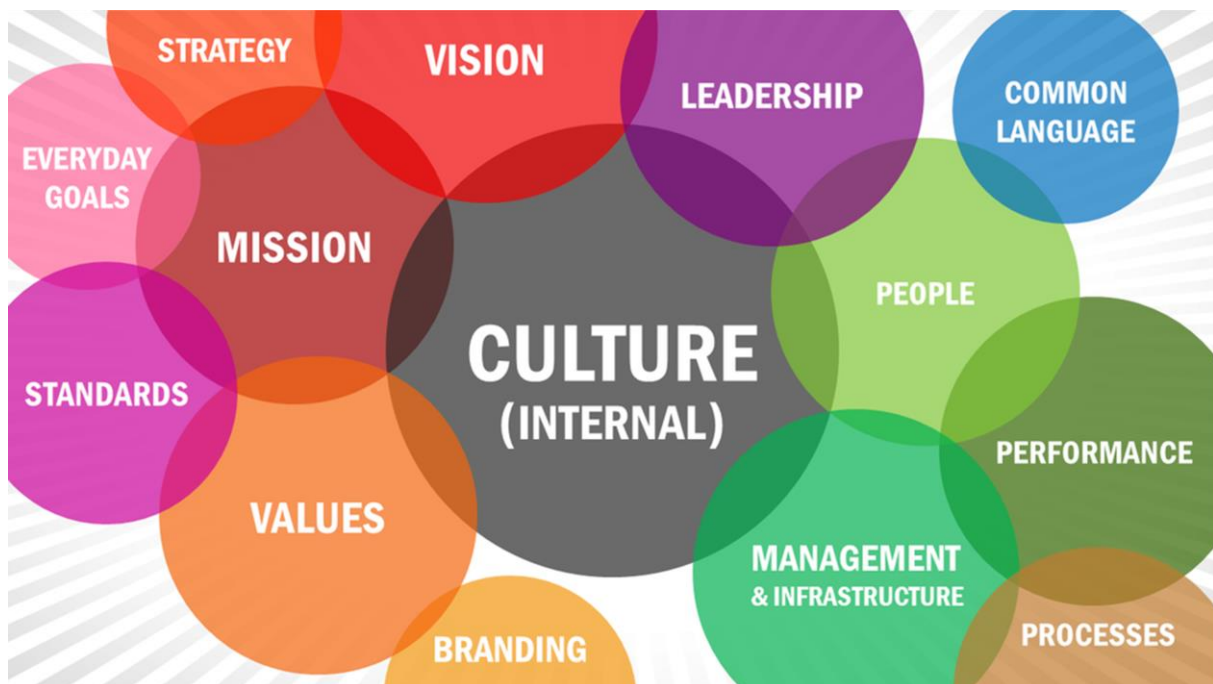


# Creating Value Through Company Culture

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Maria Sangild Kjærsgaard

STUDENT NUMBER: 20146152 | COUNSELOR: OLE FRIIS | KEYSTROKES: 141.969

## Resumé

Dette projekt beskæftiger sig med værdiskabelse gennem virksomhedskultur. Projektet analyseres via et systemsyn, hvori virksomhedskulturen er systemet og teorierne subsystemerne. Dertil indgår virksomhedskultur i et større systemmiljø af strategiske tiltag. Problemstillingen, som følgende projekt ønsker at belyse er; kan en organisation både socialt og finansielt skabe værdi igennem virksomhedskultur, og hvordan. Dertil fremsættes disse fire respektive underspørgsmål:

Hvad udgør en ideel virksomhedskultur?

Hvordan differentiere ledelses-, motivations-, og kulturteori sig og kan de samlet udgøre en ideel virksomhedskultur?

Opfylder de tre teoriområder måleenhedens kriterier for ideel virksomhedskultur?

I hvilke værdier findes ideel virksomhedskultur?

Disse besvares gennem analyse af 3 forskellige virksomheds cases, Continental Airlines, Fletcher Jones & Staff og Bentax, samt en diskussion heraf. Besvarelsen fremlægges på baggrund af tre teoretiske emner, som er henholdsvis ledelsesteori, motivationsteori og kulturteori. Disse holdes op mod 4 måleenheder for ideel virksomhedskultur, disse værende; Great Place To Work, VIPS, ToMo, og IRIC. På baggrund af resultaterne af analysen af de 3 virksomhedscases, er der udviklet en model, baseret på de bærende værdier i ideel virksomhedskultur.

De bærende komponenter fundet igennem analysen er; en tilstedeværende øverste ledelse, engagerede ledere, ansatte der indbyder forskelligheder, involvering af medarbejdere, støtte op om ændringer, formål gennem resultater, og en innovativ kultur. Disse danner en trædemølle med komponenter der vil bære hinanden rundt så længe alle værdier forbliver tilstedeværende. Resultatet af projektet er dermed at en ny model måtte formes da den valgte måleenhed Great Place To Work's model ikke dækkede alle de nødvendige værdier. I måleenhedens model var det innovative komponent et biprodukt, hvorimod den nye Trædemølle model inkorporerer den som et handlingsparameter.

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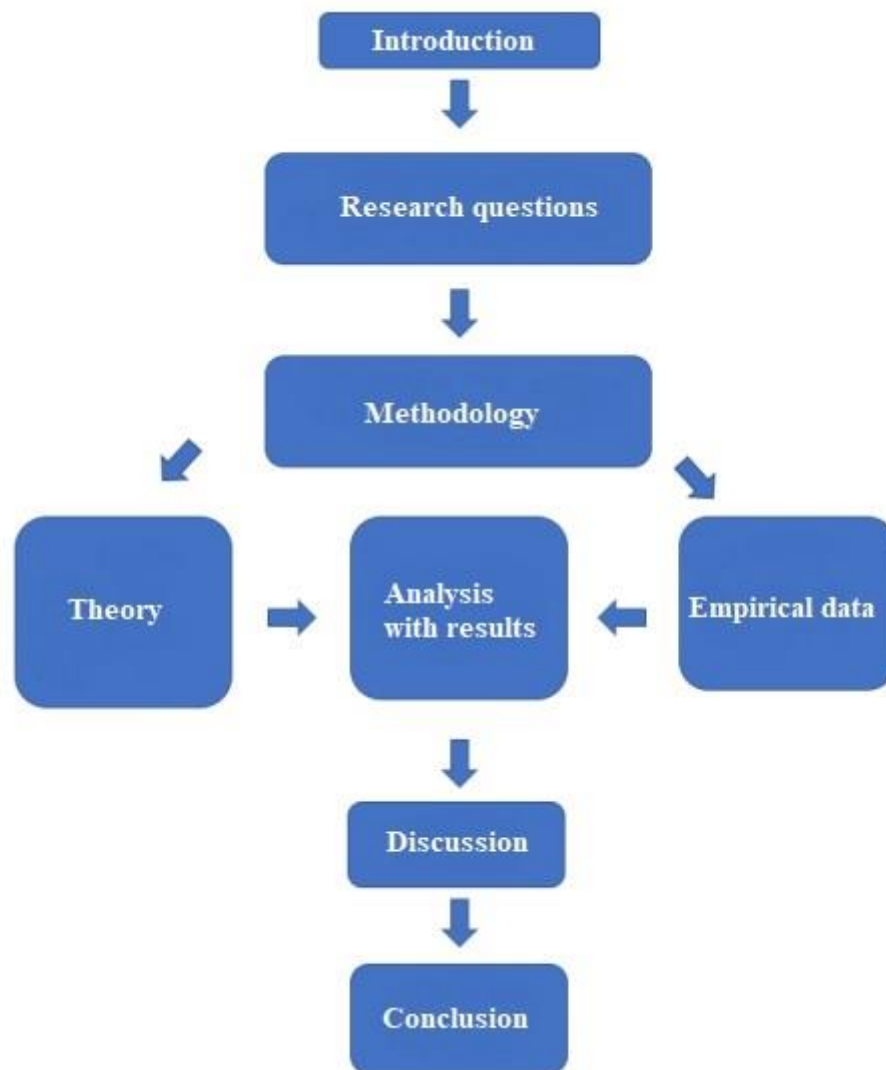
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## Introduction

In modern-day society, things change rapidly and constantly. In the following thesis, I will investigate how companies can adapt to changes and emerge successful and stronger from them. Several Silicon Valley tech companies are great at adapting to the fast changes in the industry because of their innovative structures of the organisation and focus on employees. But it has not always been like that. In industrial times the business structure was first and foremost based on hierarchical and top-down management. The evolution in focus towards creating the ideal company culture which can adapt to change, be innovative, and successful at the same time, takes tremendous amounts of work. With these facts in hand, the purpose of following thesis is to clarify *if businesses can create value both socially and financially through company culture, and how.*

What I find interesting about this subject is theory of Leadership and Management, and Management of Technology and Innovation. More specifically the focus on many different theories and how they all, individually, change a company for the better in their respective areas. Therefore, what I find interesting is the particularity of not having one specific model creating a completely ideal company culture. Hence, in this thesis my focus is on the ideal company culture, and further what it takes to create such a culture.

I will do so through a series of research questions listed below to eventually oppose the result with a measurement from the company Great Place to Work of a current ideal culture. The theories I have chosen for the project are following; The Contingency Theory, The SLII Model, The Triad of Awareness, these are all within the leadership segment. Besides, I am applying, A Powerful New Model and The Prima Donna Management Theory within the motivational and innovative culture for the cultural segment. To test the theories on real cases I have chosen three companies to analyse, because they all have undergone some amount of change and have had distant outcomes from these. The cases being Continental Airlines, Fletcher Jones & Staff and Bentax. Each case brings, through the analysis, different elements and results to the project and help form the final product, being the model presented in the discussion. The project is therefore accumulation through the following points introduction, research questions, methodology, empirical data, a literature review, an analysis with results continuing to a discussion to end up concluding on the findings of the thesis.



## Research questions

**Can a business create value both socially and financially through company culture and how?**

Research questions:

- What creates an ideal company culture?
- How does leadership and management-, motivational-, and cultural theory differentiate from one another and can they collectively form an ideal company culture?
- Do the three theoretical areas meet the measurement's criteria for an ideal company culture?
- In which values are the ideal company culture found?

In this thesis, I will look into the factors which constitute company culture, and why it is important to be aware of the created culture and its development. Furthermore, I will examine what company culture consists of, where in the hierarchy the company leaders should focus their energy when creating a healthy culture, and if there is such a thing as overcompensating within the company culture. Throughout this thesis, I will develop a new model touching on management, the motivation of employees and the culture all together in balance.

## Delimitation

In this thesis, I am focussing on the cultural components of strategic measures within an organisation. Therefore, the project delimitates itself from outward related theory and initiatives of the companies in question. The focus will solely be on the effects on the employees and the atmosphere when presenting different theoretical actions.

## Methodology

Disclaimer to be found in the appendix: Subjectivity as part of one's own stories.

### **Methodology approach**

In this project, I will approach the research from the systems approach (Arbnor & Bjerke, 1997). Within this approach, the reality is considered factual with both objectivity and subjectivity. The reality is collective by several components or systems working together to form one whole system. Furthermore, it is made up of systems and subsystems, in which the subsystems form the whole system. The system approach does not intend to explain the separate parts as they do not function on their own but take part in the whole system and affect each other. If the system approach were an organisation, the system would be the business and the departments within, the subsystems. The approach has both open- and closed systems, taking an organisation as an example it would be an open system as it deals with outside interactions. The outside interactions are what is referred to as the system environment. The system environment is all the actors of importance or those who affect the organisation from the outside, e.g. clients or competitors. With the system environment not being a part of the whole system, the reality can never be a complete truth.

