

HIGH PERFORMANCE ORGANIZATION

TERMS GLOSSARY

Mendocino County Leadership Philosophy:

In order to achieve effective leadership at all levels, and excellence in public service, we believe...

- Trust and integrity are essential
- In departments working together as one organization
- In employees being involved in key program and policy decisions that impact the organization
- That investing in and supporting employee development results in the retention and promotion of quality employees.

Mendocino County Executive Leadership Team (MCELT):

MCELT is a participative team that leads the County of Mendocino in cross-organizational issues that have significant long term impacts. The MCELT creates mechanisms that ensure the county's leadership philosophy is integrated throughout the organization. MCELT's membership includes managers and department heads within the organization who have committed to the Leadership Philosophy, along with the Chief Executive Officer (CEO), Assistant CEO, and Human Resources Director.

Expanded Leadership:

The Expanded Leadership group consists of employees at all levels across the organization who have expressed an interest in promoting the Leadership Initiative within the County. Employees who have participated in one or more of the following activities are automatically included in Expanded Leadership quarterly meetings, emails and activities, as well as being invited to join one of the Leadership Work Teams.

- High Performance Organization Training
- Leadership Book Club
- Mendocino-Humboldt Regional Training Event at Benbow

Work Teams:

In 2017, MCELT established seven project teams in the areas of communication, operational processes, employee engagement, economic development, customer service, performance plans and recruitment and retention to further the work of the County's Leadership Philosophy. These project teams are made up of employees at various levels of employment within the County (in the Expanded Leadership Group) and work under the guidance of MCELT members.

High Performance Organization:

In High Performance Organizations, leadership responsibilities no longer exist in older traditional top-down hierarchies — they exist through networks of well-trained and empowered employees that have the resources to make decisions and execute. This creates a more nimble and agile cultural

environment where better decisions are made, with better information, at a faster pace. In High Performance Organizations everyone:

- Exercises leadership
- Contributes to best management practices
- Meets task and technical demands
- Supports their team(s) -- the members and the efforts.

Employee Engagement:

Engaged:

Engaged employees work with passion and feel a profound connection to their organization. They drive innovation and move the organization forward.

- High Performer
- Innovative
- Efficient
- Committed
- Understand Role
- High Energy

Not Engaged:

Not engaged employees are essentially “checked out.” They’re sleepwalking through their workday, putting time, but not energy, or passion, into their work.

- Minimal Effort
- Lack of Creativity
- Little Passion
- Increased Absence
- Little Motivation
- Checked Out

Actively Disengaged:

Actively disengaged employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

- Disruptive
- Very Miserable
- Bad Attitude
- Often Late or Absent
- Wasted Time
- Undermines Coworkers

Network Talent Model:

The Network Talent Model refers to the High Performance Organization model where every person within the organization contributes as a member of the team. Every person exercises leadership,

contributes to management best practices, meets technical demands and has authority to make decisions. The Network Talent Model is a stark contrast to the hierarchal division of labor seen in the Industrial age. During the Industrial age, working class performed duties only as they were directed by the upper class Leader and Managers.

Likert's Organizational Model:

Likert's Organizational Model outlines four systems of management to describe the relationship, involvement, and roles of managers and subordinates in industrial settings. The four systems include:

- Exploitative Authoritative
- Benevolent Authoritative
- Consultative System
- Participative System

Likert's Organizational Model

	SYSTEM 1 (Exploitative Autocratic)	SYSTEM 2 (Benevolent Autocratic)	SYSTEM 3 (Consultative)	SYSTEM 4 (Participative)	SYSTEM ZERO (Laissez Faire)
What Motivates Employees?	Security Money	Status	Growth Recognition	Identity Achievement Influence	Higher Level (comes from outside the org)
How Much Teamwork is there?	None	Little	Some	Much	Mixed (mostly within tech. areas)
How does information flow?	Down Only	Mostly Down	Up and Down	Up, Down, and Sideways	Mixed (mostly on tech. Issues)
Who makes most decisions?	Boss Alone	Boss Mostly, Some Technical at 1 st Level	Boss Focused: Asks, Decides, Explains	Team Based	Mixed (often avoided)
How are Goals Set?	Top Down	Top Down	At top, with Consultation	Group Participation	Mixed (sometimes not set at all)
What is the Employee's Attitude	Hostile	Mixed (toward negative)	Mixed (toward positive)	Favorable	Mixed (positive toward job but not org.)
How Much Output is There?	Mediocre	Fair to Good	Good to Excellent	Excellent	Mixed (poor to good)

Adapted from Rensis Likert, *The Human Organization*, (New York: McGraw-Hill, 1967) and Marvin Weisbord, *Why Organizational Development Hasn't Worked (so far) in Medical Centers*, Health Care Management Review Spring 1976)