

Organizational Performance



Introduction



What are my responsibilities as a team member in contributing to organizational performance?

What do I need to know as a leader in managing organizational performance?



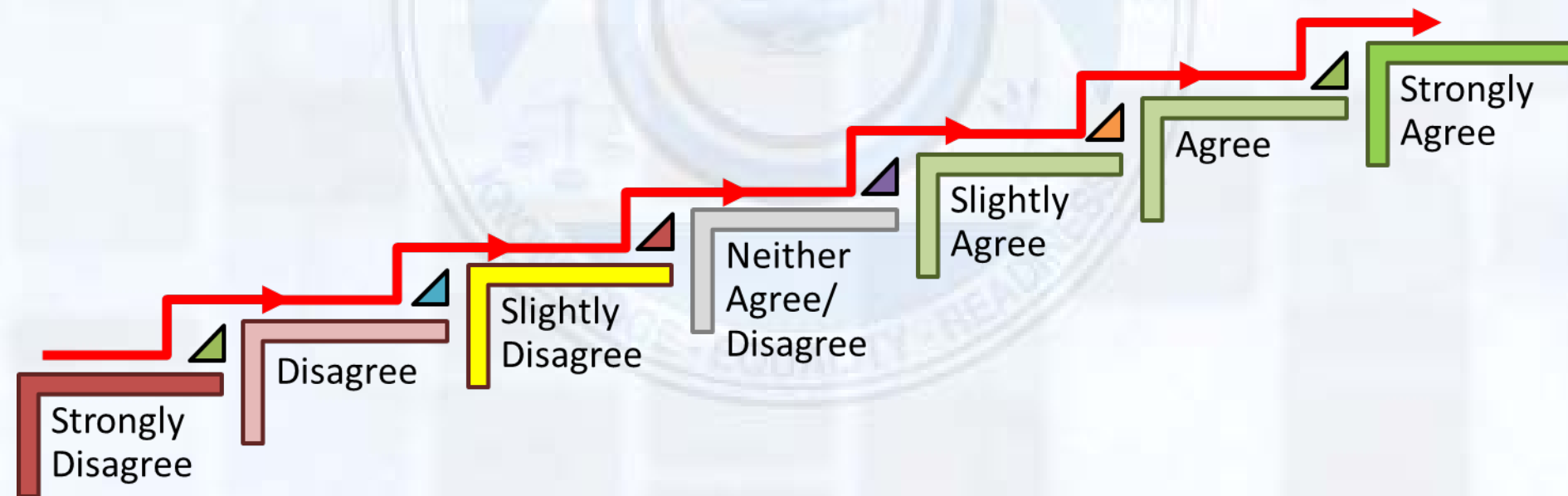
Agenda

- Describe Organizational Performance
- Identify the Organizational Performance DEOCS questions
- Identify unfavorable indicators
- Identify unfavorable outcomes
- Organizational Performance Influencers
- Individual Characteristics
- Leadership Attributes and Competencies
- Leadership and Individual Strategies

DEOCS Factor Description

Organizational Performance is the perception that the organization operates well to accomplish goals and deliver high-quality output when pressured by demanding deadlines.

www.DEOCS.net



DEOCS Questions

1. When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.
2. My organization's performance, compared to similar organizations, is high.
3. My organization makes good use of available resources to accomplish its mission.

Unfavorable Indicators

- Low leader competency levels
- Toxic or destructive cultures created by those leaders
- Increased member turnovers
- Poor or non-existent communication and understanding

Unfavorable Outcomes

- Toxic behaviors can lead to widespread issues across all levels
- Increases in:
 - Employee deviance/defiance/misbehavior
 - Decreased efficiencies and increased costs
 - Negative psychological effects on employees such as inability to concentrate, impaired judgment, or use initiative
- Confusion, mistakes, errors in completing tasks, or inability to meet expectations

Organizational Performance Influencers

MOTIVATION

The forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior.
(McShane & Glinow, p. 35)

ABILITY

Both the natural aptitudes and learned capabilities required to successfully complete a task.
(McShane & Glinow, p. 36)

ROLE PERCEPTIONS

Role perception is a team members interpretation of assigned tasks, individual responsibilities, unit priorities, accountability, and preferred behaviors to complete the task.