### **Ontology**

The system approach's ontology is an objective perception of reality. Through objective analysis, it aims to find a true- and thereby a false perception of reality. In this project, I do not aim to find one

single true perception of reality but several options of it. This is for my model to become as close to complete as possible. As the system approach does not include a system environment, the product of this project can never be one complete and true perception of reality. Therefore, I will within this thesis look at problem-solving changes and opportunities for the best options of reality.

## **Epistemology**

Epistemology revolves around how the researcher acknowledges reality or how they research it. In the use of the system approach, it is the different subsystems who make up the reason for the approach towards the research. The knowledge will thereby come from the researcher's approach towards the relevant systems and subsystems. The approach is used to either confirm or deny the research question through the system approach and the acknowledgement of the system.

## **Method**

The project will take a deductive approach to the main question and the further development of the sub research questions and or hypothesis. The cases and empirical data were collected beforehand and thus the use of a deductive approach. From there the project is working with the hermeneutics approach on analysing its way towards a final product. It is seen through the analysis of gaining more and greater knowledge of the subject throughout the project. The approach has contributed towards a better understanding of the different elements within company culture as the project progressed. The project is structured by both qualitative- and quantitative data as well as both primary- and secondary empirical data. The primary data is from the interview and one of the cases studied in the project, whereas the secondary is from articles and books on theory.

Theoretically, I will in this project look at the company "Great Place To Work" and its standards for ideal company culture. Furthermore, I will through three underlying studies back up the main areas of research under the categories leadership, motivation, and culture. First, I will conduct a literature review of theories within leadership and management, motivation, and culture. The literature and empirical data have been found with the forward snowballing approach by word searches such as; leadership, motivation, ideal company culture, and culture (Wohlin, 2014). The theory and cases have been handpicked to provide as evolved picture as possible of the company culture area. Then through an analysis test the theoretical use of real companies through real cases. Throughout the analysis, the



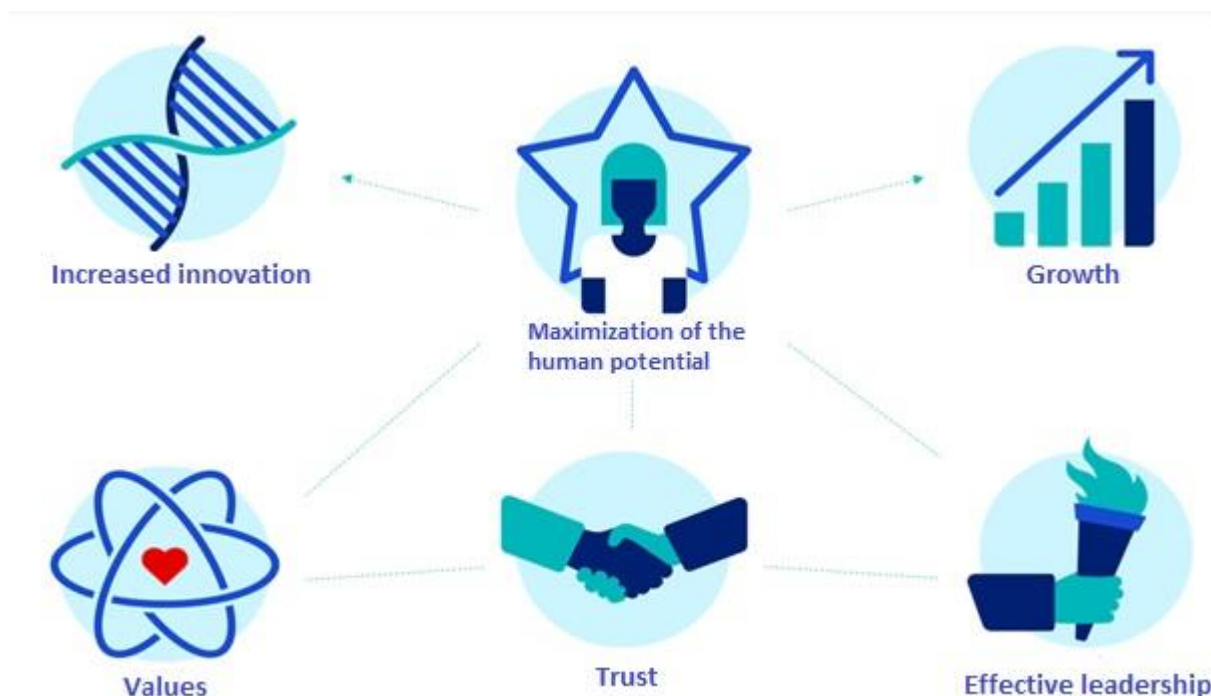
project will uncover whether the theories can create an ideal company culture. The project will sign off by testing if the measurement unit is complete or if it can be further developed.

## Measurement units

In this project I will look at different models to eventually shape a new model containing the ideal company culture. To use as a form of measurement I am in this project looking at the standards used to become certified at 'Great Place To Work' as an overall unit, while the different branches will be presented by 'VIPS', 'ToMo', and 'IRIC'.

## Great Place To Work

The company Great Place To Work is an international consulting business who works with companies to better the working environment. Their model contains four measurements for improvement in exchange, for obtaining increased innovation and economic growth. The model consists of four measurements to affect the employees and two results which the employees in return affect for the better. The first three are effective leaders, trust, and strong values. In return what is affected is increased innovation and growth throughout the company. (Institudes, 2020)



**Values**

First, a company needs to align its values as principles to guide and strengthen the employee's teamwork and sense of belonging. Creating strong values can change a workplace for the better if it is done through strong communication and thereby establishing these values as culture.

**Effective leadership**

When achieving the maximum potential of the employees, effective leadership is required. A leader must have a clear understanding of the organisation's culture, employees, and an ability to achieve a well-crafted and efficient strategy. When the leaders understand their organisation from top to bottom it creates a strategy all can relate to and therefore a broader understanding resulting in a team effort to achieving the best outcome of the planned strategy.

**Trust**

Trust-based company culture's relationship between management and subordinates are based on credibility, respect and justice. The trust will benefit everyone in the organisation as it is the key to achieving the maximum potential of each and every employee.

**Maximization of the human potential**

Motivate and give room for the employee's creativity, knowledge, and skill to grow. This will bring out the best of each employee while increasing their well-being, the quality of their work as well as their productivity. It is important not to put all under one cap, as everyone has different needs to grow as an employee.

**Increased innovation**

Employees are innovative within companies that achieve the maximization of the employee's potential by creating a trust-based culture with strong values and efficient leadership. Innovative employees are vital in a business that wants to compete in an ever-changing market.

**Economic growth**

When employees are happy within the working environment, they are willing to put in the hard work, give the customers a better experience and seek innovative solutions. All to better the reputation of

the workplace and economic growth. An investment in the employees is an investment in a strong business.

## VIPS – Companies' effort towards a better psychological working environment

VIPS is a Danish study, made by the national workplace environment research centre, on companies' efforts on improving the psychological working environment (Hasle, et al., 2008). Within the study they have a section dedicated to the managerial role containing 5 measurement points being:

**Service:** creating the framework and removing obstacles for the sake of the employee. The management needs to make completion of the task as easy as possible for the subordinates. Any obstacles that can be removed and handled by management before being brought to the subordinates, and disrupting their flow, is the leader's jobs for better execution.

**Goals:** create purpose and goals within the work. Within the workplace, there must be found a purpose for the core job. The purpose of the core job, however, must be created. It is not the leader's job to create the purpose but their job to create the framework for the employees to create it themselves. It must be the employees themselves for the objective of being close to each other. Thereby management is showing the subordinates respect for their work ethic.

**Cohesion:** ensure deficiencies and opportunities are continually dealt with. Within a business, there will be many deficiencies and opportunities and it is the management's job to deal with these appropriately and in order of the highest priority. When prioritizing it is important the subordinates participate and have a say in what is most pressing for the thriving of the workload. The management must then make sure the right decisions are made and dealt with as according.

**Loyalty:** understood as loyalty towards the employees within a team. For employees to feel safe in their work environment, there must be loyalty between the management and the subordinates but also subordinates between. It is the manager's job to ensure an environment of no tolerance for bad-mouthing amongst co-workers or from the management down. They must lead by example and press how important loyalty towards each other is for a well-functioning workplace.

**Recognition:** to recognize each employee's work. Recognition is an important thrive for the quality of work produced within a business. Recognition from the leader but also between the employees

within the separate teams. It strengthens and encourages the social environment and creates a more positive atmosphere as a basic premise for the culture. When recognising each other it is important to not only look to the other person's strengths but also weaknesses and the leader must create such an environment where it is possible and becomes the norm. The leader must first and formally participate in the recognition of the subordinates. Often this is where problems may occur, as many subordinates only hear feedback when something is done wrong. That should never be the wanted environment, but instead, even if the leader is not fully understanding of the job which a subordinate is doing, they must recognise the work being brought to the group. At last, the recognition must go both ways. The subordinates must also recognise the leader for the progress they are doing as well as their strengths and weaknesses. Within the criteria, it also concerns recognition from the top-management and not only middle-managers.

## ToMo

ToMo, short for total motivation, presents as the measurements for the motivational theories. The study was made because of the uncertainty of culture, being how "it tends to feel like some magical force that few know how to control. So, most executives manage it according to their intuition (McGregor & Doshi, 2015)". To make it more tangible, ToMo strives to transform culture into a science. They looked at 6 factors that largely both improve and reduce motivation. The three direct motives are play, purpose, and potential. Whereas the indirect motives consist of emotional-, economic pressure, and inertia. The direct motives represent the improving elements and the indirect represents the reducing ones. The workers in the study could then score the process of elements within the workplace on a scale from -100 to +100 of importance (McGregor & Doshi, 2015). The three most important came up as:

**Role design** revolving around the design of an employee's role in the company. It must be designed to motivate the employee and when designed right it will give the employee purpose in the work and through that drive them in a positive way. The design must revolve around motives such as "play", "purpose" and "potential" thereby a possibility to expand within the role. This measure is the most sensitive element in the study.

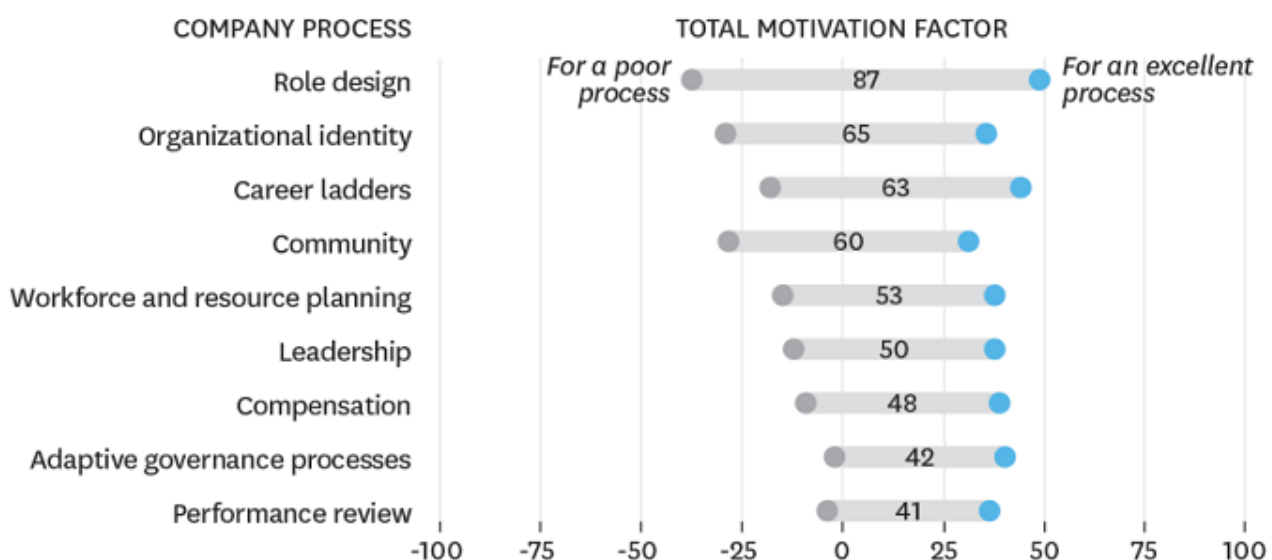
**Organizational identity** contains the company's mission and behavioural code. Understanding the difference, a company makes for their customers can be difficult when working specific jobs.

