

# **Module 4: Effective Global Leadership**

## **Workbook**

### **Summary and Case Studies**



## Unit 4.1: Organisational Culture and its Implications

### Summary

#### Let's recap!

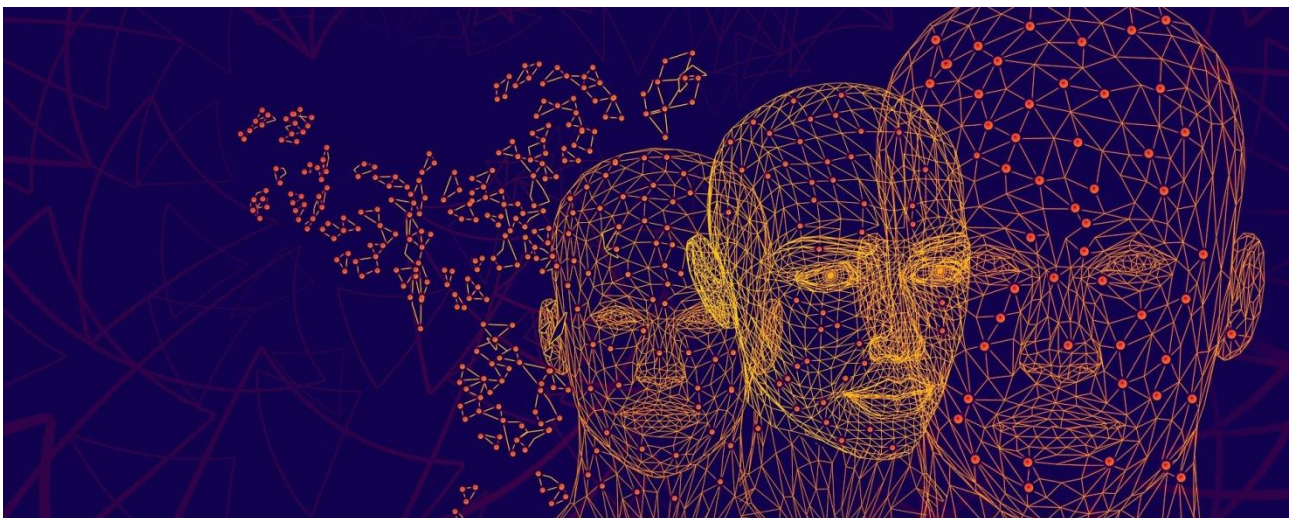
What have you learnt in this unit?

In this unit you have learnt what organizational culture is, that is the set of values, principles, assumptions and behaviours which form corporate culture. Together, they form the personality of an organization, establishing guidelines and norms. Organizational culture influence people behaviours, even at the unconscious level.

The main component of organizational culture are:

- Values: its core principles and philosophy
- Beliefs: linked to its objectives
- Norms: manifest in behaviours, communication and leadership
- Rites and rituals: company events
- Stories, myths and legends: related to its history

Now that you have read the summary, look at the following case studies. Analyse them and share your opinion and results with other participants in the dedicated Forum: Module 4.



# Case Studies

## Organizational Culture: Case Study No. 1

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### Now it is your turn!

After reading Module 4.1 complete the following case study about Organizational culture and its characteristics.

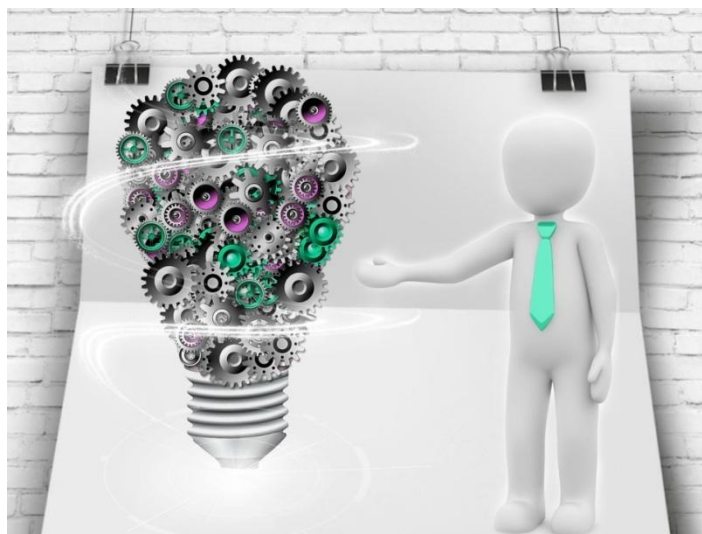
### Try to apply what you have learnt in this situation so far.

