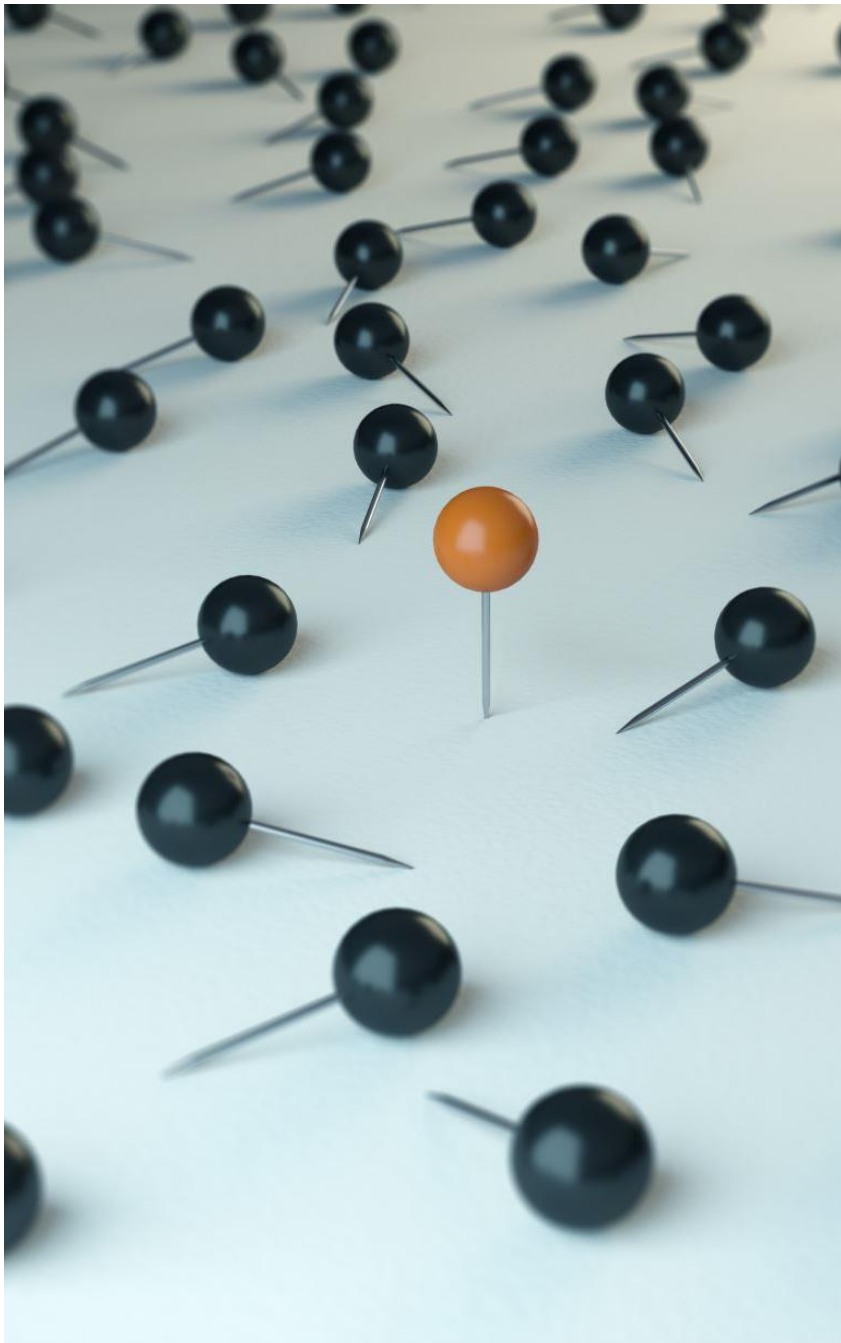




CULTURAL DIVERSITY

LESSON 2

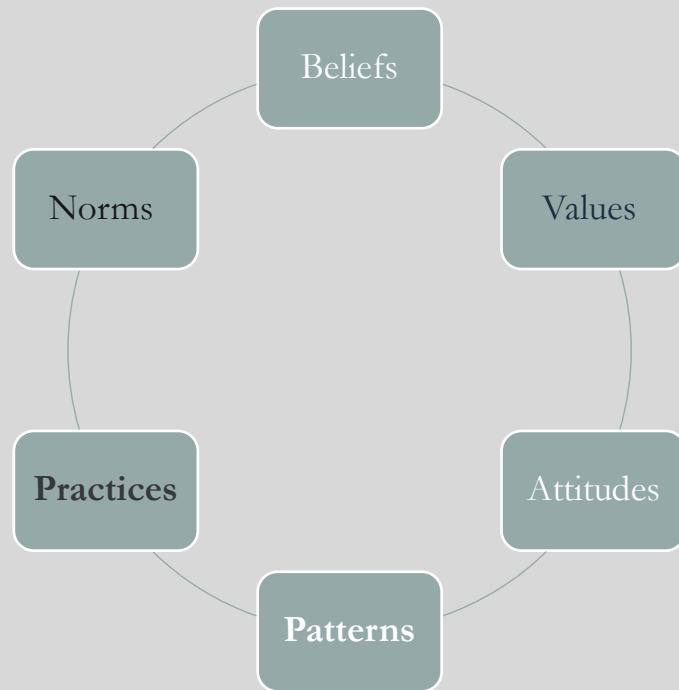


LESSON PREVIEW

- Leadership and Culture
- Leading Across Differences
- Cultural awareness
- Building Trust Across Cultures

Leadership and culture

- But first, what is organizational culture?
- A company's/an organization's



- Culture influence the behaviour of employees.
- Culture affects how people experience an organization
- Culture guide activity and mindset in an organization.
- Culture is usually set by a company's leaders.

Can you provide some practical examples of where a culture affects a company?