Therefore, something to cure this predicament is to find a way to show the employees, the difference they are making in people's lives and on the grand scale of the company's mission.

**Career ladders** are elements of how companies evaluate their employees. Many companies discovered their employees rating systems are rated against each other, instead of giving the outcome of who should be the next in line for a promotion and ends up destroying performance. This way of evaluating employees touches on the negative motives of emotional and economical pressure which creates unhealthy competition. Therefore, there must be a healthy way of moving up the ladder within a company.

### Employee Motivation Varies Widely Depending on Company Processes

In many cases, the difference between a well-designed and poorly-designed process is more than 50 points in motivation.



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## IRIC

Geert Hofstede, who wrote “Cultures and Organizations, Software of The Mind”, a book on cultural theory in which he conducts a study called the IRIC study. The study identified six different dimensions which distinguished the cultures of the twenty units participating in the study (Hofstede, 2010).

### Process-oriented vs. result-oriented

This dimension opposes a concern with means (process) to a concern with goals (result). It shows the culture difference between risk-taking and avoiding cultures, and how the culture through this

operates. The avoiding cultures are described as only spending the acquired effort on the work. Each day was similar to the next. Whereas the risk-taking described their days as linking to be in unfamiliar situations and therefore they must put in the maximum effort so each day could present a new challenge. Each end of the spectrum would not be either good or bad but one would be more suitable for a company culture to thrive.

### **Employee oriented vs. job oriented**

The dimension opposes a concern for people (employees) to a concern for completing the job (job). The employee-oriented cultures gave the workers a sense of employee welfare and their personal problems were taken into consideration. Decision making was done by teams or larger committees instead of a single executive. Whereas the job-oriented culture focuses on the job at hand and creates pressure on employees to finish as fast as possible and not on any personal relation to the workers. In these cultures, the decisions were made by individuals.

### **Parochial vs. professional**

This dimension opposes units whose employees identify mostly with the organization (parochial) to units where people identify with their type of job (professional). Employees of the parochial cultures felt their organization had hired them not only by job competence but had taken their social and family background into consideration. The workers in the parochial cultures had not looked far into the future as they might have expected the organization to do so for them. Whereas the professional cultures employees felt they had been hired on the base of their job competence only and their private lives were their own to keep. These workers were employees thinking far ahead.

### **Open system vs. closed system**

In the open system cultures, the worker considered both the organisation and the people to be very open to newcomers and outsiders, and it would not take long for people to find their place in the company. Whereas the closed system cultures were the opposite. Only specific people being able to fit in. The information would be very secretive and only shared with the most important, even among the insiders. When newcomers were hired, they would need more than a year to get settled within the company, and after that, it was not a guarantee that they would feel at home.

**Loose vs. tight control**

The control dimension opposes the loose and tight cultures. Loose being very laid back and not punctual. There was a low focus on cost and jokes of the organisation or the job was often used during working hours. Whereas the tight control cultures had strict punctuality regarding meetings and a cost-conscious focus while jokes of the company were rare. The tight control was associated with unwritten codes of dress and dignified behaviour.

**Normative vs. pragmatic**

The dimension concerning customer orientation is opposing the market-driven (pragmatic) to the normative units of perceiving situations as tasks that can only be handled through the organisation's unbreakable rules. The normative units are focused on correctly following the organisation's guidelines to do their job and not as oriented about the result as long as the process is right. The standards and expectations in the business ethics of the employees are felt to be high in these cultures. The market-driven pragmatic cultures have their focus on the customer's needs and meeting them. It is not as important how you achieve a happy customer but instead that you do. In business ethics, the pragmatic way prevailed over a dogmatic approach and thus pleasing the customer.

What kind of leader is needed in a company to have happy employees and which structure functions best in which settings? How do you find the right employees or simply develop already employed subordinates? How do you create an environment where the ideal culture makes the best framework for innovation and productive work?

When wanting to change a company for the better within its culture, it is important to start from the top-down as the management is where all the decisions are made, it is those decisions that shape the course of every day for all employees and thus create the working environment becoming company culture. The culture comes from the employees and how they are motivated, therefore the second most important thing to look at is how the employees are motivated and the framework built around it, shaping the culture.

**Empirical data collection**

**The interview** in use has been conducted as a semi-structured interview to gain the most knowledge from the experience in question. The questions will be open-ended so the subject can answer freely



and move in between the different situations as they please. With this method, it is possible to ask more indebt questions and to imagine a strong feel of the experience itself.

## Cases

In the above paragraph, I have outlined the measurement units. In extension, I will in the following paragraph, present the cases used as empirical material. The project will be focusing on three different cases, showcasing the importance of management-, motivational-, and cultural theory.

The article I am using for analysing leadership and management-, motivational-, and cultural theories is written of Continental Airlines in Harvard Business Review by then COO Greg Brenneman. An article with the title: *“Right Away and All at Once: How we saved Continental”*, tells the story of how an airline company with a net income of - \$613 million made a turnaround to success by the hands of himself and Gordon Bethune. For further analysis, a documentary about Fletcher Jones will demonstrate the balanced importance of good company culture. As well, I will use an interview with a member of a project group for sustainability who spent 4 weeks working on a project for the company Bentax.

## Continental Airlines

To analyse leadership and motivational theory I will within the project investigate the turnaround of Continental Airlines by Greg Brenneman and Gordon Bethune. In 1993 the company was going through its second bankruptcy bailout in nine years. The company consisted of mergers from seven airlines and had ten different presidents over the course of ten years. Each had tried to save the company in a different way and so the company's strategy had changed more than often over those ten years. This had left middle management in a paralysed state, awaiting the next change instead of being able to act on the current situation. Whenever a new CEO had taken over, they needed to find a way to shave costs, which resulted in a continuing worsening of airline service. The company was ranked tenth out of the ten largest airline companies in the US in all key customer-service areas. How could a company close to a third bankruptcy turnaround to become a successful airline again?

The answer would be; through strategic measures within four areas. This project will look at which areas were changed and how to understand the mechanism behind the turnaround for the company and the culture within. How did they start making a profit, ranching in the top five of key



measurements, and created a culture where employees performed better and became proud of their workplace? This is one of the questions I, based on this case, will seek to answer in my analysis (Brenneman, 1998).

## Fletcher Jones

The second case I have chosen for my analysis is on a manufacturing company from the 1940's called Fletcher Jones & Staff. Fletcher Jones (FJ) was the owner and CEO of Fletcher Jones & Staff, a clothing manufacture company from Australia. He is considered a pioneer in his field and was knighted for his service towards decentralisation and community. When he first started the company, the industry was making clothes that only lasted for a short while and then would be thrown away for the newest fashion. FJ did not see this as very convenient for the working class in a recession. Therefore, he started to produce long-lasting quality clothes. He wanted to change the industry in many ways, but mainly his social purpose was the company culture that was seen in most businesses at the time. When trying to build up this different way of running a company he thought of a way to be successful and concluded he wanted fairness over hierarchy. Not long after he opened his own factory the company changed into Fletcher Jones & Staff Pty Ltd. FJ invested in his employees by paying them shares in the company so they would be rewarded when the business was doing well, and it did for a long time. They opened shops in several states in Australia and was chosen for a contract to dress the women's Olympic team in 1956. After their high, it, however, started going downhill and drastic decisions had to be made for the company to survive. Thereby, I will use the case to exemplify how company culture can take over and leave the company without proper managing skills to make the right decision (Smith, 2007).

## Bentax

The third and final case I will analyse is of Bentax who is known for their embracing company culture and survived the financial crisis due to it. Bentax A/S is a Danish company with Søren Hansen as CEO. Bentax are making coffee machines for businesses, branding the coffee as being a treat for the business' employees during long workdays. They started out selling snack vending machines with different treats for payment of coins and were successful at it until the health wave hit in the '00s and they moved towards the coffee business. In 2008 the financial crisis hit and a business built on the

extra “staff goodies” was one of the first things companies were cutting out. As a result Bentax had a decline in customers. Søren then laid out a proposal for his employees of a decrease in pay equivalent to public support. Because Søren successfully had created a company culture that supported each other they agreed for the company to be able to continue. The company is now back on their feet and have experienced growth since. Bentax will be analysed through an interview with an environmental project worker from “Det Grønne Rejsehold”, who worked on a project for Bentax for four weeks in 2019. This case I will use for the analysis of company culture within businesses going through growth (Trendholm, 2020).

## Literature review

First off, I will look at theory within leadership and management, to analyse the beginning of change of culture within an organisation. As the leaders of the business have decided to make changes the employees must be motivated to join the new ways. When the employees slowly start to follow the new patterns of the cultural ways there must be created guidelines for the culture to function. Thereby, making the last theoretical area, cultural theory. The theoretical areas will therefore be examined in the order of leadership and management-, motivational-, and lastly cultural theory.

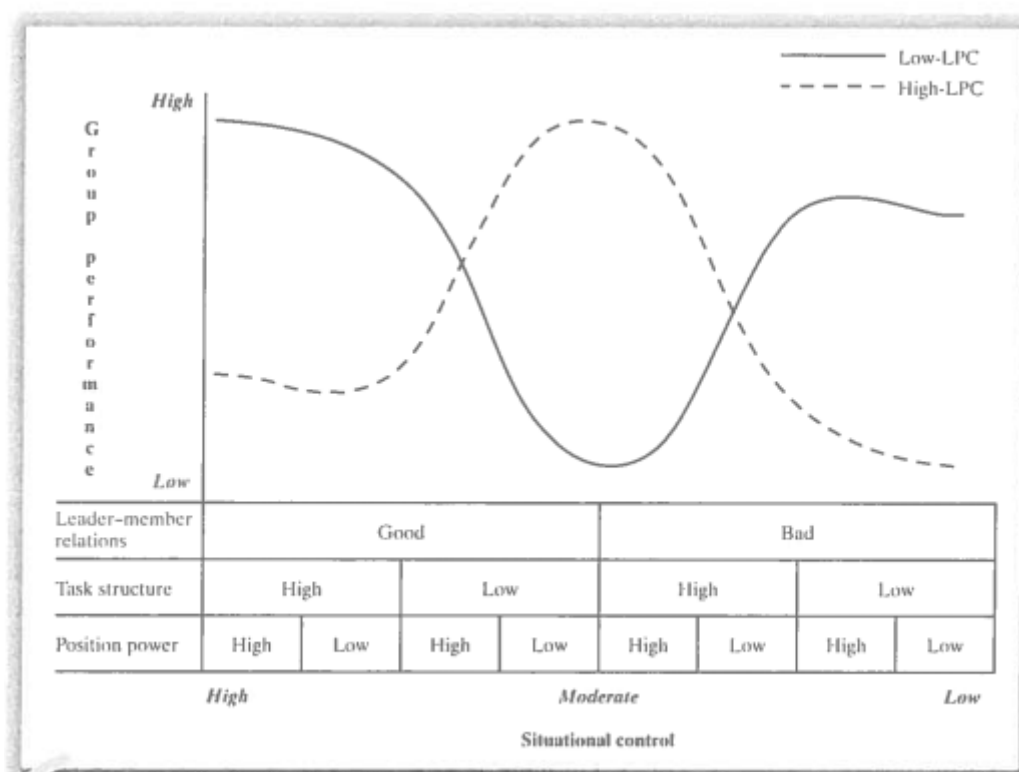
## Leadership and management

How can you measure what creates the right leadership for different companies?

