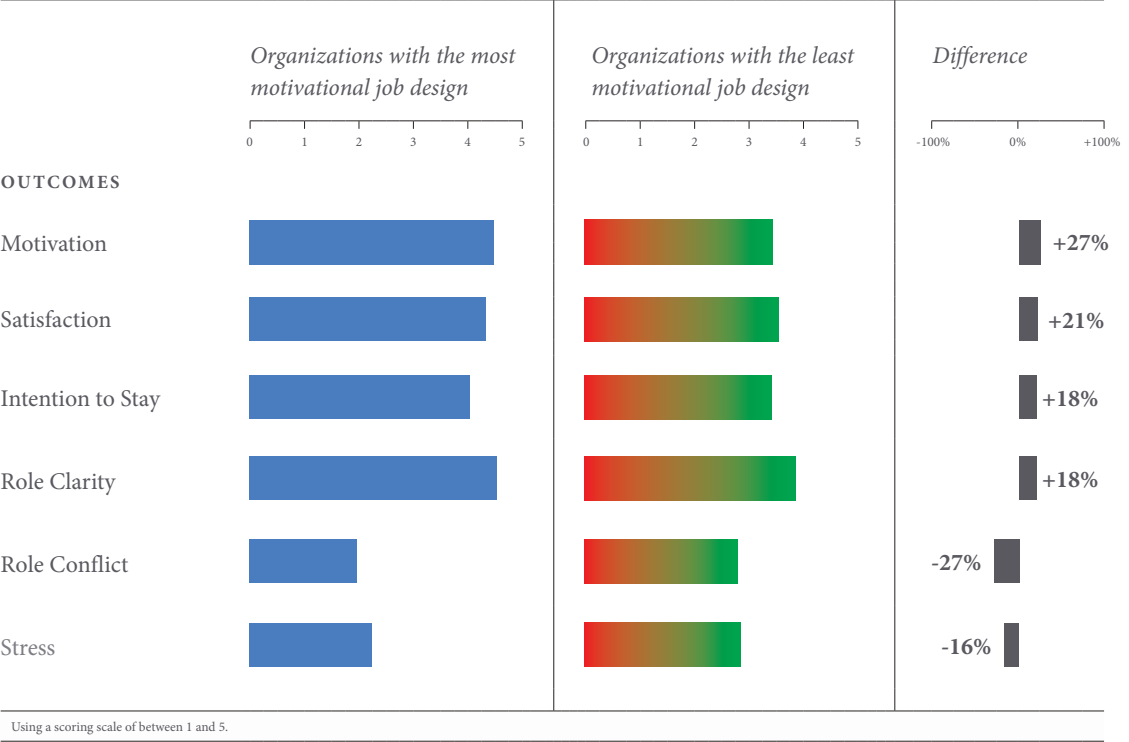
How jobs are designed – the level of autonomy, variety, identity, feedback and significance within the job – sends strong messages to employees about what is actually expected of them. Jobs with low autonomy, for instance, lead to Defensive cultures within which people are not motivated and satisfied, but are instead conflicted regarding what is expected of them and experience higher stress on a day-to-day basis.



MOST EFFECTIVE USE OF JOB DESIGN



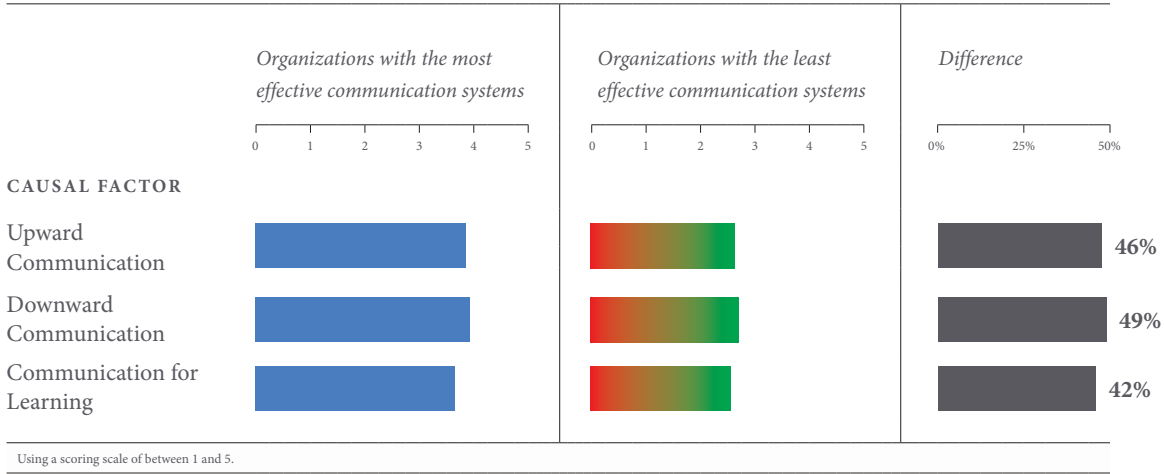
LEAST EFFECTIVE USE OF JOB DESIGN



Improving Job Design leads to a more constructive culture and a 21% average improvement in performance.

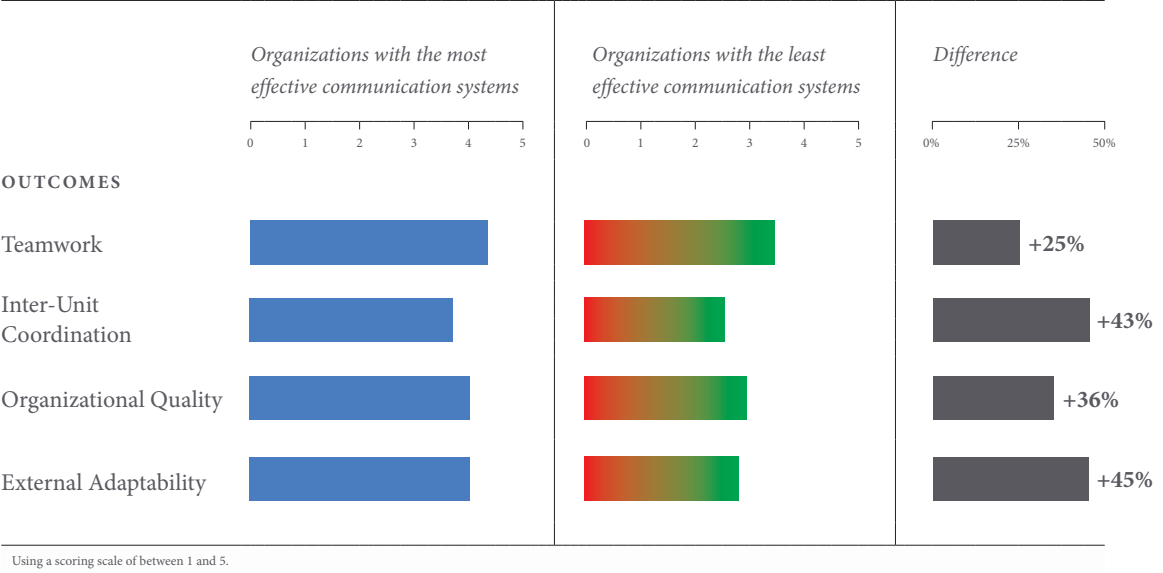
Relationship Between Communication Systems, Organizational Culture and Outcomes

How the organization utilises communication systems has a dramatic impact on its culture. Whether upward communication is filtered or direct, downward communication is honest or vague and the actual purpose of communications all combine to influence how people believe they are expected to think and behave. The more effective the communications, the more constructive the culture and the better the teamwork, coordination, quality and adaptability of the organization.



MOST EFFECTIVE USE OF COMMUNICATION SYSTEMS

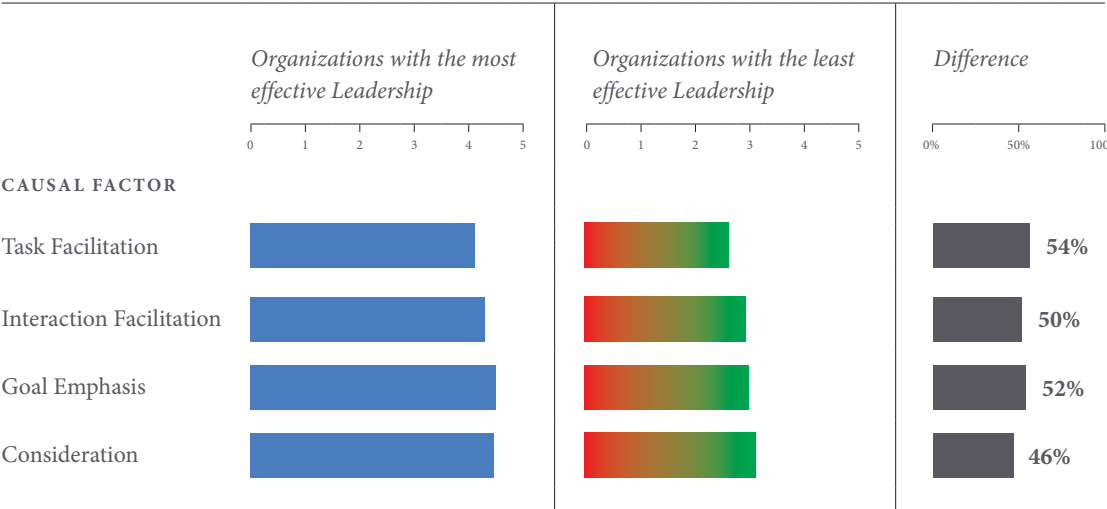
LEAST EFFECTIVE USE OF COMMUNICATION SYSTEMS



Improving the use of Communication Systems leads to a more constructive culture and a 21% average improvement in performance.

Relationship Between Supervisory/Managerial Leadership, Organizational Culture and Outcomes

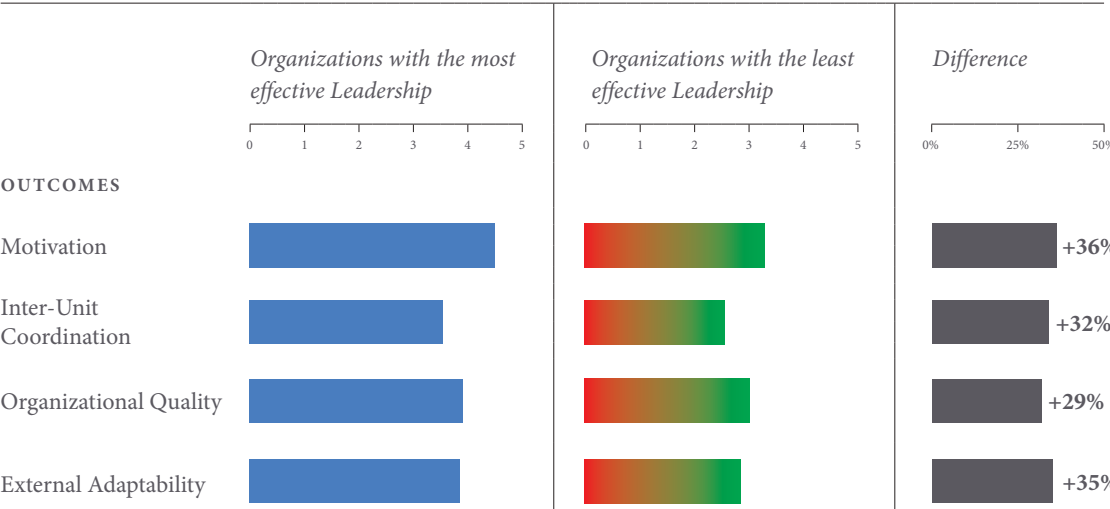
Leadership skills and qualities are essential to building a constructive culture. Effective leadership, balanced between task and interpersonal facilitation, leads to a more constructive culture and higher motivation, coordination across the organization, and better quality and adaptability.



Using a scoring scale of between 1 and 5.

MOST EFFECTIVE USE OF LEADERSHIP SKILLS

LEAST EFFECTIVE USE OF LEADERSHIP SKILLS



Using a scoring scale of between 1 and 5.

Improving Leadership Skills leads to a more constructive culture and a 33% average improvement in performance.



Customer ServiceStyles™ Inventory

Relationship Between Customer ServiceStyles™ and Customer Service Outcomes

Customer experience – how the customer experiences how service providers interact with them – is probably the main determinant of customer satisfaction, loyalty and advocacy.

The Customer ServiceStyles™ (CSS) is an organizational survey tool designed to measure the behaviours customers and clients experience when interacting with

an organization's service provider. It also measures the important customer service outcomes of customer satisfaction, customer loyalty and customer advocacy and links these to the customer experience. To clearly illustrate the connection between behaviours and customer service we isolated the Most Constructive customer service styles experienced and compared these with the Least Constructive.

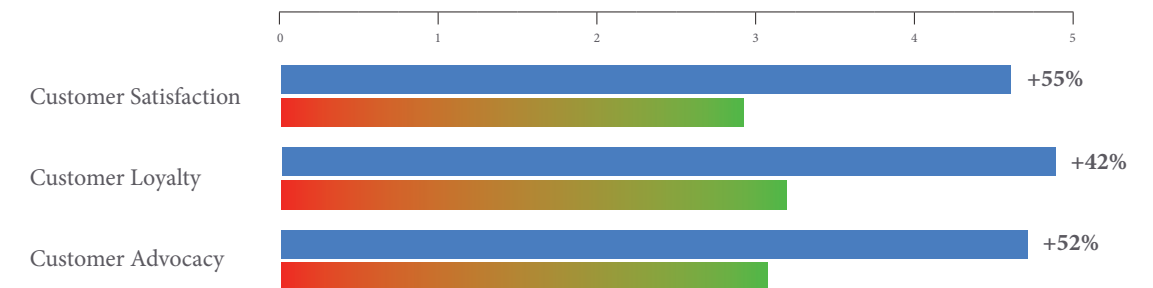
MOST CONSTRUCTIVE SERVICE STYLES EXPERIENCED BY CUSTOMERS



LEAST CONSTRUCTIVE SERVICE STYLES EXPERIENCED BY CUSTOMERS



Customer Service Ratings: Most versus Least Constructive Service Styles



Using a scoring scale of between 1 and 5.

■ Most Constructive Service Styles ■ Most Defensive Service Styles

Organizational Culture: Industry Profiles

In previous years we have presented averaged profiles of the cultures of organizations from various industry sectors that have used the Organizational Culture Inventory® (OCI®) to identify how their cultures are impacting their organizational effectiveness.

As we add more and more data to each industry profile, the profile begins to look like the 50th percentile – which it should do, as this represents the ‘average’ organization’s score on each of the 12 cultural norms in the Human Synergistics norming dataset.

Dr Robert A. Cooke has, over time, identified that culture is not ‘industry specific’. No one industry can claim to be more Constructive or more Defensive than any other. Although he found that cultures do not differ *between* industries, they certainly do differ *within* industries.

So rather than looking to see difference between industries that may appear on the surface, where these are more likely to be a consequence of sampling bias, *we should be looking at the differences between organizations within each industry to see if those organizations with more Constructive cultures are performing more effectively than those with Defensive cultures.*

Human Synergistics has compiled industry profiles of 34 industry sectors. We have selected industries from a broad cross section that research has shown to be indicative of broader trends.

Although we do not have financial data for these organizations, we do measure outcomes of culture that the research has showing is indicative of good performance. In particular the following pages focus on 5 key outcomes:

1. **Employee Satisfaction** – employees’ rating of their personal satisfaction as an organizational member.
2. **Employee Advocacy** – employees’ willingness to tell others about the organization being a great place to work.
3. **Role Clarity** – employees’ understanding of what is expected of them as members of the organization.
4. **External Adaptability** – employees’ rating of how adaptable the organization is to changing circumstance in its operating environment.
5. **Service Quality** – employees’ rating of the service quality the organization provides to ‘customers’.

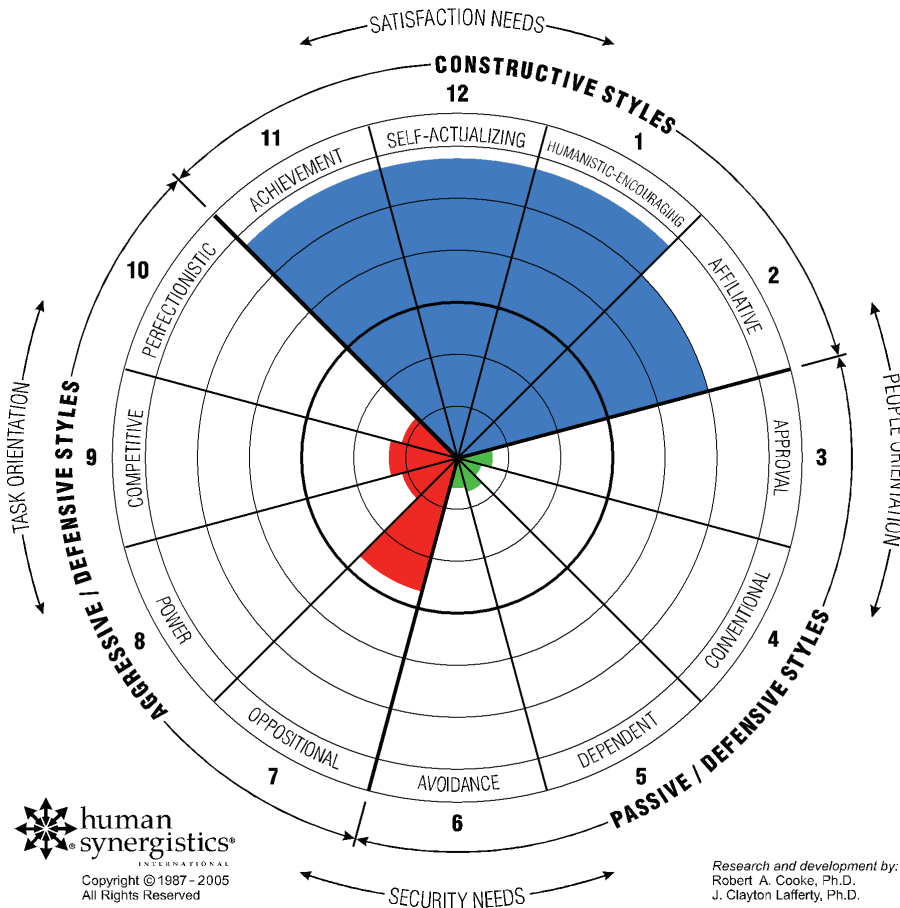
As the following pages illustrate, in the example industries chosen, those organizations with more Constructive cultures consistently score higher in these outcomes than organizations with more Defensive cultures.

