

**Leadership, Culture and  
Organization Development:  
*Anchors for Effectiveness***

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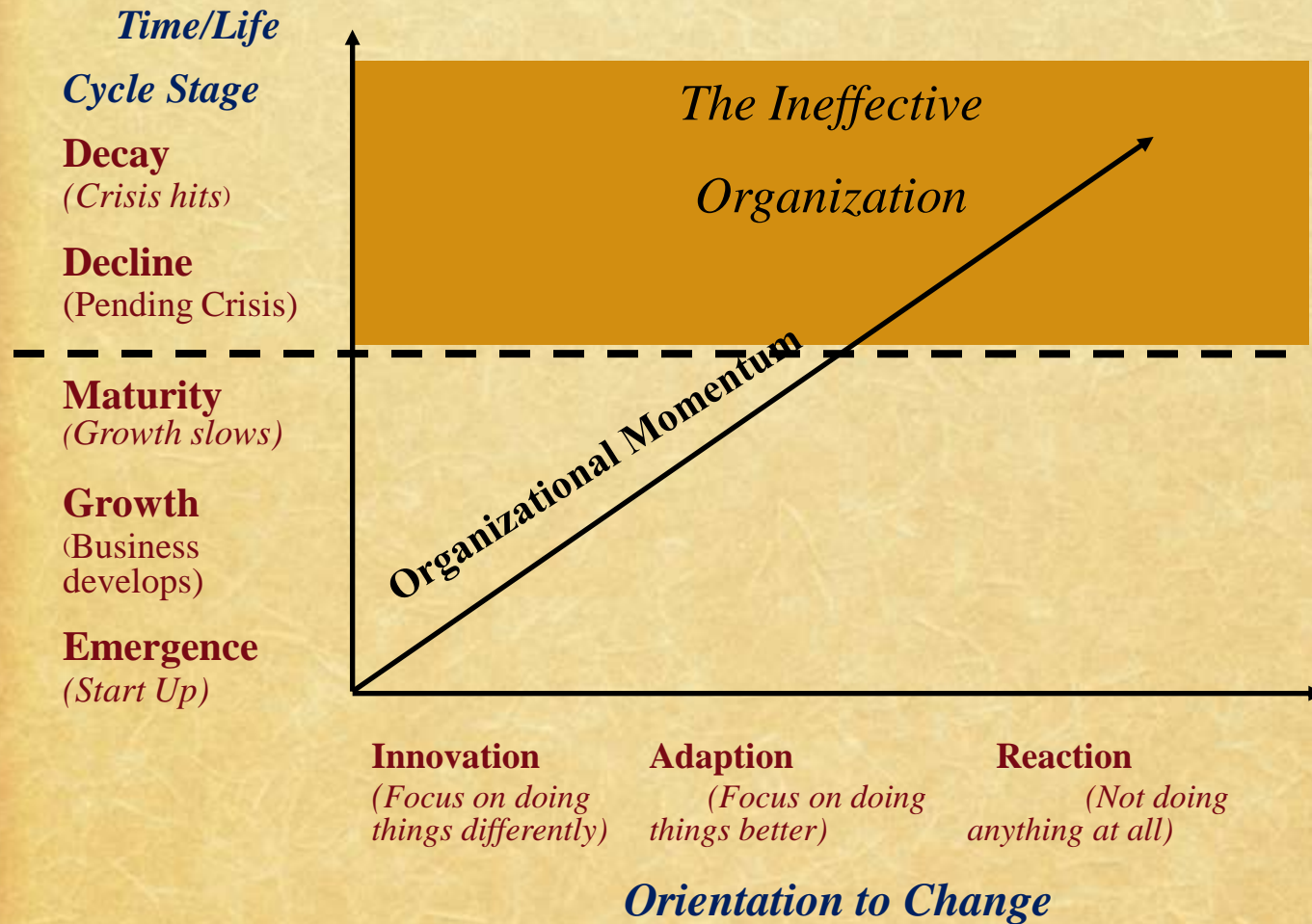
# What is OD About?

