



IMPACT OF LEADERSHIP ON CULTURE AND PERFORMANCE

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Group Climate

Climate refers to the atmosphere that exists within group – the way it feels to people.

Place an **X** on each line closest to your perception of the group's climate.

Stormy -----|----- *Calm*

Anxious -----|----- *Content*

Cold -----|----- *Warm*

Frustrated -----|----- *Satisfied*

Sluggish -----|----- *Energetic*

Separate -----|----- *Connected*

Disengaged -----|----- *Engaged*

Distant -----|----- *Close*

Hesitant -----|----- *Confident*

Reluctant -----|----- *Eager*

Unskilled -----|----- *Capable*

Unproductive -----|----- *Productive*

Guarded -----|----- *Trusting*

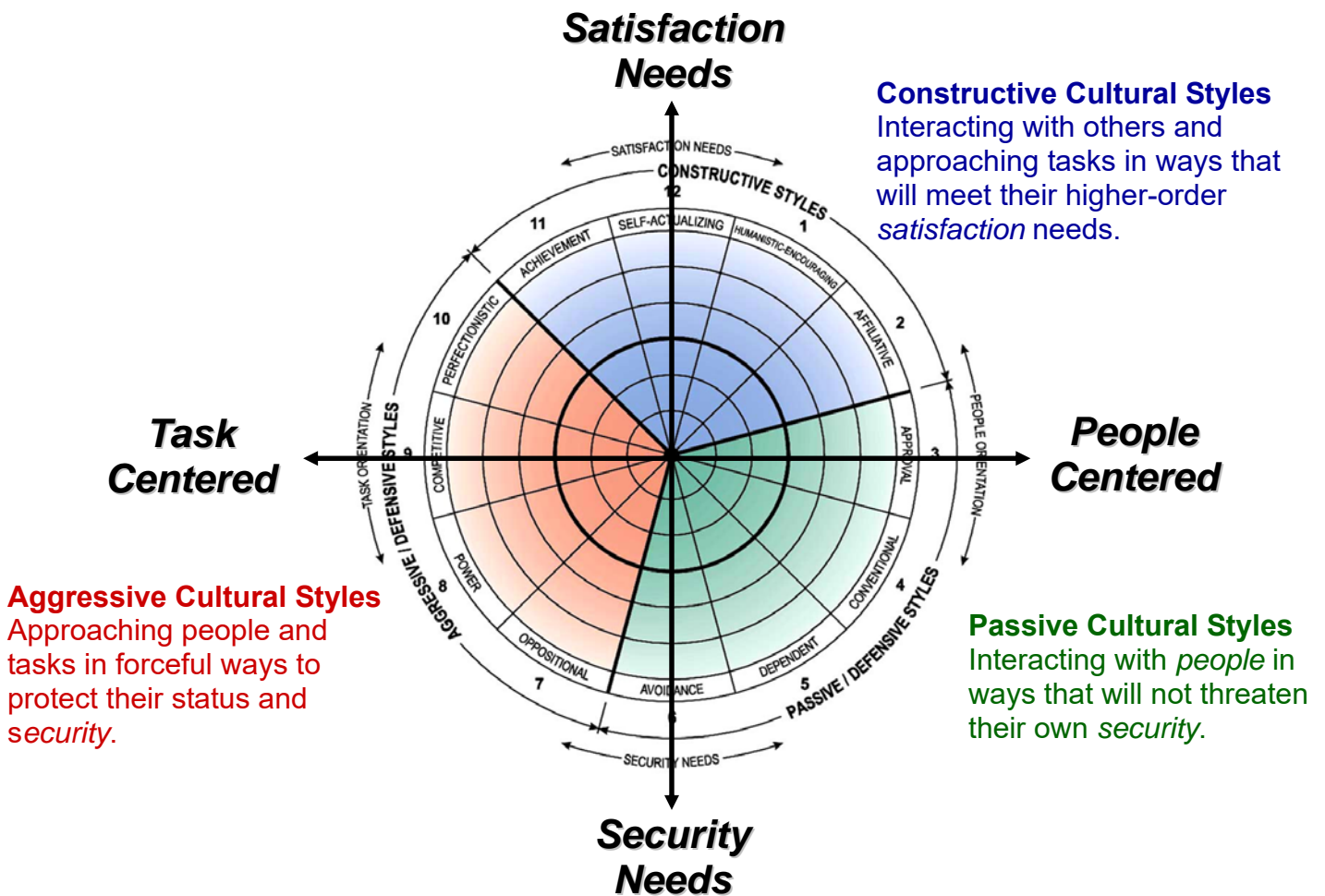
Closed -----|----- *Open*

Indifferent -----|----- *Interested*

Organizational Culture

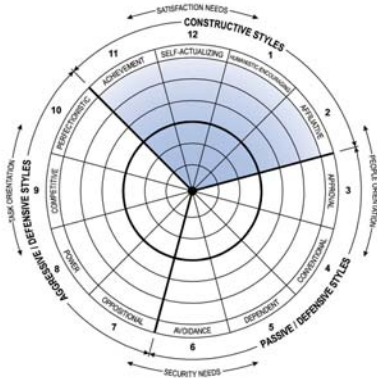
Every organization, department, or team has its own “style” or “culture” which reflects the normative ways in which members interact with one another and approach their work. Some teams are very people-oriented with members treating each other in friendly and supportive ways, while other teams are very task-oriented with members taking a structured and rational approach to accomplishing goals.

On another level, some teams have a balanced orientation between its focus on tasks and people and operate in ways that satisfy members’ higher-order needs. Other teams operate in defensive modes that can be either aggressive and/or passive. These teams function in ways that protect their security needs.