You are working with two colleagues of different nationalities, one is American and the other one is Japanese.

You are coordinated by an external project coordinator. However, this person seems to have problems in programming and scheduling. In fact, sometimes he forgets to communicate tasks and calls out of the working hours to inform you about the next-day activities and programmes. He calls you to complete things faster, instead of assigning tasks to other colleagues as well. As a consequence of this, the following day you have to wait for the others and explain to them what to do and how, resulting in a great loss of time and bottlenecks.

The project manager communicated the deadline in the morning. You check the progress done so far but you notice that your team is not aligned with the timetable.

**Detect up to 3 possible problems in this situation and implement at least 3 possible solutions to catch up the deadline on time<sup>1</sup>.**



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<sup>1</sup> \*At page 5 of this document you will find possible solutions for this case study. Make sure you have completed the exercise before reading them, then go to page 5 and check your answers.

## Organizational Culture: Case Study No. 2

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### Now it is your turn!

After reading Module 4.1 complete the following case study about Organizational culture and its characteristics.

**This case study is a summary of the knowledge you should have gathered across this unit.**

**All these things considered, try to detect problems and solve the situations.**

You are a manager of a longstanding company, your father has founded it when he was 19. With some strains and your brother's help, you managed to reach a solid capital and 25.500 employees.

You care about the progress of the company so much that every 6 months, together with your brother, you personally check the quality progress reports, including employees management.



A report comes to your eyes, it seems to be quiet interesting as it communicates the problems and inaccuracies in the leading of the personnel by one professional leader.

Apparently, the leader is not encouraging diversity and inclusion, since working groups are composed of people sharing the same nationalities. This is completely in contrast with the mission your company.

You have checked that an employee has frequently asked for more responsibilities, in particular, he wanted to grow his career path and become more expert, but this request remained ignored.

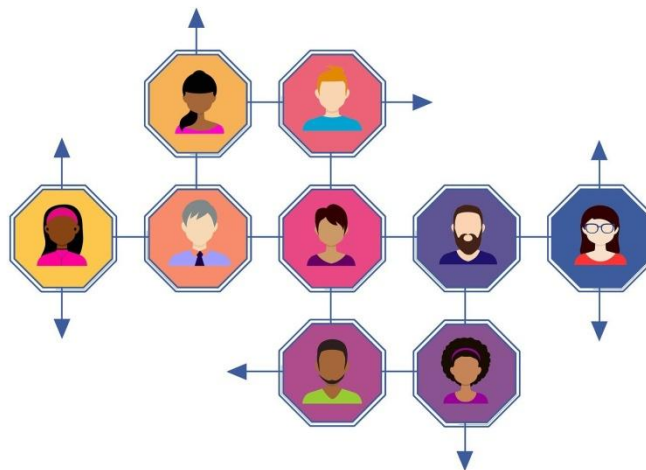
Ultimately, sometimes the leader was a bit discouraging about the work done by some staff members, resulting in peer-to-peer shame, more individual workload and a lack of constructive debate.

What would you do?

# Possible Solutions

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## Case Study Activity No. 1



### Problems detection:

- Lack of coordination (weak or absent leadership)
- Lack of standardisation for roles and responsibilities
- Lack of clarity, assertiveness and communicative skills.

### Solutions:

- Be assertive and state the problem to your coordinator
- Notify the inaccuracies to the manager and ask them for another coordinator
- Ask the manager to be supported by another team to support your strengths and catch up the deadline on time.



## Unit 4.2: The Importance of the Company Vision

### Summary

#### Let's Recap!

Company vision and company mission are two strictly interwoven concepts:

- **Vision statement:** it is the description of the company's aspirations and goals in the long-term. It can be an ambitious idea or project. Remember that a company has one vision. It focuses on *where* and *when* the company wants to reach its goals.
- **Mission statement:** it is a series of objectives and strategies to reach the vision and set the company's direction. A company can have multiple missions that help it reach its vision. Mission focuses on *what*, *who* and *why*.

