

# Organisation Leadership Model



**Organisation Development Institute**  
Developing people, leading organisations



In the ODI worldview, organisations are systems that operate within a wider system of suppliers, competitors, customers and other stakeholders, which is bounded by the physical and biological environment that is our planet. The small graphic on the left hints at how that can be represented.

The enlarged cross section view below provides a more readable interpretation. Importantly it hints at the flows of information from the 'outside' systems into the organisation and the outflows of impacts from what the organisation does into those outside systems.

A more detailed look at the organisation system is warranted. The various coloured components tell us:

- that leadership behaviours, mission and strategies created by leaders and how they influence culture through their actions are the central force driving the organisation
- that leaders put in place the management systems and processes to carry out the tasks of the organisation
- together, leadership (of people) and management (of tasks) determine the work unit climate in the places where individuals in the organisation do their work
- these individuals bring their own needs, motivations and skills to work. How they use these in response to the work unit climate is critical to organisation success
- the organisation rises or falls on this response and it is through this response that the organisation's outputs are delivered to its customers and other stakeholders.

This is a cross-sectional model that plays out at all levels in an organisation. The keys to organisation success lie in the influences of leadership at all levels, and the development of work unit climates that cause the individual responses that the leaders want and the organisation needs.

We believe that this model, derived from the Burke-Litwin model, says it all about how organisations work, and defines the scope of organisation development to make them perform better. It rightfully places leadership in the driving seat for organisation performance.

We've adopted this model as a cornerstone for our leadership and organisation development practice.

