



## **Introduction**

# **Aims, Objectives and Outcomes**

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### Introduction

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LOI™ stands for Leadership for Organisational Improvement, and it is this that characterises the nature of the programme and what it sets out to achieve.

It is an approach to leadership development that seeks to deliver performance improvement to the organisation in the short, medium and long term, in relation to a fundamental shift in the nature of the culture of the organisation. LOI™ is designed to help organisations develop a performance-orientated culture in both tactical and strategic terms. It is positioned as both a process for individual development and a means of identifying and implementing broad based organisational change.

The key focus for LOI™ is to help participants and work groups take stock of how they are currently operating against a range of different factors. The first of these factors relates to the concept of 'Organisational Climate', which is defined in terms of how people feel about working in a particular work group or company.

For example:

- Do people have a clear sense of what is expected of them?
- Do they feel challenged by their environment?
- Are people encouraged to try new and innovative approaches?
- Do they feel able to take decisions without always having to check first before taking action?
- Is there a culture of recognition and meritocracy?
- Do people feel that teams work effectively and that there is a sense of trust?
- Does the formation of teams add value?
- Do individuals and/or groups achieve excellence in their work?

LOI™ addresses the critical factors that create issues in the culture of the organisation. These include the behaviour of the organisation's leaders, the way the organisation is structured and jobs are designed. It also addresses how effectively business processes operate in terms of decision-making, business planning and communication. The culture, defined as "the way things are done around here" drives the Organisational Climate of the organisation and in turn, business performance.

The focus of the LOI™ programme is to provide individuals with a sound understanding of how these factors work, how they integrate and how they relate to business performance.

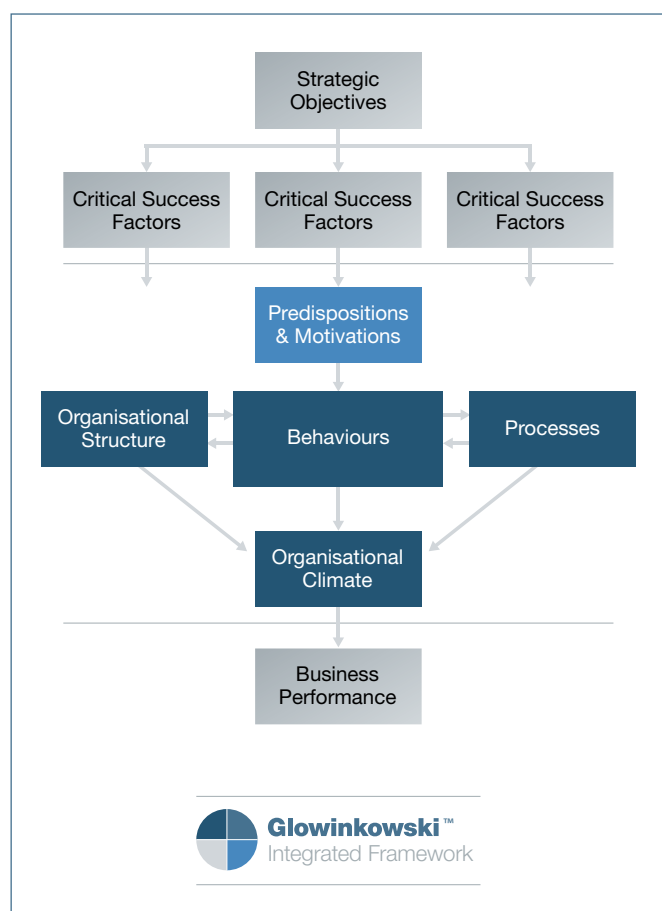
The core of our approach is to provide individuals with a detailed picture of the current state of play in the organisation that they manage compared with our international benchmarks of excellence. These benchmarks are contained in our international database that has been collected through the work we have done with major organisations around the world over the past two decades. They provide a powerful diagnostic tool from which managers can draw conclusions about the key areas that they need to address in their organisation in order to improve performance, both personally and organisationally.

Many companies, and hundreds of participants, have engaged in the LOI™ process. Evidence has been collected to show its value and direct impact on a variety of bottom-line performance measures in the organisations concerned. LOI™ has been applied successfully in a global context. Glowinkowski International has been involved in interventions across the world and has worked with companies from a range of sectors in Europe, Asia, Australia and North and South America.



# Conceptual Framework

The Framework for LOI™ is shown below, which represents an Integrated Framework for the development of organisational performance. This shows Organisational Climate is a key driver of an individual work group and business performance. The model suggests that for organisations to enjoy the highest level of performance they need to establish a performance orientated Organisational Climate.



The model goes on to show three key factors that drive Organisational Climate:

## 1. Organisational Structure

Structure can be expressed in terms of the organisation, the nature of people's jobs, how they are constructed and how

they are experienced. It also includes the impact of jobs on motivation, job satisfaction and challenge to individuals.

## 2. Leadership Behaviour

The LOI™ process helps individuals to recognise the linkage between their Leadership Behaviour and the Organisational Climate and performance of the group that they manage. In this context the 'added value' of Leadership Behaviour to the aims and objectives of the business is surfaced. This provides a deep insight into those issues of Leadership that require development.

The key questions asked are:

- Why do people do what they do?
- What causes one individual to behave in a certain way and yet different from another in the same situation?

LOI™ helps to provide individuals with a deep understanding of their motives, personality profiles and how this relates to them. The LOI™ process provides a clear link between the nature of individuals, their preferences and how their nature impacts their behaviour. Finally, how that behaviour generates Organisational Climate and thus performance of the areas of business that they manage.

