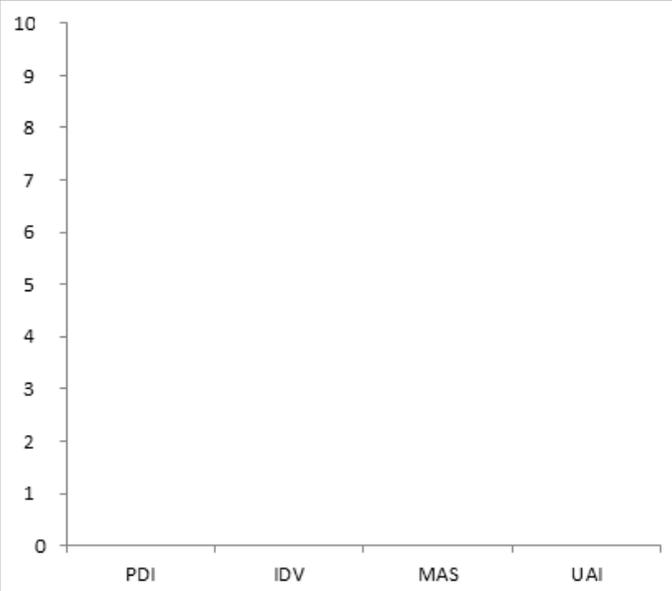


## Activity One – Problem Space

What	Who
Where	When

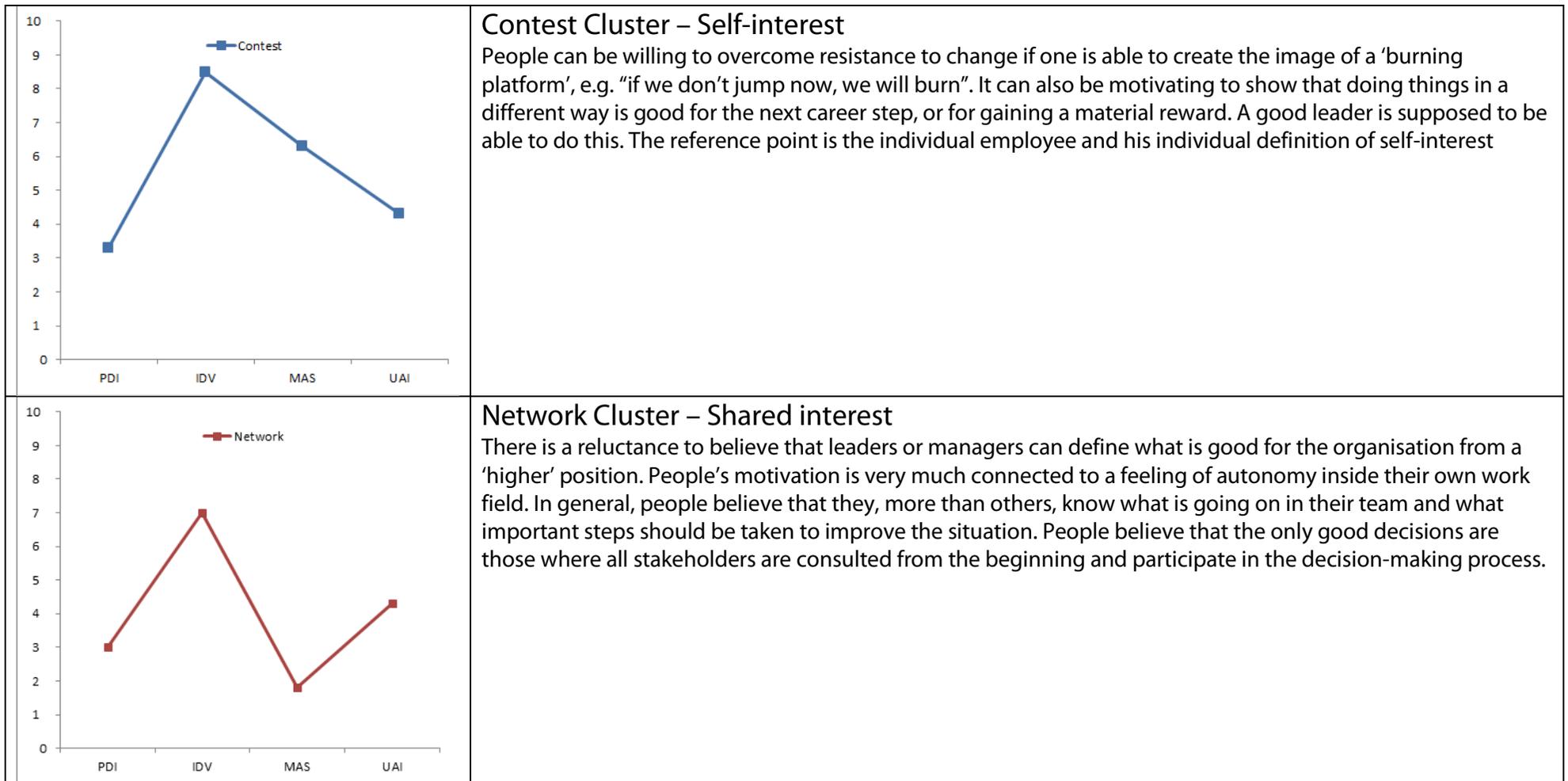
# Activity Two – Hofstede’s Cultural Factors

