

# THREE LEVELS OF ORGANIZATIONAL DYNAMICS

## SYSTEMIC: Systems in the Organization (+ and -), Business Focus, Tasks, Results

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| <ul style="list-style-type: none"> <li>• Hierarchy, Structure, Organization Chart</li> <li>• Brick and Mortar, Infrastructure</li> <li>• Ownership Structure</li> <li>• Technologies/Hardware/Software</li> <li>• Training and Development</li> <li>• Customer Service Systems</li> <li>• Espoused Values Systems/Culture</li> </ul> | <ul style="list-style-type: none"> <li>• Vision/Mission Statements</li> <li>• Policies, Procedures, Processes</li> <li>• Business Models</li> <li>• Information Systems</li> <li>• Human Resource Systems</li> <li>• TQM, Six Sigma, Quality</li> <li>• Formal Communication Systems and Processes</li> </ul> | <ul style="list-style-type: none"> <li>• Reward and Recognition Systems</li> <li>• Marketing and Sales</li> <li>• Strategic/Tactical Planning</li> <li>• Financial Systems/Processes</li> <li>• Project Management</li> <li>• Roles/Goals/Objectives</li> <li>• Legal, Audit, Compliance</li> <li>• Research and Development</li> </ul> |
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## INTERPERSONAL: Dynamics Between People (+ and -), Leadership, Teamwork, Collaboration

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| <ul style="list-style-type: none"> <li>• Meetings, One-On-Ones</li> <li>• Alliances and Enemies</li> <li>• Healthy or Unhealthy Competition</li> <li>• Levels of Empowerment</li> <li>• Quality of Communications</li> <li>• Leadership and "Followership"</li> <li>• Quality of Interactions</li> <li>• Clarity vs. Misunderstandings</li> <li>• Risk Taking</li> <li>• Morale Levels</li> <li>• Quality of People Development</li> </ul> | <ul style="list-style-type: none"> <li>• Informal Communications - Grapevine/Networking/Water Cooler</li> <li>• Levels of Teamwork and Cooperation</li> <li>• Giving and Receiving Feedback</li> <li>• Hidden Agendas and Turf Issues</li> <li>• Political Games/Maneuvering</li> <li>• Levels of Feedback and Challenge</li> <li>• Levels of Openness and Trust</li> <li>• Problem Solving Between Areas</li> <li>• Actual Culture and Values Interacting</li> </ul> | <ul style="list-style-type: none"> <li>• Quality of Communication and Behavioral Dynamics</li> <li>• Partnership/Bonds Among Employees, Managers, Leaders</li> <li>• Level of Inclusion in Decision Making</li> <li>• Win-Lose or Win-Win Dynamics</li> <li>• Coaching and Counseling</li> <li>• Alignment/Misalignment</li> <li>• Quality of Conflict and Contention</li> <li>• Responsibility/Accountability Levels</li> </ul> |
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## INTRAPERSONAL: Dynamics Within Yourself (+ and -), Behavior Patterns, Emotional Intelligence

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| <ul style="list-style-type: none"> <li>• Self-Leadership and Awareness</li> <li>• Personal Skills and Competencies</li> <li>• Intentions, Motivations, Results</li> <li>• Quality of Judgments</li> <li>• Personal needs/wants</li> <li>• Leadership Style - Open, Rigid, Controlling, Empowering, etc.</li> <li>• Openness/Ability to Connect</li> <li>• Beliefs and Values Systems</li> </ul> | <ul style="list-style-type: none"> <li>• Personality Type</li> <li>• Self-Sabotage Patterns</li> <li>• Needs for Inclusion and Control</li> <li>• Dedication and Commitment</li> <li>• Comfort Zones and/or Courage</li> <li>• Dreams, Desires, Goals, Strategies</li> <li>• Emotional Patterns, Personal History</li> <li>• Conscious/Unconscious Fears (Failure/Rejection)</li> </ul> | <ul style="list-style-type: none"> <li>• Positive/Negative Habit Patterns</li> <li>• Biases and Prejudices</li> <li>• Orientations – People vs. Task, Strategic vs. Tactical, Dictatorial vs. Consensus, etc.</li> <li>• Attitude Toward Life/People</li> <li>• Self-Esteem, Self-Image, and Self-Ideal</li> <li>• Reactive vs. Responsive</li> </ul> |
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# THREE LEVELS OF ORGANIZATIONAL DYNAMICS

Leadership teams, task forces, and work groups typically spend well over 90 percent of their time addressing the systemic issues of the organization. Studies and experiences indicate that most systems are structured for a relatively high level of organizational effectiveness. It makes sense that considerable attention is devoted here, as the systems must be clear and well organized so that systemic barriers do not impede driving superior results.

Our experience also shows that where leadership teams and other work teams/groups often fall short is in openly and actively addressing the Interpersonal dynamics within their teams and broader organizations. Even less attention is usually given to the Intrapersonal development of team members. Executives quickly agree that the Interpersonal dynamics, which are driven by Intrapersonal effectiveness, can make or break the success of the organizational Systemics. In fact, they often cite how large sums of time, money, and effort are often spent to develop or change the systems to solve what are truly Interpersonal and Intrapersonal issues.

Leaders who focus appropriately on enhancing the Interpersonal and Intrapersonal dynamics of their organization are consistently impressed by the increased efficiencies and effectiveness this generates. It takes courage to do more of this, as the leaders and employees all have lessons to learn, and the results are worth the effort.