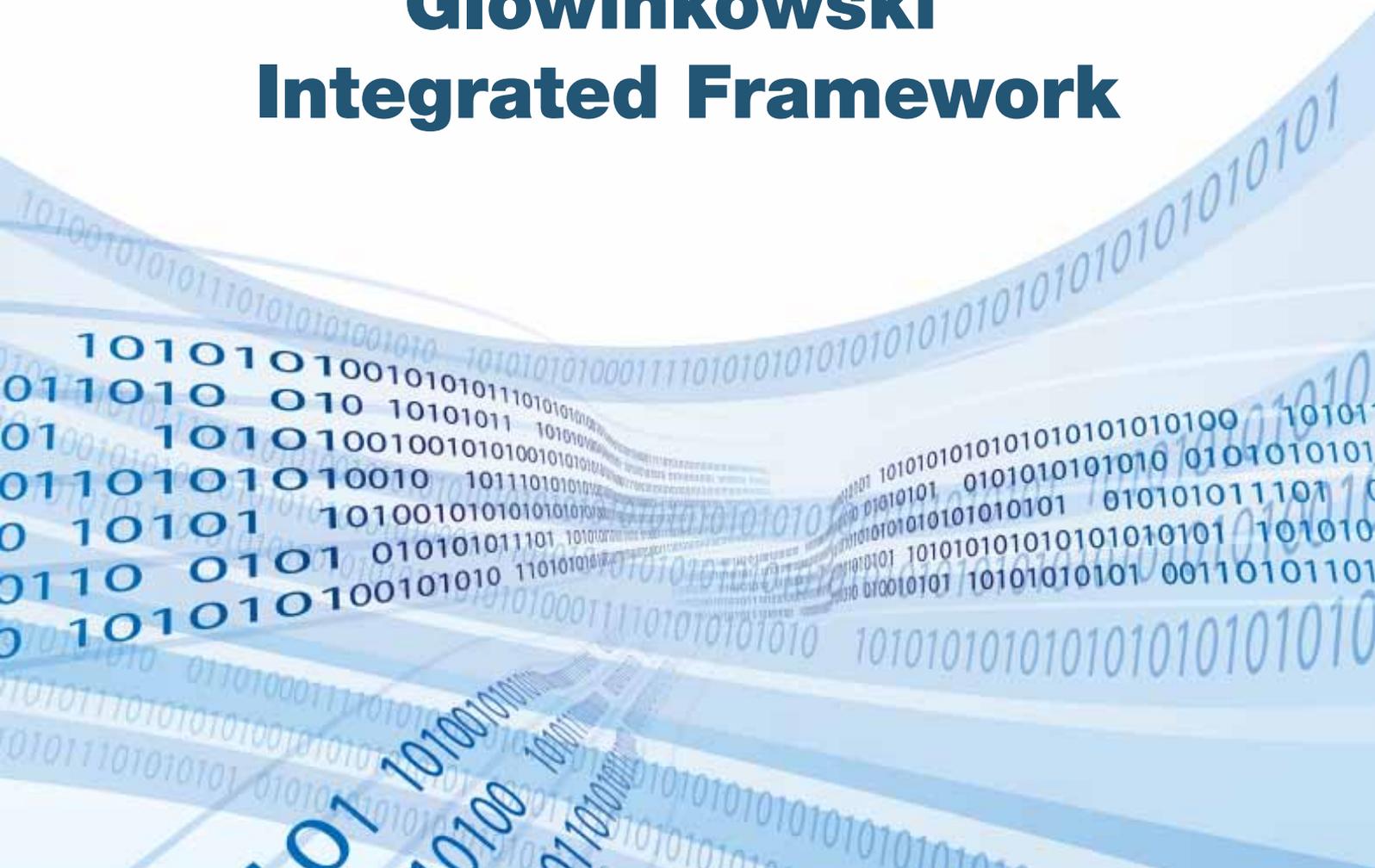




Developing the
Glowinkowski™
Integrated Framework



The Logic Behind the Research

Our approach to coaching and consultancy is based upon three things:

1. A clear understanding of what differentiates outstanding from average performance at the level of the individual, the team and the organisation
2. A belief that if you can't measure something, you can't change it. We therefore provide a means of measurement that enables benchmarking at one point in time followed by a measurement at a second point in time to see whether an intervention has worked
3. Validated learning processes, which provide a practical learning approach for individuals, teams and organisations that result in improvement

Up until the early 90s, our coaching and consultancy approaches had been based upon the 50 to 60 years or so of academic research from the fields of Industrial-Organisational Psychology and Management, together with our own experience of conducting learning and development approaches internationally.

