

Chapter 5

Research Summary

Section 1

Introduction

Organizations exist. So do cultures. As organization grows so do cultures. Yet growth in organization and growth in culture does not mean similarities or incongruent aspects of the culture. As organizations grows so do its people and more particularly so do its leaders. As time passes these leaders in turn begin to influence the organization culture. While it is possible that home grown leaders influence culture in a particular way so do direct mid level hires who do their own influences. Effectively organizations, cultures and leaders co exists. Any study would have necessarily connected the way organizations, cultures and leaders connect and influence one another. Essentially that is the purpose of this research. To identify how does a leader influence culture in the context of specific types of organization and management models? The leader performs his/her role and while doing so is influencing and managing the culture. But in so doing is operating within a defined or a pre determined organizational type – this could be a research focused knowledge company, a altruistic voluntary organization or a legendary institution that has passed through many times. And in all of this the leader is performing to a situation and style that could vary from being an autocrat to a charismatic professional to that of a bureaucratic manager or simply a technocrat. To this we add the dimension of a culture that is either influencing the leader or is being influenced by the leader and that culture could vary from that of being operator like, engineering oriented. Or the human environment and all of it understood as



we see cultural manifestation in what we observe, cognitively, intuitively, consciously or otherwise forms people and their behaviors. Effectively the leader is now operating in a culture that is driven by the type of an organization and is acting in a particular leadership style as he/she has deemed it appropriate.

This means that, for the purpose of this research the researcher has to study and research to a certain degree of depth aspects related to culture, organization, management models and leadership in the context of specific organizations and their leaders. To this the researcher has to attempt providing linkages between the three factors and should as well prove certain types of hypothesis detailing certain assumptions on how does the leader influence culture.

The researcher covered detailed theoretical notes and literature survey on:

1. Culture – This section provides a framework on cultures as they relate to this thesis and also details Edgar Schein's 3 cultures model. The section also provides for assessment of additional aspects to defining cultures including emerging cultures and how do they relate to Schein's model of cultures.
2. Leadership – This section detail leadership theory to a considerable degree to provide the basis for the researcher to attempt identifying additional leadership styles that may emerge in the course of the study.
3. Organization and Management Models – This section detail organization & management models and the theoretical material available in literature to understand organizational types and their characteristics. Additional analysis has been included to elaborate on characteristics of organizations.

Discussion on Culture

The culture of an organization is an amalgamation of the practices, values and beliefs of the people in an organization. Culture happens as time passes and as actions impact behavior. It can be felt in the implicit rules and expectations of behavior in an organization where, even though the rules are not formally written down employees know what is expected of them. Management whose decisions on policy help establish the culture of the organization usually sets it. The organizational culture has values and beliefs, sometimes rituals that support the organizational goals. Over time established actions, consequent behavior and counter behavior become commonly understood as culture.

Why study organizational culture?

The lack of strategic direction and dysfunctional activities undertaken at enormous cost in terms of wasted human resources and money by organisations should provide sobering lessons in terms of organizational learning and business performance. Never before have so many employees had formal business education and management qualifications. How then could the past decade show evidence of so many managers clearly having little strategic appreciation of how to manage an organisation in order to achieve long-term sustainable competitive advantage?

A number of recent studies have provided a wealth of evidence and analysis on the efforts of organisations to manage not only change, but to develop the type of organisation and leaders which can operate successfully in a future of continuous change. (Fitz-Enz, 1997; Flannery et al., 1997; Kaplan and Norton, 1996; Pfeffer, 1994, 1997; Prince Waterhouse, 1996). Much of the research has not been produced in university business schools, but comes from business Consultancy groups. Such groups being Prince Waterhouse and the Hay Group and privately-

funded research institutes such as the Saratoga Institute (Fitz-Enz), with its relationships with Andersen and the Nolan Norton Institute, the research arm of KPMG, which sponsored the research resulting in the "Balanced scorecard"(Kaplan and Norton, 1996).

Basically, organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. Members of an organization soon come to sense, feel and experience the particular culture of an organization. Culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it. For example, the culture of a large, for-profit corporation, driven by performance and competition is quite different than that of a hospital, driven by its voluntary nature and that that is quite different from that of a university, with its focus on the intellect and knowledge. You can tell the culture of an organization by looking at the arrangement of furniture, what they brag about, what members wear, etc. -- similar to what you can use to get a feeling about someone's personality.

Corporate culture can be looked at as a system. Inputs include feedback from, e.g., society, professions, laws, stories, heroes, values on competition or service, etc. The process is based on our assumptions, values and norms, e.g., our values on money, time, facilities, space and people. Outputs or effects of our culture are, e.g., organizational behaviors, technologies, strategies, image, products, services, appearance, etc. The concept of culture is particularly important when attempting to manage organization-wide change. Practitioners are coming to realize that, despite the best-laid plans, organizational change must include not only changing structures and processes, but also changing the corporate culture as well.

There's been a great deal of literature generated over the past decade about the concept of organizational culture -- particularly in regard to learning how to influence, impact or change

organizational culture. Organizational revitalization and change efforts are rumored to fail the vast majority of the time, yes rumored. Usually, that failure is credited to lack of understanding about the strong role of culture and the role it plays in organizations. That's one of the reasons that many strategic planners now place as much emphasis on identifying strategic values as they do in defining mission and vision, not just commercial goals and objectives. An attempt had been made the researcher to bring together a definition in regard to culture.

Culture Definition

The culture of an organization or an institution is an amalgamation, a summation of the values, beliefs, experiences and assumptions of the people and the processes in an organization. (Add to it organization and management type and nature). It is not linear and is largely octopus like. It can be experienced in the implicit rules and expectations of behavior in an organization where, even though the rules, policy frameworks are not formally written down employees know what is expected of them. In fact more often than not culture cannot be found in written documents. Management (Leadership) whose decisions on policy, strategy and implementation usually help facilitates the culture of the organization and usually set it too. The organizational culture usually has norms, artifacts, and actions, stories and sagas that support the organizational actions and goals. A collective programming of the mind which distinguishes one category of people from another. (Hofstede 1980)

A Formal Definition

Schein (1982) Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation, internal integration. And that have worked well enough to be considered valid and, therefore, to

be taught to new members as the correct way to perceive, think, and feel in relation to those problems.



Organisational culture may be thought of as the manner in which an organisation solves problems to achieve its specific goals and to maintain itself over time. Moreover, it is holistic, historically determined, socially constructed and difficult to change (Hofstede ET al., 1990).

And of the Pressures and influences on organization culture Leadership is an important factor

Organizational culture at its evaluation stage encounters known and unknown, unobservable pressures. The particular attitudes, values and ethics of the nature, geography in which business is to be conducted and from where the organization staff is to be drawn will create external pressures. In many parts of the world this includes religious, social and influential pressures. Other forms of prejudice may also have to be taken into account; for example, some people do not readily accept direction from women or members of particular racial or ethnic groups. At times these pressures are mandated, as we would see under legal pressures. Local working practices, rituals and customs, especially those relating to hours of work, peer working norms, physical setting of work groups, festival working, holidays enjoyed, working spouses, and ways of working, have also to be considered. In some parts, activities close down for several hours in the middle of the day; in others, people start and finish early, for example. Afternoon nap in some situations is a practice and is not frowned upon.

Yet why Assess Culture? Fundamentally to close the gap between the real and ideal culture

Why would a company be interested in assessing its culture? If the organization wants to maximize its ability to attain its strategic objectives, it must understand if the prevailing culture supports and drives the actions necessary to achieve its strategic goals. Cultural assessment can enable a company to analyze the gap between the current and desired culture. Developing a picture of the ideal and then taking a realistic look at the gaps is vital information that can be used to design interventions to close the gaps and bring specific elements of culture into line. If the competitive environment is changing fast, your organizational culture may also need to change. However, one may only need to change some of its practices and secondary values while keeping a few precious and non-negotiable core values intact. Often an objective assessment tool can be zero in on a limited number of elements of culture that need to change, rather than embarking on the futile attempt to change the entire culture. Value and Goal Alignment across Subcultures, Divisions and Geographic Regions have become essential in understanding cultural impact on organizations.

To provide a framework for different types of cultures as compared to the Schein model an alternative Culture Analysis was presented here. This was to enable the researcher to evaluate and study the varying dimensions and definitions of each of the cultures, and bring out its relevance to this research, if any.

Having provided a comparative analysis of the theories on various types of cultures the researcher provides the outline for Edgar Schein's 3 cultures model and its relevance to this study. In addition the Researcher introduces a 4th culture as an emerging characteristic of cultures.

Culture Theory relied upon for the research

This section focused on the cultural theories that this researcher has relied for the purpose of the study.

Why do so many organizations fail to learn? According to Schein, (1992) organizational learning failures may be caused, not by resistance to change, human nature, or poor leadership, but by the lack of communication among three "cultures." The culture of operators evolves locally in an organization or unit and is based on human interaction. Operators may use their learning ability to thwart management's efforts to improve productivity. The engineering culture represents the design elements of the technology underlying the organization and how the technology is to be used. Engineers, whose reference group is outside the organization, share common educational, work, and job experiences. They are preoccupied with designing humans out of systems rather than into them. The executive culture revolves around maintaining an organization's financial health and deals with boards, investors, and capital markets. As executives, whose reference group is also outside the organization, are promoted, they become more impersonal, seeing people more as a cost than as a capital investment.

When organizations attempt to redesign or reinvent themselves, says Schein, the cultures collide and failure occurs. Executives and engineers are task focused and assume that people are the problem. Executives band together and depersonalize their employees. Executives and engineers can't agree on how to make organizations work better while keeping costs down. Enough mutual understanding must be created among the cultures to evolve solutions that all groups can commit to. First, says the author, we must recognize the concept of culture. Next we must acknowledge that engineers or executives alone cannot solve problems, but must work together. Third, we must

conduct cross-cultural dialogues. Each culture must learn how to learn and to analyze its own culture. To Schein, Organizational learning, development, and planned change cannot be understood without considering culture as the primary source of resistance to change. "This ability to perceive the limitations of one's own culture and to develop the culture adaptively is the essence and ultimate challenge of leadership. The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead..

The Evolving Culture, In respect of organizations and leadership is a researcher's proposition.

The Researcher had proposed introduction of an "Evolving Culture" defined by addressing 5 questions in respect of defined organizations and 5 questions in respect of its leadership. A set of definitions and explanatory aspects of the Evolving Culture had also been attempted. The researcher utilized this definition as the base of the scenario based case analysis as well as to help combine types of cultures that prevail in an organization to that of its leadership, their style and its impact on the organization and management model.

Evolving Cultural Analysis

Cultural analysis is broken down into **five component parts and four influences:**

Evolving Culture Mapping influences the following factors:

- Driven by 4 influences that enables evolution of culture to be gradual, systematic, flexible, adaptive and appropriate.

- **Identity** ensures applicability of cultural context and evolution to be appropriate and relevant to an organizational situation.
- **Responsive** focuses on agility and speed of absorption and review capability to understand, appreciate and apply in situations.
- **Internalize** measures the degree to which evolution of the culture has been accepted and assimilated by the group and its membership. It also provides a concurrent understanding on how do other inter linking factors read with one another through the process of evolution.
- **Driven** by leadership and processes that are consciously influenced and managed by players who are actively pursuing creation of a desired culture and adept on focusing on evolution.

And some key organizational questions in respect of Evolving Culture had been addressed here. The researcher together with an organizational definition in regard to the issue has addressed four key questions.

The four questions were:

- 1.What is the organization history, tradition, management style, structure, and communication and performance ethic?**
- 2. What Drives the Organization?**
- 3. What is the Organizational Focus?**
- 4. How does the Organization Act?**

Discussion on Leadership impact on organizational cultures

Studying leadership impact on cultures is relevant to the research given the inter relatedness that is being proposed. Shermon (2000) qualifies as a destabilizer of status quo ante even under circumstances where departures are voluntary. Hickok (1995), for example, documented symptoms of survivor illness at an Air force installation that had, up to the point of the research, experienced only voluntary departures. The literature is replete with examples of burnout, depression, anger, and betrayal as common responses by survivors of layoffs, restructuring and change (e.g., Noer, (1993); Brockner, (1992). Not all responses are positive or negative: there are reports of people getting "charged up", finding new excitement in their work, being challenged by the prospect of "doing more with less" or saving the organization (e.g., Noer, 1993). Hickok (1995) found that "implementers" of layoffs (i.e, those "pulling the strings") had more positive reactions than did "implementees" (i.e., those who were having the layoffs "done to them"). Effectively leaders impact organizations, definitely when they take harsh decisions and more so when they take a forward looking position and help move the organization to the future.

In *Leadership in high-performance Organizational Cultures* (published by Quorum Books - 2000), Stanley D. Truskie suggests that "there is a direct link between **leadership, organizational culture, and performance.**" According to his research and analysis, the most effective leader has an impact on "forming the culture of an organization, which further can have an enhancing effect of improving the level, ensuring the consistency, and sustaining the organization's continuing performance improvement." Truskie believes that many leaders are preoccupied with identifying and then manifesting an "ideal" style of leadership when, in fact, no such style exists. That is to say, even the most effective leaders have significant human

imperfections; however, they are aware of these imperfections and make every effort to ensure that these imperfections do not have a negative impact on their respective organizations.

Exceptional leaders have an organizational leadership strategy: “a guiding plan that creates an internal environment; a culture that is healthy, balanced, and adaptive.” The ultimate organizational objective is to achieve superior, long-term performance. Truskie’s own objective is to formulate a model that enables any organization to achieve that objective by developing the effective leaders it needs.

The focus then moved on to building upon the leadership connection to culture as well as the organization. Thereafter the Researcher has introduced a set of Leadership Styles in the context of the Evolving Culture and also provided appropriate definitions to enable construction of the Scenario based case analysis.

Leadership has probably been written about, formally researched, and informally discussed more than any other single topic. Many writers and managerial practitioners have propounded a series of definitions and sometimes myths. Leaders are born, leaders are heroic, a leader’s performance is measured by results, leaders maintain stability in an organization etc. We have over time reached some set of conclusions although not exhaustive.