- ◆ Building organization capabilities
- ◆ Enhancing performance
- ◆ Focusing on “growth” – individual, group and organizational
- ◆ Effectiveness-based
- ◆ Change-centered
- ◆ Planned!

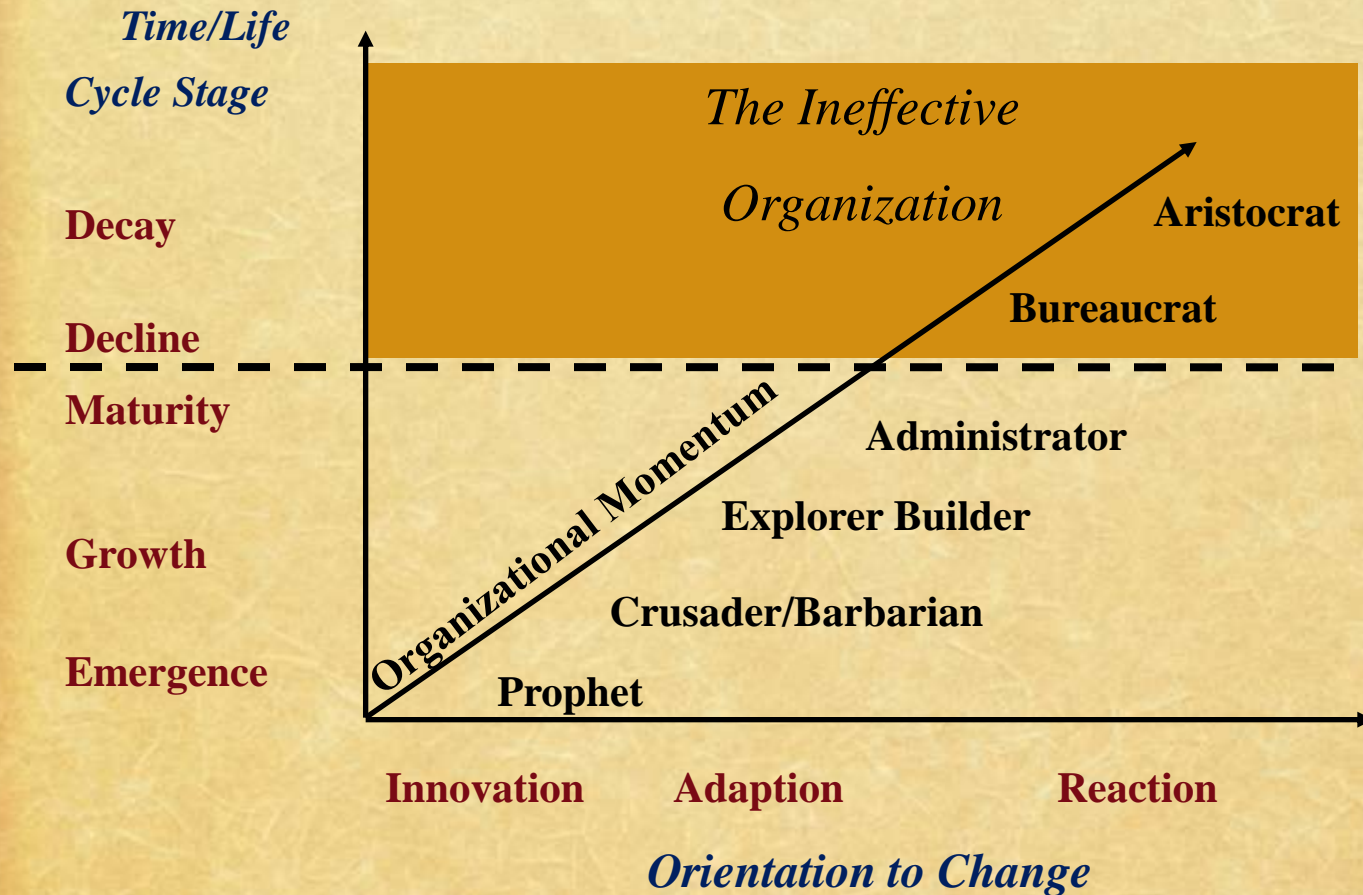
# Special Terms of Importance in Organization Development

