Dark side of IT

One implication of our findings is that the very qualities that make IT useful — reliability, portability, user-friendliness and fast processing — may also be undermining employee productivity, innovation and well-being.

Techno stress:

- They employees feel forced to multitask rapidly on simultaneous streams of information from different devices simply because information feeds come at them in real time; they are tethered around there devices and short technology cycles and pressures from IT vendors mean constantly changing interfaces, screens and functionalities, often without sufficient FAQs and help-desk support.
- According to the survey of 600 computer using people 73% agreed that refraining from constant connectivity will put them at disadvantage at work.
- Complex interfaces that do not fit with the nature of work causes additional stress.
- Excessive use of IT has led to the users being addicted to the technology.
- Person leisure time activities are also brought to work such as use of Facebook or instagram.

Employee misuse of IT:

- Another aspect of the dark side of IT is the threat of employees misusing organizational IT resources and triggering "attacks" of different kinds.
- No company can stop an employee having authorized access to a computer system from obtaining info and selling it to competitors.
- Attacks from internal resources are greater than from external resources
- Other misuses are truly malicious user behavior (stealing sensitive data), unsanctioned behavior (knowingly using unlicensed software), and naïve user actions (opening an unknown email attachment).
- The employees would make misuse of IT under certain circumstances. (software example and manager salary example)

Why senior leaders should care:

- They pose serious risk to productivity and innovation.
- The more time they spend on understanding the technology and changes in it the less time they will have to focus on their actual job.
- IT also affects relationship building because some company require both service oriented and relationship oriented workflow.
- IT induced stress reduce innovation and productivity in both types of workflows.
- Second, excessive IT use can harm employee well-being. Many left their jobs due to the stress and many claimed their jobs to be unsatisfactory.
- Third, there are monetary and reputational risks.
- A fourth risk is to the technical integrity and operational viability of the corporate IT system. Certain forms of addiction, such as visiting websites that host online gambling activities or pornography, are magnets for malware infections.

- Finally, there are legal risks.

Resisting the dark side:

- Organizations have traditionally taken primarily technical approaches to helping their employees use IT.
- These have consisted largely of routine, mostly one-time and one-size-fits-all technical training activities where employees go through material on how and when they can use features of particular systems.

Tackling dark side of IT

- Senior leadership should make mindful use of IT an organizational priority.
    - Make the organization aware of the negative impacts of IT's "dark side."
    - Develop strategic plans for identifying and mitigating dark-side risks associated with the use of IT.
    - Commit resources for campaigns/events such as email-free weekday afternoons or IT addiction-awareness days.
    - Incentivize employees to find out how best they can use IT by experimenting with features and use strategies.
    - Lead by example by showing, for instance, how senior leaders limit unnecessary and less urgent use of IT beyond working hours or adhere to IT security policies, procedures and guidelines themselves.
- IT leaders should build and maintain vigilance against IT's dark side.
    - Drive formal and informal learning about IT.
    - Provide ongoing technical and general support to employees for applications they use.
    - Build dark-side resistant technical features into IT applications and infrastructure, such as blocking potentially addictive applications.
    - Design and implement IT-use policies that help people self-regulate their use of IT.
    - Design and implement "persuasive" IT systems that guide users to effectively use IT.
- HR leaders should monitor and enhance employee's well- being.
    - Implement HR programs that monitor and measure whether employees experience dark-side IT-use effects.
    - Implement initiatives that foster positive job-related attitudes, recognizing that they can help thwart addiction, stress and IT misuse.
    - Design and implement employee development programs that encourage responsible IT use.
    - Encourage and provide training resources for employees to maintain work-life-technology balance.

SIGNS OF IT'S DARK SIDE:

- Conditions that create stress from IT use ("technostress")
    - Employees are forced by IT to work to tight schedules.
    - IT forces employees to be in touch with work around the clock.
    - Employees face constant IT changes and upgrades.
    - Employees' personal life is invaded by organizational IT.

- o   Employees spend undue time and effort to understand and use IT.
  - o   Employees feel a constant need to update their IT skills for job security.
- Conditions that indicate IT misuse
  - o   Employees share or write down passwords.
  - o   Employees use unapproved devices, such as personal USB sticks.
  - o   Employees fail to lock/log off their computers when not using them.
  - o   Employees share sensitive information with nonemployees.
  - o   Employees download and/or install untrusted programs.
  - o   Employees access unauthorized parts of the corporate network.
  - o   Employees intentionally circumvent technical controls, such as those that block access to certain websites and cloud-based services.
- Conditions that indicate addiction to IT (for example, excessive use of mobile devices, Internet browsing)
  - o   Employee performance suffers because of constant and needless IT use.
  - o   Employees are consistently preoccupied with using IT.
  - o   Employees find it difficult to stop using IT, whether or not it is required.
  - o   Employees neglect daily job duties because of being on the Internet.
  - o   Employees become restless, frustrated, irritated or agitated when unable to access and use IT.