INDUSTRY PROFILES / INTRODUCTION

Measurement of the 5 key outcomes of culture shown to be indicative of good performance:

1. Employee Satisfaction
2. Employee Advocacy
3. Role Clarity
4. External Adaptability
5. Service Quality

Industry Data: Education (Ideal Culture)



This profile represents the organizations in the Human Synergistics Education sector database for Australia and New Zealand. The circumplex above is the OCII® Preferred Ideal Culture as defined by executives within this sector. This highlights the behaviours these members believe would most help their organizations achieve their objectives. Achievement (*goal orientation*), Self-Actualising (*growth and learning*), Humanistic–Encouraging (*support one another*) and Affiliative (*build relationships*) are all strongly featured.

Industry Data: Education (Actual Culture)

MOST CONSTRUCTIVE ORGANIZATIONS



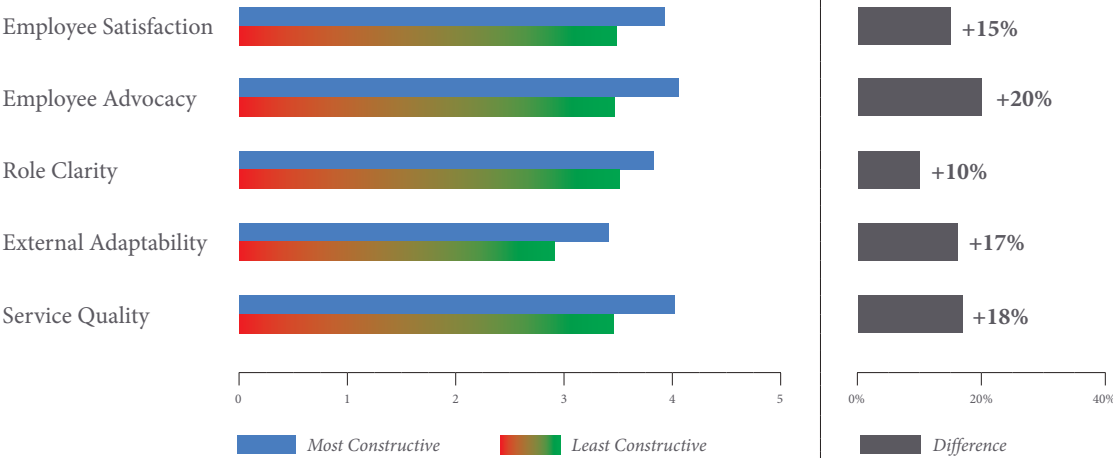
Actual organizational cultures in the sector range from quite Constructive to somewhat Defensive. Those surveyed reporting Constructive cultures also reported significantly higher employee satisfaction, stronger

LEAST CONSTRUCTIVE ORGANIZATIONS



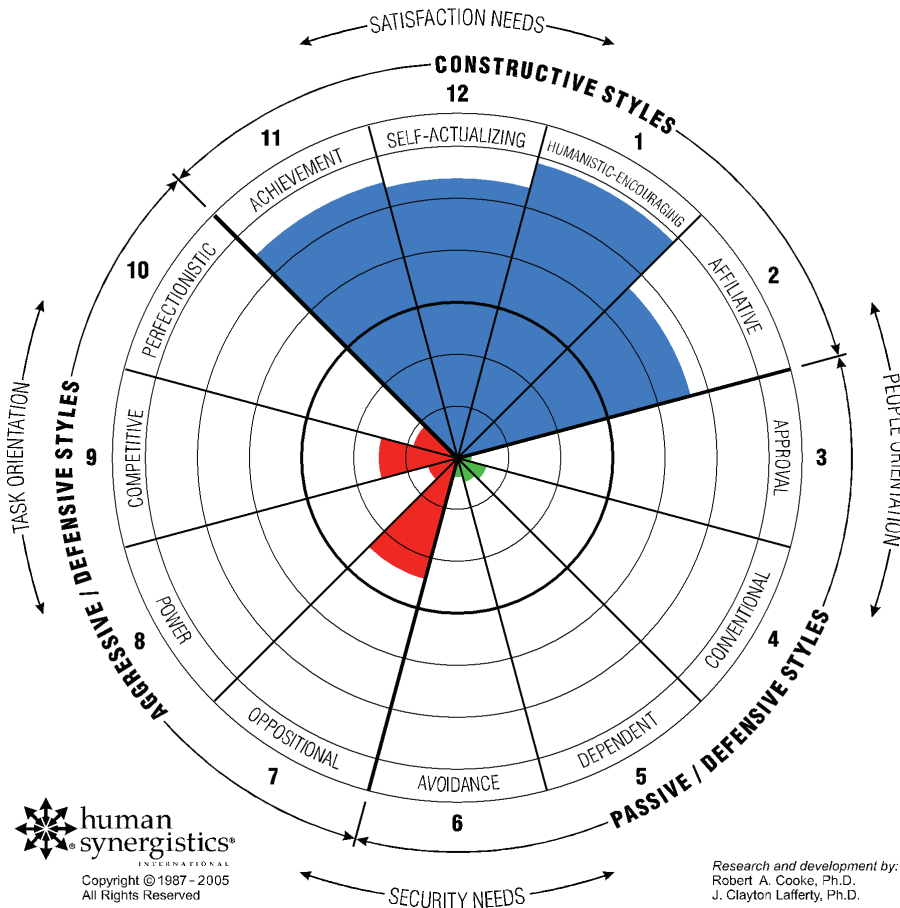
desire amongst people to recommend their organization as a good place to work, better role clarity and described their organizations as having greater external adaptability and producing higher quality of service.

Education: Outcomes Most vs Least Constructive Organizations



Using a scoring scale of between 1 and 5.

Industry Data: **Energy** (Ideal Culture)



This profile represents the organizations in the Human Synergistics Energy sector database for Australia and New Zealand. The circumplex above is the OCI® Preferred Ideal Culture as defined by executives within this sector. This highlights the behaviours these members believe would most help their organizations achieve their objectives. Achievement (*goal orientation*), Self-Actualising (*growth and learning*), Humanistic–Encouraging (*support one another*) and Affiliative (*build relationships*) are all strongly featured.

Industry Data: **Energy** (Actual Culture)

MOST CONSTRUCTIVE ORGANIZATIONS



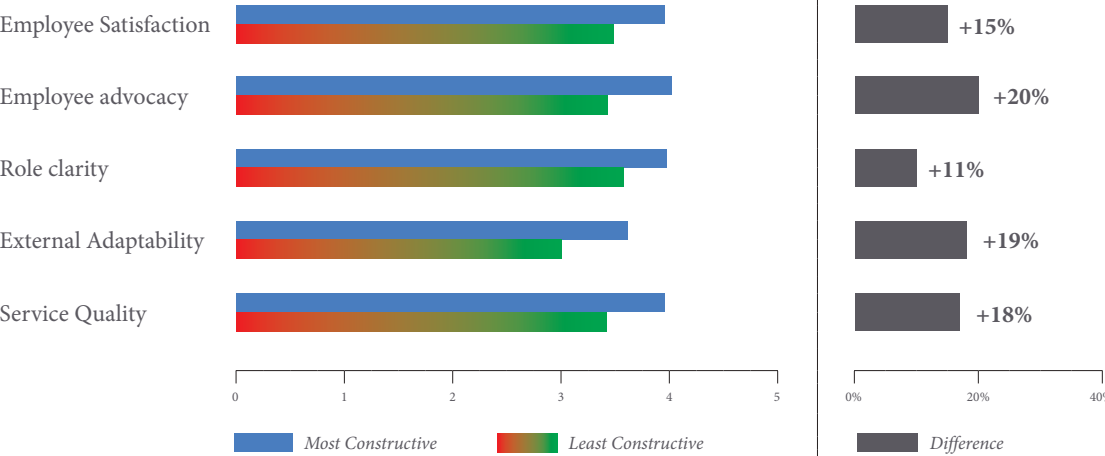
LEAST CONSTRUCTIVE ORGANIZATIONS



Actual organizational cultures in the sector range from somewhat Constructive to rather Defensive. Those surveyed reporting Constructive cultures also reported significantly higher employee satisfaction, stronger

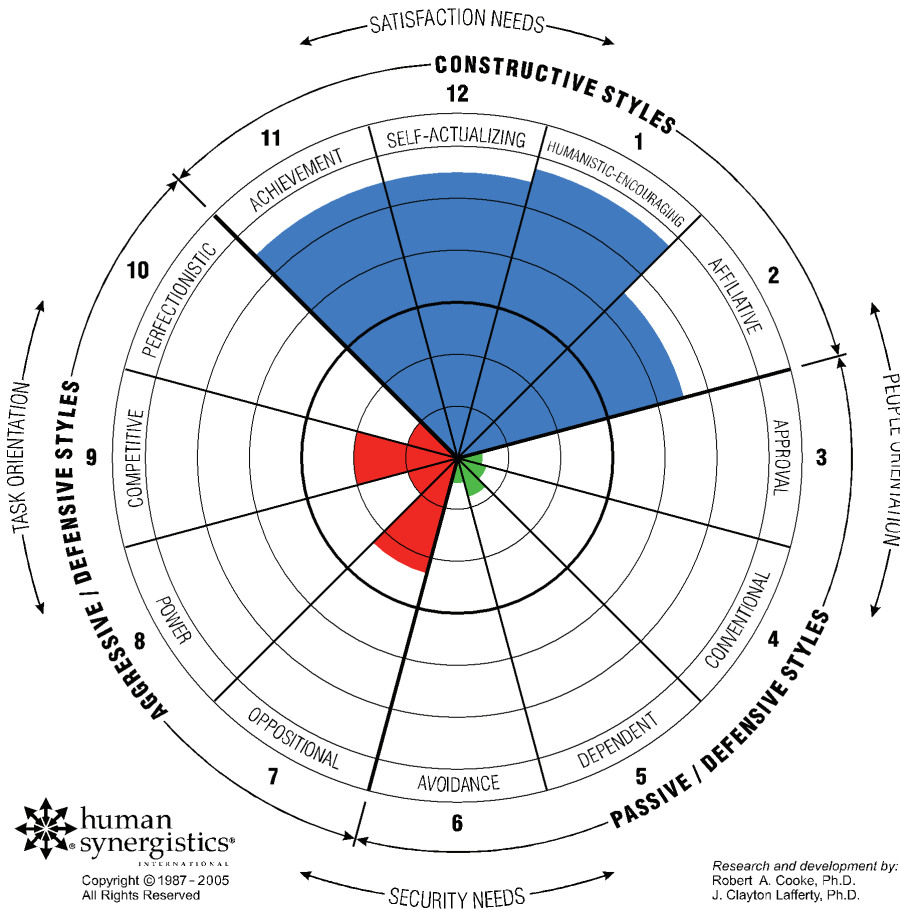
desire amongst people to recommend their organization as a good place to work, better role clarity and described their organization as having greater external adaptability and producing higher quality of service.

Energy: Outcomes Most vs Least Constructive Organizations



Industry Data: **Financial** (Ideal Culture)

(Banking & Insurance)



This profile represents the organizations in the Human Synergistics Financial sector database for Australia and New Zealand. The circumplex above is the OCI® Preferred Ideal Culture as defined by executives within this sector. This highlights the behaviours these members believe would most help their organizations achieve their objectives. Achievement (*goal orientation*), Self-Actualising (*growth and learning*), Humanistic–Encouraging (*support one another*) and Affiliative (*build relationships*) are all strongly featured.

Industry Data: **Financial** (Actual Culture)

MOST CONSTRUCTIVE ORGANIZATIONS

LEAST CONSTRUCTIVE ORGANIZATIONS

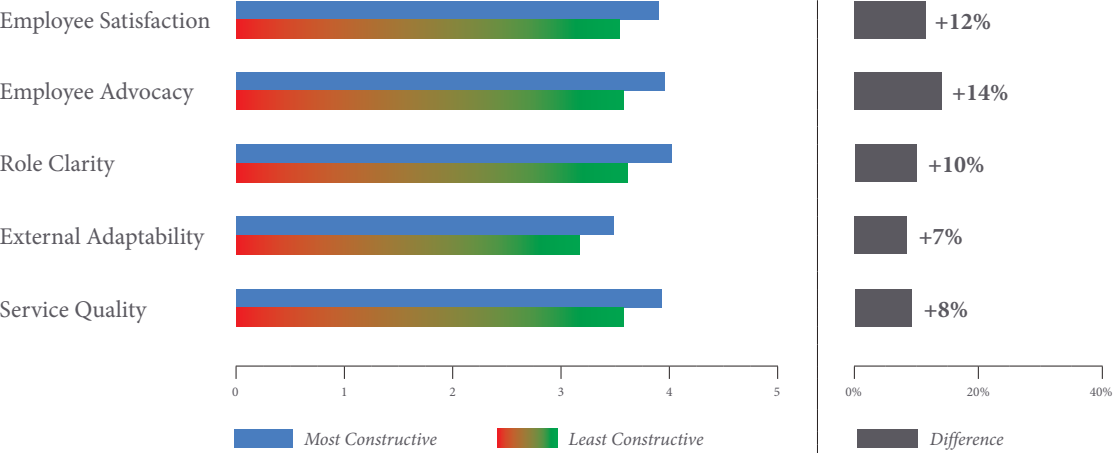


Actual organizational cultures in the sector range from reasonably Constructive to very Defensive. Those surveyed reporting Constructive cultures also reported significantly higher employee satisfaction, stronger desire amongst people to recommend their



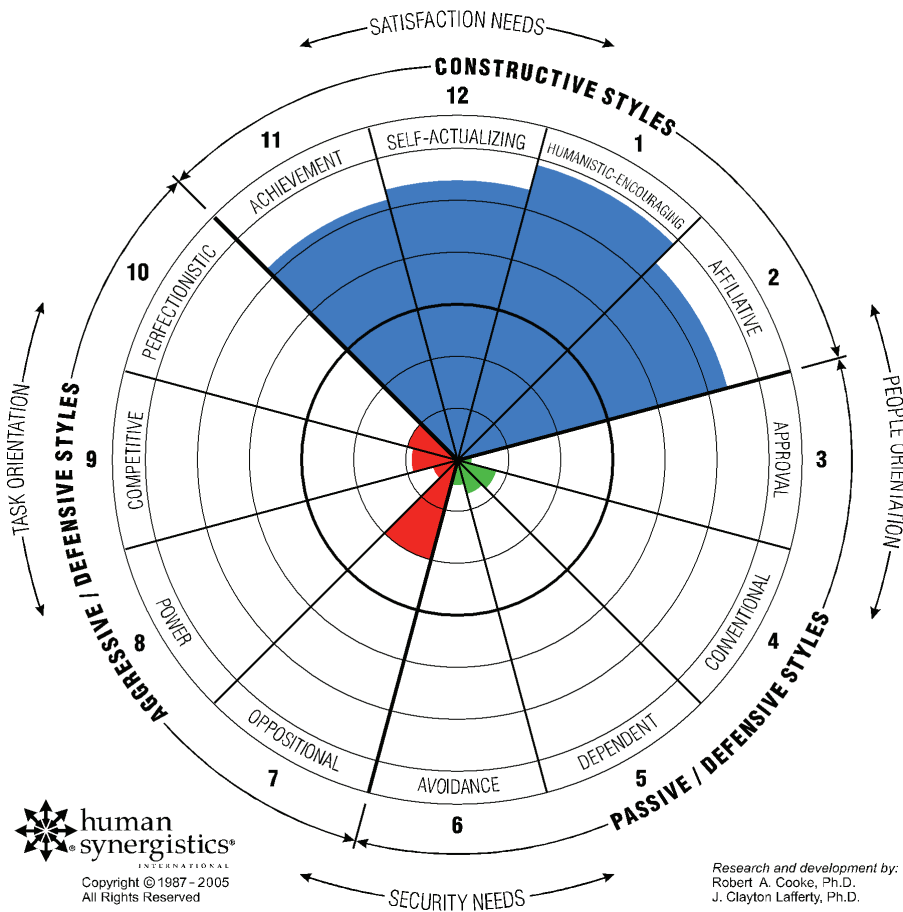
organization as a good place to work, better role clarity and described their organizations as having greater external adaptability and producing higher quality of service, although the difference in these last two are less dramatic than in other industries.

