

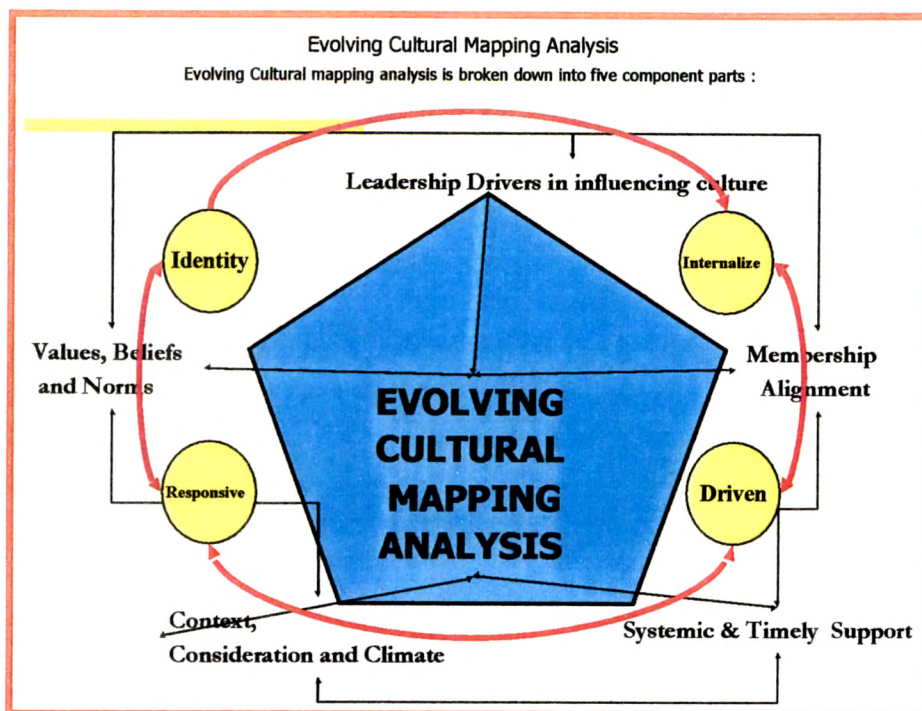
### **Section 3**

#### **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.



**Figure: 5 Evolving Culture Mapping Analyses – Reaching Definition**

**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**

<ul style="list-style-type: none"> <li>a. The Human Organization</li> <li>b. The Learning Organization</li> <li>c. The Institution</li> <li>d. The Competing Organization</li> </ul>	<ul style="list-style-type: none"> <li>• The Operator Culture</li> <li>• The Executive Culture</li> <li>• The Engineering Culture</li> <li>• The Evolving Culture</li> </ul>	<ul style="list-style-type: none"> <li>e. The Voluntary Organization</li> <li>f. The Intellectual Organization</li> <li>g. The Mechanistic Organization</li> <li>h. The Performing Organization</li> </ul>
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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.

1. 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).
  2. 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).
  3. 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 existed 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

<ol style="list-style-type: none"> <li>1. The People Strategist</li> <li>2. The Teacher</li> <li>3. The Builder</li> <li>4. The Visionary</li> </ol>	<ul style="list-style-type: none"> <li>• The Operator Culture</li> <li>• The Executive Culture</li> <li>• The Engineering Culture</li> <li>• The Evolving Culture</li> </ul>	<ol style="list-style-type: none"> <li>5. The Manager</li> <li>6. The Scientist</li> <li>7. The Technocrat</li> <li>8. The Driver</li> </ol>
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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.



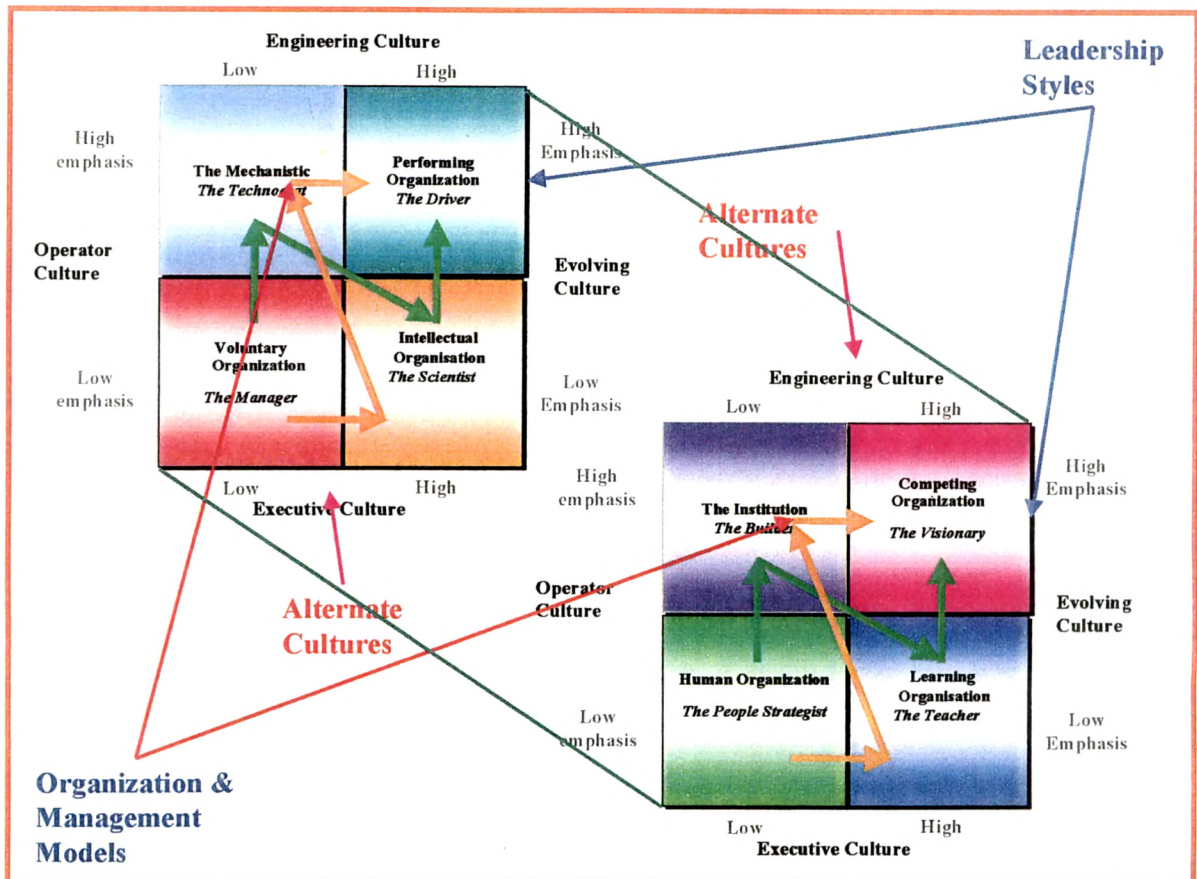
Although the above mentioned is not expected to be proven as a part of this research the researcher was intrigued to notice many similarities with the ranking patterns as well as the responses that emerged from the CEO's. It is also important to understand that each if the three aspects pertaining to 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. Has been provided here. Schematically it has also been depicted as to how the three variables, namely, leadership, culture and organization and management models link up with one another and how do they act as a mirroring, looking glass from one side to another. The figure demonstrates how it is possible to classify organizations into its various categories by understanding the detailed factors that fit into a particular definition.

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.

**Figure: 6 Integrating Leadership, Cultures and Organization and Management Models**

## 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, and 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 (22 Case Studies in all), 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: 7 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.**