Culture at Google

Workplace culture:

One source defined workplace culture as "the shared values, belief systems, attitudes and the set of assumptions that people in a workplace share. Different models of corporate culture included: competitive, goals-driven environments; strictly controlled hierarchies; team-oriented workplaces; and organizations that encouraged creativity and entrepreneurial behavior

Google's Culure:

- Ten things we know to be true. The 10 things included points such as "Democracy on the web works," and "You can make money without doing evil".
- "Don't Be Evil" became a central feature of the company, with many employees reporting that they felt a genuine sense of moral responsibility in the workplace.
- Google also encouraged lively debate, open conversation, and a free-flowing exchange of ideas among its employees.
- Google aimed to hire employees who were aligned with its mission and values.
- **Googleyness** is a set of qualities that make you stand out from the pack and fit into Google's unique work culture.

- "Thank God It's Friday" (TGIF) meetings to keep employees apprised of new developments at Google. These meetings gave employees the opportunity to question—and challenge—company leadership.

Diversity, Equity, and Inclusion among Employees:

- Some observers argued that limited diversity in tech was the result of a "**pipeline problem**;" that is, women and underrepresented minorities were less likely to major in computer science and also more likely than men to leave the industry, which further narrowed the pool of women eligible for promotions or leadership positions.
- Research suggested, however, that the low number of women and underrepresented minorities who studied and pursued computer science was likely driven as much by **unconscious bias** as it was by conscious choice.
- A third school of thought held that cultural issues in tech had created a **hostile workplace environment** for women and underrepresented minorities, which made them more likely to leave the industry.

To increase diversity, Google had formed special recruiting teams and partnered with external organizations such as Black Girls Code, Lesbians Who Tech, and the National Center for Women in Technology.

While Googleyness referred primarily to personality and work ethic, many employees believed the phrase was synonymous with culture fit. Hiring based on culture fit could be problematic for diversity efforts, as it could make interviewers more inclined to select candidates who were similar to the majority of other employees. In the case of Google, using a culture fit criteria could bias hiring managers in favor of white or Asian males.

Incidents:

- One such employee was James Damore, a 28 year-old software engineer who had worked at Google since 2013.[76] In July 2017, Damore posted a manifesto entitled "**Google's Ideological Echo Chamber**," which was critical of Google's diversity efforts to several of the company's internal discussion boards.Damore argued that the underrepresentation of women in technical roles was partially the result of inherent biological differences rather than learned behavior, discrimination, or a toxic workplace culture.Damore also wrote that Google discriminated against employees who were politically or ideologically conservative and accused the company of "shaming dissenters into silence."[7]Google fired Damore two days after his manifesto was leaked to the public.

Project Maven:

- The project used artificial intelligence (AI) to read images and videos in order to make drone strikes more accurate.
- Several employees objected to Project Maven, given its potential capability to be used against humans. If the government ever decided to use the Project Maven technology to target humans, Google's contributions would make the drone strikes more deadly. An AI researcher named Meredith Whittaker took the lead on employee dissent and drafted a petition to Pichai requesting that Google end its contract with the Pentagon.[95] The petition, which referenced Google's "Don't Be Evil" motto and reminded Pichai of the company's corporate values and mission, soon received more than 4,500 signatures.[96] (Soon after this incident, Google removed almost all discussion of the phrase "Don't Be Evil" from its code of conduct and replaced it with broader language about ethical behavior.
- Google assured its employees that the technology underpinning Project Maven was intended to protect lives; teaching drones to distinguish between human and non-human images would reduce the likelihood of civilian casualties in strikes. Pichai announced that Google would continue to work with the military, but vowed that the company would reject projects that integrated AI into weapons or other potentially lethal technologies.

Project Dragonfly:

- This project automatically censor material that the Chinese government wanted to restrict, ranging from negative media coverage to scholarly research.

- Confidential documents leaked to The Intercept revealed a secret Google contract to build a search engine for China.

- Google faced instant criticism from human rights groups, its investors, members of U.S. Congress, and its own workers. Once again, several Google employees resigned, citing ethical opposition to censorship, and others drafted a petition to voice their disagreement with Project Dragonfly

Managing Oneself

Peter Drucker is the father of contemporary management, and in his book Managing Oneself, he discusses self-development. Developing a career entails getting to know oneself and keeping a positive relationship.

