



The Matrix and Dataset

2011

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A critical objective of the LOI™ programme is to identify the key improvement opportunities revealed by the questionnaire data analysis. To achieve this we utilise two simple methods to display data. The first is a comprehensive set of graphs presenting an individual's data. The second is an analytical tool entitled 'The Climate Dimension Matrix'. Together, the methods help individuals to achieve three key objectives:

- To capture all of the information that they have been given by the various feedback processes
- To prioritise the key aspects of their own performance that need to be addressed

- To identify the key issues affecting the Organisational Climate and performance of the group that they manage

The methods are additive in that they fit together and build on one another. The graphs show the individuals data in a simple, easy to understand format. The Climate dimension matrices build on the graphs by helping the individual to analyse their data and understand how they affect the Climate of the team they manage.

The two types of data will be presented in turn, along with an explanation about how they are constructed and what they show.

The Graphical Dataset

The dataset is based around the Glowinkowski™ Integrated Framework, which clearly positions Organisational Climate as the key determinant of organisational performance. Organisational Climate is defined as the atmosphere of the workplace and constitutes 'how it feels around here'. Over a quarter of a century of research and practical consultancy application has taught us two things about Organisational Climate. Firstly, all things being equal, Organisational Climate differentiates an average from an outstanding performing organisation. Secondly, whatever the current level of performance in an organisation, team or business unit, increasing Organisational Climate will increase the level of performance.

