



# CORPORATE CULTURE

## VOCABULARY

\* If in doubt, check the pronunciation of the word in an online resource.

### *Corporate culture*

Word	Example	Translation
corporate culture	It was an innovative company, which rejected the traditional ideas of what a corporate culture should be like.	bedrijfscultuur
canteen culture	He accepted that there was a canteen culture of racism within the police service.	kantinecultuur
to prioritize	Part of starting a new job is learning how to prioritize between your tasks.	prioriteiten stellen
a priority	Taking care of their staff should be a CEO's priority!	een prioriteit
*to gauge	I could not gauge his understanding by the look on his face.	meten, inschatten
a commute	It's exhausting to always have an hour's commute to work.	woon-werkverkeer
telecommuting	During the pandemic, everyone was forced to telecommute for several months straight.	telewerken
a dress code	At school, we had a very strict dress code, but as times changed, it has become a bit looser.	kledingvoorschriften
to dress down	1. I was dressed down by the teacher for being late. 2. I dressed down for such a casual event.	1. berispen, terechtwijzen 2. informeel kleden
casual Friday	Casual Friday is a day on which employees are allowed to dress less formally than on other workdays.	informele vrijdag
appearance	He's an excellent and inspiring colleague, but his appearance, in jeans and a hoodie, is never according to company standards.	uiterlijk; verschijning
aspirations	Our future aspirations essentially sprout from our core values.	aspiraties; ambities, dromen
to query	A few students have queried their marks.	iets bevragen
to discern	It is difficult to discern any pattern in these figures.	iets vaags herkennen, zien; waarnemen

Word	Example	Translation
to consolidate	The success of their major product consolidated the firm's position in the market.	consolideren; verstevigen
accessible	Public areas and buildings are now more accessible to people with disabilities.	toegankelijk
to accommodate	The new policies fail to accommodate people with disabilities.	accommoderen
to emerge	He believes the impact of the recent oil crisis is emerging already.	verschijnen; opduiken
boardroom	The departure of the chief executive and finance director in a boardroom coup has given rise to takeover speculation.	bestuurskamer
chair *chairman *chairwoman	She is the chair of the board of governors at a local school.	voorzitter
a committee	It took a lot of persuasion to convince the committee of the advantages of the new scheme.	een comité
corporate governance	Effective corporate governance will contribute decisively to a company's success.	bedrijfsbestuur
a department	Please submit your claim for travelling expenses to the accounts department.	een departement
a division	He's just been appointed as director of the publishing division.	een afdeling
an enterprise	Don't forget this is a commercial enterprise – we're here to make money.	een onderneming
a firm	She works for a local firm that makes medical equipment.	een bedrijf
a start-up	He transformed the business from a start-up into one of the world's biggest mobile phone companies.	een start-upbedrijf
a facility	The hotel offers exceptional sporting facilities, including a 50-metre swimming pool.	een voorziening
*hierarchical	It's a very hierarchical organization in which everyone's status is clearly defined.	hiërarchisch
*a hierarchy	He rose quickly through the political hierarchy to become party leader.	een hiërarchie
organizational chart	A company's organizational chart typically illustrates relations between people within an organization.	organisatieschema
premises	The new premises, staffed by a team of five, will aim to boost sales in the Chinese and Asian markets.	lokalen
the workplace	The survey asks workers about facilities in their workplace.	de werkplek