What are my strengths?

To have a successful career, one must first understand their own strengths. Nobody performs well when they are aware of their flaws only. The majority of people are mistaken about their own strengths and weaknesses. The only way to discover your strength is through **feedback analysis**. While evaluating, one will be able to grasp their

own strengths, weaknesses, and potential hurdles. We need to know our strengths in order to know where we belong.

- Concentrate on your strengths. Put yourself where your strengths can put result.
- Work on improving your strengths. Will tell if you need to improve or acquire new skills.
- Discover where your intellectual arrogance is causing disabling ignorance and overcome it.

. People have plans but do not follow through them. Work does not stop when plan is completed.

. Lack of manners sometimes

One should waste as little effort as possible on improving areas of low competence. More energy is required to improve from incompetence to mediocrity than to improve from first rate performance to excellence. Energy, resources and time should go in making a competent person into a star performer.

How do I perform?

How one performs, like one's strength, is distinct. Personality can be inherited or developed, but it is formed long before one begins working. Just like one obtains success by focusing on what they are strong at, one accomplishes results by focusing on how they perform well.

The bottom line is, don't try to change yourselves. You have a minimal chance of success. However, strive hard to enhance your performance. And don't try to take on tasks that you can't or won't accomplish well.

Am I a reader or a listener?

The reader reads a piece of information and has to extract the main idea that is being talked about.

Listener is engaged and reacts to the ideas presented by the speaker on the runtime.

Do I make results as a decision maker or an advisor?

How do I learn?

Of all the important pieces of self-knowledge, understanding how you learn is the easiest to acquire.

What are my values?

Values are not concerned with ethics. Ethics can be examined using Drucker's "Mirror Test," which asks what type of person you want to see in the mirror. Organizations, like individuals, have values. Individuals will be frustrated and underperform as a result of the value system mismatch.

There is sometimes conflict between a person's values and his or her strengths. In this case, the work may not appear to be worth devoting one's life to. Values here should be the ultimate test.

Where do I belong?

Successful careers are not planned. They emerge when people are ready for opportunities because they are aware of their **strengths, values, and how they perform**. We rarely consider where we do not belong. Knowing where one belongs can elevate an ordinary individual — industrious and competent but otherwise unremarkable — to the level of an exceptional worker.

What should I contribute?

People usually take up jobs that have been allocated to them or that are expected from them. Instead, one should observe the situation and contribute.

1. What does the situation require?
2. Given my **strengths, my way of performing, and my values,** how can I make the greatest contributions to what needs to be done?
3. What results have to be achieved to make a difference.

A plan can not cover more than 18 months – Still clear and specific

So ask, where and how can I achieve results that will make a difference within next year and a half.

Results should be hard to achieve. But, within reach.

Should make a difference.

Should be visible. (Possible and measureable)

Responsibility for relationships

Accept others are as individual as you. To be effective, you have to know the strengths, the performance modes, and the values of your coworkers. Communicate often.

Second half of your life

The people who plan their second career is a minority, but they are the leaders and become role models for many. The majority "retire" with their first career and just count the rest of the days for actual retirement. These second careers help one to be focused while having tough times during their lives and also help to contribute and make a difference. Parallel career.

<u>Mount Everest</u>

Multiple qualitative methods reveal three precursors associated with

the breakdown of learning in teams:

- narrowly defined purpose,

- directive leadership

- failure to sense an ill-defined problem.

- Findings have implications for normal disasters and sense-making

This article analyzes:

-The implications for learning in short-term project teams

-Team leadership

-The study of organizational disaster.

Organizational disaster

This research is intended to uncover the factors that lead to organizational breakdown and

the mechanisms required to recover.

Aims of this research

1. Uncovering hidden sources of variability in organizational disaster
2. Identifying the chain of events that, taken together, constitute the recipe for disaster.

One stream has focused on how individuals and teams conceive, deliberate and act upon organizational problems.

A second stream of research has focused on systemic factors that lead to organizational disaster.

A third and emerging stream of disaster studies has sought to integrate multiple levels of analysis.

Disaster studies pull from a broad range of traditions, including psychology, sociology and engineering, and across multiple levels of analysis, including individual, team, organization and industry. An emerging theme that reaches across these streams of analysis is the growing recognition that learning plays a central role in the detection (Edmondson, 1996) and prevention of, as well as the response to organization disaster.

Learning and organizational disaster

how organizations learn from mistakes, adapt to changing technologies and surface errors before they escalate into larger organizational disasters.for example, focused on how individuals in teams learn from experience to make decisions in response to shifting environments.how failure to sense an impending problem may result from limitations in individual cognitive capacity.The perceived ability to surface and discuss errors – is a key factor in the ability to learn from errors.

human error in organizational breakdowns as an interaction between two sets of constraints:

1. Individual access to resources such as knowledge and competence, access
to information, and the ability to process data.