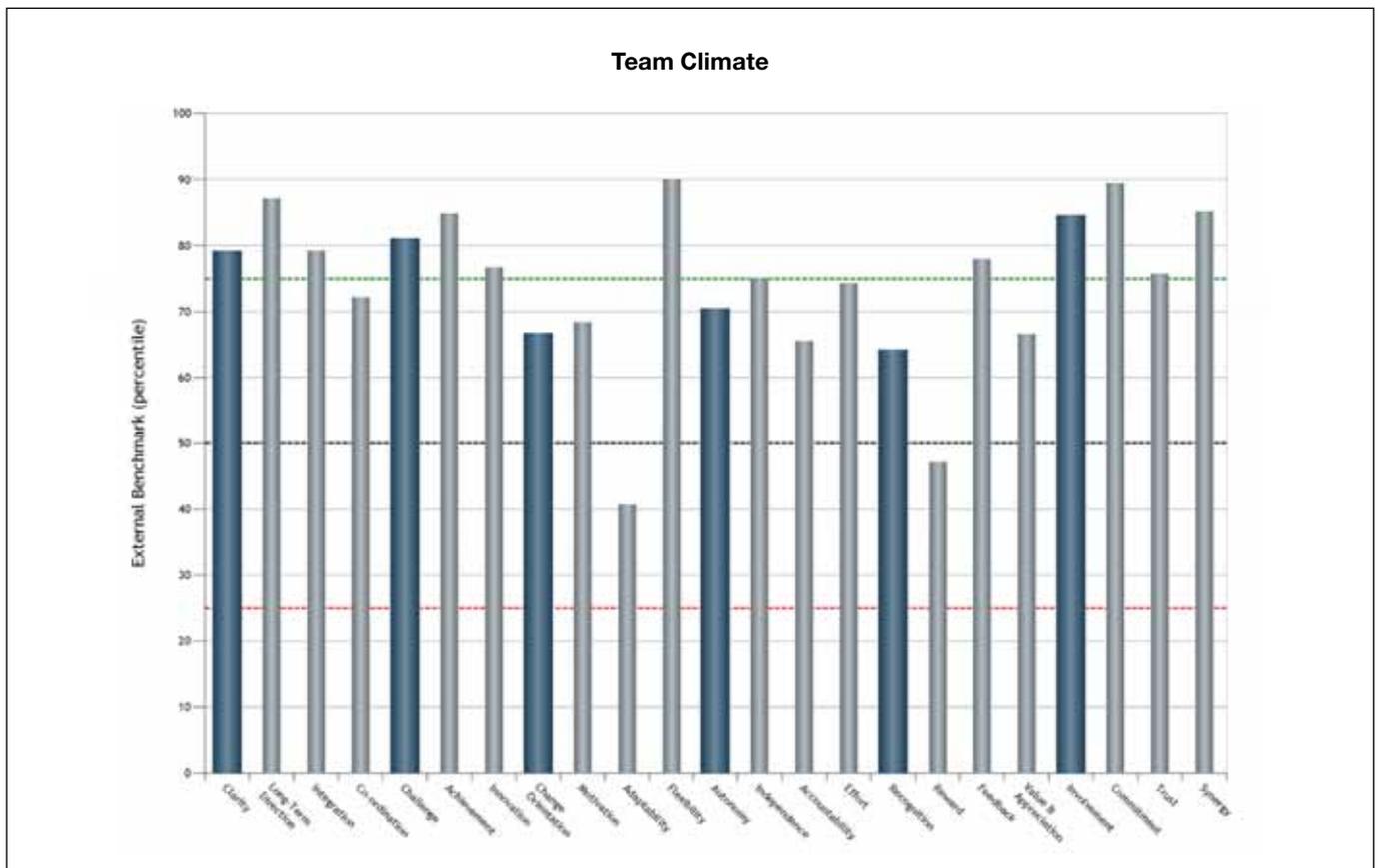
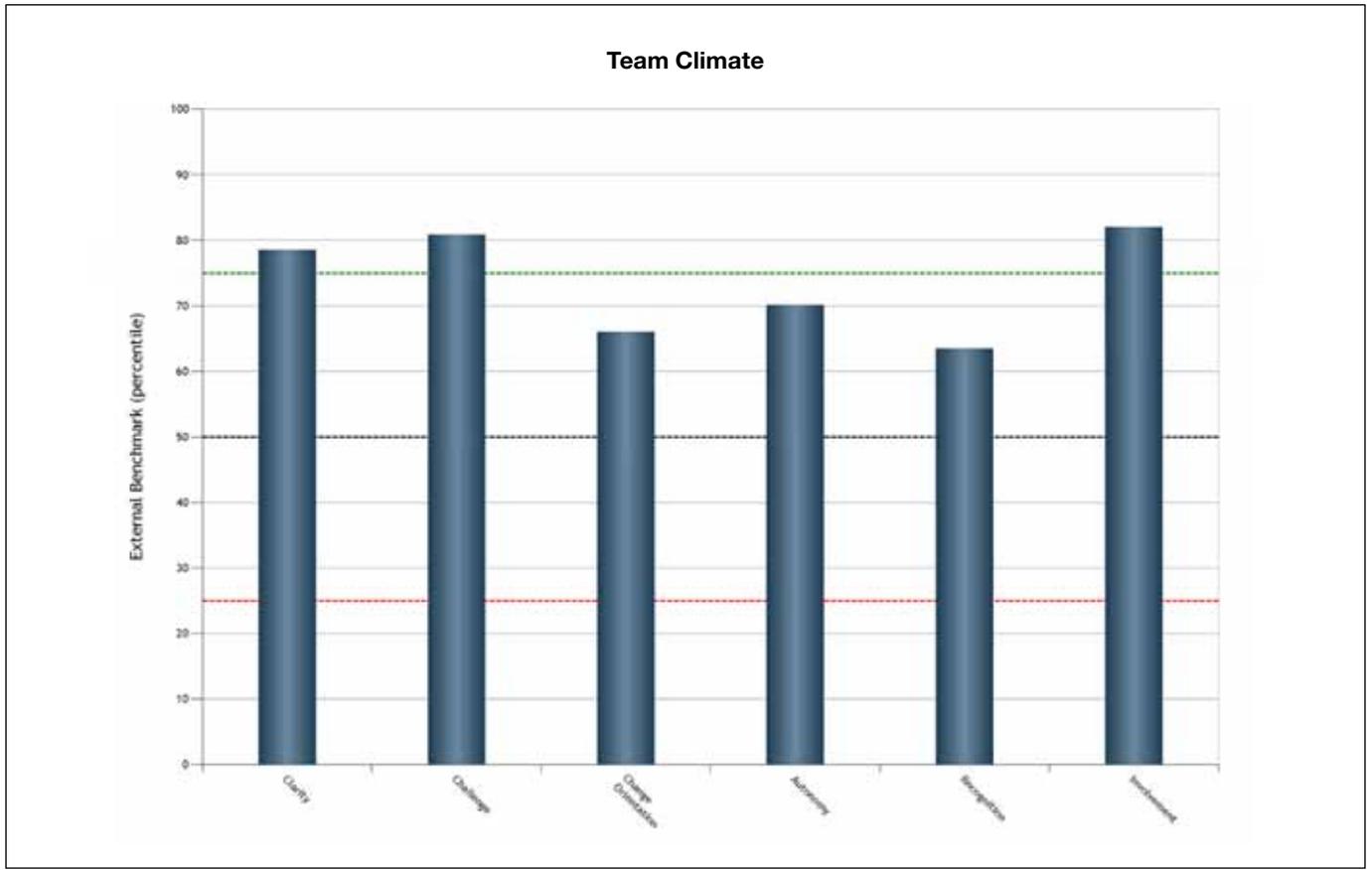
The Glowinkowski™ Integrated Framework shows the clear link between a leader's behaviour, the organisation's Climate and the organisation's performance. The 'change levers' of Climate represent the culture of the organisation, or 'how things are done'. How a leader behaves and interacts with others, how - through their behaviour - they implement structure in their working environment and how - through their behaviour - they manage and utilise Processes, all contribute to culture and its impact upon the Organisational Climate.

