

## **Section 1**

### **Introduction to the Abstract**

As we study leadership theories and the significance of the literature available on leadership through an analysis of traits, styles, behavior patterns situations and individual orientation it is realized that while all of it appears to be an exhaustive coverage it is still not enough. Perhaps the issue lies not as much in the leadership research or the theories in themselves but the way leadership has been applied, evaluated, measured and discussed amongst teachers, researchers and behavioral scientists. Simplistically analyzed it would seem obvious that leaders do not work or play their role in isolation. And that there is a context or a situation in which they perform their roles. This aspect has been covered in Hersey and Blanchard etc. This context essentially is the organizational situation or otherwise is the culture in which leaders enact their roles. Effectively this degree of research has been established through leadership styles, behavior, competencies and traits and the context and situation as understood in culture has also been dealt with in the behavioral science literature. Connecting leadership to organizational culture has increasingly been evident in the research work too. (Kotter, Khandwalla, Schein, Bennis, Katz and Kahn etc) Yet in the opinion of the researcher organizations by themselves integrated and linked with leadership and culture into specific contexts is definitely not available in literature. In addition there is also missing knowledge on how each of these contexts could be unique and that universalization of this is possible only when appropriate linkages and definitions or concepts pertaining to leadership, organizations and culture are brought in perspective is the researcher fundamental value proposition. To the researcher the problem here is the absence of adequate research work to establish how do the three factors, namely, leadership, culture and organization and management models connect up with one another and how do they differ when one of the variables changes. That this variability could mean change in leadership styles of the CEO/leader

in a culture that is benevolent to a change in leadership style of the same CEO/Leader when he/she is operating in a autocratic organization culture. Similarly the leader could be forced to vary his leadership style in a competitive organization viz. a viz. an organization that has its primary business purpose into altruistic activities. Each of the three variables could differ; one from another and this would mean altered leadership styles in each situation. And this could also mean varying cultural models or state of affairs in an organizational commercial context. The researcher believes that this analysis is more than just a situational analysis and that adapting a leader to that particular situation is effective enough. For the simple reason that situations in a culture, or the culture by itself, the organization and management type and orientation including the leader's style disposition all could have a mutually exclusive but a collectively exhaustive impact. Again it is quite possible that culture influences the leader or the leader influences the culture and thereby the organization and management type/ model to have a more lasting impact. It is the researcher's endeavor to study various CEO's top management cadre executives, the organizational culture and the fundamental organization and management model and evaluate whether this proposition is in fact a reality in these companies.

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 from 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. Understanding the context of the overarching cultures the primary type of the organization and management model would help determine on a proactive basis leadership choice and performance and effectiveness criterion. Predicting the organizational culture through a formal assessment process, evaluating through an appropriate diagnosis the management and organization model on a longitudinal basis is a desirable research step for practicing leaders who would understand and benefit from their knowledge and substance of the organizations.

**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. Therefore, the researcher has to attempt defining basic definitions for new forms of leadership styles, cultures and organization and management models when seen together, providing linkages between the three factors. In addition should as well prove certain types of hypothesis, build scenarios, attempt alternate patterns of organizational understanding, conduct detailed case based research including detailing certain assumptions on how does the leader influence culture and the organization model.**

**To the Researcher Leadership Influences Culture in a Organization and Management Model or type and that predicting these three variables in its totality and on a pro active basis is essential to future work on leadership effectiveness.**

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 that 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 4<sup>th</sup> 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 enable 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 and its 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, “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 on 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 20<sup>th</sup> 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 other focus on behaviors.
- Some leadership approaches take a universal perspective; other uses 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 depend on the situation.

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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?
3. 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 own 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, and 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 sets 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 stakeholders.

*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

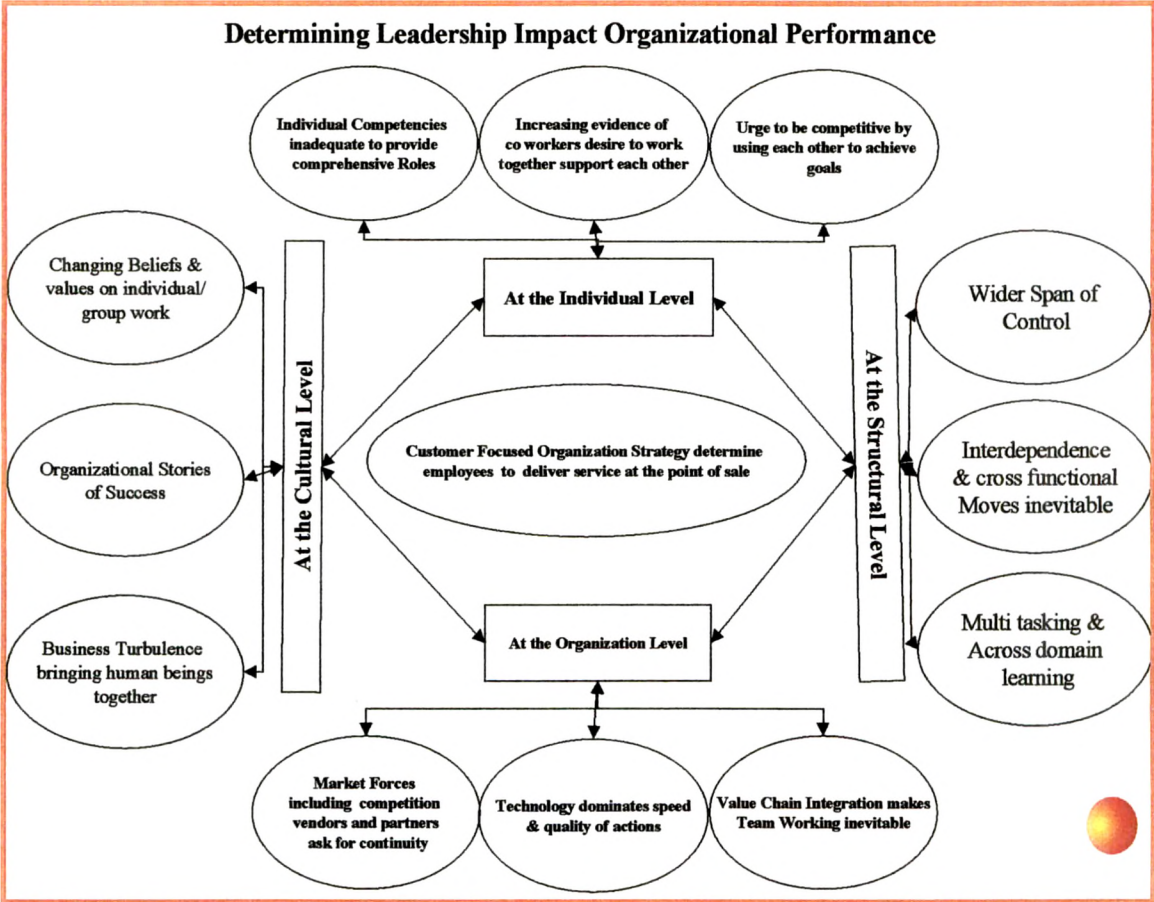
different levels in the organization will tend to describe the organization's culture in similar terms.

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

1. Leaders drive organizations to perform in ways they believe would support their goal orientation.
2. In doing so the Leaders influence and impact the organizational culture
3. 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.
4. 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.
5. The Researcher would establish the appropriate connection that links up each of these factors, being leadership, culture and organizational and management models, relevantly.
6. 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



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.