2. Task constraints such as degree of discretion over the task, the various strategies available for making choices, and control over the path taken to achieve goals.

Methods

Data collection

Analytic strategy

First, a timeline of likely events was created after an extensive review of public accounts of survivors and observers. The second strategy, Mohr outlined five factors of a

process theory:

1. Focal unit describes the unit of analysis.
2. Precursors describe two or more encounters or processes experienced

by the focal unit. Importantly, these precursors are not variables; they

are discreet events or processes.

3. Motivators describe the forces that initiate the precursors and put them into action.

4. Probabilistic processes describe the forces that bring the precursors together.

5. Outcome describes how the combination of precursors impacts the focal unit to create an incident.

The 1996 Mt Everest disaster

1. The final assault
2. Traffic jam at the summit
3. The descent
4. The huddle
5. Rescue attempts

Analysis

Mt Everest as a source for team analysis

The Mt Everest events serve as a source of data for analyzing team process,

for at least four reasons.

These events fit the definition of a disaster 'incident', because the events led to the breakdown of specific units of an organization. The consequences of the Mt Everest event were confined to a few units (teams) and created no ongoing disruption to climbing on Mt

Everest or mountain climbing in general.

The events meet the **three criteria for a critical event.**

(i) served as a branching point for the historical development of the mountain-climbing industry, as it transitioned from an informal network of climbers to a commercialized industry

(ii) contradicted a belief, widely held at the time of the disaster, that climbing Mt Everest had become routine and required no special expertise in climbing

(iii) evoked strong metaphorical power as demonstrated through the multiple accounts of the events in the popular press.

The third reason to study the Everest events is the events achieved a symbolic importance beyond the local climbing community. The disaster has been invoked to illustrate a variety of organizational phenomena, including leadership, strategy and ethical decision-making .

the Mt Everest disaster fits three criteria for developing general theory from the particulars of experience, because the events: (i) provided a vivid example of how a breakdown in team learning contributed to an organizational disaster; (ii) provided data for an under-

studied level of analysis, namely, teams in organizational disaster; and (iii) shed light on an understudied type of team, task forces, expeditions and short-term project teams.

Table I Factors leading to team breakdown

Process or event	Everest example
Motivational drives (Learning and development)	
Drive to learn	Seek challenging situation in mountain climbing
Need to adapt	Respond to constantly changing conditions on the mountain
Force for development	Encounter complex situation
Organizing processes (Team dynamics)	
Join team to acquire means to accomplish goals	Expedition provides means to climb Everest (e.g. financial, technical, social)
Multiple competing motivations	Publicity, personal challenge, career enhancement, mountain 'experience'
Precursors	
Narrowly defined purpose	Reach summit
Directive leadership	Leaders provide technical expertise but fail to create environment in which members can adapt
Failing to sense an ill-defined problem	Complex weather patterns, organizational and team dynamics, industry changes, intermingling of expedition teams

Viesturs's comment demonstrates at least three characteristics of a broadly

defined purpose:

1. 1 Multiple, often contradictory solutions (e.g. the lure of the summit versus knowing one should turn around), often expressed through the

   negative or contradictory demands inherent in an activity.

2. The emotional, subjective and potentially ambiguous nature of the

solution (e.g. the 'lure,' being 'drawn' there, when to 'break the rules').

3. 3 The contingency of the situation in relation to prior experience (e.g. 'on a good day, you can get away with it . . . on a bad day, you'll die').

Reliance on directive leadership

Leadership played a part in Everest, but the present analysis revealed that relying too heavily on leadership to make choices can have negative consequences.

Failing to sense an ill-defined problem

This study relies on a definition, most consistent with learning, that emerges from developmental theory. An ill-defined problem arises when the solution to the problem cannot be answered with current knowledge.Three criteria establish an ill-defined problem: (i) the goal to be achieved is unclear, (ii) the solution to achieve the goal is unclear, and (iii) experts will disagree on whether the goal has been achieved.

Organizing processes

To facilitate the testability, thoroughness and ultimate usefulness of the

proposed theory for explaining the organizational breakdown, several tests

were conducted.

1. Each precursor was conceived as a dichotomous phase or event, not a continuous variable.
2. The incident (i.e. organizational breakdown) occurred when all three precursors merged.

