

Understanding the relationship of vision to
creative climate and leadership practices

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**Understanding the
Relationship of Vision to
Creative Climate
and Leadership Practices**

A Project in Creative Studies

by

Andrew J. Dutcher

**Submitted in Partial Fulfillment
of the Requirements
for the Degree of**

Master of Science

May, 1997

**State University of New York
College at Buffalo
Center for Studies in Creativity**

ABSTRACT

This project examined the dynamics of psychological climate and the dynamics of leadership practices within the context of vision and identified implications for organizational vision.

Three questions which guided this research were: (1) What were the dynamics of psychological climate operating in this data? (2) What leadership dynamics were operating in this data? How do these leadership dynamics relate to the leadership practices identified by Kouzes, & Posner (1987)? and (3) What are the implications for organizational vision?

Three of six open-ended survey questions that relate to the concepts of climate, leadership, and vision were analyzed. Qualitative methods were used in coding and sorting of the data according to Ekvall's (1996) ten dimensions of creative climate. Then, the same themes were examined for evidence of Kouzes, & Posner's (1987) leadership practices.

Participant comments from the vision survey clustered primarily within Ekvall's (1996) climate dimensions of Challenge, Dynamism & Liveliness, and Trust & Openness. Evidence of all of Kouzes, & Posner's (1987) leadership practices appeared but the data clustered primarily within the practice of Modeling the Way. Positive, negative, and other categories were reported as well.

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ACKNOWLEDGMENTS

Many years ago, I read a story about an individual who went on a trip with a team of treasure hunters (Tolkien, 1977). His name was Bilbo Baggins and he had many adventures with his new found friends. He also bravely faced many obstacles. By the time he returned home, he had learned many things and had many stories to tell.

At the conclusion of my graduate study at the Center for Studies in Creativity, I too have many stories to share about my adventures. While I did not face the same goblins that Bilbo did (mine pretended to be 'computer problems'), I had many adventures during my trip through graduate school, and have made many friends along the way. Some of these individuals deserve special recognition for their contributions to my adventures:

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A final acknowledgment goes to the Buffalo Fire Department for their quick and professional response earlier this Spring. Fortunately, there was no damage other than the smoke downstairs and this project was safe.

Please support your local fire department.

DEDICATION

First, this work is dedicated to my family. Thank you for your patience, support, and encouragement.

Second, I dedicate this work to the traveler. The following guidelines have served me well and I offer them to you. (1) Remember the purpose of your journey; (2) may you have many adventures with many interesting people; (3) celebrate the milestones and chronicle your learnings; (4) share your stories with your family, your friends, and other interested people; and (5) plan another journey. May happiness and success follow you wherever you go.

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SECTION 1: STATEMENT OF THE PROBLEM

Introduction.

The concepts of vision, leadership and climate are common topics found in the popular literature. Book stores are stocked full of organizational case studies of success and failure, stories of how CEOs turned their companies around, nationally known military leaders and politicians preach their wisdom, and comic strip characters illustrating life in the organization. As a result, many diverse, overlapping, and sometimes conflicting definitions of these organizational qualities exist (James & Jones, 1974). To the researcher as well as the practitioner, the question often asked is "*how does one make sense of these things?*"

Numerous researchers describe a link between vision and leadership (Conger, 1990; Raudsepp, 1987; Bennis, 1984, 1989; Bennis & Nanus, 1985; Barker, 1992; Gardner, 1990; Keiser, 1986; Zemke, 1988), and the constraints of organizational climate upon leader behaviors (Lewin, 1947a, 1947b; Vroom & Yetton, 1973; Goodstein & Burke, 1991). Vision, leadership, and climate are a part of a larger organizational picture called "change." Ekvall & Arvonen (1991) defined change as being connected with new business ideas, new goals and a philosophy that emphasized flexibility and development. Managers at all levels need to be committed to renewal to allow strategies to be realized (p. 18).

Human beings are not strangers to change. People have studied the cycles of growth, fertility, and decay. These cycles were regular and always present. These were expected happenings that became familiar to people over the ages. However, as Burke (1978) pointed out, people began to develop tools, this balance between mankind and the environment was forever

changed. New things emerged which had not existed before. New ideas turned into newer tools (or processes) which lead to the need to develop better ways of doing things. Change was no longer as regular or as expected as it was before.

One can easily see change happening by looking at the supermarket industry. New technologies are developed to anticipate consumers' needs and to get the product to the shelf first at a price that the consumer will pay. Product vendors fight to acquire the ideal product location within the store. Companies spend a lot of money for a new 'distinct' label to make their product stand out above the competition while others do the opposite hoping to confuse the shopper. New services are offered to keep consumers in the store longer. The supermarket shopper easily recognizes these changes. How often (especially during the holidays) have you gone into the market for just one item, only to discover that it is no longer where it use to be?

Another form of change is organizational. For example, an organization is purchased by another to increase market share; a division is restructured to increase its profit margin; people who oversee specific operations are reassigned; some leave the organization thereby creating opportunities for others. These changes are experienced regularly by people within the organizations. This type of change can overwhelm people if the change process is not managed properly (Connor, 1992).

Large organizational changes tend to be handled more formally than those which have a limited impact. Training programs may be conducted, and sometimes consultants are brought in to facilitate the change. Often the participants of the training program challenge the rationale for the change, the new procedures to be implemented, or the new criteria for success. The consultant may be viewed as someone outside who "does not know how things

really happen.” Similarly, the participants may be viewed as being “too deep in the trenches to understand how things should occur.” Clearly, information that connects the theories of the consultant with the practices of the people within the organization are important for change to be successful. This project contains organizational data based on an application of vision and climate in such a situation.

Key concepts in the project.

There are three major concepts associated with organizational change used in this project. These concepts are (1) organizational climate, (2) leadership behaviors, and (3) vision.

Climate.

The Swedish Council for Management and Work Life Issues (FARådet) defined organizational climate as the attitudes, behaviors and feelings characteristic of life in an organization (Ekvall, 1987, 1988; Ekvall, Arvonen & Waldenström-Lindblad, 1983; Ekvall & Arvonen, 1984; Ekvall & Tångeberg-Andersson, 1986). The climate of an organization continues to grow and develop through interactions between individuals and the organizational environment. The working climate is influenced by several situational factors which include visions and goals within the organization, the strategies used to achieve it, and leadership abilities to maintain focus. A favorable climate releases and channels human needs and abilities within the organization in an appropriate manner.

The creation of organizational climate as defined by Raudseep (1987) harnesses people's energies to achieve innovative results. This climate is actively developed by the leader to encourage creative behavior. When an external structure (vision) is present, it should closely match the individual's

goals. This climate should be (a) safe for failures, yet promote responsible individuality and maturity, (b) set high standards, and (c) involve creative people in decision making.

Leadership.

For the purpose of this study leadership was defined as a reciprocal relationship, based upon mutual needs and interests, between those who choose to lead and those who decide to follow (Kouzes, & Posner, 1993a).

Two reoccurring themes in the theoretical literature on leadership are the support for people and dedication to the task (i.e.: Hersey & Blanchard, 1982; Fiedler, 1962, 1964, 1974; Herzberg, 1966/1971; McGregor, 1960/1971). While these themes are known by many names, they suggest that a leader's actions are composed of employee centered and production centered behaviors. Ekvall (1988; Ekvall & Arvonen, 1991, 1994) identified a third dimension of leadership behaviors which supported change and organizational renewal. This 'change centered' dimension is measured by a leadership questionnaire developed by Ekvall & Arvonen (1991). In addition, Ekvall & Arvonen (1984) suggested that leadership style accounted for 66% of things that effect organizational climate.

A change-centered leader is one who promotes change, creates vision, accepts new ideas, makes quick decisions, encourages cooperation, is not overly cautious, and does not emphasize specific plans to be followed. This change centered leader is similar to Bass' (1985) transformational leader because both describe new directions, goals, and vision. The difference is that the change-centered leader focuses more on the development of organizational climate, whereas the transformational leadership is characterized by charismatic personality.

This definition of change-centered leadership illustrates another theme of organizational change. The leader impacts both the climate and the vision.

Vision.

For the purposes of this study, vision was defined as a condition or a state of being which is better than what currently exists (Campbell & Yeung, 1991).

A successful strategic vision is a realistic assessment of both the opportunities and constraints found in the organizational climate and is sensitive to customers' needs (Goldstein & Burke, 1991). Employees should be committed, concerned, and involved in the decision making process. Problems with a vision emerge when personal values interfere with the customers' needs, resources are mis-allocated or unavailable, or climate changes are not recognized. In changing environments, employees expect more clarity in a vision. For an organization to survive change, three things must remain the same: (1) the ultimate purpose, (2) the core technology, and (3) key people (p. 7-8).

When discussing leadership, it is common to talk about who the leaders are or what they do. However, sometimes a person (or a group) may assume an informal (or social) role of leadership within the organization. In a study to identify personal best experiences of leadership, Kouzes & Posner (Kouzes & Posner, 1987; Posner & Brodowsky, 1992; Posner & Kouzes, 1988, 1990, 1993) identified five specific behaviors of successful leaders. They suggest that successful leaders (1) challenge the process, (2) inspire a shared vision, (3) enable others to act, (4) model the way, and (5) encourage their followers to move forward despite exhaustion, frustration, and disenchantment. They have labeled these five behaviors as 'practices' and

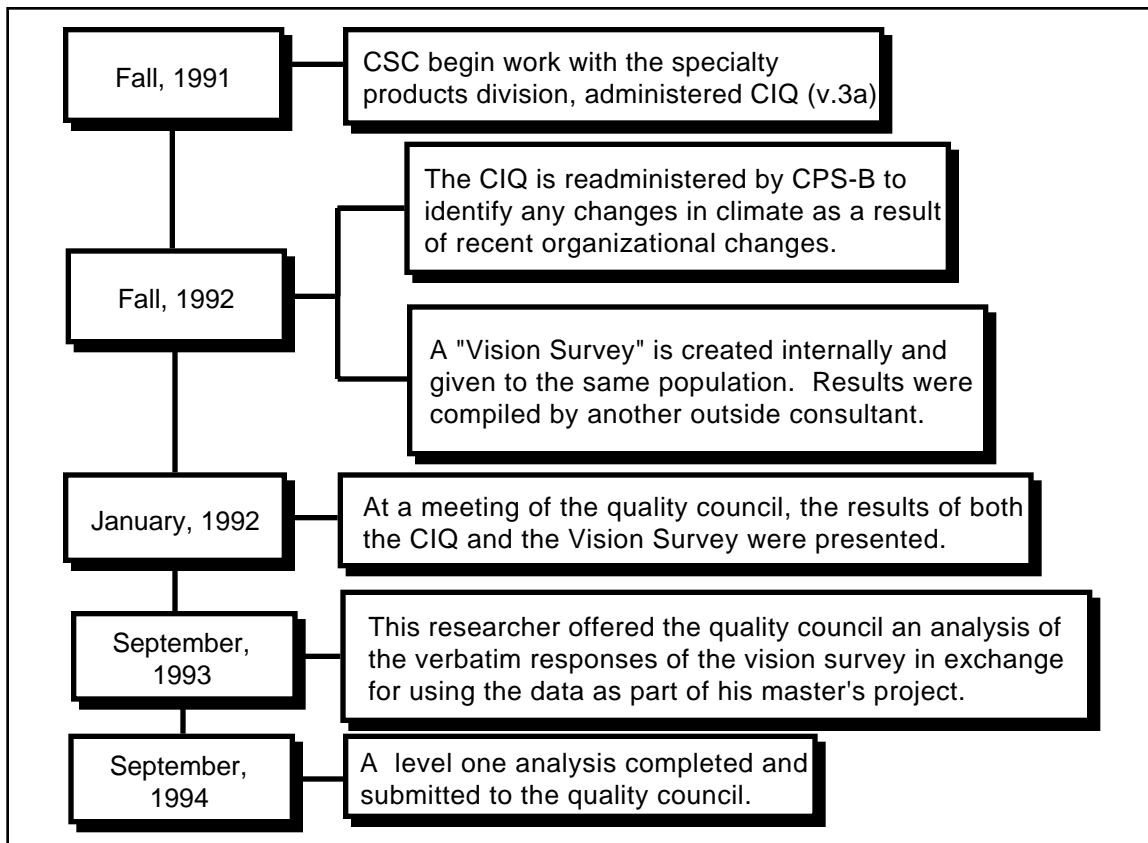


Figure 1: Time line of events that preceded this study.

believe that anyone can learn (and perform) a leadership role (whether or not they hold a 'formal' role of a leader). They suggest that an organizational vision is an ideal and unique image of the future. It is the leader's role to paint the big picture which gives the people a clear sense of what the future will look like when everyone puts their pieces in place.

These concepts (vision, climate, and leadership) are the theoretical basis for this study. The current work builds on information from a vision survey completed in the Fall of 1992 (see figure 1).

Background to the vision survey data.

A large petroleum products manufacturing company had restructured and had developed a new vision. Faculty members from the Center for Studies in Creativity (CSC) at Buffalo State College trained people in the

organization in Creative Problem Solving (CPS) and helped them examine perceptions of their working climate using the English version of the *Climate for Innovation Questionnaire* (CIQ, research edition 3a; CPS-B, 1991). The CIQ was re-administered a year later (Fall, 1992) to follow up the earlier findings.

About this time, someone within this organization wondered if they could similarly examine perceptions of their new vision. A *Vision Survey* (also known as the *Vision Questionnaire*) was constructed by members of this organization around their vision and modeled similar to the *CIQ* with both quantitative and qualitative questions. This *Vision Survey* was administered with the CIQ to 347 management, support and field personnel in the Fall, 1992. In January, 1993, two reports were presented to their quality council. The first by CPS-B presented the findings from the CIQ. The second, prepared by another consultant, presented the findings from the vision survey. Figure 1 illustrates these events.

The first part of the vision survey contained 37 quantitative items which used a Likert scale of 1 (never) to 9 (always). Questions inquired about such items as earning the customers' trust and loyalty, enjoying a safe, productive and nurturing work environment, earning the public trust, and achieving the best financial results. The information from this part was charted by topic and showed the responses from each work group surveyed.

The second part of this survey contained seven items for subjects to provide overall feedback about the organization and its vision. The survey asked (1) for an overall rating of the business, (2) what they valued most, (3) what needed the most improved, (4) what they would like to see the organization do more, (5) what they would like to see the organization do less, (6) do they believe the vision is achievable, and (7) why did they answer the

way they did to the previous question. Six of items asked subjects to write a response and one item (number 6) required subjects to answer yes or no. The information gathered from this section was reported in verbatim responses by question. No themes were identified in the report. Similarly, no information was provided on the yes or no item, nor was the data for the preceding item broken down by yes or no responses. As a result, the raw data provided a limited picture of the perceptions of the organization's vision that was difficult to utilize in targeting training to support the vision.

Purpose and significance of the study.

The relationship between influences of leadership behaviors upon an organizational climate, although conceptually implicit, needs to be studied (Ekvall, 1988, 1995, 1996; Ekvall & Arvonen, 1989, 1990; Ekvall & Tångeberg-Anderson, 1986; Kozlowski & Doherty, 1989). This project was designed to examine the relationship between climate and leadership as identified through the open ended questions of the vision survey. Specific questions that guided the research were:

- ✚ What were the dynamics of psychological climate in the vision survey data?
- ✚ What leadership dynamics were operating in this data? How did these leadership dynamics relate to the leadership practices identified by Kouzes & Posner (1987; Posner & Kouzes, 1988, 1990)?
- ✚ What were the implications for organizational vision?

Ekvall suggested that the climate of an organization is not a static thing, but has many situational influences (Ekvall, 1983, 1987, 1995; Ekvall & Tångeberg-Anderson, 1986). The change process should not be a mysterious event that should be feared because it is unknown. This study

examined three elements of organizational change to describe how they interacted with each other. It supported the idea that the CIQ could be utilized in conjunction with other organizational development strategies to better understand 'how things really happen' and to better understand the people 'deep in the trenches.' Furthermore, it was an example of the CIQ being utilized in conjunction with another organizational change initiative (Isaksen, Lauer, Murdock, Dorval, & Puccio, 1995, pp. 5.20-5.22).

This study supported a joint comprehensive research project between the Center for Studies in Creativity (Buffalo State College) and the Creative Problem Solving Group-Buffalo (CPS-B) since 1984 to validate the CIQ and to better understand how climate supports creative problem solving.

Summary.

The purpose of this section was to present background and to describe the research problem to be addressed in this Master's Project. Section two outlines the specific methodologies used to examine and understand this data.

SECTION 2: PROCEDURES

This chapter describes the specific methodology used to examine the vision survey data set to better understand the dynamics of creative climate and leadership behaviors as observed through the perceptions of organizational vision. Key events relating to this project are identified in Figure 2.

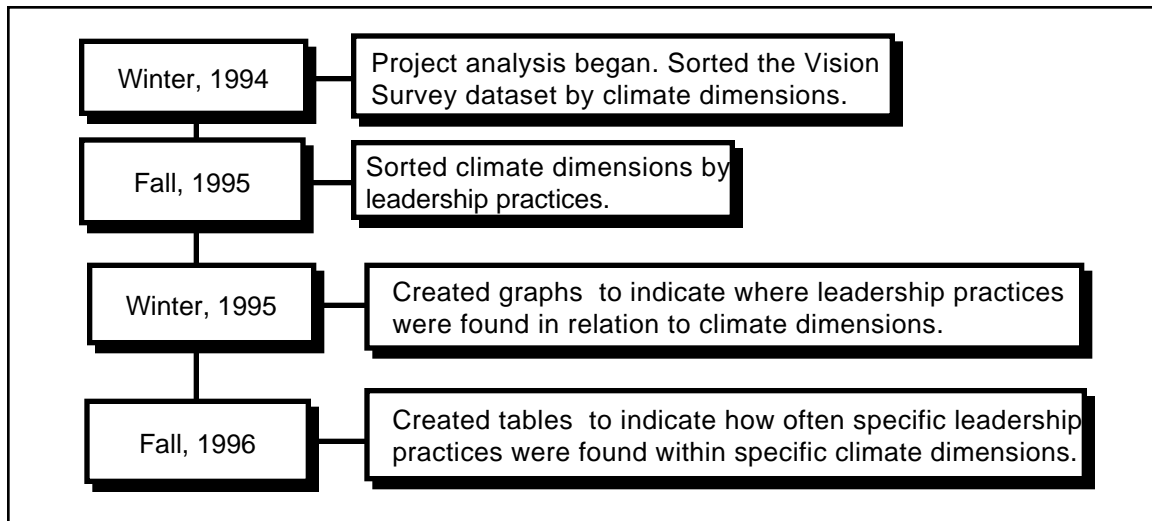


Figure 2: Time line of events related to this research study.

Research design.