- ♦ Change
- ♦ Change Agent
- ♦ Client
- ♦ Culture
- ♦ Internal Consultant
- ♦ Intervention
- ♦ Sponsor
- ♦ Stakeholder

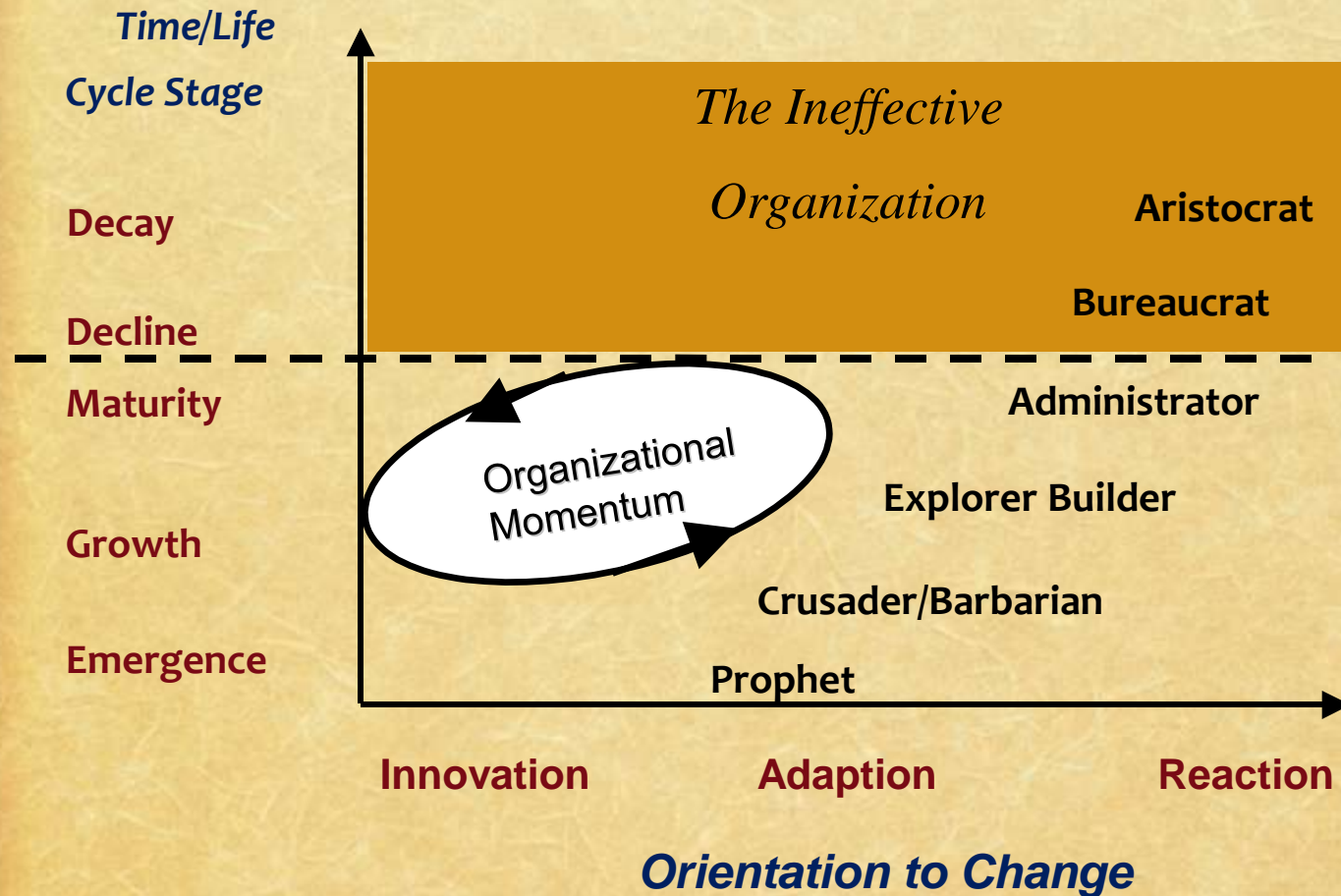
# The Organization Development Model



# Leadership, Culture, and Organization



# Leadership, Culture, and Organization Development: Anchors for Effectiveness



# Leadership

- ♦ **Leadership** is the use of power and influence to direct the activities of followers toward goal achievement.
- *How leaders get the power and influence needed to direct others.*
- *How leaders actually use their power and influence in an effective way.*