In order to provide additional benefit to our customers and clients we came to realise that we needed to develop a more coherent and integrated methodology and approach. We therefore embarked upon a major programme of research which was conducted over a three year period, enlisting the support over 60 international companies as participants. The objectives for the research were fundamentally born out of the bases for our coaching and consultancy (above). In particular however our most fundamental and core objectives were as follows:

1. To understand what it is that differentiates outstanding from average performance at the level of the individual, team and organisation
2. To define with clarity what these factors are and how they relate with each other in order to drive performance
3. To develop a reliable and robust measurement methodology in order to assess how individuals, teams and organisations measured up against our model of 'what good looks like'.

The Research Method

It was critical for the research to be conducted within a practical, organisational setting which was diverse in terms of the representation of sectors, job types, gender, ethnicity and culture. The research needed to be truly international and thus each of the major continents were represented.

Organisations participating in the research represented a global group ranging from (for example) a Latin American industrial coatings and paints business to a North American chemicals organisation, a Malaysian television production company and an Australasian engineering organisation.

The methodology in many respects was very simple. In the first instance it utilised pair working workshops with a large number of management teams from the participating organisations.

In these workshops groups of up to 10 individuals were

brought together in order to brainstorm the following questions:

- What are the differences between outstanding and average performing organisations?
- What factors underpin effective performance?
- What factors underpin ineffective performance?
- What are the characteristics that you've seen associated with outstanding performance?

Team members worked in pairs where they brainstormed their responses to each of the above questions. Their responses were collected verbatim on flipchart without comment or discussion. Following the collection, participants had the opportunity to talk more freely about the session and data from these discussions was also recorded.



The Outcome of the Research

The workshop process generated a vast amount of information, providing a 'straw man' of the model that we now refer to as the Glowinkowski™ Integrated Framework. This is shown in figure 1.

At one level the framework is intended as a descriptive model of the factors that relate to organisational performance. At another level it is a diagnostic framework that shows how these factors fit together in a causal sequence. It is also a simple model, as indeed all models should be - it's worth remembering that even Darwin's theory of natural selection can be presented in just a few short sentences, although admittedly the evidence he goes on to present consists of many pages of detail.

What the framework actually states is that the performance of an entity, be it an overall organisation or a team, is driven by Organisational Climate. By Organisational Climate we mean 'the atmosphere of the workplace' or 'what it feels like' to work there. This is a psychological, or if you prefer, an attitudinal state, and correlates with performance. Our research has shown us two things about Organisational

Climate. Firstly, all things being equal, Organisational Climate differentiates an outstanding from an average performing organisation. Secondly, whatever the current level of performance within an organisation, improving the Organisational Climate will lead to an improvement in the performance.

By defining Organisational Climate and its correlation with performance we're slightly in the 'so what' territory. We know Organisational Climate correlates with performance because when a good Organisational Climate prevails, people feel motivated and therefore perform at the discretionary level of contribution as opposed to the expected; they go the extra mile. You get more for your money, more bang for your buck. The key question however relates to how you create Organisational Climate in the first place.

The Integrated Framework identifies what we refer to as the change levers. These represent the things that go on in organisations and are represented in three categories:

1. The structure of the organisation and the way the jobs are designed
2. The behaviour of people generally and senior leaders in particular
3. The effectiveness of the processes including factors such as decision making, communication, performance management, etc.

Our qualitative research consistently indicates that effectiveness or ineffectiveness in an organisation can come from one or more of these change levers, either individually or in terms of how they interact with each other. The change levers represent the factors that will drive Organisational Climate and subsequently, drive performance.

Another way that we look at the Integrated Framework is to think of the idea of an organisation's intent and its outcome i.e. performance. This is illustrated in the Integrated Framework by way of the blue boxes. The leadership dynamic is the bridge that enables an organisation to realise its intent. We know from our research - both from the early 90s and our continuing focus today - that you have no chance of achieving excellence unless you put this bridge in place.

Our research also surfaced a further important element relating to the change levers, which we refer to as the psychological domains of predisposition, motivation and values. An individual manager's predisposition underpins the behaviours they enjoy or don't enjoy and therefore it is a relevant factor that needs to be taken into account; the motivation and value may also influence expectation as to the type of process or structure that is required.