This project was designed to examine the dynamics of psychological climate and the dynamics of leadership practices within the context of vision and to identify implications for organizational vision. To accomplish this, data from a previously administered vision survey were first analyzed according to the ten dimensions of climate identified by the *Climate for Innovation Questionnaire* (Ekvall, 1983), and then by the five leadership practices identified by Kouses & Posner (1987) (see figure 3).

The vision survey contained six questions to which people in the organization wrote their responses. These questions were: (1) In terms of your overall rating of our business, why did you answer the way you did? (2) What do you value most about being part of [this organization]? (3) What needs most improved in [this organization]? (4) What would you like to see

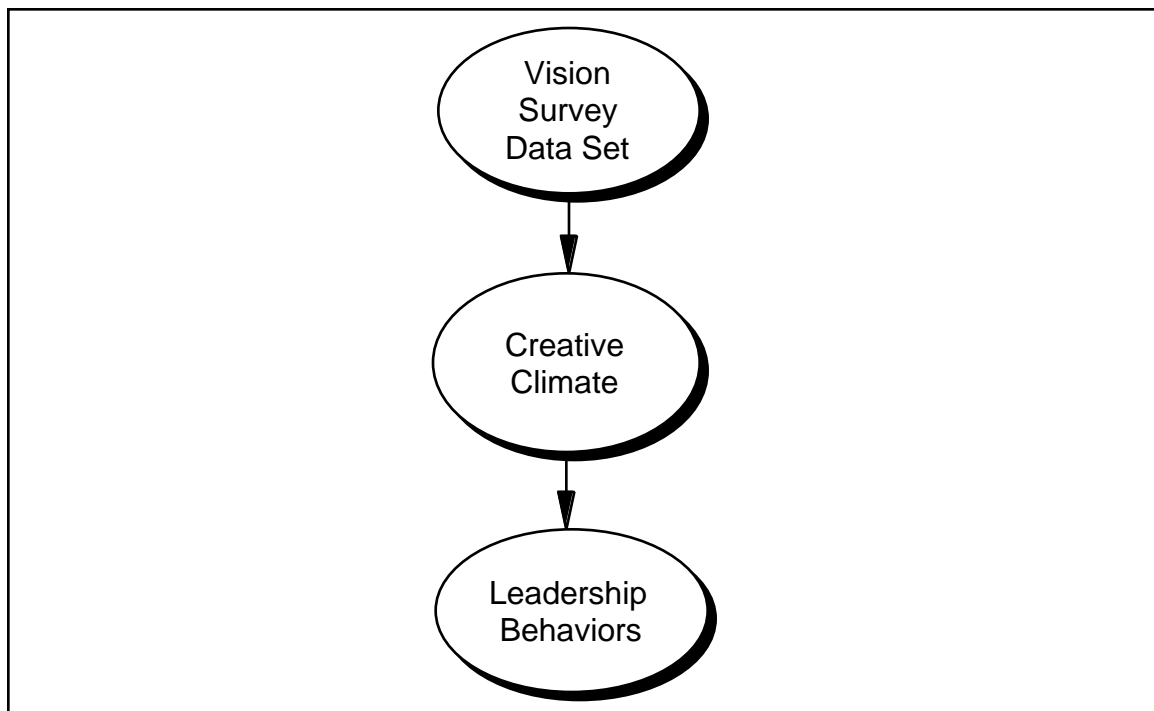


Figure 3: Research design for this study.

our organization do more? (5) What would you like to see us do less? (6) Do you believe we will achieve our vision? (7) Why did you answer the last question the way you did? Two hundred and twenty four people (management, support staff, and field personnel) answered the survey. This project focused on questions one, two, and seven from the vision survey which related to climate and vision. The responses to the remaining questions had been analyzed as part of the report presented to the quality council in September, 1993. The raw data for this project came from the unanalyzed responses reported to the quality council in January, 1992. (See Figure 1).

To identify elements of creative climate, the dimensions of Ekvall's (1996) *Climate for Innovation Questionnaire*(CIQ)¹ were used to sort the data set.

¹Ekvall's (1996) original CIQ was translated from Swedish into English by members of the CSC in 1986 and has been subjected to various statistical procedures to improve its reliability and validity. The English version of the CIQ is now known as the *Situational Outlook Questionnaire: Understanding the Climate for Creativity and Change*(SOQ). See Isaksen, Lauer, Murdock, Dorval, & Puccio, 1995.

Ekvall (1996) defined the ten dimensions of the *CIQ* as:

Challenge. Challenge is the degree to which members of the organization are involved in its daily operations and long-term goals (p. 107).

Freedom. Freedom is described as the independence in behavior exerted by people in the organization (p. 107).

Idea Support. The way new ideas are treated (p. 107).

Trust and Openness. Trust and Openness refers to the emotional safety in relationships (p. 107).

Dynamism and Liveliness. The eventfulness of the life in the organization is described as Dynamism and Liveliness (p. 107).

Playfulness and Humor. Playfulness and Humor means the spontaneity and ease that is displayed (p. 108).

Debates. The occurrence of encounters and clashes between viewpoints, ideas, and differing experiences and knowledge (p. 108).

Conflicts. Conflicts refers to the presence of personal, interpersonal or emotional tensions (in contrast to idea tensions in the debates dimension) in the organization (p. 108).

Risk Taking. The tolerance of uncertainty and ambiguity exposed in the workplace (p. 108).

Idea Time. Idea time is the amount of time people can use (and do use) for elaborating new ideas (p. 108).

To identify leadership behaviors which might be found in this data set, the five practices identified by Kouzes & Posner (1987) from their study in personal best experiences of leadership were used to sort the climate themes. Kouzes, & Posner (1993b) defined these practices as:

Challenging the Process. Leaders are pioneers- people who seek out new opportunities and are willing to change the status quo. They innovate, experiment, and explore ways to improve the organization (p. 1).

Inspiring a Shared Vision. Leaders look toward and beyond the horizon. They envision the future with a positive and hopeful outlook (p. 1).

Enabling Others to Act. Leaders infuse people with spirit and develop relationships based on mutual trust. They stress collaborative goals (p. 2).

Modeling the Way. Leaders are clear about their business values and beliefs. They keep people and projects on course by behaving consistently with these values and modeling how they expect others to act (p. 2).

Encouraging the Heart. By linking recognition with accomplishments, thereby visibly recognizing contributions to the common vision, leaders encourage people to persist in their efforts (p. 2).

Data analysis.

The qualitative research technique of constant comparison was used to identify themes within the verbatim responses. Constant comparison (Glaser & Strauss, 1970; LeCompte & Preissle, 1993) is characterized by the coding/ classification of information while it is simultaneously compared with all other information which is to be (or has been) coded. This technique

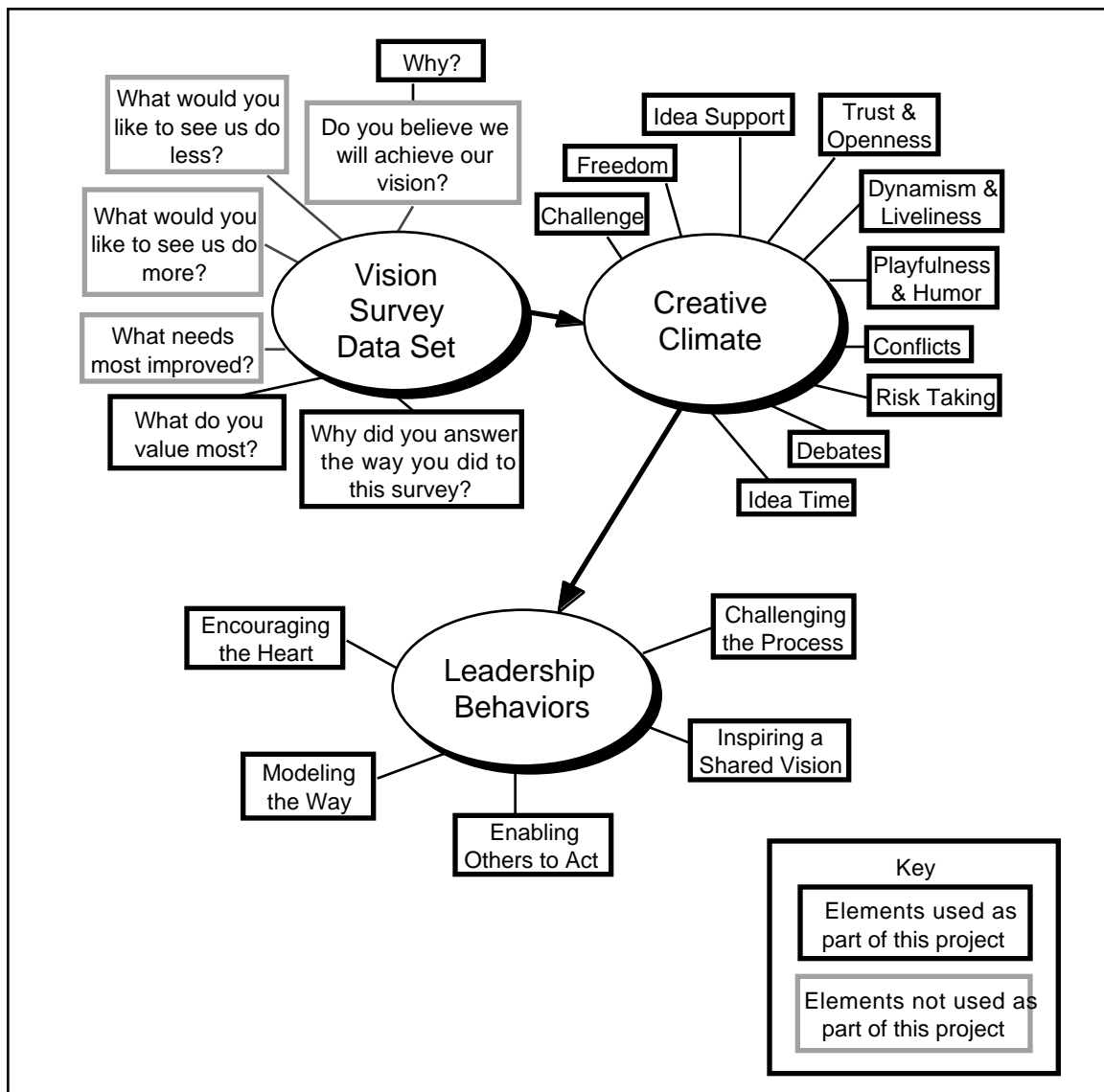


Figure 4: How the data were analyzed for this study.

permitted a recursive examination of the verbatim data. Purposeful coding according to the climate dimensions and leadership practices was used to sort the data first by question, and then across questions. Figure 4 illustrates how the data were analyzed.

Each of the three questions were examined separately. Responses were first coded and then sorted by the 10 climate dimensions. Responses that did not 'fit' the definition of a climate dimension were coded as 'other' and held for further examination and general use. Verbatim responses under each dimension were clustered, compressed, and themed. Next, these climate

themes were coded according to the definitions of the five leadership practices. Those that did not 'fit' a leadership practice were also clustered as 'other' and were left for further development. Observations and notes during the analysis were recorded in memos. Graphs were then created by question to illustrate where the leadership practices were found in relation to specific climate dimensions. Finally, tables were created by question to illustrate how often specific leadership practices were found within specific climate themes.

Summary

The purpose of this section was to describe procedures used on the vision survey data set. The constant comparison technique was used to sort the vision survey data set first by the ten dimensions of the creative climate and then by the five leadership practices. This methodology complements the recursive nature of qualitative data and provides an ecological "map" of the organizational dynamics, illustrating creative climate, leadership practices, and vision.

SECTION 3: FINDINGS

This section describes the findings of the vision survey data set. The results will be organized according to project research questions which were: (1) what are the dynamics of psychological climate in the vision survey data? (2) what leadership dynamics are operating in this data? how do these dynamics relate to the leadership practices identified by Kouzes and Posner (1987; Posner & Kouzes, 1988, 1990)? and (3) what are the implications for organizational vision? Figure 5 presents the short answer questions on the vision survey that were analyzed for this project.

Part 1: Dynamics of the psychological climate in the vision survey.

The original responses to the vision survey questions were first examined for evidence of Ekvall's (1996) ten dimensions of the organizational climate for innovation. Findings were charted by survey question using shadowed rectangles to illustrate climate dimensions and connecting rectangles (not shadowed) illustrating the survey theme(s) which supported the dimensions (see figures 6 through 17). Table were also created to illustrate the relationships between the climate dimensions and the

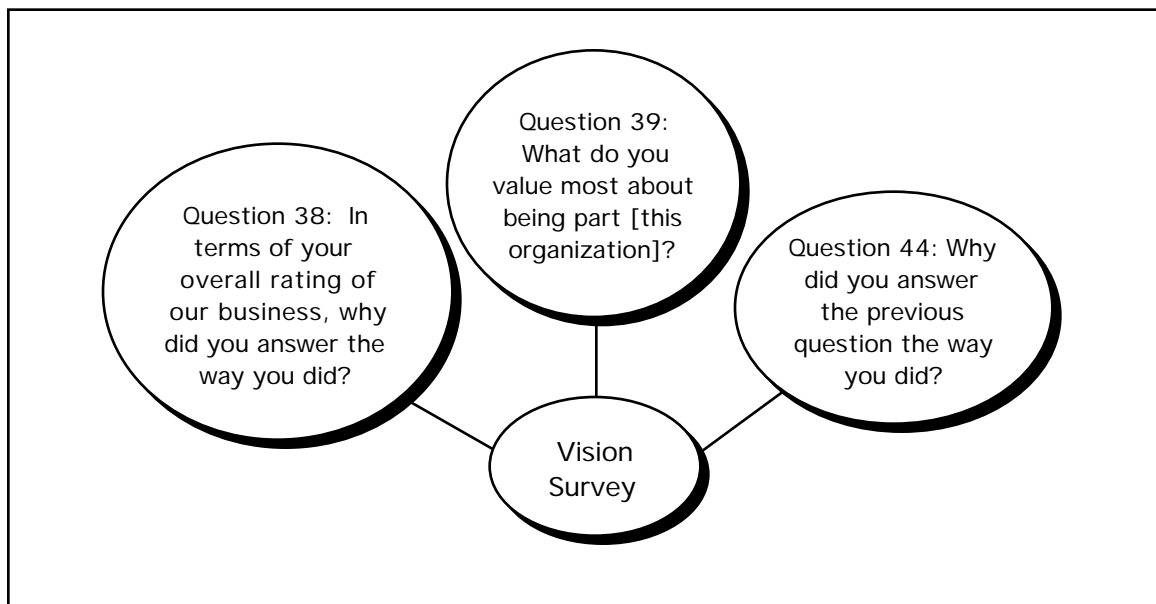


Figure 5: The qualitative questions from the vision survey.

leadership behaviors found in the three survey questions (see tables 1 through 3).

Survey question 38 results.

When the survey themes were examined against the climate dimensions, six themes related to the psychological climate (figures 6 and 7) while five themes did not (see figure 8). Appendix 1 contains the data sorted by the climate dimensions for this survey question. These survey themes appeared as positive or negative influences upon the climate (figures 6 and 7 respectively). These negative influences upon the climate, together with the Conflicts dimension (the negative dimension) represent opportunities for improvement and are therefore considered important.

Question 38 asked **“In terms of your overall rating of our business, why did you answer the way you did?”** Six of the ten climate dimensions were identified as influences in overall responses for this question. These dimensions were: (1) Dynamism & Liveliness; (2) Challenge; (3) Conflicts; (4) Trust & Openness; (5) Idea Time; and (6) Idea Support. Four dimensions were not present: (1) Freedom; (2) Playfulness & Humor; (3) Debates; and (4) Risk Taking.

Seven survey themes clustered within the dimensions of Challenge and Dynamism & Liveliness as positive influences of the psychological climate. One additional survey theme also appeared with Challenge as a negative influence on the climate. Four survey themes clustered within the dimensions of Conflicts, Trust & Openness, Idea Support, and Idea Time as negative influences of the psychological climate. In addition, other themes emerged which did not relate to the climate dimensions.

Discussion of the positive climate dynamics found in survey question 38.

All of the dimensions (except for Conflicts) identified by Ekvall (1996) are described as positive influences upon the climate for creativity and innovation of an organization. When I analyzed the data, themes emerged which described positive dynamics of the psychological climate influences on this organization (see figure 6). The positive themes found in this question related to the climate dimensions of Challenge or Dynamism & Liveliness. Many of the people within this organization appeared to be motivated to participate in and be part of the events and changes occurring within this organization. This is important because of the context of the vision survey data. These people participated in the development of an organizational change which guided long term goals through a vision that had been in effect for approximately one year when they created and administered this survey .

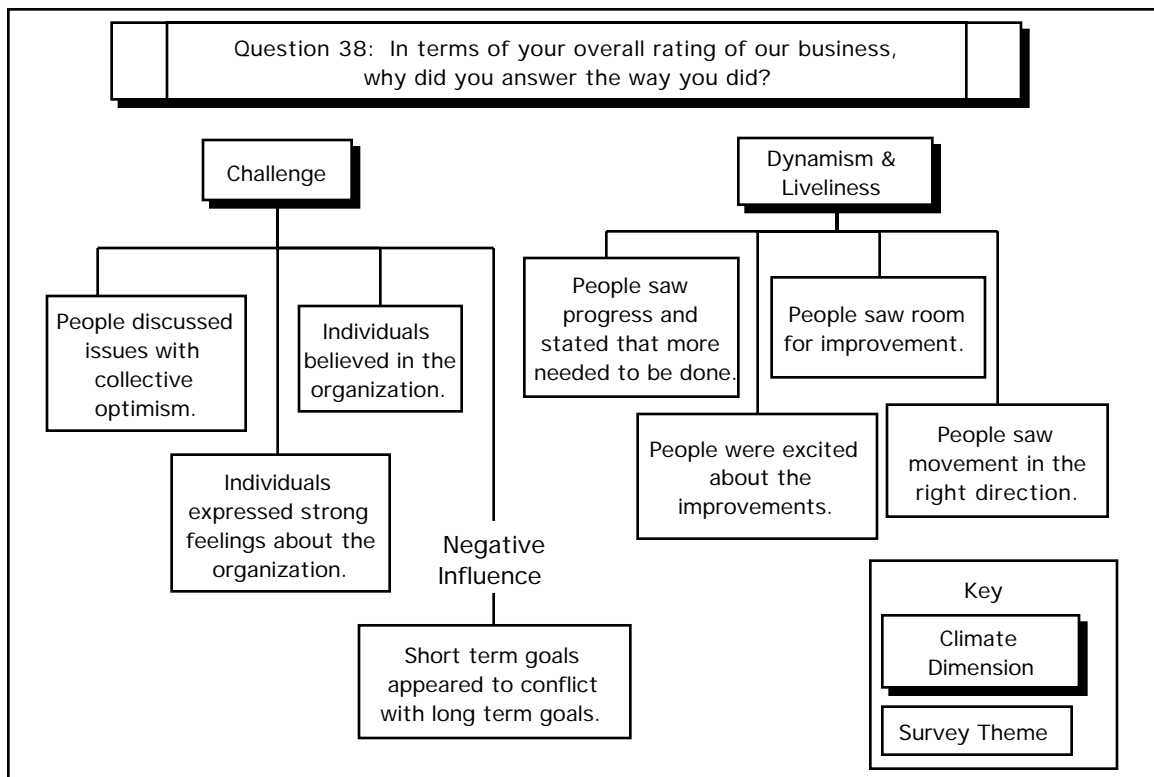


Figure 6: The survey themes which appeared as positive influences upon the climate in survey question 38.

