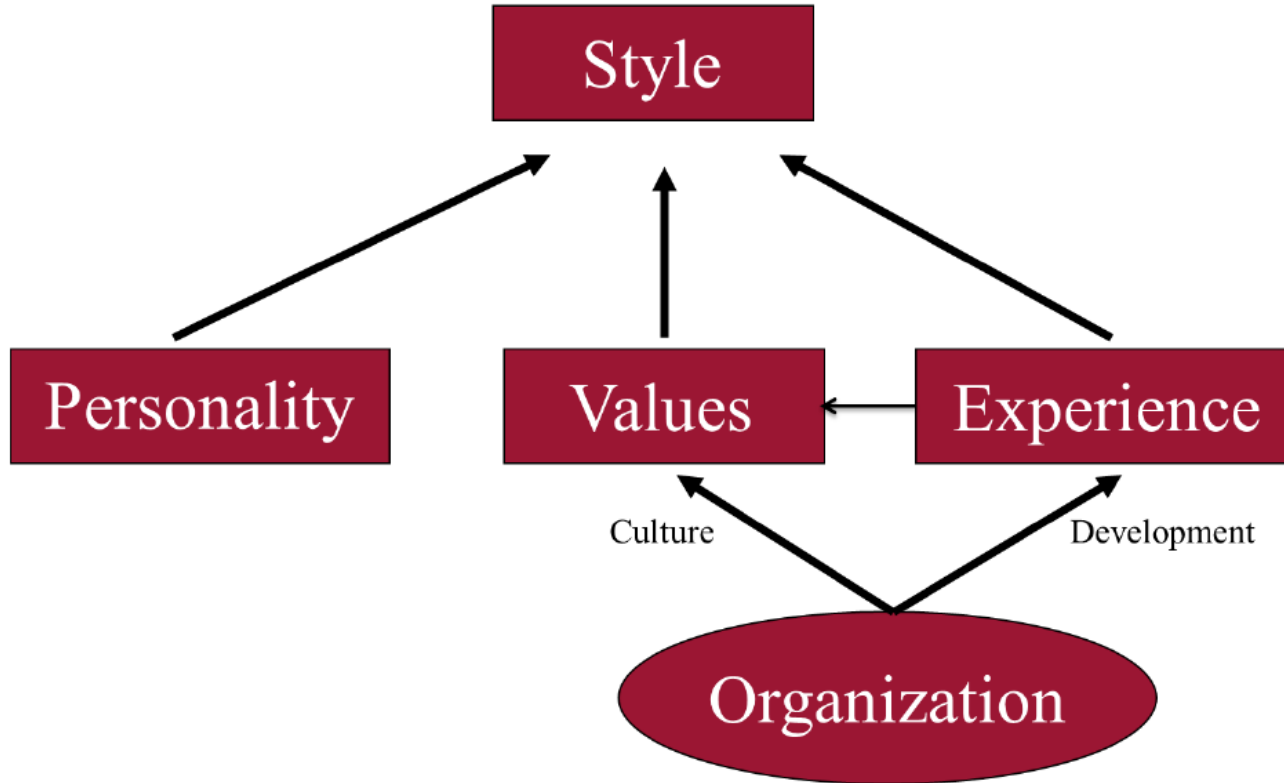
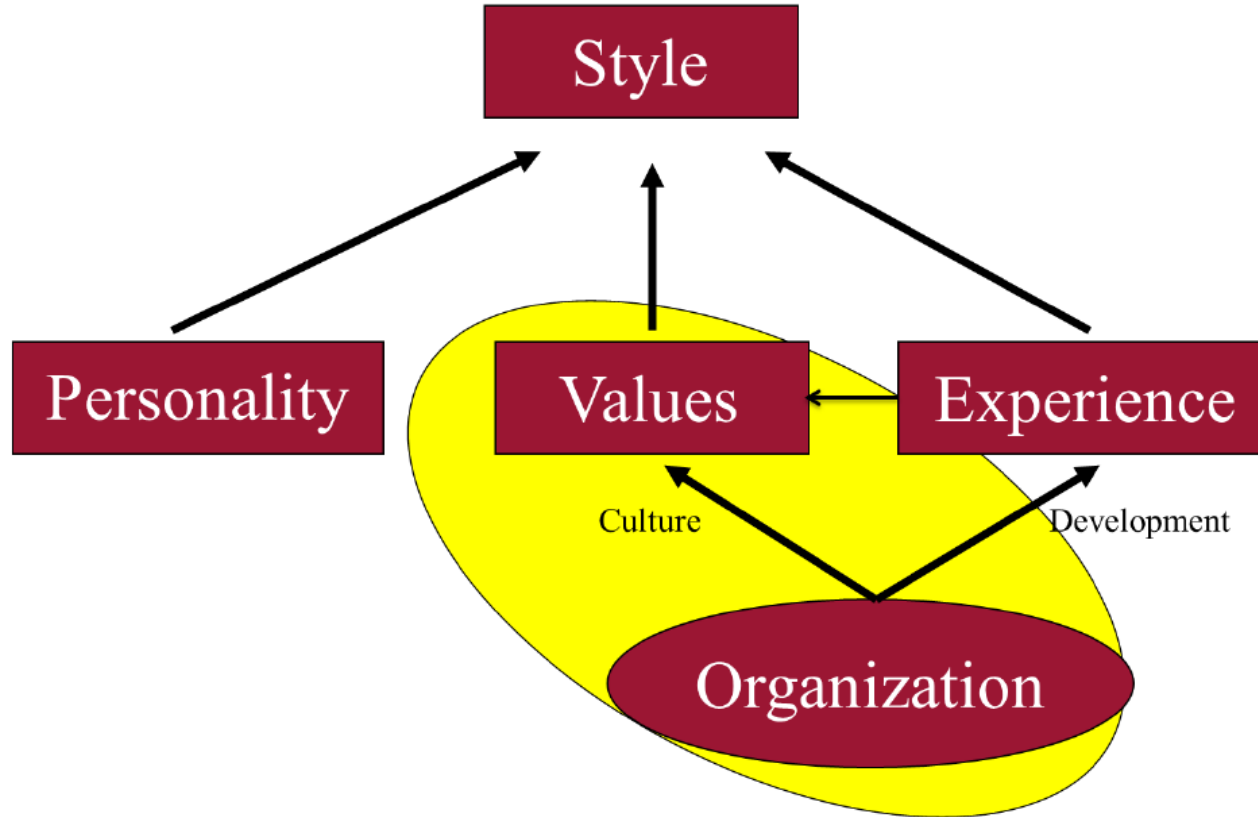