Leadership theory has gone from the three early eras of “traits”, “behaviour” and “contingency” to offering a variety of different ways to handle the leadership task. Taking into consideration that it started out with the presumption of certain people being born a leader, to the discovery of leaders with all different personality types and traits, to the developing skill that leadership is, shows a significant shift within the framework of this theoretical approach. I am in this project using the contingency theory, the triad of awareness and the SLII model. These three models have differentiating theoretical focuses and therefore are offering different analytical insights. For change to start within a company the top management must initiate it and start setting examples for a more inclusive culture. People want to be led, not managed. Below I will unfold the differentiating leadership theories I am applying in this project.

## Feidlers contingency theory

This management style is focusing mostly on having one of two leadership styles. Then matching a leader to the team instead of a situation. The leadership styles contain a relationship-oriented leader and a task-oriented and are fixed. When using this theory, you test as one to determine your style. The style you test as then makes you eligible for specific jobs and situations, thus, making the model situation based. Feidler believed the leadership style is reflected in the leader's personality and is thereby fixed through one's life and career. The theory, therefore, is based on matching personalities to teams and situations. The model has three measurements of situational favourableness to determine the match-making process. These being; is trust between the manager and members high or low? Are tasks structured vague or clear-cut? Is the leadership position high or low powered? (Nahavandi, 2006)



**A task-oriented leader** tends to be determined on getting the job done first before worrying about possible conflicts of their subordinates. They spend their time thinking of efficient ways to complete the job instead of creating an environment without conflict. These leaders are most effective when facing a situation of either extremely favourable or extreme unfavourable conditions for example where there is enormous trust and respect, the task is clear, and the subordinates accept the leader's

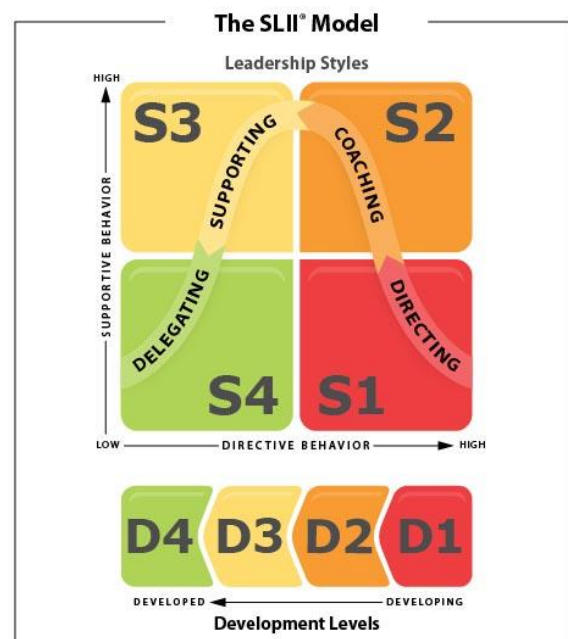
power position without question. Here a task-oriented leader would not have to worry about the team's relationship with them as the lines of the job situated this type of leader as the efficient way. Contrary to the complete opposite situation the task-oriented leadership style is also suitable for situations where trust and respect are not present, the tasks are very vague, and the atmosphere is anarchic. A task-oriented leader would be fit for this situation as it will need a firm hand that shapes things back into the order of getting jobs done until the situation becomes less extreme and a more relationship-oriented leader might fit better to save the health of the team.

**A relationship-oriented leader** cares about the subordinates and has an emotional engagement with the team. The relationship-oriented leader wants to create a positive environment but can in exchange want it to the point of sacrificing the task at hand over the wellbeing of the team. This leadership style is for more moderate-situational control circumstances.

This theory applies in specific situations but not necessarily in the long run. Feidler focuses on having strength in certain situations and not on developing the leadership skill to operate in any given situation. It is a theory to consider when wanting to hire a new manager, but it will only get a company so far before the theory becomes lacking in long term growth. In this theory, a circumstance is that everything is fixed including a leader's personality. However, the human mind is complex, and it is not possible to predetermine if a leader will act according to their personality in professional situations. As well it is not possible to predetermine the ability to change and become different leaders over time. How can you play on your strengths as a task-oriented leader towards a new task suitable for the relationship-oriented leader? The before so successful team with great leader-followers relationship can be self-destroyed by a bad match. A very competent leader is suddenly not producing the result as before and the team working well under the leader has lost its effectiveness due to a leader who is missing control. The model does not take into account that different situations are inevitable and both leaders, as well as employees, must be able to adapt and evolve. In opposition, The SLII Model, which I will unfold below, creates an atmosphere where development is in focus and can pick off where a change may have occurred in the contingency model's area. The SLII model focuses on actions within situations, and this model accounts for the development of both leaders and employees.

## The SLII model

On the contrary to The Contingency Theory described above, The SLII model is developed for leaders to use as a tool for situational leadership. Situational leadership is used by leaders who can assess their subordinate's development level and match their leadership style to the situation and team. There are four different leadership styles: directing, coaching, supporting and delegating. While the subordinates have four development stages, varying from being all new to a task or job to being highly skilled, committed and motivated. (Blanchard, 2020)



The first leadership style, **directing**, is a leadership style that should be used when one's subordinates are new to a task or job as in a **D1 development stage**. This situation calls for a firm and concrete direction of what should be done and leaves the subordinate with instructions and not much room to improvise and therefore less room for error. The D1 development stage is an employee with low competence and a high commitment. They want to learn but are new to the job.

When subordinates have been shown the new routines, the leader can start to let go slightly and manoeuvre into the **coaching style**. Here the subordinates know what should happen but are still under clear instructions of the leader. However, the managers can give more vague instructions and still be sure the subordinates will finish the job correctly. The subordinates have moved to **development phase D2** and are therefore more encouraged to give feedback, as well as the delivering of tasks from the manager, are vaguer than firm directions. The subordinates in the D2 development stage have some competence but low to some commitment or confidence. The subordinate has now realised the job was either harder than anticipated or not as interested as expected therefore the more coaching approach to keep the employee interested.

The subordinates will eventually reach the **development phase D3** with a high competence level but can have variable commitment levels towards the tasks. With the low commitment of the employee,

there would set a precedent for the **supporting leadership style**, as the leader participates in the decision making, but otherwise, most decisions are made by the team. This style will appear as the quiet type of leader because the style provokes the “leading by example” method. It provides the employee with more support as they are very experienced but might have lost interest in the same tasks. The leader must challenge the employee’s commitment by assigning more responsibility to let them gain more confidence for the commitment to follow.

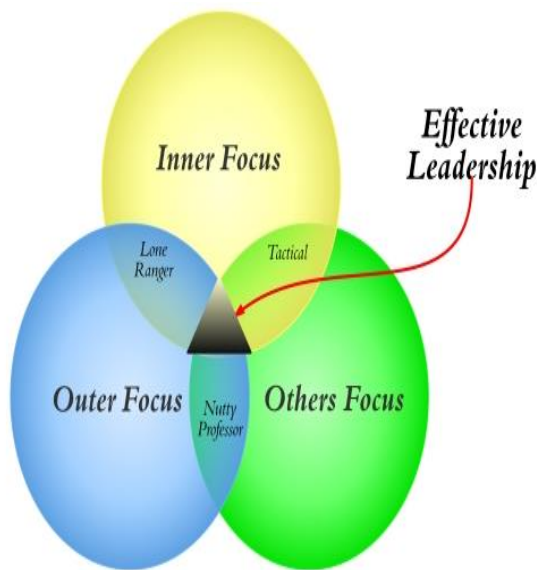
The last leadership style is the **delegating** method and is a hands-off approach. The subordinates for this leadership style have a high competence level as well as a high commitment in the **D4 development**. They can manage themselves and the leader can, therefore, express their vision of the future more so than direct the day-to-day assignments.

This theory applies to a large organisation because it focuses on many different situations and levels of both development and commitment. It gives leaders different tools and techniques to work with for individual subordinates but also teams in their entirety. The model can especially be used within start-up companies as they progress to become larger and more competent businesses. When focusing on these situations and the development, the match between leaders and teams can cause the loss of an innovative process between differences. The model teaches an organization how to develop an employee both subordinates and managers, it is a tool providing a soft and slow training process for any employee to be able to eventually stand on their own feet, but it does not further develop their skills of individual growth. When teams have a great leader, most theories agree on the leader-member/follower relationship being strong, but it can be difficult to create such a relationship. Hereby this theory amplifies the relationship between the leader and followers as having a big part in the performance of a group. In continuation of the SLII model, Daniel Goleman created the Triad of awareness model examining the psyche of the specific leader and what qualities he/she should possess to be successful within an organisation.

## Triad of Awareness

As a leader, you must be able to focus on the company, your employees, and yourself to have a functional business. The theory The Triad of Awareness by Daniel Goleman (Goleman, 2013)

suggests the primary task of leadership is to direct attention and suggest the attention be directed on an inward focus, a focus on others and an outward focus.



**The inward focus** is all about self-awareness, listening to your inner voice, heart rhythm and very importantly your instinct and gut feeling. As well as it is about being open to new input without judging while instead just perceiving. The inward focus is also tied to self-control and focuses on the cognitive strength of will power in achieving one's goals. What a leader should direct their focus to is how to control their neocortex part of the brain. This is the part controlling thoughts, including planning, logic and will. A leader's ability to direct focus to this part of their brain will, given this

theory, have a strong sense of self-projection to their subordinates.

**The focus on others** is an emphatic focus. It concentrates the focus on building relations and understanding of others in different situations than one's self, hence seeing different perspectives. This is to be viewed both from a rational and emotional point of view. As a leader one must be able to show emotional empathy, feeling what someone else feels, true empathetic concern, sensing what others need from you. A leader should project that their subordinates have value to the company and the management. This can be done through social sensitivity. Knowing the appropriate etiquette, putting others at ease and to recognize personal connections. This focus comes from the limbic system part of the brain. The part containing emotions like feelings, relationships, dreams and play. It is often shown in the nurturing abilities towards a leader's staff and their connection to them.

**The outward focus** is based on the environment and organisation. To think both strategically and innovative to run the company in the best way possible. To have fresh ideas there must be an atmosphere of openness and big thinking, with few limitations for the mind to free flow. As a leader, an important skill is to be able to associate trends from the outside world and apply it to the business. To set the core problem aside and make room for an innovative solution. But also, it is important to know innovative ideas can come at any moment and not be forced. This focus can merge a bit with the inward focus of knowing when to go for a run, or another non-work-related activity and just letting the mind wander.