Challenge refers to *the degree to which members of an organization are involved in its daily operations and long-term goals* (Ekvall, 1996). Three out of the four survey themes linked with this dimension indicated that people were enthusiastic about their organization and motivated to contribute to its success because of pride and optimism. In the verbatims themselves (see Appendix 1) people spoke about enthusiasm as individuals and as groups. This suggested that they viewed themselves as active players in their organization's change.

There was, however, one hinderance theme in their responses- a theme of tension between long and short term goals (see later discussion on negative influences). These aspects of Challenge influenced some people to respond the way they did to this survey.

Dynamism & Liveliness refers to *the eventfulness of life in the organization* (Ekvall, 1996). The four themes identified with this dimension suggested that participants saw progress happen within their organization and viewed it as exciting and positive. They responded to the survey in the way they did because they were able to see evidence of change and understand the concept of movement toward their vision.

Discussion of the negative climate dynamics found in survey question 38.

Ekvall (1996) noted that Conflicts have a negative influence upon the climate for creativity and innovation of an organization. In the vision survey data, the Conflicts dimension emerged as themes, along with three other dimensions which are normally considered as positive influences (see figure 7). Although themes for the Trust & Openness, Idea Time, and Idea Support dimensions (as well as the one theme within Dynamism & Liveliness), although they have fewer participant quotes than the themes connected with Dynamism & Liveliness, Challenge, and Conflicts, they are just as important. Several people within the organization dispute specific behaviors which

interfered with the overall business. These survey themes were interesting because they show negative influences upon the climate within dimensions which were normally considered as positive influences.

The Conflicts dimension refers to *the presence of personal, interpersonal, or emotional tensions found within the organization* (Ekvall, 1996). The more conflict that is present, the more difficult it is to achieve organizational goals, maintain quality standards, and promote morale. In the vision survey data, one theme indicated that personal tensions existed between the people in the organization and management. Based on the verbatims (see Appendix 1), I labeled this tension as 'us versus management.' This negative aspect influenced how some people responded to the survey.

As noted earlier, of the four themes that appeared within the Challenge dimension (*the degree to which members of an organization are involved in its daily operations and long-term goals*, Ekvall, 1996) three were positive influences and one theme was a negative influence. This theme (the

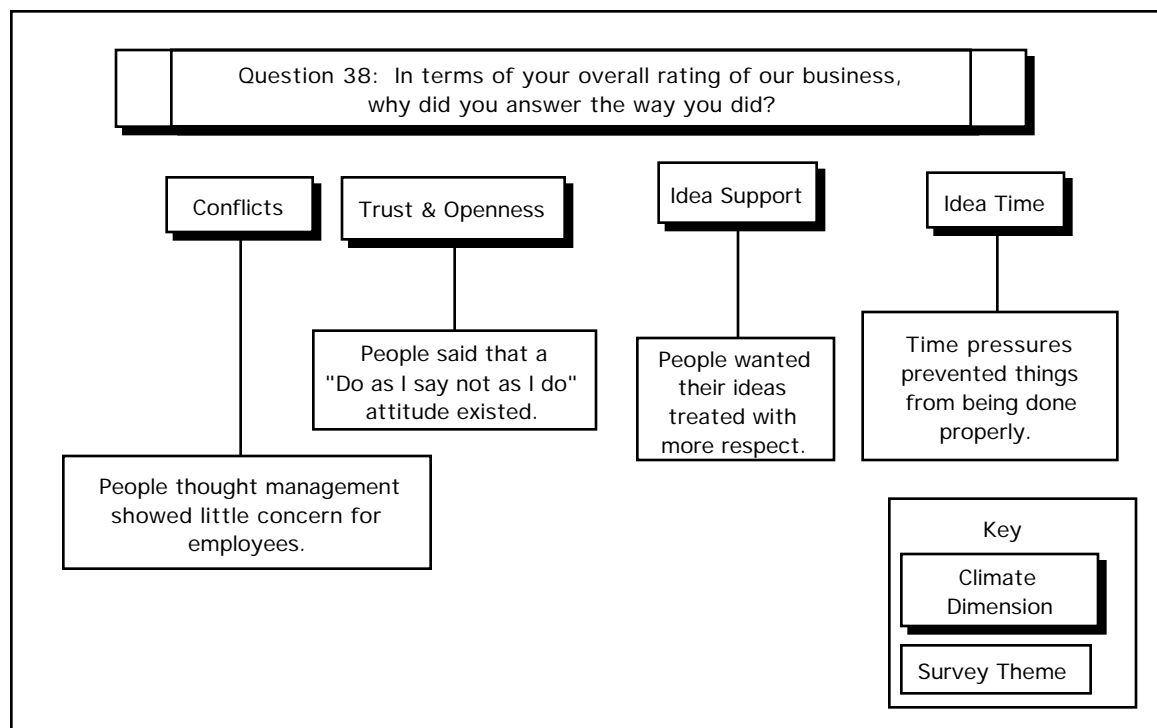


Figure 7: The survey themes which appeared as negative influences upon the climate in survey question 38.

negative influence) indicated that short term goals appeared to conflict with long term goals.

Three additional themes appeared with three other dimensions as negative influences. The Trust & Openness (*the emotional safety in relationships*; Ekvall, 1996) dimension appeared first with a negatively influencing theme. This theme indicated that attitudes interfered with the overall perception of the business. One participant wrote “I don’t believe we “walk our talk” as much as we should- most of my peer and immediate supervisors are afraid of management and let these fears dictate their actions.” Idea Time (*the amount of time people can and do use for elaborating upon new ideas*; Ekvall, 1996) was the second to appear with a negative influence. This theme indicated that time pressures prevented things from being done properly. One person noted, “Too much work, not enough time to do things right.” Idea Support (*the ways new ideas are treated*; Ekvall, 1996) appeared as the third dimension with a negative theme. This theme indicated that people wanted their ideas treated with more respect. Another person wrote, “We often hear supervisions say we want to hear your ideas, but they [the ideas] are not often heard.” These negative aspects of Challenge, Trust & Openness, Idea Time, and Idea Support influenced the some people in the organization to respond the way they did to this survey.

Five themes fell into the category “Other” (see figure 8) and 12 comments were single responses labeled as “...and others.”

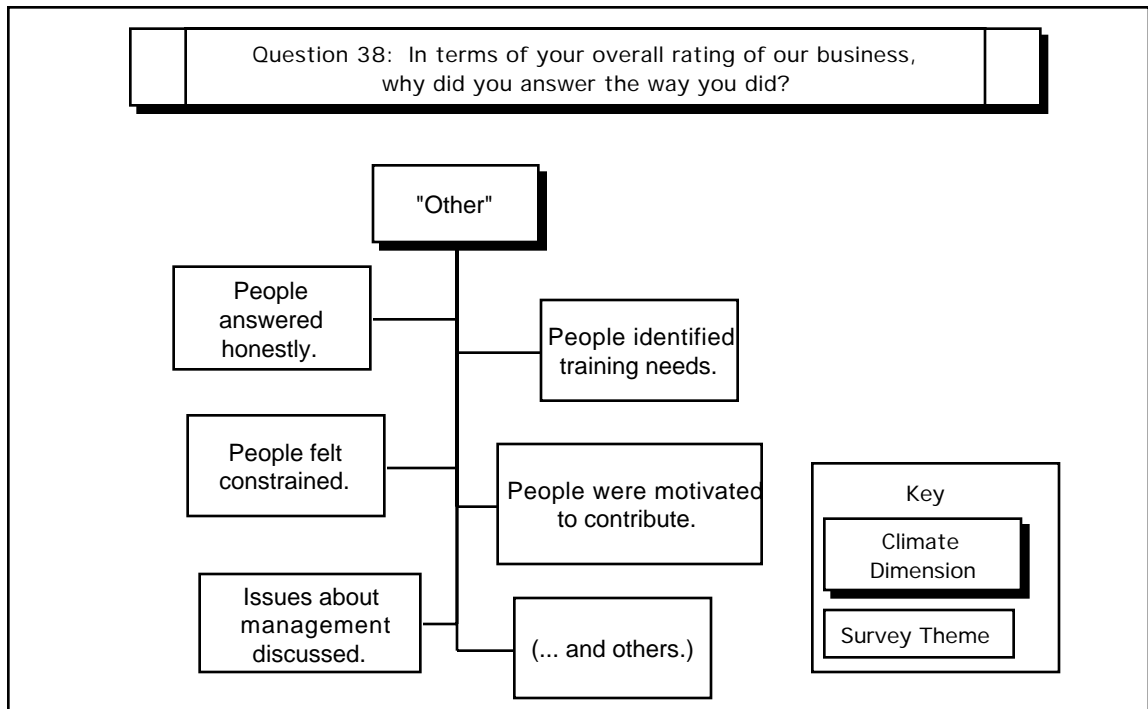


Figure 8: The survey themes which appeared not to influence the climate in survey question 38.

Survey question 39 results.

This question asked “**What do you value most about being part of [this organization]?**” Figure 9 illustrates the climate findings for this question and the verbatims are located in Appendix 1.

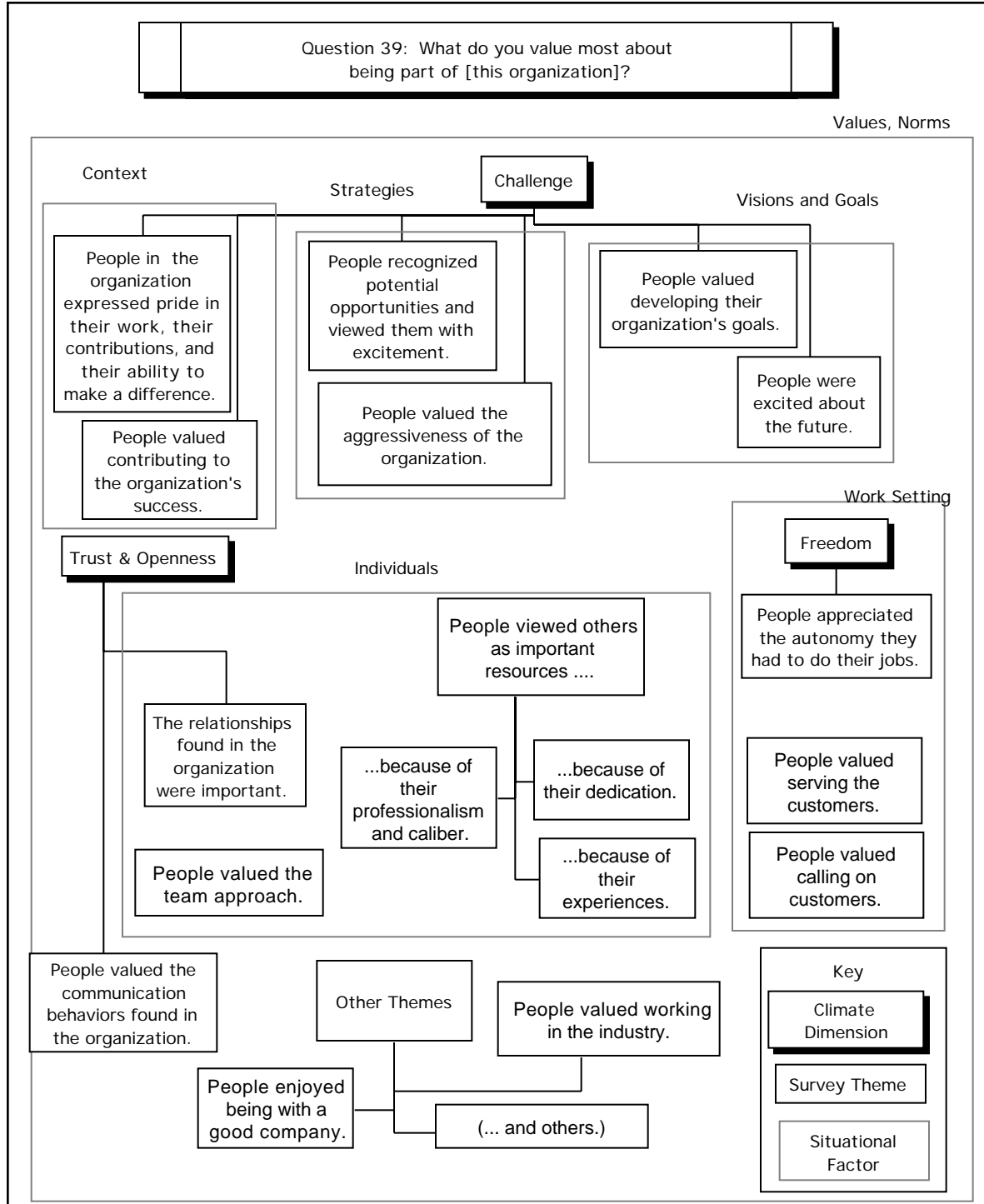


Figure 9: The situational factors and the climate dimensions found in survey question 39.

Three of the ten climate dimensions were identified as influences in overall responses for this question. These dimensions were: (1) Challenge; (2) Trust & Openness; and (3) Freedom. The seven dimensions which did not emerge were: (1) Dynamism & Liveliness; (2) Idea Time; (3) Playfulness & Humor; (4) Conflicts; (5) Idea Support; (6) Debates; and (7) Risk Taking.

Nine out of the 19 survey themes related to the climate dimensions while 11 did not. Six of these survey themes appeared with the Challenge dimension, two survey themes appeared with the dimension of Trust & Openness, and one theme with Freedom.

Survey question 39 discussion.

In this question, the data clustered into two different aspects of climate: (1) situational factors (Ekvall & Tångeberg-Andersson, 1986); and (2) climate dimensions. These situational factors explained how the climate may have arisen, what kept it going, and identified significant causal factors found within this survey data. This elaborates upon the climate dimensions (or characteristics) of an organization.

Situational factors found in survey question 39.

Several of the survey themes related to five of Ekvall & Tångeberg-Andersson's (1986) situational factors that influence the climate. These situational factors were: (1) individuals in the organization; (2) the context in which some people operated; (3) their work strategies; (4) their visions and goals; and (5) their work setting.

Six survey themes appeared to cluster within the situational factor described the value of individuals within the organization. Four of these six survey themes clustered together around the concept that people viewed others as important resources. Many people described different things they valued about others in this organization. Other people were seen as important resources because of: (1) their professionalism and caliber ("A

sense of professionalism prevails.”); (2) their dedication (“The people are smart, experienced and dedicated.”); and (3) their experiences (“The concentration of technical and operational knowledge of the group.”). These other people could be counted upon for technical expertise or for moral support.

One additional survey theme indicated the importance of the relationships found in the organization. As one participant noted, “The working environment is very positive. People generally care about what is happening in their co-workers’ lives.”

Another survey theme related to the importance of individuals within the organization and indicated the value people found in the team approach within the organization. One person wrote about the team approach, “I feel that I am part of such an elite team. In [the] years to come I feel that I can prosper professionally with the experience that [name of organization] is providing me.”

Another situational factor (Ekvall & Tångeberg-Andersson, 1986) found in these survey themes related to the various work settings found within the organization. Three themes clustered around this situational factor. One theme indicated that some people appreciated the autonomy they had to do their jobs. The other two themes indicated the value some people felt serving or calling upon customers. As one person noted, “I feel that [name of organization] is the center of the lube business and that the unit is a growing, thriving area. The chance to interact with our customer base is very rewarding.” These themes illustrated how some people valued specific work settings within their organization.

In regard to the context in which some people operated, data indicated that many people in the organization were proud, motivated individuals who saw opportunities for improvements. Two survey themes appeared as part of

this situational factor. These individuals had images of being successful in their organization. As one person indicated, "I value the contributions that I make to this plant and to the overall success of [name of organization]."

Data describing individuals illustrated the strategies some people utilized to approach things within their organization. These individuals viewed opportunities with excitement and valued the aggressive standards found in the organization. One person noted, "We are considered to be poised for a successful future, which should provide some stability if the results are positive."

Two survey themes reflected images of participants' visions and goals. People discussed the value they felt when they developed their organization's goals. Some people also expressed excitement about achieving these goals. As one participant wrote, "Being able to clearly determine our goals and the perception that we can achieve it." This was important to some people. These individuals had set the course for the future of the organization. These three situational factors illustrated how members of this organization valued its daily operations and its long-term goals.

Climate dimensions found in survey question 39.

In addition to relating to Ekvall & Tångeberg-Andersson's (1986) situational factors, several of the survey themes related to three specific climate dimensions. These climate dimensions were: (1) Challenge; (2) Trust & Openness; and (3) Freedom.

Six survey themes appeared with the dimension of Challenge (*the degree to which members of an organization are involved in its daily operations and long-term goals*). These survey themes reflected the three situational factors of: (1) the values and norms held by people in this organization, (2) their work strategies, and (3) their visions and goals.

Data indicated that two of the survey themes related to the dimension of Trust & Openness (*the emotional safety in relationship*). One of these two themes “the relationships found in the organization were important” also appeared as part of the situational factor of the individuals in the organization. One person wrote, “People generally care about what is happening in their co-workers’ lives.” The other theme “People valued the communication behaviors found in the organization” did not appear to relate to Ekvall & Tångeberg-Andersson’s (1986) situational factors. One person noted, “Ideas are nurtured and there is an openness in communication between different levels and responsibilities.”

The final climate dimension, Freedom (*the independence in behavior exerted by people in the organization*) occurred in relation to Ekvall & Tångeberg-Andersson’s (1986) situational factor of work setting. Several people appreciated the autonomy they had to do their jobs. One person wrote about the “Freedom to conduct my business as I see fit, as long as management directives are met.”

The other themes found in survey question 39.

Three survey themes did not appear to relate to Ekvall & Tångeberg-Andersson’s (1986) situational factors or the climate dimensions. These themes were: (1) People valued the communication behaviors found in the organization, (2) People enjoyed being with a good company, and (3) people valued working in the industry.

In regard to the value of the communication behaviors found within the organization, one individual wrote, “Ideas are nurtured and there is an openness in communication between different levels and responsibilities.”

Another survey theme indicated that people valued working in the industry. One person noted, “Working with a wide variety of industries keeps you more informed about the marketplace/economy than if you were just involved with fuels.”

People also discussed the value they felt working for a good company. One individual described, “[Name of organization] is a good company to be a part of.”

Survey question 44 results.

This survey question asked **“Why did you answer question 43 (Do you believe we will achieve our vision?) the way you did?”** Figure 10 illustrates the climate findings for this survey question and the verbatims are located in Appendix 1.