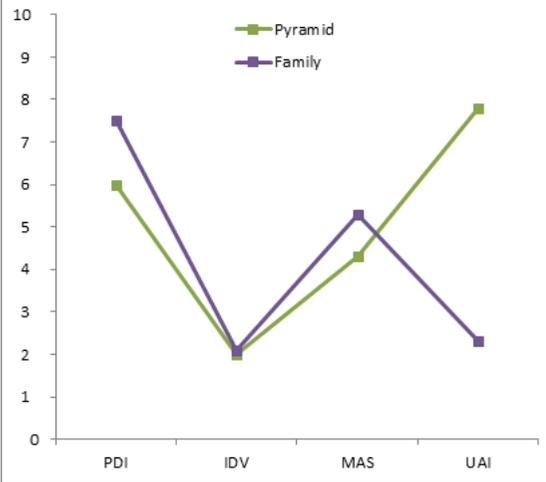
Choose one of the ‘who’ items in the problem space. Describe the cultural factors influencing ‘who’.

	<p><b>Power Distance (PDI)</b> Expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people. People in societies exhibiting a large degree of power distance accept a hierarchical order in which everybody has a place and which needs no further justification. In societies with low power distance, people strive to equalise the distribution of power and demand justification for inequalities of power.</p>	<p><b>Masculinity v. Femininity (MAS)</b> The masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness and material rewards for success. Society at large is more competitive. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented.</p>
	<p><b>Individualism v Collectivism (IDV)</b> The high side of this dimension, called individualism, can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families. Its opposite, collectivism, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty. A society's position on this dimension is reflected in whether people's self-image is defined in terms of "I" or "we."</p>	<p><b>Uncertainty Avoidance (UAI)</b> The uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? Countries exhibiting strong UAI maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles.</p>

## Activity Three – Cultural Clusters

Compare your problem space to cultural clusters. Identify which cluster most closely fits the 'who' in your problem space.





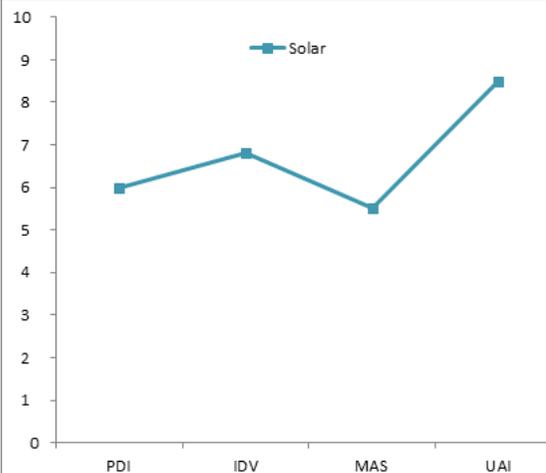
### Pyramid/Family Cluster – Common interest

The privilege to define new priorities and directions lies at the top of the organisation. The person at the top is supposed to indicate what he sees as the common interest for all in the company. The implicit expectation is that the person at the top has a complete overview of what is happening and therefore can decide what the right decision is. Having made a decision, this person should be clear in cascading down the new mandates giving unambiguous directions.

In the Pyramid cluster, it is also a necessity to do this in formal ways by means of written documentation and instructions.

