

IDEA Project Workshop
Leadership and Organisational
Culture Surveys



Organisation Culture and Leadership - Methodology

Human Synergetics International (H S I) Pty Limited has developed 12 styles of thinking. Their Research has shown styles that support organisation success and those that do not. The styles are divided into three sectors:

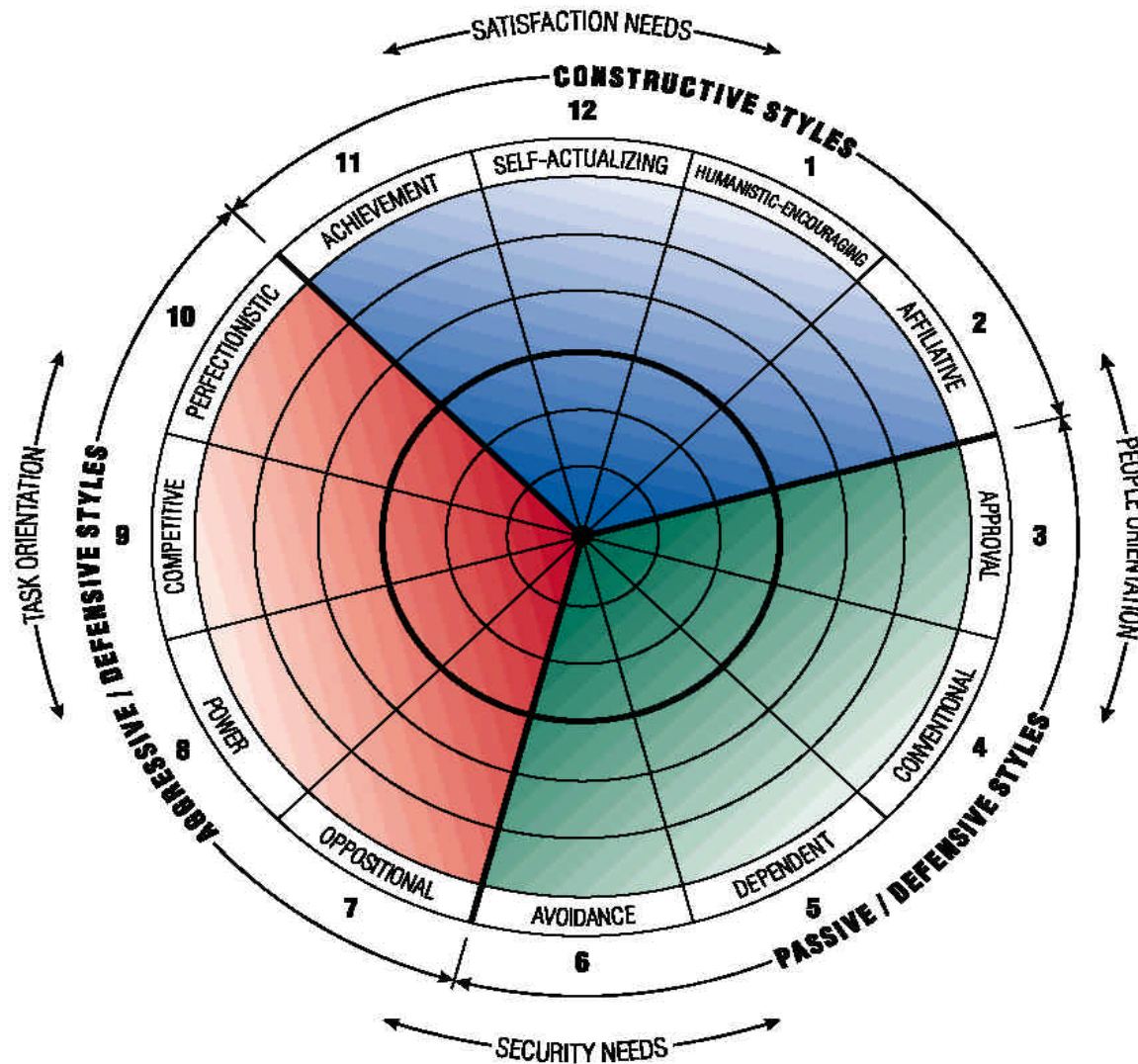
- *Constructive Styles* - Supportive of organisation quality and success
- *Aggressive Defensive Styles* - Organisation quality and success is inconsistent and less than optimal
- *Passive Defensive Styles* - Low organisation success and quality

H S I describes Culture as:

“The shared values, norms and expectations that govern the way people approach their work and interact with each other. An Organisation’s Culture describes the ways of thinking, behaving & believing that organisational members have in common.”