Financial: Outcomes Most vs Least Constructive Organizations



Using a scoring scale of between 1 and 5.

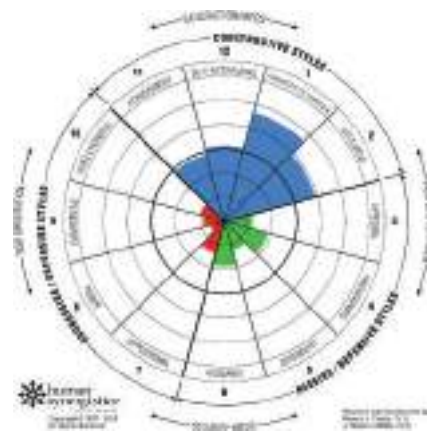
Industry Data: **Health** (Ideal Culture)



This profile represents the organizations in the Human Synergistics Health sector database for Australia and New Zealand. The circumplex above is the OCI® Preferred Ideal Culture as defined by executives within this sector. This highlights the behaviours these members believe would most help their organizations achieve their objectives. Achievement (*goal orientation*), Self-Actualising (*growth and learning*), Humanistic-Encouraging (*support one another*) and Affiliative (*build relationships*) are all strongly featured.

Industry Data: **Health** (Actual Culture)

MOST CONSTRUCTIVE ORGANIZATIONS



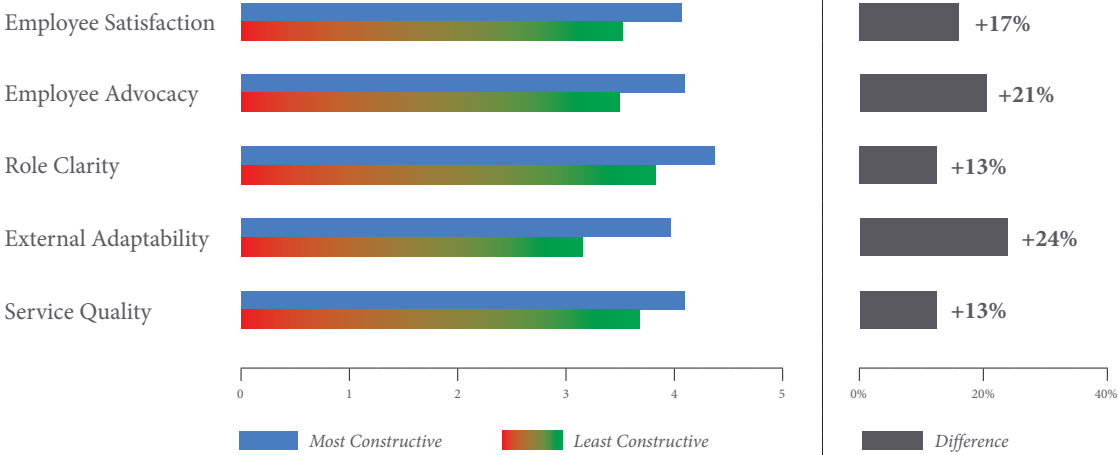
Actual organizational cultures in the sector range from very Constructive to somewhat Defensive. Those surveyed reporting Constructive cultures also reported significantly higher employee satisfaction, stronger desire amongst people to recommend their organization as a good place to work, better role clarity and described

LEAST CONSTRUCTIVE ORGANIZATIONS

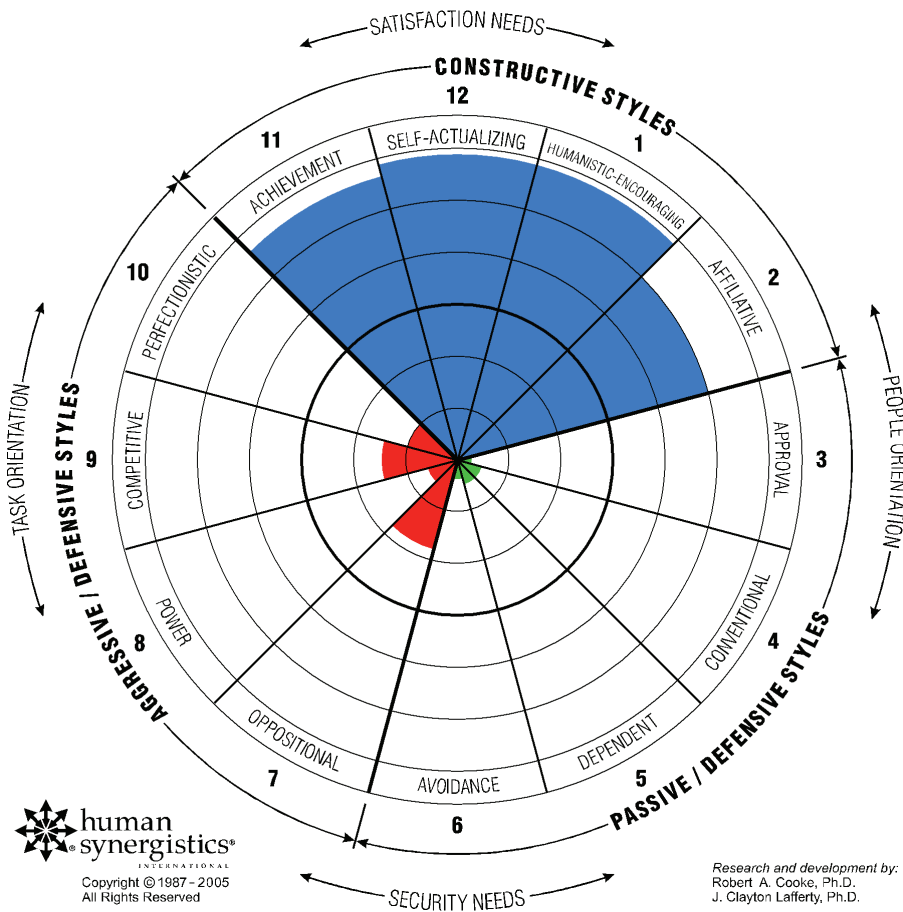


their organization as having greater external adaptability and producing higher quality of service. With the 'Most Constructive' organizations being a little more Constructive than those in the other industries, it is interesting that the outcome scores for this group are higher than the 'most constructive' in other industry sectors.

Health: Outcomes Most vs Least Constructive Organizations



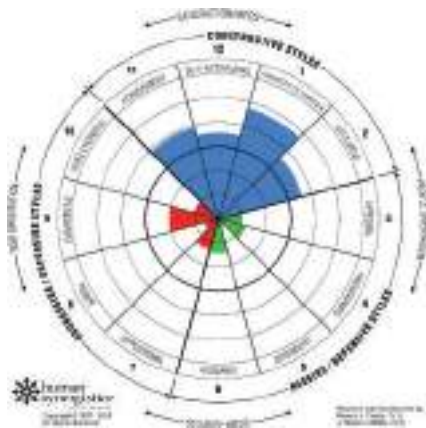
Industry Data: **Manufacturing** (Ideal Culture)



This profile represents the organizations in the Human Synergistics Manufacturing sector database for Australia and New Zealand. The circumplex above is the OCI® Preferred Ideal Culture as defined by executives within this sector. This highlights the behaviours these members believe would most help their organizations achieve their objectives. Achievement (*goal orientation*), Self-Actualising (*growth and learning*), Humanistic-Encouraging (*support one another*) and Affiliative (*build relationships*) are all strongly featured.

Industry Data: **Manufacturing** (Actual Culture)

MOST CONSTRUCTIVE ORGANIZATIONS



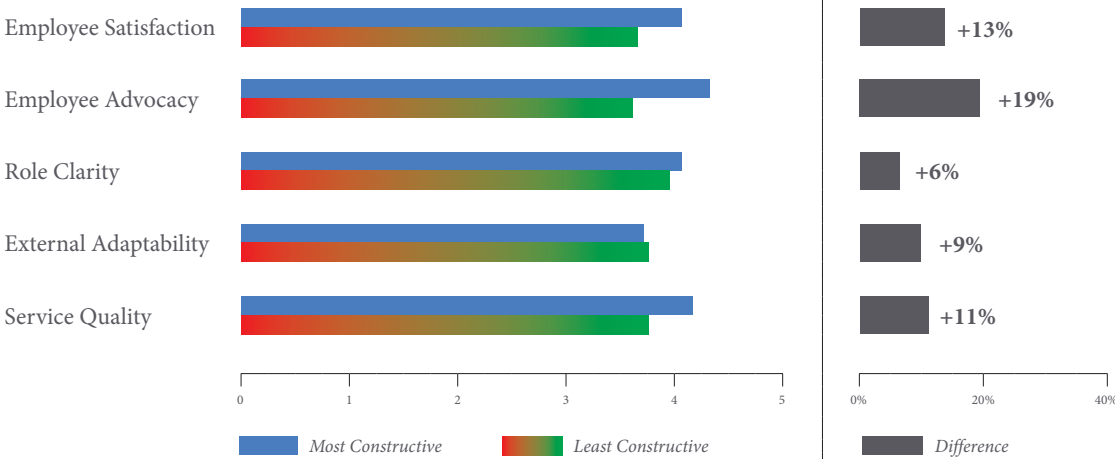
Actual organizational cultures in the sector range from very Constructive to very Defensive. Those surveyed reporting Constructive cultures also reported higher employee satisfaction, stronger desire amongst people to recommend their organization as a good place to work, slightly better role clarity and described their organization as having greater external adaptability

LEAST CONSTRUCTIVE ORGANIZATIONS

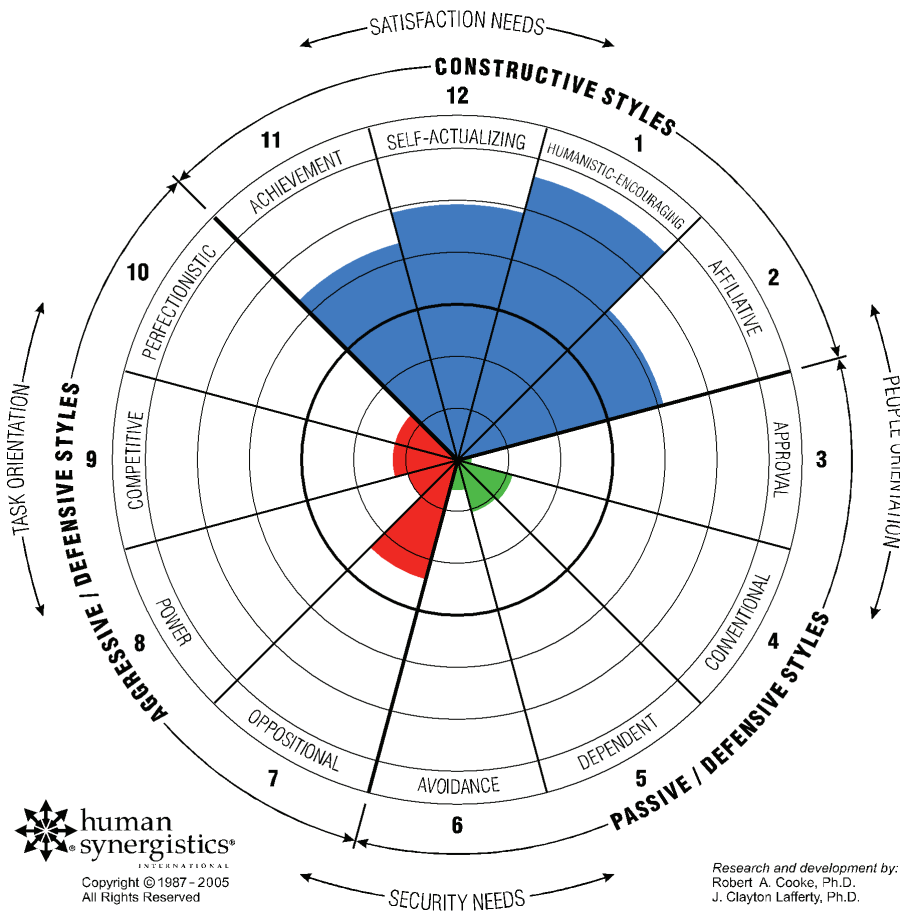


and producing higher quality of service. With the 'Most Constructive' organizations being much more Constructive than those in the other industries, it is interesting that the outcome scores for this group are higher than the 'most constructive' in other industry sectors. In fact, these organizations report the highest employee satisfaction and advocacy of any other industry.

Manufacturing: Outcomes Most vs Least Constructive Organizations



Industry Data: Mining (Ideal Culture)



This profile represents the organizations in the Human Synergistics Mining sector database for Australia and New Zealand. The circumplex above is the OCI® Preferred Ideal Culture as defined by executives within this sector. This highlights the behaviours these members believe would most help their organizations achieve their objectives. Achievement (*goal orientation*), Self-Actualising (*growth and learning*), Humanistic-Encouraging (*support one another*) and Affiliative (*build relationships*) are all strongly featured.

Industry Data: Mining (Actual Culture)

MOST CONSTRUCTIVE ORGANIZATIONS



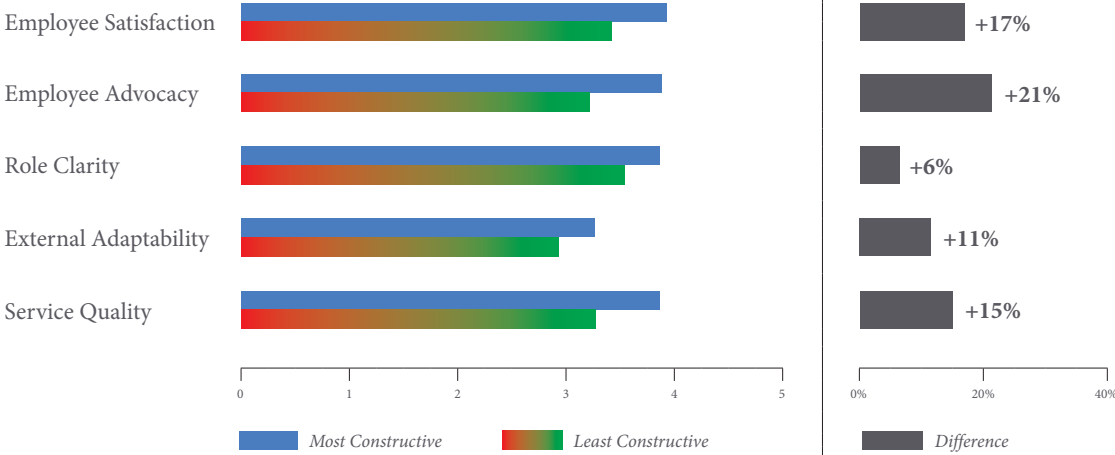
Actual organizational cultures in the sector range from not particularly Constructive to very Defensive. Those surveyed reporting the slightly more Constructive cultures also reported higher employee satisfaction, stronger desire amongst people to recommend their organization as a good place to work, better role clarity

LEAST CONSTRUCTIVE ORGANIZATIONS



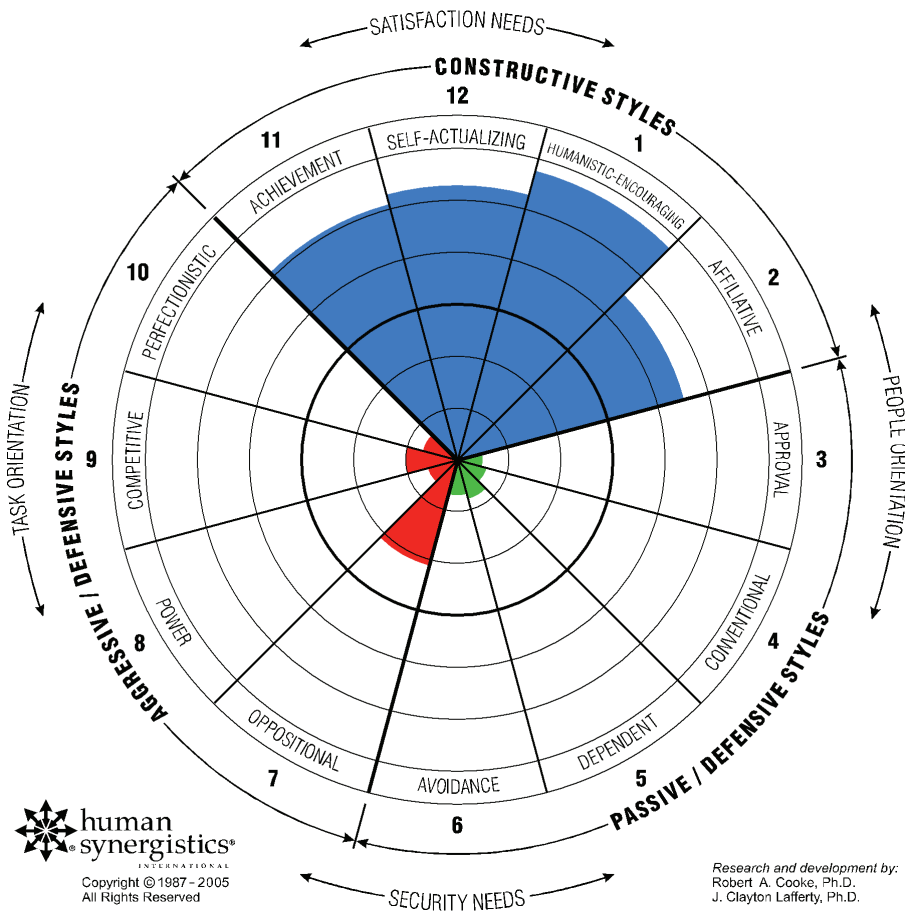
and described their organization as having greater external adaptability and producing higher quality of service. With the 'Most Constructive' organizations not actually being that Constructive, note that the outcomes scores for this group are actually relatively low, ranging from only 3.2 to 3.9.