You can identify your company vision by following 7 steps:

1. Set clear goals
2. Identify company's values
3. Focus on your mission statement(s)
4. Aim at success
5. Ask for feedback
6. Revise
7. Reconsider your choices periodically



# Case studies

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## The Importance of Company Vision: Case Study No. 1

### Now it's Your Turn!

Activity:

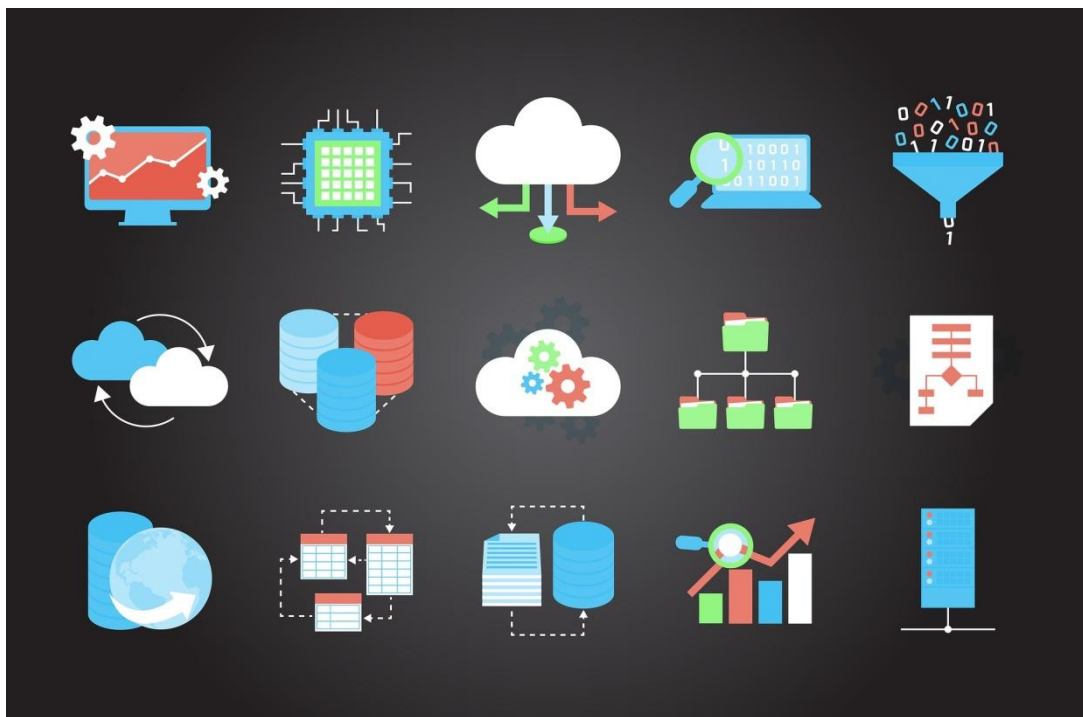
Try to apply the knowledge you gathered so far.

Follow these steps:

- Choose an organisation (company name, type, number of employees).
- Set the vision of the organisation.
- Set the mission(s) of the organisation.

You should include the company's resources and a brief description about its strategy.

Then, share your findings with other participants by using the Forum: Module 4 section.

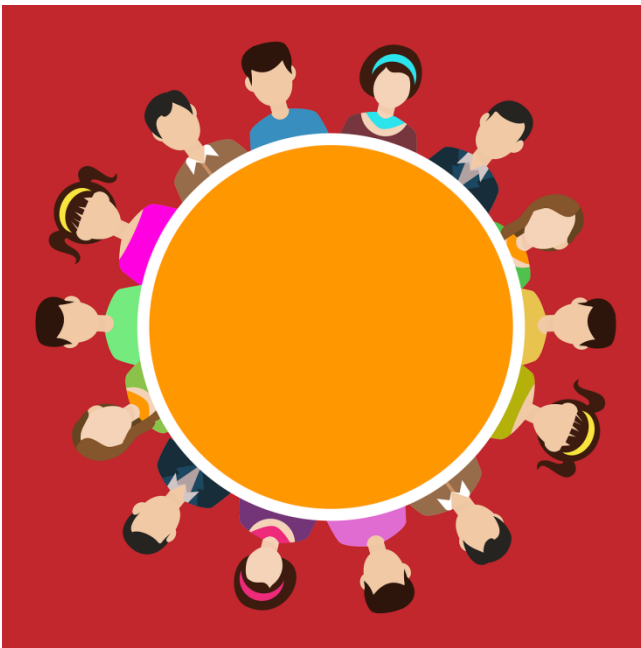


## The Importance of Company Vision: Case Study No. 2

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### Now it's Your Turn!

You are a new employee at Adidas Co. after the orientation, that lasted 2 weeks, you are learning how the organisation works. Your manager seems a nice person, very polite, you appreciate the company's general policy based on diversity and empathy among different cultures. However, the manager seems to be too stuck to quantitative evaluation, key indicators, statistics, and forecasts, and does not seem to be interested in an individual approach. He refers to individual members as a 'team.'