In the early 20th century one prevailing orthodoxy held that organizations cannot operate democratically because, especially during crisis, organizations need firm leaders and obedient subordinates (Bell, 1950; Michels, 1959). Leadership was seen a stable characteristic of individual people: either one had leadership traits or one did not. During the 1920’s and 1930’s this orthodoxy was challenged in many ways: Weber (1947) portrayed leadership as a kind of a activity that bureaucracies depersonalize and that followers might judge illegitimate. Hawthorne

studies (Mayo 1946, Roethlisberger; and Dickson 1939) claimed to show that productivity rises when supervisors act friendly towards their subordinates. Barnard (1938) said that authority originates in the subordinates who obey orders rather than in the superiors who issue orders. Of these challenges only the one from Hawthorne studies became orthodoxy, as one short-lived school of thought called human relations. By the 1950's numerous synthesis were taking place. Coch and French (1948) and Lewin (1953) were espousing democratic leadership. Bales (1953), Cartwright and Zander (1953) and Gibb (1954) were viewing leadership as an activity performed collectively by groups rather than individually by group members. Bales (1953, 1958) was distinguishing leaders social roles from their task roles, and Cattell and Stice (1954) and Stogdill (1948) were considering the different personality attributes of distinct types of leaders. By the late 1950's the Ohio State Studies were identifying two dimensions of leadership behavior: (1). Consideration, by which a supervisor displays friendship, mutual respect. Trust and warmth and (2) initiating structure, by which a supervisor organizes subordinates activities (Fleishman et al, 1955. Stogdill and Coons, 1957). In effect, what were initially seen as conflicting views being reinterpreted as independent dimensions of a complex phenomenon?

A Definition of *Leadership*

Leadership is both a process and a property. As a process, leadership involves the use of non-coercive influence. As a property, leadership is the set of characteristics attributed to someone who is perceived to use influence successfully. Leadership is the process of influencing a group of followers, adding value, and helping the community adapt to change. Leaders drive the organizational members towards achievement of the organizational goals by influencing people who are responsible for the tasks.

From an organizational viewpoint, leadership is vital because it has such a powerful influence on individual and group behavior. Moreover, because the goal toward which the group directs its efforts is the desired goal of the leader, it may not mesh with organizational goals. Leadership involves neither force nor coercion. A manager that relies on force to direct subordinates' behaviors is not exercising leadership.

Theories of Leadership

There are several distinct theoretical bases for leadership. At first, leaders were felt to be born, not made. This so-called "great man" theory of leadership implied that some individuals are born with certain traits that allow them to emerge out of any situation or period of history to become leaders. This evolved into what is now known as the trait theory of leadership. The trait approach is concerned mainly with identifying the personality traits of the leader. Dissatisfied with this approach, and stimulated by research such as the Ohio State studies, researchers switched their emphasis from the individual leader to the group being led. In the group approach, leadership is viewed more in terms of the leader's behavior and how such behavior affects and is affected by the group of followers. The situational approach was initially called *Zeitgeist* (a German word meaning "spirit of the times"); the leader is viewed as a product of the times and the situation. The person with the particular qualities or traits that a situation requires will emerge as the leader. Such a view has much historical support as a theoretical basis for leadership and serves as the basis for situational (Hershey and Blanchard) – and now, contingency- theories of leadership. Essentially

- Management and leadership are distinct elements. Management involves formal position power, whereas leadership relies on social influence processes.

- Some leadership approaches focus on traits, whereas others focus on behaviors.
- Some leadership approaches take a universal perspective; others use a contingency perspective.
- The Leadership Grid evaluates leader behavior along two dimensions, concern for production and concern for people. It suggests that effective leadership styles include high levels of both behaviors.
- The Contingency theory of Leadership suggests that a leader's effectiveness depends on the situation.

A detailed analysis of the various theories was attempted by the researcher and finally based on Khandwalla 1992 research work on Excellence in Organizational Design an analytical appreciation of the leadership and organization work is provided. And thereafter a Comparative Research Critique of the various aspects of leadership together with organizational culture was analyzed.

Falling back on the work done by Khandwalla (1992) we now turn to some comparative Research Analysis of select works to provide a perspective towards building our proposition on connecting leadership to organizational models and culture. This work has been specifically brought in here to bring together the relevance of going beyond understanding leadership for its merit but connecting leadership in the context of organizations. This critique as a consequence deals with leadership impact in varying situations including, strategic planning, globalization, cultural change, people strategy, innovation corporate excellence, transformation and organizational

leadership. The researcher hopes to get closer to the aspect of bringing relevance and appropriateness of studying core fundamental theories in regard to culture, leadership and organization and also studying cross comparison studies to make the connection amongst these three variables legitimate. In a study of 40 agencies of an American life insurance company, were interested in studying how the style of the leader of the organization influences the performance of the organization. Bowers and Seashore developed several measures of performance for these agencies. Then they tried to relate them to few dimensions of leadership:

- The extent to which the leader extends support to his subordinates;
- The degree to which he facilitates interactions between them, through, for example, group decision making;
- The extent to which the leader facilitates the work of his subordinates through planning, scheduling of work, etc.; and
- The degree to which the leader emphasis the achievement of organizational goals. Bowers and Seashore found that all these dimensions of leadership were correlated with decrease in business costs, that is, with efficiency. Since Bowers and Seashore were measuring the human relation's style of leadership (emphasis both on employees needs and organizational requirements), their study suggests that human relations oriented leadership tends to improve organizational efficiency.

Studies in India seem to buttress this finding. J.B.P. Sinha, for example, found that in work groups with what he called the NT (nurturing-task) type of leadership, the performance tended to be better as compared to work groups with authoritarian leadership. Participatory leadership also performed better. Singh, Warriar, and Das found that the participatory, democratic leadership style was the best in a study of 24

groups. In a study of some textile mills, the Padakis found that a progressive sort of paternalism was more in evidence in two high performance mills than in two low performance mills.

Discussion on Organization and Management Model

Given the above detailing of leadership theories and its development, the Researcher had proposed leadership definitions and questions in the context of an “Evolving Culture” defined by addressing 5 questions in respect of ORGANIZATION and MANAGEMENT MODELS AND 5 QUESTIONS IN RESPECT OF ITS LEADERSHIP.

Four sets of questions were addressed with a broad definition of what do these questions focus upon in the context of the Evolving Culture.

1. How does the Leader influence the organization history, tradition, management style, structure, and communication and performance ethic?
2. How does the Leader drive the organization?
4. What does the Leader focus upon?
4. How does the Leader act?

The Researcher attempted to establish and elicit specific leadership styles as a part of the research to enable a unique identification to that particular style.

Thereafter the Researcher proposed to elicit specific Leadership Styles from the research to demonstrate connecting Leadership to Culture and Organization and Management Models.

Over the last few decades, organizations have been rocked by a series of economic shocks as has been experienced in the developed economies Stewart, (1993) and crisis Iacocca, (1986). The opportunity for academics and researchers was to focus on organizations, culture, leadership and performance. Reed and Hughes, (1993) and then led to some open analysis of cultures and they evolved and directed organizations. Deal and Kennedy (1982) People, keeping in mind pursuit of some specific purposes create organizations. Organizations have a formal structure to achieve their objectives. They have formally identified roles, tasks, goals and responsibilities. Khandwalla, (1992) besides the employ and not employ, make or buy, sell or invest types of decisions organizations have to develop strategies, make decisions for acquiring and deploying resources. Yuchtman and Seashore, (1967). The search for new management paradigms is not a recent phenomenon. Over a sustained period of time, many management writers and thinkers have continuously strived for better methods of working to achieve time, cost and quality objectives of an organization. Seymour and Low, (1990). This search led to promising results at the general management level where a proliferation of new management concepts for business is now apparent. Among others, the more promising concepts or buzzwords include business process re-engineering (BPR), benchmarking, project partnering and total quality management (TQM) (Stephenson, 1996; Ahuja et al., 1994; Low, 1992). Collectively, all these have served to contribute to new thinking or re-examine existing management concepts to rationalize how organisations may be managed more effectively.

To enable building the organizational model it is necessary to delve a little into the make up of the human mind, the evolutions, mental make up that form the learning and personality disposition and the consequent need for structures and organizations. Wilber (1993; 1996) proposes that conscious awareness is evolving in human mind and provides an articulate argument through exposing the learning from the study of remnant trail of clues of over tens of thousands of years. He offers a framework for conceptualizing this development of awareness

that starts at the Paleolithic age, where the individual has not differentiated them from the environment – a pre personal stage. And moving on to personal when they can differentiate from environment (contemporary human mind) and finally to the transpersonal where self is a part of the seamless universe. To our thesis there is learning and relevance to Wilber's analogy as to follow this transition of the development to that of the organization, culture and leadership as leaders in various stages of their understanding of themselves and their environments they transit through the various stages. From an organizational analysis point of view we could classify the scientific management and Taylorian days as being Pre personal, human relations and individual consciousness as being personal and the self actualization and the intellectual and learning organizations as being transpersonal. At each of these stages leaders play one of the said roles in the context of their organizations. Mahoney (1991, p. 425) states: " We are literally, more attuned to and engaged with our inner selves than to our external worlds." Recent evidence from western scientific disciplines indicates that the world is seamless. So are the organizations, its cultures and leaders.

A developed organization can be conceptualized as an evolving goal without an end in itself and that the goal is to know and be aware of reality as they relate to their performing and competitive environment. This argument combined together with organizational theory research can be safely argued that cultural management of organizations necessitates a new paradigm, if not a discerning discontinuity, to research into factors that influences and invokes these changes. There has been considerable work done in varying degree by Burnes, (1992) and Mink, (1992), Rosabeth Moss Kanter, (1989), Gerloff, (1985), Robbins, (1990), Schein, (1985) to demonstrate case examples of changing cultures in specific organizations. However there is loss of material in regard to identified organizational models in which specific cultures operate as they have been influenced by leadership and therefore demonstrates a case for a focused study. Yet every organization is a culture. A community who live in close proximity, share resources, interact actively and depend

substantially on one another for their co existence and results. In this process of living together a culture tends to develop of shared beliefs, norms, values, practices, rituals that bind this community together. Deviations from these are often permitted but within acceptable limits. Kroeber and Kluckhohn, (1952)

Organizations are the dominant form of institutions in our society. Robbins, (1990). They are also distinct entities in our environment. We need organizations for collective and individual success; yet organizations operate through their structure, processes, goals, and norms to limit individual initiative. Gerloff, (1985). Organizations, Daftuar (2000) have been conceptualized in numerous ways. The following represent some of the more frequently used descriptions:

- **Rational Entities in Pursuit of Goals.** Organizations exist to achieve goals, and the behavior of organizational members can be explained as the rational pursuit of those goals.
- **Coalitions of Powerful Consequences.** Organizations are made up of groups, each of which seeks to satisfy its won self-interest. These groups use their self-power to influence the distribution of resources within the organization.
- **Open System.** Organizations are input – output transformation systems that depend on their environment for survival.
- **Meaning – Producing Systems.** Organizations are artificially created entities. Their goals and purposes are symbolically created and maintained by the management.
- **Loosely Coupled Systems.** Organizations are made up of relatively independent units that can pursue dissimilar or even conflicting goals.
- **Political Systems.** Organizations are composed of internal constituencies that seek control over the decision process in order to enhance their position.

- **Instruments of Domination.** Organizations place members into job boxes that constrain what they can do and individuals with who they can interact. Additionally they are given a boss who has authority over them.
- **Information Processing Units.** Organizations interpret their environment, coordinate activities, and facilitate decision making by processing information horizontally and vertically through a structural hierarchy.
- **Psychic Prisons.** Organizations constrain members by constructing job descriptions, departments, divisions, and standards of acceptable and unacceptable behaviors. When accepted by members, they become artificial barriers that limit choices.
- **Social Contracts.** Organizations are composed of sets of unwritten agreements whereby members perform certain behaviors in return for compensation.

And in improving organizations resolving, reckoning and understanding conflict is an essential element. To enable the researcher to identify organization and management models that would be of relevance to the research a literature survey was conducted to study the popular organization models articulated by writers including that of the Basic Types of Organizations (Mintzberg 1989). Here the researcher had provided a detailed write up of the various organization and management models researched by Khandwalla (1992) and his summary view of modes of Management as a symbolic representation to Organizational Models were analyzed.

Consequently Organisation politics had been dealt with, again connecting with power, authority, responsibility, conflicts, all with a relevance to the leadership style implication in a cultural and organizational context. A concept, which is closely related to power and authority in organizational settings, is politics or political behavior. Politics are often viewed as synonymous with dirty tricks or backstabbing and as something distasteful, should best be left to others. However, political behavior in organisations, like power, is pervasive.

Pfeffer (1992) defines organisation politics as activities people perform to acquire, enhance and use power and other resources to obtain their preferred outcomes in a situation where uncertainty or disagreement exists. Political behavior is therefore the general means by which people attempt to obtain and use power. In essence, the goal of such behavior is to get one's own way about things. In reality, organisations are made up of individuals and groups with different values, goals and interests. This make-up sets the scene for potential conflicts over resources. Perhaps the most important factor leading to politics within organisations is the realization that most of the "facts" that are used to allocate limited resources are open to interpretation. It is in this large and ambiguous middle ground of organizational life – where the facts do not speak for themselves – which politics flourish. As most decisions have to be made in a climate of ambiguity, where facts are rarely fully objective and thus are open to interpretation, people within organisations will use whatever influence they can to taint the facts to support their goals and interest, thus creating the activities called "politicking" (Pfeffer, 1981).

Organization and Management Models as Proposed by the Researcher

The researcher had identified 8 different types of organization and management models and had attempted to provide an appropriate definition of each of the models. The researcher had also done a concurrent literature study on each of these proposed models to evaluate and learn from the work of others on its applicability to this research. The purpose was to eventually identify unique organization and management models that can relate to the cultural and leadership learning that is proposed to be connected as a part of this research work.