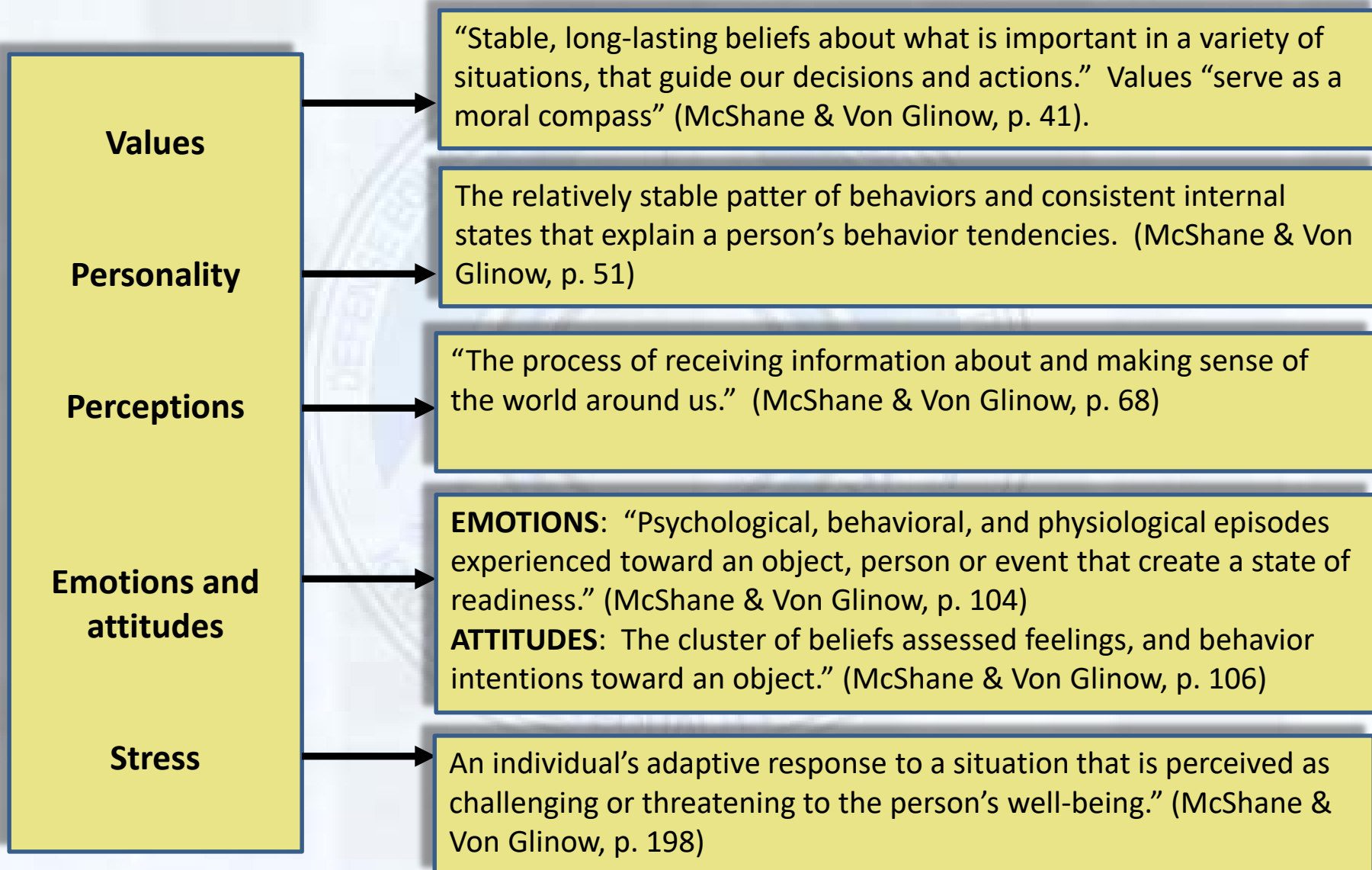
SITUATIONAL FACTORS

Situational factors include available time, resources, task assignment, available personnel, budgets, work-place behaviors, standards enforcement, etc.

