

OPPI Section Name: Leadership Strength and Development

Overarching Principle: *The success of an organization depends on the effectiveness of its leaders. Leaders have the skills and values needed to develop and run sustainable organizations that strive to achieve best-practice standards. To ensure this, leaders are developed at all levels of the organization.*

Why should organizations focus on this? Leaders are catalysts to organizational well-being and success. Great leaders can support organizations to determine an ambitious vision, transform their operations and continually innovate to ensure alignment with their values and best practice. To have great leadership, organizations must invest in the development and success of their employees. They must also encourage ethical and visionary leadership practices.

Indicators in the Assessment	What the research says
<p>Organizational leaders act ethically and inspire trust; their actions and decisions are consistent with the organization's stated values and beliefs.</p>	<p>When leaders follow ethics and a healthy value system, followers trust and perform their best in the allocated jobs (Tasneem, 2015).</p> <p>Researchers claim that leaders who lead by developing and preserving an ethical climate in the organizations through the introduction and application of healthy value systems and morals increase organizational commitment (Ponnu & Tennakoon, 2009; Grojean et al., 2004).</p> <p>There is a positive relationship between ethical leadership behavior and employee organizational commitment (Zhu et al., 2004), which helps to decrease absenteeism and turnover and relates to improved quality of products, lower operation costs, and high stakeholder satisfaction.</p>
<p>Organizational leaders provide clear, compelling direction for the organization.</p>	<p>Transparent organizational communication plays a more significant role in cultivating employee trust than the presence of immediate supervisors (Jiang & Luo, 2018).</p> <p>Through transparent organizational communication in which employees constantly receive factual information, leaders encourage employees to trust organizations and perform at higher standards, enhancing overall performance (Jiang & Luo, 2018).</p> <p>When employees strongly agree that the leadership of their organization communicates effectively with the rest of the organization, they are 73% less likely to feel burned out at work. (Ratanjee, Gallup, 2021)</p>
<p>Organizational leaders foster a positive and open culture.</p>	<p>Authentic leaders (Ilies et al., 2005, p. 374) center their efforts on "nurturing followers' strengths, broadening their thinking, and creating a positive and engaging</p>

	organizational context." Authentic leaders create open and engaged environments.
Our organization develops leadership strengths and skills at all staff levels	Investing in the development of employees at all levels is a key leadership strength that creates stronger and more sustainable organizations (Luthans & Avolio, 2003). According to Gallup, teams that received strengths-based development have achieved 19% increased sales, 29% higher profits, 59% fewer safety incidents, and up to 72% less turnover. People who know and use their strengths are also six times as likely to be engaged at work (Camilleri, Gallup, 2020).
Our organization develops people from within for internal leadership positions.	Internal hires offer several benefits as they are generally more likely to be committed and perceived as a better fit while less costly. Internal leadership succession offers high mindset consistency and workflow stability (Bidwell, 2011). Creating comprehensive leadership pipelines can decrease turnover while increasing the likelihood that employees will be in the right place at the right time and spike engagement and satisfaction (Chen et al., 2004; Griffith et al., 2019).
Organizational leaders build and guide strong teams that are committed to an ambitious mission and make progress toward organizational goals.	To ensure that Active Support is consistently implemented and, thus, quality of life outcomes improved, organizations need to pay attention to both service design and support for staff through leadership team building (Bigby et al., 2020). Leadership enhances cohesive relationships among team members, positively affecting the overall organization's performance (Mahembe & Engelbrecht, 2013).
Organizational leaders seek and apply information from outside of our organization relevant to current best practices.	Leaders who embrace evidence-informed best practices recommendations will successfully promote voice and knowledge sharing and help their organizations thrive (Kremer et al., 2019).

Where to start

1. If your organization does not invest in leadership development for employees at all levels already, look for opportunities such as training, online courses, and on the job development.
2. As an organization, define expectations for organizational leaders. What are the practices and characteristics of leaders that are needed to help your organization achieve its mission?
3. Consider implementing a 360 evaluation of organizational leadership so that they can receive input from all levels of the organization about their current practices and how they are supporting employees to succeed.