The 8 set of Organization and Management Models (Miller and Friesen 1984) proposed by the researcher and relevant to this research to connect leadership and culture and their definitions

were articulated. The Eight Organizational Models presented by the Researcher formed the assumption of the researcher in regard to defined organization and management models. The researcher had attempted to connect cultures to Organizations and to bring in a relevance of the said Culture to organizational models, where possible leadership dimensions have been appropriately included. To start with this meant dealing with three questions to clarify our thoughts:

1. For whose benefit does the organization exist?

It seems clear that organizations exist less today for the well being of rank-and file employees than they once did. With the Dow shattering all records, it seems clear that the shareholders have the upper hand in making critical corporate decisions. They are partnered with CEO's who received an average pay raise in 1995 of 23% (*Washington Post*, 3/5/96). Just look at who is prospering and who is not. This provides us a challenge in terms on how can we make organizations exist for its stake holders.

2. What are the basic assumptions among people about working relationships in the organization?

The basic assumptions about working relationships have changed, in ways that can not yet be well assessed. It appears, at least, that relationships tend to be less "familial" and more competitive than in the past. What is the worth of what have traditionally been termed commitment and loyalty? We just do not know? What is the impact of the feeling that the organization is a community - even a family - with relatively stable long-term working relationships? And how will that play out in terms of cooperation given to others as opposed to

"back stabbing" in the intense competition for scarce resources? We can only be sure that things have changed, not how.

3. What are the basic assumptions the organization and the employee make in relation to each other?

The basic assumptions by employees and organizations about their employment relationship have changed from long-term and stable, with organizations expected to make accommodations to avoid laying people off to more short-term and contingent. Researchers such as Bridges and Noer forecast a more happy future for those who adapt to the changing times in the new scenario, but that is a difficult forecast to test. Organizational culture represents a common perception held by the organization's members. This was made explicit when we defined culture as a system of shared meaning. We should expect, therefore, that individuals with different backgrounds or at different levels in the organization will tend to describe the organization's culture in similar terms.

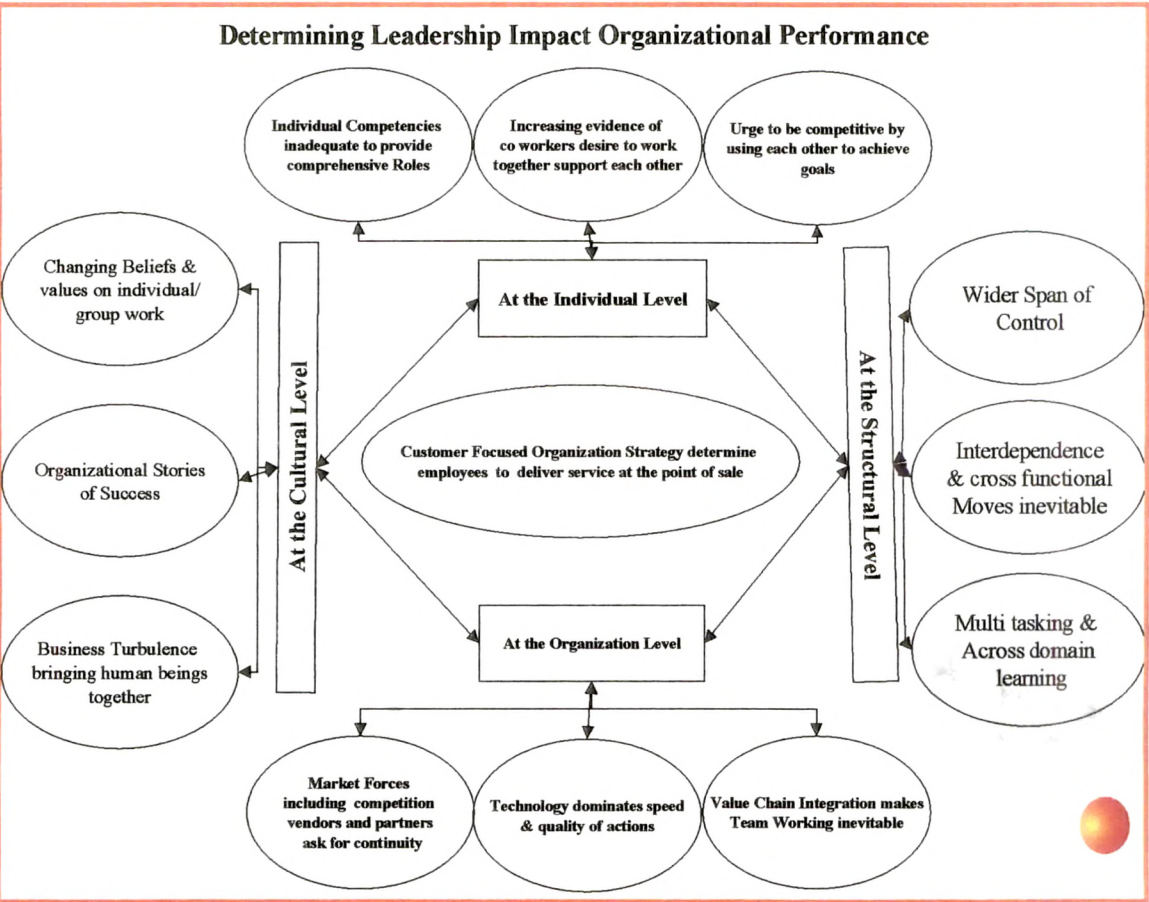
The researcher then attempted to bring in the relevance of Leadership on culture and their context to the Organizational Models to the Research:

7. Leaders drive organizations to perform in ways they believe would support their goal orientation.
8. In doing so the Leaders influence and impact the organizational culture
9. The leaders in turn also assume a concrete degree of clarity on the organizational purpose, its business philosophy and shareholder expectation. An all encompassive culture and values operate in the environment.

10. Consequently organizations work in a context influenced by its culture in which the said philosophy operates. The culture is defined in this organizational context and is also influenced by the leader. Effectively, for example, in an organizational context of Competing Organization, influenced by a operator culture and led by a teacher may not be compatible given incongruent nature of this relationship, with each bringing its won nuances.
11. The Researcher would establish the appropriate connection that links up each of these factors, being leadership, culture and organizational and management models, relevantly.
12. And bring to bear that leadership influence over culture is limited unless the organizational model/context is considered.

Leadership in turn becomes key for impacting organizational culture in the context of specific types of organizational model. The role of the leader primarily focuses on creating key organizational systems and process that provide strategic contribution. They position themselves to add value by defining organizational priorities in the organizational model that they work in (Example Competing Organization Models and Market Forces) and by sensing conditions and events in the business environment that affect strategy. Flatter and more lateral organizational structures and a decrease in the number of layers call for leadership from everyone. Leaders operate effectively when someone or the same set of individuals lead by challenging the group and helping it set priorities and pressing for excellence in performance. The leader sets direction for the organization and builds mechanism to allow people to understand what that direction is and to measure their progress. It is particularly difficult for managers in their traditional hierarchical organization (Mechanistic or Institutional Organizational Model) to give best heroic leaders. What is blatantly evident is presence of many leaders in given line functions whose titles distinctly connotes leadership but whose behavior borders on petty mindedness, turf creation, showing sensitivities, wining at every issue with a gross inability to courageously put deadlines, chase goals forward and lead the team by example. These leaders are those who typically would

articulate the right thing be it business goals, performance objectives, key tasks and benchmarks, quoting examples of other well run organizations, espouse latest management theories. In practice they are nothing but tyrants to seek power of pleasure and privilege to command and control people. When not in the current role they are perhaps spending a lot of time to prove their leadership by demonstrating how other units or functions are not doing their jobs. Organizations



in the researcher’s experience are grossly perceptive of such leaders and over time turn wary. Organizational counseling efforts are critical to up front leaders who continue to practice styles that worked in the past and educate them of the new realities. In our judgement these are classical cases of basic feedback and developmental systems not available in the corporation. Some of the leadership styles mentioned above are not rare, but is a diminishing lot.

Figure: 89 Determining Leadership Impact on Organizational Performance

Section 2

Methodology

What influences Companies those are most competitively poised for survival, growth & prosperity in the 21st century? A question that was sought to be answered through this research venture.

The endeavor in this proposal was to *“Study Culture and Leadership in the New Millennium. A case analysis for purposeful organizational performance and architecture”*.

The Researcher selected a set of new millennium companies performing business roles relating to Information technology, Telecommunications, Management Consulting, FMCG, High Tech Manufacturing, Advertising and financial services. The industry segment had been chosen to demonstrate the greater relevance of the individual and the quality of mind on the end product and profitability of the corporation. The study would seek to identify organizations in preparedness towards the new millennium through its cultural and leadership influences. The study would attempt to establish a relationship between the leadership style prevalent in the Company and it's influence on the culture.

As a further information source the researcher desired studying specific HR practices in the companies, to establish the role of various Human Resource Management practices in creating and sustaining the culture in the Companies.

“The Company” in the researcher’s assumption personifies the human being and makes the human mind the foundation of the corporation. The assumption borders on a singular dependence on the human being and the human mind to make organizations of the future effective. All other organizational factors are presumed to be secondary.

Intellect seen in its purest form is propaedeutic in its conceptual state. It is primarily elementary and forms the core of the enterprise. Individuals seek freedom of expression, in an environment where learning, teaching and understanding is available and is in a position to adapt, contribute and improve as they learn. The intellectual company deals below the surface of overt relationships, seeks psychological contract built on trust, collaboration and mutuality of purpose and provides an environment that offers respect and dignity to the individual. The Corporation has an undebatable, unalterable dictate on the faith in the human mind, the spirit and power of the intellect. Business Process facets of the corporation described above through the knowledge organization succeed the management of the enterprise.

Leadership, Culture and Organization and Management Models

The models had been constructed by the Researcher as an important aspect of defining this research perspective on Organizational and Management Models. Consequently the researcher has provided conceptual definitions to the following through Chapter 1:

- 5. Definitions of the 4 Types of Cultures as defined by Edgar Schein (3 Cultures) and combined it with another culture, defined by the Researcher, namely the Evolving Culture**
- 6. Definitions of 8 types of Leadership Styles**

7. Definitions of 8 types of Organization and Management Models.

And having done the above,

8. The Research now attempted to combine the relevance of Leadership Styles on Cultures in the context of Organization and Management Models.

Statement of Problem, Objectives, Pilot Study and Final Study

Statement of the Problem of the Study

“Study Culture and Leadership in the New Millennium. A case analysis for purposeful organizational performance and architecture”.

1. Objectives of the Study

At a simplistic level software organization, consulting, advisory firms, research, new product development, design and generic knowledge based value-adding companies (advertising, financial services, communication, entertainment, education, multi product conglomerate corporations) are treated as knowledge firms given their role in development of raw data, creation of unknown into known and the utilization of people as the primary state of creators.

2. Possible Scenarios and Assumptions

7. Pilot Study

In the proposal it was suggested that the sample will consist between 5 and 8 companies from the industries as defined in, namely Information technology, high tech manufacturing companies, FMCG, Telecommunications, Management Consulting, Advertising, financial services. The target profile would consist of CEO's, select top management cadre and HR Managers. Given the inherent difficulty in obtaining time and commitment of CEO's and their top management of high performing/visible companies an appropriate data collection technique would be used as the research progresses. It was decided that corrective actions would be taken on an on going basis to exhaustively collect data.

Accordingly, the pilot study evaluated 5 companies consisting of financial services, new product organizations, FMCG, management consulting and information technology. The investigator used a culture assessment model (**Scenario based case analysis**) as a backdrop to the research model outlined below. The researcher used 8 comparable organizational models and 8 leadership models providing the interviewee 8 alternatives to chose 4 organizational types and 8 alternatives to choose 4 leadership types. The 16 alternatives helped connect leadership influence on organizational culture in the intellectual company.

2. Final Study

Subsequently in the final analysis, the researcher expanded the number of companies and consequent sample concerning top management as well as other levels of management to over 204 interviews, back ground research and some degree of in depth analysis. The additional

companies enable the formation of the case studies. This was done in respect of a few companies (Andersen, Citibank N A, Lalbhai Group, Anagram Finance – (Morgan Grenfill/Wellington Asset Management Company) Schoolnet (IL & FS) India, Pfizer Incorporated, BNP Paribas Banking Corporation, Quintiles Corporation, ICICI Corporation, Whirlpool Corporation, Amtrex Hitachi, HDFC Bank etc). For the remaining companies of the sample a basic understanding of the company, particularly in regard to leadership style and cultures were elicited. Sufficient material could not be obtained for a detailed case analysis. This was made possible owing to the personal experience of the researcher in these organizations and the willingness of some of their top management to participate in such a detailed study. The sample number of companies researched is provided below:

Primary & Secondary Research Sample				
Sample Company Profile	Company	Primary	Secondary	Total
	Numbers	Respondent	Respondent	Respondent
Consulting	3	8	6	14
Education	8	15	5	20
Financial Services	10	30	18	48
Diversified/F M C G	28	54	28	82
Intellectual Company	6	12	4	16
Technology/Communication	13	17	7	24
	68	136	68	204

Figure: 90 Primary and Secondary Research Sample Data

Step 1

Various scenarios were structured to identify dominant characteristics in organizational and management models, culture and leadership as it influences each other. Each of these scenarios were provided for in the various case studies (constructed for a small sample companies) and Scenarios provided below for the purpose of interviewing. These scenarios facilitated obtaining data, including quotes, in the course of the research.

- Scenario 1: History and Tradition of the Organization
- Scenario 2: Structure and Hierarchy Influence, Management Style, the Role of the CEO in building organization vision
- Scenario 3: The Role of the CEO in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures
- Scenario 4: Leadership Style as practiced by the management groups
- Scenario 5: CEO focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers.
- Scenario 6: Role of the leader in building work processes, in managing people strategy issues, and organizational emphasis on competing and performing in a complex environment.
- Scenario 7: Leader's emphasis on building future leaders through mentoring, coaching and teaching, emphasis on team work
- Scenario 8: Role of the CEO in enabling organization to restructure and right size.

- Scenario 9: Role of the CEO in preparing the organization to change as required.
- Scenario 10: Leader's role in sponsoring innovation, new ideas, take risks and implementing experiments and
- Scenario 11: CEO's role in enabling inters dependencies between functions, businesses, technologies and the organization as a whole.
- Scenario 12: The Leader as a person – Vision, values, beliefs and the dream
- Scenario 13: The Leader's emphasis on the Individual and the Intellect, and a role in building individual and organizational knowledge
- Scenario 14: The CEO's role in emphasizing on culture aspects pertaining to empowerment, delegation, individual contribution, accountability and
- Scenario 15. CEO's role in actively participating in attracting, retaining and rewarding star talent and performers
- Scenario 16: The Leader's role in helping the organization retains an open mind to an unknown environment.