Mining: Outcomes Most vs Least Constructive Organizations



Using a scoring scale of between 1 and 5.

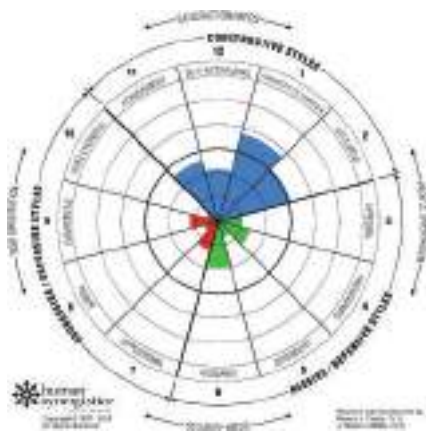
Industry Data: **Local Government** (Ideal Culture)



This profile represents the organizations in the Human Synergistics Local Government sector database for Australia and New Zealand. The circumplex above is the OCI® Preferred Ideal Culture as defined by executives within this sector. This highlights the behaviours these members believe would most help their organizations achieve their objectives. Achievement (*goal orientation*), Self-Actualising (*growth and learning*), Humanistic–Encouraging (*support one another*) and Affiliative (*build relationships*) are all strongly featured.

Industry Data: **Local Government** (Actual Culture)

MOST CONSTRUCTIVE ORGANIZATIONS



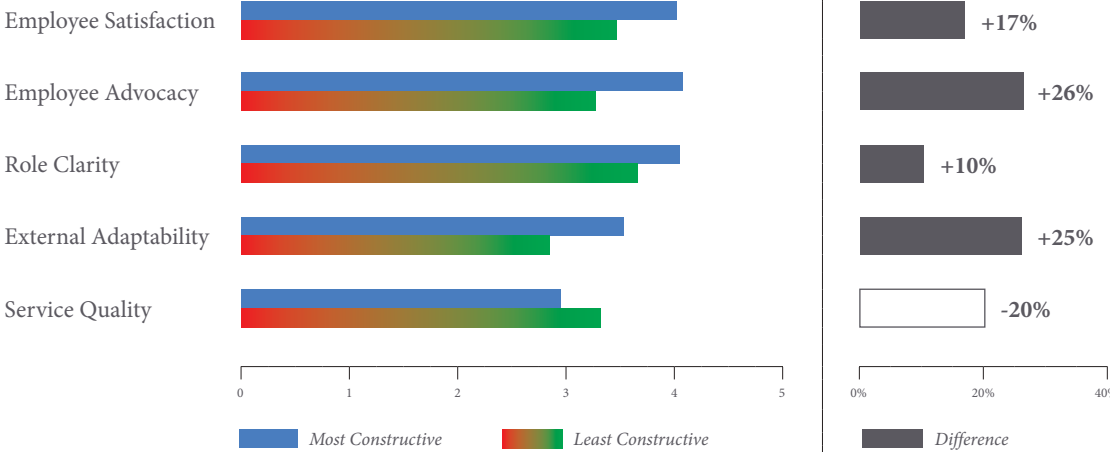
Actual organizational cultures in the sector range from somewhat Constructive to somewhat Defensive. Those surveyed reporting Constructive cultures also reported significantly higher employee satisfaction, stronger

LEAST CONSTRUCTIVE ORGANIZATIONS



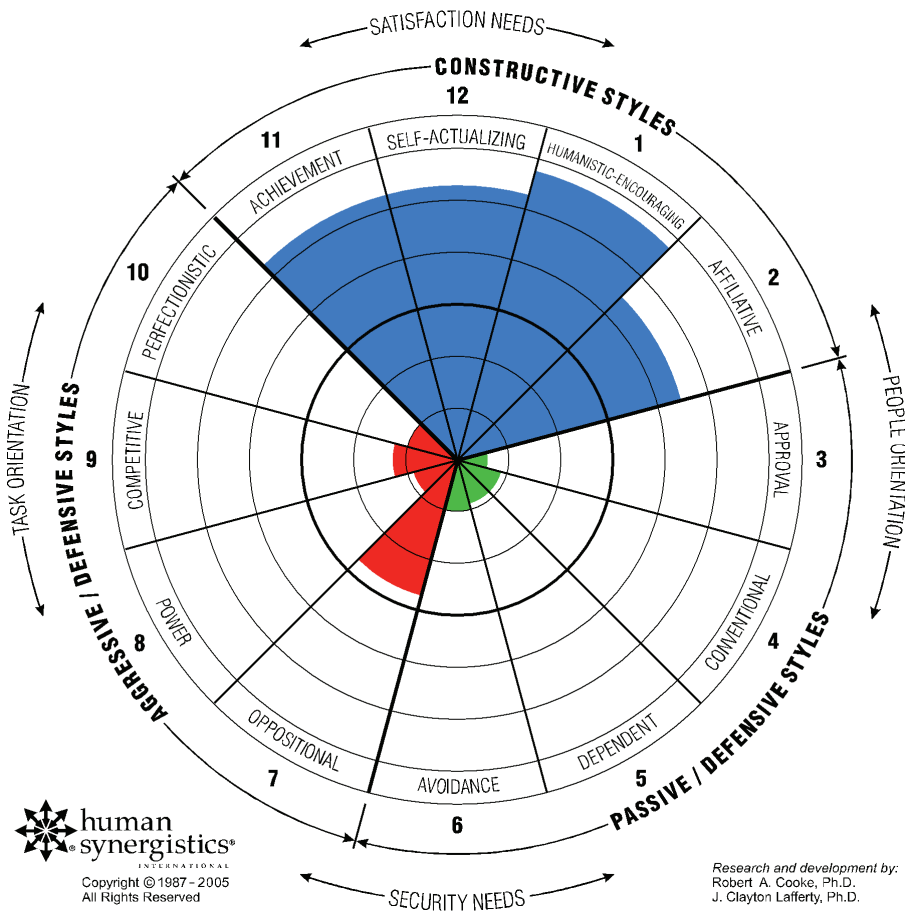
desire amongst people to recommend their organization as a good place to work, better role clarity and described their organizations as having greater external adaptability and producing higher quality of service.

Local Government: Outcomes Most vs Least Constructive Organizations



Using a scoring scale of between 1 and 5.

Industry Data: **Government** (Ideal Culture)



This profile represents the organizations in the Human Synergistics Government sector database for Australia and New Zealand. The circumplex above is the OCI® Preferred Ideal Culture as defined by executives within this sector. This highlights the behaviours these members believe would most help their organizations achieve their objectives. Achievement (*goal orientation*), Self-Actualising (*growth and learning*), Humanistic-Encouraging (*support one another*) and Affiliative (*build relationships*) are all strongly featured.

Industry Data: **Government** (Actual Culture)

MOST CONSTRUCTIVE ORGANIZATIONS



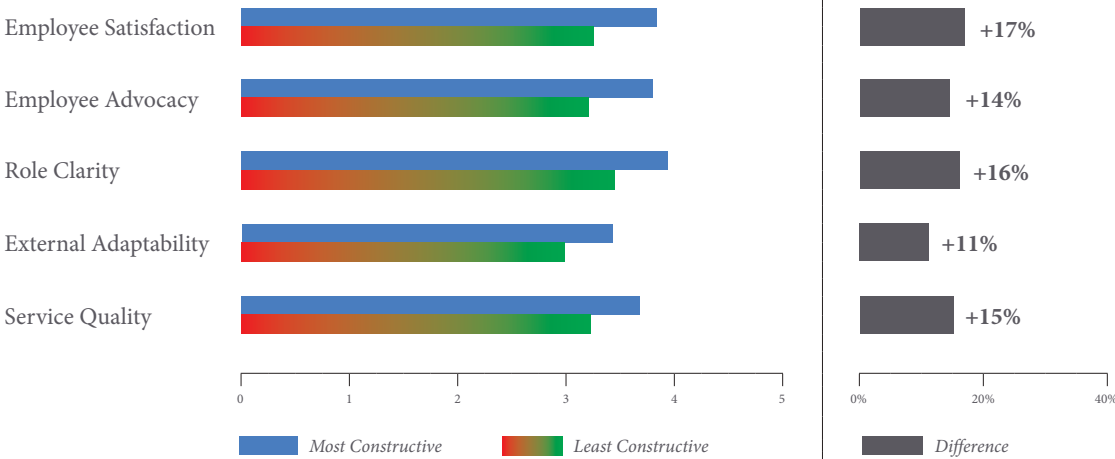
LEAST CONSTRUCTIVE ORGANIZATIONS



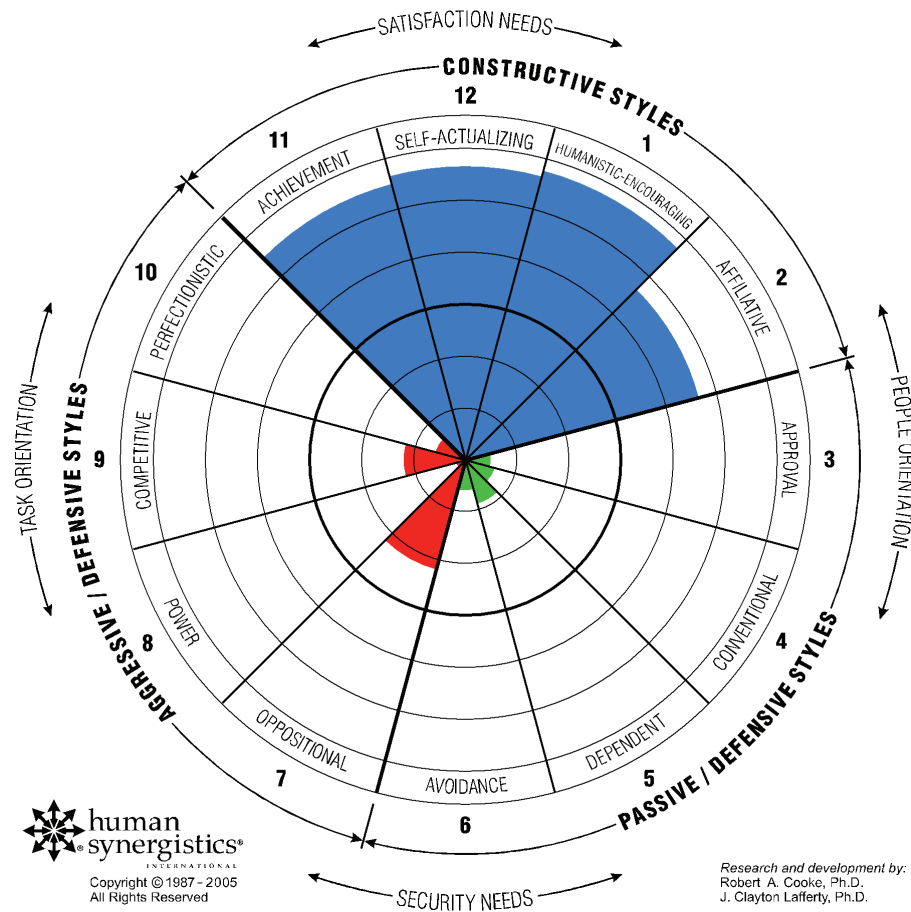
Actual organizational cultures in the sector range from slightly Constructive to very Defensive. Those surveyed reporting the more Constructive cultures also reported significantly higher employee satisfaction, stronger desire amongst people to recommend their organization as a good place to work, better role clarity and described

their organizations as having greater external adaptability and producing higher quality of service. Given that the 'most Constructive' organizations are not that Constructive, the outcome scores for those organizations are still comparatively low.

Government: Outcomes Most vs Least Constructive Organizations



Industry Data: **Technology** (Ideal Culture)



This profile represents the organizations in the Human Synergistics Technology sector database for Australia and New Zealand. The circumplex above is the OCI® Preferred Ideal Culture as defined by executives within this sector. This highlights the behaviours these members believe would most help their organizations achieve their objectives. Achievement (*goal orientation*), Self-Actualising (*growth and learning*), Humanistic–Encouraging (*support one another*) and Affiliative (*build relationships*) are all strongly featured.

Industry Data: **Technology** (Actual Culture)

MOST CONSTRUCTIVE ORGANIZATIONS



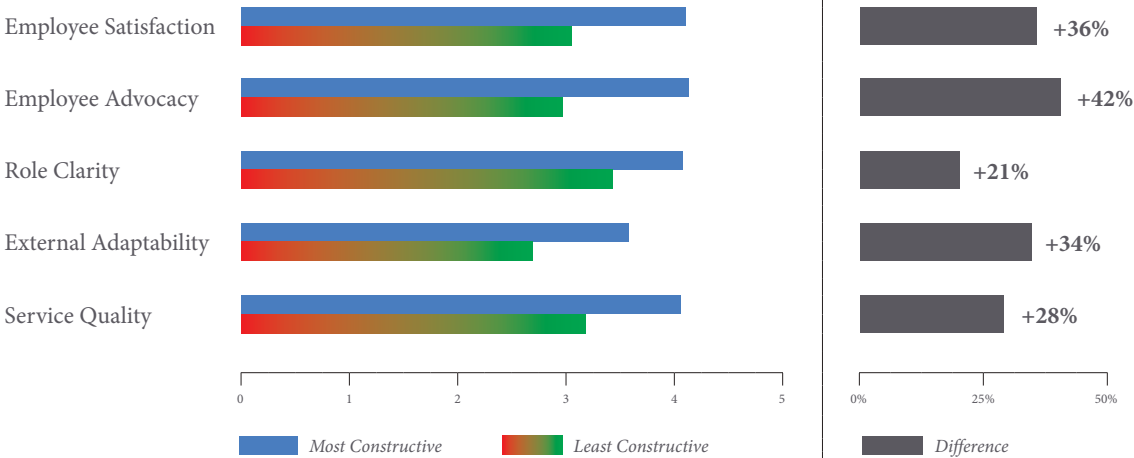
Actual organizational cultures in the sector range from quite Constructive to very Defensive. Those surveyed reporting Constructive cultures also reported significantly higher employee satisfaction, stronger

LEAST CONSTRUCTIVE ORGANIZATIONS



desire to recommend their organization as a good place to work, better role clarity and described their organization as having greater external adaptability and producing higher quality of service.

Technology: Outcomes Most vs Least Constructive Organizations



Using a scoring scale of between 1 and 5.



Our Integrated Approach – How We Measure the People—Performance Connection

Human Synergistics' aim is to provide individuals, groups and organisations with meaningful, reliable and valid data to help make decisions about improvement, change and transformation.

Our goal has always been to make the complex simple, the tangible concrete and the invisible visible. In effect we have made the unmeasurable measurable.

By highlighting the cause and effect relationships between thinking, behaviours, impact and norms, we have led the way in quantifying and understanding the relationship people have with performance and therefore how best to create an organization where people are contributing at a high level and at the same time being able to realize their own potential.

An important part of making the invisible visible is the Integrated Development System illustrated in the Integrated Model in the next page. By using the common language of the Human Synergistics Circumplex, people can see the relationships between how people think and how they behave, how leaders and managers impact the behaviours of those they lead and manage, and how the organization, through a variety of organizational practices, processes and systems, encourages certain behaviours in its people (culture).

- This section outlines the various Human Synergistics diagnostic materials that measure human performance:
- P.102 **Life Styles Inventory™ Self-Description (LSI1)**
Personal Thinking and Impact on effectiveness and satisfaction.
 - P.102 **Life Styles Inventory™ Description by Others (LSI2)**
How behaviours influence both task and interpersonal effectiveness.
 - P.107 **Leadership/Impact® (L/I)**
How the leader's approach to 10 essential leadership strategies impacts on culture and effectiveness.
 - P.114 **Management/Impact® (M/I)**
How the manager's approach to 15 critical management activities impacts on culture and effectiveness.
 - P.121 **Management Effectiveness Profile System™ (MEPS)**
How supervisors ability on 14 key managerial skills impact on effectiveness in the role.
 - P.122 **Organizational Culture Inventory® (OCI®) Organizational Effectiveness Inventory® (OEI)**
How certain organizational practices impact on culture and the impact organizational culture has on individual engagement, group performance and organizational adaptability.
 - P.130 **The Customer ServiceStyles™ Inventory (CSS)**
How customers experience the behaviours of the organization's service providers (internal or external) and their impact on customer satisfaction, customer loyalty and customer advocacy.