The Circumplex : Surveyed participants respond to questions associated with a variety of leadership and organisational behaviour scenarios. Behavioural “style” propensities associated with answers to the scenarios are plotted on “the circumplex” in order to assess Organisation Culture and Leadership styles.

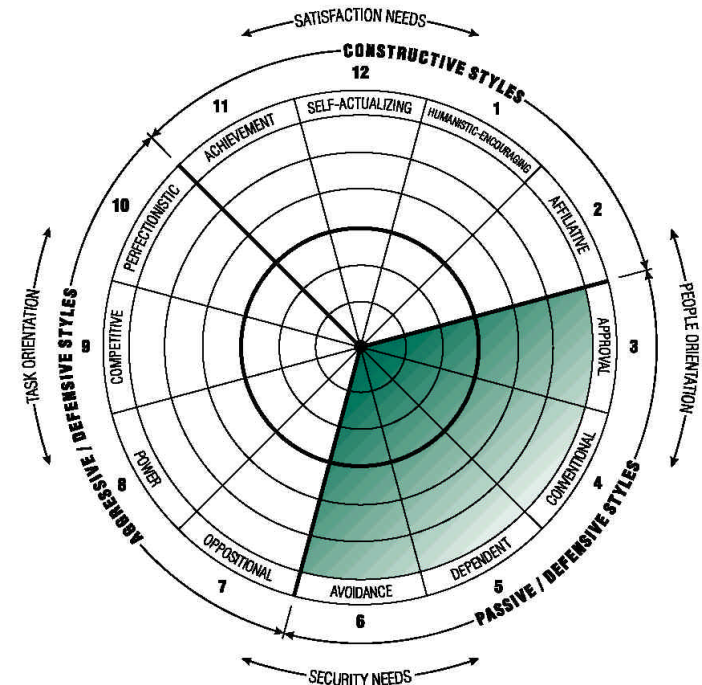


The Circumplex



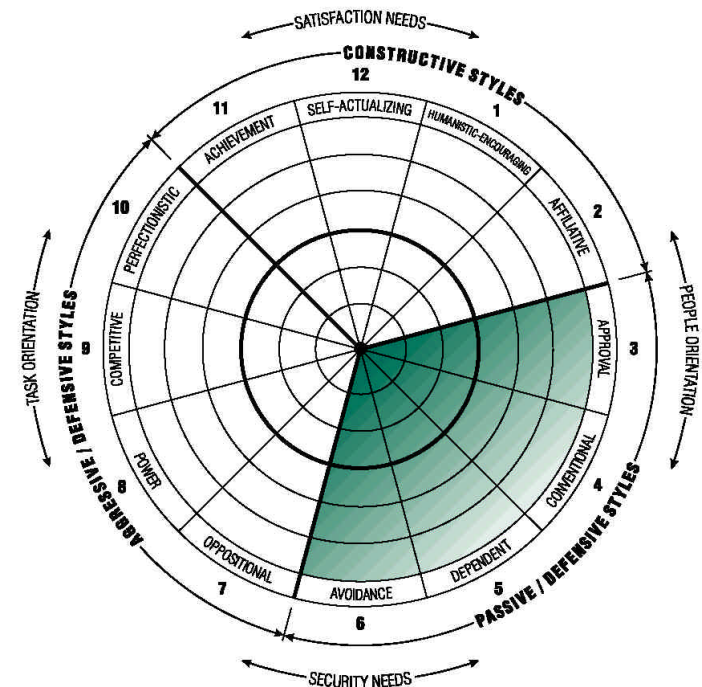
Sector Characteristics - “Passive / Defensive”

- Approval - needs to be liked by others
- Conventional - follows the rules and resists change
- Dependent - feels helpless
- Avoidance - avoids life