That is, no single element is inherently problematic on its own or when

combined with any other single element. Each element alone is necessary but

not sufficient for the outcome. The combination of a narrowly defined

purpose, directive leadership and the failure to sense an ill-defined problem

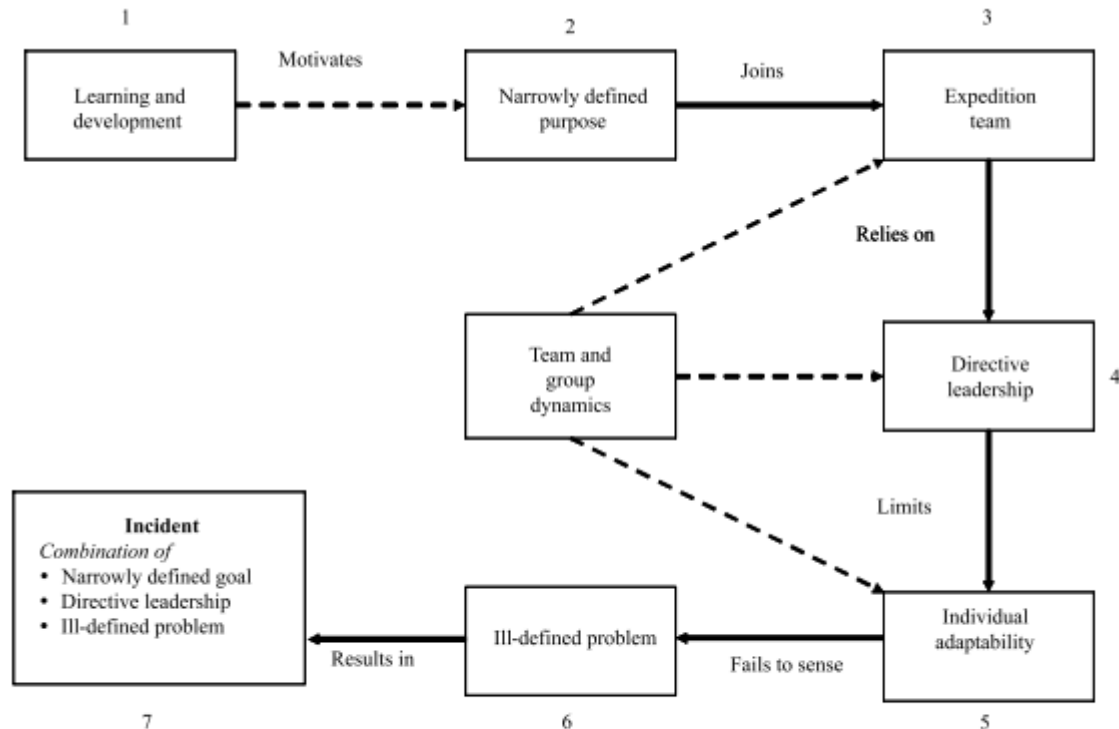provides the ingredients for organizational breakdown.

Figure 1 Process model of the breakdown of team learning

Discussion

Three factors – a narrowly defined purpose, directive leadership and the failure to sense ill-defined problems – combined to halt learning. Analysis of the events exposes the limits of rational goal-setting, the need for more research about short-term project teams, and the role of leaders in limiting team member learning. Ultimately, this study illustrates how the muddled decision-making that mountain climbers experience during high-altitude mountain climbing may provide clues to how more traditional teams detect, respond to and recover from incidents of organizational disaster.

Organization:

"A group of people working together in a formal way. An organization always has a legal existence"

Commercial organizations: They work to turn in a profit using a specific set of skills, strategies, and resources.

Types:

Sole trader: A person that runs a business alone with a full stake. It doesn't require registration with customs and tax authorities. In case of a loss, all debt goes to the one owning

Partnership: A group of people working together to turn in a profit and should not be a limited company.

Cooperative: Cooperatives are democratically run and every member holds a voice in the organization.

Limited Company: A company represented by a legal authority separate for those working and owning it. Ownership is divided into shared that can be sold and bought individually. In case of loss, everyone bears it not only the owner.

A limited company registers after satisfying the requirement of the Memorandum of Association:

The name of the company should be not used before and it should not contain certain words like country name or ambiguous names

The country (name or names) in which its registered office will be located

The objects of the company: This is a statement of the type of business in which the company will engage. This may simply state that its object is to carry on business as a general commercial company, without being any more specific.

A liability clause: In the case of a company limited by shares, this clause merely states that the liability of the members is limited.

The company's authorized share capital and the number and The nominal value of its shares

Directors: Someone that serves the best interests of the company. They have duties towards both the owners and employees of the company. They are liable for any wrong decision

Capital:

For any organization to run, it helps in buying services that are necessary to get the product live.

