

# Organizational Alignment through Leadership Proficiency and Human System Interventions

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## ABSTRACT

Across many organizations, agencies and programs have been tasked with building, training, and retaining the workforce needed. Yet, only few organizations have succeeded in their efforts by creating a culture in which workforce preferences align and overarching leadership support is provided. Such a cultural transformation requires not only a behavioral shift from employees, but especially from those in leadership positions, in order to break from the typical way that organizations have long encouraged them to behave. Although the importance of leadership has been emphasized in previous literature, no consistent description of leadership attributes or promising application of human system interventions currently exist to tackle those challenges.

## LITERATURE REVIEW

### Leader Role

- A person who selects, equips, trains, and influences one or more team members with diverse abilities and skills
- Focuses the team members to the team's mission and goals (Winston and Patterson, 2006)

### Leader Proficiency Attributes

- Leader personality traits and characteristics mediated by leader behavior expressed.
  - Conscientiousness the most consistent trait predictor of leadership effectiveness (Derue et al., 2011)
- Communication style - an indicator of a person's pattern for organizing their interpersonal relationships
  - 4 communication styles: aggressive, assertive, persuasive and passive (De Vries et al., 2009)

### Human System Intervention

- ↑ Skills, behavior and decision making that helps an organization to be more competitive
- Leadership coaching (Anthony, E., 2017)
  - 1 on 1 process that focuses on self efficacy and performance of the individual ↑ organization effectiveness
  - Leadership coaching ↑ constructive leadership behavior
- Group coaching (Fusco et al., 2016)
  - Single group setting that focuses on development of individuals within the group
  - Group coaching works for a variety of applications

## HYPOTHESES

### Key question for study

- What leadership attributes have a greater effect on organizational alignment and performance?
- Do human system interventions impact leadership attributes and performance?

### Hypotheses

- 1) Leadership attributes in form of personality, behaviors and communications styles will have an effect on performance
  - 2) Human System Intervention in form of leadership and coaching will have an effect on leadership proficiency
- Leadership coaching > Group coaching > No coaching

## MATERIALS & METHODS

### Design

- Between subject design
- Human System Intervention = leader coaching vs. group coaching vs. no coaching

### Participants

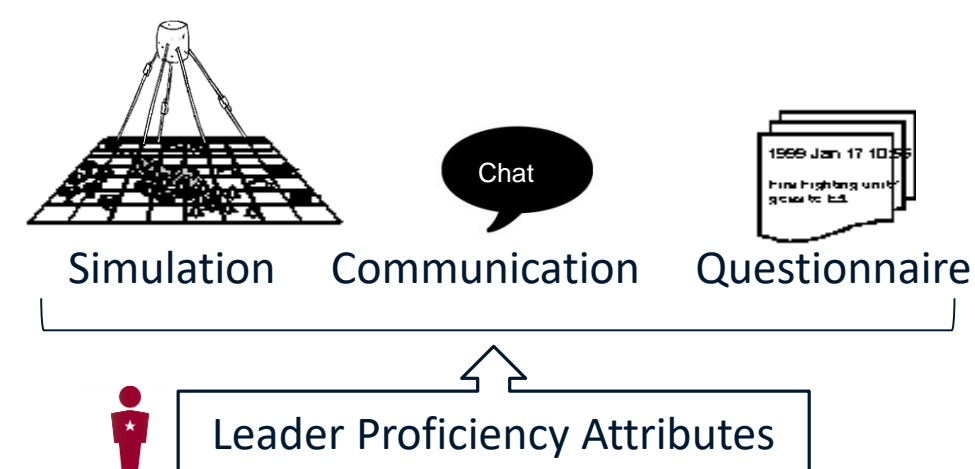
- N = 500 UAH undergraduate students and workplace professionals