# Leader Effectiveness

- ♦ **Leader effectiveness** is the degree to which the leader's actions result in the achievement of the unit's goals, the continued commitment of the unit's employees, and the development of mutual trust, respect, and obligation in leader-member dyads.
- ♦ Most studies have concluded that traits are more predictive of **leader emergence** (i.e., who becomes a leader in the first place) than they are of leader effectiveness (i.e., how well people actually do in a leadership role).

# Decision-Making Styles

- ♦ ***Autocratic style*** - the leader makes the decision alone without asking for the opinions or suggestions of the employees in the work unit.
- ♦ ***Consultative style*** - the leader presents the problem to individual employees or a group of employees, asking for their opinions and suggestions before ultimately making the decision him- or herself.

# Decision-Making Styles

- ♦ **Facilitative style** - the leader presents the problem to a group of employees and seeks consensus on a solution, making sure that his or her own opinion receives no more weight than anyone else's.
- ♦ **Delegative style** - the leader gives an individual employee or a group of employees the responsibility for making the decision within some set of specified boundary conditions.

# Influence

- ♦ **Influence** is the use of an actual behavior that causes behavioral or attitudinal changes in others.
- ♦ *Influence can be seen as directional.*
  - ♦ *Most frequently occurs downward (managers influencing employees) but can also be lateral (peers influencing peers) or upward (employees influencing managers).*
- ♦ *Influence is all relative.*
  - ♦ *Absolute power of the “influencer” and “influencee” isn’t as important as the disparity between them.*

# Influence Tactics

- ♦ **Rational persuasion** is the use of logical arguments and hard facts to show the target that the request is a worthwhile one.
- ♦ An **inspirational appeal** is a tactic designed to appeal to the target's values and ideals, thereby creating an emotional or attitudinal reaction.
- ♦ **Consultation** occurs when the target is allowed to participate in deciding how to carry out or implement a request.
- ♦ A leader uses **collaboration** by attempting to make it easier for the target to complete the request.