## Work and stress

Word	Example	Translation
to be prone to	Because these construction workers wear no protection, they are prone to hearing damage.	gevoelig zijn aan, geneigd zijn tot
*anxiety	Children often feel a lot of anxiety about their first day of school.	angst
anxious	He spent an anxious night waiting for his exam results.	angstig
absenteeism	The high rate of absenteeism is costing the company a lot of money.	ziekteverzuim
presenteeism	Job insecurity is making presenteeism increasingly common.	naar het werk komen als het niet moet, of als je ziek bent
to discriminate	She felt she had been discriminated against because of her age.	discrimineren
discrimination	Until 1986 most companies would not even allow women to take the exams, but such blatant discrimination is now disappearing.	discriminatie
to bully	Don't let anyone bully you into doing something you don't want to do.	pesten
a bully	Teachers usually know who the bullies are in a class.	een pestkop
hazing	When someone is new in a fraternity or student club, they usually get hazed.	ontgroening
a stereotype	The characters in the book are all just flat-out stereotypes.	een stereotype; een cliché
stereotypical	The boomer CEO holds outdated stereotypical views of Gen Z workers.	stereotypisch; clichématig
to mediate	We've been trying to mediate that labour-management dispute for months now.	bemiddelen
a mediator	The governor appointed a mediator and asked both sides to return to the bargaining table.	een bemiddelaar
to inhibit	Some employees were inhibited (from speaking) by the presence of the CEO.	belemmeren; onderdrukken
empowerment	This approach to management emphasizes the empowerment of workers to make decisions.	machtiging; emancipatie
independent	Hundreds of small independent shops will be forced to close by the opening of this superstore.	onafhankelijk
job satisfaction	Many people are more interested in job satisfaction than in earning large amounts of money.	jobtevredenheid

## Multigenerational workforce

Word	Example	Translation
attitude	He seems to have undergone a change in/of attitude recently, and has become much more cooperative.	een houding, een gevoel
controversial	Her controversial speech was punctuated with noisy interjections from the audience.	controversieel
convenient	What time would it be convenient for me to come over?	makkelijk, handig
to cope with	It must be really hard to cope with three young children and a job.	aankunnen, zich redden
an era	The president's speech marks a new era in foreign policy.	een tijdperk
to perceive	Women's magazines are often perceived to be superficial.	waarnemen
a transition	There will be an interim government to oversee the transition to democracy.	een overgang
baby boomers	Ageing baby boomers are creating a greater need for healthcare.	babyboomers
generation X	Members of Generation X are often portrayed as having no clear direction to their lives.	generatie X
millennials or Gen Y	Generation Y, the baby-boomers' children, will be the most adept ever with emerging technology.	millennials of generatie Y
linksters or Gen Z	Generation Z has been called the 'Silent Generation' because of the time they will spend online.	linksters of generatie Z

## Leadership

Word	Example	Translation
guidance	I've always looked to my father for guidance in these matters.	begeleiding
*advocacy	They have an excellent reputation for advocacy on behalf of rivers and freshwater resources.	belangenbehartiging
perceptive	Her books are full of perceptive insights into the marketing analytical frames of recent years.	opmerkzaam
to foster	They were discussing the best way to foster democracy and prosperity in the former communist countries.	bevorderen

Word	Example	Translation
to cultivate	He has cultivated an image as an intelligent broker.	cultiveren, kweken, bevorderen
staffers	White House staffers briefed reporters before the president arrived.	werknemers
backlash	The mayor foresaw no political backlash against his proposal.	terugslag
to enlist	The organization has enlisted the support of many famous people in raising money to help homeless children.	mobiliseren, in dienst nemen, inzetten
to solicit	It is illegal for public officials to solicit gifts or money in exchange for favours.	een beroep doen op; vragen (vaak van illegale aard)
to exert	Some managers exert considerable pressure on their staff to work extra hours without being paid.	uitoefenen (van invloed)
to retain	She has lost her battle to retain control of the company.	iets hebben en behouden
tendency	His tendency to exaggerate is well known.	neiging
competency	Although he knows his stuff, his managerial competencies aren't good enough to keep the office going.	competentie, vaardigheid
trait	His sense of humour is one of his better traits.	kenmerk; karaktertrek
incongruent	Violence is incongruent with our values and legal system.	niet overeenstemmend, incongruent
*authoritarian	An authoritarian person demands rigid adherence to rules and an uncritical acceptance of authority.	autoritair
*authoritative	She has an authoritative manner that at times is almost arrogant.	gezaghebbend
managerial	Those who want to move into a managerial position are offered training and mentoring.	leidinggevend

# RESOURCES



## 1. The 8 Types of Company Culture Harvard Business Review

Corporate culture comes in all different forms and systems, and this short clip from Harvard Business Review provides a clear framework in order to analyze and compare them, which makes it easier for managers to recognize and examine their own corporate culture.