You look around and discover that many of the departments are driven by accuracy, performance, and results. The company is constantly coming up with new fashionable products, which is normal for a multinational as Adidas. However, you feel that the overall organisational culture seems to be still weak for a company of those dimensions.

You have attended a course on organisational culture. According to what you have learnt, how would you rate the distinct value of each characteristic in your company?<sup>2</sup>

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<sup>2</sup> Look at page 9 to check your results and solutions.



## Possible Solutions

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### Case Study Activity No. 2

#### Answers:

- Innovation. A high value is placed on new product innovation. It is the foundation for winning in the marketplace.
- Attention to detail. The emphasis on measures, performance, and accuracy indicates there is a high value on attention to detail.
- Emphasis on outcome. While there is constant pressure to get the desired result, there is a strong focus on accuracy and measures. This indicates that the company places a lower value on the outcome. It is the process that will deliver the desired outcome that is important.
- Emphasis on people. The company does not have a 'personal' connection to its employees, and therefore, emphasis on people is low.
- Teamwork. The company places a high value on teamwork, to the point that you are likely to be identified as a team member rather than an individual. It is the team that is the focus of the organizational culture.
- Aggressiveness. The company wants to win in the marketplace and outperform the competition. Thus, the company places a high value on aggressiveness.
- Stability. The focus on new products and the short window of opportunity available to achieve gold strongly suggest that stability is not a priority.



## Unit 4.3: Opportunities and Challenges for E-leaders in Virtual Teams

### Case Study No.1

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#### Now it's Your Turn!

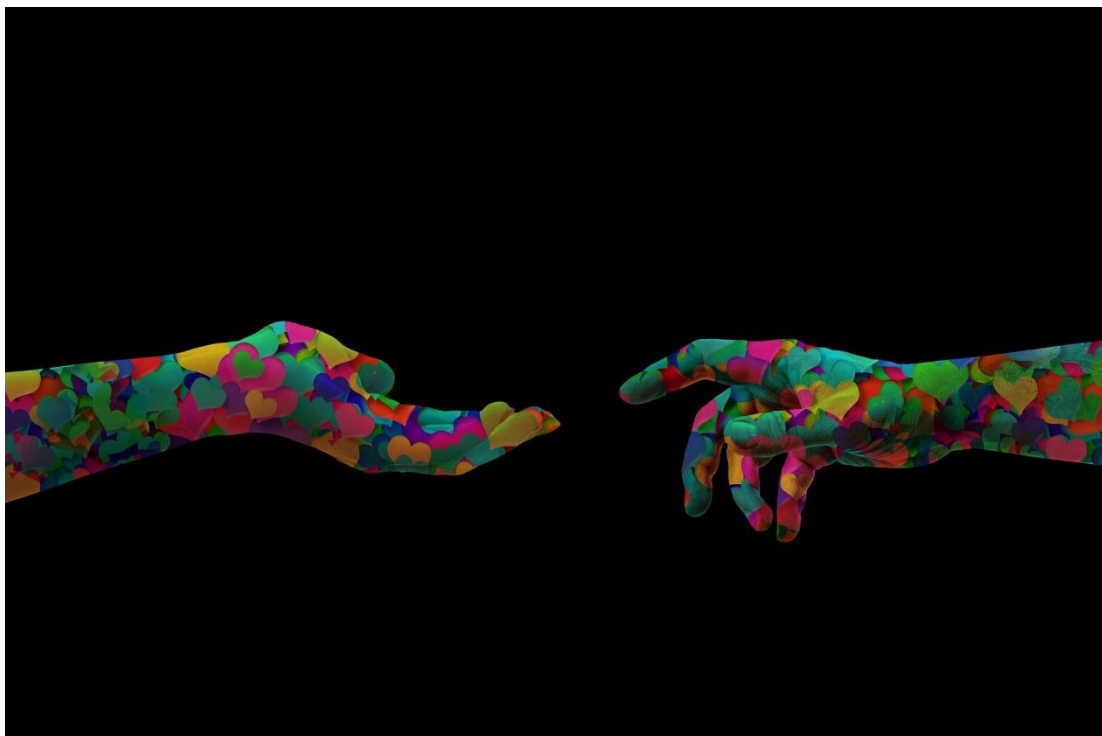
Read the case study and the following tasks to apply what you have learnt so far.