# Influence Tactics

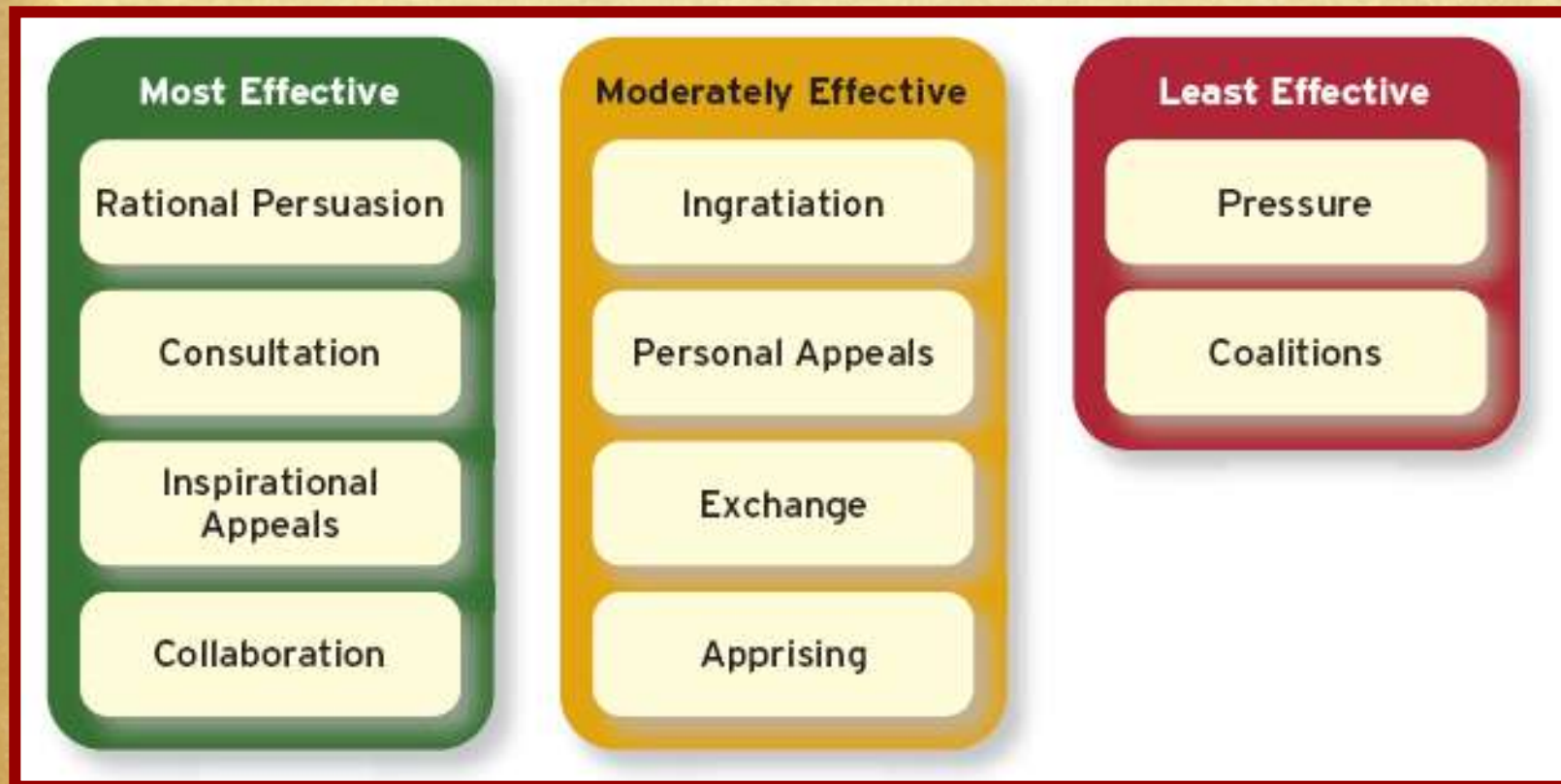
- ♦ **Ingratiation** is the use of favors, complements, or friendly behavior to make the target feel better about the influencer.
- ♦ **Personal appeals** are when the requestor asks for something based on personal friendship or loyalty.
- ♦ An **exchange tactic** is used when the requestor offers a reward or resource to the target in return for performing a request.
- ♦ **Apprising** occurs when the requestor clearly explains why performing the request will benefit the target personally.

# Influence Tactics

- **Pressure** is the use of coercive power through threats and demands.
- **Coalitions** occur when the influencer enlists other people to help influence the target.

*\* Influence tactics tend to be most successful when used in combination.*

# Influence Tactics and Their Effectiveness



# Organizational Culture

- ♦ ***Organizational culture*** is the shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behaviors of its employees.

# Culture Components

- ♦ **Observable artifacts** are the manifestations of an organization's culture that employees can easily see or talk about.
  - **Symbols** can be found throughout an organization, from its corporate logo to the images it places on its Web site to the uniforms its employees wear.
  - **Physical structures** include the organization's buildings and internal office designs.
  - **Language** reflects the jargon, slang, and slogans used within the walls of an organization.