### **Extract 1:**

[0:11] “Cultural norms define what’s encouraged, discouraged, accepted or rejected within a group and, when aligned with personal values and needs, energises teams to work towards a shared purpose.”

### **Extract 2:**

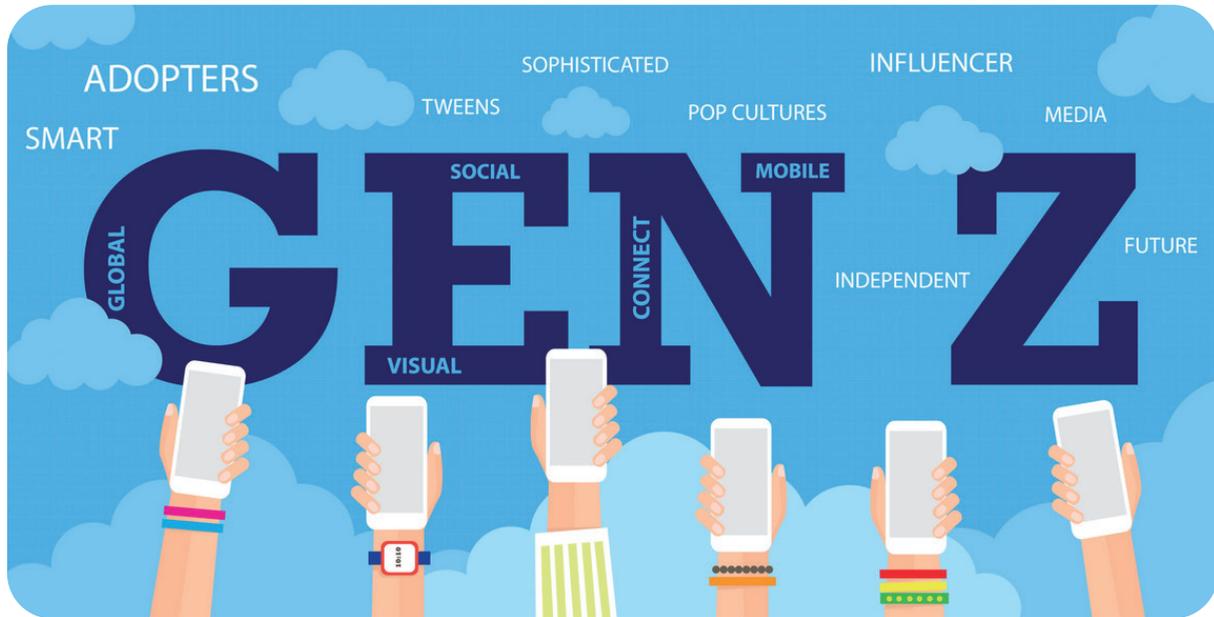
[2:40] “They found evidence that organizations might adapt to meet the demands of their external environment, when comparing cultures across industry. Purpose, for example, is in healthcare’s top three, while barely registering in consumer staples. The authors observed that a culture can drive positive organizational outcomes, when aligned with strategy and leadership.”

### **Extract 3:**

[3:33] “When assessing an organization’s culture, the degree of employee agreement about the organization’s cultural styles also matters. In the figures, proximate dots represent similar employee views, while those in different quadrants indicate varying and often opposite views of the culture. If everyone within an organization agrees on the attributes of the company culture, you’ve got high convergence. If an organization has a culture that is aligned to its business environment and strategy, then this can correlate with higher employee engagement and customer orientation, but it also means that this culture would be much more difficult to change. If people are citing many different attributes, you’ve got low convergence. While this may be a little chaotic at present, it can also be right for changing, if you aspire to a different company culture.”

## 2. How CMOs Can Build Trust With Millennials, Gen Z

Diana O'Brien; Global CMO, Deloitte



*Many millennials and members of Gen Z have lost confidence in traditional institutions, businesses included. How can Chief Marketing Officers (CMOs) help their organizations win these generations over?*

All generations are shaped by their circumstances; millennials and Generation Z are no exception. They have grown up amid intense social, economic, political, and technological change and, as a result, many in this population segment are uneasy, pessimistic, and distrustful, according to Deloitte's Global Millennial Survey.