You are the global leader of a famous company specialised in **IT-components**. Due to **internal problems** and **re-modulation of the office space**, the company decided that its employees could work remotely from home on the actual projects.

As a global leader, how would you behave to enhance productivity and coordination?

You have to know that workers live in different time zones, have different cultural backgrounds and are not working together since long, so there could be problems of trust.

- Which activities could you implement?
- How would you foster trust and cohesion?
- Which tools or techniques would you use?



## Unit 4.4 Leadership Descriptors

### Summary

#### Let's recap!

What have you learnt in this unit?

In this unit you have learned about the qualities to become a good e-leader exploring two effective leadership systems.

In Unit 4.4.1 you have seen the different steps involved in the Campbell Leadership Descriptor focusing on universal leadership components:

1. Inspire trust
2. Create direction
3. Drive organization alignment
4. Build organization vitality
5. Execute with excellence
6. Produce extraordinary results

In Unit 4.4.4 you analysed the EFQM Excellence Model an effective self-assessment tool to provide a company analysis and plan future activities. The model helps to measure company development, improvements and monitor the external competitors as well.



## Case Study No.1

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### Now it's Your Turn!

In unit 4.4.2 you have watch the video about motivation and bad leadership. The brief scene was taken from the movie 'Office Space'. You have detected some leadership problems and answered the quizzes.

Now try to share with the participants the strategies you would implement to solve the bad effective leadership problems the speaker has mentioned.

Try to implement the six expectations inserted in the ***Campbell Model of Effective Leadership***:

1. Inspire trust
2. Create direction
3. Drive organization alignment
4. Build organization vitality
5. Execute with excellence
6. Produce extraordinary results



## Case Study No. 2: Behave as a Good Leader

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### Now it's your turn!

Read the following case study and try to behave as a good leader.

Assignments:

- Read the task below
- Analyse the situation
- Take notes about the possible solutions
- Share your opinions in this forum with the other participants

This past June a leader of your department was fired due to lack of effective virtual leadership, missed deadlines and poor communicative skills. He was judged to be too narcissistic close to his own opinions.



There are six problems in the organization, which already costed the success of many projects. **Try to solve them appropriately as good leaders would do.**

- 1 - There is a low degree of engagement in the employees committed in the organizational activities. You have noticed that many workers delegate tasks and responsibilities to others, resulting in overloading and delays.
- 2 - The direction to be followed and the objectives of the organization are not clear, therefore, there are some inefficiencies in the system, linked to bad connection and overlapping that should be fixed.
- 3 - The objectives of the project are not consistent, therefore, projects should have a lower duration and end in 2 months time. Instead, groups seem to lose time in activities to be coordinated by a good leader, such as setting roles, responsibilities and tasks.
- 4 - Teams are supposed to be motivated to be productive. Therefore, some members seem to prevaricate on weaker members, who are less opinionated than their colleagues.
- 5 - The previous leader was not emotional and empathetic towards other workers. Therefore, his displayed competitive attitude was extreme and deleterious for the group, which got used to working with anxiety and frustration, leading to compromise in the quality of work done.
- 6 - The previous leader identified himself with the individuals, addressing to a single person, without making any effort to develop trust and loyalty with the other members of the team.

## Case Study No. 3: Implementation of the EFCM Excellence Model

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### Now it's your turn!

#### Assignments:

- Read the task below
- Analyse the situation
- Take notes of what you have learnt
- Revise your plan
- Share and discuss the task with your colleagues.



You are the leader of a well-known organization producing varnishes and resins for the global market. Your activity was growing prosperously thanks to a new partnership stipulated with a giant competitor established in the Spanish market, where your revenues were low. However, now, your company seems to be at loss.

**Some changes have been applied within the company and to the management system. However, there situation is in loss. Therefore, you have discovered that one employee used to arrive late at work, helped and abetted by a colleague.** You fear that there can be possible problems linked to employees inspirations, commitment and motivation.

You have used the EFQM model and after a neat analysis you discovered that you did very low in the following sections:

1 - People results : 40 (RESULT)

2 - Customer results: 40 (RESULT)

3 - Partnership and resources: 50 (ENABLER)

As you can see, you scored low in the *results criteria* and, as a consequence of this, there is an enabler which is not giving the expected results. On the other hand, partnership and resources (*enabler*) display possible problems deriving from ineffective leadership. As a leader, you feel concerned about the situation and your position in the company is faltering. You have to analyse the situation, implement strategies, tools and activities to reach a better understanding of the situation, revise the management system of the company.

What would you do?