Clients only money for services they use and not beforehand

Businesses require initial capital in hand to be run

Factors:

If no income is flowing inside the company, capital is used for paying rents, salaries, advertising, marketing, equipment, etc

Sources of finance:

Grant: A sum given to a company where the company is obliged to demonstrate that it spent the money where it was required to. Grants are available from the government, union sources, and charities. Conditions of the grant include raising capital from other sources, it should only be a proportion of total investment in the company.

Loans: Money lent over a fixed period of time and is required to be paid back with interest. Security is need for a loan

Equity: Equity is money paid in return for a share and ownership of the company

Gearing: Gearing is the ratio of the loan capital and equity capital in a company.

Lean startup methodology: It involves the approach of developing products by experimenting, testing, and iterations based on findings from tests and feedback. This approach is designed to deliver products to customers at a faster pace in the form of MVP

Stages:

Vision: Understanding if customers are willing to adopt a new product.

Value hypothesis: Does the product bring value to the customer?

Growth hypothesis: Evaluation of whether or not product spreads from early adopters to mass market

Steer: Startups should be an experiment that is improved using feedback and this process continues until a product is developed that is needed by customers. BML (Build Measure Learn) cycle should be completed by using an MVP that lacks a lot of functionality so as to test the hypothesis with minimum effort and time. After product launch both the hypothesis should be transformed into a quantitative financial model in order to evaluate if a sustainable business is being created. It also evaluates if a pivot should be chosen to test a new hypothesis

Accelerate: Startups should analyze several decisions and their nuances. . e.g. When to launch a product, how much to invest, maintain an organization where employees remain encouraged and continue validated learning

Lean startup encourages startups to agile:

Small batches: discover any "bug" in the production process, enabling the correction of errors before resources/time/money is spent (eg Toyota). By reducing the batch size, the BML cycle loop is completed more quickly

Take inspiration from JIT and WIP techniques. The aim is to reduce stock as they take inspiration from JIT and WIP techniques. The aim is to reduce stock as they represent costs and turn processes from push to pull.

Google vs. Seth Organization:

Google has been one of the first companies to really understand the need for employees to have a flexible schedule and work on their terms to unleash their creativity and a greater level of productivity.

They've let their employees explore how they'd like to work and given them the freedom within the environment to approach work in a way that suits them.

Google is just a fun place and doesn't feel like work. That is difficult to achieve in a company where employees often work long days and even weekends. You have instant access to experts in just about every technological field, and the intense hiring process ensures that the huge majority of Googlers are not just smart and capable -- they're also kind and humble. Google is a firm believer in the notion that, happier employees are more productive and creative. Therefore, Google strives to create an environment where employees are free to express their creativity, whether by offering new solutions for the same problems or simply in the way they work.

In fact, Google encourages autonomy. Googlers (nomenclature for Google employees) are encouraged to work in any environment they please, which means they aren't restricted to a cubicle with gray walls and dim lighting.

Instead, employees can decide to work in lounge areas, the cafeteria, in beanbag chairs, or anywhere else. Wherever employees can focus and perform their best is where Google wants them to be.

Seth:

Seth is a Hindi-Urdu word literally meaning rich man or high-status individual. More broadly, being a *seth* is not just about being wealthy or having a high status. It denotes a way of managing people that emphasizes authority, hierarchical distinction and the maintenance of the status quo, allowing for the arbitrary interpretation and implementation of seemingly immutable rules. Under *seth*, workplace transactions are not primarily commercial/economic; they also include a non-cash dimension, reflecting notions of reciprocity and mutual obligations. Therefore, high-status managers and their favourites tend to exhibit an authoritarian paternalism, with a strong sense of entitlement, where subordinates have little authority and are supposed to be 'yes men or women' who do the *seth*'s bidding. a *seth* culture means that there is a clear organizational hierarchy that the enacted appraisal system reproduces; appraisal systems in our focal banks do not operate independently from that hierarchy. Indeed, early-career professionals' most negative perceptions related to performance-management systems. Another characteristic of *seth* culture is the emphasis those in power place on staying in power, potentially resulting in a lack of information sharing and employee involvement in decision making. Another feature of *seth* culture is that it disproportionately favours the 'in group' or close family and friends.

Hierarchical vs. Flat organizational structure

A flat organization refers to an organization structure with few or no levels of management between management and staff level employees. The flat organization supervises employees less while promoting their increased involvement in the decision-making process.

Advantages:

- It elevates the employees' level of responsibility in the organization.
- It removes excess layers of management and improves the coordination and speed of communication between employees.
- Fewer levels of management encourage an easier decision-making process among employees.
- Eliminating the salaries of middle management reduces an organization's budget costs.