The survey, which queried more than 16,000 millennials and members of Generation Z around the world, finds that only about a quarter of respondents think the economic situation in their countries will improve in the next year. Less than half believe their personal financial situations will improve, and less than a quarter feel the political climate in their countries will get better in the com-

ing year. It's no wonder this year's report is titled "A Generation Disrupted."

Learning what motivates and inspires these generations is important for any business leader looking to attract and retain top talent, but it's especially critical for CMOs, who, in addition to their roles as hiring leaders, are ultimately responsible for creating and sustaining customer relationships. As millennials and members of Gen Z advance in the workplace and move into their prime purchasing years, CMOs can lead their organizations in creating stronger connections with these individuals as customers and employees by first understanding them as people.

### **Growing Levels of Distrust**

Deloitte's survey finds growing distrust in traditional institutions and their leaders. CMOs can begin to rebuild trust between businesses and young

people by making their concerns a top priority for the entire organization.

With more tools than ever with which to measure both consumer and employee sentiment, CMOs can use this feedback to help their organizations discern the issues members of these generations deem imperative and why. CMOs can then, with this understanding, develop programs that address concerns through honest and sincere communications and genuine, purpose-driven behaviors. Purpose is particularly important, as the survey data shows that these segments can sever a brand relationship or leave an employer whose values conflict with their own. Concrete actions aligned to both the company's values and the consumer's needs and values will likely forge deeper, long-term connections.

Consider the survey respondents' sentiments about data. Seventy-three percent express concern about companies' commitment to personal data security, and a third of respondents say they've ended or lessened a business relationship based on the amount of information a company requested. CMOs can help their organizations show alignment on this issue by being the internal advocate for responsible and transparent data use—and by collaborating across the C-suite and the organization to make the vision a reality.

### **More Than Making Profits**

Many millennials and members of Gen Z do not believe businesses are working in society's best interests. More than three-quarters (76%) of Deloitte's survey respondents say companies are more focused on their own agendas than on working to benefit society.

As brand stewards, CMOs play a crucial role in fostering trust in a company, its mission, and its practices. Brands are no longer defined only by their communications and products. In today's

hyperaware, transparent world, every element of a company's business contributes to the brand. Highlighting the company's positions and progress on issues important to consumers, such as supply chain transparency, fair wages, and environmental friendliness, can demonstrate a company's commitment to doing well by doing good.

As CMOs look to communicate these initiatives to consumers and employees, it's important that the messages are clear, concise, and compelling. CMOs can help others connect to brand values by demonstrating how supporting the company—either through their work as employees or their patronage as customers—contributes to the greater good.

### **Responsible and Responsive Leadership**

With so much disruption during their lifetimes, many in these groups are insecure about their career prospects. Only 20% of survey respondents feel they'll have the knowledge and skills required to succeed in the future. Seventy percent, meanwhile, say they only have some or a few of the skills necessary for the next step on their career journeys.

Business leaders can build trust among millennial and Generation Z employees by fostering a culture in which every individual feels valued and ready for the future. CMOs and their C-suite counterparts can seek to:

- Build soft skills such as imagination, curiosity, and empathy into training programs and goals
- Create an environment that shows the organization cares about employees' physical and mental well-being
- Develop reverse mentorship programs, tapping young employees to help senior executives learn about topics such as technology, work practices, and the culture of young workers

- Provide access to outside training opportunities and tools to encourage employees' personal growth.

Organizational commitment to retaining talent is critical. More surveyed millennials than ever—49%—say they would quit their current jobs in the next two years if they had a choice. This is not an idle threat: about a quarter of those who said they would leave reported they had left a previous employer in the past 24 months. The battle to attract and retain talent is real, particularly in marketing, where the necessary skill sets are evolving rapidly. For CMOs, creating a culture where employ-

ees feel appreciated and empowered is crucial to maintaining a competitive workforce.