When all these focus areas are brought together it gives a leader that is:

- In touch with their inner feelings
- Controls their impulses
- Aware of how others see them
- Understands what others need from them
- Weeds out distractions
- Allows their mind to roam widely, free of preconceptions
- Can shift leadership style according to the situation

By practising these focus points as a leader and frontrunner, an organization can create a healthy culture from the management and downward, but is that all it takes? Is all you need as a leader the ability to trust your gut feeling, see others and think innovatively?

When speaking of awareness, it becomes a study of your own person and how to interact within a workplace, but can a leader make decisions with just awareness? When making decisions it is important to base them not just on one's gut feeling (Bonabeau, 2003). A survey conducted in May 2002 by executive search firm Christian & Timbers revealed 45% of corporate leaders rely more on instinct than on fact for major business decisions. Decision-making consultant Gary Klein wrote the book *"Intuition at Work"* explaining how many middle managers show as great decision-makers but as they move up the ladder the decisions become more complex as well as a larger amount of data to analyse before being able to make the right decision. We as humans are drawn to the mystics of having good intuition and many business leaders sell themselves on this point, because "what is better than the superpower of good intuition?". This mindset takes over and leaders tend to care less about the facts and more of what feels right, while it should go the other way. The more complex the decision, the more misleading intuition becomes. While this theory makes it a goal to trust your gut feeling it is important to remember the facts and not solely rely on intuition. While The Triad of Awareness theory addresses the awareness of leaders to create a good environment it does not have any actionable practices for the ongoing development or parring of teams, but solely give a leader tools to improve the environment and thereby have innovation flow more effectively.



### *Partial conclusion*

Leadership and management can be done in many different ways by hiring the right person for the job, developing them to be self-sufficient and by being aware of oneself and others within the workplace to better a leader's person and the innovative atmosphere. The different theories can have many outcomes, and some may work in some situations but not others and can have an entirely different outcome by combination. Innovative thinking must be a priority for leaders to make their companies agile against change and to be able to work out the best solutions with "Both/And" (Tushman, Smith, & Binns, 2016) thinking. The goal of an effective team and business with great communication may be able to be accomplished with the help of some of these leadership theories. But for leaders to succeed they need their team to be on their side, and that should take priority in a leader's development as the theories describe a failure when the leader-follower relationship is broken.

No correct answer can be given to the criteria of a good leadership style because of the different fits in the endless possibilities of situations. As the contingency theory states the task-oriented leadership style is suitable for the more often occurring situations. Whereas the SLII model provides a leadership technique to match the team's development as well as the continuing development in the ongoing business. But a good match between a leader's personality and their team's development can give an idea of the kind of approach a leader should take as well as focusing on self-awareness to be the best leader one can be. The Triad of Awareness can be seen as more of a management philosophy whereas the SLII model has actionable practices and can be presented as a leadership technique while the two leadership orientations in The Contingency Theory are cohesive with leadership styles. These three leadership theories may, therefore, be able to create the framework for ideal company culture.

### *Motivation*

Having covered the leadership theory, I will further explain the motivation of the employees. In this following paragraph I examine two theories. The first A Powerful New Model contains a broad motivational subject and second The Prima Donna Management revolves around individual motivation. Thereby explaining questions such as; What motivates employees? Can all employee's motivational drives be put under the same cap? And which measures can affect an employee to affect the business in a positive way?

Motivation can have a tremendous impact on the improvement of company culture. Most know of Maslow's hierarchy of needs, showing humans emotional needs to feel satisfied and through the fulfilment of these needs a better performance at work. But why is motivation important and why does it can affect business on a larger scale? When the leaders of an organization have set out to better themselves and the environment for the subordinates it can only go as far as the leaders themselves if they do not know how to motivate their subordinates. Motivating one's employees to become part of the team effort of creating a better environment for everyone can be difficult and not all are motivated equally easily nor is it a guarantee that it can be measured within a short period of time. The effect of motivation should be seen both on short- and long-term scales and it should be a continuously developing practice. When trying to define motivation some see it as a simple "I CAN is 100 times more important than IQ" known from Rosenthal's (Rosenthal, 1963) elementary school experiment.



If you take motivation down to the simple factor of believing in people, the above saying can be the most effective one. While that is an example of external interference creating better results, it is a simplified social experiment, and not an actual theory, therefore I will in the frame of this project be looking into more extensive theoretical models.

### A powerful new model

Another theory is developed by Nitin Nohria the 10<sup>th</sup> Dean of Harvard Business School. A Powerful New Model has four drives of motivation, the drive to acquire, to bond, to comprehend, and to defend. It is based on deeper insight into motivation than previous attempts because they have been able to draw on new knowledge from the brain sciences: the four emotional needs or drives (Nitin Nohria, 2008).

**The drive to acquire** is a drive for physical goods but also events that improve social status, for example a larger office or promotions. This is a constant need, as when you have achieved one thing you will switch your focus to something else. To hit this drive in the workforce some of the actions that can be taken is to truly differentiate good performance from bad performance as well as tying rewards with the good performance to show employees the value of such. Most important is to level the pay with the competitors in the industry.

**The drive to bond** is a drive for good relationships. Most employees become attached to the people they work with, but they can also become committed to the organization. However, only as long as the organization does not betray or embarrass an employee by its poor performance or negative public image. The actions taken here are focused on the culture and can consist of encouraging mutual friendships among co-workers and for them to share their best practices with each other. There must be shown value in teamwork and collaboration, so employees are motivated to get together in work and private life.

**The drive to comprehend** centres around the need to understand and function effectively in the world and through this the organization. It can be a drive to understand culture or religion, the need to make sense of why we are here. Employees feel motivated when working towards problem solutions and become frustrated when things seem senseless. When a job is challenging and enables employees to grow the organization has accomplished to motivate employees while giving them a meaningful contribution. This drives actionable practices in job design, and how they should be centred and built around being meaningful with a direct impact on the organization.

**The drive to defend** is part of a natural need for security and confidence. This drive can explain why some employees resist change. They are not necessarily being difficult, but they may not feel like they are being heard. Organizations promoting justice, have clear goals and intentions and allow employees to express their ideas and opinions provide a culture which meets this need. Actions for this drive centre around performance-management and resource allocation processes. An organization must project and live by fairness and they should do their best to be transparent of all processes. Through this, an organisation will build trust and be rewarded for the assignment for example of promotions because the organization's workers will have seen the promoting employee's worth as clear as the management.

The Powerful New Model puts all under one cap, however, it is based on simple human desire and is made to motivate psychologically and not as an individual. This theory is about motivation, but it would only be the start of motivating a company's employees. When these factors are in place business could start looking into The Prima Donna theory to gain the maximum effort from all its employees. This theory is developed for the bigger picture whereas Helle Hein developed The Prima Donna theory to truly maximise the potential of everyone. It is not a guarantee that all will respond to these four drives being present with the workplace and if not, the Prima Donna theory would be great looking into. Most employees will have these needs and trying to motivate them through these psychological drivers can open the employees up for further development.

## The Prima Donna Management Theory

When transitioning to a supportive culture, and when the resisting employees start to show, the management must handle them correctly instead of casting them aside as Prima Donnas. This model is to further develop motivational skills. The Powerful New Model focuses on necessities for a person to be motivated within a workplace. But much like Frederick Herzberg's the two-factor theory these things must be present for further development to take place. Helle Hedegaard Hein has developed a motivational theory within a performance culture of 4 different archetypes and their motivational factors called The Prima Donna Management Theory. When using motivational theories within a workplace what can happen is two of the four archetypes tend to be favoured over the two others. Resulting in missed out potential from some of the key employee's best efforts and innovative work.

## FOUR ARCHETYPES

THE PRIMA DONNA	THE INTROVERTED PERFORMANCE ADDICT	THE EXTROVERTED PERFORMANCE ADDICT	THE PRAGMATIST
<b>Work is considered:</b> A calling	<b>Work is considered:</b> A search	<b>Work is considered:</b> A competition	<b>Work is considered:</b> Work
<b>Primary driver:</b> Make a difference for a higher purpose	<b>Primary driver:</b> Perform better than oneself	<b>Primary driver:</b> Perform better than others	<b>Primary driver:</b> Do good work
<b>Secondary driver:</b> Crack a tough nut	<b>Secondary driver:</b> Crack a tough nut	<b>Secondary driver:</b> Perform better than oneself	<b>Secondary driver:</b> Contribute to social environment at work

←.....→

TENSION EQUILIBRIUM

Helle Hein categorizes the different archetypes as the Prima Donna, the performance addict both introverted and extroverted, and the pragmatist (Hein, 2013).

For the **Prima Donna** work is serving a higher calling and they are deeply motivated to make a change in the world through their calling of a higher purpose. They feel a personal obligation to reach the highest possible standard or even to create a new highest standard within the workplace. If they feel they have reached the standard or heighten it, they feel a sense of existential meaning. Existential meaning being an endless motivation and the thing that keeps the Prima Donna going when facing hard and intangible tasks. They work best outside their comfort zone pushing the tension of a scenario back and forth until perfection is achieved.

**The introverted performance addicts** are the stereotyped ‘nerds’, they enjoy solving impossibly difficult problems and work is considered a search. They thrive then in competition with themselves to solve problems acquiring thinking outside the box. They will achieve their kick from finally solving it after having puzzled over it to the point of wild frustration and tension. They too enjoy tasks outside of their comfort zone making them very innovative and creative thinkers. They are on a never-ending quest of their kick and once one difficult problem is solved, they will instantly be on the lookout for another.

**The extroverted performance addicts** are highly competitive people. If there is no underlining competition set up within the workplace, they will create one of their own. When done they will measure themselves against all other employees within the company and make sure to be in the lead as their primary driver is performing better than others. This is their kick, and where they draw energy from is being in the lead, as well as realizing that they are in second place to thrive up to the lead position again. These employees are the rainmakers of the company, those who create measurable results and keep their kindred spirits on their toes.

**The pragmatist** achieves their kick from doing good work, but the pragmatist needs someone else to define the criteria of good work or the standard procedure. They are dependent on constant feedback and a work/life balance to flourish within the workplace. Doing good work is their primary driver while their secondary driver is contributing to the social environment at work. They are the employees who will engage in the work community by signing up for the social event committee to create good vibes within the culture. After feeling comfortable with a sense, they are doing good work and they may start creating their own standard procedures to better the environment. They may start by putting

up notes with small reminders for example to keep things clean in the kitchen area. However, they may also start interfering in procedures outside of their space for example a woman putting notes in the men's bathroom.

**All archetypes** are needed within a workplace to push both the same and the other archetypes to more productive work and to create a better culture. Two of the archetypes are motivated by equilibrium while the two others are motivated by tension. Many motivational theories are developed towards motivating the equilibrium seeking archetypes and the two archetypes seeking tension are often forgotten and their potential can be lost. The equilibrium seeking archetypes are motivated by extrinsic drivers whereas the tension seeking is motivated by intrinsic drivers. The two often left out are the Prima Donnas and introverted performance addicts and when management is not motivating the people who feel work is a higher calling it is not strange to see how they get the name Prima Donnas. However, motivated correctly they can make a huge difference within the workplace as well as the introverted innovative creative thinkers. They end up crowding out these specific employees. When motivating these people with extrinsic driver's management end up undermining the intrinsic motivational drivers and the Prima Donna and introvert cannot reach their full potential. Without categorising these people within the business, a company stand to lose some very innovative and thriving workforce.

