

CULTURE AND LEADERSHIP FOR KM

ORGANIZATIONAL CULTURE

Organizational culture of an organization either takes the organization in the success or the failure path based on its focus on objectives. It is the tricky zone that has to be planned for incorporating change when aiming towards knowledge management.

Based on internal focus and integration vs external focus and differentiation and stability and control vs flexibility, the organizational culture is categorized into clan culture, adhocracy culture, hierarchy culture and market culture.

Clan culture: In this type of culture, there will be more internal focus and integration and flexibility. The leader acts as a facilitator, mentor and team builder. Such characteristics of the leader are needed for knowledge management implementation. Moreover, commitment, communication and development are the key value drivers in clan culture.

Adhocracy culture: When the focus is external and differentiation oriented, the leader plays the role of innovator, entrepreneur and visionary.

Value drivers:

- Innovation
- Creativity
- Development

Such a culture is needed for knowledge management initiatives.

Market culture: In the market focussed culture, the leader will be more competitive, a hard driver and a producer of products/ services. The value drivers include

- Market share
- Goal achievement
- Profitability

Hierarchical culture: The values that drive hierarchical culture include efficiency, timeliness and consistency. The leader plays the role of

- Coordinator
- Monitor
- Organizer