

# ORGANIZATIONAL CLIMATES TO AVOID AND TO CREATE

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This chart illustrates two kinds of leadership behaviors that create two kinds of organizational climates which result in two kinds of employee behaviors.

CLIMATE TO BE AVOIDED			CLIMATE TO BE CREATED		
<u>Leadership Behaviors</u>		<u>Employee Behaviors</u>	<u>Leadership Behaviors</u>		<u>Employee Behaviors</u>
Telling →	<b>Defensive Climate Characterized by FEAR</b>	↕ Conforming	Listening →	<b>Accepting Climate Characterized by TRUST</b>	↕ Creativity
Judging →		↕ Avoidance	Non-judgmentalness →		↕ Openness, engagement with others
Control-centered →		↕ Lowering of initiative	Problem-centered →		↕ Heightened initiative
Authority-centered; impersonal →		↕ Lowering of perception, mechanical	Person-centered, sharing of self →		↕ Heightened perception, authentic
Sets low standards →		↕ Minimum performance	Sets high standards →		↕ Quality performance, expanding competence
Punishing →		↕ Self-protecting	Rewarding →		↕ Confidence, willingness to risk
Pressuring →		↕ Resistance	Enabling →		↕ Self-directedness
Vagueness →		↕ Confusion	Clarity →		↕ Purposefulness
Unilateral decision-making →		↕ Resentment, ignoring of intent	Shared decision-making →		↕ Participation, implementation of intent
Withholding information →		↕ Inappropriate action or inaction	Sharing information →		↕ Appropriate action, clarity
Emphasizing accountability, blaming →		↕ Correctness, avoiding blame	Emphasizing responsibility →		↕ Leadership, innovation
<p>When this climate prevails, organizational growth and development is inhibited. The problems it creates tend to produce solutions that perpetuate dependency and constrain energy.</p>			<p>When this climate prevails, organizational growth and development is enhanced. The problems it creates tend to produce solutions that enable interdependency and release energy.</p>		

Since most organizational behavior is learned, it is just as possible to help leaders learn behaviors associated with creating organizational climates of acceptance and trust as it is to teach them the behaviors which will create a defensive climate. Experience shows that people, absent new examples, tend to re-create the same climate they had created for them; they teach the way they were taught and lead the way they were led.