Constructive Styles

Members are encouraged to interact with others and approach work in ways that will help everyone to meet their higher-order satisfaction needs.



Achievement– pursuing a standard of excellence; setting goals, discussing alternatives, and sticking to the task

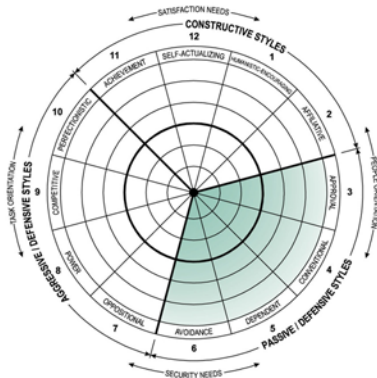
Self-Actualizing– optimistic and interested; questioning conformity; offering different ideas without hesitation

Humanistic-Encouraging– providing others with assistance and support; building on suggestions and ideas; maximizing participation

Affiliative– cooperative and friendly; communicating openly; valuing people and relationships

Passive-Defensive Styles

Members believe they must interact with people in passive-defensive ways so not threaten their own or anyone else’s security.



Approval– concerned with being accepted; “going along” to “get along”; self-doubts regarding decisions

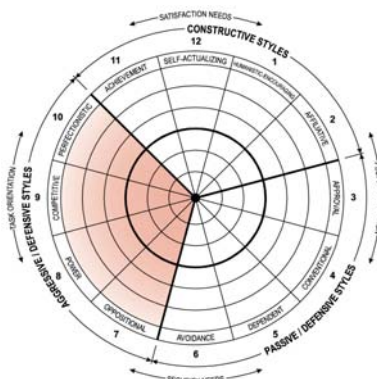
Conventional– being constrained; ideas are conservative and predictable; rules are more important than ideas

Dependent– reluctance to take on leadership roles; relying on others for direction; unwilling to act without permission

Avoidance– reluctance to suggest ideas; non-committal to a solution; taking few chances; waiting for others to act first; avoiding conflict

Aggressive-Defensive Styles

Members are expected to approach work in forceful ways to protect their status and security



Oppositional– confrontational; opposing new ideas and/or safe ideas; looking for flaws in everything