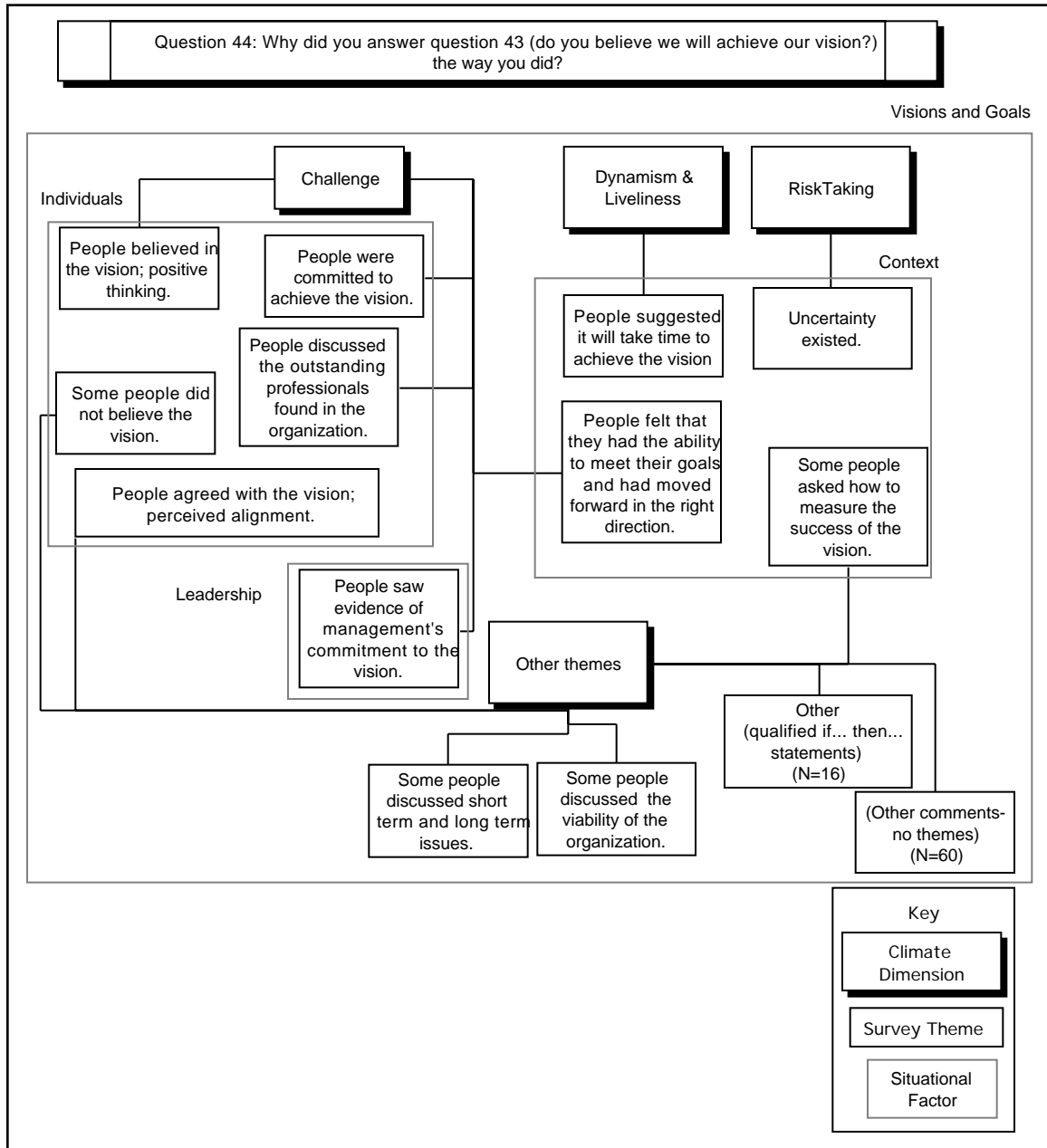


Figure 10: The situational factors and the climate dimensions found in survey question 44.

Based on the verbatim content, three of the ten climate dimensions were identified as influences in overall responses for this survey question. These dimensions were: (1) Challenge; (2) Dynamism & Liveliness; and (3) Risk Taking. The seven dimensions which did not emerge were: (1) Freedom; (2) Trust & Openness; (3) Idea Time; (4) Playfulness & Humor; (5) Conflicts; (6) Idea Support; and (7) Debates.

Within these sorts, there were 13 themes overall. Six out of the 13 themes related to the climate dimensions while seven did not. Four of these themes appeared with the Challenge dimension, and one theme appeared with each of the other two climate dimensions.

Survey question 44 discussion.

As with survey question 39, the data clustered into two different aspects of climate: (1) situational factors (Ekvall & Tångeberg-Andersson, 1986), and (2) climate dimensions. These situational factors explained how the climate may have arisen, what kept it going, and identified significant causal factors found within this survey data. This elaborates upon the climate dimensions (or characteristics) of an organization.

Situational factors found in survey question 44.

Due to the nature of the question (**Why did you answer the way you did? to the Do you believe we will achieve our vision?**), all of the themes related to the situational factor of visions and goals (Ekvall & Tångeberg-Andersson, 1986). Three other themes found in this question related to additional situational factors in the climate. These factors were: (1) individuals in the organization; (2) organizational context; and (3) the leadership found in the organization.

Five survey themes appeared to cluster within the situational factor relating to individuals in the organization. Many people believed in the vision (and they expressed very positive thoughts about it). They expressed

very positive thoughts about it. Several people stated “Because I believe it!” about the vision. Similarly, other people agreed with or were in alignment with the vision. As one person wrote, “I’ve seen tremendous improvements in our organization when compared with prior years and feel we are aligned to meet our vision. Consistency of purpose and recognizing teamwork will be critical to this effort.” Others were committed to achieve the vision. These people spoke of commitment from individuals and from the organization. One person noted, “I feel [name of organization] is well aligned to meet its vision, which when combined with the people and their commitment make it very achievable.” A few people indicated that they did not believe in the vision. As one person stated, “I don’t think many of us accept management’s vision.” In addition, some people discussed the outstanding professionals found in the organization. These people had seen key attitudes and abilities within others. As one person observed, “There are a lot of strong dedicated people who know they need to listen to each other and work as a team to be successful.”

Four survey themes appeared to cluster within the situational factor relating to the organizational context. Some people suggested it would take time to achieve the vision, As one person wrote, “Because we are striving to be the very best, but it takes time and a lot of effort on everyone’s part. Results will come, but they will come slowly.” Others stated that uncertainty existed. One person noted that it was “Too early to tell.” Some people asked how to measure the success of the vision. One person wrote, “Numerous critical success factors do not lend themselves to measuring success-achievement is subjective.” In addition, some people felt that they had the ability to meet their goals and had moved forward in the right direction. These people were optimistic. They had seen progress toward the vision. One person wrote, “I feel that in the last year, we have made great strides

and changes are occurring that are allowing us to move closer to the achievement of our vision.”

A single theme appeared to relate to the situational factor relating to leadership found in the organization. People saw evidence of management's commitment to the vision. One person wrote, “I believe our management is committed to their vision, and believe the vision has widespread appeal and support. It is not the current reality, but we will get there.”

Climate dimensions found in survey question 44.

Several of the survey themes clustered within three specific climate dimensions. These dimensions were: (1) Challenge; (2) Dynamism & Liveliness; and (3) Risk Taking.

Three survey themes appeared with the dimension of Challenge (*the degree to which members of an organization are involved in its daily operations and long-term goals*). These survey themes reflected the situational factors of: (1) individuals in the organization; (2) organizational context; and (3) leadership found in the organization.

Data indicated that one survey theme appeared with the dimension of Dynamism & Liveliness (*the eventfulness of life in the organization*). This theme also emerged as part of the situational factor of organizational context.

The final climate dimension, Risk Taking (*the tolerance of uncertainty and ambiguity exposed in the workplace*), appeared also as part of the situational factor of the organizational context.

Other themes found in survey question 44.

Two survey themes did not appear to relate to specific situational factors (other than visions and goals) as identified by Ekvall & Tångeberg-Andersson (1986). Some people discussed short term and long term issues. Others discussed the viability of the organization. In addition, numerous other survey comments could not be themed due to the diversity of topics found in them.

Within short term and long term issues, participants identified key elements about their short term and long term goals in relation to the achievement of their vision. One person wrote, "We all want the company to be here a long time. We have to change our every day living. The world is changing and we are happy to change with it for the better."

Some individuals discussed the viability of the organization. One person wrote, "If someone offers to buy any of our plants we should sell without hesitation ..."

Numerous other comments were found within this particular survey question that did not fall into the prior categories we were using. These comments clustered in two ways: one theme of conditional statements, and another set of "other" or singular issues. The first cluster contained 16 qualifying statements. These statements were labeled as "if... then..." concepts. For example, one individual wrote, "Maybe with changes we will [achieve the vision]. Without [changes] we won't." The "other" category contained 60 comments. These are listed for further use in Appendix 1.

Part 2: The dynamics of the leadership practices in the vision survey.

After I identified the climate dimensions from the vision survey questions, I reexamined the themed data for examples of the leadership practices identified by Kouzes, & Posner (1993b). Findings were again charted by question using shadowed, round cornered rectangles to illustrate where the specific leadership behaviors related to the climate dimensions and survey themes. These illustrations appear after each of the survey question discussions.

Survey question 38 results.

This question asked “**In terms of your overall rating of our business, why did you answer the way you did?**” Table 1 presents an overview of the relationships found between the leadership behaviors and the climate dimensions within this survey question.

As noted earlier, six of the ten climate dimensions were identified. *Dynamism & Liveliness* and *Challenge* were most evident, and these themes clustered as positive influences upon the climate. The *Conflicts* dimension was also present, as were *Trust & Openness*, *Idea Support*, and *Idea Time*, and these themes clustered as negative influences upon the climate.

When these themes were sorted by the leadership behaviors, all five categories were present. **Modeling the Way** appeared six times (three times within the *Challenge* dimension, once within the *Idea Time* dimension, and twice within the ‘other’ themes); **Challenging the Process** appeared twice (within *Dynamism & Liveliness*); **Inspiring a Shared Vision** appeared twice (also within *Dynamism & Liveliness*); **Enabling Others to Act** appeared twice (once in both *Challenge* and *Conflicts*); and **Encouraging the Heart** appeared once (within *Idea Support*).

Survey question 38 discussion.

Although all of the climate dimensions (except for *Conflicts*) are considered positive influences upon the climate of an organization, several of the themes within this survey question clustered as positive or negative influences upon the climate. Positive climate influences were found in the dimensions of *Challenge* and *Dynamism & Liveliness*. Negative climate influences were found in the dimensions of *Challenge*, *Trust & Openness*, *Idea Time*, *Conflicts*, and *Idea Support*.

Several of the leadership practices appeared within the survey themes identified as positive influences upon the climate (see figure 11). These leadership behaviors were: (1) **Modeling the Way** ; (2) **Challenging the Process** ; (3) **Inspiring a Shared Vision** ; and (4) **Enabling Others to Act** . These themes contain examples of behaviors which support change.

Several leadership practices also appeared within the survey themes identified as negative influences upon the climate (see figure 12). These were: (1) **Modeling the Way** ; (2) **Enabling Others to Act** ; and (3) **Encouraging the Heart** . These themes are examples of behaviors which interfere with change.


One leadership behavior appeared twice within the themes clustered under "Other" (these themes did not appear to relate to the climate definitions) Figure 13 illustrates the themes clustered under "Other." **Modeling the Way** appeared with the theme "People feel constrained." This is an example of a behavior which interferes with change. **Modeling the Way** also appeared with the theme "People were motivated to contribute." This is an example of a behavior which supports change.

Table 1: The relationships found between the dimensions of creative climate and leadership practices for survey question 38.

Question 38- Why did you answer the way you did?

	Challenging the Process	Inspiring a Shared Vision	Enabling Others to Act	Modeling the Way***	Encouraging the Heart	Total
Challenge	-	-	1	3**	-	4**
Dynamism & Liveliness	2	2	-	-	-	4
Trust & Openness*	-	-	-	-	-	-
Idea Time*	-	-	-	1	-	1
Playfulness & Humor						
Conflicts*	-	-	1	-	-	1
Idea Support*	-	-	-	-	1	1
Risk Taking						
Total	2	2	2	4**	1	

N = Number of Occurances

 = Not Present

* These dimensions appeared as a negative influence upon the climate.

** One survey theme was a negative influence upon the climate.

*** This behavior also appeared twice within the themes clustered under "Other."

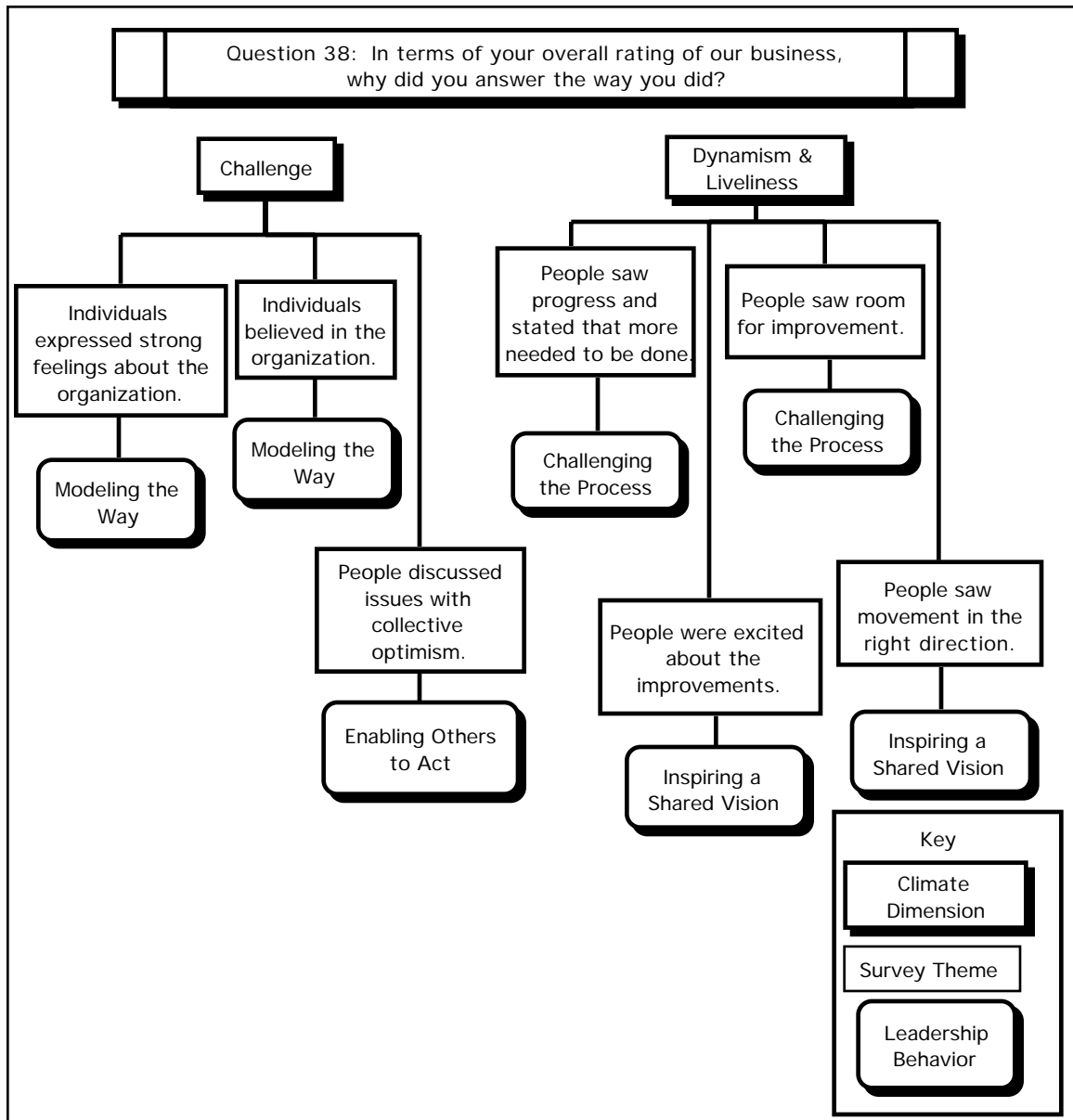


Figure 11: The leadership behaviors which appeared as positive influences in the climate dimensions of Challenge and Dynamism & Liveliness.

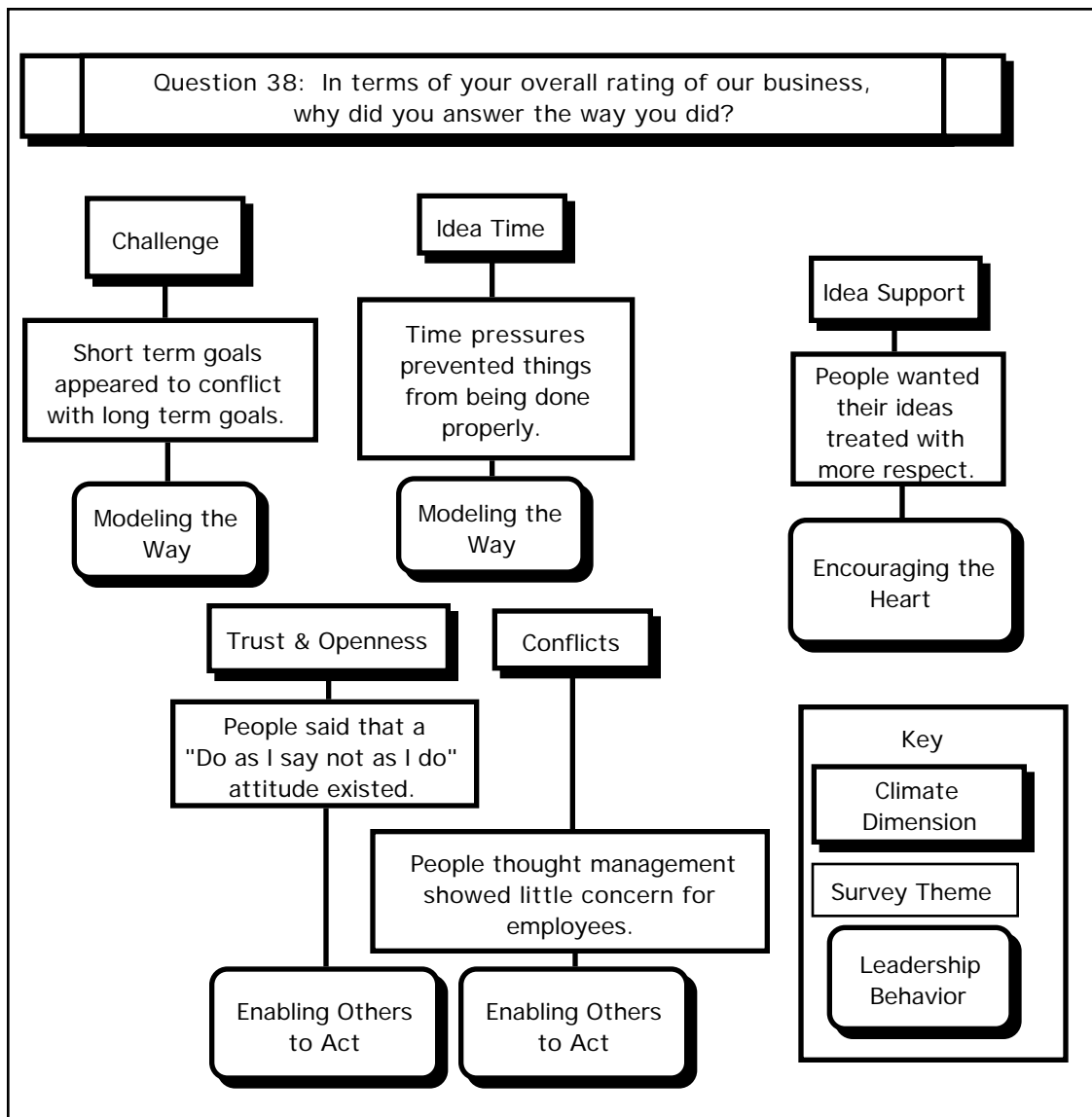


Figure 12: The leadership behaviors which appeared as negative influences in the dimensions of Challenge, Trust & Openness, Idea Time, Conflicts, and Idea Support.