Our Integrated Model

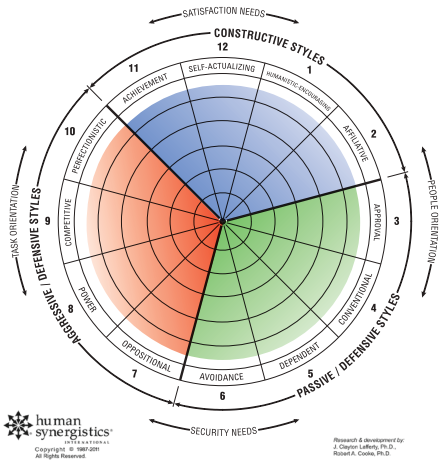
The Human Synergistics Integrated Model was developed to enable improvement and change at the individual, group and Organizational levels by integrating 5 levels of human behaviour – Individual Personal Styles, Impact on Others, Group Styles, Organizational Culture and Customer Experience.

BUSINESS NEED	Increased personal effectiveness	More effective teams	High performing leaders and managers	Increased organizational performance	Improved customer relationships
INSIGHT REQUIRED	How I see myself (self-concept) How others see me behave	How we work together	How I impact performance	How our Culture helps and hinders performance	How our customers and clients experience us
DIAGNOSTIC TOOLS	Life Styles Inventory™ (LSI1 / LSI2)	Group Style Inventory™ (GSI)	Leadership / Impact® (L/I) Management / Impact® (M/I)	Organizational Culture Inventory® (OCI®) Organizational Effectiveness Inventory® (OEI)	Customer ServiceStyles™ (CSS)
EFFECTIVENESS LEVEL	Individual styles	Group styles	Leadership and management strategies and behaviours	Organizational effectiveness	Customer relationships

Through the common language of the circumplex the Human Synergistics Integrated Model links culture and leadership in a way that allows individual managers and leaders to understand how they are perpetuating the current state through their thinking and behaviour. This level of insight empowers and motivates individuals to make changes that directly increase performance, sometimes referred to as first level change.

The true power of an integrated approach to change happens at the next level, through the creation of connections between what appear to be isolated factors, linking them directly to overall system performance. Using this approach a performance transformation can be fast-tracked.

Common Metrics



One Language

Life Styles Inventory™ (LSI)

What is the Life Styles Inventory™?

The Life Styles Inventory™ (LSI) is a measurement and feedback tool designed to help individuals identify how their thinking and behaviour are helping and hindering their effectiveness. It is made up of two parts:

1. LSI1: Self-Description. This can be a stand-alone instrument. It measures personal thinking styles and relates these to perceived effectiveness (self-efficacy) and satisfaction at work and at home. Used in conjunction with LSI2 Description by Others it enables comparison of self perceptions and others perceptions of an individual's behaviors and effectiveness.
2. LSI2: Description by Others. The focal individual selects colleagues who then describe their experience of the individual's behaviour. These observed behaviours can then be compared to the individual's self perception, along with comparing self and others' rating to the effectiveness questions.

Having measured the thinking styles and behaviour the Self-Development Guide used with personal coaching, helps the individual develop improvement strategies for building Constructive thinking and behaviour.

Who Should Use It?

LSI is a personal styles tool. It measures the individual's generic ways of thinking and behaving that affect how they deal with events as they occur including task-related work events and interpersonal relationships.

Because of this, LSI is suitable for any individual looking to reflect on their own thinking and behaviour. In our experience, the LSI is used mostly by managers and leaders as part of an organizational leadership development program. In some organizations it is offered at all levels as a managerial/leadership development tool for managers and as a personal development tool for non-managers.

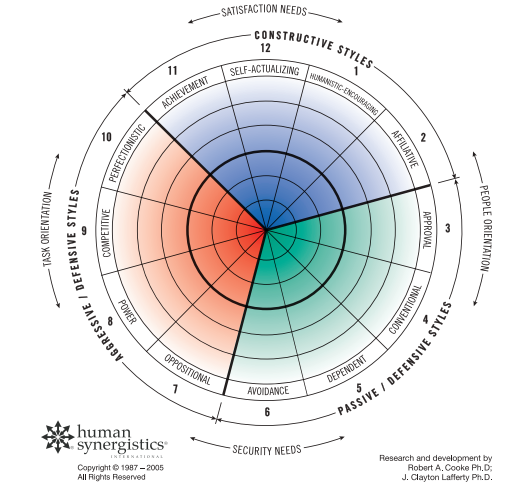
Why Use It?

Effective individuals are aware of how their own thinking influences their 'take on life' and they are aware of how they respond to others and the impact their behaviour has on others in their current roles. Providing such feedback to people, particularly those in a supervisory, managerial and/or leadership role, is an important part of developing effectiveness in the supervisory/managerial/leadership role.

Profiling Thinking and Behaviour: Human Synergistics Circumplex

The Human Synergistics behavioural measurement and feedback tools are all integrated through the use of circumplexes that profile 12 styles, each related to the others in a systematic and statistically reliable and valid way.

These styles are then clustered into 3 groupings – Constructive, Passive/Defensive and Aggressive/Defensive. For simplicity's sake and to increase understanding and acceptance of feedback, we use the colour identities of blue for Constructive styles, green for Passive/Defensive styles and red for Aggressive/Defensive styles.



Constructive Styles

Reflect a healthy balance of people- and task-related concerns and promote the fulfilment of higher order needs. Styles associated with this orientation are directed toward the attainment of organizational goals through the development of people. Constructive styles account for synergy and explain why certain individuals, groups and organizations are particularly effective in terms of performance, growth and work quality.

Achievement

Based on the need to attain high-quality results on challenging projects, the belief that outcomes are linked to one's effort rather than chance and the tendency to personally set challenging yet realistic goals. People high in this style think ahead and plan, explore alternatives before acting and learn from their mistakes.

Self-Actualising

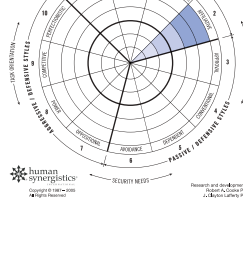
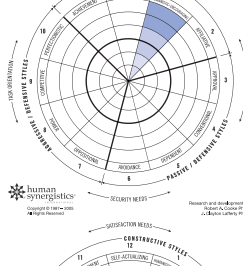
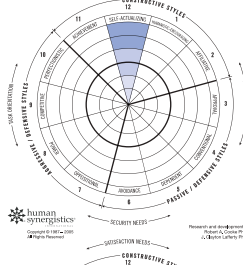
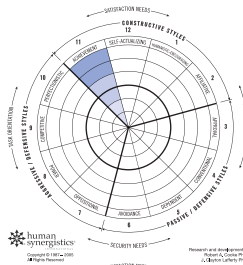
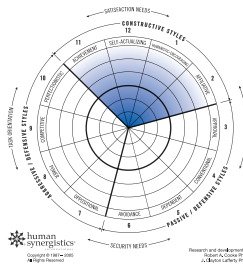
Based on needs for personal growth, self-fulfilment and the realisation of one's potential. People with this style demonstrate a strong desire to learn and experience things, creative yet realistic thinking and a balanced concern for people and tasks.

Humanistic-Encouraging

Reflects an interest in the growth and development of people, a high positive regard for them and sensitivity to their needs. People high in this style devote energy to coaching and counselling others, are thoughtful and considerate, and provide people with support and encouragement.

Affiliative

Reflects an interest in developing and sustaining pleasant relationships. People high in this style share their thoughts and feelings, are friendly and co-operative, and make others feel a part of things.



Passive/Defensive Styles

Represent an unduly strong orientation towards people as opposed to tasks, fueled by and reinforcing individual insecurity. These styles characterise people who subordinate themselves to the organization but, in the process, end up creating stress for themselves and allowing the organization to stagnate. Passive/Defensive styles can produce a predictable and secure situation, but at the cost of learning, adaptability and ultimately survival.

Approval

Reflects a need to be accepted and a tendency to tie one's self-worth to being liked by others. People high in this style try very hard to please others, make good impressions, and be agreeable and obedient.

Conventional

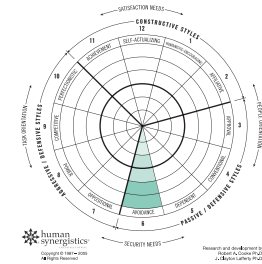
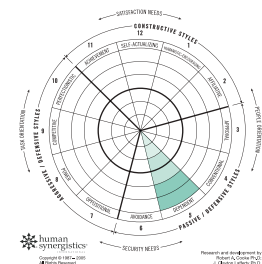
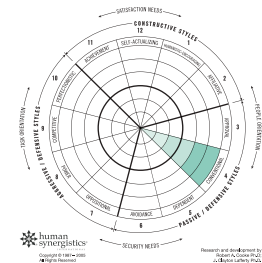
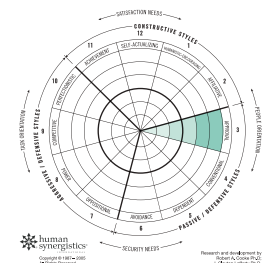
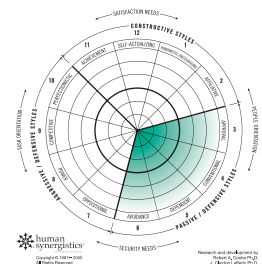
Reflects a preoccupation with conforming and 'blending in' with the environment to avoid calling attention to oneself. People high in this style tend to rely on established routines and procedures, prefer to maintain the status quo and want a secure and predictable work environment.

Dependent

Reflects a need for self-protection coupled with the belief that one has little direct or personal control over important events. People high in this style allow others to make decisions for them, depend on others for help and willingly obey orders – possibly as a result of recent changes in their personal or work lives.

Avoidance

Reflects apprehension, a strong need for self-protection and a propensity to withdraw from threatening situations. People high in this style 'play it safe' and minimise risks, shy away from group activities and conversations and react to situations in an indecisive and noncommittal way.



Aggressive/Defensive Styles

Emphasise tasks over people and are driven by underlying insecurities. In the extreme, these styles lead people to focus on their own needs at the expense of those of the group. Although sometimes temporarily effective, Aggressive/Defensive styles may lead to stress, decisions based on status rather than expertise and conflict rather than collaboration.

Oppositional

Reflects a need for security that manifests itself in a questioning, critical and even cynical manner. Although people high in this style ask tough questions that can lead to better ideas, they might also emphasise even minor flaws, use criticism to gain attention and blame others for their own mistakes.

Power

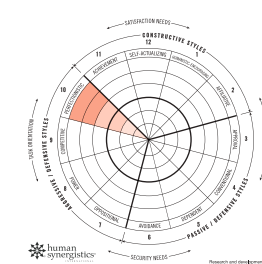
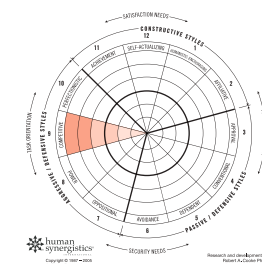
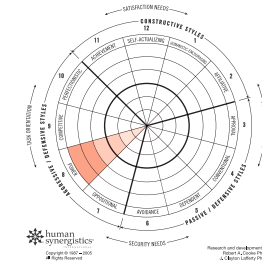
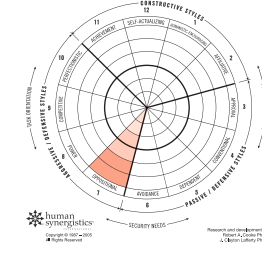
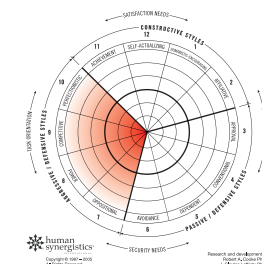
Reflects need for prestige and influence, and the tendency to equate self-worth with controlling others. People with strong tendencies toward this style dictate (rather than guide) others' actions, try to run everything themselves and treat others in aggressive and forceful ways.

Competitive

Based on a need to protect one's status by comparing oneself to others, outperforming them and never appearing to lose. People high in this style seek recognition and praise from others, view even non-competitive situations as contests or challenges to "prove" themselves and try to maintain a sense of superiority.

Perfectionistic

Based on the need to attain flawless results, avoid failure and the tendency to equate self-worth with the attainment of unreasonably high standards. People high in this style are preoccupied with details, place excessive demands on themselves and others and tend to show impatience, frustration and indifference toward others' needs and feelings.



Outcomes Measured in the LSI

Outcomes Measured in LSI1 Self Description

LSI1 incorporates two groups of questions to measure the outcomes associated with personal thinking styles:

1. SATISFACTION

Satisfaction with work:

- Current job or position
- Work-related accomplishments over the past year
- Career prospects
- Organization.

Satisfaction with relationships:

- Interpersonal relations with superiors at work
- Interpersonal relations with co-workers/peers
- Co-workers' capabilities and contributions.

Satisfaction with life in general:

- Ability to handle stress
- Family life
- Leisure time activities
- Health
- General state of mind
- Personal growth and development.

2. PERSONAL EFFECTIVENESS

The full list if effectiveness measures are listed in the next column under LSI2 as both tools measure the same outcomes.

The LSI Self-Description measures these outcomes as self-perception of effectiveness in current situation (generally work). These have implications for self-efficacy as a measure of the individual's confidence in their own abilities. They also provide a comparison point when assessing the difference between self and other's perceptions.

Outcomes Measured in LSI2 Descriptions by Others

The effectiveness rating included as part of the feedback from others are:

- On the job effectiveness
- Quality of interpersonal relationships
- Level of stress and tension
- Organisational 'fit'
- Time management
- Readiness for promotion
- Level of organizational support
- Reaction to negative feedback
- Interest in improving self
- Ability to change behaviour.

Leadership/Impact® (L/I)

What is Leadership/Impact® (L/I)?

Leadership/Impact® (L/I) is a measurement and feedback tool designed to help those in leadership positions identify the relationship between how they lead, how this impacts on the behaviours of others and how effectively they operate in the leadership role. It comprises two parts:

1. **Self-Description. The leader completes a two-section questionnaire:**
 - a. *Ideal Impact.* The leader describes the behaviours he or she would like to promote in the people he or she leads.
 - b. *Leadership Strategies.* The leader identifies how they go about leading in terms of envisioning, modeling behaviours, mentoring, stimulating thinking, referring, monitoring, providing feedback, reinforcing, influencing and creating a setting.
2. **Feedback from Others. The focal leader selects colleagues who then describe his or her:**
 - a. *Impact on Others.* The behaviours they believe the leader promotes through his or her leadership.
 - b. *Leadership Strategies.* How they observe the leader going about their leadership role in terms of envisioning, role modeling, mentoring, stimulating thinking, referring, monitoring, providing feedback, reinforcing, influencing and creating a setting.
 - c. *Leadership Effectiveness.* A number of effectiveness measures are built in to assess the leader's effectiveness at the individual and organizational levels.

A full report is provided to the leaders which, along with coaching, helps them identify what is helping and hindering their effectiveness in their leadership role.

Who Should Use It?

L/I is designed specifically for senior executives. It measures leadership and focusses on the leadership role at the executive end of the organization. In smaller organizations it would be suited to the CEO. In larger organizations, the executive team and in very large organizations perhaps those who report to the executive team.

Why Use It?

To improve leadership and organizational culture. The relationship between leadership and organizational culture is a particularly important one. Leaders set the agenda for culture – they model the behaviours that others follow and, through their own leadership, cause others to behave in certain ways that may or may not be consistent with what the leader actually desires.

Effective leaders are constantly aware of the impact they have on others. Unfortunately in many cases leaders are not aware of their impact. Helping a leader identify and understand the impact he or she has on the thinking and behaviour of those around them, how this influences their effectiveness, and the implications this has for organizational culture can help a leader to develop new ways of leading, resulting in those around them behaving more constructively and so ultimately becoming more effective as a leader.



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Leadership Strategies

The methods leaders use to move the organization (and its members) toward the desired state of future affairs are called Leadership Strategies. Leaders do this in one or both of two ways:

- *Prescriptive* leadership strategies are those which guide or direct the activities and behaviours of others toward goals, opportunities and methods.
- *Restrictive* strategies are those which constrain or prohibit activities and behaviours with respect to goals, opportunities and methods. Both Prescriptive and Restrictive strategies reflect and effect leadership – but do so in very different ways.

For instance, when ‘Monitoring’, a leader can focus on managing by excellence (Prescriptive) and/or focus on managing by exception (Restrictive), or when ‘Reinforcing’, a leader can focus on rewarding success (Prescriptive) and/or focus on penalising mistakes (Restrictive). Generally leaders will do both, it’s then a matter of how much of each. Leadership/Impact® measures 10 of these strategies and illustrates that:

- Leaders who emphasise Prescriptive strategies will motivate others (impact) to think and behave in Constructive ways.
- Leaders who emphasise Restrictive strategies will drive others (impact) to think and behave in Defensive ways.

The leadership Strategy domains are identified in the following profile and are listed in the left column, with the restrictive and prescriptive titles alongside each.

The strategies are listed in order of the impact they have on others – from Envisioning, which has a relatively mild impact on others (either Constructive or Defensive), to Creating a Setting which has a very strong impact on the behaviour of others (either Constructive or Defensive).

