

CULTURE, LEADERSHIP AND STRATEGY

Simon Booth

August 2010

Part 2

1. What are the nationalities of the two most important people who have affected research in leadership over the last 25 years?
2. According to Hofstede, what does organisational culture do to the mind?
3. Sum up the second definition of organisational culture?

Part 3

4. According to the Lecturer, in the UK we do not have one dominant culture. Describe in what way our culture divides into sub-cultures.
5. What are the long-range historical effects on culture in the UK?
6. Hofstede measures culture by how people behave. What is an alternative approach?

Part 4

7. Using the University as an example, name two of the symbols of the culture of the University.
8. Why is it difficult to measure values in our culture?

Part 5

9. Hofstede's research into organisational culture finds that there are two main differences between the cultures of organisations. What are these?
10. How do organisations in Japan differ to the majority in the UK?

11. How does a Professional organisation (such as a Pharmacy) differ from non-professional organisations.
12. What is the difference between an open and a closed organisation?
13. Explain the difference between a normative and a pragmatic organisation.

Part 6

14. What are the three other factors that are linked to values not practices?
15. Explain the meaning of Power Distance.
16. What does the GLOBE study say about societal culture's norms and practices?
17. How is the appointment of a leader for an organisation a two way relationship culturally.

Part 7

18. What were the other dimensions that the GLOBE study looked at that were not included in the original Hofstede study?
19. In the English organisations did the managers want more or less power?
20. What is humane orientation and what did the organisations want from it?
21. In what area was there the biggest increase between what the managers perceived the organisation to be doing and what they would like it to be doing?
22. What does the data suggest we need less of?

Part 8

23. What is the inspirational coach approach to leadership?
24. What is the second type of leader and what are their characteristics?

25. **The merchant adventurer leader is ruthless and domineering but what benefits can they bring to an organisation?**
26. **What type of leader was Anita Roddick?**

Part 9

27. **Which type of leader has universal acceptance?**
28. **Why is it important for the culture of an organisation to try and appoint inspirational coaches?**
29. **Why does leadership matter?**
30. **What is the third factor, alongside culture and leadership, which needs to fit in order for an organisation to be successful?**

Key

Part 2

1. Dutch and American
2. It programmes the mind.
3. The second definition of organisational culture is that it is about assumptions rather than values or behaviour

Part 3

4. Breaks down into countries (England, Scotland, Wales, N Ireland), then counties (eg Cornwall), then into nationalities within cities (eg Jews and Muslims in Glasgow).
5. The influence of groups such as the Vikings and Romans on how our culture has developed.
6. The alternative approach is to measure culture by how others perceive your behaviour and values.

Part 4

7. The mace (used for Graduation) and buying Fair Trade products
8. Values are personal thoughts and understandings which are difficult to measure objectively.

Part 5

9. Organisations are either predominantly bureaucratic or predominantly goal-oriented.
10. In Japan the organisation is concerned with you as a whole, both your home life and your work life. In the UK organisations tend to be only concerned about your work life.
11. Professional organisations have outside links with, and therefore interest in, professional bodies whereas non-professional organisations tend to only be concerned with their own organisation.
12. In an open organisation individuals communicate across all levels but in a closed organisation they do not.
13. In a normative organisation your behaviour is dictated from the top whereas in a pragmatic organisation you still follow normal behaviour but can use your discretion to adjust to different situations.

Part 6

14. Security, Centrality and Power distance
15. It is the differences in the power between the different members of an organisation, ie how much power does your direct manager have over you or can you appeal to a higher authority.
16. That they influence an organisation in terms of its structure, the behaviour of its leaders and how they are expected to behave, and how it relates externally.
17. An organisation appoints a leader whom they believe is culturally appropriate but then by his behaviour he can change the culture of an organisation.

Part 7

18. Humane orientation, assertiveness orientation, future, and family collectivism, and performance orientation.
19. Less
20. Humane orientation is looking after each other and doing things together. The organisations wanted more of this.
21. In performance orientation.
22. We need less control from the top.

Part 8

23. To boost morale and encourage their employees by building their confidence.
24. It is the orderly leader who follows rules and procedures. They tend to have a more formal and patient approach. They tend to be risk-averse, preferring to follow habit.
25. Some people respond better to the “knife” approach than to kindness and so this approach can get results.
26. Compassionate Visionary

Part 9

27. The Inspirational Coach
28. It is difficult to change the culture of an organisation and the leader needs to be accepted by the majority.
29. Leaders can be rejected if they do not fit the culture and ultimately this can lead to the breakdown of an organisation.
30. The economic foundations