Step 2

Thereafter specific scenario based definitions for Organizational and Management Models 1 & 2 and Leadership Styles Model 1 & 2 were constructed driven by conceptual outlines and definitions for what did each of them mean. This in turn enabled the survey feedback and content analysis as one of the additional methods apart from scenario to test for leadership and its influence on organizational culture in the intellectual company.

In order to effectively provide a conceptual background to the survey feedback and to facilitate content research, the Researcher constructed specific definitions pertaining to the following:

1. 8 types of Organization and Management Models. - OMM
2. 8 types of Leadership Styles. - LSM
3. 4 types of Organizational Cultures based on Edgar Schein model of 3 cultures. - OCM

The definitions (organization and Leadership) provided were critical for the survey feedback and content analysis used by the researcher while interviewing or studying organizations and their leaders. The definitions enabled the researcher to type organizations and classify them into various categories of organizations or leadership styles. Thereafter the researcher super imposed the leadership style on these organizations and studied them for their appropriate culture. The researcher had also intended to refine these definitions on completion of the research and validate its meaning, exhaustiveness of its implication to the sample studies based on the research finding. This has since been done.

Organizational and Management Model (OMM M1) – Model 1 to connect its relevance to leadership style as it impacts culture. An appropriate forced ranking instrument was used to a small sample to obtain respondent ranks.

A scenario-based analysis was undertaken to study the influence of leadership on the culture of an organization. Each of the scenarios was presented to the research sample and their comments were noted. The scenarios were constructed to provide research material to, for example, a matrix

on how do organizational models, culture and leadership integrate with one another. The results were then converted into organizational case studies to demonstrate influence of leadership on the culture of an organization in the context of a specific organization and management model.

Illustration

Figure 91: Sample Company Analysis as they Relate to Culture, Leadership and Organization Model

ORGANIZATION	CULTURE			
	Executive	Operator	Engineering	Evolving
Human Organization	The People Strategist			
Learning Organization	The Teacher		The Teacher	
Institutional Organization	The Builder			
Competing Organization	The Visionary			

Example: In organization X defined as a Human Organization, People Strategist is the preferred leadership style which in turn influences an executive culture. Or in a Learning Organization, the Teacher is a preferred leadership style and influences both the Executive and Engineering culture. Those all-4 cultures tend to be possible in a Competing Organization that has a Visionary leadership.

Step 3

Based on the above objectives and scenarios pertaining to organizational culture, organizational and management models and leadership styles and HRM practices of the study the following 10 NULL HYPOTHESES were framed:

1. Null hypotheses

- There is no correlation between the leadership style of the CEO and the manifest culture of the organization.
- The CEO has no role to play in the culture of the company.
- The three cultures, Operator, Engineering and Executive cultures, exist on a mutually exclusive basis in all the companies. i.e. No company will have one identifiable culture.
- The CEO/leader do not directly influence the existence of any one/all of the three cultures in the company.
- There is no correlation between the three cultures and the different functions (Marketing/Production/Finance/Personnel/Research/IT etc) of the company.
- There is no definite management style(s) of the top management (direct reports and company defined top management excluding the CEO) that influences the culture of the organization?
- There is no difference in leadership style and that are available in the companies being studied.
- Leadership does not influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication.
- The CEO would not focus on monetary reward program for retention of high performers.
- Top management time is not spent on managing employee retention activities.

8. Variables: The information pertaining to the following variables were included for study

- Age
- Education
- Functional Background (Marketing/Finance/HR/R&D/IT/Manufacturing/Others)
- Company Information (Finance/Employee Headcount/Others as appropriate)

Information related to the above variables were collected, as was available for each of the sample cases.

Independent Variable: Leadership: That leadership independently influences the creation and institutionalization of culture in organizations. Leadership in turn performs the role of directing and influencing organizational performance. Leadership includes the CEO and all other top management employees who perform a role in managing people.

Dependent Variable: Culture: That Culture creation, institutionalization and transformation across inter/intra organizational networks is dependent on the leadership of the company.

	Demographic Profile of Companies Studied		
Listing of	Company Profile	CEO / Leader Profile	Top Management Profile
Select Companies Only			
Consulting /Services Firm	Global Multinational	Home Grown	Mostly Home Grown
A	Over 1000 Employees	40 Years	Average Age - 42
B	Multiple Functions	Multiple Functional	Multiple Functional Exp
C	5 - 19 years Old	Post Graduate	Post Graduates

Education Company	Indian Institution	Home Grown	Lateral Hires
D	Over 500 - 2000 Empl	42 Years	Average Age - 45
E	Multiple Functions	Multiple Functional	Generalists & Specialists
F	5 - 17 Years Old	Post Graduate	Graduates & Post Grads
G			
Financial Services	Global MNC/Indian MNC	Home /Lateral	Lateral Hires
H	Over 1500 - 3000 Empl	45 - 55 Years	Average Age - 42
I	Multiple Functions	Multiple Functional	Generalists & Specialists
J	10 - 50 Years	Post Graduate	Graduates & Post Grads
Diversified Company	Indian MNC/Global MNC	Home/Lateral	Lateral Hires
K	Over 4000 - 10,000 Empl	35 - 50 Years	Average Age - 40
L	Multiple Functions	Multiple Functional	Generalists & Specialists
M	15 - 70 Years	Post Graduate	Graduates & Post Grads
N			
Intellectual Company	Global MNC	Home/Lateral	Lateral Hires
O	Over 1500 - 2500 Empl	36 Years	Average Age - 50
P	Multiple Functions	Multiple Functional	Generalists & Specialists
Q	10 - 25 Years	Post Graduate	Graduates & Post Grads
Technology Company	Global MNC/Indian MNC	Home/Lateral	Lateral Hires
R	Over 1000 Employees	45 Years	Average Age - 35
S	Multiple Functions	Multiple Functional	Generalists & Specialists
T	5 - 20 Years	Post Graduate	Graduates & Post Grads

List of Select Companies

	<i>Diversified Company</i>	<i>Intellectual Company</i>
Listing of	<i>Lalbhai Group</i>	<i>Pfizer</i>
Select Companies Only	<i>Am trex Hitachi</i>	<i>I L O</i>
	<i>G E</i>	<i>Clinical Diagnostic</i>
Consulting /Services	<i>Coke</i>	<i>Cadila Pharma</i>
<i>Andersen</i>	<i>Cadbury</i>	<i>Quintiles</i>
<i>Rennaissance</i>	<i>Reliance</i>	<i>DNV</i>
<i>K S A Technopak</i>	<i>Al Suwaidi</i>	
3	<i>Nestle</i>	6
Education Company	<i>Kotak Mahindra</i>	<i>Technology Company</i>
<i>Schoolnet India</i>	<i>Sundaram Group</i>	<i>Satyam</i>
<i>Yashada</i>	<i>Conagra</i>	<i>Talisma</i>
<i>Idika Education</i>	<i>Sintex Industries</i>	<i>Zenar</i>
<i>IIM M Pune</i>	<i>Castrol</i>	<i>Wipro</i>
<i>K IIT</i>	<i>M I C O</i>	<i>Vanguard technology</i>
<i>APN Group</i>	<i>ITC</i>	<i>Vismaya Tech</i>
<i>IIM Bangalore</i>	<i>Goodyear</i>	<i>Kale</i>
<i>J Digital Media</i>	<i>Pepsi</i>	<i>Bharati</i>
8	<i>Tata Group</i>	<i>A Telecom</i>
Financial Services	<i>Hero Honda</i>	<i>Philips Software</i>
<i>Citibank /</i>	<i>R P G Group</i>	<i>Aptech</i>
<i>Anagram Finance</i>	<i>Chanrai Group</i>	<i>TCS</i>
<i>Transmerica</i>	<i>Indus League</i>	<i>HCL</i>
<i>ICICI</i>	<i>Jindal</i>	13
<i>IDBI Bank</i>	<i>Land T</i>	TOTAL 68
<i>BNP</i>	<i>Blow Plast</i>	
<i>Crisil</i>	<i>Whirlpool</i>	
<i>Bank America</i>	<i>Maruti</i>	
<i>Metlife</i>	<i>Unilever</i>	
<i>HDFC</i>		
10	28	

Total - 68 Companies

Figure 92: Demographic profile of Companies, Leaders and Management Sample Studied through Primary and Secondary Research

And a select set of companies for which Demographic Profile of Select Companies Studied and its list is provided. (Sample Exhibited)

The above profile presentation provides a set of select companies of which CEO's/Top management interviews were conducted in regard to specific aspects of the research.

Figure: 93 List of Select Sample Companies Studies

4. Instruments

Select set of tools, procedures deployed for conducting the research are explained below.

Tools

- Survey Feedback and Process Observation and Interviews (Checklist Approach) were conducted as appropriate amongst CEO's, leaders and management. Where appropriate secondary verification, third party view were also obtained.
- Scenario Based Analysis and Forced Ranking Method was utilized to study comparisons between organizational culture, organization and management models and leadership styles. In this instrument the questionnaire was divided into 8 discrete parts. Parts A through to Part H, Part A being forced ranking on Alternate Cultures, Part B and C being forced ranking on alternate organization and management models, Part D and E being forced ranking on alternate leadership styles. Part F focused on forced ranking the organization and management models together, Part G had a 2 point scale, Agree/Disagree, on proving the 10 null hypothesis. Part H had 16 Scenarios defined and the respondents were asked to again, Agree/Disagree (2-point scale) with each of the scenarios.
- Case Study/Illustration Approach was utilized extensively to study CEO/Leaders and Top Management responses.
- Significant literature survey, secondary research on to compare work done in the independent areas of culture, leadership and organizational and management models and specific work, if any, connecting all three aspects together in the context of organizations.

- Content analysis of all data generated through scenario mapping, interviews, survey feedback and process observation and relevant secondary research to design specific case studies.

Procedures

- All of the above was conducted keeping in perspective CEO/Leader time availability to respond to detailed instrument or interviews and appropriate secondary research was conducted to corroborate personal findings
- Several CEO/Leaders/management personnel were administered small sets of scenarios, surveys and personal interviews to support each company findings. (For example retired and resigned top management personnel were also met with to support organizational findings).
- To facilitate adequate content research specific quotes and responses were also obtained on various aspects of the study.
- To demonstrate validity of the case lets written as a part of this research, select published material was utilized to demonstrate easy understanding of the concepts attempting to be established by the researcher.

Section 3

Results, Findings and Discussion

Results and Findings – Proving Hypothesis

1. Part A – An appropriate instrument as mentioned above together with a brief description of each of the cultures was administered to the respondents asking them to force rank the cultures.

Thereafter the researcher used forced ranking data to ask the respondents to rank each of the cultures as per defined parameters. The summation and consequent average of all ranks put together is shown below. That it is critical to introduce a additional cultural definition, namely, The Evolving Culture, in addition to the pre defined cultures was proven by the sample respondents overwhelmingly ranking the Evolving Culture as Rank 1 meaning that there are greater number of incidence of that culture existing in the organizations. Other cultures were similarly ranked as 2, 3 and 4. Effectively the respondents demonstrated the need to prioritize the different types of cultures, albeit, relevant to their own context and identified the need to define an emerging culture.

2. Part B and C – Similarly along with the instrument, together with a brief description of each of the organization and management models, were administered to the respondents asking them to force rank the different types of organizations and management models. Part B and Part C Organization and Management Models is listed below together with the 4 cultures.

In these parts the researcher asked the respondents to force rank 8 different organization models divided into 2 parts of 4 models each and forced ranked accordingly. Thereafter the researcher

attempted to correlate model 1 and model 2 using Spearman rank Correlation Method and prove that each of the models have its uniqueness and have no correlation to one another when cross compared with likely descriptions for each organizational model type. Effectively this had proven the existence of 8 different types of Organizational Model Types as they exist in the companies researched. The Researcher has defined the Organization and Management Models below as a part of the Part B and Part C findings. Part B and Part C focused on four types of organizational models as they impacted culture.

Part B – Organization Models Model – The 4 Cultures Part C – Organization Models

e. The Human Organization f. The Learning Organization g. The Institution h. The Competing Organization	<ul style="list-style-type: none"> • The Operator Culture • The Executive Culture • The Engineering Culture • The Evolving Culture 	i. The Voluntary Organization j. The Intellectual Organization k. The Mechanistic Organization l. The Performing Organization
--	--	--

Effectively 8 organization and management models had been identified as discerning features of organizations through this research and as they impact organizations. These organization models provide a framework for the research to connect organizational culture to leadership and particularly as they relate to organizations themselves. A finite definition of what do each of these organization and management models means was explained.

The purpose of using the two models was to evaluate which best represented The Intellectual Company as per the study. It was figured eventually that particular leadership styles in a particular cultural context operate effectively in a particular organization and management model. There is uniqueness and specialty about this aspect. This summarizes the researcher's position. All 8 leadership styles articulated in this research, all of the 8 organization and management

models defined and the 4 cultural alternatives including the one proposed by the researcher have been found to be of relevance in a particular context. This has been demonstrated by detailing specific case studies that indicate how each of them had a certain type of relevance and applicability.

4. It had been observed leadership style undergoing a change depending upon the type of organization and its culture. (Example: Ganesh Natarajan, Vice Chairman and MD of Zenzar Technologies in his current role versus that of his previous role in Aptech as the MD and CEO).
5. It had been observed varying cultures that has influenced CEO's to follow varying leadership styles depending upon their business and commercial cycles. (Example: Sanjay Lalbhai of the Lalbhai Group from the times of prosperity to times of difficulty, the strong desire to hold on to a value based culture despite commercial compulsions and poor value advisors).
6. It had been observed organization and management models undergoing radical transformation as business compulsions force leadership to relook at their organizational orientation. (Example: Standard Chartered Bank through the Case Study articulated in the research).

3. Part D and E - Just as Part B and Part C, together with a brief description of each of the leadership styles was administered to the respondents asking them to force rank the different types of leadership styles.