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Institutional trust among millennials and Generation Z is at an all-time low. But as the C-suite leaders charged with creating and sustaining human connections, CMOs have an opportunity to restore this critical bond by understanding what these generations need and what inspires them. By truly valuing them as individuals and taking concrete actions to address their concerns, CMOs can foster the long-term relationships that underpin lasting success.

### 3. What Science Tells Us About Leadership Potential

Tomas Chamorro-Premuzic; Harvard Business Review



Although the scientific study of leadership is well established, its key discoveries are unfamiliar to most people, including an alarmingly large proportion of those in charge of evaluating and selecting leaders.

This science-practitioner gap explains our disappointing state of affairs. Leaders should drive employee engagement, yet only 30% of employees are engaged, costing the U.S. economy \$550 billion a year in productivity loss. Moreover, a large global survey of employee attitudes toward management suggests that a whopping 82% of people don't trust their boss. You only need to google "my boss is..." or "my manager is..." and see what the autocomplete text is to get a sense of what most people think of their leaders.

Unsurprisingly, over 50% of employees quit their job because of their managers. As the old say-

ing goes, "people join companies, but quit their bosses." And the rate of derailment, unethical incidents, and counterproductive work behaviors among leaders is so high that it is hard to be shocked by a leader's dark side. Research indicates that 30% – 60% of leaders act destructively, with an estimated cost of \$1 – \$2.7 million for each failed senior manager.

Part of the problem is that many widely held beliefs about leadership are incongruent with the scientific evidence. As Mark Twain allegedly noted, "It ain't what you don't know that gets you into trouble. It's what you know for sure that just ain't so." For example, it is quite common for people to believe that leadership is largely dependent on the situation, that it's hard to predict whether someone will be a good (or bad) leader, and that any person can be a leader. In reality, some people have a much higher probability of becoming lead-

ers, regardless of the context, and this probability can be precisely quantified with robust psychological tools.

What do we really know about the measurement of leadership potential? Here are some critical findings:

Who becomes a leader? Although leaders come in many shapes, a few personality characteristics consistently predict whether someone is likely to emerge as a leader. As the most widely cited meta-analysis in this area shows, people who are more adjusted, sociable, ambitious, and curious are much more likely to become leaders. (53% of the variability in leadership emergence is explained by these personality factors.) Unsurprisingly, higher levels of cognitive ability (IQ) also increase an individual's likelihood to emerge as a leader, though by less than 5%. Of course, emergence doesn't imply effectiveness, but one has to emerge in order to be effective.

What are the key qualities of effective leaders? The ultimate measure of leader effectiveness is the performance of the leader's team or organization, particularly vis-à-vis competitors. Leadership is a resource for the group, and effective leaders enable a group to outperform other groups. While the same personality and ability traits described above help leaders become more effective — they are not just advantageous for emergence — the best leaders also show higher levels of integrity, which enables them to create a fair and just culture in their teams and organizations. In addition, effective leaders are generally more emotionally intelligent, which enables them to stay calm under pressure and have better people skills. Conversely, narcissistic leaders are more prone to behaving in unethical ways, which is likely to harm their teams.

How will the person lead? Not everyone leads in the same way. Leadership style is largely dependent on personality. Ambitious, thick-skinned leaders tend to be more entrepreneurial, so they

are focused on growth and innovation. Curious, sociable, and sensitive leaders tend to be more charismatic, though charisma often reflects dark side traits, such as narcissism and psychopathy. Studies also highlight gender differences in leadership styles, with men being more transactional and women more transformational. However, gender roles are best understood as a psychological and normally distributed variable, as people differ in masculinity and femininity regardless of their biological sex.

Are leaders born or made? Any observable pattern of human behaviors is the byproduct of genetic and environmental influences, so the answer to this question is "both." Estimates suggest that leadership is 30%-60% heritable, largely because the character traits that shape leadership — personality and intelligence — are heritable. While this suggests strong biological influences on leadership, it does not imply that nurture is trivial. Even more-heritable traits, such as weight (80%) and height (90%), are affected by environmental factors. Although there is no clear recipe for manipulating the environment in order to boost leadership potential, well-crafted coaching interventions boost critical leadership competencies by about 20% – 30%.

