



Subject: Leadership

Title: Results

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Summary:

Every organization has a culture that is reflected by the behaviors of the employees and management. Is your culture helping you to grow and achieve results or is it keeping you from getting where you want to go? The authors have created 7 organizational culture categories and then describe how the traits and characteristics of each category impact your ability to get results.

Top take away points –

- **Passive-Aggressive:** in this organization everyone agrees on the surface, but nothing happens because that is how disagreement is communicated. Internal resistance defeats the leadership's initiatives and implementing change is nearly impossible.
 - **Symptoms:** dissenting feelings are masked, decisions are second guessed, managers micromanage, information is closely held, things move slowly, and people are defensive and take measures to protect themselves.
 - **Remedies:** adjust how/who makes decisions, develop a system for sharing information throughout the organization, provide real motivators, and re-evaluate your organization's structure. You will probably need to get outside help.
- **Fits-and-Starts:** in this organization there are lots of ideas floating around, everyone has an entrepreneurial spirit; but everyone is pulling in a different direction.
 - **Symptoms:** decision makers can act freely, but they lack all the information they need to make good decisions. Revenues are inconsistent, business units act like independent businesses, there are differences in compensation between business units, performance appraisals are inconsistent and there is a lack of promotional practices.
 - **Remedies:** develop standard procedures, focus on the overall organizational goals and require accountability, centralize and consolidate decision authority at the top, establish consistent metrics and definitions, and reward collective behaviors.
- **Outgrown:** in this organization is a good old boys club that forms as a result of outgrowing itself. Power is closely held at the top of the hierarchy. This organization is slow to respond to external threats and change.
 - **Symptoms:** Centralized management but decentralized information, slow response that often misses opportunities, the founders tend to have their hands in everything, employees tend

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to find ways to work around company rules and policies, and everyone knows the organization is becoming less effective but no one does anything about it.

- Remedies: democratize decision making, disseminate information, provide career paths, allow business units greater autonomy, formalize the management model, and cultivate leadership at all levels within the organization.
- Overmanaged: this is an organization that is so caught up in the details and analysis that they can't move forward. Everyone is checking on someone else and only a select few are actually doing anything.
 - Symptoms: important strategic and operational decisions aren't put into action, micromanagement is extreme, and the organizational hierarchy is heavy and multilayered.
 - Remedies: steam-line the decision making process, remove unnecessary layers in the hierarchy, delegate decision making to those closest to the end user, provide information throughout the organization, and build leaders throughout the organization.
- Just-in-time: in this organization every thing is last minute and urgent. It is an organization that can respond to external threats and changes on the fly. This high flying environment can lead to early burn out and loss of intellectual capital.
 - Symptoms: chaotic operations, unnecessary reinvention of existing solutions, and a great sense of urgency and lots of fire fighting due to a lack of control and procedures.
 - Remedies: develop a structured decision making process, stop over promising and under delivering, organize your information for easy reference, introduce formal procedures and processes but don't kill innovation and initiatives.
- Military Precision: this organization prides itself on its ability to consistently and efficiently function. Unplanned for events are not handled well as this organization is slow moving and resistant to change.
 - Symptoms: the chain of command is clearly defined, highly centralized, and extremely consistent.
 - Remedies: ensure open communication occurs as needed rather than according to schedules, report the facts rather than what you think superiors want to hear, develop leaders throughout the organization, and don't allow the organization to blindly follow routines.
- Resilient: this organization is what most organization's wish they could be. This type of organization seems to effortlessly achieve success.
 - Symptoms: the organization holds itself up against theoretical limits, commitments and accountability go hand in hand,

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establishes new stretch targets rather than allowing the status quo, trusts employees to make and execute effective decisions, able to bounce back from adverse circumstances, horizontal hierarchy, have internal self-correction mechanisms, listens to and responds to internal complaints, performance appraisals clearly differentiate between top and low performers, and never accepts current as the best we can do.

- Remedies: none needed.

Review:

What's good-

The authors do a good job of describing the different organizational categories that they have defined so you can identify which one you are. They help you to understand how those behaviors can impact your ability to achieve results. They also specifically tell you what to do to correct those behaviors to increase your ability to achieve results.

What's might not be so good-

While it may be helpful to have a label for your organizational culture and to know what steps you need to take to improve results the authors don't give you enough information for you to actually carry out their recommendations. The reason for that is that it is very difficult for organizations to make cultural changes without outside help and the authors are consultants and they want you to hire them to come in and help you to make those changes. It will take time and a great deal of effort on your part even with outside help to effect those changes.

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