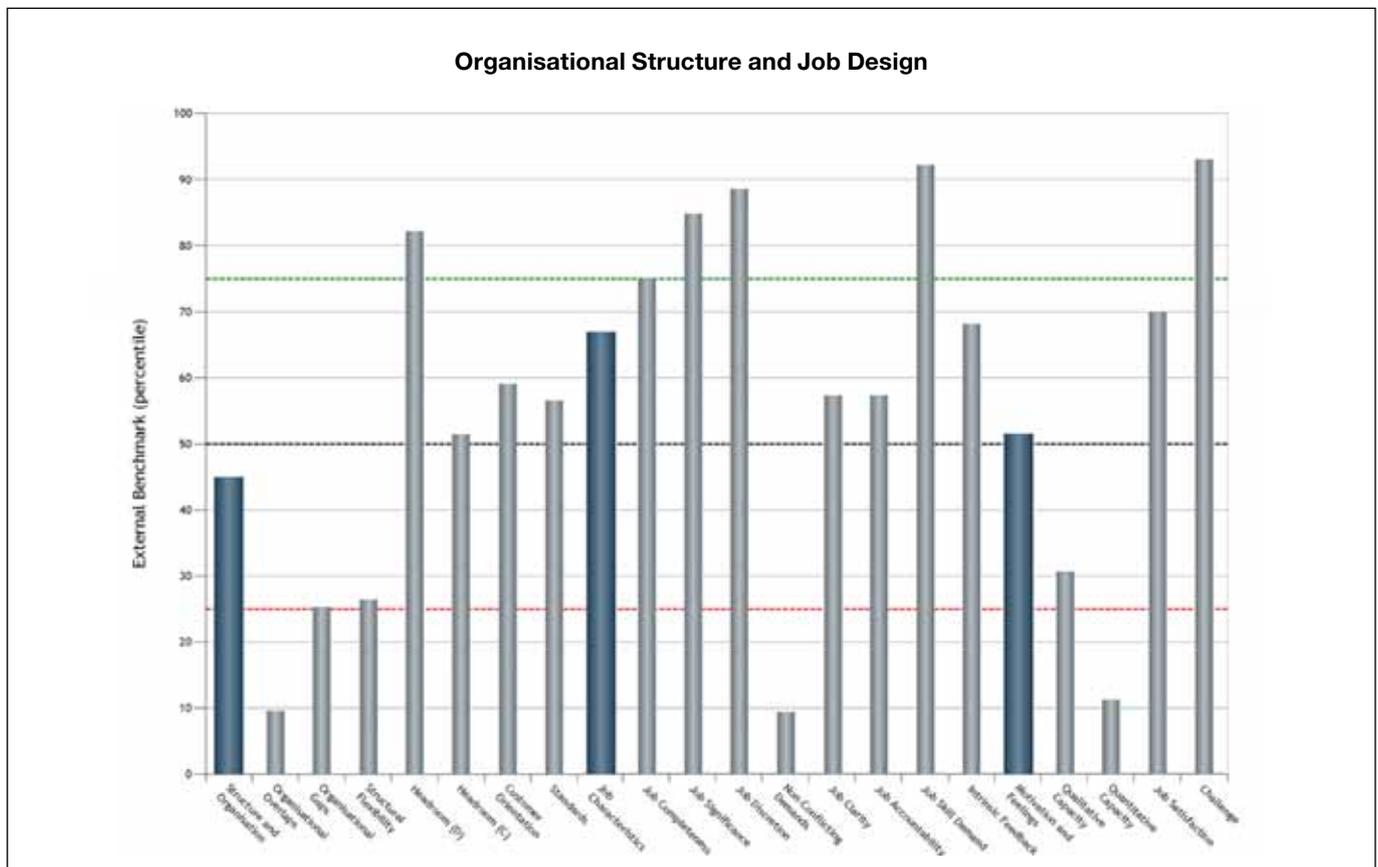
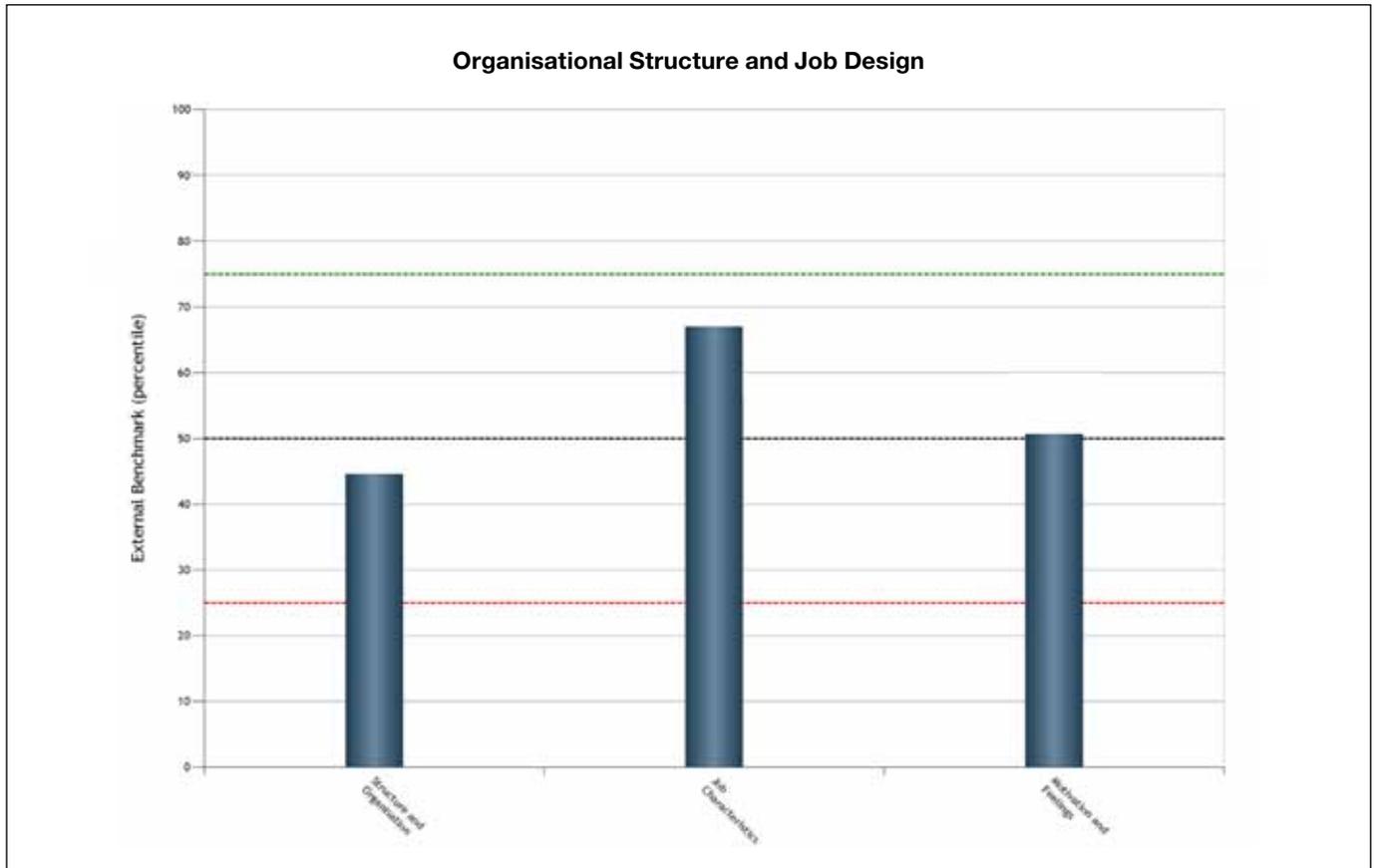
The LOI™ survey process collects people's, i.e. a manager's immediate reports, perceptions of:

- The Climate in the team and wider organisation
- The Processes that prevail in the team
- The Structure of the team and wider organisation and how their job is designed
- The Behaviour of their team manager, i.e. the person who sets the Climate of the team

These perceptions are collated, aggregated and used to generate the graphical dataset. In generating the graphs, the raw data is compared against a large dataset of people who have been through the LOI™ process. The data is then converted to show an individual's data in comparison to this dataset. If an individual's data is better than 50% of the data it is compared against, it sits at the 50th percentile. If it's only better than 10%, it sits at the 10th percentile. Better than 90%, it sits at the 90th percentile. Once the percentile is calculated it is plotted on to the graph. Examples of the graphs are shown on the next pages. For Climate and each of its change levers, two graphs are constructed. One shows the data at the main dimension level. Each of these main dimensions breaks down into a number of sub dimensions, showing in detail what sits behind the dimensions.







Climate Dimension Matrices

The Organisational Climate of a particular team will have a significant impact on the performance of that team and its contribution to the business. The Matrices enable an individual to understand and identify the links between the Climate of their team and three change levers illustrated in the Glowinkowski™ Integrated Framework:

- The Leadership Behaviour of the individual who is creating the Organisational Climate
- The nature of the Organisational Structure and the experience and challenge that people perceive from the roles they do
- To look for any key issues that may be of a Process nature i.e. the way that the team actually operates in terms of its decision-making, its business planning and its communication processes

There are three sets of matrices. Each of these involve using a

simple 'traffic light' system to highlight positive and negative scores for the different aspects of your team.

The common denominator of this process is understanding how people see the Organisational Climate of the team they are part of.

To identify priority areas for action for an individual, the matrices show the correlation between the output dimension of Organisational Climate (Team) and the input dimensions of:

- Leadership Behaviour
- Organisational Structure and Job Design
- Team Processes

The Matrices identify those intersects where there are impacts on the Organisational Climate and thus potentially performance. An example of the relationship between Organisational Climate and Leadership Approaches is shown below.

Climate Dimension Matrix

		Dimensions of Organisational Climate (Team)					
		Clarity	Challenge	Change Orientation	Autonomy	Recognition	Involvement
Leadership Approaches	Directional	Red	Grey	Red	Yellow	Grey	Yellow
	Engaging	White	Grey	White	Grey	Grey	Green
	Positional	Grey	Green	White	Green	Grey	Grey
	Constructive	Grey	Grey	Red	Grey	Yellow	Yellow
	Democratic	Red	Yellow	Red	Yellow	Grey	Yellow
	Developmental	Grey	Green	White	Grey	Green	Grey



Interpretation of the Matrix Understanding the 'Traffic Light' System

<ul style="list-style-type: none"> • Concerns in Organisational Climate and the Dimension/Approach • Dimension/Approach is having a direct negative impact on Organisational Climate and must be addressed now • Action required immediately
<ul style="list-style-type: none"> • Concern in the Dimension/Approach, but not yet in Organisational Climate • Early warning sign - must be addressed soon • Action should be considered
<ul style="list-style-type: none"> • Concern in the Organisational Climate, but not with this particular Dimension/Approach • Dimension/Approach not cause of Organisational Climate issue. The issue lies elsewhere
<ul style="list-style-type: none"> • Organisational Climate and the Dimension/Approach are not of concern • This is the desired target position • Maintain current activity
<ul style="list-style-type: none"> • No significant correlation exists between the Organisational Climate and this particular dimension

An individual will receive two sets of each Climate Dimension Matrix, each positioned at a different level of benchmark. In one benchmark the level is set at the 75th percentile. This means a 'negative' interpretation for any score which is below the 75th percentile. The second set is less demanding where the benchmark is set at the 50th percentile. An individual needs to use these data to prioritise and thus help them identify the critical hotspots (i.e. red on reds).

If an individual's dataset is highly positive then they might think in terms of raising the 75th percentile benchmark. Equally, if their dataset is generally more negative (i.e. the 50th percentile still produces a sea of red) then they might think about lowering the benchmark to identify the priority hot spots.

Examples of the Climate Dimension Matrices relating to the graphical data examples are shown on the next pages.