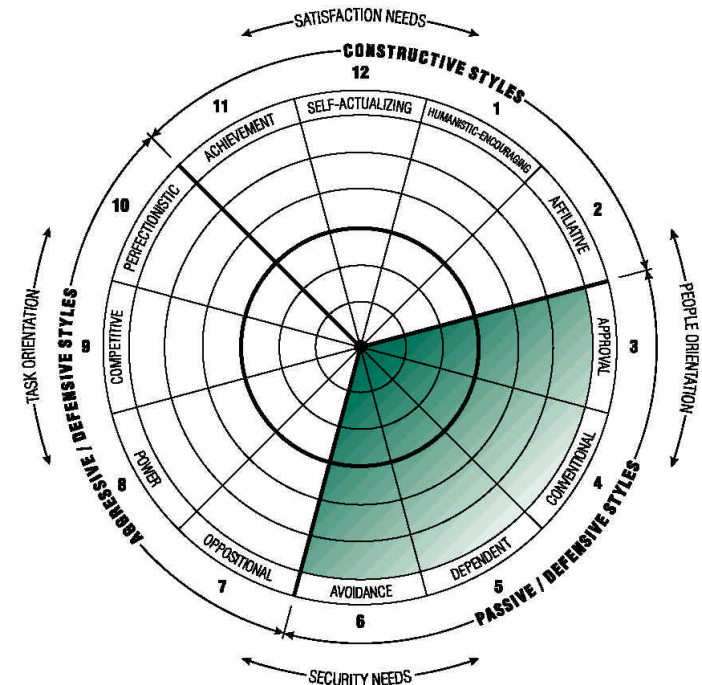
What drives a Culture to be Passive / Defensive ?

- Excellent performance goes unrecognized but poor performance and mistakes are punished
- The organisational structure maintains members' dependence on superiors and reliance on rules and procedures
- The organisation emphasizes control and is bureaucratic



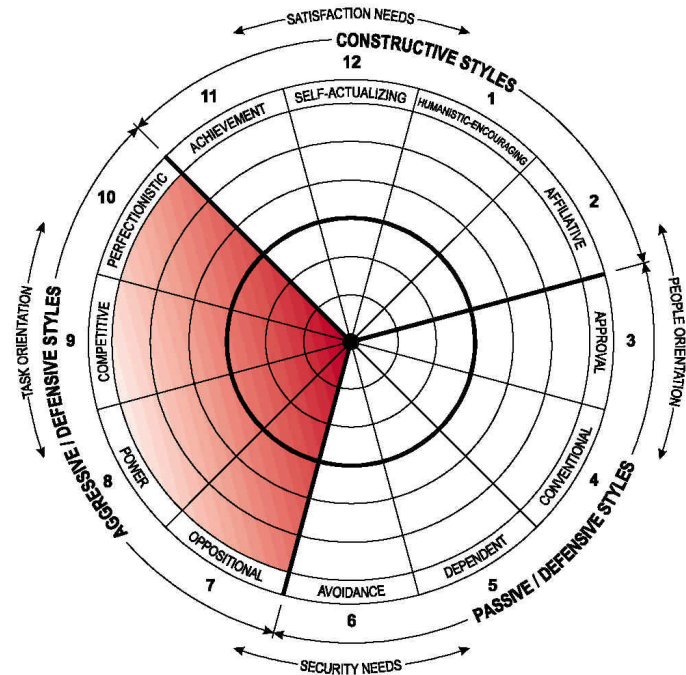
Outcomes associated with Passive/Defensive Cultures

- Role ambiguity and conflict
- Low personal motivation & satisfaction
- High staff turnover
- Avoidance of personal responsibility
- Work avoidance
- Inferior service/product quality



