

Levers for Change Assessed by the OCI

The levers for change assessed by the OCI are organized into 9 general areas, within which more specific levers may be found:

Philosophy and Values

The extent to which the organization has a strongly-defined identity in terms of its values, mission, its way of doing things and the integration and involvement of its people. Specific scales include:

- ◆ *Organizational Core Values*: Values inform us of what to do and what not to do. They are the guiding principles in our lives with respect to the personal and social ends we desire.
- ◆ *Organizational Mission*: The extent to which the organization's mission and philosophy are clearly defined, illustrated by members, communicated by management, and understood by employees.
- ◆ *Employee Involvement*: The extent to which people at all levels actively participate in shaping the organization and helping it to achieve its mission.
- ◆ *Customer Service Orientation*: The extent to which members believe they are responsible for identifying and satisfying the needs of customers/clients.

Job Design

The extent to which the jobs of employees (i.e., the formal and informal specifications of their tasks) are "enriched" in ways that enhance motivation and performance. Specific job design scales include:

- ◆ *Roles/Responsibility and Organizational Structure: Identification and Clarity with respect to task specific roles and responsibilities.*
- ◆ *Autonomy*: The degree to which the job provides freedom and discretion to the incumbent with respect to scheduling and work procedures.
- ◆ *Skill Variety*: The degree to which the job involves different tasks that require a wide range of personal skills and competencies.
- ◆ *Feedback (from the job)*: The degree to which carrying out the job itself provides the incumbent with information about his or her performance.
- ◆ *Task Identity*: The degree to which the job enables the incumbent to carry out, from beginning to end, a complete and identifiable task.
- ◆ *Significance*: The degree to which the job is viewed as having an important impact on other people (either inside or outside of the organization).
- ◆ *Interdependence*: The degree to which the incumbent must make decisions and cooperate with others in order to carry out the job.

Individual and Organizational Goals

The extent to which members report that the characteristics of their goals are positive and motivating. Specifically assessed were:

- ◆ *Goal Clarity*: The extent to which goals are “clear and specific” rather than somewhat clear or ambiguous.
- ◆ *Goal Prioritization*: *The extent in which a set of prioritization filters are created to ensure all group members understand what heightens one priority over another.*
- ◆ *Goal Challenge*: The extent to which goals are “challenging” rather than too easy/difficult.
- ◆ *Participative Goal-Setting*: The extent to which goals are “jointly set by members and their superiors” rather than set unilaterally by either party.
- ◆ *Goal Acceptance*: The extent to which goals are “fully accepted” rather than only generally or marginally accepted by members.

Supervisory/Managerial Leadership

The extent to which managers and supervisors exhibit an effective balance of people- and task-oriented leadership behaviors. Specific leadership scales include:

- ◆ *Interaction Facilitation (people-oriented)*: The extent to which managers encourage their direct reports to work as a team and be supportive and cooperative.
- ◆ *Task Facilitation (task-oriented)*: The extent to which managers facilitate the work of their direct reports by helping them to solve problems and implement better procedures.
- ◆ *Goal Emphasis (task-oriented)*: The extent to which managers establish and communicate norms and expectations for excellence.
- ◆ *Consideration (people-oriented)*: The extent to which managers are personally supportive and considerate of their direct reports.

Human Resource Management

The extent to which human resource management systems and practices maximize the utilization and development of employees, and do so in a fair and equitable manner. Specific scales include:

- ◆ *Selection/Placement*: The extent to which procedures for matching people with jobs are rational and objective (rather than political and subjective).
- ◆ *Training & Development*: The extent to which employees, both new and existing, are provided with the type of orientation and training that promotes their personal development as well as their contributions to the organization.
- ◆ *Respect for Members*: The extent to which people are treated in a fair and just manner both in general and with respect to developmental opportunities.
- ◆ *Empowerment*: The extent to which people are given the authority, resources, experience, and opportunity to perform their tasks autonomously.

Appraisal and Reinforcement

The extent to which employees' performance is monitored and reinforced (formally and informally by their managers and supervisors) in a fair and positive manner. Specific OEI measures include:

- ◆ *Fairness of Appraisals*: The likelihood that evaluations will be based on performance and objective criteria rather than personal or subjective factors.
- ◆ *Use of Rewards*: The likelihood that good performance will be noticed and reinforced in positive ways (i.e., "positive reinforcement").
- ◆ *Use of Punishment*: The likelihood that mistakes will be accentuated and punished rather than analyzed and corrected (i.e., "management-by-exception").

Distribution of Influence

The relative amount of control exercised by people at different levels of the organization. *Total amount of influence* refers to the average amount of influence exercised by members across all levels. *Distribution of influence* refers to the differences in the amounts of influence exercised by members at different levels. Measures included in the OEI compare the control and influence of:

- ◆ *The Employees*: The influence exercised by non-managerial members.
- ◆ *Their Immediate Supervisors/Managers*: The influence exercised by first-line managers.
- ◆ *Higher-level Managers*: The influence exercised by people at the top of the organization.

Supervisory/Managerial Sources of Power

The "bases of power" on which managers and supervisors rely to influence the behavior and performance of their direct reports (i.e., the positive, neutral, or negative factors that explain why members do what their supervisors or managers want them to do). Bases of power and influence assessed by the OEI include:

- ◆ *Personal Bases of Power (positive)*: The extent to which members are influenced due to their supervisors'/managers' technical expertise or managerial competence (i.e., expert power), the respect that they have for their supervisors/managers (i.e., referent power), or their supervisors'/managers' willingness to be influenced by them (i.e., exchange power).
- ◆ *Organizational Bases of Power (neutral to negative)*: The extent to which members are influenced because of their supervisors'/managers' control over desirable extrinsic outcomes (i.e., reward power), formal position (i.e., legitimate power), or ability to punish those who fail to comply (i.e., coercive power).

Quality of Communication

The effectiveness with which ideas, opinions, attitudes, and information (about the organization, its environment, and members) are sent and received within the organization. Specific quality of communication measures include:

- ◆ *Downward/Upward Communication*: The effectiveness with which information about the organization (its policies, new strategies, changes in procedures) is sent to and received by employees as well as sent upward from employees to people in higher-level positions.
- ◆ *Communication for Learning*: The degree to which communications reflect a systems orientation that includes consideration of the "big picture," interdependencies, and learning.