What is the role of culture? Culture is key because it drives employee engagement and performance. However, culture isn't the cause of leadership so much as the result of it. Thus leaders create the explicit and implicit rules of interaction for organizational members, and these rules affect morale and productivity levels. When people's values are closely aligned with the values of the organization (and leadership), they will experience higher levels of fit and purpose.

How early can we predict potential? Any prediction is a measure of potential or the probability of something happening. Because leadership is partly dependent on genetic and early childhood experiences, predicting it from an early age is cer-

tainly possible. Whether doing so is ethical or legal is a different question. However, most of the commonly used indicators to gauge leadership potential — educational achievement, emotional intelligence, ambition, and IQ — can be predicted from a very early age, so it would be naïve to treat them as more malleable. Perhaps in the future, leadership potential will be assessed at a very early age by inspecting people's saliva.

Does gender matter? Less than we think. The fact that so many leaders are male has much more to do with social factors (people's expectations, cultural norms, and opportunities) than actual gender differences in leadership potential, which are virtually nonexistent. In fact, some studies have shown that women are slightly more effective as leaders on the job, but this may be because the standards for appointing women to leadership positions are higher than those for appointing men, which creates a surplus of incompetent men in leadership positions. The solution is not to get women to act more like men, but to select leaders based on their actual competence.

Why do leaders derail? We cannot ignore the wide range of undesirable and toxic outcomes associated with leadership. It is not the absence of bright side qualities, but rather their coexistence with dark side tendencies, that makes leaders derail. Indeed, as Sepp Blatter, Dominique Strauss-Kahn, and Bernie Madoff demonstrate, technical brilliance often coexists with self-destructive and

other destructive traits. This is just one reason why it is so important for leadership development and executive coaching interventions to highlight leaders' weaknesses, and help them keep their toxic tendencies in check.

Although these findings have been replicated in multiple studies, a skeptic could ask, "Now that we're (allegedly) living in an era of unprecedented technological change, could some of these findings be outdated?"

Not really.

Leadership evolved over millions of years, enabling us to function as group-living animals. It is therefore unlikely that the core foundations of leadership will change. That said, the specific skills and qualities that enable leaders and their groups to adapt to the world are certainly somewhat context dependent. For example, just as physical strength mattered more, and intellectual ability less, in the past, it is conceivable that human differentiators such as curiosity, empathy, and creativity will become more important in a world of ever-growing technological dependence and ubiquitous artificial intelligence.

In short, the science of leadership is well established. There is no real need to advance it in order to improve real-world practices. We should focus instead on applying what we already know, and ignoring what we think we know that isn't true.

## 4. What Is Organizational Culture? Types of Culture Models For Creating a Winning Company

Michal Wagner; WalkMe

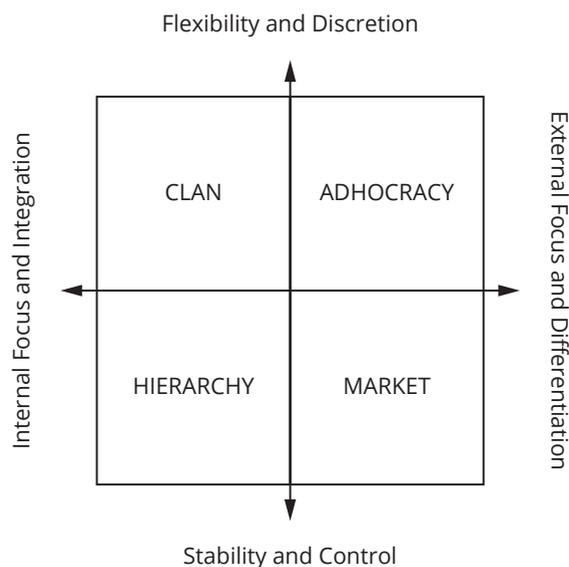
Organizational culture in the digital age looks very different than it did in the past.

Organizational culture is “how things are done around here” and this dictates the core values, underlying beliefs, processes, and standards that thrive in an organization.