FOUR TYPES OF ORGANIZATIONAL CULTURE



CLAN



ADHOCRACY



MARKET

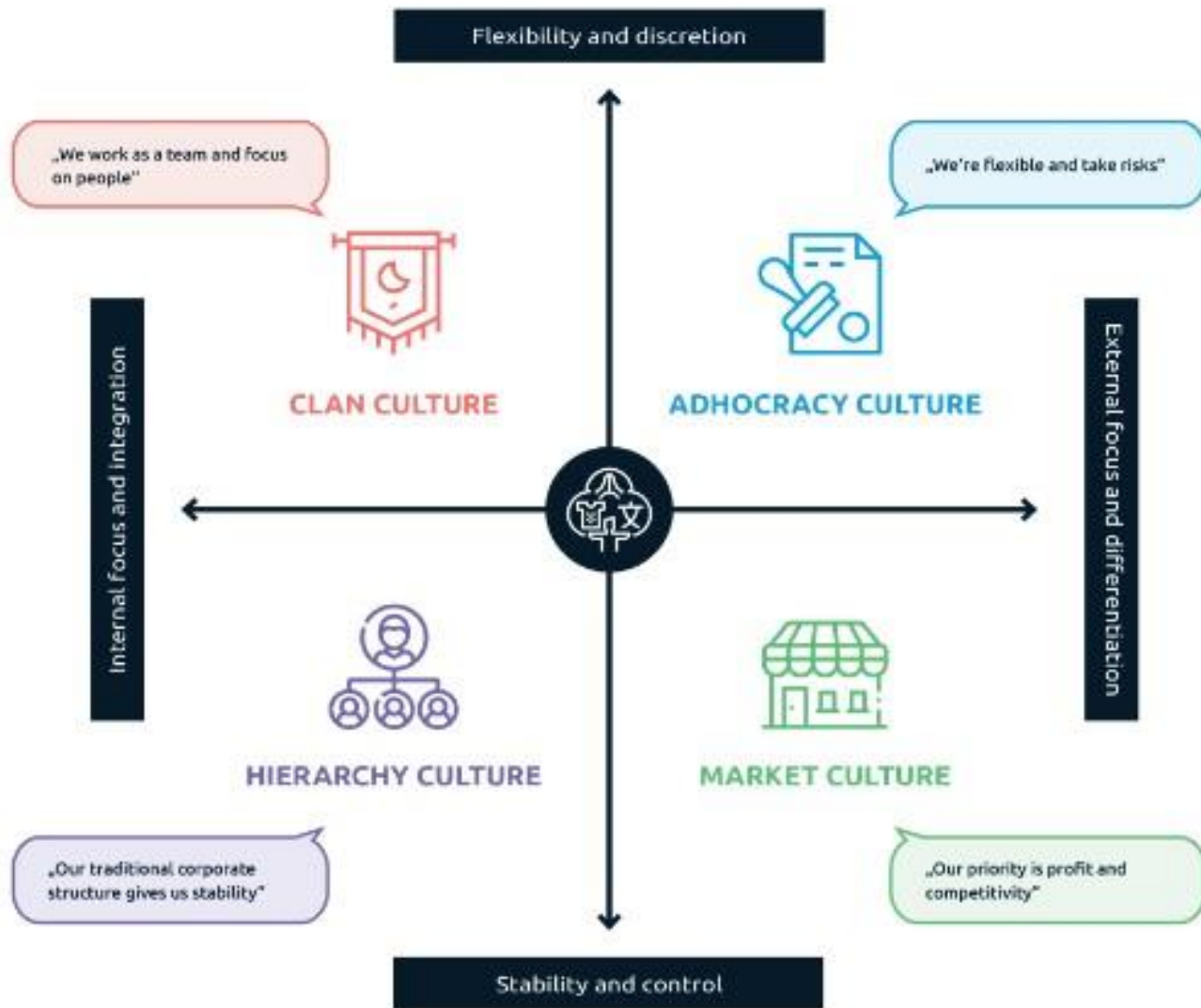


HIERARCHY

Types of organizational culture

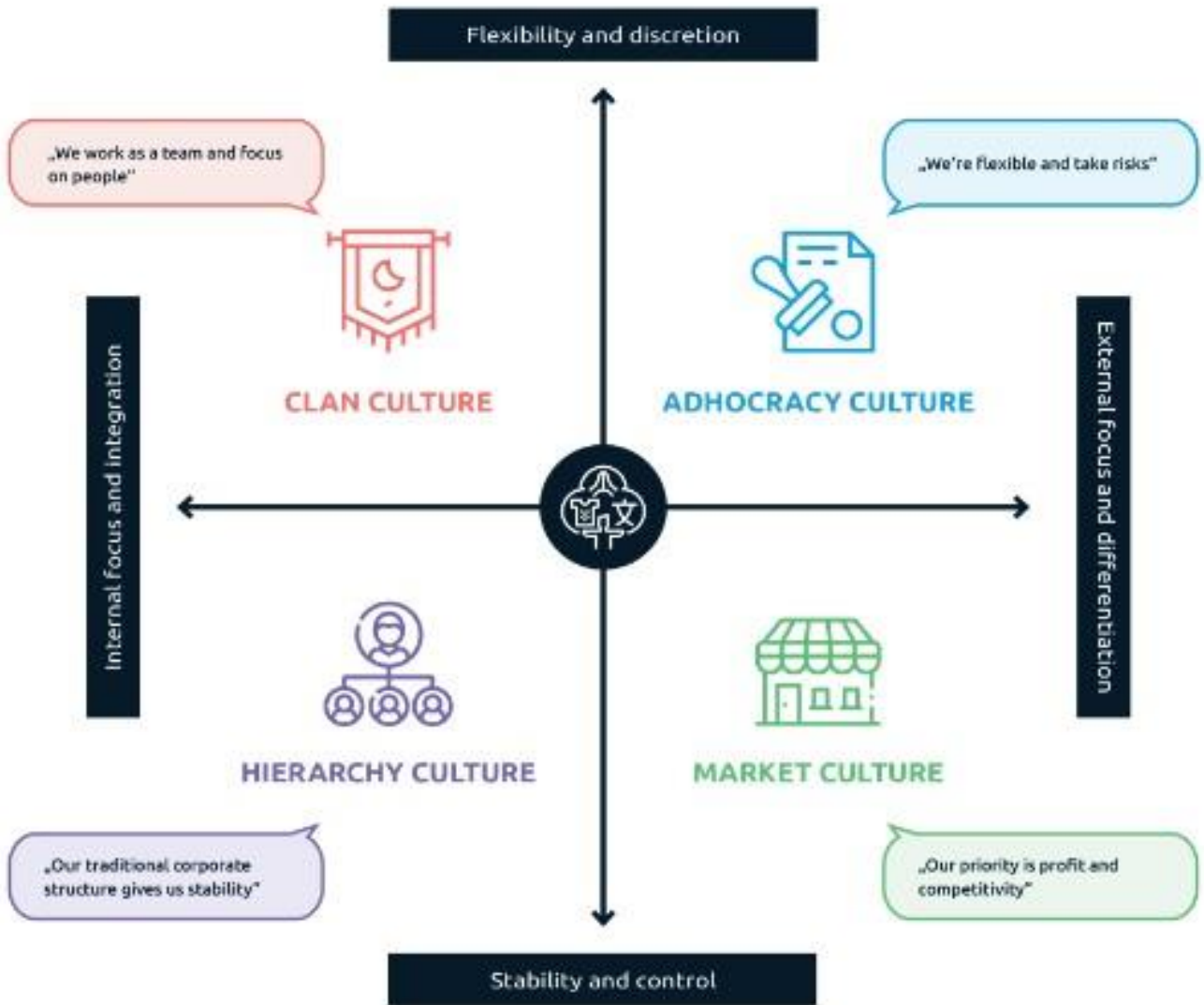
- Quinn and Cameron did some foundational research on company culture and came to the conclusion that no culture is as straightforward as being “good” or “bad”, just distinct.

