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Connect Life and Learning

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Deliverable:	Assignment
Course Name:	MGMT8761-24F-Sec17-Management and Leadership Essential

Date Assigned:	12/11/2024
Date Due:	17/11/2024
Rules:	- Individual. - Cheating is not allowed. - Plagiarism counts as cheating! - That FAILURE to submit work in the course can result in a grade of 'F' or 'I' for failure to complete the course!

Instructions:

In Module 10 we discussed how leadership values shape company culture. Using information from the course & the Effective Leadership simulation from Ametros you will discuss what type of culture exists at Evergreen. Answer the following questions using clear connections to the course material to discuss how culture is impacting your role as a new manager at Evergreen.

TO DO: Complete learning objects 13 – 16 in Ametros. Answer the following questions relating to both the Effective Management simulation from Ametros and the modules discussed below.

YOU MUST COPY AND PASTE THE QUESTIONS IN YOUR WORK. Failing to include the questions will result in a grade of zero on your assignment.

FAILING TO COMPLETE THE REQUIRED LEARNING OBJECTS IN AMETROS & LINKING YOUR WORK TO YOUR EVERGREEN DESIGN TEAM WILL RESULT IN A GRADE OF ZERO ON THE ASSIGNMENT!

BE SURE TO READ THE INSTRUCTIONS AND REVIEW THE RUBRIC TO ENSURE YOU INCLUDE ALL OF THE REQUIRED ELEMENTS IN YOUR WORK.

Question 1: Culture Types

Part A: In Module 10, Quinn & Cameron (1999) defined *4 types of organizational culture* **(Slide 8)**. Using your own words, supported with course concepts, discuss the difference between the 4 types of culture outlined in Module 10. Your answer should include the relationship between *adaptability* and *locus of culture* as discussed in the course material, cited and referenced using APA. **(4 marks)**

A: You have actually reviewed Slide 8 in Module 10…everything you need is on the slide or in the notes…use your own words to explain to me you understand it (support or evidence, Inclusive Communication characteristic #2 from Zanden & Shallet)…

Paraphrase (Byers, 2024, Module 10, Slide 8)

Byers, R., (2024). Module 10: Shaping culture & values

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"The 4 types of Organizational culture are as follows:

1. **Clan Culture**
➔ It can be defined as an environment that builds an atmosphere like focusing on group work with cooperation, joint participation, and building good faith around the team, stakeholders, or the work area where everyone can support each other.
➔ Clan culture focuses on honesty, developing skills, coaching as well as flexibility with internal focus and Integration.
➔ <u>Examples</u>: family-owned Businesses, NGOs, or orphanages.

2. **Adhocracy Culture**
➔ It can be defined as expanding or increasing culture with an adaptive to change that accepts the multiple risks and brings many innovative solutions. For any organization, it is important to have an adhocracy culture in which it can grab quick opportunities inside and outside whenever they come across it.
➔ Adhocracy culture focuses on building new things, taking risks.
➔ <u>Example</u>: SpaceX building rockets, Apple, Nvidia chips maker.

3. **Hierarchy Culture**
➔ It can be defined as a structured culture such as a top-bottom approach in that discipline or instructions are followed from higher level to lower level. Every level has particular power and authority to maintain the order and control of the organization.
➔ Hierarchy Culture focuses on following order, protocols, and procedures.
➔ <u>Example</u>: Schools, Government workings and procedures, Military

4. **Market Culture**
➔ It can be defined as a task-oriented culture or focused on tasks to be done quickly as they deal with a competitive nature aggressively to get results on their performance with their peers.
➔ Market Culture focuses on winning from competitions and their peers.
➔ <u>Example</u>: Amazon, Alibaba, Flipkart, e-commerce platforms

The Adhocracy Culture and Market Culture are more like adaptive as their focus is more on innovations and competition with their peers. Whereas Clan Culture and Hierarchy culture are the more likely locus of culture as they focus more on static structure as defined and are not easily flexible." (Kau, 2024, Module 10, Slide 8)

Part B: Using clear connections to the narrative and feedback from the simulation, choose one of **Quinn & Cameron's culture types** and explain why it is the ***dominant culture*** at Evergreen. Your answer should include why your choice is related to ***company values*** **OR** ***counter-culture*** as discussed in the module content and include clear examples from the simulation narrative. **(4 marks)**

Which of the 4 culture types do you think Evergreen uses? Does Greg want to use VR?

As per the narrative and feedback from the simulation, it shows clear connections of the **Market Culture** of Quinn & Cameron's culture type followed at Evergreen.