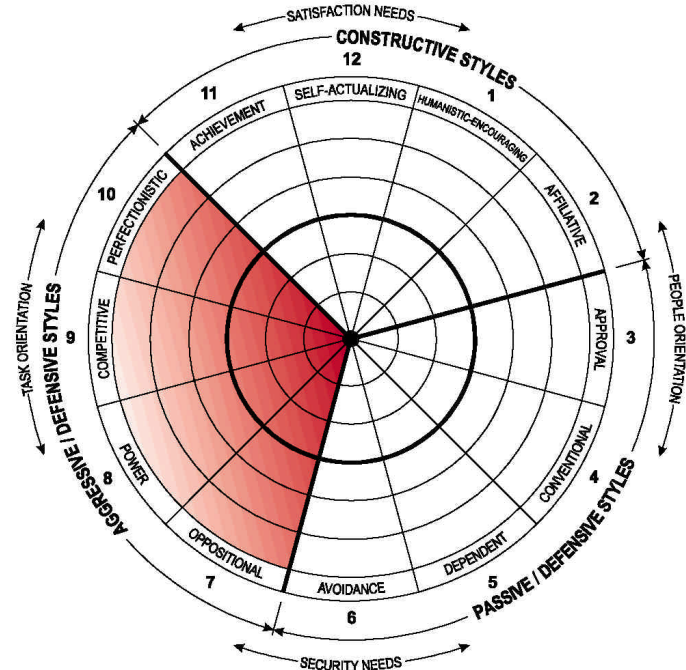
Sector Characteristics - “Aggressive/Defensive”

- Oppositional - criticises everything
- Power - controls everything
- Competitive - wants to win against people
- Perfectionistic - appears perfect, nothing is enough



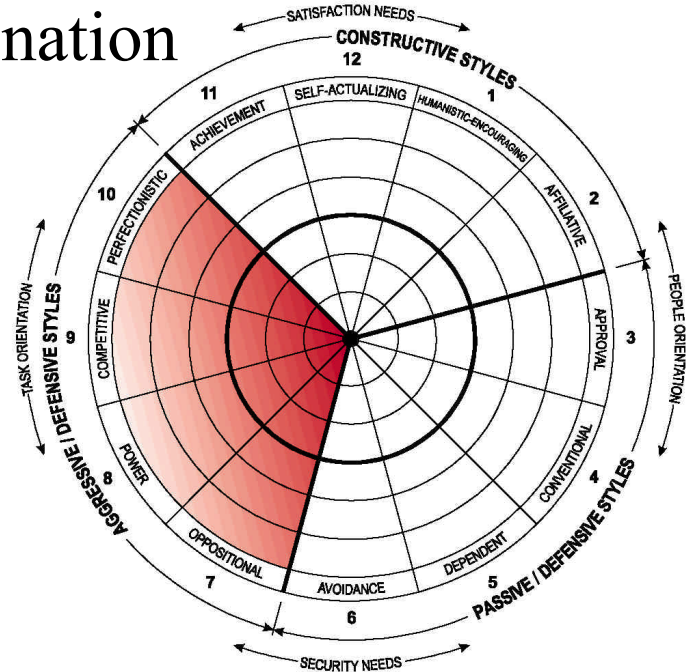
What drives a culture to be Aggressive/Defensive?

- Members are encouraged to appear competent, controlled and superior
- Managers influence their employees by threatening them, either implicitly or explicitly
- The organisation maintains an image of perfection at all times
- The organisation values:
confrontation & competition
criticism & overconfidence



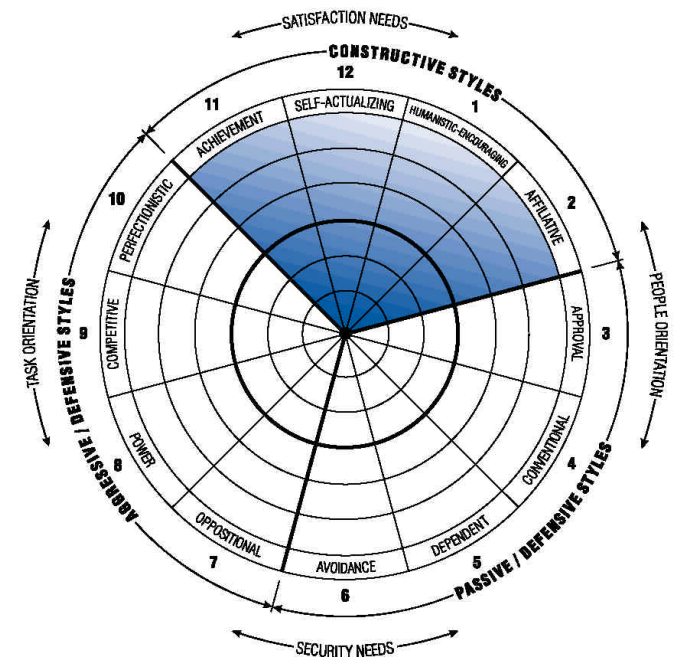
Outcomes associated with Aggressive/Defensive Cultures