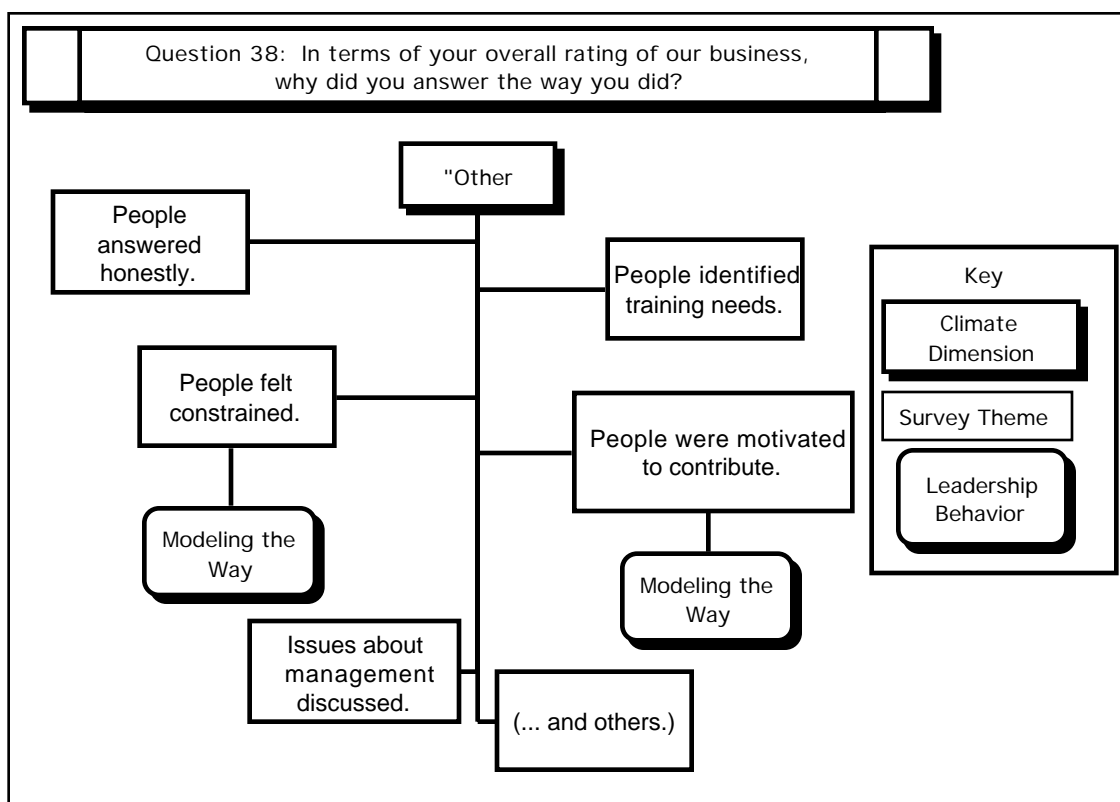


Figure 13: The leadership behaviors which appeared in the "Other" clusters.

Survey question 39 results.

This survey question asked people to identify things they valued most within the organization. Given the focus of the question, all of the data were categorized within Ekvall & Tångeberg-Anderson's (1986) situational factor of Values & Norms. Several of the themes identified within climate also clustered together around additional situational factors which influence climate (see figures 14 and 15). These themes are examples of behaviors which people value within the organization.

Table 2 presents an overview of the relationships found between the leadership practices and the climate dimensions within this survey question.

Survey question 39 discussion.

As noted earlier, three out of the ten climate dimensions were identified. These dimensions were: (1) *Challenge*, (2) *Freedom*, and (3) *Trust & Openness*

When the themes within the climate dimensions were sorted by the leadership practices, all five categories were present. **Modeling the Way** appeared four times (once within the dimensions of *Challenge* and *Trust & Openness*, and twice within the "Other" themes); **Encouraging the Heart** appeared once within *Challenge*; **Challenging the Process** and **Inspiring a Shared Vision** each appeared once; and **Enabling Others to Act** appeared once within *Trust & Openness*

Table 2: Relationships found between the dimensions of creative climate and leadership practices for question 39

Question 39- What do you value most about being part of [this organization]?

	Challenging the Process	Inspiring a Shared Vision	Enabling Others to Act	Modeling the Way*	Encouraging the Heart	Total
Challenge	1	1	-	1	1	4
Freedom**	-	-	-	-	-	-
Dynamism & Liveliness	-	-	-	-	-	-
Trust & Openness	-	-	1	1	-	2
Idea Time	-	-	-	-	-	-
Playfulness & Humor	-	-	-	-	-	-
Conflicts	-	-	-	-	-	-
Idea Support	-	-	-	-	-	-
Debates	-	-	-	-	-	-
Risk Taking	-	-	-	-	-	-
Total	1	1	1	2	1	

N = Number of Occurrences = Not Present

* This behavior also appeared twice within the themes clustered under "Other."

** No leadership behavior appeared with this climate dimension.

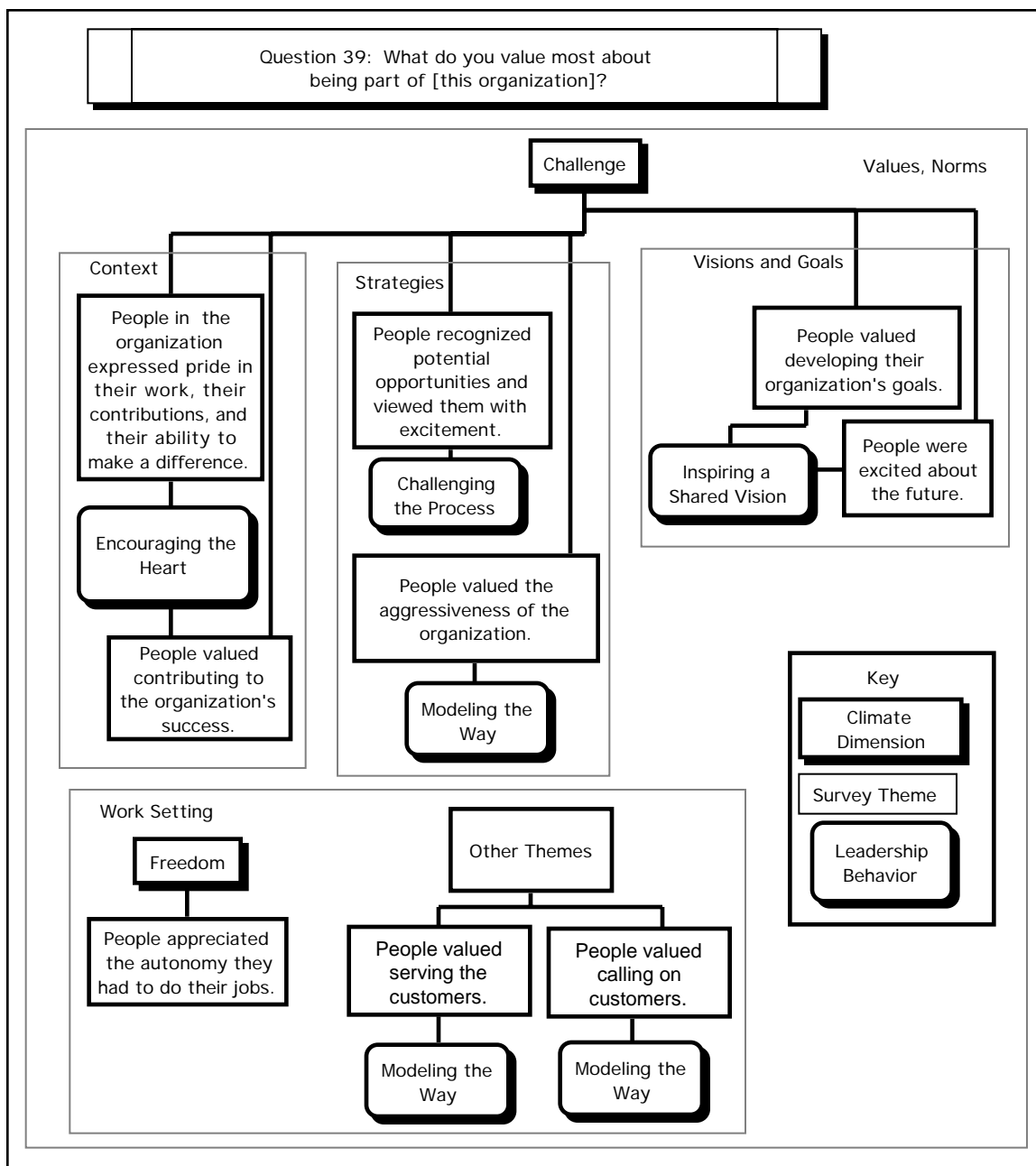


Figure 14: The leadership behaviors which appeared in the climate dimensions of Challenge and Freedom (survey question 39).

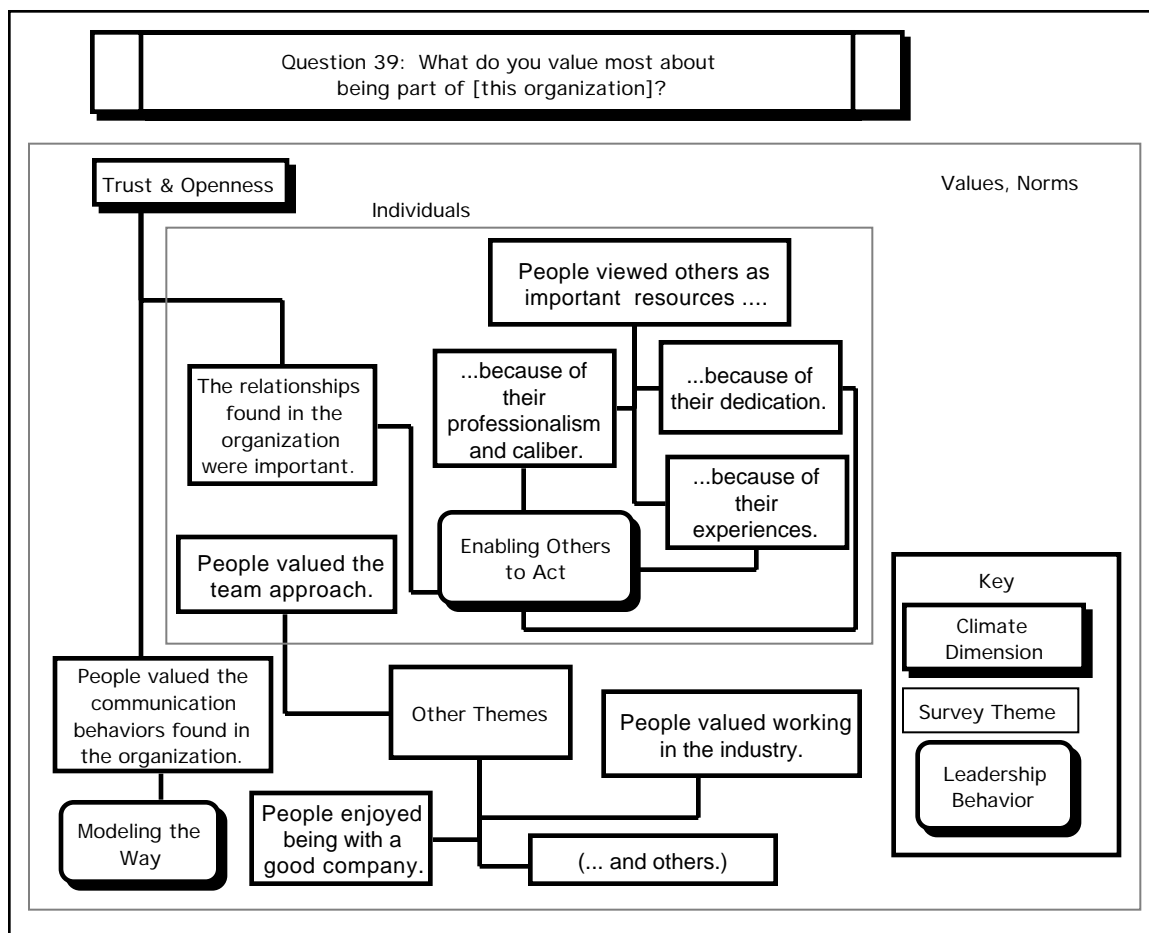


Figure 15: The leadership behaviors which appeared in the climate dimension of Trust & Openness (survey question 39).

Survey question 44 results.

This survey question asked people to state why they felt the organization would or would not achieve its vision. Given the focus of the question, the data relate to Ekvall & Tångeberg-Andersson's (1986) situational factor of Visions and Goals. Several of the themes identified with climate also clustered together around other situational factors which influence climate (see figures 16 and 17). The themes are examples of behaviors which describe how people felt about the vision being successful. Table 3 presents an overview of the relationships found between the leadership practices and the climate dimensions within this survey question.

Survey question 44 discussion.

As noted earlier, three out of the ten climate dimensions were identified. These dimensions were: (1) *Challenge*, (2) *Dynamism & Liveliness*, and (3) *Risk Taking*.

When the themes within the climate dimensions were sorted by the leadership behaviors, three out of the five categories were present.

Inspiring a Shared Vision appeared twice (once within *Challenge* and *Dynamism & Liveliness*); **Modeling the Way** appeared three times (twice within *Challenge*, and once within the "Other" themes); and **Encouraging the Heart** appeared once with *Challenge*. **Challenging the Process** and **Enabling Others to Act** did not appear. No leadership practice appeared with the climate dimension *Risk Taking*.

Table 3: Relationships found between the dimensions of creative climate and leadership practices for question 44.

Questions 43 & 44- Why do you/do you not believe we will achieve our vision?

		Challenging the Process	Inspiring a Shared Vision	Enabling Others to Act	Modeling the Way*	Encouraging the Heart	Total
Challenge	-	1	-	2	1	4	
Freedom	-	-	-	-	-	-	
Dynamism & Liveliness	-	1	-	-	-	1	
Trust & Openness	-	-	-	-	-	-	
Idea Time	-	-	-	-	-	-	
Playfulness & Humor	-	-	-	-	-	-	
Conflicts	-	-	-	-	-	-	
Idea Support	-	-	-	-	-	-	
Debates	-	-	-	-	-	-	
Risk Taking**	-	-	-	-	-	-	
Total	-	2	-	2	1		

N = Number of Occurrences = Not Present

* This behavior appeared once within the themes clustered as "Other."

** No leadership behavior appeared with this climate dimension.

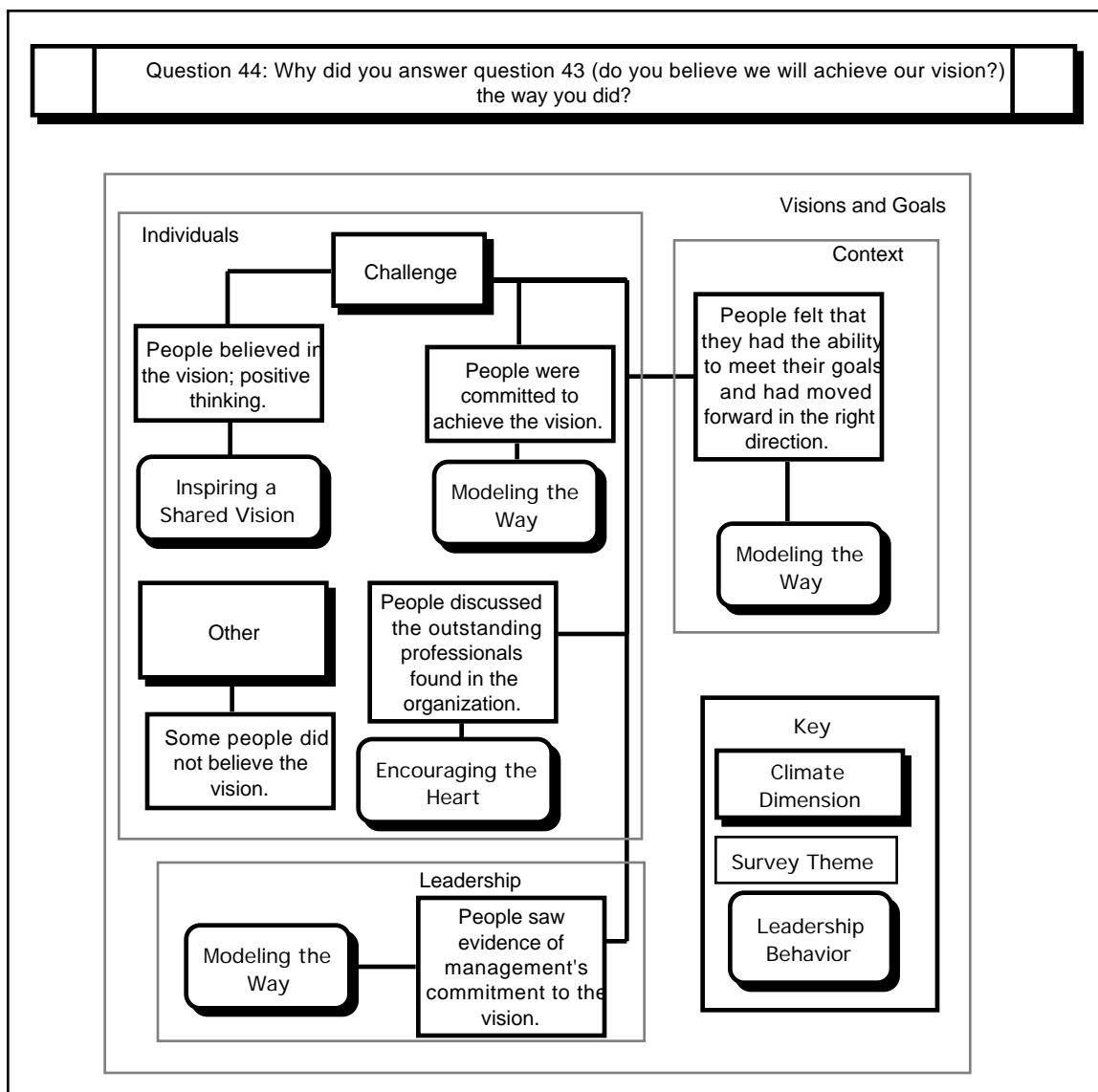


Figure 16: The leadership behaviors which appeared in the climate dimension Challenge (survey question 44).