TYPES OF ORGANIZATIONAL CULTURE



- Clan culture (also called a “collaborate culture”), where there’s a lot of emphasis placed on teamwork and togetherness. Teamworkers share a bond like a family.
- A creative culture is the adhocracy one. There is a strong commitment in creating new standards, maintaining continuous improvement and constantly finding creative solutions. (
- In the market culture , they emphasize on results and accomplishments. (Amazon)
- Hierarchy culture is structured, well defined and formal. There are strict protocols, rules, regulations and policies to ensure order, efficiency and consistency

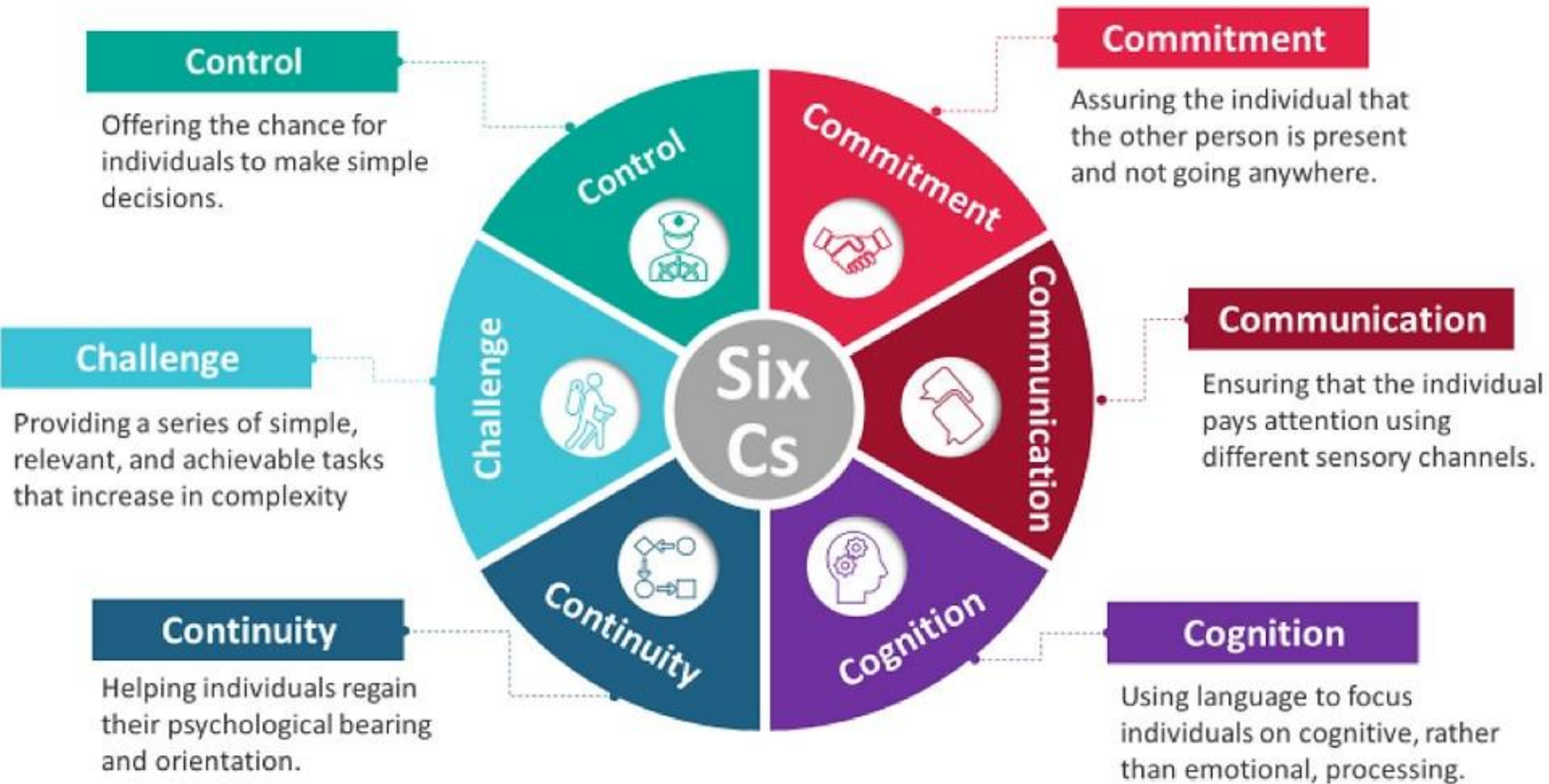
TYPES OF ORGANIZATIONAL CULTURE



- Can you think of the pros and cons of each one?
- What type of candidate would you look for each one of the types?
- Please note that there is not a good and a bad type and many companies are a mix of more than one of them.

How do leaders influence the organizational culture?

- **Ensuring** everyone's aligned on its mission, purpose, and vision.
- Leaders serve as role models for the desired culture. Their actions and behaviors set **an example** for others **to follow**.
- By **involving employees**, seeking diverse perspectives, and considering the impact of decisions on various stakeholders, leaders can foster a culture of collaboration, inclusiveness, and transparency.
- **Leaders must communicate** openly, honestly, and frequently to keep employees informed and engaged.
- **Recognizing and rewarding behaviors** that align with the values and goals of the organization.
- Investing in the **development of their employees** to foster a culture of growth and continuous learning.
- **Identifying and addressing** any cultural **misalignment** or issues within the organization.
- **Inspiring Confidence** in the Face of Challenges





There are 3 Types of Organizational Leadership Cultures

- Dependent leadership : People in authority are responsible for leadership.
- Independent leadership : Leadership emerges out of individual expertise.
- Interdependent leadership : Leadership is a collective activity to the benefit of the organization as a whole.

DIRECTION

How do we achieve agreement on direction?

ALIGNMENT

How do we coordinate our work so that all fits together?

COMMITMENT

How do we maintain commitment to the collective?



Interdependent

Agreement on direction is the result of **shared exploration** and the **emergence** of new perspectives.

Alignment results from **ongoing mutual adjustment** among **system-responsible** people.