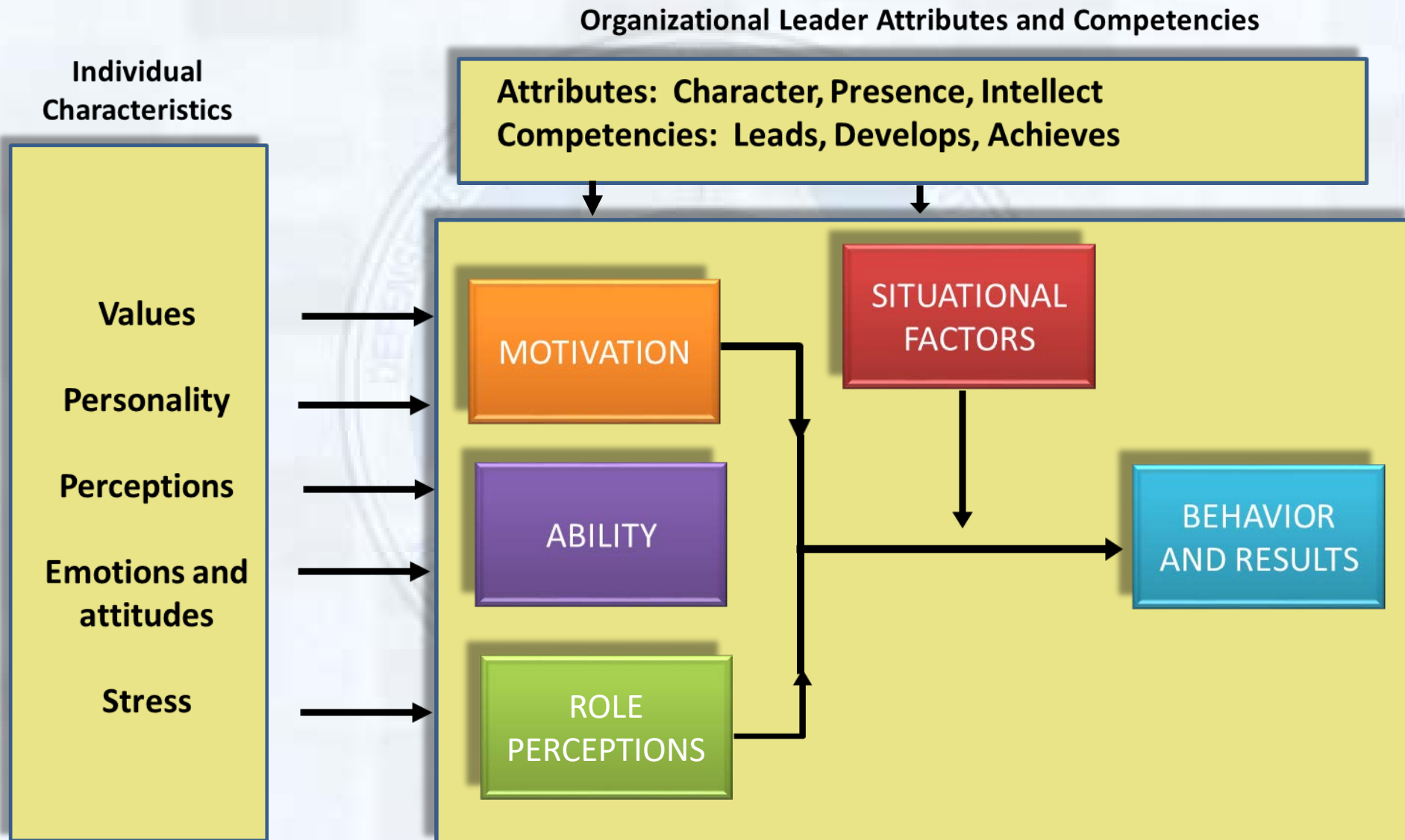
BEHAVIOR AND RESULTS

Includes acceptable behaviors for unit members to efficiently complete assigned tasks and be ethically and morally responsible for their own actions.

Organizational Performance Influencers



Organizational Performance Influencers



Leader Attributes and Competencies

Attributes

Character: The moral and ethical qualities to help determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences.

Presence: The outward appearance, demeanor, actions and words of a leader. Sharing in team hardships and dangers. Being where subordinates perform duties and having firsthand knowledge of the real conditions.

Intellect: The ability of a leader to draw on mental tendencies and resources that shape conceptual abilities applied to one's duties and responsibilities.

Competencies

Leads: Leading involves applying character, presence and intellect to influence others and the organization's mission.

Develops: Involves developing people and the organization by creating positive environments, seeking self-improvement, investing adequate time and effort to develop individual subordinates and acts as a steward of the profession.

Achieves: Leaders get results by embracing all actions to get the job done on time and to standard by providing direction, guidance, clear priorities and monitoring performance.

Strategies – Leader Actions

- Communicate vision, mission, goals and upcoming events
- Remain flexible and adjust leadership styles based on the individual, situation and mission
- Encourage discussion when task conflict occurs between members.
- Promote Unit Cohesion
- Support measureable and time based standards ensuring team performance and fewer missed deadlines
- Empower members to make group decisions to improve feelings of competence and performance

Strategies – Individual Actions

- Appropriately address task conflict to prevent escalation in conflict and degradation of mission
- Participate in goal development, social events, and share information with team members
- Meet goals and suspense timelines
- Make appropriate decisions in the absence of leaders and keep leaders informed

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