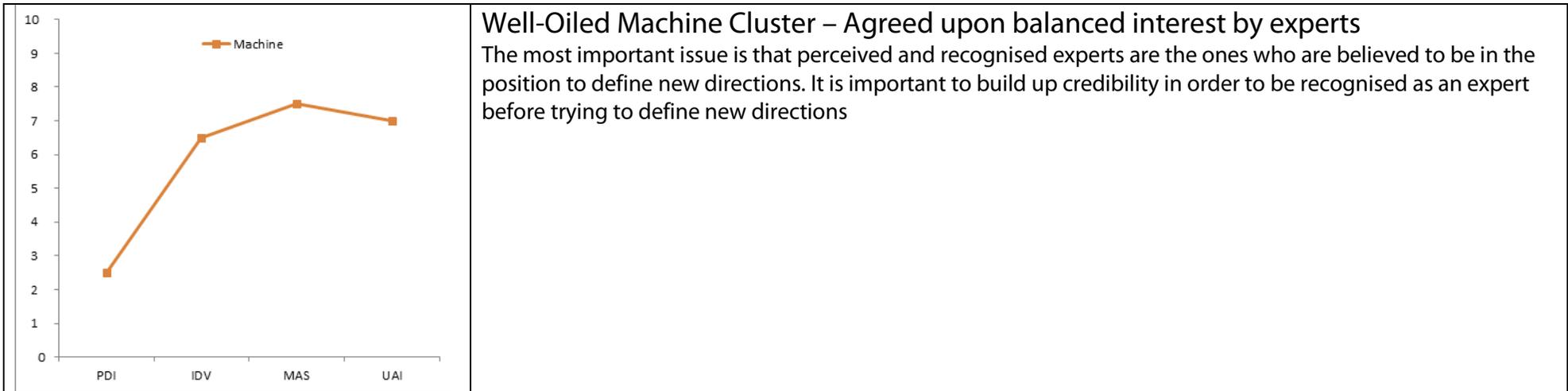
In the Family cluster, the visibility of the commitment of the person at the top is essential.

In both types, employees expect the top of the organisation to be concerned about the whole company's interest and be willing to protect the group in the change process.



### Solar Cluster – Future public interest

The person at the top has the sole right to decide what the new direct and priorities should be. The implicit belief is that the person at the top has an overview of everything that is taking place and they have the overview necessary to decide on new directions. The company's current best interest is not a priority, but the company's future. A leader is respected and feared. A manager should be visible, for example, by walking around and gathering information. But a manager who controls too obviously, and who involves himself in the details of work, is utterly demotivating to people who take pride in their work. As change occurs, it is imperative that the person at the top is committed otherwise people will not follow.



## Activity Four – Influencers

Leadership	Power
<p><b>Autocratic (authoritarian)</b></p> <ul style="list-style-type: none"> <li>• Centralised power with the leader</li> <li>• Don't entertain suggestions or initiatives from subordinates</li> <li>• Make decisions then share them with the rest of the group</li> </ul>	<p><b>Legitimate power</b>            Comes from an elected, selected, or appointed position of authority and may be underpinned by social norms. This power permits the ability to administer to another certain feelings of obligation or the notion of responsibility. Rewarding and Punishing subordinates is generally seen as a legitimate part of the formal or appointed leadership role and most managerial positions in work organizations carry with them, some degree of expected reward and punishment. This type of formal power relies on position in an authority hierarchy.</p>
<p><b>Participative (democratic)</b></p> <ul style="list-style-type: none"> <li>• Shares decision-making with group members</li> <li>• Promotes interests of the group</li> <li>• Practices social equality</li> </ul>	<p><b>Referent power</b>            Rooted in the affiliations we make and/or the groups and organisations we belong to. Our affiliation with a group and the beliefs of the group are shared to some degree. Referent power emphasises similarity and compliance to be identified with the group.</p>
<p><b>Laissez-faire (free-rein)</b></p> <ul style="list-style-type: none"> <li>• Anyone can lead</li> <li>• The group is left to fend for itself</li> <li>• Subordinates are motivated to be creative and innovative</li> </ul>	<p><b>Coercive power</b>            Coercive power uses the threat of force to gain compliance from another. Force may include physical, social, emotional, political, or economic means.</p>
	<p><b>Reward power</b>            Based on the right of some to offer tangible, social, emotional, or spiritual rewards to others for doing what is wanted or expected of them. Reward power is based on the right to deny others something tangible, social, emotional, political, or spiritual for failing to or refusing to do what is desired or expected of them.</p>

## Activity Five – The change program

- What power type will help to influence and support people through the change?
- What leadership style is needed to set the direction of change?
- What steps will help “unfreeze” people and keep them moving through each change state?

Key Power Influencer	Key Leadership Style	Awareness	Desire	Knowledge	Action	Reinforcement