- Incompatible expectations requires members to decide who they are going to listen to
- A workforce that is frustrated, tense and feels under pressure
- Low motivation & satisfaction
- Low cooperation and inter-unit coordination
- Inconsistent service/product quality



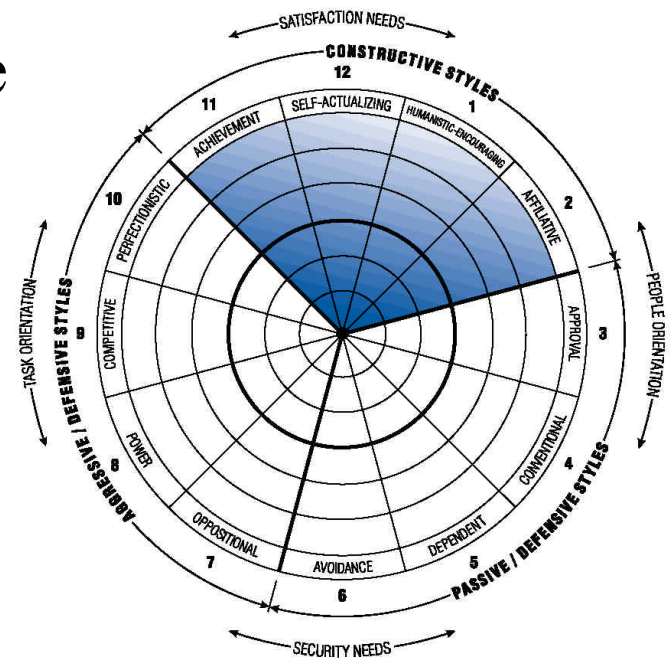
Sector Characteristics - “Constructive”

- Achievement - seeks excellence
- Self-Actualizing - enjoys life
- Humanistic-Encouraging - develops people
- Affiliative - builds relationships



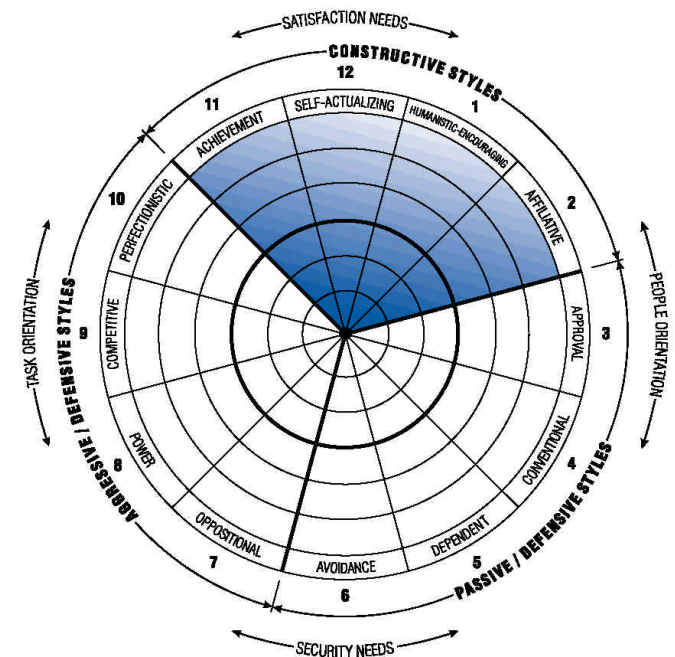
What promotes a culture to be Constructive?