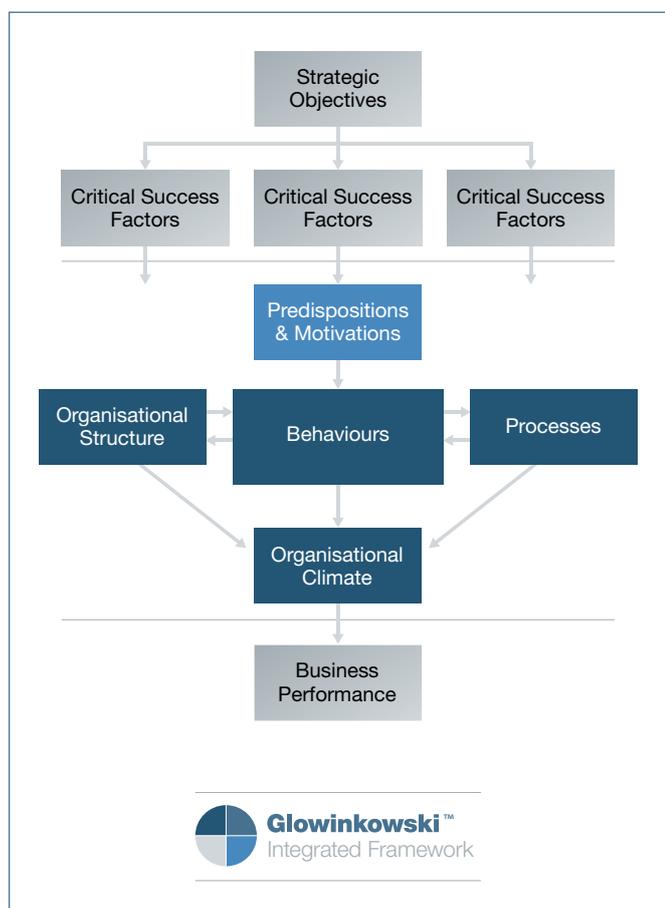


Figure 1: The Glowinkowski™ Integrated Framework

Testing This Qualitative Model

In many respects the qualitative research that we did and the resulting Integrated Framework was not new. If you waded through the many thousands of publications in this field you will find congruence with the outcomes of those and the Integrated Framework as described here. What we did however was put a complex set of factors together in a simple and yet integrated format. Doing this allowed us to test the model.

The qualitative data from the workshops provided the opportunity to populate and define the component frameworks of Structure, Process, Behaviour and Organisational Climate. The first step of the testing therefore was for us to clearly define each of these components, together with a questionnaire survey methodology that would enable quantitative data collection and subsequently, testing of the reliability and validity of the questionnaire components.

Working with each of the organisations involved in the research we surveyed as large a group of volunteers as possible. Individuals were asked to complete the survey set relating to each of the four key areas.

The initial sample size was 5,500 individuals collected from the 60 plus organisations mentioned above. Data was analysed to test the questionnaire reliability and validity. The analysis

showed highly acceptable levels or normal distribution, together with robust reliability coefficients. More importantly, we were able to establish high validity by demonstrating the clear link between Organisational Climate and bottom line performance with different Organisational Climate dimensions linking to different aspects of performance outcome (for more information see chapter two, "Its Behaviour Stupid", Glowinkowski, 2009).

Another aspect of the testing was to establish the link between the change levers and Organisational Climate. This enabled us to demonstrate how the Organisational Climate dimensions relate to the various aspects of the change levers, i.e. the strongest correlation with an individual having Clarity of purpose (an aspect of Organisational Climate) is the extent to which their manager behaves positively in terms of establishing direction (the Directional aspect of Behaviour). The experience of high autonomy (another aspect of Organisational Climate) tends to be most strongly predicted by having discretion in decision making (an aspect of job design or characteristics from the Structure lever), and so on. For a fuller description of these connections, see chapter three of Behaviour Stupid and review the Organisational Climate dimension matrix. Correlations at the dimension level are presented below.

	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

Summary

Since the Integrated Framework, questionnaire set and the database was established in the mid nineties, the framework has been further developed and now enables management groups to conduct accurate diagnoses and measurement at the level of a particular manager’s team or overall organisation. This represents a powerful dataset which can

be used as a practical and valid base for any coaching or consultancy intervention. Over this period we have further developed a learning process that we have used not only to help understand the diagnosis process but also to implement a change in the organisation. Our experience is that we can create sustainable change.





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