Power– assertive, aggressive, arrogant; acting forcefully; refusing to compromise

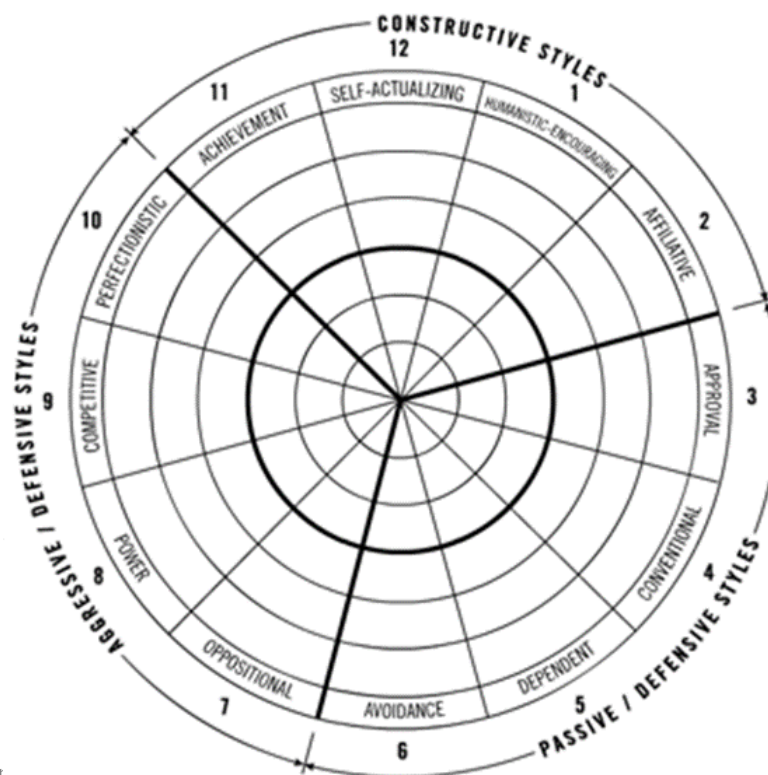
Competitive– needing to win and look good; maintaining image of superiority; making everything a contest

Perfectionistic– never appearing to make a mistake; getting hung up on minor issues; never being completely satisfied with a solution

Your Ideal Culture: Shade in each of the 12 styles to show the extent of what would be ideal. The closer to the outer edge of the circle indicates a strong extent. The closer to the center of the circle reflects less of that style.