Disadvantages:

- Employees often lack a specific boss to report to, which creates confusion and possible power struggles among management.
- Flat organizations tend to produce a lot of generalists but no specialists. The specific job function of employees may not be clear.
- Flat structure may limit long-term growth of an organization; management may decide against new opportunities in an effort to maintain the structure.
- Larger organizations struggle to adapt the flat structure, unless the company divides into smaller, more manageable units.

Hierarchical:

A hierarchical organization follows the layout of a pyramid. Every employee in the organization, except one, usually the CEO, is subordinate to someone else within the organization. The layout consists of multiple entities that descend into the base of staff level employees, who sit at the bottom of the pyramid.

Advantages:

- Employees recognize defined levels of leadership within the organization; authority and levels of responsibility are obvious.
- Opportunities for promotion motivate employees to perform well.
- Hierarchical structures promote developing employees as specialists. Employees may narrow their field of focus and become experts in specific functions.
- Employees become loyal to their departments and look out for the best interest of their area.

Disadvantages:

- Communication across different departments tends to be less effective than in flat organizations.
- Rivalry between departments may inflame as each department makes decisions that benefit its own interests rather than the organization's as a whole.
- Increased bureaucracy often hinders an organization's speed to change. Increased time may be required to respond to clients.
- Salaries for multiple layers of management increase an organization's costs.

Corporate Organization:

Corporate structure refers to how a business is organized to accomplish its objectives. The corporate structure of a business is important because it determines the ownership, control, and authority of the organization. In a corporation, these characteristics are represented by three groups: shareholders,

directors, and officers. Ownership belongs to the shareholders. Control is exercised by the board of directors on behalf of the shareholders, while authority over the day-to-day operations is vested in the officers.

- Boards of directors most often include inside directors, who work day-to-day at the company, and outside directors, who can make impartial judgments.
- The top of most management teams has at least a Chief Executive Officer (CEO), a Chief Financial Officer (CFO), and a Chief Operations Officer (COO).

Private Limited Company:

A **private limited company**, or LTD, is a type of privately held small business entity. This type of business entity limits owner liability to their shares, limits the number of shareholders to 50, and restricts shareholders from publicly trading shares.

Requirement for private limited company:

Members: min 2 or max 200 members.

Directors: min 2 directors with DIN (director identification number)

Name: name, activity and private limited company.

Registered office address

Advantages:

Ownership: In a public company, regulation and ownership of shares can be sold to the public on an open market. On the other hand, in a private company, shares can be sold or transferred to other people by the choice of the owner.

Minimum no of stakeholders: For a private company, a minimum number of required shareholders is 2, whereas, for a **public company**, you require a minimum of 7 shareholders.

Disclosing information: A public company is required to disclose their financial reports to the public every quarter, as it will affect public investment; private companies are not subjected to any such compulsion.

There are four main types of private companies: sole proprietorships, limited liability corporations (LLCs), S corporations (S-corps) and C corporations (C-corps)—all of which have different rules for shareholders, members, and taxation.

Non-commercial bodies:

A 'non-commercial body' is a body:

- organised solely for purposes other than profit and operates not for profit

- whose income is used by the body to assist it in achieving its purposes
- that does not provide any of its income for the personal benefit of any officer, employee, member or connected person. Wages, salaries, fees or honorariums for services rendered are not counted as personal benefit.
  A non-commercial body can be in either the public or private sector.

Open and Closed Culture:

"If you don't manage culture, it will manage you! "

Closed Cultures Value

- Stability / stagnation
- Homogeneity of interests and consensus
- Elite / hierarchy
- Security, order and control
- Individuality, autonomy and competitiveness
- Compliance and free from mistakes

Fallouts:

- **Employee turnover**: people leave bosses, not their jobs.
- **Absenteeism**; higher levels of stress, burnout and mental health issues.
- **Disengaged workforce**: lack of discretionary effort and people actively criticising your organisation.
- **Wasted effort**: duplication, repetition and an impaired ability to learn from mistakes.
- **Poor innovation**: employee silence, learned helplessness and missed opportunities.
- **Resistance to change**: bloody mindedness is the norm and ultimately supported.
- **Inadequate decision making**: the absence of broad, valid and reliable data.
- **Critical incidents**; reputational risks.

Open Cultures Value

- Innovation / disruption and change
- Heterogeneity and diversity
- Equality of chances
- Leadership at the boundary, connecting with system and context
- Collaboration, team accountability and role authority
- Tolerance, learning and a search for truth

Advantages:

- A willingness to speak up and challenge the status quo - a search for continuous improvement.
- Discussing the undiscussables - contentious issues and negative news are shared, well received, explored and acted upon.
- Transparency of communications - messages are not politicised, trite or altered and diluted between the sender and receiver.