Commitment results from **engagement in a developing community**.



Independent

Agreement on direction is the result of **discussion, mutual influence, and compromise**.

Alignment results from **negotiation** among **self-responsible** people.

Commitment results from **evaluation of the benefits for self** while benefiting the larger community.



Dependent

Agreement on direction is the result of **willing compliance** with an **authority**.

Alignment results from **fitting into the expectations of the larger system**.

Commitment results from **loyalty** to the source of authority or to the community itself.

In the shipping industry there are many cases where the leader needs to have the ability to effectively lead and manage diverse teams and navigate cultural differences.

Nowaday's the workplace is consisted by different cultures and it is expected and asked by leaders to posses skill that can effectively engage and empower individuals from various backgrounds.

When a leader can navigate accross all of these differences then they can make the best out of it.

Diverse teams bring a range of perspectives, experiences, and ideas, which can lead to enhanced creativity, innovation, and problem-solving.

It also enables organizations to better understand and serve diverse customer bases and markets.

Leaders can create an environment where all team members can thrive and contribute their best

How can a leader navigate accross these differences?

1. By **understanding the different culture**, their values, their norms.
Set an example of an onborad and shore difference culture that is common
2. **Build a bridge language** communication
3. Invest time in **building elationships** with team members from diverse backgrounds.
Give time to everyone to be heard.
4. **Aknowledge** and make the most out of all the strenghts, talents, unique skills that diversity brings to the team. **Encourage collaboration** and the sharing of diverse ideas and opinions to drive innovation and problem-solving.
5. **Promote a respectful, understading work environment.**

- Attached you can find the link of an interview of **Edgar Schein** about the leadership in the corporate culture and the performance linked to it. Set 3 examples that you found interesting.
- <https://www.forbes.com/sites/rodgerdeanduncan/2018/10/30/culture-leadership-performance-how-are-they-linked/?sh=29e9cfed5e44>
- One of the most read leadership case is the one of Steve Jobs. Below you can find a link where a writer identifies the practices that Jobs followed.
- <https://hbr.org/2012/04/the-real-leadership-lessons-of-steve-jobs>