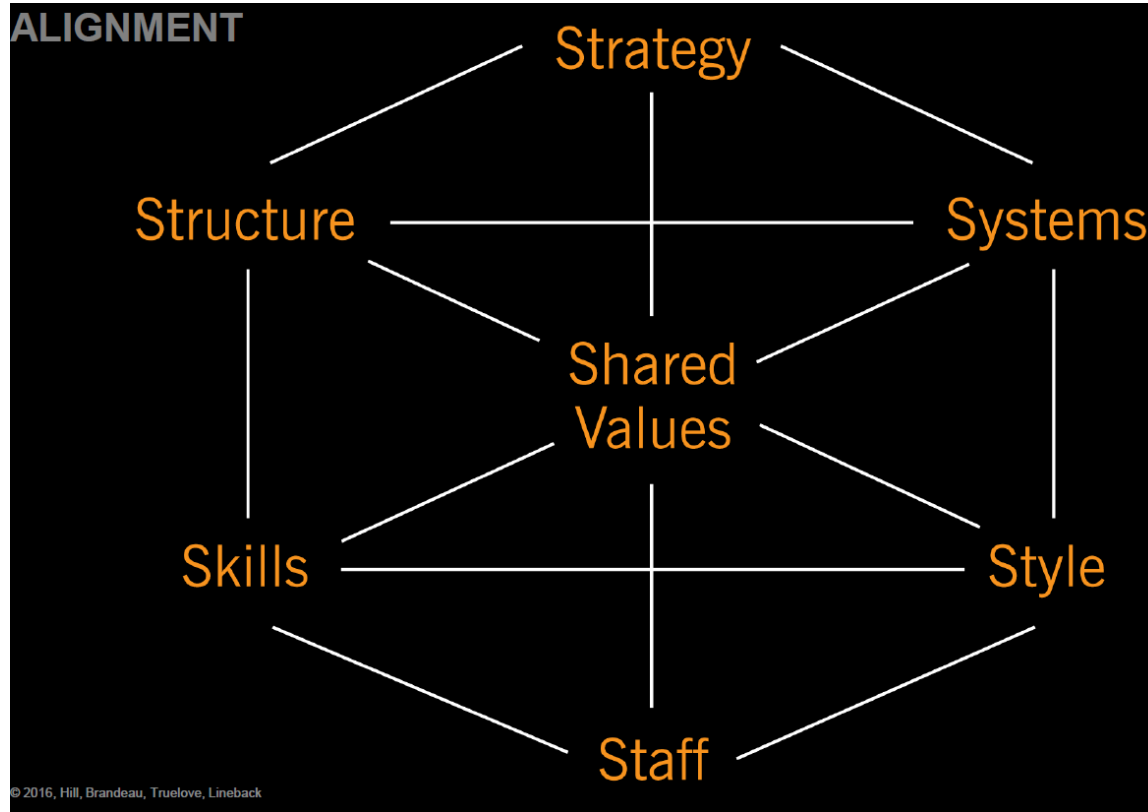
Leadership Style



Leadership Style



Why do so many companies fail?