- A high value on
 - Service
 - Product quality
 - Goal attainment
 - People development
- Expectations to be creative, supportive and cooperative are promoted by systems, procedures and practices



Outcomes associated with Constructive Cultures

- Satisfied & motivated employees
- Teamwork & cooperation
- Role clarity and role consistency
- Outcome focused (eg safety, growth, quality)
- Superior customer service
- Proactive & innovative workers
- Superior financial results



IDEA Project Workshop
Leadership and Organisational Culture
Survey Results



Process

Idea Project workshop participants consisted of four stakeholder groups:

- The community including elected representatives
- Industry / private sector
- The landowner
- Government bureaucracies and regulatory agencies

Each stakeholder group was surveyed for responses to the following three scenarios:

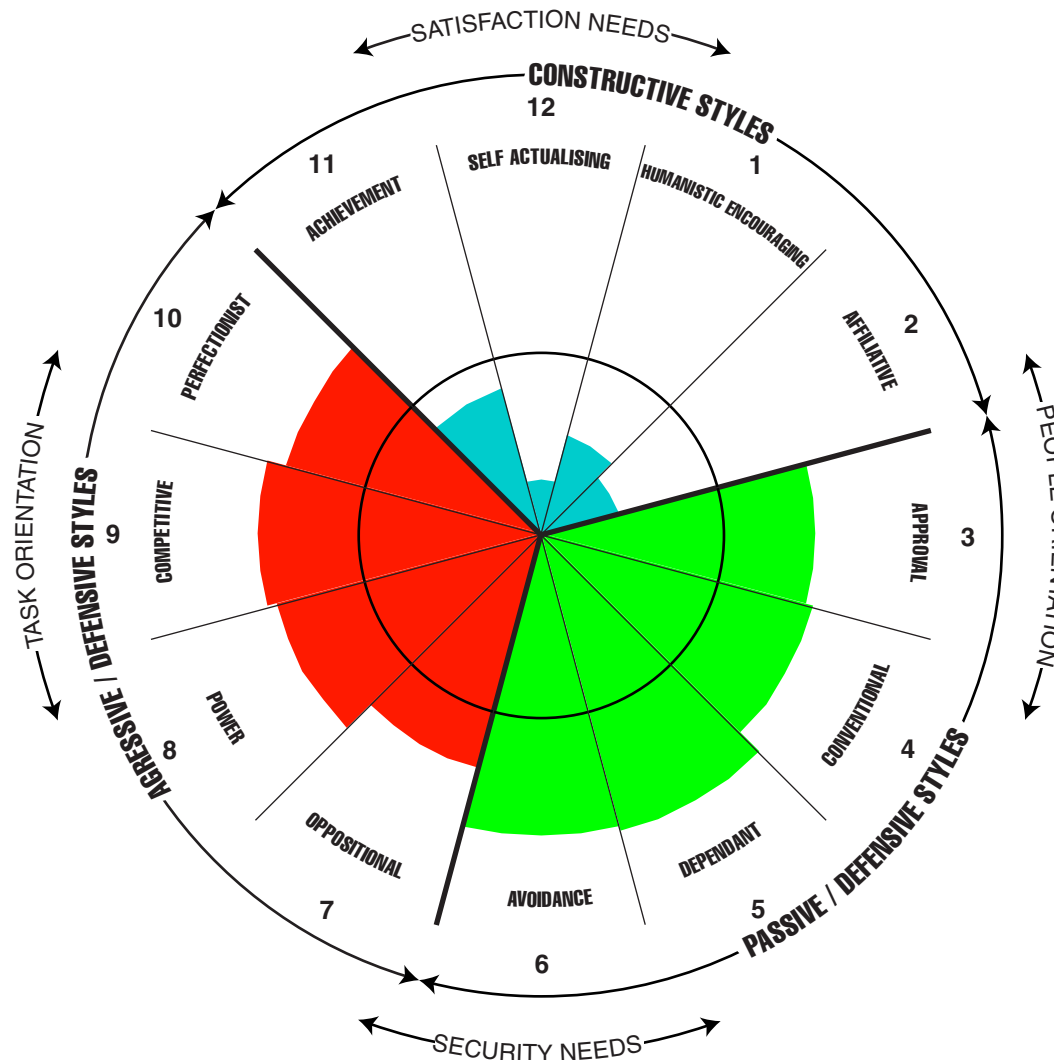
- How the stakeholder group has previously seen other stakeholder groups think and behave towards them in these kinds of projects ?
- How the stakeholder group has previously thought and behaved toward other stakeholder groups in these kinds of projects ?
- How the stakeholder group prefers all stakeholder groups to think and behave in the IDEA Project ?