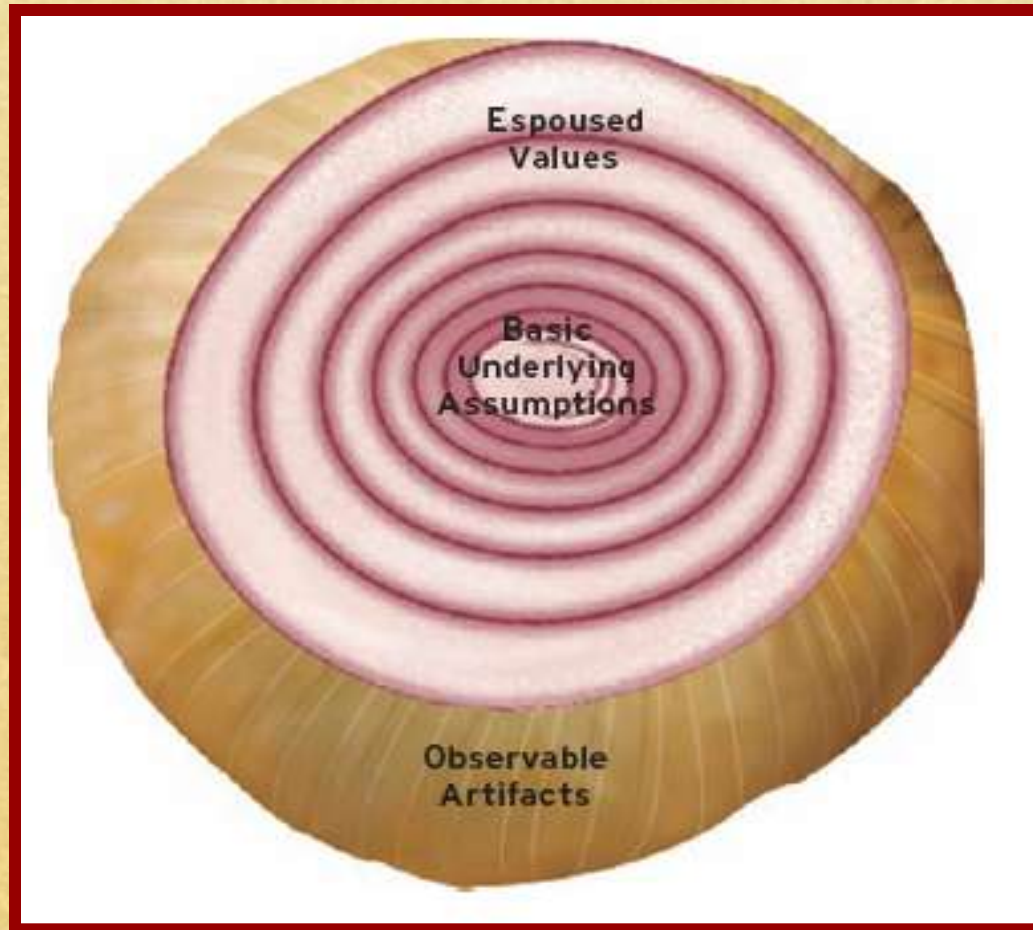
# Culture Components

- ◆ **Observable artifacts**, continued
  - **Stories** consist of anecdotes, accounts, legends, and myths that are passed down from cohort to cohort within an organization.
  - **Rituals** are the daily or weekly planned routines that occur in an organization.
  - **Ceremonies** are formal events, generally performed in front of an audience of organizational members.
- ◆ **Espoused values** are the beliefs, philosophies, and norms that a company explicitly states.

# Culture Components

- ♦ ***Basic underlying assumptions*** are taken-for-granted beliefs and philosophies that are so ingrained that employees simply act on them rather than questioning the validity of their behavior in a given situation.