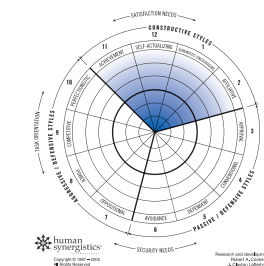
Domain	Restrictive		Prescriptive
Personal			
Envisioning	Delimiting	↔	Defining
Role Modeling	Circumscribing	↔	Exemplifying
Interpersonal			
Mentoring	Passive	↔	Active
Stimulating Thinking	Vertical	↔	Lateral
Referring	Negative Referents	↔	Positive Referents
Monitoring	By Exception	↔	By Excellence
Providing Feedback	Negative	↔	Positive
Organizational			
Reinforcing	Punishment	↔	Reward
Influencing	Unilateral	↔	Reciprocal
Creating a Setting	Constraining	↔	Facilitating

The Impact Leaders Have on Those They Lead

By definition, a leader has a significant impact on the thinking, behaviour, and performance of the people around him or her. Whether intentionally or unintentionally, or directly or indirectly, leaders motivate or drive people to behave in certain ways. This impact, either positive or negative, is typically sufficiently strong to be discernible and measurable. Leadership/Impact® measures the influence of leaders with respect to Constructive behaviours and two types of Defensive behaviours:

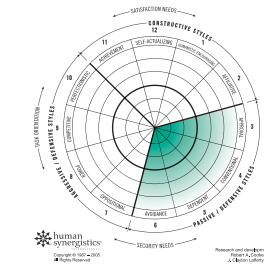
Constructive Behaviours

A leader can encourage and motivate others to relate to people and approach their work in ways that help them to personally meet their higher-order needs for growth and satisfaction. The specific Constructive behaviours that can be promoted by leaders are *Achievement*, *Self-Actualising*, *Humanistic-Encouraging* and *Affiliative*.



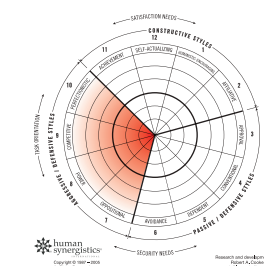
Passive/Defensive Behaviours

A leader can drive and reinforce others to interact with the people around them in self-protective ways that will not threaten their own security. The specific Passive/Defensive behaviours that can be attributed to leaders are *Approval*, *Conventional*, *Dependent* and *Avoidance*.



Aggressive/Defensive Behaviours

A leader can drive and motivate others to approach their task-related activities in forceful ways to protect their status and security. The specific Aggressive/Defensive behaviours that can be promoted by leaders are *Oppositional*, *Power*, *Competitive* and *Perfectionistic*.



These three sets of behaviours can be arranged around a circumplex, or circular profile, to show the type of impact a leader is having on others. The 12 more specific behaviours are placed on this circumplex in terms of their degree of similarity (with relatively similar behaviours situated close to one another). Behaviours that are relatively *people-oriented* are placed on the right side of the circumplex; behaviours that are more *task-oriented* are placed on the left side.

Similarly, behaviours that are associated with the fulfilment of *higher-order growth and satisfaction needs* are placed near the top of the circumplex; behaviours that are associated with the maintenance of *lower-order security needs* are placed near the bottom. More detailed descriptions of the Constructive, Passive/Defensive and Aggressive/Defensive behaviours are provided on the following pages.

Constructive Impact

The impact of certain leaders on others is primarily Constructive. Their leadership strategies do not unnecessarily threaten the security of others, create ambiguity or anxiety, nor provoke defensiveness or forceful reactions. Instead, they create an environment which stimulates peoples’ needs for growth and achievement and encourages them to think and behave in ways that will enable them to satisfy those needs. These behaviours reflect a balanced concern for people and tasks, an orientation toward the attainment of personal and organizational goals, and a commitment to reaching those goals through cooperative efforts.

The specific behaviours associated with a Constructive impact therefore enable people to meet their satisfaction needs through both the way they approach their tasks and their interactions with people.

Achievement

The leader motivates and encourages others to set challenging but realistic goals, establish plans to reach those goals and pursue them with enthusiasm. The leader encourages others to take ‘ownership’ over decisions and actions and take initiative when opportunities arise.

Self-Actualising

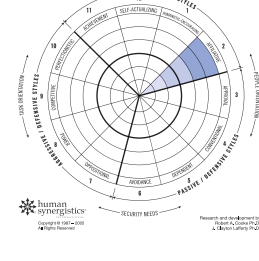
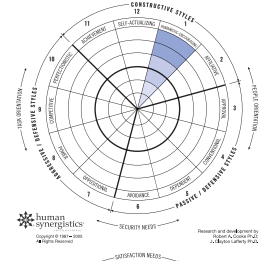
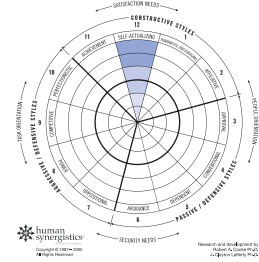
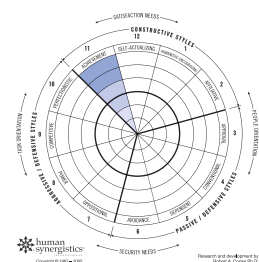
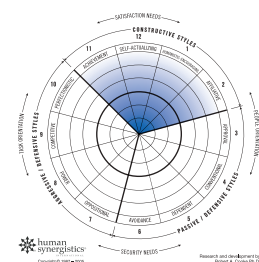
The leader motivates and encourages others to gain enjoyment from their work, develop themselves professionally, and approach problems with interest, creativity and integrity. The leader encourages others to accept mistakes and learn from them and experiment with innovative solutions to problems.

Humanistic–Encouraging

The leader motivates and encourages others to be supportive of people, help those around them to grow and develop, and provide others with positive feedback. The leader encourages others to show trust and confidence in those around them and to share ideas and discuss decisions with those who will be affected by them.

Affiliative

The leader motivates and encourages others to treat people as members of the team, be sensitive to the needs of others, and interact in friendly and cooperative ways. The leader encourages others to respect people's diverse backgrounds and viewpoints and build good relationships with others within the organization.



Passive/Defensive Impact

The impact of other leaders on people is predominantly Passive/Defensive. Possibly inadvertently, these leaders adopt strategies that lead others to feel insecure or apprehensive, controlled and constrained, and uneasy about interpersonal relations within the organization. In the extreme, such leaders create an environment that accentuates people’s needs for security and induces them to satisfy these needs by relating to others in cautious and guarded ways. These behaviours reflect a concern for people rather than tasks, a tendency to subordinate oneself to the organization and, paradoxically, the feeling that it is more appropriate to ‘play it safe’ rather than take reasonable risks that are in the best interest of the organization.

The specific behaviours associated with a Passive/Defensive impact therefore require people to meet their *security* needs through their interactions with others:

Approval

The leader motivates and requires others to gain the approval of those around them, ‘go along’ with people and maintain superficially pleasant interpersonal relationships. The leader encourages others to put forth ideas and suggestions that are likely to please others and withhold even constructive criticism.

Conventional

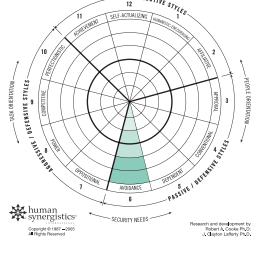
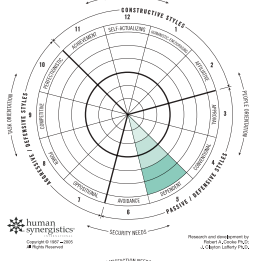
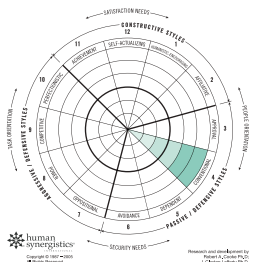
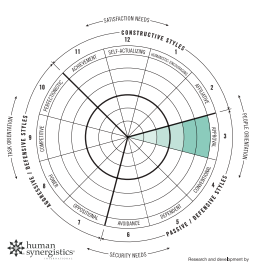
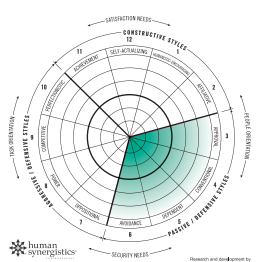
The leader motivates and requires others to conform, fit the ‘mould’, and follow rules, policies and standard operating procedures. The leader encourages others to do things the way they have always been done and refer to rules and procedures to justify actions and decisions.

Dependent

The leader motivates and requires others to do only what they are told, clear all decisions with superiors and please those in positions of authority. The leader encourages others to be reactive rather than proactive and follow orders, even if they have a better idea.

Avoidance

The leader motivates and requires others to avoid any possibility of being blamed for a mistake, shift responsibilities to others and maintain a low profile. The leader encourages others to feel apprehensive and insecure about their position and authority, and play it safe and wait for others to act first.



Aggressive/Defensive Impact

The impact of yet other leaders is mainly Aggressive/Defensive. Directly or indirectly, these leaders exhibit strategies that lead others to feel anxious about their status and influence, worry about how they look relative to others, and fixate on short-term (and sometimes irrelevant) performance criteria. In the extreme, such leaders create an environment that accentuates peoples' needs to enhance their status and security, and drives them to meet those needs by approaching their activities in aggressive and forceful ways. These behaviours reflect a concern for tasks at the expense of people, a tendency to place one's own needs over those of the organization, and an aggressive pursuit of one's own objectives versus those of other members and units.

The specific behaviours associated with an Aggressive/Defensive impact therefore require people to protect their status and *security* needs through the way they approach their tasks:

Oppositional

The leader motivates and drives others to point out mistakes, gain status by being critical and dismiss even good ideas due to minor flaws. The leader encourages others to blame performance problems on other people or work groups and focus on the negative (e.g. mistakes) rather than the positive (successes).

Power

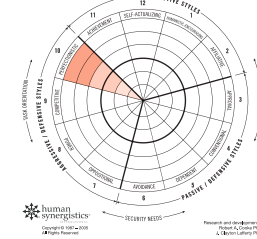
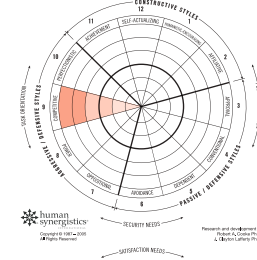
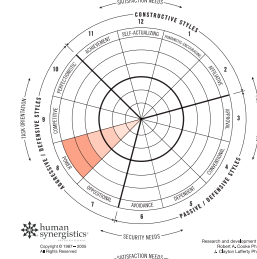
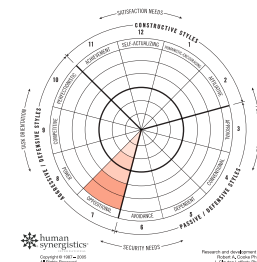
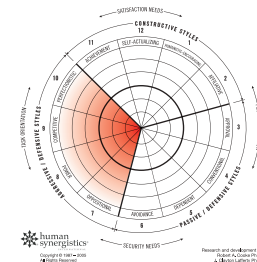
The leader motivates and drives others to act forcefully and aggressively, control the people around them and build up their power base. The leader encourages others to play politics to gain influence and provide information to others on a 'need to know' basis only.

Competitive

The leader motivates and drives others to operate in a 'win/lose' framework, outperform their peers and do anything necessary to look good. The leader encourages others to manipulate situations to enhance their own position and exaggerate their performance and accomplishments.

Perfectionistic

The leader motivates and drives others to set unrealistically high goals, stay on top of every detail and work long hours to attain narrowly defined objectives. The leader encourages others to give the impression they always have to have the answer or necessary information and feel they always have to prove themselves.



Effectiveness Measures for L/I

L/I includes a number of leadership effectiveness questions regarding:

Organizational effectiveness

- Visionary leadership
- Impact on productivity
- Ability to empower others
- Bringing out the best in people
- Horizon orientation (short vs long)
- Promotion of organizational flexibility

Personal Effectiveness

- Level of stress and tension
- Readiness for promotion
- Ability to accept feedback
- Interest in self-development

Balance

- Overrated vs underrated by the organization
- Deserves more authority or already has too much
- Advances firm's or own success

Management/Impact® (M/I)

What is Management/Impact® (M/I)

Management/Impact® (M/I) is a tool designed specifically for mid-level managers. In larger organizations it can also be used at lower levels of management. It is designed to help managers identify the relationship between how they manage, how this impacts on the behaviours of others and how effectively they operate in the management role. It comprises two parts:

- Self-Description. The manager completes a two-section questionnaire:**
 - Ideal Impact.* The manager describes the behaviours he or she would like to promote in the people they manage.
 - Management Approaches.* The manager identifies how they go about managing in terms of task management (e.g. managing goals, resources, problems etc), people management (e.g. managing teams, inter-unit relationships, personal relationships etc) and personal management (e.g. managing integrity).
- Feedback from Others. The focal manager selects colleagues who then describe his or her:**
 - Impact on Others.* The behaviours they believe the manager promotes through his or her management.
 - Management Approaches.* How they observe the manager going about their management role in terms of managing tasks, people and themselves.
 - Management Effectiveness.* A number of effectiveness measures are built in to assess the manager's effectiveness at managing tasks, managing people and managing themselves.

Who Should Use It?

Mid-level managers. In very large organizations it can be used down to team leader level, if team leaders are managing large and/or significant groups.

Why Use It?

To improve management effectiveness and organizational culture. The relationship between management and organizational culture is a particularly important one. Managers have significant impact on culture – they model the behaviours that others follow and, through their own management, cause others to behave in certain ways that may or may not be consistent with what the organization actually desires.

Effective managers are constantly aware of the impact they have on others. Unfortunately in many cases managers are not aware of their impact. Helping an individual identify and understand the impact he or she has on the thinking and behaviour of those around them, how this influences their effectiveness, and the implications this has for organizational culture can help the manager develop new ways of managing, resulting in those around him or her behaving more constructively and being more effective.



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Management Approaches

M/I is designed to not simply measure what the manager does – but how he or she does it. The approach a manager takes towards a particular management responsibility (e.g. managing goals) can be:

- Facilitating – undertaken in ways that seek to eliminate barriers to responsiveness, creativity and higher performance. This includes broadening jobs, delegating responsibility and authority, and giving people the autonomy and resources needed to achieve agreed goals.
- Inhibiting – undertaken in ways that put barriers in people's way by emphasising procedures, rules, restrictions, control and formal authority.

For instance, when managing goals, a manager can do so in a Facilitating way by providing people with clear, meaningful goals that are well aligned with the organization's goals, or in an Inhibiting way by providing people with goals that are vague and unclear, unrealistic or not aligned with the organization's goals.

Management/Impact® measures 15 of these approaches and illustrates that:

- Managers who emphasise Facilitating approaches will motivate others (impact) to think and behave in Constructive ways.
- Managers who emphasise Inhibiting approaches will drive others (impact) to think and behave in Defensive ways.

The Management Approaches measured are:

Task	People	Personal
Managing Goals	Managing Inter-Unit Relations	Managing Integrity
Managing Change	Managing Teams	Managing Self-Development
Managing Problems	Managing Communications	Managing Emotions
Managing Results	Managing Rewards	
Managing Resources	Managing Learning	
Managing Work Activities	Managing Personal Relations	

The Impact of Managers

By definition, managers are responsible for influencing the thinking, behaviour, and performance of the people around them. Whether intentionally or unintentionally, directly or indirectly, managers motivate or drive people to behave in certain ways. This impact, either positive or negative, is typically sufficiently strong enough to be discernable and measurable.

M/I measures the impact of managers on the behaviour of other people with respect to Constructive and two types of Defensive styles.

- Managers who have a Constructive impact encourage and motivate people to relate to others and approach their work in ways that will help them to personally meet their higher-order needs for growth and satisfaction. Specific Constructive styles that managers may promote include *Achievement*, *Self-Actualising*, *Humanistic-Encouraging* and *Affiliative*.
- Managers who have a Passive/Defensive impact encourage or drive people to interact with those around them in self-protective ways that will not threaten their own security. Specific Passive/Defensive styles that managers may encourage include *Approval*, *Conventional*, *Dependent*, and *Avoidance*.
- Managers who have an Aggressive/Defensive impact drive or motivate people to approach their task-related activities in forceful ways to protect their status and security. Specific Aggressive/Defensive styles that managers may promote include *Oppositional*, *Power*, *Competitive*, and *Perfectionistic*.

These styles are arranged around a circumplex or circular diagram in terms of their degree of similarity (with relatively similar styles situated close to one another). Behavioural styles that are relatively people-oriented are placed on the right side of the circumplex; behavioural styles that are more task-oriented are placed on the left side. Similarly, styles that are associated with the fulfilment of higher-order growth and satisfaction needs are placed near the top of the circumplex; styles that are associated with the maintenance of lower-order security needs are placed near the bottom.

Constructive Impact

The impact of some managers on the people around them is primarily Constructive. These managers create work environments that stimulate other peoples needs for growth and achievement and encourage them to think and behave in ways that will help to satisfy those needs. Such behaviours reflect a balanced concern for people and tasks, an orientation toward the attainment of personal and organizational goals, and a commitment toward reaching those goals through cooperative efforts. The specific behavioural styles associated with a Constructive impact enable people to meet their satisfaction needs through both the way they approach their tasks and their interactions with people. These styles include:

Achievement

The manager motivates and encourages others to set challenging but realistic goals, establish plans to reach those goals and pursue them with enthusiasm.