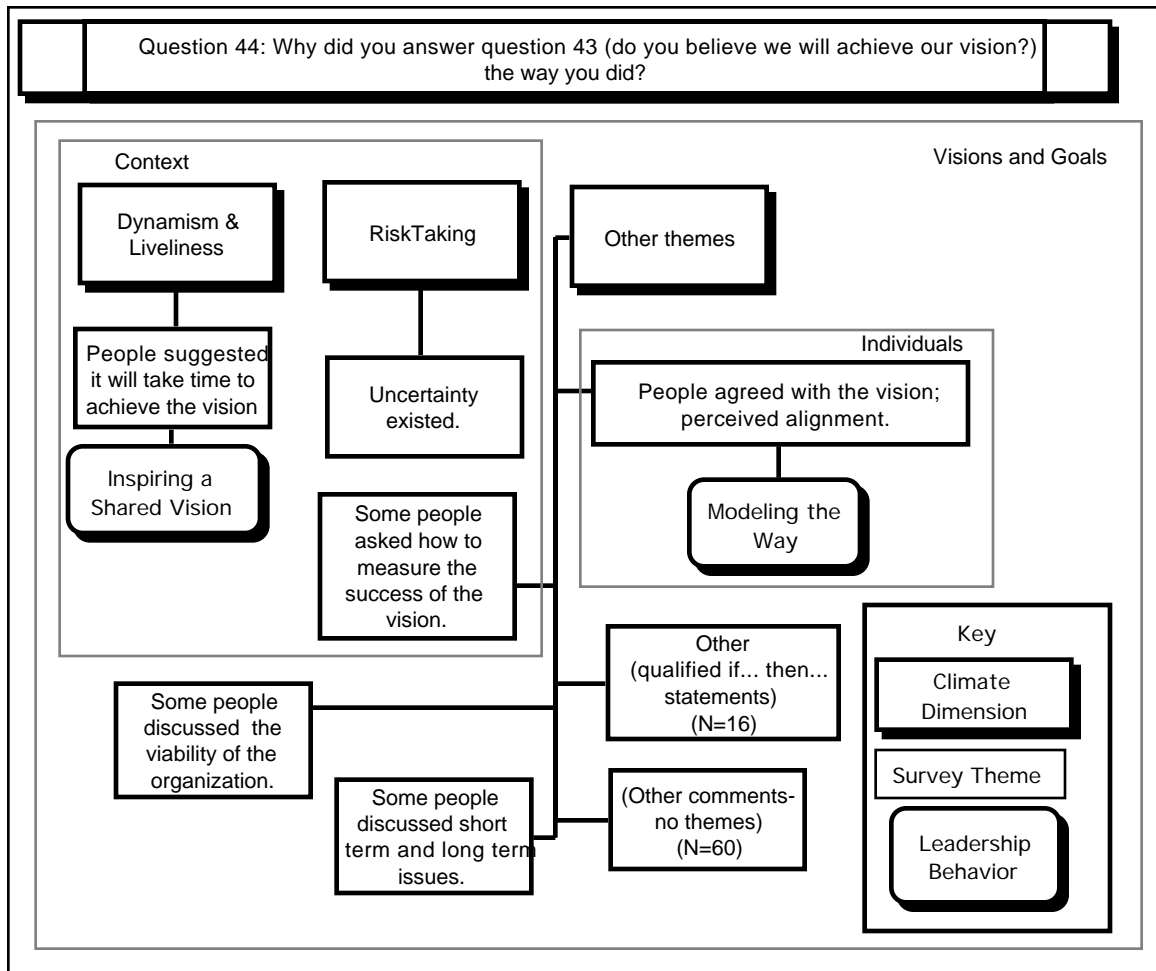


Figure 17: The leadership behaviors which appeared in the climate dimensions Dynamism & Liveliness and Risk Taking (survey question 44).

SECTION 4: NEXT STEPS AND FUTURE RECOMMENDATIONS

One of the interesting aspects of this research study was the relationship between theory and practice. An organization contacted an outside consulting group to help them assess their organizational climate and facilitate change. While working within this organization, some people saw the usefulness of collecting additional information about their new vision. Later, this survey data was examined within two specific theoretical concepts to identify patterns of behavior which might be applicable to others in similar situations. Two sets of ideas are presented below to extend the findings of this project. These ideas are grouped as: (1) theoretical extensions, and (2) Practical applications.

Theoretical extensions of this research

Theory occurs when the individuals within a context ask 'what if...'. Ideas can be explored and manipulated safely to discover relationships to other ideas. Several areas of investigation were identified to extend this research and better understand the relationships between climate, leadership, and vision. Suggestions for further research include...

Looking at these data differently.

To further explore the link between climate and leadership, others might examine the same data set differently. Specific steps could include:

- ¥› Sorting the same data set, initially by the leadership practices and then checking the themes for connections to the climate dimensions.

This approach would extend on and elaborate on the leadership practices information.

- ¥› Comparing the numeric results of both the *Situational Outlook Questionnaire* (SOQ) to the narrative findings.

Examining the situational factors which influence climate.

In addition to exploring the climate dimensions and leadership practices, others might further examine the situational factors which impact the climate. Specific steps include:

- ¥› Using Ekvall & Tångeberg-Andersson's (1986) definitions of situational factors as categories to examine this or other narrative data.
- ¥› Creating other surveys to examine specific situational factors to discover the impact these have on each other and climate.
- ¥› Designing further quantitative studies to show how leadership and climate are working together.

Extending current results.

One could also examine this data set further or differently, using the results of this study as a starting point. Specific steps include:

- ¥› Exploring the positive and negative aspects of the *Challenge* climate dimension in relation to how vision operates in regard to the implications for vision.
- ¥› Exploring **Modeling the Way** themes and behaviors to develop a theoretical model that would illustrate behaviors that might be more prone to the successful development and implementation of a vision and/or a mission.
- ¥› Comparing narrative data on creative and stagnated climates to see what leadership behaviors are exhibited and how they are operating.
- ¥› Examining other types of leadership behaviors models and styles and sort within the climate dimensions.

Exploring data from other sources.

Other researchers of climate, leadership, and vision may have qualitative data. They may have (or be willing to explore) how these concepts relate. One could:

- ¥ Re-analyze data around vision (interviews, narratives) to examine in light of these project findings.

Practical applications of this research

Practice occurs when the ideas of the academics and consultants are applied within a real context. These contexts are real life settings where decisions are made in real time and affect real people. Several areas of investigation were identified to extend this research and better understand the relationships between climate, leadership, and vision. Suggestions for application include:

Revisiting the original organization.

Several years have passed since the initial data were collected. Follow up studies could be conducted to examine the impact of the vision upon the climate that exists today. Data from the CIQ could also be revisited.

Specifically, one could:

- ¥ Review the CIQ qualitative for this group (the same one they did when they took the vision survey) and compare to this project.
- ¥ Review the CIQ quantitative for this group (the same one they did when they took the vision survey) and compare to this project.
- ¥ Conduct interviews or in depth investigations to explore individual concepts of vision (case studies) to create a theoretical model.
- ¥ Re-visit the organization: Where are they now? (five years later); what worked, what didn't, were changes and why, where do you think it stands today after the novelty of newness has worn off.
- ¥ Conduct interviews/in depth investigations to explore what

strategies are being used. What leadership behaviors (strategies) promote or inhibit the change process?

- ¥› Design a follow up survey for this organization (i.e.: where are you now, what got you here, what got in your way, what was helpful, etc.). Selected individuals could be interviewed.

Identifying other surveys, training aids, and resources.

Many books and articles are published on the subjects of vision and organizational change. Resources may be available to monitor the organizational change process. One could:

- ¥› Check to see if others have created a 'vision survey' (or similar conceptual survey about change).
- ¥› Check to see what training aids are available to facilitate a 'change initiative' and evaluate them for practical use.
- ¥› Conduct interviews with other practitioners to get a clearer picture of how vision operates, what works, and what does not.

Investigate the process of creating a vision or mission.

- ¥› Explore the process of creating a vision, how people might use climate, how people might use leadership behaviors.

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APPENDIX 1

The vision survey data sorted by the climate dimensions

Question 38: In terms of your overall rating our business, why did you answer the way you did?

Challenge

¥ People discussed important issues with a collective optimism.

“A definite plan/vision is a very important first step towards achieving business goals. Once we have it, we need the faith in our leadership to resource it properly.”

“Because we have a good quality product.”

“Belief in our organization and its ability to be the #1 profit contributor.”

“Feel we have a very successful business enterprise and, as a result, feel very positive about our progress in aligning with our vision.”

“Generally I feel good about where we are and where we are headed.”

“I believe we are the most admired in the business.”

“I believe we are well positioned for success.”

“I believe we have made progress but have a long way to go. We need more focus on customer service and quality.”

“I feel that we do have the best organization in the industry.”

“I feel very positive about the current state of our business and the direction in which it is heading.”

“I feel we have excellent people that can achieve almost anything when given a clear goal.”

“I feel we work for an excellent organization but there is always room for improvement.”

“I think we are well underway in having a basis to judge business success and failure of individual product lines.”

“I think we do a lot of things right. I think we do a lot of things better than our competitors. This does not mean there is not room for improvement though.”

“We are a good organization and we try to operate like one.”

“We are focused on the right things and have people with the talent to achieve our goals.”

“We are strong, but we need to recognize we are not efficient and need to improve this.”

“I do believe that we are improving our business, but still have a lot ahead of us.”

“I feel we’re moving ahead, albeit at a slower rate than we previously experienced.”

“I think we are striving to be the best at what we do but we still have room for improvement.”

“Through Continuous Improvement we can do it. I believe in [name of organization].”

“We’ve worked hard to make admin[istrative]/efficiency improvements; we have quality products and they’re delivered on time”

“Our company has great strength and we are well positioned to grow.”

“I think we try to do everything we can to make our business as good as possible.”

“My answers were based in our continued commitment to provide quality service and products.”

“We try to be the best for our customers, plus make a profit.”

“Our particular operation is extremely customer-quality focused.”

¥ Individuals expressed strong feelings about the organization.

“Because the [name of organization] program is the future.”

“[name of organization] will produce!”

“Good stable company with definite direction.”

“I feel [name of organization] is a well respected quality supplier in the industry, but not yet the most efficient and admired supplier. However, I feel [name of organization] is now aligned to realize its vision in the coming years.”

“I feel that [name of organization] is focused and it [is] moving toward its goals.”

“I feel that the new organization is extremely productive. We are positioned to improve greatly.”

“I rate the business extremely positive.”

“In general, I feel good about the progress of [name of organization].”

“Over-all rating is 6. Team alignment (industry focus) for [name of organization] is working but strategy of which industries to be in and why is not developed.”

“The fact that [name of organization] has a vision is a refreshing change from my past assignments with_____. By and large, with_____ I’ve found that individual achievements and success are not acknowledged — this is not the case in [name of organization].”

“I feel that [name of organization] is a quality company and dedicated to customer service and that the managers are well chosen and highly qualified.”

¥› Individuals believed in the organization.

“Because it’s what I believe.”

“I believe in this company!”

“I believe in this company.”

“I believe this is a challenging and rewarding business. I believe that we have a good plan and that we are working our plan.”

“I think the overall work environment and organization structure is geared for success — our short-term focus and lack of attention to detail (billing, etc.) limits our long-term prospects.”

“Because I believe in [name of organization].”

“I believe the company will be successful because of its resources and employees.”

“I have faith that we as a company are going in the correct direction and have the capacity to reach our long-term goals.”

¥› Short term goals appeared to conflict with long term goals.

“Sense of urgency for short-term results.”

“I believe we still lack the proper focus required to achieve continuity. Our success is based on us sticking to a long-term plan, without deviating or accommodating to meet a changing set of goals.”

“Overall: 6.5. We just re-organized and have a lot of new TM's. Yet we continually hear that margins and volumes must explode immediately in order to save business. Scare tactics are largely ineffective tools.”

“We are currently being bashed for falling volumes, yet we succeeded in raising margins. Mixed signals are demotivating.”

Dynamism & Liveliness

¥› People saw progress and stated that more needed to be done.

“I believe we have made many improvements to achieve our vision, but I am still unclear about the company's long-term business strategy for marketing the products I sell.”

“Although clearly improving, [name of organization] still has a way to go to become the market leader ... especially in the customer’s eyes.”

“Although improvements have been made, [name of organization] is still a long way from its vision.”

“Business is in good shape and improving. Continuous improvement is now the key to long-term success — not just short-term results.”

“A lot of progress has been made with new organization yet still along way to go in growing profitability of business.”

“I believe we have made progress but have a long way to go. We need more focus on customer service and quality.”

“We have made progress but we have a long way to go yet.”

¥ People were excited about the improvements.

“Great year going — programs working — successful reorganization.”

“Have made progress since Spring '91.”

“I feel this spring’s organizational changes are helpful to improving our business...”

“Alignment of business teams is an improvement. The employees are willing to do as much as possible to support vision.”

“Pleased with progress, encouraged, looking forward to the future.”

“We are improving.”

¥ People saw movement in the right direction.

“I feel the company is moving in a positive direction, but that some room for improvement still exists — particularly when measured against other majors.”

“We are moving in the right direction but there are still parts of our business that we do not fully understand.”

“We are on our way to achieving the desired results. However, there is some uncertainty in what our operation will look like.”

“Feel we are moving in the right direction. Need strong leadership.”

“I feel the business is moving in the right direction waste reductions and improved systems, brings our vision, in focus.”

“Overall, I feel good about where we are and where we are going.”

¥ People saw room for improvement.

“I feel we are among the best, but there is still much room for improvement.”

“I think we have our goals set honorably, but no system is in place to make sure we are working toward the same goals.”

“We have set ideal goals — need to stay focused to get there.”

“Our business is developing in a current recessionary climate and I believe we need to grow the business ahead of our competition.

The business picture is not well-defined.”

“We have a solid foundation to work from in achieving [name of organization] vision. However, some areas remain a challenge, and once achieved, maintaining the vision will require constant attention.”

Negative Influences

Conflicts

¥ People thought management showed little concern for employees.

“I have been witness to and on occasion been subject to harassment, discrimination, ethnic slurs, life threatening situations, and foul play involving product tampering and machine tampering.

Obviously, the business will suffer.”

“I believe that the majority of the people at [name of organization] are interested in quick, cheap fixes and actions at the expense of the employee’s lives, health and futures.”

“Plant manager has encouraged employees to “rat” on each other. He has also told his supervisors that not enough customer trucks are being rejected. Good customer service?”

Trust & Openness

¥› People said a “Do as I say not as I do” attitude existed.

“I don’t believe we “walk our talk” as much as we should — most of my peer[s] and immediate supervisors are afraid of management and let these fears dictate their actions.”

“There is need for improvement in the area if continuous improvement commitment. Some of the middle manager[s] and line sup[er]vision] people say they are committed but aren’t by their actions.”

“While teamwork is now “encouraged” it is rarely supported.”

Idea Support

¥› People wanted their ideas treated with more respect.

“Better communication and more respect for employee’s ideas and contributions need to be improved. We often hear supervisors say we want to hear your ideas, but they’re not often heard.”

“Perception from my business unit.›No trust of employee’s judgement, “excessive” control of budget funds to detriment of business support and growth, management of careers rather than the business.”

Idea Time

¥› Time pressures prevented things from being done properly.

“I feel I cannot do the quality job due to time pressures needed to measure success.”

“Too much work, not enough time to do things right.”

Other themes

¥› People answered honesty.

“For the most part, the questions do not apply to me and I can’t honestly answer them. For these questions I gave my perception of the business.”

“Honest answers.”

“I am an honest, open-type person who sees our tremendous potential (and yes, weak areas) — I am closer to the customer’s view of _____.”

“I believe my responses to be truthful and thought out.”

“I was as honest as possible with as much thought given to each answer versus a politically correct answer.”

“This is the personal observation of what I see is happening.”

“Huh? Because you asked and I believe in giving an honest opinion.”

¥› People felt constrained.

“We could do so much better if we really decided we wanted to succeed. Need more people to make an impact.”

“Our unit is very responsive to our understanding of Business Plans. Systems feel constrained by “don’t spend money even if it is the right thing to do” attitudes. People are stretched too thin. {Name of organization] demands all of manager’s time — no time for personal life.”

“However, we seem to have a short-term focus, i.e., make X \$ in one year or we shut the doors.”

¥› People identified training needs.

“Have seen people too poorly trained about their job function to make wise decisions.”

“Training is still lacking — especially for new reps.”

¥› People felt uncertainty in the environment.

“Personnel attitudes directly related to company climate of job uncertainty.”

“The company is leaving [name of place] and the atmosphere is not good.”

“Cut the fat off and spend on the needs of the company.”

“ [Name of organization] takes care of customers, environment, and financial matters well, but they do nothing to inspire their employees. Could get a lot more from employees if they would recognize them and care about them occasionally.”

“Because management does not care about the workers, they just care about the job getting done whether it is a burden to workers or unsafe or impractical.”

“I left many questions unanswered because we, “the people in the trenches,” do not have or have access to information to certain aspects of the business.”

“Because it seems that the company is worried about everything but employees.”

“I seriously question whether or not we really want to be in this business long-term. Our actions indicate that we will be in the business on our terms, without regard for market conditions.”

¥› People were motivated to contribute.

“Each employee strives to do good work. A new plant like [name of plant] is very limiting due to the shortcomings that were missed upon being built.”

“We have the right people resources but our processes are weak or non-existent.”

“[Name of organization] is a success due to the extraordinary efforts of the employees who do for the most part expend a considerable amount of personal time to ensure that objectives are met.”

“Because I feel we have a good product, good management, and good employees that work well as a team.”

“I believe in our company, our employees and myself.”

“I tried to answer questions to my best knowledge. I think we have good workers and some poor management.”

“People take pride here. [Name of organization] is the #1 choice in my book. People are customer-friendly and always go that extra mile here.”

“Some people put in 150% of their efforts towards the job and others perhaps 25%. The attitude should be “I’m glad there’s more work” and not complain about it.”

¥› (Issues about management)

“Our upper [name of place] management does not know what we do in the field or how to do it.”