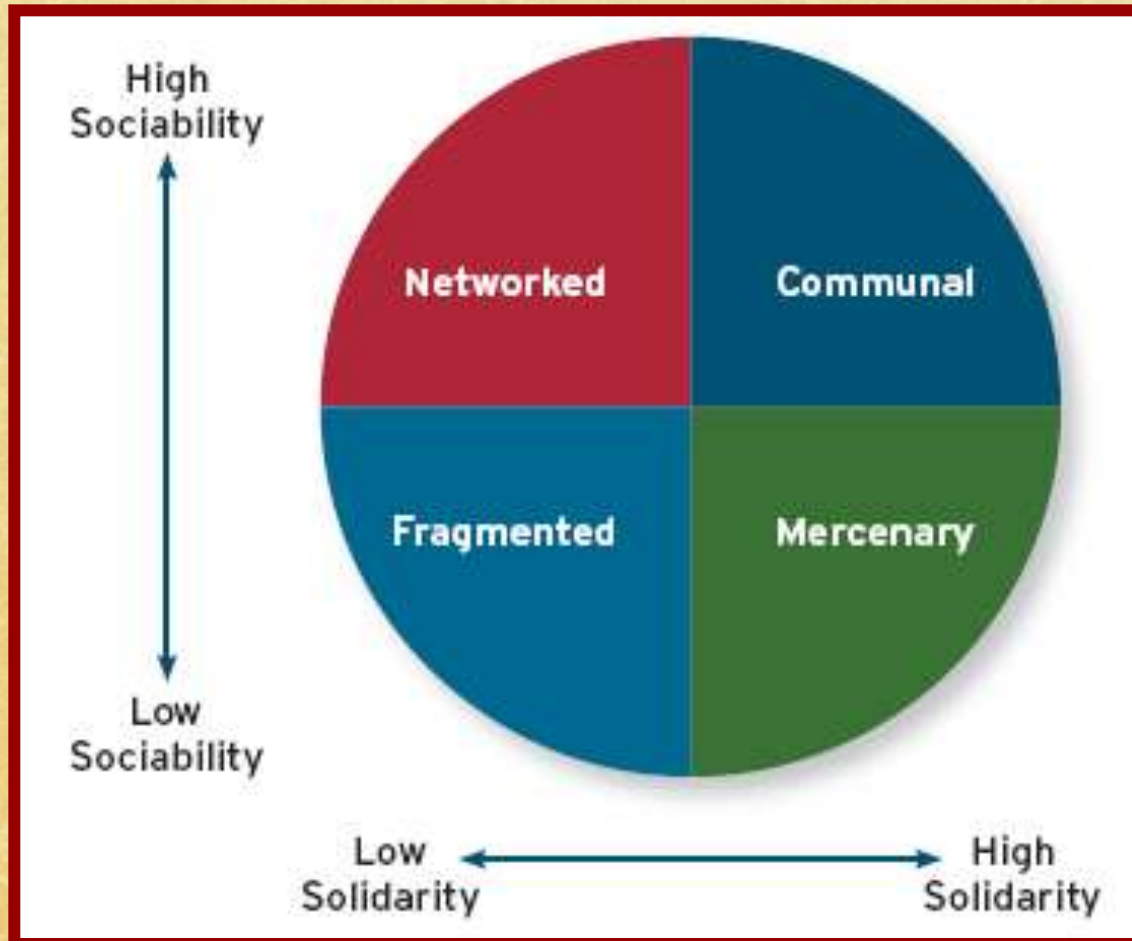
# The Three Components of Organizational Culture



