

Workshop Samples Organizational Development International

EI, leadership style and working climate

Emotional Intelligence → Leadership Styles → Workplace Climate → Financial Results

50-70% of variance in Working Climate can be explained by differences in Leadership Styles

28% of variance in financial results (profits and revenue) can be explained by differences in working climate

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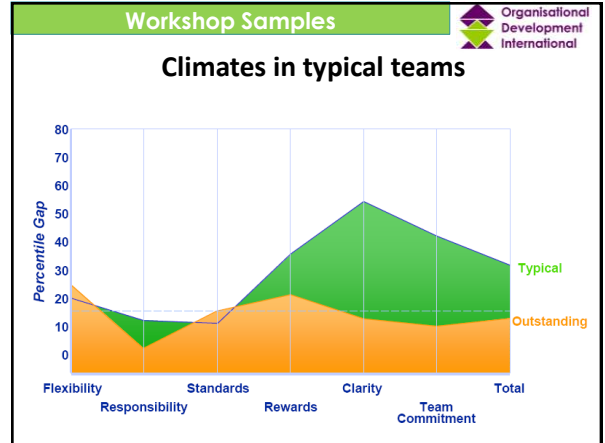
Dimensions of workplace climate

- Clarity**
 - Knowing what is expected of you
 - Understanding how those expectations relate to the goals of the organisation
- Standards**
 - Emphasis that management puts on improving performance
 - Degree to which challenging but attainable goals are set
 - Extent to which mediocrity is not tolerated
- Responsibility**
 - Feeling that you have authority delegated to you
 - Feeling that you can do your job without being micromanaged
 - Accountability

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Dimensions of workplace climate

- Flexibility**
 - Degree to which you feel there are no unnecessary rules or procedures
 - Feeling that new ideas are easy to get accepted
- Rewards**
 - Being recognised for good work
 - Degree to which recognition is directly related to levels of performance
- Team Commitment**
 - Feeling proud and expressing pride in belonging to the organisation
 - Trusting that everyone works toward a common objective
 - Working positively together and cooperating across organisational structures



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High and Low Climates

| IMPRINT DIMENSIONS | HIGH | LOW |
|------------------------|--|--|
| FLEXIBILITY | Innovation and freedom to act are encouraged. | Bureaucracy dominates. |
| RESPONSIBILITY | Initiative drives employees' willingness to go the extra mile. | Employees will only do what is necessary to keep their jobs. |
| STANDARDS | Employees are challenged to meet and/or exceed expectations. | Mediocrity is tolerated. |
| REWARDS | Employees know where they stand and how they can improve. | Feedback is general, poorly timed or absent; rewards are not tied to performance. |
| CLARITY | Individual goals are aligned with organizational goals. | Employees cannot describe how their goals support organizational goals. |
| TEAM COMMITMENT | Cooperative relationships drive trust and pride. | Employees look out for themselves and do not represent the best interests of the organization. |

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Increasing Flexibility

- Reduce the number of regulations and the amount of red tape
- Encourage employees to come up with new ideas
- Establish a structure with minimum lines of authority.
- Listen to and understand the reasons for resistance among group members toward changes.
- While being clear about purpose and values, demonstrate flexibility about plans and tactics.
- With other members of the work group, develop plans for dealing with changes.
- Model your preparedness to accept changes and demonstrate new, appropriate behaviour.
- Create ceremonies and rituals that allow people to formally leave things behind.