Self-Actualising

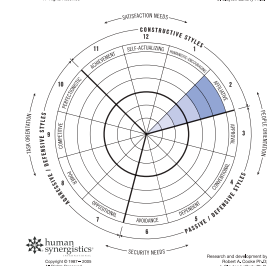
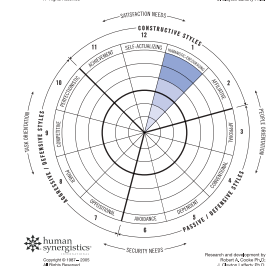
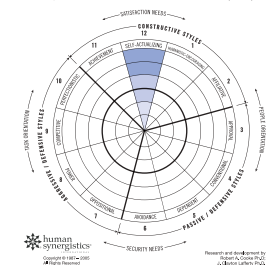
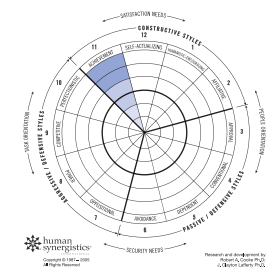
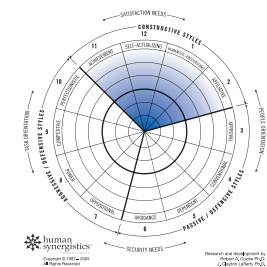
The manager motivates and encourages others to gain enjoyment from their work, develop themselves professionally, and approach problems with interest, creativity and integrity.

Humanistic-Encouraging

The manager motivates and encourages others to be supportive of people, help those around them to grow and develop, and provide them with positive feedback.

Affiliative

The manager motivates and encourages others to treat people as members of the team, be sensitive to the needs of others, and interact in friendly and cooperative ways.



Passive/Defensive Impact

Other managers have a predominantly Passive/Defensive impact on the people around them. Possibly inadvertently, these managers adopt approaches that make others feel self-doubting or apprehensive, controlled and constrained, and uneasy about interpersonal relations within the organization. In the extreme, such managers create environments that accentuate people's needs for security and induce them to satisfy those needs by relating to others in cautious and guarded ways. These behaviours reflect a concern for people rather than tasks, a tendency to subordinate oneself to the organization and, paradoxically, the feeling that it is more appropriate to 'play it safe' rather than take reasonable risks that are in the best interest of the organization. The specific behavioural styles associated with a Passive/Defensive impact therefore require people to meet their security needs through their interactions with others. These styles include:

Approval

The manager motivates and requires others to gain the full agreement of those around them, to 'go along with' people and maintain (superficially) pleasant interpersonal relationships.

Conventional

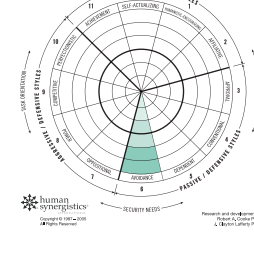
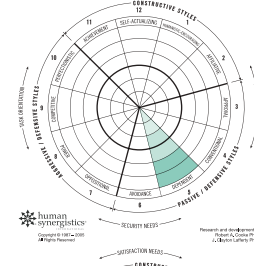
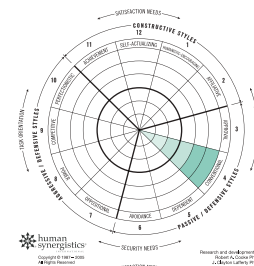
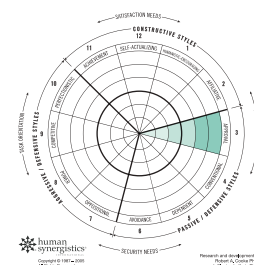
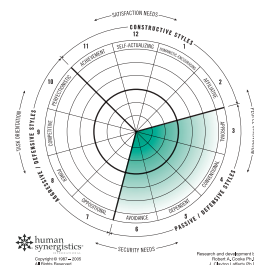
The manager motivates and requires others to conform, 'fit the mold', and follow the rules, policies, and standard operating procedures.

Dependent

The manager motivates and requires others to do only what they are told, clear all decisions with superiors and please those in positions of authority.

Avoidance

The manager motivates and requires others to shift responsibilities to other members, maintain a low profile and avoid any possibility of being blamed for a mistake.



Aggressive/Defensive Impact

Certain managers have an impact on others that is mainly Aggressive/Defensive. Directly or indirectly, these managers use approaches that make other people feel anxious about their importance and influence, worry about how they look relative to others, and fixate on short-term (and sometimes irrelevant) performance criteria. In the extreme, such managers create environments that accentuate people's needs to enhance their status and security and drive them to meet those needs by approaching their activities in aggressive and forceful ways. These behaviours reflect a concern for tasks at the expense of people, a tendency to place one's own needs before those of the organization, and an aggressive pursuit of one's own objectives over those of other members and units. The specific behavioural styles associated with an Aggressive/Defensive impact therefore require people to protect their status and security needs through the way they approach their tasks. Specific Aggressive/Defensive styles include:

Oppositional

The manager motivates and drives others to point out mistakes, gain status by being critical and dismiss even good ideas due to minor flaws.

Power

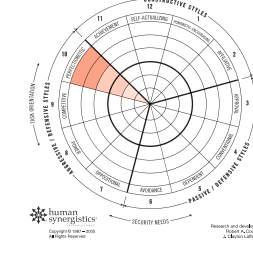
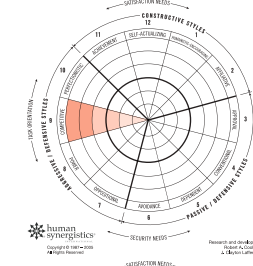
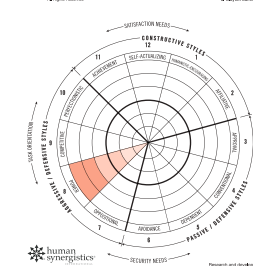
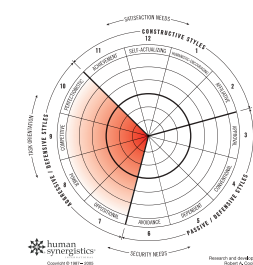
The manager motivates and drives others to act forcefully and aggressively, control the people around them and build up their power base.

Competitive

The manager motivates and drives others to operate in a 'win/lose' framework, outperform their peers and do anything to look good.

Perfectionistic

The manager motivates and drives others to set unrealistically high goals, stay on top of every detail and work long hours to attain narrowly defined objectives.



Effectiveness Measures in M/I

M/I includes a number of management effectiveness questions regarding:

Task Effectiveness

- Moving the organization towards its goals
- Impact on unit effectiveness
- Impact on others' productivity
- Problem-solving ability
- Ability to motivate people to exceed expectations

People Effectiveness

- Promotes confidence in others
- Makes people's jobs more satisfying
- Effect on others – calming or stressful
- Makes people want to stay or leave

Personal Effectiveness

- Trusted by others
- Personal growth as a manager
- Level of energy
- Level of influence
- Readiness for promotion

The Management Effectiveness Profile Systems™ (MEPS)

What is the Management Effectiveness Profile System™ (MEPS)

MEPS is a skills-based feedback tool that measures task, interpersonal and personal management skills. The feedback includes a comprehensive skills-based self-learning guide.

MEPS is the only Human Synergistics feedback tool that does not use the circumplex. It produces a 'self' compared to 'others' profile measuring 6 essential task skills, 5 interpersonal skills and 3 personal skills.

Importantly, MEPS measures the management of these skills, not just the doing of them. For example, in Planning it does not measure how well the focal manager plans, but rather measures how effectively the focal manager manages the process of planning.

Who Should Use It?

MEPS is designed for front-line managers – supervisors, team leaders, and anyone managing a team of operational people.

Why Use It?

Front-line supervisors often don't get the time to reflect on how effectively they are managing and leading their teams. Focussed feedback on everyday task and interpersonal skills that allows the manager to identify relative strengths and development needs is a powerful way of providing development at this level.

Skills Measured by MEPS

Task Skills:

- Problem solving
- Time management
- Planning
- Goals setting
- Performance leadership
- Organizing

Interpersonal Skills:

- Team development
- Delegation
- Participation
- Integrating differences
- Providing feedback

Personal Skills:

- Stress processing
- Maintaining integrity
- Commitment

Outcomes Measured and Related to the Skills Profile

Task Effectiveness:

- Current job effectiveness
- Quality of team work performance
- Management of payroll costs
- Effectiveness in moving the organization forward

Interpersonal Effectiveness:

- Team member satisfaction
- Quality of work relationships
- Level of influence over direct reports
- Level of influence over peers
- Level of influence over higher-level managers

Personal Effectiveness:

- Readiness for promotion
- Career progress
- Interest in improving self
- Reaction to negative feedback

The Organizational Culture Inventory® (OCI®) & the Organizational Effectiveness Inventory® (OEI)

What is the Organizational Culture Inventory® (OCI®)?

The OCI® is an organizational survey tool designed to measure an organization's ideal culture (values) and the actual operating culture. It specifically examines culture from the perspective of behavioural norms – how people believe they are expected to behave in order to fit in and get ahead. The OCI® also measures some outcomes of culture and can be used as a stand-alone tool, but our recommendation is to use it with the OEI. There are two versions of the OCI®:

1. Preferred or Ideal Culture – establishes a benchmark that defines the behavioural norms that represent the organization's espoused values.
2. Actual Operating Culture – defines and describes the actual organizational culture and the extent to which this is aligned with the espoused values.

What is the Organizational Effectiveness Inventory® (OEI)?

OEI is an organizational survey tool designed to measure the practices used throughout the organization that impact on its' culture. It also measures a number of research-based outcomes of culture at the individual, group and organizational level. It is designed to be used in conjunction with the OCI®.

Who Should Use Them?

The OCI® and OEI are organizational-level survey tools used by organizations looking for a comprehensive analysis of what is happening within the organization and the impact of this on organizational culture and how this results in existing levels of individual, group and organizational performance.

Why Use It?

Organizational culture directly impacts on the performance of the organization. It influences how the organization goes about executing its existing strategy and how effectively it adapts to changes in its operating environment. Improving organizational culture establishes a foundation for future performance.

How Culture Works

As the simplified systems model on the opposite page illustrates, culture is caused by organizational members' views on a number of organizational practices (Causal Factors) that represent the organization's efforts to execute its strategy and achieve its goals.

The extent to which these practices are consistent with and aligned to the organization's Preferred Culture, represented by the espoused Mission and Philosophy, determines whether or not the Actual Culture is similar to or different to this Preferred Culture. The resulting gaps represent targets for cultural change.

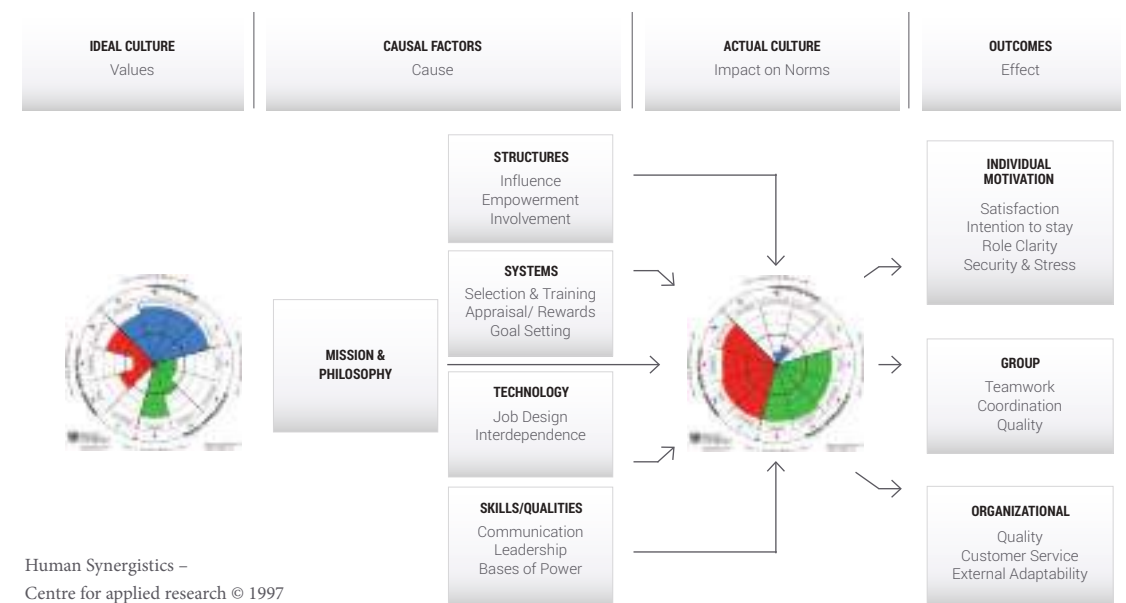
The Actual Culture then influences a number of outcomes at the individual level (e.g. Motivation), the group level (e.g. teamwork) and at the organizational level (e.g. adaptability).

The Preferred Culture represents “what should be expected here” (measured by the OCI® Preferred).

The Causal Factors represent “the way things are done around here” (measured by the OEI).

The Actual Culture represents “what's expected around here” (measured by the Actual OCI®).

The outcomes represent “how we're doing here” (measured by the OEI).

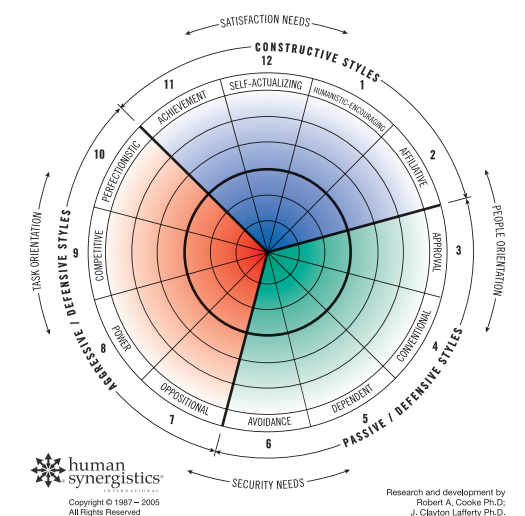


Cultural Styles Measured by the OCI® Circumplex

The cultural styles are organized on the OCI® circumplex such that those toward the top reflect expectations for behaviours that are directed toward higher-order needs for growth and *satisfaction*; those toward the bottom reflect expectations for behaviours that focus on meeting lower-order needs for *security*.

Cultural styles located on the right side of the circumplex reflect expected behaviours with respect to interactions with *people*; cultural styles located on the left reflect expectations regarding *task*-related behaviours.

The distinctions between satisfaction and security and between people and task define the three clusters of cultural styles measured by the OCI®: Constructive, Passive/Defensive and Aggressive/Defensive.



Constructive Styles

Constructive cultures are those in which organizational members are encouraged to interact with others and approach tasks in ways that will help them meet their higher-order satisfaction needs of achievement, self-actualisation, esteem and affiliation. Organizations with Constructive cultures encourage members to work to their full potential.

The behavioural norms underlying these styles are:

Achievement

Members are encouraged to establish challenging but realistic goals, develop plans to reach these goals and pursue them with enthusiasm. People are expected to pursue a standard of excellence and work for a sense of accomplishment.

Self-Actualising

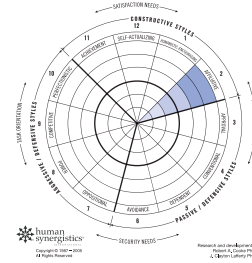
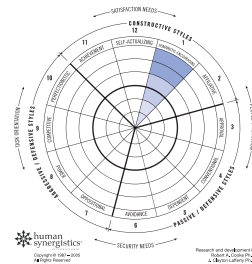
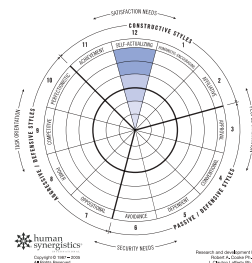
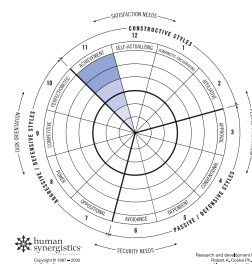
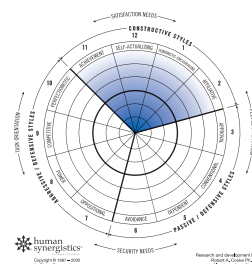
Characterises organizations that value creativity, quality over quantity, and both task accomplishment and individual growth. Members are encouraged to gain enjoyment from their work, develop themselves, and take on new and interesting activities.

Humanistic–Encouraging

Characterises organizations that are managed in a participative and person-centred way. Members are expected to be supportive, constructive and open to influence in their dealings with one another.

Affiliative

Members are expected to place a high priority on constructive interpersonal relationships and are expected to be friendly, open and sensitive to the satisfaction of their work group.



Passive/Defensive Styles

Passive/Defensive cultures are those in which members believe they must interact with people in ways that will not threaten their own security. In Passive/Defensive cultures members are expected to do whatever it takes to please superiors and avoid interpersonal conflict. Personal beliefs, ideas and judgment take a back seat to rules, procedures and orders – all of which are to be followed without question.

The behavioural norms underlying these styles are:

Approval

This describes organizations in which conflicts are avoided and interpersonal relationships are pleasant – at least superficially. Members feel that they must agree with, gain the approval of and be liked by others.