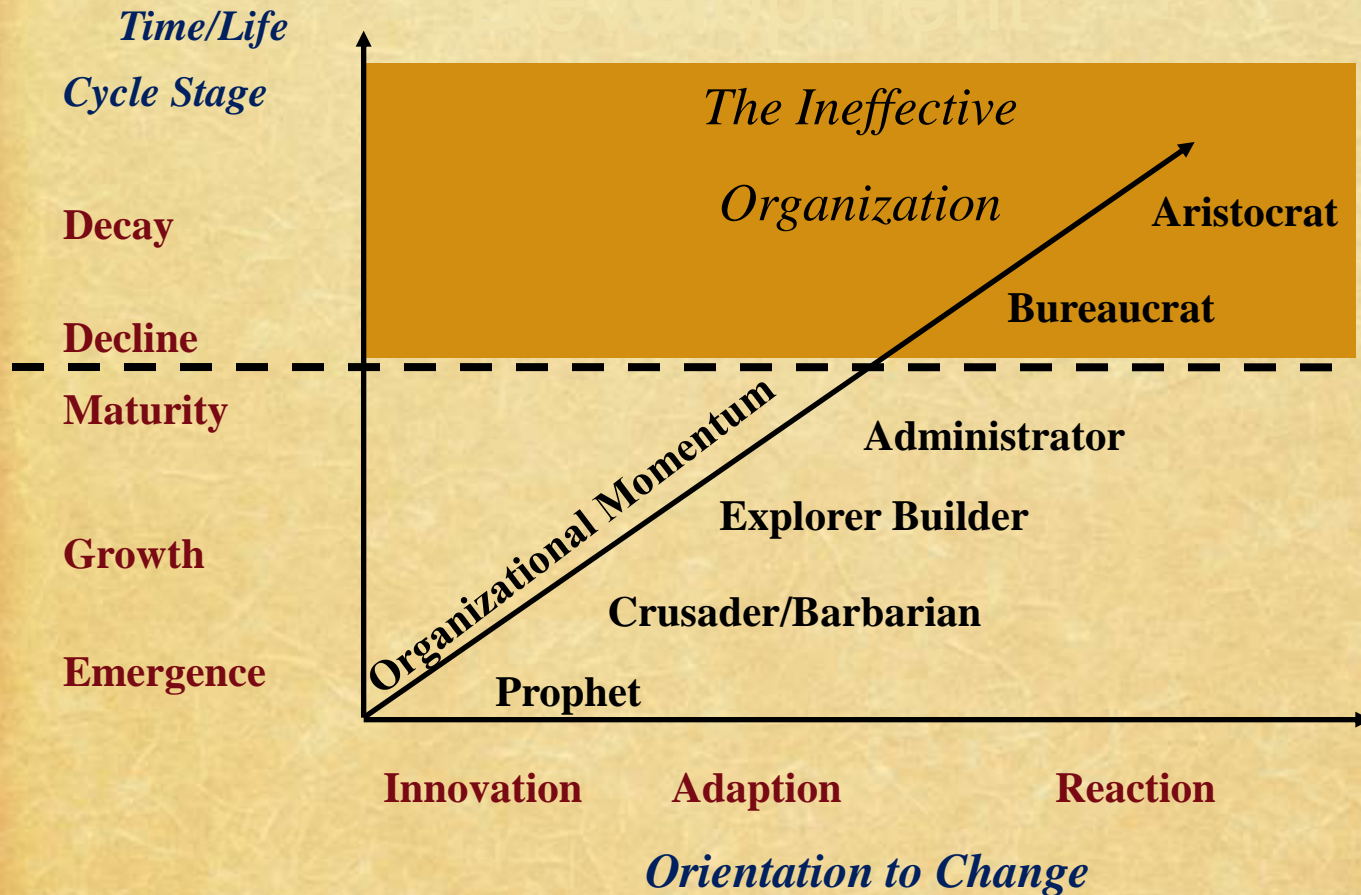
# General Culture Types

- ♦ ***Fragmented culture*** is an organizational culture type in which employees are distant and disconnected from one another.
- ♦ ***Mercenary culture*** is an organizational culture type in which employees think alike but are not friendly to one another.
- ♦ ***Networked culture*** is an organizational culture type in which employees are friendly to one another and all think alike.
- ♦ ***Communal culture*** is an organizational culture type in which employees are friendly to one another, but everyone thinks differently and does their own thing.

# A Typology of Organizational Culture



# Leadership, Culture, and Organization



# Activity

1. Given the need to generate greater effectiveness in organizations, what are the appropriate leadership dynamics and cultural types for the various time/life-cycles?
2. What are your first ideas for OD efforts?

[www.ted.org](http://www.ted.org)

# Personal Legacy

Your *Personal Legacy* is more than simply a statement of how you wish to be remembered after you pass on. It is something that enriches your life and reveals you and what your life is about to your family, friends, and your community.

<http://www.living-on-purpose.net/personal-legacy.html>

# Personal Legacy

Will your Personal Legacy reflect your **core values**, your standards of excellence and your deep beliefs? Your actions too impact the future of your family and friends - they will remember you as part of their life.

# Professional Legacy

Is doing the same at **work!**

# Professional Legacy

- Stand for something
- Be true to your values
- Model the way for others
- Strive to deliver excellence
- Work for others
- Leave places better

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