

Organizational Culture Leadership Effectiveness Assessment

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Organization: Georgia Municipal Association – Director of Member Services

Introduction

The Georgia Municipal Association (GMA) is pleased to present this proposal for an Organizational Culture and Leadership Effectiveness Assessment. This engagement is designed to help organizations better understand their internal workplace culture, evaluate leadership effectiveness at all levels, and identify meaningful opportunities for organizational improvement.

This proposal outlines the assessment's scope, methodology, process, timeline, and associated costs. The goal is to provide organizational leadership with a clear, data-driven picture of their culture and actionable insights to guide strategic improvements.

Background & Purpose

Organizations operate in complex environments where culture and leadership directly impact performance, morale, and service quality. When internal culture is misaligned with personnel needs or when leadership perceptions diverge from staff experiences, the results can include high turnover, low morale, communication breakdowns, and reduced effectiveness.

This assessment is not an investigation, nor is it intended for use in personnel decisions. Instead, it serves as a diagnostic tool to:

- Increase organizational self-awareness at all levels
- Identify cultural patterns, gaps, and challenges
- Evaluate perceptions of leadership effectiveness across all leadership positions
- Guide strategies for organizational improvement
- Strengthen communication, accountability, and trust throughout the organization

With the right leadership commitment and organizational support, any organization has the potential to become a high-performing, trust-based team.

What the Assessment Includes

The Organizational Culture and Leadership Effectiveness Assessment is a comprehensive, multi-method engagement that draws on both quantitative survey instruments and qualitative interviews and focus groups. It is designed to capture

perspectives from all levels of an organization, including all leadership positions, and produce a thorough, actionable report.

Assessment Components

The assessment utilizes two validated instruments:

Instrument	Description
Leadership Effectiveness Survey	A customized Likert-scale survey (1–5) assessing employee perceptions of leadership behaviors, communication practices, fairness, engagement, and readiness for change. Covers six dimensions: Support & Engagement, Communication & Accountability, Structural & Control, Results-Oriented Leadership, Fairness & Employee Engagement, and Change Readiness & Leadership Impact.
Organizational Culture Assessment Instrument (OCAI)	A validated tool developed by Drs. Kim Cameron and Robert Quinn (University of Michigan) based on the Competing Values Framework (CVF). Assesses six cultural dimensions across four culture types: Clan (collaborative), Adhocracy (innovative), Market (results-driven), and Hierarchy (structured). Captures both current and preferred culture to identify alignment gaps.

Cultural Dimension Assessed

The OCAI examines culture across six organizational dimensions:

- Dominant Characteristics — the overall work environment and organizational feel
- Organizational Leadership — the style and tone set by leaders at all levels
- Management of Employees — how personnel are managed and expected to perform
- Organizational Glue — what holds the organization together
- Strategic Emphasis — the long-term priorities and focus of the organization
- Criteria for Success — how success is measured and rewarded

Leadership Perspective Comparison

A key component of this assessment is a side-by-side comparison of how leadership at various levels perceives the current culture versus how the broader organization experiences it. Rather than focusing on any single position, this analysis captures responses from all leadership tiers and compares them to overall staff perceptions, providing a comprehensive view of alignment and disconnects across the entire organizational hierarchy.

Qualitative Data Collection

In addition to the quantitative surveys, GMA conducts structured group interviews and focus groups with personnel across all roles and levels. These sessions provide the qualitative context needed to explain the "why" behind survey data and allow staff to share candid insights about leadership, culture, and the working environment.

Assessment Process & Phases

The assessment is structured in three phases: Pre-Assessment, On-Site Assessment, and Post-Assessment. The minimum engagement is six (6) days at \$1,800 per day. The number of assessment days may increase depending on the size of the organization and number of personnel to be engaged.

Phase	Days	Activities
Phase 1	Pre-Assessment 1 Day	Initial consultation with organizational leadership; review of background, structure, and context; stakeholder briefing; development and customization of survey instruments; coordination of logistics for on-site data collection.
Phase 2	On-Site Assessment 3 Days (minimum) <i>* May increase based on staff size</i>	Anonymous administration of the Leadership Effectiveness Survey and OCAI to all personnel across all roles and levels; structured group interviews and focus group sessions inclusive of all leadership positions and staff; documentation of qualitative insights and key themes.

Phase 3	Post-Assessment 2 Days	Data analysis and synthesis of quantitative and qualitative findings; preparation of a comprehensive written report including statistical analysis, cultural profile, leadership perspective comparisons across all levels, and thematic insights; presentation of findings to organizational leadership.
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Notes on Assessment Process

The minimum engagement is six (6) days. For organizations with larger staff, additional on-site assessment days may be required to ensure all personnel can participate. GMA will confirm the appropriate number of assessment days following the pre-assessment consultation based on total staff size and organizational structure.

Deliverables

Upon completion of the assessment, GMA will deliver a comprehensive written report that includes:

- Executive Summary with key findings and observations
- Organizational background, overview, and structure
- Methodology and participation demographics
- Leadership Effectiveness Survey results with statistical analysis
- OCAI results — current vs. preferred culture across all six dimensions
- Leadership Perspective Comparison across all leadership levels vs. overall staff
- Thematic Analysis of interview and focus group insights
- Cultural and Leadership Interpretation with actionable opportunities for alignment
- Conclusion with strengths, areas for improvement, and path forward

Cost Structure

The assessment is billed at a flat rate of \$1,800 per day, with a minimum commitment of six (6) days based on 50 employees.

Phase	Days	Cost
Phase 1 — Pre-Assessment	1	\$1,800
Phase 2 — On-Site Assessment (minimum) <i>* Additional days may apply based on staff size</i>	3+	\$5,400+
Phase 3 — Post-Assessment	2	\$3,600
Estimated total cost	6 Days	\$10,800

Rate: \$1,800 per day | Travel, lodging, and per diem (if applicable) billed separately at cost.

Why this Assessment Matters

Organizations that invest in understanding and improving their internal culture are better positioned to:

- Retain experienced personnel and reduce turnover costs
- Build trust and morale across all levels of the organization
- Improve communication between leadership and front-line staff
- Strengthening accountability and consistency across all leadership positions
- Align leadership perceptions with the lived experiences of staff
- Create the conditions for high performance and mission-driven service

This assessment provides not just a snapshot, but a roadmap, giving your organization the insights and direction needed to make intentional, lasting cultural improvements at every level.

Next Steps

To initiate the assessment process, please contact: Freddie D. Broome,
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Upon agreement, GMA will schedule the pre-assessment consultation and work with your team to confirm all logistics, timelines, and participant details.