“It is difficult to be the best in our business when management is always conducting studies to reduce operations. Would like to have the time to improve the business rather than study/justify its existence.”

“Current management in [name of place] is locked into their paradigm and cannot get us to our vision. We are not where we were two years ago.”

“Political aspirations of management do not foster trust and commitment of the team. Openness is not exhibited in business unit management.”

“I feel we have a disconnect at each level of our organizational hierarchy due to the political climate and career focus of our managers. I also feel we are too “short term” focused and not building for sustained success.”

“Corporate values supersede [name of organization] values.”

(Other)

“We do very well in the areas of focus. Also, the unease of this business is very evident.”

“We do a fine job generally, but expend more effort than needed for the results — systems and coordination of the systems (interfaces) are poor.”

“I’ve seen examples of unhealthy competition continue to exist between Business Units, and a lack of understanding of how they are to interact. In the long run, this will continue to hinder teamwork necessary to achieve our goals.”

“But have gone through many changes to help us improve and this has lowered our learning curve.”

“Based on progress during the past 2 years.”

“I feel that we are doing real well in some areas but that in other areas we still have a long way to go to become American [name of product] brand of choice.”

“In my opinion; I do not know much about the business end. I feel that we are above average but there is room for improvement.”

“Some areas I am not up to date on, but we try to be the very best every day.”

“We make quality products.”

“We have not worked the issue of pushing sales reps to make new business sales calls — making existing account “maintenance” isn’t cutting it. We’re not selling enough. We can’t fall for “our prices are too high,” “our competitors are too low.” We haven’t made enough sales calls to know.”

Question 39: What do you value most about being part of [this organization]?

Challenge

¥ People in the organization expressed pride in their work, their contributions, and their ability to make a difference.

“A strong sense of accomplishment; making a contribution to the profitability of the business.”

“After 12 years driving, 11 years terminal operations with a limited part in [name of organization]. I am glad to be in [name of organization] 100% with the different training programs.”

“I am pleased to be a part of an organization that is earning money/profits.”

“I value being a part of the [name of] plant because we are committed to move forward in becoming a leader in customer service and quality. We will profitably succeed in our business.”

“My part in [name of organization] is rewarding, producing every day quality products.”

“My personal feeling of accomplishment when I know I've done something well.”

“The ability to make a difference.”

“I value the contributions that I make to this plant and to the overall success of [name of organization].”

“My contribution and the results.”

“I always try to do the best possible job. I work in packaging and take pride in producing quality looking packages for customers.”

“I believe that I can make a valuable contribution. At present, that is what I value most.”

“I enjoy my job for the most part, and feel that I can make a contribution to the success of the company.”

“Pride in [name of organization], enjoyment of work.”

“There’s a sense of pride associated with working for in public and an internal sense of pride within in working for [name of organization].”

“I feel good about the job I am doing and the people I work with. I like to see those red bottles going down the quart line.”

“Being part of an organization that allows me to fulfill my desire for work satisfaction and fulfillment. Feeling that I am working for an excellent organization and excellent company.”

“Challenging and rewarding job.”

“It is challenging work.”

“Satisfaction from being part of what I believe to be the best part of the company.”

¥ People recognized potential opportunities and viewed them with excitement.

“Being in a new plant. God help the old plants.”

“It has the potential to provide unparalleled goods and services.”

“[Name of organization] has a high challenge to turn a profit. I am up to that challenge.”

“Get to see and be involved with total business activity.”

“Producing the best lubricants possible.”

“We are considered to be poised for a successful future, which should provide some stability if the results are positive.”

“Our shared vision and the excitement of the entire organization.”

“In a new facility that has the potential for achieving exceptional results.”

¥ People valued contributing to the organization’s success.

“Being a part of an organization that will have a chance to improve and become profitable.”

“Contributing to the baseline of a plant that will set the mark for our competitors and give [name of organization] the cost-effectiveness to win with increased profitability.”

“The opportunity to make a meaningful and financially successful contribution to [name of organization].”

“Challenge to provide the best possible customer service, despite the obstacles, with a profit outcome for both supplier and customer.”

“I am personally involved in making our plant the best that it can be. I like and enjoy playing a part in our success.”

¥ People valued the aggressiveness of the organization.

“Higher standards of competency than other’s [marketing] groups, challenging environment with many opportunities and support to make improvements.”

“Aggressive, dynamic and satisfying organization.”

“It is an aggressive and progressive organization with very professional and talented people.”

¥ People valued developing their organization’s goals

“Small business unique to [name of organization]; assisting in formative change that will allow the business to survive long-term.”

“Opportunity to influence direction and support a business that has potential to be very good long term.”

“Being able to clearly determine our goals and the perception that we can achieve it.”

¥ People were excited about the future.

“Being part of our organization that expects improvement in short periods of time. Because of the downward pressure by management we’re making strides we wouldn’t have considered with the old management.”

“The knowledge that the organization is moving forward to an efficient and effective position as a reliable supplier.”

Freedom

¥› People appreciated the autonomy they had to do their jobs.

“Freedom of work, value on results.”

“Freedom to conduct my business as I see fit, as long as management directives are met.”

“Freedom to run my part of the business.”

“Freedom to self-direct sales activities.”

“My independence in working.”

“Type of work (outside sales) and nature of various industries I work with. More “freedom” in this job to plan and carry out my work and to use my own ideas in dealing with various customers and prospects.”

“Independence to do the job as I see it within management’s goal structure.”

“Freedom/responsibility associated with position.”

Trust and Openness

¥› The relationships found in the organization were important.

“The camaraderie with fellow workers and the challenge of making our business successful.”

“Relationships with fellow employees.”

“Belonging to such a professional group where there is much enthusiasm.”

“I get to work with outstanding people; “classiest” area of marketing.”

“Professional managers and a professional atmosphere of friendly, dedicated employees.”

“Supportive, friendly environment.”

“There are nice people to work with.”

“Friendly, light work atmosphere. Lots of jobs to do.”

“The working environment is very positive. People generally care about what is happening in their co-workers’ lives.”

¥ People valued the communication behaviors found in the organization.

“[Name of organization] is small enough to allow individual recognition.”

“Our operation being recognized as a valuable company asset despite small [size] of our particular unit.”

“High level of responsibility and very positive working environment. Ideas are nurtured and there is an openness in communication between different levels and responsibilities.”

Other themes

¥› People valued the team approach.

“The chance to be on a “winning team.”

“Part of a profitable team/career advancement.”

“Being a part of a team.”

“Being part of a high performing team.”

“Being part of a team who want to achieve success.”

“Being part of the [name of] lab team.”

“An opportunity to contribute to an effective and successful business team.”

“A high energy “winning team” atmosphere.”

“Being in a group that appears to succeed at making improvements.”

“My ability to contribute value-added work to the [name of organization] team.”

“Being part of an important marketing team — feeling that what I am doing is important to [name of organization].”

“Being with a strong great team.”

“Good people to work with. Challenging and rewarding environment. Well focused team.”

“I feel great that I am part of such an elite team. In years to come I feel that I can prosper professionally with the experience that [name of organization] is providing me.”

“Recognition and being valued as a team member.”

“The people and the commitment of the [name of organization] team to be the best and work toward the vision.”

“The team concept that [name of organization] is moving towards.”

“The teamwork and support given.”

“Very good place to work and be a part of the team.”

“Viewed as a strong winning team — winner.”

“Working on a team toward a specific goal.”

¥ People viewed others as important resources...

... because of their professionalism and caliber.

“The quality and caliber of people I work with on the business challenges.”

“A sense of professionalism prevails. Management has shown a willingness to change.”

“The quality (intelligence, work ethic and character) of the people in the department.”

“Interaction with series of sharp individuals.”

“The quality of the people.”

... because of their dedication.

“Dedicated people.”

“[Name of organization] has some of the most intelligent, dedicated people!”

“The people are smart, experienced and dedicated.”

... because of their experience.

“The concentration of technical and operational knowledge of the group.”

“Exposure to technical knowledge of others.”

“I enjoy the group and find the work (P & A) to be very educating.

With improvements morale will become high and I think everyone will feel as a part of the team and a team player.”

“Immediate work force works well together — easy to ask for help, get opinions.”

“Exceptional talent is always available to assist me.”

¥› People enjoyed being with a good company.

“I we are given resources to respond to our audits, supplier surveys and other customer-driven requests ?”

“Highest level of ethical business conduct and professionalism of our group — far surpasses the quality employees of our competition.”

“A good working environment and a feeling of security.”

“I enjoy the opportunity of improving our business.”

“[Name of organization] is a good company to be a part of. Potential to be the best is present, but chances may have to be made for full appreciation.”

“The fact that I work for a company that monitors its performance and strives for excellence.”

“Being part of an organization that knows what and where it wants to be, and is continuously striving to get there.”

¥› People valued working in the industry.

“The widespread industry we touch.”

“Working with a wide variety of industries keeps you more informed about the marketplace/economy than if you were just involved with fuels.”

“The strength of specific industry involvement — continuity of purpose.”

“Opportunities for employees to influence how we do our business. Independence.”

¥› People valued calling on customers.

“The customers I call on.”

“Ability to offer our customers more than just price.”

“My relationship with my customers and standing in the industry.”

“Personal interaction with quality people. Challenging opportunities to understand and improve our business.”

“Peers are generally bright and hard working.”

“Opportunity to represent a quality company and to work with very good people.”

“The fact that we have people who realize we need change and are doing their best to foster it.”

“Our Continuous Improvement concept.”

“Being able to manage our business locally and having goals to achieve.”

¥› People valued serving the customer.

“Supplying customers with products they need.”

“To be able to make a blend, test the blend, ship the blend and have the customer come back for more. A happy customer.”

“I feel that [name of organization] is the center of the lube business and that the unit is a growing, thriving area. The chance to interact with our customer base is very rewarding.”

¥ (Negative comments which did not appear to relate to things that 'were valued' in the organization.)

"A job to make a living even though there's a lot of stress and management treats you like dirt!"

"I don't feel that [name of organization] is fair with all its employees when it comes to ranking and rating and promotions."

¥› (...and others)

"Its a small, close knit organization where people will listen — even if actions are sometimes slow to follow."

"Being part of the side of marketing that will be here in the future, as long as we can do business safely, profitably, and with environmental concerns in mind."

"The respect that the sales organization has for the MTS organization."

"[Name of organization] is an aggressive organization. It needs to stabilize in manpower after the re-organization is complete."

"A positive vision of the future and the uphill battle to come!"

"It has shown itself to be successful the last few years. Future looks good."

"The sales and marketing change-overs we currently face."

"The challenge of the basic nature of the business."

"The chance for career improvement."

"Also, the company recognizes that we have lives outside of work. I've worked in many places and can honestly say that [name of organization] is the best at knowing this and placing a high value on it."

"My paycheck (at present)."

"I feel that responsibility and training will be a positive.> [Name of person] has shown tremendous leadership. We can all learn from his abilities."

Question 44: Why did you answer question 43 (do you believe we will achieve our vision?) the way you did?

Challenge

¥ People felt that they had the ability to meet their goals and had moved forward in the right direction.

“We are on our way! However, much more needs to be done — continuing improvement in meeting our customers needs with new products. Service has improved with our [name of program]!”

“Because we have the WAMY (way, ability, money).”

“I feel that in the last year, we have made great strides and changes are occurring that are allowing us to move closer to the achievement of our vision. The “Business Unit” concept has allowed decision making, etc., to become greatly streamlined which allows movement toward the [name of organization] vision to proceed at a good pace.”

“Because we have made great improvement during the last 2 years and appear to be continuing in that direction.”

“I think we are definitely moving in the right direction, and although there are some problems these are overwhelmed by the success.”

“We have the people, the determination, and the drive to make it happen. If we set our mind to it, we will make it.”

“I believe that we can achieve it but the improvements in #40 must be made to improve more.”

“I still feel that despite our problems we are capable of meeting our vision if we maintain the confidence of our customers and the dedication/loyalty of our people.”

“I believe we are on the right track.”

“I am part of the team and have seen improvements already.”

“At [name of organization] every day we are improving and attaining new goals.”

“Even though progress has seemed too slow and we have had many stumbling blocks in our path, I believe we have a core group of people that have the ability and the desire to achieve our vision...”

“Because with improvements, teamwork and achievement we can achieve our vision.”

“I believe that great strides have been made by everyone to improve our image both to our customers and to ourselves, and also we have become more efficient at our jobs. We still have more to do, but by our commitment to continuous improvement I believe we will achieve our vision.”

“Success breeds success! A lot of momentum has been developed in the organization and the energies of the organization seem focused on implementing the strategies to exceed our goals!”

“We are directionally moving toward the vision and create a critical mass of support which will be successful.”

“The organization is trying its best and there are very few things we can not do if we try. It will take longer than management hopes for.”

“[Name of organization] re-organization last March and [name of] wholesaler plans this January will metamorphose [name of organization] in the right direction.”

✎ People were committed to achieve the vision.

“Because this group is sincere and dedicated and eventually our vision can be achieved.”

“Because we are committed to it and in the competitive market of the U.S.A. they can be.”

“I honestly believe in our organization and that we will ultimately achieve success in earning public trust as well as customers’ trust and loyalty, while enjoying a pleasant work environment.”

“Because of the employee and company commitment to be the best.”

“Commitment of [name of organization] people no matter who is in charge.”

“Because I am committed to achieving our vision. I am convinced that our vision is realistic and achievable.”

“Commitment to the long-term viability of CI and other vital programs.”

“Because of the commitment of our work force, we will succeed.”

“Individually, we’re all dedicated to it. But I don’t think management necessarily helps us get there.”

“The [name of organization] employees’ commitment to succeed.”

“Employees’ dedication.”

“We have committed people and the vision and [name of program] are something they can get their arms around and move forward on.”

“We have committed, qualified people.”

“We have the commitment to achieve the vision, but I don’t believe we have the resources to commit to do it timely and efficiently.”

“I feel [name of organization] is well aligned to meet its vision, which when combined with the people and their commitment make it very achievable.”

¥ People discussed the outstanding professionals found in the organization.

“Very dedicated, intelligent, hard-working, obedient employees.”

“We have defined our vision and we have the leadership and high quality people to work towards that vision.”

“Because of the people (high achievers) we have, we have the proper goal and vision — we only need to set the proper parameters to get there.”

“Because we have very good people at all levels.”

“Because I believe the company has the resources in both capital and people to achieve it.”

“I truly feel that every individual in [name of organization] wants to share a common goal. Being recognized as the most respected supplier is a way that everyone can contribute and prosper personally and professionally.”

“We will do it in spite of ourselves because we have good people who will work hard to succeed despite poor leadership.”

“Despite failures by management to be good communicators and coordinators; employees care about the company and the business.”

“There are a lot of strong dedicated people who know they need to listen to each other and work as a team to be successful.”

“Because I believe [name of organization] has outstanding employees who will work their best for the company.”

“We have a lot of “quality” people working for [name of organization].”

“Integrity and honesty of employees.”

“I work with intelligent dedicated people who need to feel good about working again.”

“Good plan; good people; high energy plan.”

“Because you have a lot of dedicated professionals who desire the lack of support, will do the job.”

“Excellent people. Management has a vision. The combination of these factors can accomplish anything.”

“I believe in competence of current management, over-all direction and professionalism of employees. Also, I am personally dedicated to attainment of the vision!”

¥ People believed in the vision; positive thinking

“Because I believe it!”

“Because I believe it. I like the direction we are going in and the business results show it is right.”

“Because I believe.”

“I am a positive thinker and I believe we will make it.”

“I’m an optimist and I’ll keep trying as will most of the organization.”

¥ People saw evidence of management’s commitment to the vision.

“Our company has a history of achievement. Upper management seems to understand the importance of moving forward.”

“Strong focus by management; strong performances by individuals and teams.”

“Because of the positive things that have been accomplished: finished lube study, restructuring. Management commitment to see it done.”

“Because there is a strong commitment from management that is reflected in the way employees work on a daily basis.”

“In the past there have been managers that demonstrated the help that we need to be successful. My hope is that there are more out there with the same motivation and when they come here they will help us to move ahead.”

“Our management team is focused and our people are committed. Our biggest challenge is facilitating a process and environment for further projects.”

“I believe our management is committed to their vision, and believe the vision has widespread appeal and support. It is not the current reality, but we will get there.”

Dynamism & Liveliness

¥› People suggested it will take time to achieve the vision.

“With time, with consistency of purpose and real action on this survey, we can win.”

“It will take time, but it will come; I hope it will not come at the cost of more people’s jobs.”

“It may take time but the people are here to make it happen.”

“[Name of organization] always get where we want to go, sometimes it takes longer than we wish.”

“Because we are striving to be the very best, but it takes time and a lot of effort on everyone’s part. Results will come, but they will come slowly. We must define what role we will play on the lubricants’ side of the business.”

“I think that we will meet our goals, although it will take longer than it needs to.”

Risk Taking

¥› Uncertainty existed.

“Plan is set for long-term sales.”

“Too early to tell.”

“Unsure of future business trends.”

Other themes

¥› People agreed with vision; perceived alignment

“I’ve seen tremendous improvement in our organization when compared with prior years and feel we are aligned to meet our vision. Consistency of purpose and recognizing teamwork will be critical to this effort.”

“We set the goal, and we focus on the goal. Every move is determined by the goal. If it requires cuts, then the cuts are made.”

“We know our goals and all business decisions support these goals.”

“With the proper goal in sight I believe this organization can do anything.”

“I believe we can achieve our vision. Our management needs to be supportive of the lubricants business and trust the Business Teams to carry out their missions. At present the support and trust appear to be lacking. I believe we have so many personally committed people that we will achieve our vision despite our obstacles.”

“My views are in line with the vision.”

“We must!”

“There’s a lot of enthusiasm here. Everyone seems to take a lot of pride.”

“The entire organization is behind doing better. There is a high level of excitement and enthusiasm.”

“The vision has been well communicated which provides “buy-in” from all employees. I believe this is the key to success.”

“Because we are already doing it.”

“Because we are specialty.”

“Belief in our market strategy.”

“Goods programs in place.”

¥ Some people asked how to measure the success of the vision.

“We have not given ourselves a time frame — to achieve a goal we must say when we’ll do it.”

“No specific goal — no way to measure. How can you determine if you are the brand of choice? Public opinion poll?”

“Numerous critical success factors do not lend themselves to measuring success — achievement is subjective.”

¥ Some people discussed the viability of the organization.

“Will be out of the finished lubes business before too long! And will never have a nurturing environment until the management changes!”

“Travel time will make it increasingly difficult to know customer needs and build relationships. Change to business-focus and elimination of local sales reps was step toward liquidation. And the organization is designed to be terminated with no loss too.”

“I think in 3 years we will only sell [name of products] to large “national” accounts and will drop targeted business and industries accounts as unprofitable. How then would we be earning their trust, loyalty, and be their preferred supplier if we are easing our way out over the next 3 years?”

“If someone offers to buy any of our plants we should sell without hesitation because our management has the “withdraw mindset.”