### Materials

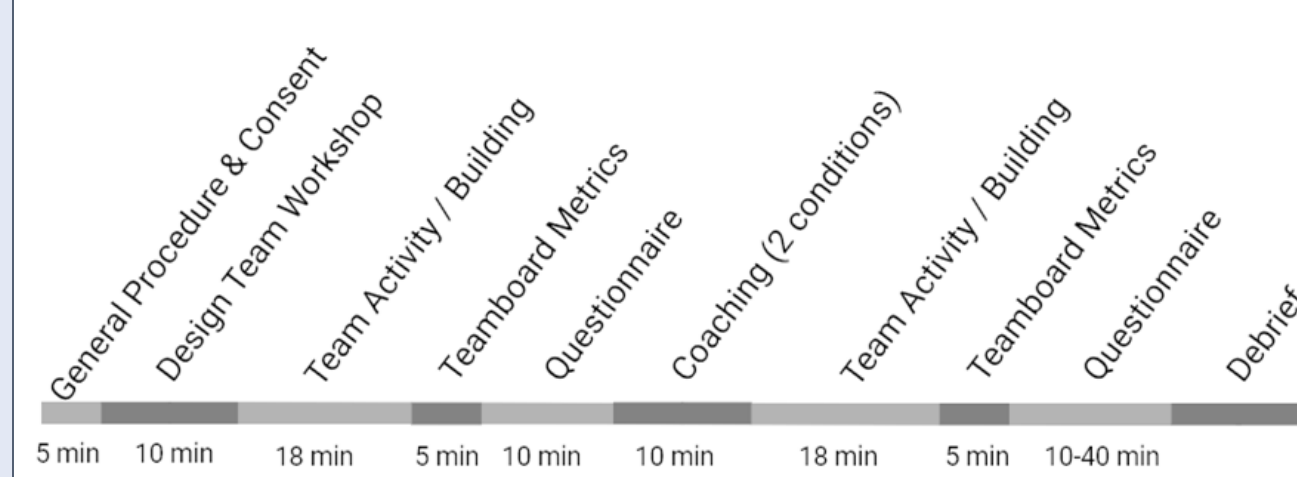
- Spaghetti, Marshmallow, String, Tape
- Computers
- Teamboard
- Qualtrics

### Measures

- Personality Inventory IPIP-NEO (Johnson, 2014)
- Transactive Memory System Scale (Liao et al., 2012)
- Leadership Communication Questionnaire (Schneider et al., 2015)
- Project Specific Questionnaire
- Observations Sheet

