

CMHS/NIRN/CMHQA
**Change Management
in Mental Health Systems**

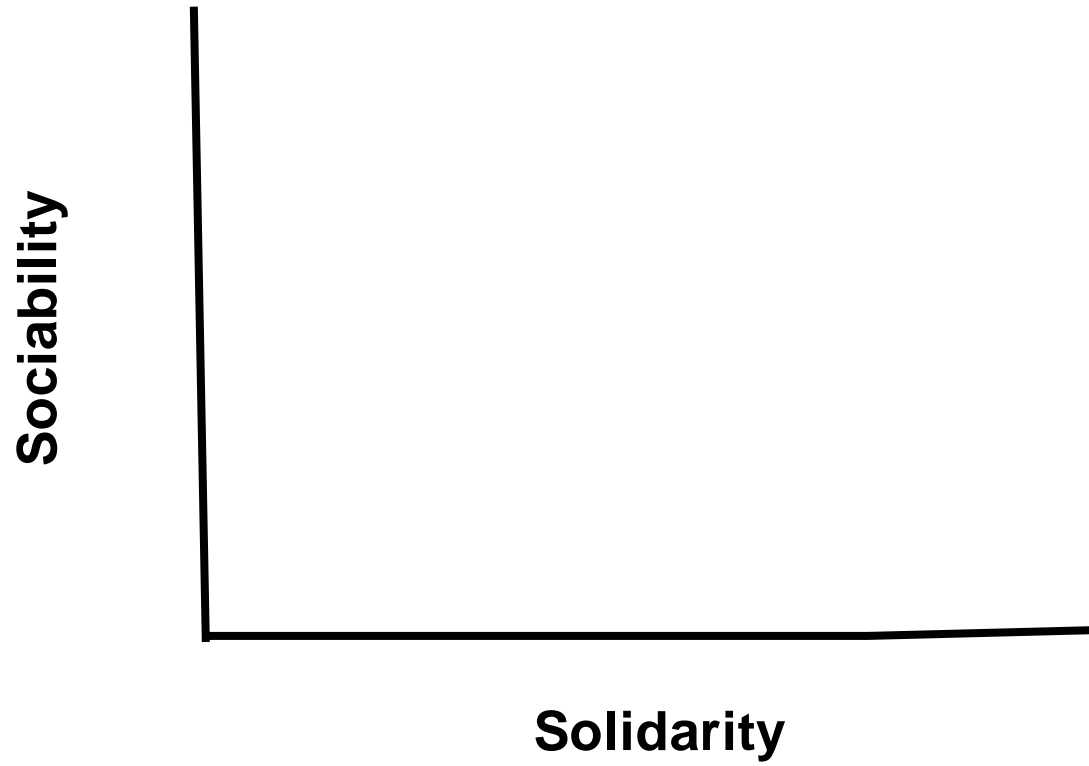
**Leadership and
Organizational Culture**

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The School of Management
THE UNIVERSITY OF TEXAS AT DALLAS



Culture Grid



Sociability

Sociability is a measure of the *friendliness* among members of an organization.

Benefits:

- promotes high morale and esprit de corps
- encourages sharing of information, creativity and openness to new ideas
- creates an environment in which people are more likely to go beyond the formal requirements of their jobs

Negatives:

- allows poor performance to be tolerated
- creates an exaggerated concern for consensus (the best compromise gets applied to problems, not the best solution)
- develops into cliques and informal networks which undermine due process.

Solidarity

Solidarity is a measure of the extent of an organization's focus on goals and competitive strategies.