¥ Some people did not believe the vision.

“I do not believe the data on profitability is long-term in regard to product line. Every year we have a new “pet” product and spend too much to make it available to everyone.”

“The goals and the time table set to make them are too aggressive.”

“Only by going back to the simple basics and people programs of a few years ago.”

“Different priorities of changing management.”

“Too many promises and not enough action.”

“I don't think many of us accept management's vision.”

¥› Some people discussed short term and long term issues.

“Our current management is making decisions that are bad long-range decisions. Our only business is management development.”

“Research/development efforts are totally short-term. We got to be great by having a long-term outlook. Current bottom-line managers are destroying this.”

“Tend to believe that we will not stay committed long enough to the current “focused” structure to do this. We need to maintain continuity and demonstrate long-term commitment in order to achieve the vision. I think we can do it but I am not sure we will due to our need to always change, hence the “no-yes” response.”

“I am not sure if we will achieve our vision because management sometimes does not put the long-term goal up front instead of dwelling on the immediate.”

“No long-term commitment by upper management to our business.”

“Because of turnover in top jobs and lack of long-term commitment by replacements.”

“We all want the company to be here a long time. We have to change with our every day living. The world is changing and we are happy to change with it for the better.”

“Achievement requires long-term commitments; quarterly n/(L) is primary focus.”

¥› Other (qualified statements)

“We have the resources to get the job done, given the right management.”

“Maybe with changes we will. Without we won't.”

“In time, if good people are motivated, they will become the best.”

“Because I believe we can do anything we desire to do if we all just stay focused and committed. We have tremendous resources (\$ and smart, good people). If we just can learn to be “flexible” (non-conformity) and take timely actions.”

“I believe we will wake up and commit the necessary resources (time and money) to achieve it. This survey is an example of our desire to find what is wrong and fix it.”

“If we achieve the vision, then we have set our sights too low.”

“Let me restate: I think we can become the best [name of organization] organization in the industry, but we have our work cut out for us. As stated earlier, we need to become MARKETERS — focused on customer service and creativity/innovation. Also, develop some tangible long-term strategies/plans: 5 - 10 years out ([name of organization] 2000?).”

“I think we can accomplish most anything if that goal is set. A change of managers could change this direction if the goals change also.”

“If we can keep up the momentum it should happen.”

“Because if we work as a team we can accomplish any task.”

“Without the constraints of the rest of [name of parent organization] we would achieve our vision absolutely; with the burden of [name of parent organization] and competition for resources between divisions we may with all good intentions not achieve the vision for lack of support vs. the high strategic direction of [name of parent organization].”

“Build experience, cut out the waste, understand the customer’s needs. In time, we will be there.”

“I believe that if we provide the resources and environment that foster creativity we will achieve our vision.”

“I think we can get there but we have to “walk the talk” on quality.”

“Is obtainable, but needs the support of everyone.”

“If you believe in the organization, it will happen.”

¥› (Other comments- no themes)

“No organization can survive without an achievable vision. If I did not believe that we would achieve this, I would leave.”

“The answer is qualified — we will never totally achieve our vision — it would not be a vision, but a goal. We will, however, continually approach it.”

“Developing the vision is the first and toughest step. I have faith in upper management to rely on our people to achieve. All that’s necessary is to monitor whether sufficient resources are available.”

“Sooner or later you’re bound to, if it’s a written-down goal.”

“Because we can get more of these questionnaires but they get ignored!”

“Too idealistic and it is counter to our basic culture.”

“I’m not sure I know what the [name of organization] vision is!”

“I think we can achieve our vision, with limitations. We certainly can not be “everything to everybody” given our current course.”

“Overall we seem to have a focused and reliable working team — perhaps being hindered by the uncertain company climate, but still oriented toward our mutual goals.”

“We have begun to take steps to get our costs and operations under control.”

“Until we deliver distributor order on time and invoice those orders correctly we don’t stand a chance.”

“Profitability problems will obscure the path to success.”

“Will only achieve vision if we start utilizing the employees. Current lack of trust and micro-management atmosphere limiting potential of organization.”

“We meet customer expectations but always need to exceed those same expectations.”

“Because all the changes and efficiencies put recently in place will allow us to ultimately offer better service in a profitable environment.”

“[Name of organization] has the best talent there is. Given the proper vision and direction we will succeed. Our vision is a good focal point. Our weaknesses are not so great that they can't be overcome. Keep reciting the vision!”

“There are too many people poorly equipped to perform job function. They have no compunction about the methods they use for their own achievement.”

“How can we be America's Brand of choice when we do not really support our business in all states and have plans to reduce their support further?”

“Management is trying too hard to make changes quickly. Overworking the employees (via top-down task setting) and not promoting them with a workplace where they feel they are “running the show” tends to make obtaining the vision less likely.”

“Don't see any progress on “nurturing” work force.”

“[Name of organization] doesn't care about how the work gets done or about people — just achieve the goal within the bounds of the law.”

“In the past we have been the best and I believe we will continue to do so.”

“I truly feel that every individual in [name of organization] wants to share a common goal- being recognized as the most respected supplier is a way that everyone can contribute and prosper personally and professionally.”

“Teams are in place/forming to address areas of concern.”

“Commitment and quality of administrative support groups is diminishing.”

“[Name of organization] seems to strive to keep customers happy and be advanced in all phases. [Name of organization] just needs to realize that the people that are actually doing the work need to be praised and rewarded.”

“Because everyone I know in the company is working hard to achieve their goals to make the customer want to buy from [name of organization].”

“Some good elements are in place, but the members a [name of organization] still have not bought into it.”

“Because we are the best company in the world.”

“Because we are currently providing our customers with excellent product and services and in the near future we will be their supplier of preference.”

“We do stand tall above the rest in overall results and we are demonstrating corporate good citizenship. We do need to begin to consider proactive means to “show-and-tell” our story to a new generation of environmentally conscious purchases who will be involved with long term supply commitments.”

“I honestly think you wish to be the best or you would not send out this questionnaire.”

“We have been given a challenge that should be approached from a positive viewpoint.”

“I think you will wake up into reality.”

“Come down here and watch the circus.”

“Management will effectively work toward the objectives and will manipulate data until it says what they want it to say.”

“Vision is hyped to promote image of top manager.”

“Whatever the outcome, if management considers it as unfavorable this will be history.”

“Are you serious? Toshiba had a vision that sounds as good as ours — and it meant just about as much. And everyone there and here knows that it's a bunch of BOLOGNA!”

“You have no vision when you fly around with your head in the clouds (management).”

“It's not that I'm pessimistic, however, the [name of place] facility is enveloped in nepotism, prejudice, and narrow-minded backward ideas. This does not provide for a proving ground for champions but only a burial ground for dinosaurs.”

“We must balance all four spokes of our vision. We are so consumed with reaching our profit target we are not mindful of our other three objectives. If you are indeed the most admired supplier, the profit will be there. I have no idea what we want this business to look like in 5 years and how we expect to get there. I don't think that 5 years is an unreasonable time horizon for [name of organization].”

“Current leadership has focus and discipline to keep us on track by constantly re-examining our performance vs. the vision and [name].”

“It must be achieved, but what will this do to the work force to accomplish all of this. Will the employees get any benefit from accomplishing this — or just management?”

“I sincerely hope that the responses from all of these questionnaires will be consistent enough for someone to take some action on some of the problems and correct them so that we can be an exceptional company.”

“There is no consensus to the vision.”

“Too many personnel changes that allow variations of individual vision definition.”

“Because [name of organization] is run like the government is run. A lot of wasted money and talents is the norm. Divisions of the corporation work against each other and not for each other.”

“Because the stated vision is not the real vision. The real vision is you achieve the best financial results. Our management demonstrates this by its questions, actions, areas of emphasis. I worry that we have put a good organization together, but are starving it before it gets a chance to perform. We are going after only financial results by worshipping at the altar of cost control. While cost control is very important, we can not go overboard like we have, in my opinion. For instance, we can not treat advertising, research, and sales reps like costs to be cut to the marrow. These are investments in our future and must be protected at a level above today. One other important example of where we put internal needs before those of the customer is the experience level and rewards for sales reps. They are the 1st line with customers.

Yet we rotate management development candidates through way to fast, and we cap salaries on experienced reps, discouraging the best people from serving our customers. We can do better.”

“Lack of sufficient, detailed plan on how to obtain vision.”

“No time frame specified — by when?”

“We are not in balance! Achieving good financial results has overwhelmed the concern for the individual and our customers.”

“Just receiving this questionnaire tells me someone is concerned about achieving the vision but hasn’t made the necessary corrections for accomplishment.”

“We continue to reduce service and products and our pricing is too high.”

“Good leadership.”

“I guess I don’t understand enough how large organizations work. I see [name of organization] as a wonderful place to work but with room for improvements.”

“In spite of [name of organization] faults, employees are committed and dedicated to the vision.”

“Management’s commitment and employees’ efforts.”

“In spite of all negatives that come from how vision was developed and communicated, individual, committed employees will give everything they have to make our business succeed.”

“The commitment of the individuals within this organization is unsurpassed by any other group. They believe in themselves and will not stop short of reaching their personal goals of being the best.”

“I feel the business plan is solid. Many employees have left the organization and more are going to leave. This will hamper progress but eventually we will get there.”

APPENDIX 2: SUPPLEMENTARY RESOURCES

The dimensions of the creative climate.

(Taken from: Ekvall, G. (1996). Organizational climate for creativity and innovation. *European Journal of Work and Organizational Psychology*, 5(1), 105-123.)

Challenge

Challenge is the degree to which members of the organization are involved in its daily operations and long-term goals. In a high-challenge climate people are intrinsically motivated to make contributions to the success of the organization. They find joy and meaningfulness in their work, and therefore, they invest much energy. People view work as an opportunity to actualize their potentials. Conversely, a low-challenge climate is characterized by feelings of indifference and apathy towards work and the organization. People are not personally engaged, have low levels of emotional involvement, and feel alienated with their work (p. 120).

Freedom

Freedom is described as the independence in behavior exerted by people in the organization. In a climate with much freedom, people are given autonomy to define much of their own work. People are able to exercise discretion in their day-to-day activities. People take the initiative to acquire and share information, make plans and decisions about their work. In the opposite climate people work within strict guidelines and roles. People carry out their work in prescribed ways with little room to redefine their tasks (p. 121).

Dynamism and Liveliness

The eventfulness of the life in the organization is described as Dynamism and Liveliness. In the highly dynamic situation, new things occur often and alternations between ways of thinking about and handling issues

often occur. The atmosphere is lively and full of positive energy. There is a kind of psychological turbulence which is described by people in those organizations as “full speed,” “go,” “breakneck,” “maelstrom,” and the like. The opposite situation could be compared to a slow jog-trot with no surprises. There are no new projects; no different plans. Everything goes its usual way (p. 121).

Trust and Openness

Trust and Openness refer to the emotional safety in relationships. When there is a strong level of trust, everyone in the organization dares to put forward ideas and opinions. Initiatives can be taken without fear of reprisals and ridicule in case of failure. The communication is open and straightforward. Where trust is missing, count on high expenses for mistakes that may come. They also are afraid of being exploited and robbed of their good ideas (p. 122).

Idea Time

Idea time is the amount of time people can use (and do use) for elaborating new ideas. In the high idea-time situation, the possibilities exist to discuss and test impulses and fresh suggestions that are not planned or included in the task assignment and people tend to use these possibilities. When idea time is low, every minute is booked and specified. The time pressure makes thinking outside the instructions and planned routines impossible (p. 122).

Playfulness and Humor

Playfulness and Humor means the spontaneity and ease that is displayed. A relaxed atmosphere with jokes and laughter characterizes the organization which is high in this dimension. The opposite is characterized by gravity and seriousness. The atmosphere is stiff, gloomy and cumbrous. Jokes and laughter are regarded as improper (p. 123).

Conflicts

Conflicts refer to the presence of personal, interpersonal or emotional tensions (in contrast to idea tensions in the debates dimension) in the organization. When the level of conflict is high, groups and single individuals dislike or hate each other and the climate can be characterized by “warfare.” Plots and traps are common in the life of the organization. There is gossip and back-biting going on. When the level of conflict is low, people behave in a more mature manner. They have psychological insight and exercise control over their impulses and emotions (p. 123).

Idea Support

Idea Support describes the way new ideas are treated. In the supportive climate, ideas and suggestions are received in an attentive and kind way by bosses and workmates. People listen to each other and encourage initiatives. Possibilities for trying out new ideas are created. The atmosphere is constructive and positive. When idea support is low, the reflexive “no” is prevailing. Every suggestion is immediately refuted by a counter-argument. Fault-finding and obstacle-raising are the usual styles of responding to ideas (p. 124).

Debates

Debates describe the occurrence of encounters and clashes between viewpoints, ideas, and differing experiences and knowledge. In the debating organization many voices are heard and people are keen on putting forward their ideas. Where debates are missing, people follow authoritarian patterns without questioning (p. 124).

Risk Taking

Risk Taking describes the tolerance of uncertainty and ambiguity exposed in the workplace. In the high risk-taking case, bold new initiatives can be taken even when the outcomes are unknown. People feel as though they can “take a gamble” on some of their ideas. People will often “go out on

a limb” and be first to put an idea forward. In a risk-avoiding climate there is a cautious, hesitant mentality. People try to be on the “safe side.” They decide “to sleep on the matter.” They set up committees and cover themselves in many ways before making a decision (p. 125).

The practices of exemplary leadership.

(Taken from: Kouzes, J. M., & Posner, B. Z. (1993). *Leadership Practices Inventory (LPI): A self-assessment and analysis* (1993 expanded edition). San Diego, CA: Pfeiffer & Co.)

Challenging the Process

Leaders are pioneers- people who seek out new opportunities and are willing to change the status quo. They innovate, experiment, and explore ways to improve the organization. They treat mistakes as learning experiences. Leaders also stay prepared to meet whatever challenges may confront them. Challenging the Process involves:

- ¥ Searching for Opportunities
- ¥ Experimenting and Taking Risks

Inspiring a Shared Vision

Leaders look toward and beyond the horizon. They envision the future with a positive and hopeful outlook. Leaders are expressive and attract followers through their genuineness and skillful communications. They show others how mutual interests can be met through commitment to a common purpose. Inspiring a Shared Vision involves:

- ¥ Envisioning the Future
- ¥ Enlisting the Support of Others

Enabling Others to Act

Leaders infuse people with spirit and develop relationships based on mutual trust. They stress collaborative goals. They actively involve others in planning, giving them discretion to making their own decisions. Leaders ensure that people feel strong and capable. Enabling Others to Act involves:

- ¥ Fostering Collaboration
- ¥ Strengthening Others

Modeling the Way

Leaders are clear about their business values and beliefs. They keep people and projects on course by behaving consistently with these values and modeling how they expect others to act. Leaders also plan projects and break them down into achievable steps, creating opportunities for small wins. By focusing on key priorities, they make it easier for others to achieve goals.

Modeling the Way involves:

- ¥ Setting an Example
- ¥ Planning Small Wins

Encouraging the Heart

By linking recognition with accomplishments, thereby visibly recognizing contributions to the common vision, leaders encourage people to persist in their efforts. Leaders express pride in the team's accomplishments, letting people know that their efforts are appreciated. Leaders also find ways to celebrate achievements. They nurture a team spirit, which enables people to sustain continued efforts. Encouraging the Heart involves:

- ¥ Recognizing Contributions
- ¥ Celebrating Accomplishments

The situational factors which influence climate.

Ekvall (1983) considered organizational climate as an intervening variable which affects how resources can be utilized to produce effects on profits, job-satisfaction, innovations, etc. However, climate is only one aspect of the social system of organizations. The social system of an organization includes:

- ¥> Culture (the values and beliefs of members of the organization);
- ¥> Social structure (the social roles, group dynamics, status, etc.);
- ¥> Climate (the shared characteristics of members of an organization in regards to interpersonal behaviors, reaction to the goals of the organization, and how they express their feelings and attitudes);
- ¥> Labor relations (the nature of the relationship between the labors, trade unions, and company management).

Climate arises in the confrontation between individuals and the conditions or circumstances (the situations) encountered in the organization (Ekvall, 1987). These situations (routines, rules, procedures, strategies, policies, physical environment, etc.) evoke reactions in the people involved. These reactions (as behaviors, feelings, and attitudes) constitute the climate.

Ekvall, & Tångeberg-Andersson (1987) illustrated nine specific situational influences which contributed to the generation of a particular climate. These situational factors helped to explain such issues as: How has this particular climate arisen? What keeps it going? What significant causal factors are present? Figure 18 illustrates the situational factors discussed by Ekvall, & Tångeberg-Andersson (1987).

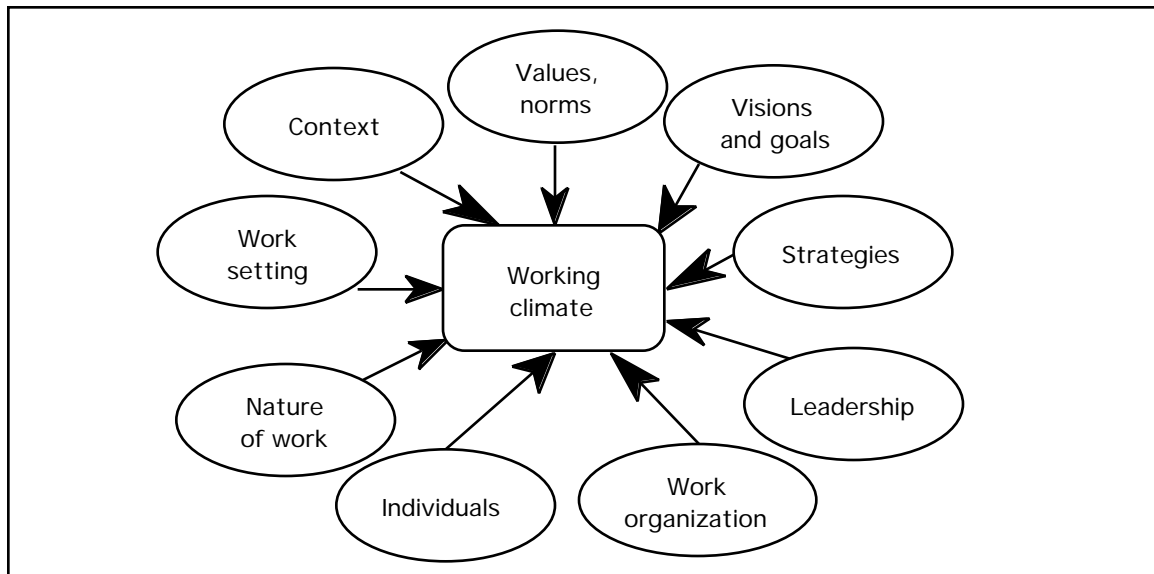


Figure 18: The situational factors which contributed to the generation of a particular climate as identified by Ekvall, & Tångeberg-Andersson (1989, p. 217).

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