### Assessing different culture types

Quinn and Cameron developed the Competing Values Framework Model, which maps out four different organizational models or cultural types found in businesses. These types are:

- Clan
- Hierarchy
- Adhocracy
- Market



Credit: Study.Generalia

### Clan Culture

The first two, clan and hierarchy, exist in more traditional organizational cultures as well as digital ones. For example, a clan culture will have a focus on nurturing through interpersonal connections or mentoring programs and will create a feeling in the company of an extended family.

This applies to many small businesses or companies that are quite literally, family-run. This type of organizational culture is intimate, and although it might work for teams within larger organizations, it's not a scalable culture for a large enterprise. Communication in this type of culture must stay minimal and simple. Complex processes or projects are difficult (or near impossible) to achieve within a clan culture.

### Hierarchical Culture

A hierarchical culture is one that is highly structured by responsibility and role. Power and influence are very much consolidated at the top of the organization. In this type of culture, those at the top hold all of the cards and those at the bottom often feel very powerless. While this type of organizational culture can be very efficient, it's not an environment that fosters creativity or innovation.

### Market Culture

Conversely, the other two cultures, adhocracy, and market, are more suited for businesses that are digitally enabled and determined to scale. Market culture is result-oriented. This culture values competitive endeavors and rewards achievements. Market culture demands high performance out of employees, but also offers real payoffs for suc-

cess. This culture is very productive among sales organizations. Salespeople are often motivated by high stakes and big rewards.

### **Adhocracy Culture**

Finally, an adhocracy is a culture in which risk-taking is encouraged, with a dynamic and entrepreneurial environment that values innovation. In this more modern and dynamic organizational structure, all employees are given incentives to contribute, regardless of their rank or role.

As the workplace changes, so does the definition of organizational culture. Quinn and Cameron discovered through studying organizational types, that flexible organizations are more likely to succeed than rigid ones.

For the modern leader, carefully choosing and enforcing the organizational culture is imperative for driving success.

### **Company structure**

How a company is structured will have a significant impact on their organizational culture. Even within a more flexible organization, there will be some departments that are more rigid, like finance and others, which encourage innovation like product and marketing. A company that is extremely segmented or siloed will struggle to succeed in the digital era, which is all about the sharing of information to enable quick decision making using real-time insights. Digital strategy can accommodate this challenge by keeping departments aligned and connected with digital adoption.

The digital age is also bringing the customer experience into focus. Silos can be of detriment to the customer, and they can cause a slower response time and even create double work. Key signs or indicators of customer dissatisfaction may be missed just because they were seen by the wrong part of the organization at the wrong time leading to churn.

One way to break down departmental silos is to implement an effective CRM platform. These allow multiple departments to access and input information on an individual customer so that all stakeholders are privy to the same information at each step of the sales funnel.

This sharing of information will help break down the silos that exist between departments and ensure relevant customer information isn't hidden or ignored. Ensuring that CRM implementation comes along with a digital adoption solution is imperative for its full utilization and employee buy-in.

### **Aversion to risk**

In the report, "Culture for a Digital Age," McKinsey identifies that fear of taking risks is one of the biggest contributing factors to companies not succeeding in a digitally enabled market.

Enabling a risk-taking culture within an organization is something that has to be encouraged by the leaders. We are not suggesting that managers should act in a way that is dangerous to the company's integrity, but making bold decisions could pay off in dividends.

If leaders want to encourage experimentation and innovation throughout all ranks, they must lead by example while also taking away the aversion to risks. Digital transformation goals can help leaders determine which risks are worthwhile.

This means allowing greater autonomy throughout the organization and empowering more employees to take on responsibility. For example, arming call center employees with real-time analytics and giving them enough information and autonomy to solve a customer's problem, can be a cost-effective and empowering way to streamline support. Excellent tools and seamless digital adoption are the key to fostering these situations.

## Agility

The digital age means that change happens quickly, and if your business can't adapt to those changes, then you are at risk of being left behind.

Organizational agility refers to the ability of a business to pivot and change when the need arises, without causing major disruption to the day-to-day. Just like risk-taking, agility is something that must run through the entire organization for it to be effective. It also requires employees to welcome change versus resisting change.