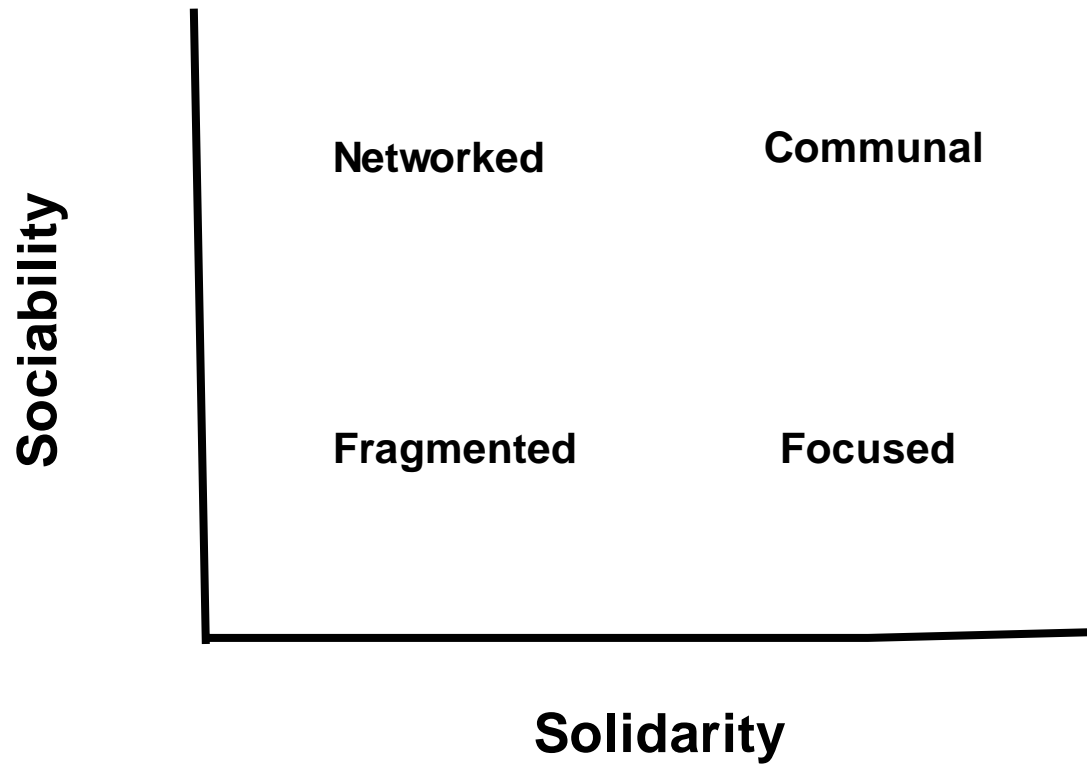
Benefits:

- emphasizes the mutual interests and shared goals that benefit all the involved parties, *regardless* of whether the personally like each other or not
- sets explicit, quantifiable targets and goals
- minimizes the time between idea and implementation

Negatives:

- can become oppressive and run over people
- can develop a silo mentality in which individuals focus on their own targets and careers and no one else's

Organizational Culture



Networked Culture

An organization of friendship, trust and personal respect and kindness.

Benefits:

- theme of family and friends; personal loyalty throughout the organization
- patience and tolerance highly valued; people given time and freedom to express themselves
- sharing of ideas and information
- rules and policies are meant for interpreting

Negatives:

- poor performance is tolerated
- overly focused on achieving consensus to the detriment of achieving the desired outcome
- coordination of activities is difficult; ideas get talked to death
- lack of strategic focus

Focused Culture

Characterized by intensity, focus and determination. It's members are passionate, energetic and purposeful.

Benefits:

- focus on shared interest and mutual goals; the competition is clearly identified
- bias toward action; time between idea and implementation is brief
- meritocracy, with a low tolerance for underperformance
- embraces change and tolerates disagreement, conflict and risk

Negatives:

- individuals become overly focused on their own goals and careers
- people tend to leave when a better offer comes along

Fragmented Culture

People work at the organization but for themselves. They're not particularly friendly with one another, nor do they particularly support the institution's goals.

Benefits:

- provides the most freedom, flexibility and fairness
- people judged solely on productivity and quality of their work; standing is built on outside world's assessment
- respect's ideas and tolerates highly idiosyncratic behavior
- allows time and space for great ideas or projects to develop

Negatives:

- pervasive cynicism, closed doors and excessive critiquing of others
- organization is undermined by bad attitudes and behaviors

Communal Culture

Combines the high level of friendship and commitment of the networked organization with the performance focus and energy of the focused form.

