

GLOSSARY OF TERMS

- Adaptability**—How and how well the leadership anticipates and responds to uncertainty and changes in the organization’s external environment.
- Assessment and recruitment**—Actions taken to ensure that the right people are recruited for and hired into leadership positions.
- Barriers and driving forces against change and development**—This refers to the identification of those forces or factors that may prevent the achievement of goals related to change and development, for which the leadership team is responsible.
- Change management**—How the organization identifies, structures, implements, and evaluates changes required to maintain its role as a responsive public agency.
- Communication**—For this report, organizational communication is defined as the process of how the leadership team creates and exchanges messages, through interdependent relationships within and outside the organization.
- Compensation**—All forms of payment or rewards going to employees arising from their employment. Compensation has three components: (1) direct pay in the form of wages, salaries, incentives, bonuses, etc.; (2) indirect payments in the form of fringe benefits, such as insurance and vacations; and (3) nonfinancial rewards, such as more challenging jobs, more flexible work arrangements, and prestigious office space.
- Core competencies**—Job-specific behaviors and capabilities that become the basis for hiring, developing, and compensating employees within a given position. They constitute an integrated bundle of expert knowledge and organizational skills, which makes a disproportionate contribution to the success of the organization’s success and is critical for the future.
- Corporate culture**—Corporate or organizational culture refers to the pattern of basic assumptions, values, norms, and artifacts shared by members of the organization that tell them “how things are done around here.” Culture includes the shared meanings that help members make sense out of the everyday life in the organization. It also conveys how work is to be done and evaluated, how employees relate to each other, and how employees relate to others, such as customers, suppliers, and regulatory bodies. The synthesis considers culture at three levels: basic assumptions, values, and artifacts.
- **Assumptions**—The deepest level of cultural awareness, which tells organizational members how to perceive, think, and feel about things. Typically, basic assumptions are nondebateable givens in the environment, particularly about human nature and how to relate to the environment in addressing organizational issues.
 - **Values**—The next deepest level of awareness, which tells members what is important in the organization and what deserves their attention.
 - **Artifacts**—The highest level of cultural manifestation refers to the visible symbols of the deeper levels of culture, such as norms, values, and basic assumptions. Included are observable behaviors, structures, systems, procedures, rules, and physical aspects of the organization.
- Customer and community focus**—How the leadership team acts to maintain a focus on the external environment from which it draws its customer base and how it interacts with the community in achieving its mission.
- Imaging**—Refers to the way the leadership team creates, reinforces, and redefines images about the agency’s services, business practices, and work environment to internal and external stakeholders.
- Innovation**—How the organization generates new ideas and services, as well as the process in achieving its mission and goals.
- Labor relations and cooperation**—The relationship between the leadership team of the agency and the leadership of the union(s) representing employees, as well as the type and degree of cooperation that exists between these two entities.
- Leadership team subculture**—Each organization has subcultures, units within the organization that have their own identity, values, and ways of operating. Although a subculture within the transit agency, the leadership team maintains elements of the larger corporate culture. It also may have elements distinctly different from other units within the organization.
- Relationship between leadership team and governing board**—Identifies how the leadership team and the agency’s governing body interact to achieve the common purpose of operating an agency that is responsive to its various stakeholders.
- Stakeholders**—Individuals and groups with an interest in the ongoing work and viability of the agency.
- Succession planning**—The process managers use to convert information about current employees into decisions about future internal job placements. By identifying successors to key jobs and high-potential employees, employers help ensure a steady flow of internal talent to fill important openings.
- Team orientation**—How the executive team solves problems as a team and takes actions based on the input and best thinking of its members.
- Use of resources**—How the organization uses financial and other reserve sources of supply or support.