### *Partial conclusion*

Motivational theories span over many different approaches and differ within the industries because one does not fit all. When working with motivational theory the company must first conduct an analysis of what is needed. Where is the problem? Is it restrained to a few individuals or is it simply the entire culture within the company? Encouragement from the management is a good start and generally leading by example for a better work environment. If a business genuinely wants to change and motivate employees for the better, they must take no shortcuts, and they must look out for all employees and the different motivational drivers. Creating a thriving culture with room for individual growth and assessments can give the extrinsic and intrinsic motivated employees a chance to shine and better the company as well as the income in relation to effective and innovative work. A staff coming to work motivated and going home happy, will in time result in a better reputation for the company and more effective highly qualified people will apply for jobs within an environment of appreciation of personal growth.

## Culture

Having explained the leadership and motivational theories on which this project involves I will in the following paragraph explain the theories of culture applied. Theories that help answer questions such as; How can businesses create a culture where employees feel safe and productive? A workspace where employees can be innovative and enjoy coming to work? Which parameters must exist within the workplace for this to be a reality and the employees flourish? Once you have the management on a mission to improve the environment of the business it is time to look at the framework of the working environment for then to be able to look into the right motivational theories to match. The culture within a company can be hard to describe but essentially defined like this: “Culture is the set of processes in an organization that affects the total motivation of its people (McGregor & Doshi, 2015)”. Therefore, management must study what norms are present and if negative what can be done to change them? When thinking of innovation, it is easy to be drawn towards tech companies and Silicon Valley, as many of the companies with innovative cultures emerged from Silicon Valley. This being companies such as Google, who provide their employees with everything from free meals to nap pods, but there is much more to it than employee treats.

### Innovative cultures and processes

The belief behind an innovative culture is not that innovation comes from the top management but instead can come from all levels of the organization. One thing that can change a company for the better is innovation implemented into the processes throughout the entire business. For the culture within a company innovation can improve result from turnover to creativity, to economically. Patrick Dawson and Constantine Andriopoulos wrote “*Managing change, creativity and innovation*” where they speak of the implications of innovative processes within a company culture, what they call a supportive culture (Dawson & Andriopoulos, 2017). This contains a focus on idea generation, supporting a continuous learning culture, risk-taking, tolerance of mistakes, supporting change, and conflict handling.

**When learning** to take risks for an innovative culture it comes with the possibility of failure and within an innovative culture, you see the change coming from however failure is handled. As an innovative culture is it important to learn from failures. This is to see how much a company can gain from failure instead of focusing on the fact that a mistake was made. When you tolerate mistakes you encourage a learning culture and you let subordinates think freely, focusing on idea generation while



the mistake can force a change into place but the culture of continuous learning teaches a company what good things can come from it and therefore broader support of change will start. When focusing on idea generation it is often done in teams, teams where several levels of employees are present. This helps bring down the hierarchy within organisations causing a closed-off environment where you do not maximise the potential of the collective thought process. It also helps the employees feel better about going to their manager to ask for help and thereby creating less anxiety and tension within the organization.

**When creating** a supportive culture, it brings less negativity into the workplace and the attitude between employees are improved. With an innovative approach, you can create this questioning and problem-solving culture where everyone can participate and work together regardless of rank, which makes it an exciting place to come to work. This will improve the turnover rate because the culture implies to the employees they matter and have a say in the progress of the company. This adds up to the drive to comprehend as well as the drive to bond with fellow employees. But it is hard to create an innovative culture, it needs to be managed carefully to succeed.

For all the focus points there is a flip side to manage and a way to continue the processes. For there to be a **tolerance for failure** the company needs an intolerance for incompetence. A tolerance for failure is only possible when the companies have complete trust in their employee's capabilities, as you cannot tolerate failures based on sloppy work or projects killed too late because of twisted data. Companies must, therefore, have exceptionally high standards to be able to celebrate failure or the learning thereof. If a team explores a risky idea and it fails, but the outcome of the failure can collect usable data for a different project, or simply to rectify the current one, failure is to be celebrated. However, lower standards of performance can make for sloppy work and inadequate management resulting in failures becoming very expensive if no usable knowledge comes from it. The problem accrues if management is unwilling to fire poorly performing subordinates or simply move employees to different positions where they can better excel within their set of skills. If the management is unwilling to do so they ultimately create an environment where innovation cannot thrive, management is not effective for the success of the innovative culture. There is a need for a high standard of performance in these cultures, to let the different teams run with risky ideas with trust from the management of excellent work. The expectations need to be communicated very clearly as it is a thin line between criticizing an idea for the better or just being cruel. The bouncing of ideas must go both ways between subordinates and management in a sort of flat plan structure for the intentions to be a clear



helping hand and not a one-way street for criticizing, only this way can a company create a healthy environment for idea creation.

This encourages discipline in the teams to work for a **continuously learning culture**. Discipline in an innovative culture means encouraging change in a project or even shutting it down completely. Employees must be able to see the difference between a continuously promising project and a failed one, and act accordingly to the right outcome of the data, without being hurt or sad that a project is to be shut down if needed. The culture should teach employees that it is not a personal failure, but a victory that the employees have the discipline to shut down the project, before it becomes a failure without outcome. Employees should feel psychologically safe to speak their mind without fear of negative consequences when addressing a problem. Without the safety to speak openly, innovation can be crushed by the lack of criticism to better the developing product or process as well to speed up a project. In an innovative culture criticism is a necessity. Many companies have fallen into the trap of being polite and too nice, to start a productive discussion. The two-way street between management and subordinates is crucial when presenting ideas and not being offended when questioned. This can be seen as offensive and blunt but is in fact it should be encouraged for the bettering of the innovative process and best outcome of the project. The cultures should welcome the idea of criticism and communicate it clearly, because if a business is not used to this form of idea creating, it can seem rude when actually meant as a help.

When creating an innovative culture, it can seem to create a very **collective community**, but this would be a wrongful assumption. While it is important to create the kind of culture where all employees feel as they can ask for help to any other within the organisation regardless of it being a part of their job description, it should not be mistaken for collectivism. There should always be someone making the decision and taking the blame if it fails. This should be making good leaders emerge as they should encourage their team to **take risks** without the fear of being accountable for it if it fails, as it was approved by the team leader before executed. The idea is to better entertain risky, and maybe even impossible, ideas to see what can come of it.

It also promotes a flatness within both structure and culture. Innovative cultures should present as an organisation almost stripped of official titles to the naked eye. It, however, is not to be mistaken with weak leadership but contrary compared to it. It needs very **strong leadership** to function. Leaders must be very clear in their communication of the company's vision and goals and thereby being able to push decision-making down the levels of an organisation. This structure tends to generate a richer

diversity of ideas than a hierarchical structure because they are provided with the knowledge, expertise, and perspective of the entire organisation.

But an organization must be able to **embrace change**. It can be hard to go from a hierarchical structure to creating an innovative culture. A culture within a business is like a social contract and when changing the culture some may feel like management is breaking the social contract. When attempting to create the innovative culture within an already established company there are many fall pits on the way. Some may resist when being given more responsibility, and accountability becomes individual, while further decisions are distributed to be made in the lower levels of the company. These have been thriving under the “old rules” and can have a hard time adjusting to the new culture. This can be lower-level employees as well as higher-level employees who might need to give more responsibility to others and no longer be in control of every decision.

### *Partial conclusion*

As mentioned above **the innovative culture can be contradictory** and there are thin lines between an innovative culture and an unhealthy one. Employees have to learn a new way of thinking and acting within the new culture and have to find the lines themselves between when to celebrate failure and when it was because of sloppiness, as well and learning to trust team members and take responsibility for ideas when having been the one suggesting them. It can be very confusing, and this is when companies need strong management to clearly state the goals and visions of this new approach. The culture must work from the top down to become a “leading by example” culture, it is important to be disciplined throughout the process of changing the culture so there will not be any surprises further down the road. An innovative culture is very depending on employees and the push and pull of the guidelines to be successful. With more freedom within the workplace also comes more responsibility and all must work together to make it happen. Therefore, when implementing an innovative culture there are no shortcuts. The cultural theory does not look at the individual mindset of the employees but instead the frame for all employees to thrive under. The leadership and management-, and motivational theory have more inward actions as opposed to the cultural. Therefore, the frames created under this theory are mostly relevant for the structure of the environment.

### *Theoretical conclusion*

The three theoretical areas are used to examine and evolve the different aspects of each segment. The leadership and management theory to shape the leaders of the organisation, to match them with the

correct teams and develop on their employees as well as themselves. The motivational theory is used to create equal opportunity for all employees and identify how they are best motivated within their role. Lastly the cultural theory is actions towards the structure of a business environment to further development the innovative processes. Each theory touch on important subjects that must be considered when trying to change the company culture. The theories compliment each other and can further develop on where the others left off.

## Analysis

In the above I have presented the theory, empirical data, and the method of this project. I will in the following go through the three analytical research questions mentioned. This I will do by examining the empirical data against the theories. The research questions I wish to answer are following; What creates an ideal company culture? How does leadership and management-, motivational-, and cultural theory differentiate from one another and can they collectively form an ideal company culture? And lastly, do the three theoretical areas meet the measurement's criteria for an ideal company culture?

### What creates an ideal company culture?

The project will bring up examples from the cases in the order of an innovative supportive culture, as well as the SLII models development. Throughout the following paragraph I will locate the successful practices from the cases. This is to understand what was done correctly for the companies to succeed and how in turn the culture failed to provide the company with the best outcome. The following companies will be referred to by two letters each; Continental Airlines (CA), Fletcher Jones & Staff (FJ) and Bentax (BX). Through this analysis question I will gather the takeaways of the cases into three tablets to sum up the important points.

### Supportive culture

#### **CA - Right away and all at once**

The first place to see a change towards a supportive culture in the Continental case is the turnaround plan. It contains the four elements Greg Brenneman (GB) believes to be most important: market, financial, product, and people. Within this project with a key enthesi on people. To establish a supportive culture, GB and Gordon Bethune (GBE) (together (BB)) wished to create fun actions towards restoring the workers' trust in the company and top management. The "Go Forward Plan" was a structured plan with many high-intensity points. The plan required strong leadership to carry it out, and

judging by the success of the plan, they brought a strong leadership foundation to Continental Airlines. For the building of an innovative culture, one of the key criteria is strong leadership, and it is impeccable for the structure required. When wanting the culture to be flat the criteria for strong leadership is elevated and humbled. For the flat structure to work as described above leaders must be able to interact with the teams as an active part and not necessarily as a manager. Criticism must be able to go both ways and bruised egos are not to be brought to work.

The Go Forward Plan also shows us that GB is a **task-oriented** leader. GB knows that subordinates need to be happy for Continental to be a healthy business. However, the relationships are not his main focus. One of the tasks he sees as in need of improvement is having relationship orientated leaders in place throughout the business. This is to prevent the untrusting spiral Continental was experiencing and the amount of employees being ashamed of wearing the logo in public and never being heard. As a consultant, a task-oriented approach is usually the right leadership style, but since GB was hired as the COO the circumstances changed. One of the biggest battles he had to fight was earning the trust of the company as they went through ten presidents in ten years, all with new ways of handling the business. Therefore, trust in this situation would be low. The task structure regardless of the changes he made would still be fairly high as airlines need strict guidelines to execute their jobs. GB's position of power is very high in this situation, as he is the COO. These circumstances make GB's task-oriented leadership style very compatible with the company.