Assessing your Preferred Style

Unleash					Harness	
Individual	1	2	3	4	5	Collective
Support	1	2	3	4	5	Confrontation
Learning & Development	1	2	3	4	5	Performance
Improvisation	1	2	3	4	5	Structure
Patience	1	2	3	4	5	Urgency
Bottom-up	1	2	3	4	5	Top-down

Cultural Fit

TWO DIMENSIONS OF EVALUATION

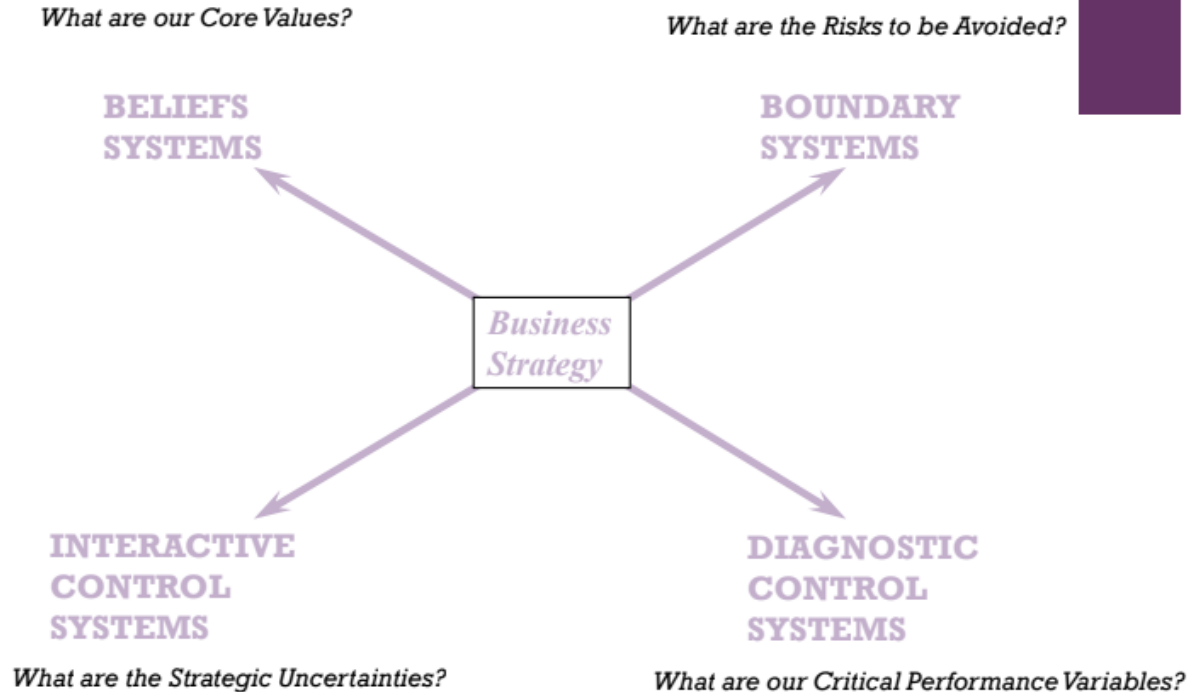
		Results	
		Low	High
Fit	High	?	Promote
	Low	Remove	?

Why should you care about Culture?

- Culture is a social control system that already operates within your work units and in the larger organization
- If you don't manage it, this control system can hinder your ability to execute your strategy, and undermine innovation and creativity
- You can diagnosis and manage the culture in your units

Levers of Control

+ The Levers of Control



Levers of Control

<i>Desire to:</i>	<i>Organizational blocks</i>	<i>Managerial Solution</i>	<i>Levers of Control</i>
Contribute	Unsure of purpose	Communicate core values & mission	Beliefs Systems
Do Right	Pressure or temptation	Specify & enforce the rules of the game	Boundary Systems
Achieve	Lack of focus or resources	Build & support clear targets	Diagnostic Control Systems
Create	Lack of opportunity or afraid of risk	Open organizational dialogue to trigger learning	Interactive Control Systems