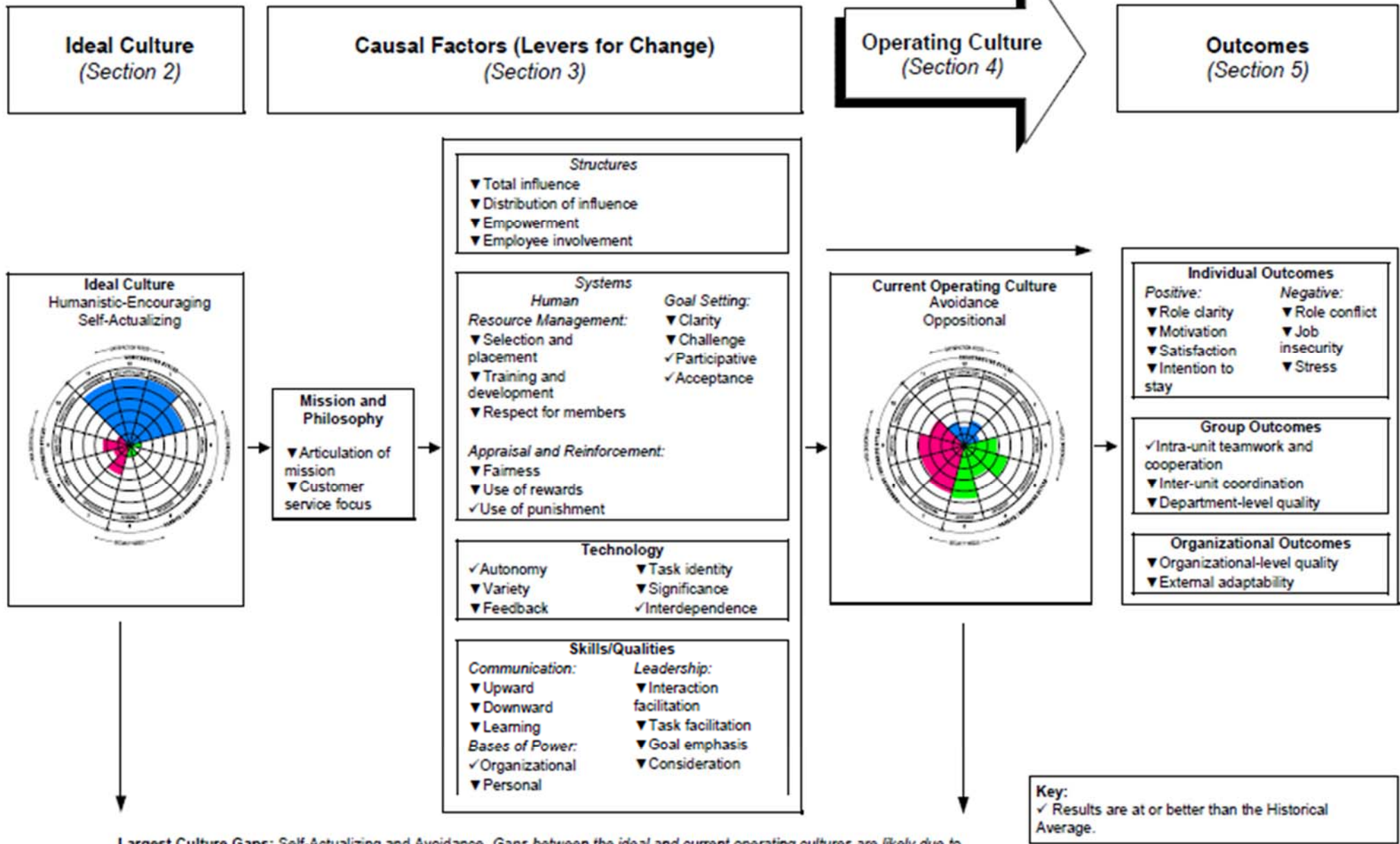


Current Operating Culture: What type of culture do you currently have?



Culture Alignment Questionnaire

<i>To what extent would this type of culture . . .</i>	not at all	to a slight extent	to a moderate extent	to a great extent	to a very great extent
1. ...enable you to develop your capabilities and maximize your contributions to the organization?	1	2	3	4	5
2. ...enhance the quality of services offered by your organization?	1	2	3	4	5
3. ...require people like yourself to work more efficiently and effectively?	1	2	3	4	5
4. ...require everyone to develop better teamwork, communication, and interpersonal skills?	1	2	3	4	5
5. ...be consistent with the mission, philosophy, and/or values of the organization (as you understand them)?	1	2	3	4	5
6. ...be practical and realistic for an organization in the same industry (and operating environment) as ours?	1	2	3	4	5
<i>To what extent would movement toward this type of culture . . .</i>					
	not at all	to a slight extent	to a moderate extent	to a great extent	to a very great extent
7. ...be feasible and attainable in our organization?	1	2	3	4	5
8. ...be supported by all levels of management?	1	2	3	4	5
9. ...be supported by providers?	1	2	3	4	5
10. ...be supported by administrative personnel?	1	2	3	4	5
11. ...create uncertainty and tension for us?	1	2	3	4	5
12. ...increase your commitment to the organization?	1	2	3	4	5



Largest Culture Gaps: Self-Actualizing and Avoidance. Gaps between the ideal and current operating cultures are likely due to misalignment of causal factors (mission and philosophy, structures, systems, technology, skills/qualities) with the ideal culture.