Conventional

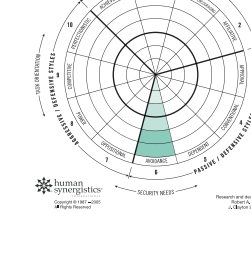
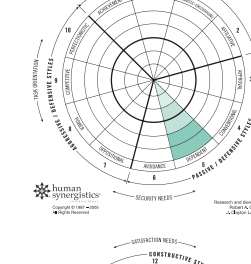
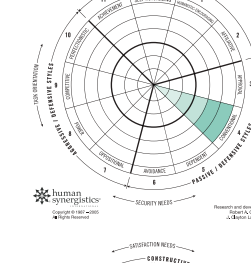
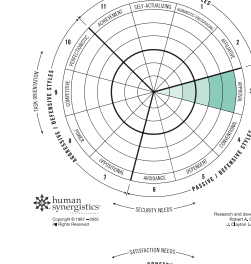
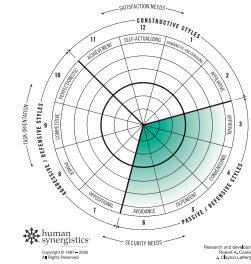
This style is descriptive of organizations that are conservative, traditional and bureaucratically controlled. Members are expected to conform, follow the rules and make a good impression.

Dependent

This style is descriptive of organizations that are hierarchically controlled and non-participative. Centralized decision-making in such organizations leads members to do only what they're told and to clear all decisions with superiors.

Avoidance

This style characterises organizations that fail to reward success but nevertheless punish mistakes. This negative reward system leads members to shift responsibilities to others and to avoid any possibility of being blamed for problems or errors.



Aggressive/Defensive Styles

Aggressive/Defensive cultures are those in which members are expected to approach tasks in forceful ways to protect their status and security. Organizations with Aggressive/Defensive cultures encourage their members to appear competent, controlled and superior – even if, in fact, they lack the necessary knowledge, skills, abilities and experience. Those who seek assistance, admit shortcomings or concede their position are viewed as incompetent or weak.

The behavioural norms underlying these styles are:

Oppositional

This style describes organizations in which confrontation prevails and negativism is rewarded. Members gain status and influence by being critical, opposing the ideas of others and making safe (but ineffectual) decisions.

Power

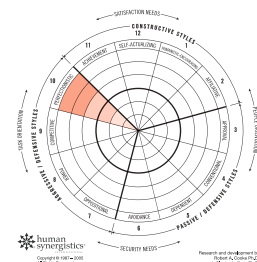
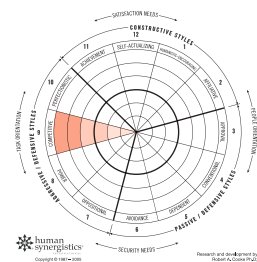
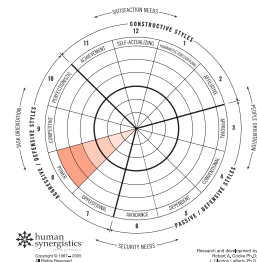
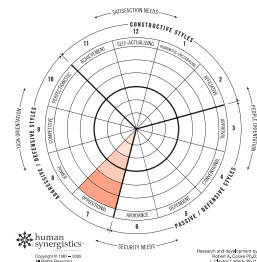
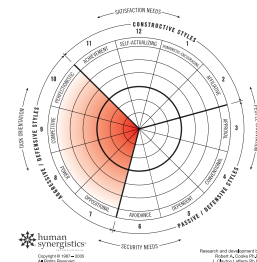
This style is descriptive of non-participative organizations structured on the basis of the authority inherent in members' positions. Members believe they will be rewarded for taking charge and controlling subordinates (and being responsive to the demands of superiors). Members believe they need to be tough, and politics prevail as members must be constantly on their guard for who and what they align themselves with.

Competitive

This culture is one in which winning is valued and members are rewarded for out-performing one another. People in such organizations operate in a win-lose framework and believe they must work against (rather than with) their peers to be noticed.

Perfectionistic

This style of culture characterises organizations in which perfectionism, persistence and hard work are valued. Members feel they must avoid all mistakes, keep track of everything and work long hours to attain narrowly defined objectives.



OEI Causal Factors – Levers for Change

Introduction

The behavioural norms within an organization represent the members' collective learning regarding what it takes to get things done and succeed – or at least to survive – in the system.

Members infer what is expected on the basis of the cues or signals from the events and influential forces they face on a day-to-day basis. These forces – which Dr Cooke refers to as structures, systems, technologies and skills/qualities - determine whether members come to believe that they should behave in Constructive versus Defensive ways and shape the true operating culture of the organization.

Dr Cooke and Dr Szumal's research has shown that these factors are, in the manner described above, the antecedents of culture and they, in turn, become the Causal Factors. As Causal Factors, when viewed from an organizational change is the key intervention foci when addressing development strategies.

They are:

Mission and Philosophy

Mission and philosophy are the mechanisms by which organizations explicitly communicate their values to members – the OEI measures quantify the extent to which the organization has successfully defined its identity and values to its members.

The OEI measures:

- Articulation of mission
- Customer service focus

Structures

Structures refer to the ways in which people, roles and activities are ordered and coupled to create organization. Aspects of structure that can influence an organization's operating culture include its design (such as degree of centralisation, formalisation and specialisation) and the extent to which it promotes or restricts members' involvement and empowerment. These factors help shape the operating culture by making possible or requiring certain behaviours and ruling out or making difficult other behaviours. The OEI examines organizational structures in terms of the extent to which they permit (or restrict) influence, empowerment and employee involvement.

The OEI measures:

- Total influence
- Distribution of influence
- Empowerment
- Employee involvement

Systems

Systems refers to the interrelated sets of procedures – such as human resource, information, accounting, and quality control systems – an organization uses to support its core activities and solve problems. Human resource management, appraisal and reinforcement, and goal-setting systems are among the most powerful factors for shaping – as well as redirecting – the operating culture of an organization.

The OEI measures:

Human Resource Management

- Selection and placement
- Training and development
- Respect for members

Appraisal and Reinforcement

- Fairness of appraisal
- Use of rewards
- Use of punishment
- Goal setting

Goal Setting

- Goal clarity
- Goal challenge
- Participative goal setting
- Goal acceptance

Technology

Technology refers to the methods used by the organization to transform inputs into outputs. Aspects of technology that have been found to have an impact on the operating culture of organizations include job design, job complexity and degree of interdependence among members.

The OEI measures:

- Autonomy
- Skill variety
- Feedback
- Task identity
- Significance
- Interdependence

Skills/Qualities

Skills/Qualities refer to the skills and qualities exhibited by organizational members – particularly those in leadership positions. These skills/qualities can shape, reinforce and change the operating culture of an organization. Examples of relevant skills and qualities revolve around communication, leadership, sources of power and influence, and methods for conflict resolution.

The OEI measures:

Communication

- Downward communication
- Upward communication
- Communication for learning

Supervisory/Managerial Leadership

- Interaction facilitation (people-oriented)
- Task facilitation (task-oriented)
- Goal emphasis (task-oriented)
- Consideration (people-oriented)

Supervisory/Managerial Sources of Power

- Personal bases of power
- Organizational bases of power (neutral to negative)

OEI Outcomes of Culture

Introduction

Dr Cooke and Dr Szumal's research has identified 12 specific outcomes that are related to the operating cultures of organizations.

Whilst it is clear that organizational outcomes are influenced by a number of variables, the focus of their research has been into identifying factors associated with long-term organizational success and then examining the impact of culture upon these factors. Their research has led to a clear set of culture outcomes that are organised into 3 general categories:

Individual-Level Outcomes

Individual outcomes focus on the extent to which the organization has a positive, rather than a negative, impact on the personal states and attitudes of its members.

The OEI measures:

Positive Indices

- Role clarity
- Motivation
- Satisfaction
- Intention to stay

Negative Indices

- Role conflict
- Job insecurity
- Stress

Group-Level Outcomes

Group outcomes focus on the extent to which the organization effectively integrates and coordinates the efforts of its members and units.

The OEI measures:

- Intra-unit teamwork and cooperation
- Inter-unit coordination
- Departmental-level quality

Organizational-Level Outcomes

Organizational outcomes focus on the organization's effectiveness with respect to its external environment.

The OEI measures:

- Organizational-level quality
- External adaptability

The Customer ServiceStyles™ Inventory (CSS)

What is the Customer ServiceStyles™ ?

Based on research on the relationship between organizational culture and quality of customer service, The Customer ServiceStyles™ Inventory (CSS) is an organizational survey tool designed to measure the behaviours customers and clients experience when interacting with the organization's service providers. It also measures important customer service outcomes of customer satisfaction, customer loyalty and customer advocacy – all of which are the result of how the customer experiences the organization.

Who Should Use It?

Any organization looking to measure their customer service with external customers or internal customers.

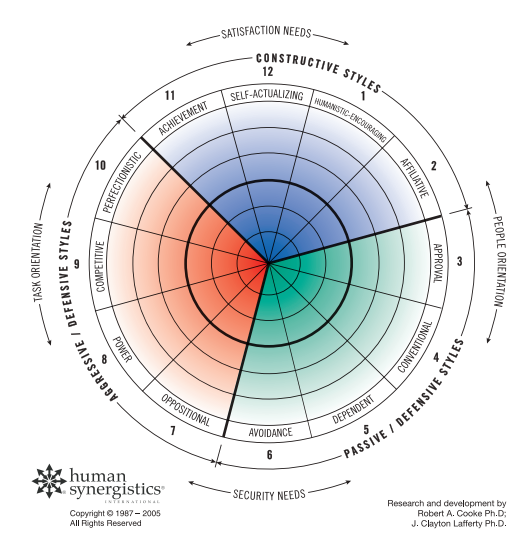
Why Use It?

Research shows that the ways in which service providers approach their work are quite visible to customers and shape customer's perceptions, attitudes and future behaviours with respect to the organization's products and services. The ways in which service providers interact with customers are probably the main determinant of customer satisfaction, loyalty and word of mouth or advocacy.

A reputation for quality – whether positive or negative – is earned by providers but is promoted by customers and users. Knowing how behaviours impact service quality, isolating the specific behaviours that do this, and then systematically focussing on changing these, can be directly linked to improvements in measurable outcomes like sales or revenue, along with increased customer satisfaction, loyalty and advocacy.

The Customer ServiceStyles™ Circumplex

Customer ServiceStyles™ results are presented in a circular profile or circumplex. The styles are organized around the circumplex such that those toward the top reflect Constructive patterns of behaviour that enable service providers to address their higher-order needs for satisfaction, affiliation and achievement. Styles toward the bottom of the circumplex reflect increasingly Defensive behavioural patterns that help members meet their lower-order needs for security and safety with respect to people or tasks. Consequently, styles on the bottom right side of the circumplex are described as Passive/Defensive whereas those are on the bottom left side are more Aggressive/Defensive.



Constructive Customer Service Styles

Achievement

This style translates into solution-oriented and consistently good, solid customer service. Service providers do the job right the first time, suggest 'extras' that anticipate the customer's future needs, as well as recognise and respond to changes in clients' (and their own organization's) goals and objectives.

Self-Actualising

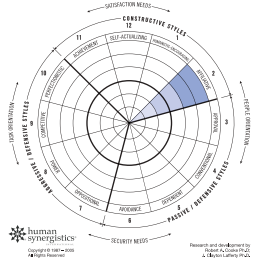
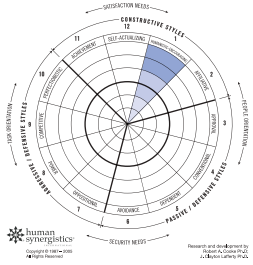
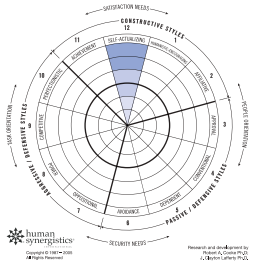
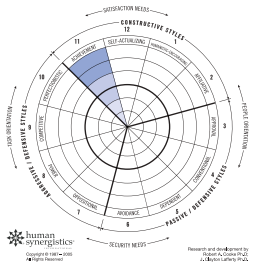
This style promotes high-quality, adaptive service that is continuously improving. Service providers take a real interest in their work and regard it as meaningful, bring a creative flair to their dealings with clients, and maintain high standards.

Humanistic-Encouraging

This style promotes trust, goodwill and client loyalty to the providers and their organization. Customers find that employees will be open to their suggestions, share information with them, go the 'extra mile' and make sure their needs are met.

Affiliative

This style affords a warm and friendly atmosphere, one that makes doing business with the organization comfortable and enjoyable for clients. Service providers are informal and sociable, easy to talk to, courteous, and consistently cooperative and reassuring without being overbearing.



Passive/Defensive Customer Service Styles

Approval

This style prevails when service providers are preoccupied with being accepted by their co-workers and/or superiors and emphasise their needs over those of the customer. Although employees may also seek the approval of customers (by telling them things they want to hear and always agreeing with them), their primary concern is making the people they work with happy.

Conventional

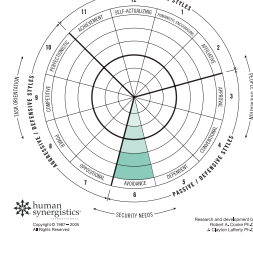
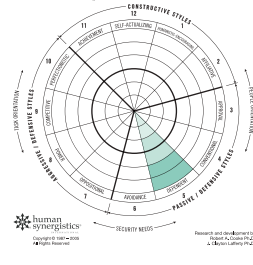
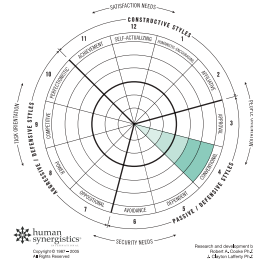
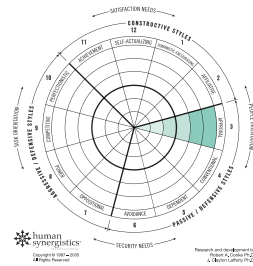
This style is characterised by adherence to rules, traditions and – in the extreme – inflexible procedures. Although this approach may promote efficiency, consistency and reliability, it can also result in impersonal, regimented and superficial transactions for clients. This occurs as service providers strive to meet standards that are irrelevant to clients and adhere to rules that prevent them from effectively addressing their needs and requests.

Dependent

This style prevails when service providers don't have the authority and/or resources they need to carry out the tasks for which they are responsible. Customers may be treated nicely, but are subject to constant delays and 'back room' negotiations to get answers and information.

Avoidance

This style translates into little or no service, with employees disassociating themselves from the organization, their jobs and the customer. Customers resort to doing business on a 'self-service' basis because they are unable to get assistance, find what they really need or get help with complaints.



Aggressive/Defensive Customer Service Styles

Oppositional

This style prevails when service providers view clients negatively and complain that their jobs would be great “if it weren't for the customers”. Customers are treated as if they were a necessary evil and are dealt with in a cynical, if not hostile and confrontational, manner.

Power

This style focusses on 'controlling' the client. The Power style can emerge when service providers don't trust or respect customers or feel that there's little competition for their customers' business. Service providers may act somewhat arrogant and controlling and take advantage of any dependence the customer may have on them for their expertise, information or product.

Competitive

This style is evident when providers view clients as potential conquests, approach negotiations in win/lose terms and focus on the immediate transaction rather than the long-term relationship. Even though sales are made, the clients (who were promised everything) may feel that they were pressured, bought too much or the wrong thing, or didn't get the service promised.

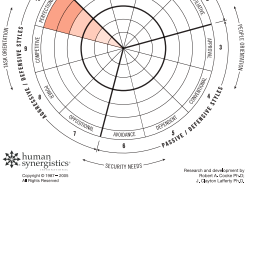
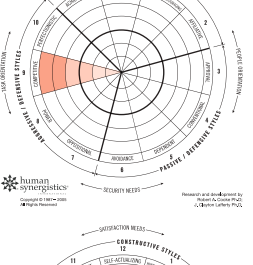
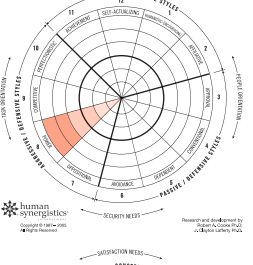
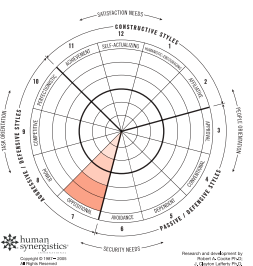
Perfectionistic

This style prevails when service providers obsess over details and insist on doing things 'exactly right' or as precisely as they believe they should be done. Whereas clients may receive service that is excellent along certain criteria, it may come at the price of delays, information overload and overly complex transactions.

Outcomes measured by the CSS

Financial measures of service performance are by definition 'lag' indicators – they reflect the past, not the future. Measures of service quality on the other hand are 'leading' indicators – they suggest what is likely to happen in the future. The CSS includes:

- Customer satisfaction – the extent to which customers are satisfied with the quality and service they experience
- Customer loyalty – customers' willingness to do business with the Organization again
- Customer advocacy - the extent to which customers would advocate or recommend your Organization to other potential clients.



Notes