## 3. Group Processes

These are defined as the nature of the activities that occur in an organisation. Processes can refer to areas such as decision-making:

- How does decision-making operate in this environment?
- Are the right people involved?
- Is the right amount of time spent on decisions?
- Does the work group get the right amount of information and the correct data?

Areas such as Communication, Efficiency, Standards and Business Planning represent further issues addressed within the context of process. While there are many processes that operate in a company, LOI™ concentrates on specific areas that are significant in terms of driving the Organisational Climate of a work group.



## Impact on Organisational Climate and Business Performance

The three areas outlined above can be defined as different types of behaviour:

- Behaviour in terms of how people are structured in the jobs that they do
- Behaviour in terms of what leaders do, or don't do
- Behaviour in terms of the extent to which effective processes prevail and cause groups to work in certain ways

It is in this context that these three sets of behaviours represent the Organisation's Culture in terms of how things occur around here. In that sense they will drive Organisational Climate, and the LOI™ Process enables managers to examine the linkages in terms of the effect on Organisational Climate and also the impact of the three behavioural sets on each other.

For example, an effective leader may well be made ineffective by processes that operate poorly. Equally,

Leadership Behaviour may be impacted by the Structure of the organisation. It is therefore, an integrated model and part of the LOI™ process is to attempt to help people understand how this model works, in reality. In particular how it relates to their current experience in terms of their Leadership role.

It can also be seen from the Framework that this collection of issues is fundamentally driven by the needs of the organisation. Each organisation will have external driving forces in relation to core competencies; in terms of its market, opportunities, customers and suppliers. These factors, plus many others, will generate the mission of the organisation. The mission represents the core purpose, i.e. what is the organisation here to do? This in turn generates critical success factors or strategic objectives, which generate business plans. These requirements of organisational life demand a performance orientated culture and the four defined factors fit within this context.

## The LOI™ Workshop Process

The LOI™ process is usually delivered through a workshop that is designed to address the specific needs of the Client. It will generally prove more effective when conducted with a coherent management team or colleagues from the same business area. Usually this entails the workshop process being conducted with between six and twenty participants.

The workshop consists of a number of critical inputs and management simulations, which serve as important learning media within the process. However, the key element revolves around a feedback process that gradually unfolds over the course of the workshop.

The key output consists of a deep understanding of the Integrated Framework and how this applies to participants in their own sphere of activity and influence.

### Objectives of the Workshop Process

These are as follows:

1. To provide an understanding of the Integrated Leadership Framework, how it links and how it fits within the context of organisational performance
2. To provide individuals with extensive feedback about their own Leadership Behaviour against an international database of outstanding leaders
3. To provide insight for individuals into their motivational and trait profile and how this underpins their Leadership Behaviour

4. To provide individuals with feedback about the effectiveness of Organisational Climate, Structure/Job Design and Processes within their respective work groups or teams
5. To enable participants to define their own 'change agenda' in terms of four levels of goal setting:
  - Level 1: For themselves as individuals
  - Level 2: For the groups that they manage
  - Level 3: For their own behaviour in terms of the teams they are part of
  - Level 4: For the organisation as a whole
6. To provide the basis for ongoing Performance Improvement in terms of themselves as leaders and in terms of the groups that they manage

### The Feedback

The feedback takes the form of both quantitative and qualitative data. The quantitative feedback is delivered in terms of the factors defined above. This is obtained through questionnaires completed from a number of different sources. Questionnaire respondents can include immediate reports, colleagues, superiors or even customers and suppliers. However, the common theme, whatever source the feedback comes from, is through questionnaire responses against each of the variables discussed above. It is usual that workshop

participants are provided with feedback provided by a number of their immediate reports.

Questionnaire responses are aggregated and compared with the international database to provide a benchmark score for each of the component dimensions from the Integrated Framework described earlier. This feedback provides a clear sense of the key issues that need to be addressed.

LOI™ participants receive feedback in terms of how their respondents assess:

- The behaviour of the LOI™ participant
- The Organisational Climate of the work group which is managed by the LOI™ participant
- The Organisational Climate of the whole organisation (i.e. the broader organisation within which the work group exists)

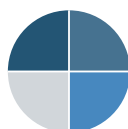
- The effectiveness of Organisational Structure and Job Design
- The effectiveness of key Organisational Processes

In addition, participants receive feedback from colleagues on the workshop itself. This provides the opportunity to share data and receive additional comments regarding the validity, and also its basis in terms of their own experience of each other. In this way the feedback process represents a key determinant for the success of the LOI™ workshop. In order to capture the value of this experience it is crucial to engage constructively in the feedback process, and the workshop is run using an approach that facilitates this.

## Outcomes of the LOI™ Process

Although the precise outcomes will vary according to the Client's requirements, typical outcomes are as follows:

- The LOI™ process develops the Leadership capability of the organisation's senior management, enabling them to establish an initial benchmark and a development agenda for themselves. This, in turn, provides the business with the broader based leadership it requires to achieve its stated goals.
- An organisation-wide agenda for business change is developed, with clear objectives for improvement that will create greater alignment of the behaviour of individuals and teams to that required by the business strategy. This enables a more effective implementation of the business strategy by the organisation.
- A greater cohesiveness within the wider business leadership team resulting from an increased commitment of each individual member to the business as a whole, and a willingness to compromise their own interests for the good of the wider team. This provides a common and consistent focus for the Business as a whole.
- The intervention creates the basis for improved team working across the business. In particular, it will lead to a change in the behaviours demonstrated by the key managers, with a reduction in those behaviours that are dysfunctional to business requirements and an increase in those behaviours, which are known to deliver the required business outcomes.
- Finally, the high impact nature of the intervention often creates a sense of energy and momentum within the wider leadership team, generating the enthusiasm required to shift the business forward in its drive for higher performance.





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