"Dominant Culture at Evergreen

The core values of Evergreen that are followed by each and every member of the company are accepting new and innovative digital approaches to interior design using VR for the sales of B2B markets. This approach is also used to try new opportunities to achieve further success and to rich new heights.

I feel Evergreen is going through **counter-culture**

➔ They are moving from a traditional sales approach to a new digital innovative approach to their clients with the help of VR in the field of interior design.
➔ Due to moving from core values, which they were practicing till now, as they shifted to a new approach, they are facing a struggle to meet sales targets.
➔ All the sales representatives at Evergreen are struggling to achieve higher sales and facing a decline in sales trends." (Kau, 2024, Module 10, Slide 10)

"Greg wants to use the old conventional method instead of the new aggressive approach of using VR technology. As the shift to a new approach is not increasing, the sales and other sales representatives are using an aggressive approach at Evergreen, which is impacting the long-term client base. For this reason, Greg doesn't want to use VR and move back to the old traditional approach." (*Ametros Learning Learner Platform*, n.d.)

Question 2: Overt vs. Covert Culture

Hall's Iceberg Model (1976) states that there are both *overt* & *covert* culture in an organization. Expand on the model in the questions below.

Part A: Explain using clear connections to the course material the difference between *overt* & *covert* culture. Be sure to cite and reference your work, using **APA** & provide examples using your own words to show you understand the concepts. **(4 marks)**

Go to Slide 4 and review the material….everything you need is in Slide 4.

According to Hall's Iceberg Model,

Overt Culture

"Overt Culture is also known as Formal Culture. Overt culture in an organization can be defined as set of rules or practices that are defined and observed as followed by the employees of the organization. Overt culture is defined as the set of norms, rules, and standards intentionally by organizational lawmakers. Overt culture is an unhidden culture." (Kau, 2024, Module 10, Slide 4)

Example: **Amazon**

→Amazon is a customer-centric organization; it follows the practice of a customer-first approach. Employees are asked to work 5 days a week from the office. They have to follow gender bias, dress code and other standards defined by the organization.

→Amazon makes employees work limited or defined hours throughout the week, which makes employees dispatch and deliver a limited number of orders hours-wise.

→If more orders are delivered by employees and targets are achieved beyond the limit. Incentives or commissions are awarded to the employees. It's a kind of practice defined to motivate and encourage employees to achieve higher sales and targets.

Covert Culture

"Covert Culture is also known as informal culture; it can be considered a hidden culture. Covert Culture is the non-standard norm but part of organizational practice in day-to-day workings. These values and practices are not defined by anyone but are practiced for good outcomes." (Kau, 2024, Module 10, Slide 4)

Example: **Amazon**

→Employees work long hours to achieve rewards and higher sales, which leads to stress and more workaholic environments.

→Employees are rewarded vouchers and other incentives, as well as days off, but due to attractive rewards, employees avoid taking leaves and days off.

→Hidden practice is followed where employees avoid taking leaves till year end, and at the end of the year, all leaves are left unused or can be said as waste. In which employees are not enjoying their official non-working hours and leaves.

Part B: Using examples & feedback from the **Effective Management** simulation discuss whether the *dominant* culture you chose in **Question 1 Part B** is an example of *overt* or *covert* **culture**. A good way to determine your choice would be based on the narrative & feedback you received in your interactions throughout the learning objects in the simulation.

Your answer should include examples of **ceremonies**, **stories** & **rituals** you identify at **Evergreen**. **(4 marks)**

Is the culture that is promoted by Evergreen, is that seen as the REAL culture from the employees at Evergreen? IF so why IF NOT why not?

"Market Culture is promoted at Evergreen as it is competitive with other peers.

Real culture from the employees at Evergreen is followed as they are running to achieve the sales targets with the introduction of new technology and a new approach.

Ceremonies/Rituals

At every quarter, the sales representative's targets and performance are reviewed.

It's a set of practices followed in every quarter to check the individuals and company's performance.

These reviews are gone through by the company's higher executives and managers to take further action and appreciate the performers and guide underperforming employees.

Stories

Some employees are not comfortable with other team members adopting new approaches, which impacts sales. Some employees prefer to use the old conventional sales approach to keep the sales level upward as sales have been downward since the time of adopting new sales approaches.

Individual concerns need to be discussed, and team discussions need to be held to have the team working towards performance and avoiding any conflicts or differences.

What challenges are faced in adopting new technology in sales has to be discussed with the team, and changes must be made.

Frequent reviews will help to make changes adoptable and help in achieving sales targets.