Climate Dimension Matrix - Structure

Percentile Cut-off: 75%		Climate Facets					
		Clarity	Challenge	Change Orientation	Autonomy	Recognition	Involvement
Structure Facets	Organisational Overlaps						
	Organisational Gaps						
	Structural Flexibility						
	Headroom (D)						
	Headroom (C)						
	Customer Orientation						
	Standards						
	Job Completeness						
	Job Significance						
	Job Discretion						
	Job Co-operation						
	Job Clarity						
	Job Accountability						
	Job Skill Demand						
	Intrinsic Feedback						
	Qualitative Capacity						
	Quantitative Capacity						
	Job Satisfaction						
Challenge							

Matrix Key

No significant correlation exists between the climate and this dimension (i.e. this dimension is not known to have a significant impact on the climate facet in question).

Both the climate and the dimension are not of concern. This is the desired target position.

There is a concern in the climate, but not with this particular dimension. That particular dimension is not the cause of the climate issue. The issue lies elsewhere - so examine the other dimensions.

There is a concern in the dimension, but not yet in climate. However, this is an early warning sign. Should this dimension continue as is, it is predicted that the climate will slip into a concern. It must be addressed soon.

There are concerns in both the climate and the dimension. That dimension is having a direct negative impact on climate and must be addressed now.

Climate Dimension Matrix - Structure

Percentile Cut-off: 50%		Climate Facets					
		Clarity	Challenge	Change Orientation	Autonomy	Recognition	Involvement
Structure Facets	Organisational Overlaps						
	Organisational Gaps						
	Structural Flexibility						
	Headroom (D)						
	Headroom (C)						
	Customer Orientation						
	Standards						
	Job Completeness						
	Job Significance						
	Job Discretion						
	Job Co-operation						
	Job Clarity						
	Job Accountability						
	Job Skill Demand						
	Intrinsic Feedback						
	Qualitative Capacity						
	Quantitative Capacity						
	Job Satisfaction						
Challenge							

Matrix Key

No significant correlation exists between the climate and this dimension (i.e. this dimension is not known to have a significant impact on the climate facet in question).

Both the climate and the dimension are not of concern. This is the desired target position.

There is a concern in the climate, but not with this particular dimension. That particular dimension is not the cause of the climate issue. The issue lies elsewhere - so examine the other dimensions.

There is a concern in the dimension, but not yet in climate. However, this is an early warning sign. Should this dimension continue as is, it is predicted that the climate will slip into a concern. It must be addressed soon.

There are concerns in both the climate and the dimension. That dimension is having a direct negative impact on climate and must be addressed now.

Research Basis

The Integrated Framework and LOI™ programme are based on an international research programme that we undertook in the early nineties with dozens of organisations from a range of sectors. The correlation matrices below show the correlation coefficients that underpin the relationships

between Climate and its change levers. All of the coefficients are highly significant. They can all be considered at least moderate (0.3 to 0.5), with the majority being classed as high (over 0.5)¹.

	Clarity	Challenge	Change Orientation	Autonomy	Recognition	Involvement
Organisational Structure	0.599	0.524	0.561	0.522	0.597	0.603
Job Characteristics	0.559	0.532	0.412	0.541	0.539	0.561
Motivation and Feelings	0.509	0.415	0.438	0.477	0.542	0.533

Table 1: Organisational Structure vs Organisational Climate Correlations

	Clarity	Challenge	Change Orientation	Autonomy	Recognition	Involvement
Planning	0.771	0.621	0.579	0.601	0.654	0.734
Relationships	0.694	0.632	0.649	0.608	0.618	0.762
Team Effectiveness	0.731	0.648	0.653	0.663	0.724	0.752
Performance	0.705	0.602	0.618	0.585	0.617	0.725

Table 2: Processes vs Organisational Climate Correlations

	Clarity	Challenge	Change Orientation	Autonomy	Recognition	Involvement
Directional	0.666	0.581	0.524	0.591	0.611	0.652
Engaging	0.582	0.522	0.489	0.534	0.587	0.607
Positional	0.406	0.424	0.314	0.427	0.454	0.446
Constructive	0.39	0.396	0.365	0.395	0.499	0.429
Democratic	0.393	0.408	0.404	0.452	0.471	0.46
Developmental	0.57	0.503	0.508	0.53	0.685	0.558

Table 3: Leadership Behaviour vs Organisational Climate Correlations

¹See Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Hillsdale, NJ: Lawrence Earlbaum Associates



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