In these parts the researcher asked the respondents to force rank 8 different leadership styles divided into 2 parts of 4 styles each and forced ranked accordingly. Thereafter the researcher

attempted to correlate model styles 1 and model styles 2 using Spearman rank Correlation Method and prove that each of the leadership styles have its uniqueness and have no significant correlation to one another when cross compared with likely descriptions for each leadership style type. Effectively this had proven the existence of 8 different types of leadership styles that were existing in the companies researched.

Findings from the Part D and E as well as the organizational scenarios for leadership and its influence on organizational culture in the sample companies were obtained. Leadership as it impacts cultural formation in the organization.

Part D - Leadership Styles

Model – The 4 Cultures

Part E – Leadership Styles

5. The People Strategist 6. The Teacher 7. The Builder 8. The Visionary	<ul style="list-style-type: none"> • The Operator Culture • The Executive Culture • The Engineering Culture • The Evolving Culture 	9. The Manager 10. The Scientist 11. The Technocrat 12. The Driver
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The figure above provides a summarized version of the leadership styles broadly analyzed for the purpose of this research project and also indicates the culture and organization and management model as it would be prevalent in that company in relation to its culture and organization and management model. The cases detailed later provide a bird's eye view of organizational history, their dreams and aspirations and identifiable indicators in relation to culture, leadership and organization and management model. Each of the cases has been written with varying perspectives to provide perspective aspects of the organizations studied. Effectively organizations by themselves or for that matter culture and leadership by themselves strongly need inter connections and linkages to gain a meaningful appreciation of an organization, particularly its culture. In the opinion of this researcher it is very desirable to understand these linkages to help

understand each of the three aspects of this research study, namely, Leadership, Culture and Organization and Management Model in its totality. And that studying one without a relevance to the other two would perhaps be a little myopic, although this statement would over time need empirical validation in all fairness.

Effectively 8 specific leadership styles have been identified as discerning features of organizations through this research and as they impact organizations. These leadership styles provide a framework for the research to connect organizational culture to organization and management models and particularly as they relate to organizations themselves. A finite definition of what do each of these leadership styles was thereafter explained.

4. Part G – Proving Null Hypothesis. An appropriate instrument together with a brief description of each of the hypothesis statement was administered to the respondents asking them to agree/disagree on each of the statements.

Here the researcher put together a questionnaire section as a part of the overall instrument to seek from the respondents their agreement or disagreement to each of the hypothesis. The 10 statements were retained on a simple and easy to respond basis as they were being administered to CEO's, Top Management of organizations. The findings concluded with the null hypothesis being proven on a simple averaging basis in all of the 10 cases demonstrating an overall acceptance level of our hypothesis by all of the sample respondents.

Hypothesis – Quantitative results of the Hypothesis were provided above. Based on the survey feedback and the planned interview responses some illustrative learning and findings pertaining to the hypothesis were explained and has been detailed in the main body of the thesis. The 10 statements were retained on a simple and easy to respond basis as they were being administered

to CEO's, Top Management of organizations. The findings concluded with the null hypothesis being proven on a simple averaging basis in all of the 9 cases demonstrating an overall acceptance level of our hypothesis by all of the sample respondents and in 1 case disagreeing with out hypothesis.

Part H Scenario Analysis

This section covered the findings pertaining to the 16 scenarios administered to the respondents. The sample being top management and other managerial cadre were managed in such a way that some of the sample respondents received questions pertaining to the hypotheses, some in regard to scenarios and others on survey feedback and content analysis material for the purposes of constructing the case studies. Scenario and content analysis involved detailing primary and secondary data; cross-verifying findings with third part neutral leaders and comparing with market sources.

A brief description of various scenarios was administered to the respondents asking them to agree/disagree on each of the scenarios.

This part focused on analyzing the CEO, top management perspective by providing varying types of scenarios, through Scenario definitions pertaining to Cultures, Organizational Models and Leadership Styles as they impact organization and the respondents were asked to agree or disagree concretely. In all 16 scenarios were presented with pre defined definitions. There was an overwhelming agreement to all of the scenarios depicted as they articulate simple presentations and perspectives and the CEO could relate to its content while evaluating their individual companies. The researcher was in a position to obtain significant data from the responses

received from the leaders on their notes on the scenarios. This meant 16 of the scenarios that were administered in respect of over 68 organizations on various aspects of leadership, culture and organizational models as they have been articulated over here were detailed only with select quotes from the leaders and members of these organizations. These are select quotes depending on which scenario was studied for that particular organization. In this section only a sample set of quotes have been produced. A detailed Annexure outlining additional scenario analysis of the respondents has been included. Despite this not all scenario responses and other responses from the respondents have been covered in this research to optimize space and provide a sample perspective please.

Summary: The entire questionnaire contained 8 parts (**Part A to Part H**) involving, culture, organizational models, leadership and comparisons were attempted as they relate or not to each other. It primarily included a combination of formatted questions, simple propositions as well as open-ended planned interview (checklist approach) to enable the researcher to obtain details and the CEO perspective as they were responding to the questionnaire. To provide for obtaining as much of a CEO/Leader perspective scenarios, hypothesis driven questions were also asked to gain a better appreciation of the CEO assumptions to enable correlating findings for research purposes. This was effectively accomplished.

Effectively forced rank comparisons from each part of Parts A to E together with the research conducted by the researcher, broadly indicates the following:

- A Visionary Leader in a Competing Organization influences an evolving culture predominantly.
- A Driver in a Performing Organization influences an evolving culture.
- A Teacher in a Learning Organization influences an Executive Culture predominantly.

- A Scientist or a Technocrat in a mechanistic organization influences an Operator Culture.
- A People Strategist in an Institution influences an Engineering Culture predominantly.
- A Teacher in a Human Organization influences an Engineering Culture.
- A Manager in a Voluntary Organization influences an Operator culture predominantly.
- A Builder in an Institution influences an Operator and a Evolving Culture.

Although the above mentioned is not expected to be proven as a part of this research the researcher was intrigued to notice many similarities with the ranking patterns as well as the responses that emerged from the CEO's. It is also important to understand that each if the three aspects pertaining to Culture, leadership and organizational model appears to overlap each other and the exact trigger of what primarily influences another would be desirable to be studied. For the moment that leadership styles in an organizational context influences culture to a degree has been attempted. This was possible through content analysis of the planned interview, studying the organization case and the CEO's responses. It could equally be valid to see if a leadership style in a particular culture creates what type of an organizational model. Or what type of organizational model (s) in a particular type of culture(s) creates specific leadership style(s).

Content Analysis Findings

Further to an analysis of the organizations studied and findings arrived in the last section connecting leadership to culture and organizational and management models some select findings and learning based on the Scenario Analysis, Leadership Hypothesis data generated from respondents, including material obtained from primary and secondary survey feedback data.

Role of leadership in culture creation and influence in the company – Some findings to support influence of leadership to organizational culture is discussed below. In the course of the research

owing to availability of substantive material on sample companies, their leaders, management styles and broad understanding of their cultures it was possible to obtain some findings in addition to what has been listed before. Content Analysis based on data generated through all of the above mentioned methods, including, scenario analysis, survey feedback and process observation checklist, cases and propositions, forced ranking instruments, secondary research and open ended discussions.

1. Finding 1

1. How do Leaders Impact Organizational Cultures?

Culture Beginnings and the Impact of Founders as Leaders spring from *three* sources:

- Core family philosophy, upbringing, experience, beliefs, values, and assumptions of founders
- Experimentation and consequent learning experiences of group members.
- New beliefs, values, and changing assumptions brought by new members
- Leaders have a point of view and articulate this point of view thorough periodic intervals and at varying locations and groups of people.
- Leaders choose to impact culture conscious of their influence.

The process of culture formation is the process of creating a small group:

- Single person (founder) has idea
- Founder brings in one or more people and creates core group. They share vision and believe in the risk. founding group acts in concert, raises money, work space
- Others are brought in and a history is begun.

- They influence as they learn, experiment and implement

2. Finding 2

2. What are the Culture-Embedding Mechanisms in the context of leadership?

Primary Embedding Mechanisms

- What leaders pay attention to, measure, and control on a regular basis
- Leaders influence values and ethics
- Leaders reaction to critical incidents and organizational crises
- Leaders allocate scarce resources based on their own observed criteria
- Leaders deliberately role model, teach, and coach
- Leaders allocate rewards and status
- Leaders recruit, select, promote, retire, and excommunicate organizational members
- They Communicates major beliefs
- What is noticed and consequent comments made casual questions and remarks becomes powerful if leader sees it and is consistent
- Consistency more important than intensity of attention
- Attention on questions that leaders ask
- Attention to agendas for meetings set emotional reactions.
- Important what they do not react to.

3. Finding 3

3. What are the leader Reactions to Critical Incidents and Organizational Crises?

- Leaders see crisis as an organizational reality. They believe and hope that they have visualized possible scenarios leading to a crisis and would avoid it.
- Crises is an important factor in culture creation
- They handle pressure and believe are competent and confident have handling a crisis.
- They are sure of themselves, at least give an impression of being so.
- Creates new norms, values, working procedures, reveals important underlying assumptions
- Crisis heighten anxiety, which motivates new learning
- A crisis is what is perceived to be a crisis, and as defined by leader
- Crisis about leader, insubordination, tests leader

4. Finding 4

4. What deliberate Role Modeling, Teaching, Mentoring and coaching activities do Leaders perform?

- Personal behavior communicates assumptions and values to others.
- Teaching through workshops
- Coaches in learning implicit knowledge
- Leaders are not shy of showing themselves as an appropriate role model
- Leaders believe that they need to be extroverts in their leader behavior and should demonstrate what they believe in by practicing it

- Leaders do not indicate concern for people at the cost of performance, while they still like to spend a significant amount of time with people or on people driven issues, challenges, problems and concerns
- Leaders like to show they have something to tell and teach their people. They formally participate in seminars, training programs and communication meetings to share what they know and teach it if required.
- Leaders find enough time to coach high performing people.

5. Finding 5

5. What are the Secondary Articulation and Reinforcement Mechanisms of cultures in young organization design, structure, architecture and goals of an organization are visible?

- Rituals, stories, and formal statements cultural re-enforcers, not culture creators.
- On organizational stability these become primary and constrain future leaders.
- These are cultural artifacts that are highly visible but hard to interpret.
- When organization is in developmental stage, the leader is driving force. In maturity stage, these will become the driving forces for next generation.
- Leaders determine organization design and structure
- Leaders influence organizational systems and procedures
- Leaders partake in organizational rites and rituals
- Leaders actively involve themselves in design of physical space, facades, and buildings
- Leaders tell their own stories, legends, and myths about people and events
- Leaders make formal statements of organizational philosophy, values, and creed.

6. Finding 6

6. How do leaders influence Organization Design and Structure?

- Leaders influence structure, roles and responsibilities, many a time decide themselves for their top management
- Organizing organization brings leader's passion than logic
- They worry more on critical jobs and critical players
- How stable structure should be or variable
 - Some stick to original setup
- Some constantly rework on the same structures hoping to find performance solutions
- Leaders give up good theory for good practice.
- Structure and design reinforces leader assumptions.
- Leaders seek comfort in clarity and avoid ambiguity in defined structures, roles and responsibilities
- Leaders drive performance by pre determined key performance indicators and implement them through structures
- Leaders ask for flexibility and multi tasking while they demand performance but seek specialist expertise when they ask for advice.

7. Finding 7

7. What Organizational Systems and Procedures do leaders depend upon to influence cultures and organizational models?

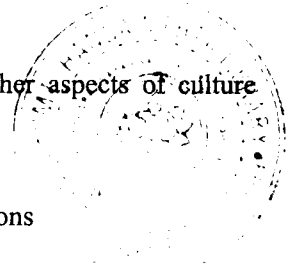
- Leaders ask for performance through formal budgetary, planning and monitoring systems
- Leaders influence organizational systems like appraisals, reward programs, feedback and review etc
- Some leaders are happy to manage their organization by establishing processes and systems that controls the organizational destiny, figuratively speaking
- Formal leaders believe in systems to replace dynamic decision making
- Some leaders prefer a mechanistic organization that provides confidence and comfort to systems and processes and consequently streamlined methods and activities.
- They make visible parts of life in organization: daily, weekly, monthly, quarterly, and annually.
- They formalize the process of "paying attention."
- They provide consistency when they choose to and,
- Their inconsistency allows for subcultures

8. Finding 8

8. Do Rites and Rituals actually happen in Organizations and do members believe in them?

- Rites and rituals happen although many deny that traditions are an important part of their culture
- Some unknown actions of organizations tend to be spoken internally as rituals, a rose garden party, founder's day.
- Many leaders seek to project a new outlook from their predecessors

- Visible respect to seniors is still a reality in many organizations
- Leaders find influencing or changing rituals more difficult than other aspects of culture comparatively speaking
- Central in deciphering as well as communicating the cultural assumptions
- They articulate stories as powerful re-enforcers



9. Finding 9

9. Does Design of Physical Space, Facades, buildings, and infrastructure including technological infrastructure influence culture and organizational models?

- CEO's see it as an inevitable reality, many try to discourage it only after they have become CEO's.
- Visible features are important to members, although many organizations actively attempt to dissuade its importance
- Symbolic differences in office layout and infrastructure is made
- It conveys a philosophy of the management to differentiate hierarchy
- Dress code has become another signal of difference
- Technology and internet connectivity have gained status signals
- Place of work, office décor, interiors, façade to the client and customer interaction location have made an impact on organizational identity and CEO's mind space

10. Finding 10

10. How do Stories, sagas about Important Events and People impact organizational culture and leadership?

- Stories about important people makes way for others to learn from their experience
- Stories of sacrifices mean more to people than successes
- Failure stories are not popular and are not encouraged in many cultures
- That stories happen, exist and continue to be spoken of is very real
- As history develops, stories evolve.
- Stories reinforce assumptions.
- Leaders can't control stories about themselves.
- Using stories to decipher org has its problems: Validity.
- Organizational events make way for story telling time
- There is a thin line between gossip and stories and over time this difference tends to get blurred
- There does not appear to be a formal process to capture and tell stories in an organization

11. Finding 11

11. What formal statements of Organizational Philosophy, Creeds, and Charters exist in the organization and do the leaders influence much of it?