- An appetite for truth beyond what is espoused or documented - data is verified.
- Open to change - employees are adaptive, resilient, yearn to learn and take change in their stride.
- Diversity - involvement, participative problem solving and decision making
- Multiple communication channels - messages flow freely between operational people and senior management.

Professionalism:

"**Professionalism is not the job you do, it's how you do the job.** Professionalism involves consistently achieving high standards, both visibly and "behind the scenes" – whatever your role or profession.

1. Professional appearance: Professionals should always strive for a professional appearance, including appropriate attire and proper hygiene and grooming.
2. Reliable: Professionals are dependable and keep their commitments. They do what they say they will do and don't overpromise. Professionals respond to colleagues and customers promptly and follow through on their commitments in a timely manner.
3. Ethical Behaviour: Embodying professionalism also means to be committed to doing the right thing. Honesty, open disclosure and sincerity are all characteristics of ethical behavior.
4. Accountable: Just as a professional accepts credit for having completed a task or achieved a goal, they also are accountable for their actions when they fail. They take responsibility for any mistakes that they make and take whatever steps necessary to resolve any consequences from mistakes. They are accountable and expect accountability from others.
5. Positive attitude: Part of being a professional means maintaining a positive, can-do attitude while working. A positive attitude will improve a professional's overall performance and increase the likelihood of a positive outcome. It will also impact the behavior and performance of others, improving employee morale in the office.

Information Ethics:

Information ethics provides an ethical framework for the information professionals for carrying out various information related works like acquiring, storing, processing and using of information. This has become vitally important in modern times, which has been dubbed as 'information age', because of the central role played by information in the socio-economic development of world nations.

Ken Johnson has focused on this connection to identify four tightly interrelated components ((Johnson, 2003, p. 1) of ethical leadership:

- Purpose — the ethical leader inquires reasons and acts with organization purposes firmly in mind.

- Knowledge — the ethical leader has knowledge to inquire, judge, and act prudently.

- Authority — the ethical leader has the power to ask questions, make decisions and act, but also recognize that all those involved and affected must have the authority to contribute what they have toward shared purposes.

- Trust — the ethical leader inspires, and is beneficiary of, trust throughout the organization and its environment.

Ethical decision making:

1. Know the Facts

Before tackling an ethical issue, clearly define the nature of the challenge. Often, it can begin simply with a process, or decision that makes a leader uncomfortable. That's a warning sign. Take the time to explore the issue in detail.

2. Identify the Required Information

You don't know what you don't know. List the information you will need to obtain in order to make an informed decision. Similarly, identify any assumptions being made about the specific ethical dilemma or challenge. A situation can change dramatically once all the facts are known, and making a decision based on incomplete information can be a pathway to disaster.

3. List the Concerns

Now it's time to explore all of the factors that can influence a decision. Who are the people involved in the ethical issue? What are their individual concerns? What are the pertinent laws? Do professional standards and codes of conduct for the specific industry come into play?

4. Develop Possible Resolutions

At this stage, begin looking in detail at potential resolutions and their likely outcomes. This is also an appropriate time to seek counsel from people with knowledge and expertise in relevant areas. Consider creative options that go beyond simple answers.

5. Evaluate the Resolutions

What are the projected outcomes for each potential resolution in terms of cost, legality, and impact? For example, how would **your actions as a business leader** be viewed if they became public? Would a customer or corporate partner still want to do business with a company that made this decision? What would an industry governing board say?

6. Recommend an Action

It's time to decide. Not making a choice is the wrong choice. Business leaders must work through these steps and arrive at a decision if they hope to retain trust among team members, executives, shareholders, and consumers. Any recommendation must also be implemented.

Leadership:

Though different leadership styles can be used at different times in a business, some character traits are important for all leaders:

- **self-awareness** – understanding your own strengths and weaknesses
- **decisiveness** – the ability to make decisions quickly
- **fairness** – treating others with equity
- **enthusiasm** – motivating a team with a positive attitude
- **integrity** – earning the respect of your team
- **knowledge** – keeping abreast of the relevant facts, figures and trends
- **creativity and imagination** – coming up with new and innovative ideas or promoting a workplace that does
- **endurance** – persevering when things go wrong.

There are also characteristics that any successful leader will avoid, such as:

- **poor communication**—leads to misunderstandings, errors and poor tone
- **reluctance to delegate**—leads to resentment and inefficiencies
- **favouritism among staff**—leads to resentment.