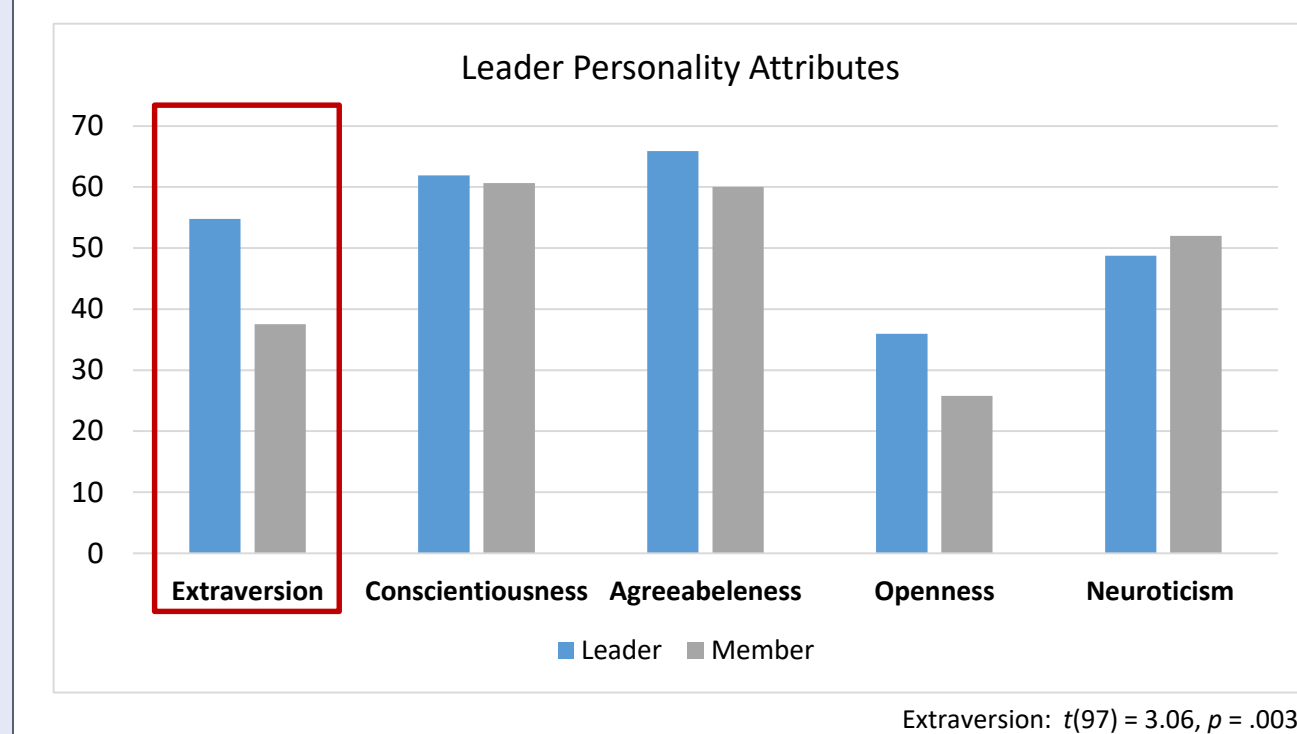


## Procedure

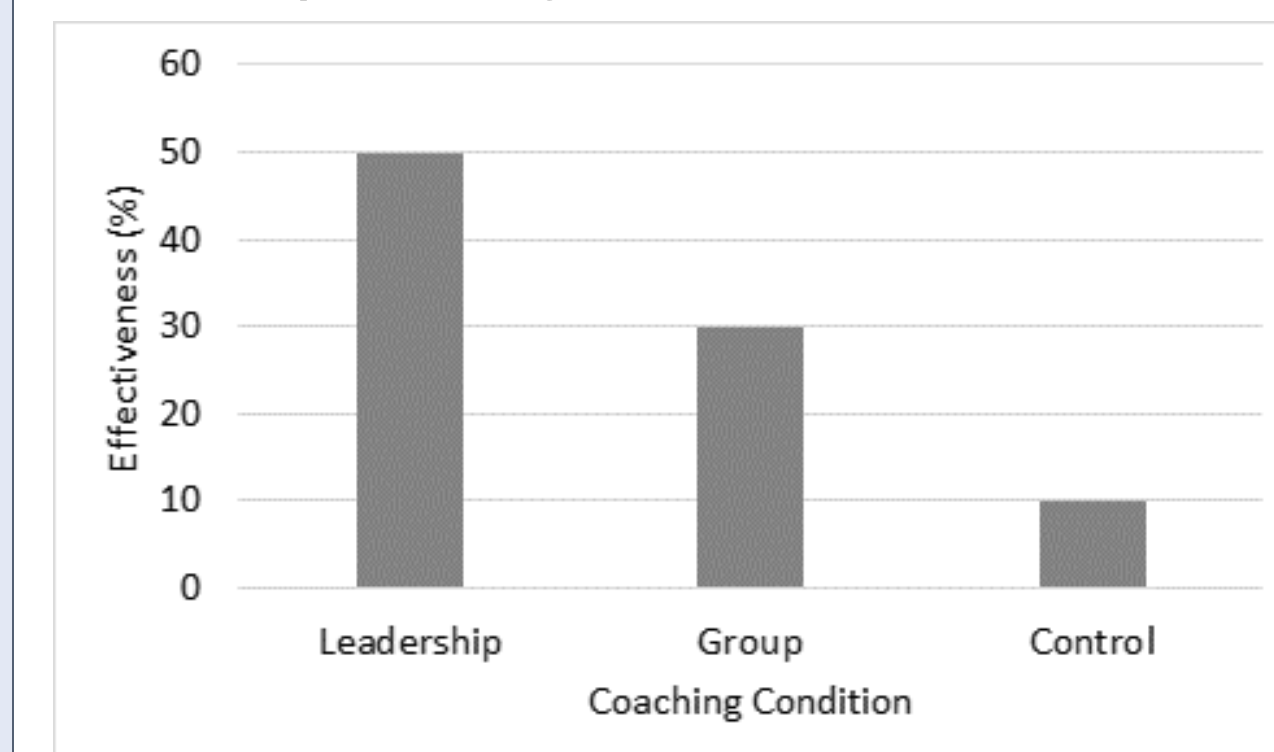


## PRELIMINARY & EXPECTED RESULTS

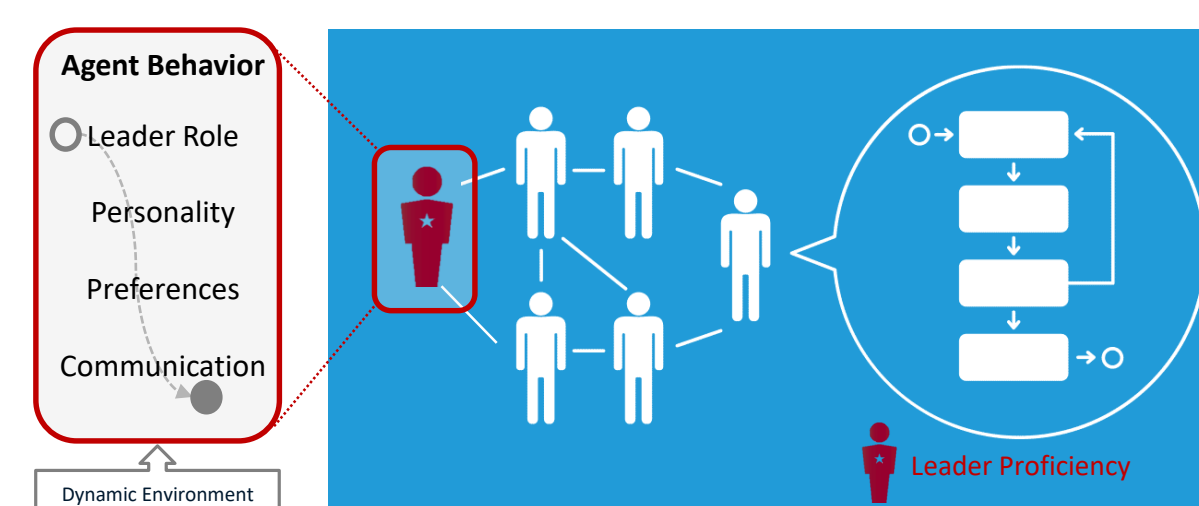
### Leadership attributes compared to non-leaders



### Leadership coaching to enhance leader attributes



### Agent-based modeling to represent personality dependent attributes



## DISCUSSION

### Leadership Effectiveness

- Leadership Coaching → ↑ Leadership communication compared to group coaching (Anthony, E., 2017)
- Leadership Emergence → High conscientiousness > extraversion, and > agreeableness
- Communication Effectiveness → High agreeableness, > extraversion, and > conscientiousness (Derue et al., 2011)
- Leader qualities may be inevitable in fostering organizational alignment and cultural growth resulting in higher retention and lesser turnover rates

### Research Goal

- Goal of this research is to provide a state of the art overview
  - identification of leadership attributes supportive towards organizational alignment and cultural growth
- Performed to advance leadership and cultural growth within organizations
  - results of the empirical and theoretical groundwork to develop in the field applications

## CURRENT STATUS

### Data Collection

- N = 98 UAH UG
- 3-4 member Teams
- Female Leader = 67
- Male Leader = 32



## CONTACT

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