In the digital workplace, where change is a constant, agility will be of critical importance. Modern leaders recognize the value agility can offer to a business and should invest in agility training. Employees will learn vital skills for handling change management, timekeeping, and prioritizing tasks.

Furthermore, an agile company will invest in continual learning and development. This doesn't have to mean regular classroom training sessions. Quite the opposite, it's delivering training in a way that doesn't disrupt their day-to-day. Digital adoption platforms provide in-app training and learning capabilities so that employees don't have to train outside of their work-time.

By leveraging tools such as contextual learning software, team leaders can be assured that their staff is receiving the right training at the right time. With helpful pop-ups and videos which help guide an employee through a process learning new functions or technologies can be done in the flow of work.

### Focus on customers

In the digital age, the customer and their needs are the focus. With the growth in social media usage and the ability to make public complaints, the customer has never had so much power.

Modern leaders who understand this recognize the impact customers can have on a brand and its integrity, which is why so many companies choose celebrities and influencers to advocate for their products. Just like a poor review online or customer complaints on social media can have a devastating effect, having your brand endorsed can see sales skyrocket.

Focusing on the customer is also about being more attentive to their needs. This could range from delivering targeted and appropriate marketing campaigns to using real-time insights to answer a customer query as quickly as possible.

A business is nothing without its customers, and the modern leader will realize that creating a culture that focuses on the customer will create more revenue.

### A multi-faceted definition

No one thing defines organizational culture for modern leaders. As with most things in the digital age, it's a combination of factors that will help lead to success. Organizational culture in the digital age will incorporate open lines of communication, a risk-taking and agile attitude, and a primary focus on the customer and their needs.

As a modern leader, if you can balance these factors, and foster a healthy and strategic organizational culture, you will see your organization thrive in the digital age.



## 5. Netflix's "Powerful" Corporate Culture of Freedom and Responsibility

Patty McCord; CNBC

Patty McCord, former chief talent officer at Netflix, talks about freedom, power and responsibility in the workplace and how managers can take steps to promote a culture of efficiency and ambition.

### Extract 1:

[0:57] "I don't know whether it doesn't work in huge companies, because huge companies don't try. So when I talk to huge companies, I say "look, I'm okay if you go back and you choose to operate the way you always have and do things because that's the way everyone else does it, but choose it" and so at this point, we've got management practises that we all do and because we all do it, we call it 'best practises' even though we don't measure it."

### Extract 2:

[1:55] "It's about discipline rather than process. So if you have a discipline that a manager meets with an employee on a regular basis, then you can make every third or fourth meeting about performance and it should go both ways. I mean, that's the other part in the example you just gave, the manager is supposed to be the adult and the subordinate's supposed to be the child, come on, you know! Every single person who goes to work every day is an adult, they have adult responsibilities so if we both act like that, the power dynamic shifts."

### Extract 3:

[4:16] "If it's everyone's responsibility to have a great workplace, then it'll be a better workplace, but if it's just the job of management or it's just the job of HR, then it doesn't get done."

# PRACTICE

## STEP 1

**Select two companies (one large and one SME) you know and investigate their corporate culture.**

How do they describe their corporate culture?

What do you (dis)like about them?

Would you want to work there? Why (not)?

## STEP 2

**Describe how these companies organize their corporate culture, based on the texts and clips presented in this chapter.**

What type of leadership is there in this company?

What is your global impression of their company culture?

What does the company say about their culture?

Write all this down in a one-page document that summarises your findings in several key paragraphs, including:

- A short introduction (to the companies);
- Two to three paragraphs with each presenting an interesting trait of the companies;
- A conclusion.

## STEP 3

**Make a pitch on one of the two companies you researched.**

Imagine you are the representative of the company at a job fair, and you need to pitch your company and its corporate culture to visitors. To do this, you need to prepare a pitch.

Based on your one-page document, create a visually appealing presentation that pitches your company and its traits to your fellow students. The presentation is 2 minutes long and has a maximum of 3 slides. The goal is to show your fellow students a company culture “in the wild” so they see the value of several key culture characteristics in actual companies.