Leadership and Organisational Culture issues for the IDEA Project were further reviewed on Day 3 of the workshop.



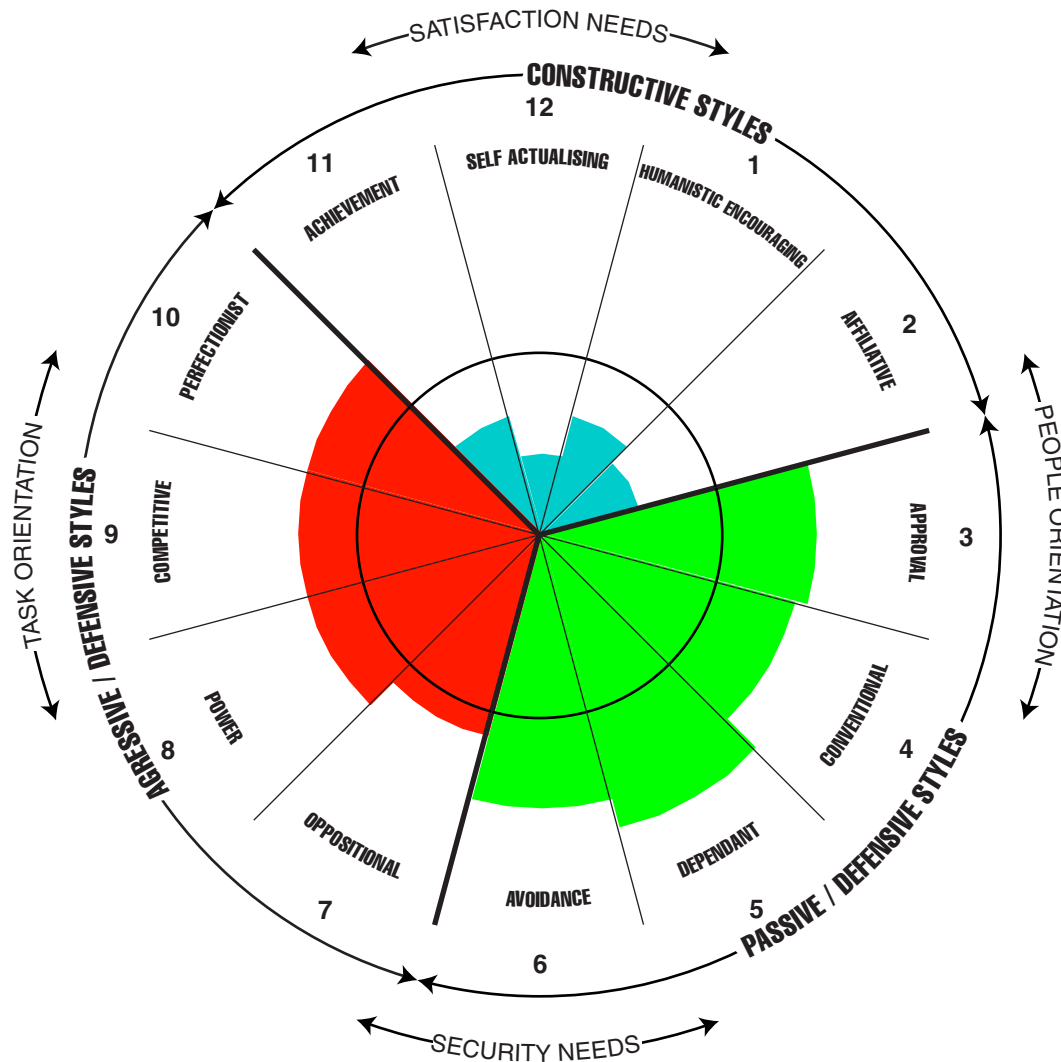
IDEA Project

- How the stakeholder group has previously seen other stakeholder groups think and behave towards them in these kinds of projects ? - **High correlation between all groups surveyed**



IDEA Project

- How the stakeholder group has previously thought and behaved toward other stakeholder groups in these kinds of projects ? - **High correlation between all groups surveyed**



IDEA Project

- How the stakeholder group prefers all stakeholder groups to think and behave in the IDEA Project ? - **High correlation between all groups surveyed**