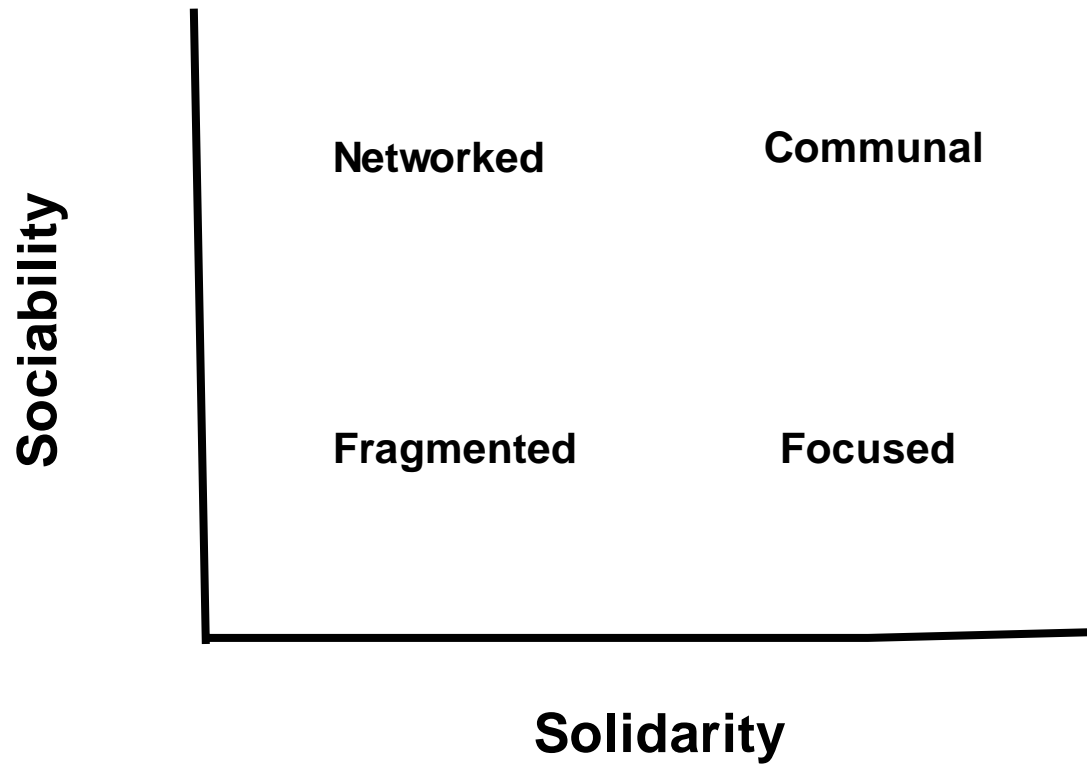
Benefits:

- strong sense of family, commitment and interrelatedness
- high sense of urgency about the quality and importance of the product or service
- a sense that there is something unique and special going on

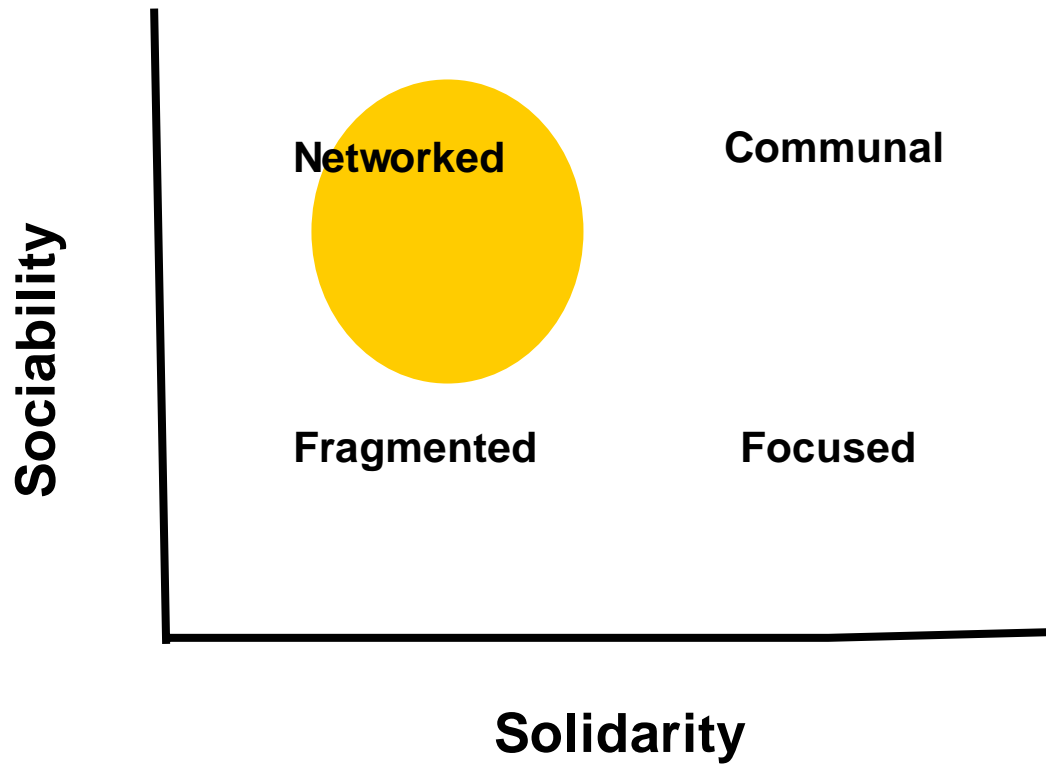
Negatives:

- can easily become unbalanced
- when sociability begins to dominate, the internal family becomes exclusive and outsiders can be forced out
- excessive solidarity can lead to smugness and complacency, and focus on the customer is lost

Organizational Culture



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