The first step also resembles the **SLII models** first leadership and employee development style. The first leadership style, directing, can be seen when BB had just taken over the company as this would be the type of situation to use the directing leadership style. They started changing the way the business was run. That would situate clear lines and therefore having much of the staff at an entry-level position or a D1 development. He would have assessed them as such because he himself was just hired and unaware of what skill levels the subordinates possessed.

### **FJ - Culture pioneer**

The Australian pants maker Fletcher Jones (FJ) was one of the early business owners to implement a more collective way of running a business. FJ took inspiration from Japan and their company culture because he was tired of the hierarchical way of business and unfair treatment of employees. The company was owned by himself and the staff in a two-thirds to one-third divide. The division brought

success while the company was experiencing growth and the employees were rewarded and would therefore in exchange do their best work to receive more profit as shareholders. FJ applied the flat structure in a more complete way than GB. Because all his employees were shareholders, it gave a different equality to the workplace and the decision making as well. The fair employment attracted all the best workers in the business and FJ became successful fast from their reputation.

### **BX – Company saving culture**

A supportive culture within Bentax was to be seen in the years of the financial crisis, when the employees accepted the collective offer of less pay over shutting down the company. The culture within Bentax as a company must have been strong to survive the financial crisis by sacrificing a part of their lifestyle status all together.

### **A focus on idea generation**

#### **CA - Hotline**

During the turnaround, one of the things missing from Continental, was a place to receive all the potential ideas which employees had. Before, the norm had been “Don’t tell anybody anything unless absolutely required” and therefore, they set up a toll-free hotline for all personnel to call in with suggestions. Their ideas would then be explored and reported back within 48 hours with an answer to whether the suggestion would be implemented or needed further exploration. This focus has the possibility to create good ideas that might not have been thought of by the managing positions as they do not work with all specific functions. With this hotline, Continental could tap into previously untouched innovative solutions and development ideas. It gave the employees the opportunity to contribute and feel respected. The initiative speaks to GB’s **focus on others** as seen in the Triad of Awareness. When employees are heard they feel respected and can develop trust and this builds strong relationships between subordinates and management.

This hotline also shows how the leadership style is shifting towards a **coaching approach**. GB experienced employee development after some time working with the new guidelines, resulting in him being able to approach the subordinates with vaguer and more coaching instructions. The subordinates developed into a **D2** level and found some confidence in the new ways. When the employees become more confident in the job, they start to share their best practices and what works well for

them with their co-workers. The fact that one employee starts sharing their best practices can jumpstart ideas for another employee. This might, in the long term, become a more efficient way, or an entirely new way, to approach the job, if the practices are suggested to top management. Thus, sparking the train of idea generation from the bottom to top of the business.

### **FJ – Flat structure**

The flat structure FJ established with his fairness principles and how open he was in relation to his staff created a possibility for idea generation throughout the organisation. His office was located in the factory and when making decisions he always consulted with the staff before making any major ones. In his mind, the staff were the experts in garment as they worked with it on an everyday basis. This made them more than qualified to help make decisions about the processes and possibilities of products. When including them in the decisions he also made it possible for them to give suggestions for new ideas to implement.

The flat structure also opens up for the employee's **drive to bond** with one another. The business is now based on teamwork and open communication which means the workers must collaborate every day and through this, they will form bonds and create friendships in- and outside of work. The flat structure encourages the sharing of knowledge and the forming of reliance. FJ being a part of the bonding himself, made it a clear standard for the workers and spread the drive to bond through the organization.

Fletcher Jones hereby moved his **leadership style into the coaching** of employees whilst wanting their feedback on the work at hand. With this approach, his business was growing fast and he quickly became a household name.

### **BX – Teamwork**

At Bentax they have a spread out staff as the headquarter is still new and can seat more employees. This, however, has the opposite effect for idea generation. Without boards or communal drives in place to access each other's documents and information, it can be hard to work together and create new ideas for the company's success.

This separateness can make it hard to **bond** with the other employees and therefore leaving one of the drives unfulfilled. New employees, however, are encouraged to sit with people they do not know

in the cafeteria and the company hosts a bar after work one Friday a month. Besides they have set up a mountain bike track outside for the employee to use freely. These are all great initiatives but if not used or introduced properly initiatives can easily fail. If there is a lack of bonding within the company most employees might not feel the need to stay after working hours. This is why the drive to bond should be high on all managers' lists; to create an environment where workers want to stay and enjoy their co-workers' company. It will make it easier for them to ask for help and to share their visions for tasks around the company. If the cafeteria does not have a relaxing atmosphere, because new employees feel more pressured to sit with people they do not know, instead of feeling invited to join a group. The mood can become tense and the natural flow of conversation can be difficult, therefore the break needed from work becomes stressful. The management must make an effort for the employees to bond for them to feel valued. A small thing such as forgetting to host the Friday bar can symbolize forgetfulness of the workers if an explanation is not given.

### **BX - The cup**

When the project group from 'Det Grønne Rejsehold' went to the mechanical department of the company, they noticed how the employees were using disposable cups. The project group then asked the workers why they were not using the cups from the office department. They replied that they did not feel comfortable using the cups as they were very fancy and they were working with oil and grease every day, and therefore they did not want to ruin the cups. The project group gave their suggestion with the solution of buying some funny cups to the mechanical department. Instead of approving the \$8 dollar suggestion, the HR manager became mad and instructed the mechanics to use the ones from the office department without discussion.

That the idea was rejected straight away without thought of why the mechanics wanted different cups, did not make it easier for the two departments to **bond**, and the leader showed no empathy or understanding towards the employees of the mechanical department. Her **focus on others and inward awareness** were not present.

## Supporting a continuous learning culture

### **CA - Hiring process**

When locating the ongoing deficiencies in the company one of them was the promotion process. GB acted by looking at the best options and decided it would be hard for the department to trust the



leaders that landed them in a situation close to bankruptcy and therefore decided to fire them. When hiring new managers, BB emphasized how the new hires had to possess the right qualities to be employed by the company. First, they had to be intelligent as “there is no substitute for smart (Brenneman, 1998)”, they had to be driven team players who treat people with respect and dignity. The goal was to change the departments from within by hiring managers with these characteristics. When subordinates are treated kindly and properly by their superiors they are led by example and will, therefore, carry the environment on to their colleagues and co-workers from different departments. The change in management will promote the new ways of running the business as an inclusive one. It promotes a learning culture where the management can learn from the subordinates and the other way around. Along with the focus on idea generation, the positivity of continuous learning will take effect and spread to the organisation. He lastly offered the new hires shares in the company as to be rewarded when the business was in growth.

This process speaks to the **drive to bond**. The goal was to put the right culture back into the company. A culture where no one had to ‘torpedo’ anyone to get a better position. They wanted the managers to spread teamwork into every team and promote open communication from the different levels within the company. Creating an environment where employees would ask each other for help and get to know one another, and thus employees could bond with their colleagues. The shares offered is within the **drive to acquire** and is an alternative reward as it is only achieved by the collective actions of everyone involved.

The new hiring requirements speak to some of the characteristics of a **relationship-oriented leadership** style. Relationship-oriented leaders could salvage the moderate-situation that has derived from the lack of cohesiveness within the company and would start by looking into the conflicts that have to be sorted before any real improvement can take place.

### CA - The Forgiveness Campaign

The forgiveness campaign's first initiative was to gather up the angry letter from customers and divide them between all the officers of the company. The job was to talk to each customer, apologize for the treatment they were given and tell them how the Continental was going to change for the better from now on.



This shifts the in leadership style further along the development curve. When the subordinates reach the **D3 level** GB can start to practice the **supporting leadership** style. After the company had been presented with the new ways and results started to show around the company and within the different teams, BB took unity with the managers to take responsibility and apologize. They led by example and showed the managers a teamspirit where GB would take as much of the responsibility as everyone else.

This incident also speaks to the **focus** GB had **on others**. GB shows empathy towards the customers and it is a great strategy for him to change the image of the company. He was concentrating on the job at hand, which was the image, while exploiting the calls to apologize and hopefully have the customers back onto the planes. He shows them the changes made, bringing them back as customers to their airline while seeming sincere and taking responsibility.

### **FJ – How they started**

FJ started the business wanting to learn from all his employees, and he did in the beginning from the way he structured the company. But along the way, they stopped progressing as a business because no changes were thought through. They started to make womenswear, but the market was different from the men's wear. This was not taken into account when starting the branch. There were no early diagnoses because FJ had achieved his purpose of creating a fairer workplace and then stopped asking what could happen next. He stopped the constant testing of the market and therefore the continuous learning stopped.

At this point, FJ had moved to the **delegating leadership** style after having been in the supportive style with highly skilled employees that by this point could run with the few delegating instructions from FJ. He trusted them to do their best work as they had been doing through the journey of their collaborative work. This might have been a mistake as the company would have needed more experienced managers to make some of the decisions and the workers were all educated tailors and sewers. The delegating was given to the wrong people and the business suffered from it.

	CA	FJ	BX	Together
<b>Supportive culture</b>	Brenneman wanted to change the company culture to fix the business.	Jones focused on the flat structure to open the company up to innovative approaches.	Bentax's company culture had a big part in survived the financial crises.	They all have a focus on their company culture either from the start or in the face of a crises. The top management are present in the whole situation
<b>Idea generation</b>	Brenneman had his focus on creating a space for employees to be heard.	Jones went to his subordinates for decision making and paid his employees with shares.	Bentax had lost some of the component for innovative idea generation and thus some if the bonding components.	Both CA and FJ have a clear focus on the employees becoming involved in the idea generations process.
<b>Continuously learning culture</b>	Brenneman focused on forgiveness and rebuilding a trusting communication between management and subordinates to make way for opportunities.	Fj started to delegate more tasks as he trusted his employees to carry out his vision.		CA and FJ have options for evolving both as a community and individual through feedback

## Risk taking

### CA – The bonuses

When GB started looking at the bonus criteria it matched with many of the customer problems in the company. The bonuses were given if the pilots used a certain amount of fuel for the sake of saving. The parameter made the pilots fly slower, it had an effect on the air-conditioning of the flights and it, therefore, was the cause of many passengers missing their connecting flight as they were often late. When passengers missed the connecting flight Continental had to re-accommodate them for the new flight and the cost of the delayed flights amounted into \$6 million with an income from the flights of only \$750.000. By setting the criteria as an opponent to customer satisfaction it started to become more obvious why the company was in financial decline. He, therefore, changed the criteria for the bonuses. Now whenever the company would place within the top five of the ten largest airlines in 'on-time performance' the employees would receive a bonus of \$65. At this point, the company was still close to bankruptcy, but this program was self-funding because of the former re-accommodations. The risk was taken for the health of the company and customer service, not against it. The re-

accommodations were found in the contra-revenue and not in the general ledger and therefore had been overlooked in the previous cost reduction programs. After the implementation, the re-accommodation payout was only \$750.000 and the flights started taking in \$4 million. They later took up an initiative of profit sharing where the workers received 15% of Continental's profit, which ended up as approximately 7% of their pay over a period of two years from when the article was written.

The bonuses touch on **the drive to acquire** as there now is a different goal of pleasing the passengers. If the passengers get there on time the employees win, and the customers win as well. This initiative will change the atmosphere on the flights as there will be no assumptions of a delay from the start and flight attendants will not have to apologies from take-off to landing. The win becomes a double up as the employees acquire both a larger pay and happier passengers.