- Leaders are aware that they have to speak of history and values
- Leaders know the merit in articulating vision
- Leaders consciously reinforce HRM thinking to demonstrate his/her concern for people
- Many leaders break hierarchies to connect with people to gain personal credibility and popularity

- Leaders make position statements when they believe that they need, sometime there could be a time lag between expectation and leader behavior
- Leaders speak their mind in regard to organizational soft issues
- Formal statements like mission statement, code of ethics etc. only highlight a small portion of the assumptions
- Picture for public consumption is a reality although internal truths may be different
- Not a complete definition of the organization yet made to make a point.

12. Finding 12

12. How have Cultures specifically impacted the CEO's leadership style in the context of an organizational model? Are things changing?

- Making the work environment invigorating and challenging
- Culture implies the presence of an approach that is understood, accepted and identified by people.
- Employees will have more flexible work arrangements
- Work hours scheduling will become less important as organizations focus on performance and results
- Intelligence through knowledge transfer capability will separate the best employees from the rest
- Policies are tuned to needs, company facilities will become "virtual" through work-at-home, telecommuting and outsourcing, the work week will be less structured- employees will still work 40-plus hours, but at varied times and places other than the office and formal rules and policies that will lead to greater portability of health, welfare and retirement benefits.

- Free-lance teams of generic problem solvers will market themselves as alternatives to permanent workers or temporary workers would promote collaborative cultures will be the workplace model Society and some degree of materialistic and narcissist values may become prevalent
- Customers will expect individual customization of products and services
- Family and life interests will play a more prevalent role in people's lives and a greater factor in people's choices about work
- Families will return to the center of society and community involvement and social responsibility will become part of an organization's business vision, in fact *cocooning* will become more popular as workers look to their homes for refuge from the pressures of competitive work place and depersonalized society
- Companies will take on responsibility for elder care, long term care and other social needs through cafeteria-style benefits programs

Physicians and behavioral scientists and, more recently have long recognized the powerful influence of one person's expectations on another's behavior, by teachers. But heretofore the importance of managerial expectations for individual and group performances has not been widely understood. I have documented the phenomenon in a number of case studies prepared during the past decade for major industrial concerns. These cases and other evidence available from scientific research now reveal:

What a manager expects of his members and that the way he treats them largely determine their performance and career progress. A unique characteristic of superior managers is their ability to create high performance expectations that his/her team fulfill. Less effective managers fail to

develop similar expectations, and, as a consequence, the productivity of their people suffers and colleagues, more often than not, appear to do what they believe they are expected to do.

Case Analysis

Mapping Leadership to Cultures and Organization and Management Models

This section focused on detailed case studies and a select list of 14 primary researches based and another 8 secondary research based case studies have been articulated to demonstrate the connection between leadership style, culture and the organizational and management model that exists in the said company. The data provided in this section is confidential to the company in particular and has been provided here for the purpose of research only. Usage of the material in another context would need the consent of the respective companies please. The case studies were constructed from the following data sources:

- **Survey Feedback and Planned Interview Method** – A detailed instrument was constructed to act as ready reference for the researcher with elaborate concepts, definitions and approaches to various aspects pertaining to this thesis. This being, namely culture, transformation, leadership, organization and management models, performance, architecture etc.. The instrument enabled the researcher to help the respondent as well as the researcher to probe and understand the various aspects pertaining to the respondent, the company etc. the instrument was not distributed but acted only as a guide to the researcher.
- **Scenario Analysis Instrument** used with the respondents to answer open-ended questions and the content so generated.
- **Personal Discussions** and the experience of the Researcher in the various companies that the researcher had either worked as a professional or has performed consulting services.

- Secondary Research Data and Information from journals, analysts, consultants and market opinion leaders.
- Published Case Studies about various organizations, CEO perspectives, anecdotes and quotes.

G Bromley Oxnam (Goodman 1997) defined culture as what is left after everything we have learned is forgotten. It consists of deepened understanding, a breadth of outlook, an unbiased approach and a heart that has deep sympathy and strength of courage.

Samuel Tilden (Goodman 1997) said that leadership is said that it is far more difficult to hold and maintain leadership, liberty, than it is to attain it. Success is a ruthless competitor for it flatters and nourishes our weaknesses and lulls us into complacency. We bask in the sunshine of accomplishment and lose the spirit of humility that helps us visualize all factors that have contributed to our success. We are apt to forget that we are only one of a team, that in unity there is strength and that we are strong only as long as each unit in our organization functions with precision.

George Mathew Adams (Goodman 1997) said of organizations as the only institutions that lasts a long time, do good and useful work, and are profitable, are those that are, and have been well organized. You get to feel of this immediately, when you visit such a place.

And now we commence our understanding of culture, leadership and organization and management models as thrown up through this research please.

The figure below provides a summarized version of the cases broadly analyzed for the purpose of this research project and also indicates the leadership style prevalent in that company in relation to its culture and organization and management model. The cases detailed later in this chapter

provide a bird's eye view of organizational history, their dreams and aspirations and identifiable indicators in relation to culture, leadership and organization and management model. Each of the cases has been written with varying perspectives to provide perspective aspects of the organizations studied. Effectively organizations by themselves or for that matter culture and leadership by themselves strongly need inter connections and linkages to gain a meaningful appreciation of an organization, particularly its culture. in the opinion of this researcher it is very desirable to understand these linkages to help understand each of the three aspects of this research study, namely, Leadership, Culture and Organization and Management Model in its totality and that studying one without a relevance to the other two would perhaps be a little myopic, although this statement would over time need empirical validation in all fairness.

Sample Company	Business Role	Leadership	Culture	Organization Mgmt Model
Andersen	Consulting	Driver	Executive to Engineering	Performing Organization
Citibank	Financial Services	Visionary	Executive to Evolving	Competing Organization
Lalbhai Group	Diversified/F M C G	Builder	Operator to Evolving	The Institution
Amtrex Hitachi	Diversified	Driver	Engineering to Evolving	Performing Organization
Anagram Finance	Financial Services	People Strategist	Operator to Evolving	Human Organization
Unilever	Diversified/F M C G	Builder	Operator to Evolving	The Institution
Pfizer Incorporated	Pharmaceuticals Bio	Visionary	Executive to Evolving	Competing Organization
Schoolnet/I L F S	Education & Health	Scientist	Executive to Engineering	Intellectual Organization
Whirlpool Corporation	Diversified/F M C G	People Strategist	Operator to Executive	Human Organization
BNP Paribas Bank	Financial Services	Technocrat	Executive to Operator	Mechanistic Organization
I C I C I Bank	Financial Services	Technocrat	Executive to Engineering	Mechanistic Organization
H D F C Bank	Financial Services	Teacher	Executive to Engineering	Learning Organization
Coca Cola Inc	Diversified/F M C G	Visionary	Executive to Evolving	Competing Organization
Quintiles Inc	Pharmaceuticals Bio	Teacher	Executive to Engineering	Learning Organization
Bennet Coleman	Media	People Strategist	Operator to Executive	Human Organization
Verifone Inc	Technology	Scientist	Executive to Engineering	Intellectual Organization
Sematech	Technology	Scientist	Engineering to Executive	Learning Organization
Asea Brown Boveri	Diversified	Builder	Operator to Engineering	The Institution
British Airways	Diversified	Technocrat	Operator to Evolving	Mechanistic Organization
General Electric	Diversified	Builder	Operator to Evolving	The Institution
I B M Corporation	Technology	Visionary	Operator to Evolving	Competing Organization
Standard Chartered	Financial Services	Driver	Operator to Executive	Performing Organization

Figure: 94 Sample Organizations and their predominant disposition towards a particular leadership style set in a cultural context for a specific type of organization and management model.

Section 4

Conclusion and Discussion

Interpreting, Internalizing, Effecting Change, Adapting, Leading an intellectual corporation

This section summarizes extensively on theoretical notes as well as conclusions drawn from this research. An organization's culture doesn't pop out of thin air. Once established, it rarely fades away. What forces influence the creation of a culture? What reinforces and sustains them once they are in place? How do new employees learn their organization's culture? The following articulates what the researcher learned about how cultures are created, sustained, and transmitted. And of the crisis of leadership being the mediocrity, callousness and irresponsibility, and the disdain and contempt that an average citizen have for the men and women in positions of authority and power. Yet in all of this morass lies a small group of men and women who by sheer personal values, beliefs, courage and the desire to make change happen have strode into the lives of people who they are responsible for. To them dreaming in color and living in black and white is a reality. And they still seek and ask for more as they give and provide more.

Change reflects intellectualization of the corporation. HDFC Bank has coped with this changed. Making the organization energized with people, process where the intellect turns into the dominant force in the management process. In all change management efforts current business scenario, strategic positioning of the organization, structure, managerial values, corporate philosophy, the managerial styles and practices, impacted players become relevant for consideration of the facilitator. Similarly in this program too change agents (Ashok Balwani, CEO of DNV is an example of becoming a change agent when he visualizes moving all of his

European and US back office to India). Should make visible the value of intellectual depth and its application. Adequate communication should constantly take place to make members understand the value of application synthesis in all of their new ideas. Each communicating group turns into a network and eventually a network of networks. The premium on learning and its use as the only competitive survival strategy should be made known vociferously. No Company has generated significant momentum in profound change efforts without evolving spirited, active, internal networks of practitioners, people sharing progress and helping one another. (Ferzaan Engineer, M D of Quintiles Corporation moved an entire business out of the Continent to India in 8 weeks time). Critically change does not follow a pattern and has strong discontinuous sequences. It can almost be guaranteed that what worked well in the past would probably fail the second time over. We need to see if we as an organization have learnt to manage this fact up front. As more people involved in change initiatives become part of the extended networks, information about the initiatives spreads more widely, giving rise to more interest, and potentially to more initiatives. Managers do not jump into the change initiative just because it sounds interesting or those key players are all in it. They initially wait for the first cut results to pour in and then choose their personal position.

Behavioral Change is a starting point in making cultures work and transmit.

Typically informal group houses are created to help each other transit into the knowledge company with limited entry barriers, thereafter meet periodically, share their learning and make each of them enjoy the experience. This would happen as long as it is not position as yet another change management program of the company causing more cynicism. Direct effect of communication and trust has a good example from Hindustan Lever. Historical events from Chemicals Division had created the collective assumption that management would always reduce capital funding requests. To offset these reductions, project managers automatically added a

“cushion” to their budgets. As the division leaders began to trust their project managers, things changed. Management stopped making these reductions, and project managers stopped adding a cushion. Now people just talk honestly about investments that were needed and the real constraints in funding. This saved a great deal of wasted time and allowing the company to prioritize the investments on a need basis. Trust brings in responsibility. Learning efforts should focus initially on the thought generation process and thereafter on the practical results that it has commenced to deliver. Results provide a context, a meaning, a method and a reason for experimentation, adaptation, and feedback. Seeing the consequences of team efforts and learning from the experience is critical for the network groups to succeed. Learning fundamentally assumes a time lag between the new thought process creation, establishing the internalizing of learning, bringing connected networks of learning together, application to business processes and attaining concrete business performance and bottom line.

Intellectual corporations (Quintiles business proposition is to follow the sun model when west is sleeping India enables conversions of medical information and transcribes back to the west by the time they wake up) prosper in making change happen realistically. It, to our mind, only demonstrates a further application of mind to make the change permanent and effective. Typically the corporation operates through identification of relevant people to the change process, bringing their values and identity together, network with relevant cross-team players, assess their intellectual compatibility, bring in commitment, define business goals and results and charges the team to move forward. There is a transparent and open communication involving review and feedback including action-oriented goals. Essentially this stage acts as a facilitation step in the intellectualization process. Critically the differentiating factor is that change is neither directed, conceptualized nor delivered by the top management. The change happens by a team of people who feel the need to change without encountering an entry-exit experience. Whirlpool attempted serious management changes while they completed their acquisition processes of other

manufacturing plants. While the change by itself could mean an impact on the average employee the process required to help make the transition is definitely not ignored, neglected or derided.

The ideal culture is one that serves the organization effectively. It may be summarized as the shared patterns of attitudes, values, beliefs and behavior, covering strategy, operations, decision-making, information flow and systems, managerial and supervisory behavior, the nature of leadership and the general behavior of the staff. It involves setting absolute standards of ensuring that these are achieved. It also requires reference to each of the elements and factors indicated above. The relationship between the ideal and the actual culture should be a matter of constant concern because both develop. Specific attention is paid to those gaps in culture that cause problems where, for example, people follow the leads, values and norms of their work or professional group rather than those of the organization. Technological advances and changes may mean that suddenly the ideal hitherto striven for has to be changed in order to accommodate new divisionalization, patterns of work, retraining, regrouping, and so on. Sub-cultures, parallel cultures and covert cultures are all bound to exist in organizations; the problem is to ensure that they do not damage or detract from total organizational performance. They must be capable of harmonization within the overall standards, and any sub-cultures that do not conform to this should be broken up. The purpose is to arrive at something which is dynamic and which adds value to operations and energizes the people positively. It affects attitudes and values and the ways in which people regard themselves, each other and the organization as a whole. It affects customer relations and relations with the wider community. It contributes to perceptions and images and wider feelings of general confidence. Stories circulate through many organizations. They contain a narrative of events about the organization's founders, key decisions that affect the organization's future course, and the present top management. They anchor the present in the past and provide explanations and legitimacy for current practices.

Leading and Managing Culture: Influence of Leadership

As stated above, both the actual culture and the perceived ideal are subject to constant development. With this in mind, the best organizations therefore pay this constant attention. There are some basic assumptions here.

1. Culture can be changed and developed if Leadership can influence the change.

Nissan UK transformed a population of ex-miners shipbuilders and steelworkers into the most productive and effective car company in the UK. Toyota and Derby is following suit with former railway staff. British Airways transformed a bureaucratic nationalized monopoly into a customer-orientated multinational corporation. British Steel transformed itself from a loss making National Corporation, riddled with demarcation and restrictive practices, to a profitable, effective and flexible operator. The constant development of operations, technology, markets, customer bases and the capabilities of the human resource also make this inevitable. Current ways of working and equipment, and current skills, knowledge and qualities serve current needs only. The future is based around the developments and innovations that are to take place in each of these areas. Leaders made this happen. Therefore, the culture must itself develop in order that these can be accommodated.