Symbol:

Virtual Reality in Interior Design: The company is introducing a new technology of Virtual reality in interior design to have a better experience for their clients." (*Ametros Learning Learner Platform*, n.d.)

Question 3: Values & Culture

Values Based Leadership (Barrett, 2006) states that there is a relationship between a leader's and followers' values. The more aligned the leader's values are to their employees, the more likely the *dominant culture* will be based on the company's values.

Part A: Using Module content, discuss the difference between *adaptive* and *traditional* **organizational values** and how they differ in *visible behaviour, expressed values and underlying assumptions*. Your answer must make clear connections to the course material, cited and referenced using **APA**. **(3 marks)**

Slides 13-16

Difference between adaptive and traditional…slide 14

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	Adaptive Organizational Culture	Traditional Organizational Culture
Visible Behavior	Managers are the communicators. They are the key to motivating, encouraging, providing support, and developing skills of employees to discuss new ideas. Similarly, higher authorities, leaders, and managers are key to success. If managers and high authorities are open to discussing and talking about any idea or concerns, that's common in growing adaptive organizational cultures.	Focus is much on the old practices, which are being practiced for long time. Structure of the company or standards are not changed as per the market needs. Focus is much on predefined rules, polices and standards in the organization.

	Growth contributors, customers, and stakeholders have to be appreciated at regular intervals to encourage, motivate, and address the concern of not accepting new changes in the company. Some changes are a must for betterment even if not acceptable by organizations to stay in race or market.	Leaders, managers and higher authorities are not much concerned about others or their surrounding members, colleagues, etc. Leaders, managers are self centered, they try to maintain dominating envrionment.
Expressed Values		
Underlying Assumption	Change is necessary in every organization to achieve success and growth. Every employee, member, and stakeholder linked to the company needs to be trusted for the growth of both.	Frequent changes are not acceptable, the process is slow, not so adaptive, they have to follow the rules rigorously, they protect the old conventional practices and traditions or working, and avoid risk takings.

" (Kau, 2024, Module 10, Slide 14)

Part B: In Module 10, slide 15 discusses how you can **improve company culture** using *inclusive traits*. Compare the list of traits from slide 15 and choose **2 characteristics** you have witnessed in the **Effective Leadership** simulation and provide examples to support your choices. **(3 marks)**

At Evergreen…which of the attributes in slide 15 could be improved.

To improve company culture using inclusive traits at Evergreen, The 2 following inclusive traits are **Commitment** and **Cultural Intelligence.**

"**Commitment**

Here, commitment means the manager or team leader is focused, pushes for encouragement and motivation, achieves success and equality, and brings change to the organization and team.

Cultural Intelligence

Cultural Intelligence in an organization comes with equal respect with everyone, accepting changes, and respecting cultural differences with all other departments and cross domains." (Kau, 2024, Module 10, Slide 15)

Example from Simulation:

Commitment: "The past manager was not focused on performance and sales targets, whereas a new manager is discussing with sales representatives the issues and concerns faced and finding the solution to the conflicts for the downward sales trend.

Cultural Intelligence: At Evergreen, all the sales representatives are adapting to the new digital technology and sales approach, but Gregory is concerned with the new approach, where he still prefers to have the old conventional approach and asks to balance the team to again have stable sales.

Manager and Team members are having direct communication discussions and addressing their issues concerns to find a solution and to take further action." . (*Ametros Learning Learner Platform*, n.d.)

Part C: Identify 2 traits from slide 15 that you think could **improve** the culture at **Evergreen.** Your answer should explain how the **culture** could be improved using **clear** examples from the narrative and feedback you receive from the learning objects. **(3 marks)**

Tell me how to improve, using information from the course…IF you were Janice, would you do anything different? IF so what?

The culture at Evergreen can be improved by **Courage** and **Collaborative**

If I were Janice, then I could have taken different actions instead of cost-cutting and reducing resources; I would have given a chance to the team members and identified the issues and concerns as well as made changes to the sales approach, which will stop the downward sales trend.

"I would gather the information from all the team members and get insights from the individuals.

I will analyse the performance of individuals and address the points and take necessary actions. I will show the ability to interact and develop skills among individuals.

Plan a strategy to overcome the situation in a respectful manner as a good manager or leader.

I will explain all the causes and conflicts among teams and individuals which is impacting the organization, and motivate the employees to adopt to the new approach, as change is a must at some point in time in the organization**"**

." (*Ametros Learning Learner Platform*, n.d.)

References:

➔ Kau, J., (2024). Module 10: Shaping Culture & Values
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➔ *Ametros Learning Learner Platform.* (n.d.).
  https://student.ametroslearning.com//#/learning/117180

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