2. Culture change is long and costly unless it has a Leadership Impact.

It is certainly true that, where stability has existed for a long while, it is traumatic at first and therefore costly in terms of people's feelings and possibly also in terms of current morale. It is made easier for the future if new qualities and attitudes of flexibility, dynamism and responsiveness are included in the new form and if this is reinforced through ensuring that people

understand that the old ways are now neither effective nor viable. Indeed people who are told that there are to be lengthy periods of turbulence lose interest and motivation. Hindustan Lever New Millennium project is a 10 year emphasis to make fundamental changes to the organization. Pfizer – Parke Davis merger integration has been an 18 month long change management process to bring both organizations together into one way of doing things. The reality of change and development can be quickly conveyed through critical incidents: for example, the gain or loss of a major order; the collapse of a large firm in the sector; the entry of a new player into the sector; radical technological advances; and so on. HDFC bank hired professionals from the banking industry to shorten the leadership constraints in establishing a new organization. The existence of multiple cultures with professionals from Bank of America, Citibank and Time Bank is a reality that CEO Aditya Puri has to reckon with for now. Once this is understood, the attitudes, behavior and orientation of the staff are given emphases in particular direction and the general positioning of their aspirations, hopes and fears is changed.

Leading and Managing Change: Impact on Leadership

The fact that organization cultures are made up of relatively stable characteristics would imply that they are very difficult for management to change. Cultures take a long time to form. Once established, they tend to become entrenched and resistant to change efforts. Strong cultures are particularly resistant to change because employees become so committed to them. For employees to unlearn years of experiences and memories is a difficult task. That too takes a very long time. So while culture may be theoretically amenable to change, the time frame necessary to unlearn a given set of values and replace them with a new set may be so long as to make the effort realistically impractical. Remember, too, there are a number of forces in an organization that work to maintain its present culture. These would include written statements about the organization's mission and philosophy, the design of physical spaces and buildings, the dominant

leadership pattern, past selection practices, entrenched rituals, popular stories about key people and events, the organization's historic performance-evaluation and reward criteria, and the organization's formal structure. To illustrate, past selection practices tend to work against cultural change. Employees chose the organization because they perceived their values to be a "good fit" with the organization. They are comfortable with that fit and will strongly resist efforts that might undermine the predictability and security of the status quo. A final point in the argument against management's ability to change culture is the reality that if culture could be changed, surely management would do so. The foregoing discussion suggests that the real question we should be seeking an answer to is not, Can culture be managed? But rather, Are there conditions under which culture can be managed? This leads us to a situational analysis of conditions that are necessary for, or will facilitate, cultural change. The ideas we offer are based on observation as well as substantive research. However, there seems to be increasing agreement among theorists as to the importance of the leaders call on cultural changes with relevance to a particular organization and management model, be it Competitive Organization or a Performing Organization or a Voluntary Organization.

Effecting Cultural Change: Unfreeze Current Culture

The challenge is to unfreeze the current culture. No single action, alone, is likely to have the impact necessary to unfreeze something that is so entrenched and highly valued. Therefore, there needs to be a comprehensive and coordinated strategy for managing culture. Values are the bedrock of any corporate culture and as the essence of a Company's philosophy for achieving success. Work ethos develops as we keep implementing one policy after another and reinforce the work style, method and manner we would basic work to take place. The articulation of a vision and value clarification process attempted through the Global endeavors Arvind 2000 is an

example of one such process involving the top management of the enterprise to commit to change.

A Corporate philosophy states the goals and practices that communities of employees are trying to enact. That philosophy leads over time to the development of a host of smaller practices and modes of conduct that become a corporate culture. Over years of corporate functioning as problems are encountered and solved, as directions are taken or not taken and as crisis are overcome these philosophies take forms through decisions. In this sense, an organizational philosophy underlies the moral philosophy of one or a group of senior management who have shaped the Company through these actions. There is a danger in managing this process that is equally susceptible to human frailties. Strong and consistent fundamentals in the analysis of each of the actions and assumptions facilitates overcoming the human weaknesses built into the system.

Their sense of right from wrong articulated in a particular social and economic setting visibly emerged over the years as a culture and a philosophy. The researcher would like to present before you four values, we consider as a prerequisite in a **philosophy statements**: -

- **Openness and Trust in relationships**
- **Collaboration and communicated transactions**
- **Active involvement of people in all aspects which effect them.**
- **Communication and knowledge sharing**
- **Clarity in goals and expectations in performance**
- **Aligned in ways that determine ones way of life**
- **Humility, spirit of service and sacrifice**

There was a preconceived attempt at the unit to convey our philosophy on human resources management. Tradition, history, values, beliefs, norms, managerial styles, leadership, vision, goals and climate make up a Company's culture. Culture implies a Company's values- values that set a pattern for activities, opinions and actions. These patterns are either maintained or in situations dispensed with. Managers instill that pattern in employees by their example and pass it down to succeeding generations of employees. A collaborative work culture assures that any employees life is a whole and suggests that humanized working environment not only increases productivity but also the self-esteem for employees. An increased sense of ease makes everyone function better as people.

Effecting Cultural Change: Make Leadership Visible in Action

Across the line we have seen the inevitable necessity of the role of a leader in the Organizational building process – a leader with an ability to create and pose a strategic sense of direction with a vision and effort to prod the Organization towards growth. The leader demonstrates traits and habits that demand emulation and becomes a standard. The leader walks the talk.

Effecting Cultural Change: Sanjay Lalbhai, the Managing Director, of Lalbhai Group practiced some of these fundamentals as a leader who influences the culture:

- Lead from the front, show commitment and action for change
- Practice Values, they in turn help you determine your strategic path and growth objectives
- Implicitly provide a climate in which people trust and collaborate

- Make visible organizational and performance stakes in making change happen
- Create a corporate environment that puts constant pressure on everyone to beat your specific competitors at innovation.
- Structure the organization so that you promote innovation instead of thwarting it.
- Ask for the intellect that would make the organization work.
- Develop a realistic strategic focus to channel innovative efforts.
- Convert every business experience into a knowledge archive. That is the bank of the future.
- Know where to look for good ideas and how to use your business system to leverage them once found.
- Throw the book at good ideas once you've developed them fully. And ask for more.
- Get culture working to make people have fun.

Effecting Cultural Change: Cultural Analysis and Learning in the context of Organizations:

This would include a cultural audit to assess the current culture, a comparison of the present culture against that which is desired, and a gap evaluation to identify what cultural elements needs changing. How much individual initiative is there? Is innovation encouraged? To what degree are rewards contingent on performance rather than seniority or politics? Additionally, three basic questions should be answered in order to tap the content of the culture. First, what is the background of the founders and others who followed them? Second, how did the organization respond to past crises or other critical events, and what was learned from these experiences?

Third, who are considered deviants in the culture and how does the organization respond to them? Answers to these questions will reveal how particular values came to be formed, the ordering of these values, and where the culture's boundaries are. The next step in cultural analysis requires that the values sought in the new culture be articulated. What is the preferred culture that is being sought? This desired culture could then be compared against the organization's current values.

Effecting Cultural Change in a specific Organization and Management Model: The Learning Experience for Leaders

Significant performance challenges energize members regardless of where they are in an organization. No team arises without a performance challenge that is meaningful to those involved. A common set of demanding performance goals that a group considers important to achieve will lead, most of the time, to both performance and team. Performance, however, is the primary objective while a process remains the means, not the end. Organizational leaders can foster culturally sensitive performance best by building a strong performance ethic rather than by establishing a culture promoting environment alone. Biases toward individualism exist but need not get in the way of team performance. Real cultures always find ways for each individual to contribute and thereby gain distinction. Indeed, when harnessed to a common team purpose and goals, our need to distinguish ourselves as individuals becomes a powerful engine for team performance. Discipline—both within the team and across the organization—creates the conditions for team performance. For organizational leaders, this entails making clear and consistent demands that reflect the needs of customers, shareholders, and employees, and then holding themselves and the organization relentlessly accountable. And Connect Goals to Plans consistently. This would mean the need to keep the purpose, goals, and approach relevant and meaningful. All members must shape their own common purpose, performance goals and

approach. While a leader must be a full working member of the team who can and should contribute to these, he or she also stands apart from the team by virtue of his or her selection as leader. Cultures expect their leader to use that perspective and distance to help the teams clarify and commit to their mission, goals, and approach. Strengthen institutional framework and build commitment and confidence. Leaders should work to build the commitment and confidence of each individuals as well as the team as a whole. Map Competency to Core Capabilities of the organization: Strengthen the mix and level of skills. Effective leaders are vigilant about skills. Their goal is clear: ultimately, the flexible and top-performing cultures consist of people with all the technical, functional, problem-solving, decision-making, interpersonal, and teamwork skills the team needs to perform. To get there, team leaders encourage people to take the risks needed for growth and development. They also continually challenge team members by shifting assignments and role patterns. Build Networks: Manage relationships with outsiders, including removing obstacles. Leaders are expected, by people outside as well as inside the team to manage much of the team's contacts and relationships with the rest of the organization. This calls on team leaders to communicate effectively the team's purpose, goals, and approach to anyone who might help or hinder it. They also must have the courage to intercede on the team's behalf when obstacles that might cripple or demoralize the team get placed in their way. Make people Grow. Create opportunities for others. High Performance Culture is not possible if the leader grabs all the best opportunities, assignments, and credit. Indeed, the crux of the leader's challenge is to provide performance opportunities to the team and the people on it. Do real work. Everyone on a real organization, including the leader, does real work in roughly equivalent amounts. Leaders do have a certain distance from the team by virtue of their position, but they do not use that distance "just to sit back and make decision." Leaders must contribute in whatever way the team needs, just like any other member. Moreover, team leaders do not delegate the nasty jobs to others. Where personal risks are high or "dirty work" is required, the team leader should step forward. Small enough in number is what an organization needs to make cultural change

happen through a leader intervention. The leader can convene and communicate easily and frequently. Discussions are open and interactive for all members. Each member understands the other's roles and skills. All three categories of skills are either actually or potentially represented across the membership (functional/technical, problem-solving/decision-making, and interpersonal). Each member has the potential in all three categories to advance his or her skills to the level required by the team's purpose and goals. The member's purpose constitutes a broader, deeper aspiration than just near term goals. All members understand and articulate the purpose the same way. Members define the purpose vigorously in discussion with outsiders. Members frequently refer to the purpose and explore its implications. The purpose contains themes that are particularly meaningful and memorable. Members feel the purpose is important, if not exciting. . There are goals versus broader organizational goals versus just one individual's goals. Goals are clear, simple, and measurable. If they are not measurable, can their achievement be determined? Goals are realistic as well as ambitious. The approach is concrete, clear, and really understood and agreed to by everybody. It requires all members to contribute equivalent amounts of real work. It provides for open interaction, fact-based problem solving, and result-based evaluation. The approach provides for modification and improvement over time. Fresh input and perspective is systematically sought and added, for example, through information and analysis, new members, and sponsors. There is a sense of mutual accountability and responsibility. But for which the leader needs to appreciate the organizational context and its definition, whatever may it be, Intellectual Company, The Mechanistic Company or a Learning Company.

In summary,

Culture to perform to culture to learn, contribute, add value and enhance shareholder value is an organizational expectation for the leaders and members of the future. Individuals in doing their learning and contribution would seek fundamental and basic experiences. Not rocket science

demands. A place to work, a working infrastructure, learn as they go along and spend time, an opportunity to create, feel a sense of identity on what they have created and eventually believe that all that they have done has impacted the shareholder. People centric ways in treating people for their potential and human nature to help them feel a sense of belonging, a feeling of achievement and an opportunity to bring out the best in them is essential to this process of attempted transition. The culture provides for failure as much as enjoying its share of success. "Outsiders think Silicon Valley as a success story," writes Silicon Valley commentator Mike Malone, "but in truth, it is a graveyard. Failure is Silicon Valley's greatest strength. Every initial product or enterprise is a lesson stored in the collective memory of the country". Venture capitalist Don Valentine says, "The world of technology is complex, fast changing and unstructured and it thrives best when individuals are left alone to be different, creative and disobedient".

Organizations see the need for institutionalizing learning and teaching systems for people to learn, develop and intellectually grow as a responsibility, "self imposed", on them. While people are doing their jobs and getting things done there is a group of facilitators, coaches and trainers who perform the role of institutionalizing learning. They are the leaders of tomorrow. They make education happen naturally without elaborate systemic processes or planned classroom training. Electronic learning methods, long distance teaching modules, state of art knowledge programs, behavioral modification and cultural adaptation modules, unlearning in preparedness for the next set of concepts to absorb all become a laundry list of required facilitator's role. Individuals in turn are demanding corporate commitment and willingness to make employees employable over time. The process of reciprocity is essential in making knowledge managers work for others. For the individuals knowledge is their core competency and they would like to share, display and contribute depending on their constant state of up gradation. While it is not being presupposed that this becomes a corporate responsibility a learning culture perhaps is an inescapable

responsibility of the corporate management. Organizational learning forums would multiply several folds with members demanding time and opportunity to participate physically or electronically. As the learning centers proliferate cultural influences just occurs. Corporations view culture management as a competitive weapon to fight unprecedented economic wars. In a scenario where easy finance, adequate raw material, cheap labor and growing market is a real life scenario, knowledge becomes the true competitive source. In the individual intellect lie the competitive edge and the push factor against competition. When individuals are prodded to perform against intellectual odds they are likely to be at their best. Good work comes out of the human minds' defiance to doing it the proven way. Firms need to capitalize on this potential of the human mind to take on challenges that a product or a service cannot offer consistently over time.

Decision-making, an important aspect of the changing cultural dimension, has moved to the point of impact. Seniority of people and their experiences are no longer the governing principles for vesting of authority and power. As organizations employ managers with the power to think and do, there would arise a need for empowerment. There would also be the scope demanded of the individuals to do their job holistically being responsible for what they are accountable for. The operating front line manager is equipped with the capability to decide and act upon his/her problems. An empowered sales manger in the field talking and dealing with the customer best services customers. Getting back to the head office to seek an answer is not a workable proposition to customers demanding on time all the time service. Decisions, as a consequence, have moved to the point of impact. The shop floor supervisor answers the employee on his/her questions. First line managers ask for the freedom to do their job independently. Organizations cannot work through a long and an expanded hierarchy of seasoned managers who apparently know the one best answer. In any event we do not visualize adequate time in the hands of managers to manage a "ladder of references" before they could get their job done.

Change has become a way of life for corporate managers whose ability to reckon with and manage change as a day to day issue has become a necessary competency for effectiveness. If we presuppose an organization that is expected to operate on a flexible basis at a strategic level, with structures happening on an impromptu basis, with people processes depending on the current situation meeting with change head on is but a minimum. CEO's of corporations see change management, building people preparedness to face change, bringing in change adept internal practices in managerial actions, making change facilitators create and nurture the risk taking factor amongst employees as their single largest priority in the management of the enterprise.

Intellectual Corporation rarely is change shy, as their coping mechanism happens to be their mind that understands rationally the purpose and goals aimed through the planned change.

The users rather than the supervisory managers initiate Many times change. Individuals of well-managed intellectual organizations do not like to be told to change. They would rather identify the change, plan for its execution, and cover the impacted people by themselves instead of waiting for the systemic influences to announce and manage the change. Motorola would be one corporation where the ownership for change rests with the impacted people. Motorola University focuses their training attention to managing the turbulent environment with managers taking charge of their change needs and actions.

Work role professionals see organizational life no longer as an extension of their real world full time life. Many would like it to be independent of each other, family and work, with adequate quality space available for leading a life of fulfillment. Seeking joy is but one phenomenon that is very real for high performing individuals. It is in this context that flexible working, own time scheduler, self-goal prioritization, including variable bonuses and pay linked to targets achieved and virtual offices become real and inevitable. Apart from significant advantages in terms of office space, support staff, nearness to the customer, delivery based pay systems and virtual speed

of response. Individuals would also demand more time for their learning and knowledge updating efforts. Working spouse, care for parents, off line work and hobbies, mid career education and planning, and choice of school for children, geographic location preference and more importantly the employee would like to work at a location where his/her contribution is maximized. It is possible to receive a higher number of applications for part time employment just to help the applicant have more time to do other things. *While this is perhaps a loss to the corporation for the increasing amount of limited time availability of their effective performers the upside would be the opportunity for organizations to have half as many more people and their creative minds.*

Corporations see the real need to integrate diversity issues as a basic management challenge and are creating culture facilitation strategies to make diverse people live and work well with each other. Cross culture studies have revealed that over 50% of the work force of the 21st century would consist of people of diverse background, demographics, varying personal preferences and cultural milieu. Diversity preparation becomes an important organizational action point to have people not just tolerate each other but actually enjoy working and sharing with their colleagues. The emergence of the third world in the global business scenario makes diversity management extremely crucial immediately in the short run. Workplace management demands would need to be reckoned with to allow for minds of several types and dispositions would work together. They could be physically together or could be working miles apart but attitudinal congruence and tolerance towards diverse people sets is essential and inevitable.

Team performances could be influenced, by the role played by the intellectual manager depending upon the method used by the group to make participating members learn, share and co exist. It is ironical to argue for team performance in an individualized intellectual organization. Yet we do not see a contradiction. Teams will always be there with individuals

participating in it working towards a common objective. The issues on team working could substantially be different with team norms including aspects of individual contribution based on areas of expertise, seasoning of managers to the task in hand, working out of physically dispersed locations and an element of competitive spirit bordering on individual excellence. Team leadership could vary based on expertise, client requirement and the attitudinal vagaries of the team members. *Teams would exercise considerable influence over their choice of team members.* Effectively teams would turn into clusters and coalition groups with similar and dissimilar purposes and goals. Formal creations may turn into a challenge for the management as the clusters would have a unique internal management style for leading, participating, sharing, working norms, for example, long hour working, helping a colleague through a personal problem and substituting him/her on the job etc. Many organizational norms of discipline and rules of work ethic traditionally understood and practiced in the organization may undergo a change given the cluster desire to achieve their goals in their own way. In our opinion managers, in managing their independent work force whose demands for autonomy may border on laissez faire, would face considerable degree of difficulty.

Intellectual culture could sometimes, in fact many times be conflict prone given occasional polarized and strong views on individual positions and perspectives. Participating members typically have a point of view on issues confronting him or herself or the organization and feel their role to be critical enough to substantiate their argument. Large-scale differences are eminently possible. When two minds that think are put together there would a point of difference. Organizations and individuals should be aware of this possibility and seek out acceptable and pre determined means of conflict resolution and due process. The corporate would become responsible to create confrontation forums and stress release mechanisms to make people of intellectual intensity work together. The dispersion possibility of people flying off the handle owing to combination of work role pressures and an inability to sell their idea across is high.

Research and development departments interfacing closely with manufacturing or marketing departments would need careful monitoring and coaching, counseling to manage themselves in their new context. A software development pocket with people rushing to advance their knowledge is another area of concern. Similarly HR professionals who have become responsible for HR services and people counseling roles would need considerable adaptation and focus maintenance training. Making people emotionally resilient to what affects them while on the job is a critical role to be performed. Defining the changed context and their meaning or adaptation to the context is relevant to eliminate identity loss and frustration amongst people in "high think" jobs.

Clearly the participating managers impact the culture in several ways both in the short and long run. The organization tends to be perceived as being excessively skewed in favor of meritocracy albeit at the cost of loyal long-term employees. Some overtly aggressive individuals who would make normal circumstance appear conflict and confrontation prone could vitiate the culture. Some amount of survival of the fittest tendency may creep in. Placement and hiring decisions would lean in favor of college degrees, professional education, organizational skills and competencies and knowledge that is application and growth based. A natural process of attrition of those who do not "fit in" would emerge for a natural process of elimination. Employees would consider the organizational career plan to consist of a successive set of hurdles to be crossed at every stage of their career with no letting go at any time. People will simply have to be at the top of their performance graphs to move up hierarchically. Who knows more, how much more do people know, know more and more of less and less, (know what, know why), gross focus on issues, a quality of mind that is inquiring, investigating, challenging, considerable skills of creativity, deep and powerful analytical insights, sharpened process skills, critical understanding of organizational knowledge linkages and many such factors would become relevant. The employees would simply have to think more before they act. Employees would be expected to be

at their best at literally all times. Speed would mean a combination of responsiveness and superior quality of input. Effective service at acceptable quality would not be good enough.

Creation of a performing culture where people would sense the common goal of customer service, satisfaction, adding to shareholders wealth and bottom line orientation is key to the Intellectual Corporation. A culture where “people – systems” would replace “systems – people” with the original contribution of the people as the critical input. The human school linked with the systems approach to make the human mind superior to the machine with the caveat that they are now inter dependent. There would be a premium on doing it different every time. Task orientation would create a new sort of peer group competitiveness with competent minds chasing self-imposed goals and deadlines. The organizational performance would emerge into one of spontaneous discovery process where people would cherish the task of achieving yet another milestone.

Managerial actions by itself would no longer determine company priorities on an exclusive basis in this dynamic culture. The managerial act would be either preceded or succeeded by individual or collective intellect providing information based knowledge, sensitivity analysis with “go – no go” options, scenario planning and scoping etc. The responsibility of managing the company would cut across lines of control and power and would depend on groups of people vested with the correct knowledge of the issue in question. Every function and activity of the company would turn knowledge and intellect driven. Manufacturing teams would be driven by their knowledge of technology, process, standards and methods. Marketing would make brands, research, and customer data knowledge intensive. Research and development would focus on new products, inventions and innovations. Finance and HR functions would attempt making every policy and system intellect friendly and knowledge sensitive. Everybody knows everything. Knowledge

sharing would be the power that people would exercise. Routine would considerably give way to creative new.

Is there an IDEAL Organizational and Management Model?

An ideal organisation to be one where a person's promotion is unpredictable and depends largely on his own good performance. And where a person can see exactly how his career will progress after certain periods of time, that regards special benefits, such as attractive bonuses, free pension schemes and a company car, as the prime incentives to remain in the job. That concentrates on tempting new employees with interesting work although it is not able to pay as much as other organisations providing less interesting work and where it is emphasized that the 'job comes first', therefore after work pleasure should take secondary importance. And where it is very difficult to carry on work over a weekend period should someone so desire. Where the few changes in tasks that occur allow people to perform one type of work with considerable care and proficiency. And where there is constant pressure to complete a task well in a short period of time and to then become involved with another task. And where there is a general attitude that, even if the working conditions are very poor, much can be compensated by interesting work. Where little that is favorable can be said about the work, itself but where the attitude of management towards its employees' welfare is first class. That gives people jobs that can very likely be done well. That gives people work which is not so difficult that they would, have to rely on luck to do a good job nor so easy that they are bound to succeed. Where it is expected that leisure time will be sacrificed if work pressure is great. Or where it is felt that working late is undesirable because eventually strain will be experienced in normal working hours. That believes that if a person concentrates primarily on working in a warm, close fashion with his co-workers, good work must follow. That regards the successful completion of an employee's assignment as more important than the feelings of that person's co-workers. That expects individuals to help the organisation by

fulfilling their own personal goals. That expects its employees to strongly identify with the organisation rather than think of themselves as individuals apart. Where good working companions and generous holidays are provided to make up for the tedious nature of the work. Where there is more concern with employees' satisfaction with the actual work that they do than with their general conditions of work. Where each employee is solely responsible for most of the work that he performs and where several people are always responsible for, and take the credit for, a particular piece of work. Would your ideal boss be someone, who gives his employees work that they feel sure of doing well without too much effort or who gives people work requiring quite a lot of struggling to matter. And who insist on finding out how worthwhile his employees see their work but neglects looking into the enjoyment that they get from their work? Who regards the pleasure that his employees get from their work as more important than the actual worth while ness of the work. Is he some one who emphasizes the importance of the work group's responsibility for its decisions rather than particular individuals in the group taking the responsibility? Who relies on a particularly efficient individual in a work group to control the group's activities and who expects to be consulted only for very exceptional work problems. Who encourages employees to follow set procedures in their work. Who attempts to provide attractive work for his employees even if it is not of great value to them. Who would not give people work that they could view as of little value even though it may not be highly attractive to them? Who gives his employees general guidelines on which to base there own decision about how to proceed with their work. Who gives clear, very comprehensive instructions on how employees should carry out their work. Who finds that for group morale it is better to try to preserve good co-worker relationships that may be spoiled by letting people keep working at a task to their own satisfaction. Who feels that a certain degree of bad feeling amongst employees is worth tolerating if they are very much involved with their work? Who looks for future employees who will be able to work independently of others. Who looks for future employees who will primarily be good at getting on well with other employees? Who would rather employees consulted him with work

difficulties than struggle with them themselves. Who will not interfere with work for which employees have responsibility. Who expects an individual's work rate to remain relatively uninfluenced by his colleagues? Who relies on the group as a whole to produce a given amount of work, expecting the group to influence an individual's quantity of work done? Who views good employee relations as being most important and incompatible with competitiveness? Who insists on individuals trying to achieve a better performance rating than their co-workers. Who gives employees work where they need to write fairly detailed arguments about problems solutions? Who gives employees work that involves very little written reporting or problem discussions? Who feels that working late should be avoided. Who encourages working late in order to meet a deadline.

And finally, The Critical Leadership Question?

Is leadership at every organizational level engaged in hands-on implementation of the vision? This includes eliminating management layers, being visible in the bowels of the organization, and being an active, early participant in any learning effort. Only through direct involvement that reflects coordination, vision, and integration can leaders obtain important data and provide themselves to be powerful role models.

At Motorola, CEO Bob Galvin not only drove the quality vision, he was a student in the first seminars on quality and made it the first item on the agenda at monthly meetings with his division executives. Much-admired Wal-Mart CEO David Glass spends two or three days each week at stores and warehouse; employees can call him at home and are often transferred to his hotel when he is in the field. Jack Welch and his time training managers at the Pitt at Crotonville, or Sanjiv Gupta of Coke casually attired, open door to all approach or K V Chandrasekhar of Whirlpool who would pick up his calls and speak without a secretary hangover are all examples of

outstanding leaders. New Jersey Mike Walsh of Tenneco (formerly of Union Pacific Railroad) meets with groups of employees at all levels in what Tom Peters calls "conversation". Sanjay Lalbhai has a good word to tell the press when asked did his trust in people let him down? "I believe I need to do more of it, for that is when people will understand the true meaning of trust". M C Banga Chairman of Hindustan Lever focuses on the Prayer Meeting on Monday Mornings as a form of regular communication and spends quality time visiting retailers, customers and quality points. Aditya Puri of HDFC Bank and ex Citibank walked around nearly all of the day from one floor to another or from one office to another simply connecting with people and their day's work. Jerry Rao, CEO Citibank and now the Chairman of Mphasis Corporation would pick up the phone and say, "Can this be done, Please?". The recipient of that message was his office boy. Mukesh Ambani got into details when he chose to. Say's Dr S Chandrasekhar, President HRM of Reliance Infoway, "Give Mukesh a document the previous evening at 9 p.m. and he would have read and come prepared for a 7 am breakfast meeting the next day." A leader indeed. Or that of Vindi Banga of HLL, "Write a mail to Vindi" would say an HLL employee "no matter how low may the person be in the organizational hierarchy, Vindi would reply. There is always an answer from this outstanding leader".

Section 5

Limitation of the Study

A critical examination of the research study reveals the following limitations:

- i. Since the research was dependent on top management cadre executives, CEO's/Leaders, obtaining their quality time, albeit, for a short time was a difficulty and had to be managed through substantive pre meeting preparation. Confidentiality issues pertaining to sharing more information was a serious problem and public domain information had to be obtained.
- ii. The response material obtained from respondents had to be corroborated and substantiated with considerable amount of secondary research material to demonstrate consistency with the responses.
- iii. More than an instrument approach process observation and survey feedback methodology was useful as it provided the researcher to physically be present at the research location for some time.
- iv. Further empirical validation of the findings particularly in regard to evolving culture, leadership styles and organization and management models would be desirable. And if this can be done across other cultures and countries there is scope for substantive future relevance.
- v. Obtaining further data and research work over substantive time in each of the organizations would help establish the connection between culture, leadership styles and organization and management models more effectively.