This also shows GB's **outward focus**. The strategy changes from cost reduction to "do we have a product people want to buy? (Brenneman, 1998)". The initiative of the changes in what trickers the bonuses is self-funding, rewarding on the paycheck of the employees and the atmosphere on the flights.

### **FJ – Shares in the company (51%-70%)**

When FJ told his lawyer, he wanted the employees to have shares in the company he was called crazy. But when the workers were given the shares, they started working much harder as there was a bigger reward than the paycheck at the end of each month. The shares started up being divided with employees having 51% and later 70% of the shares.

This speaks to the **drive to acquire** and gave the subordinates a drive to do their best work as they were no longer working for a boss but for themselves. Now feeling like they had a say in the business they started to contribute good ideas and FJ would debate with the workers when making decisions. They elevated themselves through the feeling of being able to contribute more to the company. FJ could have paid them with vacation but chose to make them a part of the business for a fairer work environment. At this time FJ's staff had reached the third development stage and were with him in most decisions. FJ can practice **a supportive leadership style** as the employees have gained enough confidence and commitment towards the company.

## **BX – Responsible management**

When wanting to take risks, management must be able to take responsibility for encouraging such culture. Risk-taking results in either a successful project or a loss of time and money and it is a great way to learn. At Bentax the marketing intern had been given the task of running the company's Linked-in during the sustainability week. She posted for the week but never asked the four specialists from 'Det Grønne Rejsehold' about the matter. When the sustainability team confronted the HR/marketing manager she behaved surprised and blamed the intern for not doing her job properly and took no responsibility herself. This situation had not given the intern a chance to defend herself. The **drive to defend** one's actions is in this situation not accounted for and could potentially give the intern a bad reputation in the company. The management cannot assign tasks that are not supervised to interns in the business, without taking responsibility for the possible outcome of the situation.

## Tolerance for mistakes

### **CA - "Let the inmates run the asylum"**

After having set the guidelines for safety and with the "Go Forward Plan" the top management wanted to give the employees the chance to take charge as they would know best in situations within their field and vice versa for the management. The turnaround needed strong leadership. For Continental, that meant having the right people make the right decisions. The employees were not treated well before the turnaround as the strategy had been to turn different departments against each other to drive down labour cost. Most employees saw the updates of the company on the news instead of hearing it from the organization. There existed an idea-suggestion-form before, but these were despairing into a black hole and never looked at again. The top management then agreed that a healthy culture would contain simple factors of honesty, trust, dignity, and respect. 650 bulletin boards were put up through the system with key numbers of daily activity so that employees could follow the progress and pitch ideas on ongoing situations. The program was made to give back control to those who needed it. The people working in the specific departments every day are the ones most equipped to make the decision for the department. One of the suggestions taken on board was the priority baggage program. GB was doubtful of the initiative, but when explained he saw how easily it could be integrated and it became a great success when incorporated throughout the entire system.

The **delegating leadership** style shines through this program as the guidelines are clear and his position of who knows best is proved by the initiatives he takes towards earning the workers trust and

handing them back their power. GB's **inward focus** of self-awareness shows his ability to listen to others and relinquish control to take their advice. With the baggage suggestion, he first visited the department to find out most employees had ripped off the logo from their uniforms of shame. Instead of judging them he listened and saw how their view would change through the turnaround.

Giving away responsibility means allowing failure and learning from it. With a **tolerance for failure**, the workers are being encouraged to take risks and the management are seeing the failures as learning opportunities instead of flaws. The management however must be sure they can put the responsibility to the workers, as failures must be productive failures. There must still be a high standard for failure to be tolerated. The way they get around the check is through the toll-free hot set up by this program as well. The suggestions were investigated and reported back on for either implementations or cast away.

### CA - Burning the "thou shalt not book"

The "Thou Shalt Not Book" was created by the legal department and had grown rather large over the years, because most actions that cost the company more money were put in there. This book had taken most options away from flight attendants to repair the relationship to angry passengers. The book was a slap on the wrist for mistakes and a clear way to communicate how it was not tolerated. BB made a public display of burning it in front of many employees to make a statement that no such thing would be tolerated in the new way of doing business. They wanted to give the workers their choices back for the specific situations, to do what they were hired to do, create a good service experience.

Brenneman's **delegating leadership** style shows as he has shared his vision for the company. The subordinates had reached the fourth development level and he now trusted them to carry out their job without many directions. The goal of the airline was to make happy customers and he trusted his employees to do so by handling the situation within the vision.

This also makes way for the **drive to acquire** as the employees are now able to show their worth and skill within their job. It creates a better chance for a promotion or a higher bonus for each individual employee. GB's **focus on others** was communicated through empathy for the employees, who had been told nothing was good enough and had had all their options stripped away to give good service. The result of this book had been to take away the joy of the service industry and especially the **Prima Donnas** of the company would have felt almost violated and therefore more likely to break the rules

and provide a good service within the threat of losing their job. The book put an equality sign between good service and rule-breaking which in the service industry is equal to declaring bankruptcy. Having the employees think for themselves and use their education is what should give the customers a good experience. By burning the book, he tried to build a better relationship between top management and the subordinates through social sensitivity.

### **CA – Pressure from above**

After a while working on the turnaround GB discovered in late November that they would run out of cash and would not be able to make payroll by January the next year. It turned out the financial department had been inflating the “profit projections by plugging in over-optimistic revenue estimates (Brenneman, 1998)” They had felt pressured to by the shareholders and therefore the estimates were always higher than the actual income. This was a very serious mistake as the employees would not receive their pay-check only two months after the discovery of the situation. GB called GBE and they worked out a meeting with the largest creditors to provide a loan to save the company. The empathy he showed the financial department regarding this situation is a show of his **focus on others**. He saw the incident as years of bad company culture, forcing the departments to work against each other without sharing information. The result was mistakes of this gratitude. Some of the department had been **pragmatically motivated** workers and as a pragmatic, the job is as well done as the frameset for it allows. When they felt pressured to over optimize the numbers it was a by-product of the frames of the job. GB showed tolerance for mistakes but immediately changed the conditions for a well executed job.

### **FJ - team-based decisions**

When making team-based decisions the tolerance for mistakes is lessened as all have an opportunity to speak their mind about the matter. The initiative can be broadly discussed before deciding to implement it, or not. If it fails, there will not be just one person to blame as all participated in the decision. It also satisfies the **drive to comprehend**, because the team will know of the reasoning behind decisions made, as they themselves participated. The workers know the vision and goals and can see the relation to it.

## BX – The intern

The tolerance for mistakes at Bentax within the four-week project was experienced through the poorly managed incident with the intern in the sustainability week. The intern was handed a job of the Lined-in correspondence for the company's sustainability initiatives. The HR/marketing manager gave in the situation away all responsibility of her own, showing the intolerance for mistakes in the company. The manager also put the project group in an uncomfortable spot as it was never their intention to display the intern as incapable of doing her job.

	CA	FJ	BX	Together
<b>Risk taking</b>	Brenneman was creating frames for employees to evolve and focusing the solutions on a strategic goal	Jones is presenting incentive for employees to want more in a supportive atmosphere.	Bentax have too strict of a culture to tolerate mistakes and the evolvement can become still standing.	CA and FJ have a focus on evolving employees by presenting opportunities.
<b>Tolerance for mistakes</b>	Brenneman gave the employees their power back.	Jones is allowing his employees understand the business to further the development though strong teamwork.	When risk-taking is frowned upon the tolerance for mistakes as well.	CA and FJ are demonstrating understanding both ways and are open to feedback for improvement.

## Supporting change

### CA - Changing the flights

When GB came onboard the company one of the things happening gradually was the savings on the interior of the planes. When former management had to cut costs, it seemed this was on the list every time. This resulted in planes with interior from 7 different airlines in one. It looked unprofessional and uninviting for customers. Therefore, all the planes were given a makeover and the on-flight service was investigated for optimizing as well. They decided to cut their budget department CALite all together and asked their best customers what they would pay extra for. The answer was aeroplanes and terminals that were safe, comfortable, nice looking on-time flights, proper baggage handling, and good food at mealtimes. The **outwards focus** is displayed through the strategy of focusing on the



customers instead of focusing on cost reducing. GB wanted to change the facilities to empower on-going growth to create a competitive advantage for the company. He wanted the workers to see the positive outcome of change and therefore for them to support the bettering of the company.

### **CA - Talking to every department**

When accepting the position as COO, BB started to visit all the departments and talked to all the employees. Many had mostly negative opinions of the organisation, and some were even ashamed of working for them. The baggage handler who suggested the priority baggage was one of the workers who had torn off the brand from his uniform. He wanted to create a culture where the managers talk to their subordinates and let them in on the changes and why they are being made. This makes people better understanding of the changes and they are therefore easier to get behind. Once they can see some of the changes paying off it will create a culture where change is positive and support the changes as well. When employees better understand the reasoning behind the changes it fulfils the **drive to comprehend**. The communication of visions and goals for the company and turnaround have all employees working towards the same goal. The situation is gradually followed up on through the 650 bulletin boards put up in through the entire system. BB did voice recordings each week and held open houses once a month to update the subordinates. It promotes a stronger sense of understanding of the day to day basis of the company and employees feel included and valued.

The baggage handler also had time to **defend** his shame of the company as the top management took the time to speak to all the departments in person. The drive is stimulated through being heard without judgment and seeing the changes it brought. The **inwards awareness** of GB in these situations stimulates the direction of the new culture. The trust from the beginning was very low between the management and subordinates and it created the frames for a **task-oriented leadership** style, matching GB's personal leadership style.

### **FJ – The goal was reached**

Fletcher Jones created an environment thriving on change as the flat structure was new to most. They had great results with this. The company started out great but after having reached his goal of changing the way the industry was run they started falling short of changes. For innovation to thrive there should be constant testing for change to keep up with the market, but FJ did so well at first and fell into the comfort trap. At this time, he was at the **delegating leadership** style as his employees were



at the fourth development stage and the majority shareholders. They had just as much say in the business as him, and might even have surpassed the **fourth development stage**. He has delegated his vision to the subordinates and could take steps back in the leadership department as the subordinates were self-run at this point. The collected development had just one negative of less innovation, they had peaked and forgot to keep on changing with the market.

## Conflict handling

### CA - Firing airport staff

Brenneman personally went to the department in North Carolina as it was being shut down due to not enough flight traffic. The former norm for firing staff had been to “dump it on the middle manager” at the sight and let them deal with the angry employees. GB knew this would be hard and it was a lot of employees to fire and relocate. He, therefore, worked with the financial and legal department to craft what he felt was a fair and generous severance packet. He then went there and spoke to all the pilots who felt unfairly treated and did not agree with the fairness of the severance package, to show them that the new management cared enough to do so. He told them that he felt the package was more than fair and he had worked hard on it to become fair. He was candid even though it was hard for them to hear. He was met with a lot of anger from the pilots, but the rest of the airport staff ended up defending him for coming there himself. They could all see the airport needed to be shut down and they felt respected this time.

The fact that he went there himself and let the employee defend their situation speaks to the **drive to defend**. The workers should always have a chance to defend themselves for actions or decisions made surrounding them, and by going to the facility as the COO, he showed the employees respect and that he had put a lot of energy into making the severance package fair. It also speaks to GB's **focus on others**, specifically his empathy. He was honest and he heard them out before speaking his own mind.

### FJ – Giving up shares

When the company started losing market shares some hard decisions were made. The board wanted to sell the factory and turn the business into a retailer. This created a conflict in the company as the whole structure was based on fair employment through the production, and most of the workers were

employed there. The staff then ended up giving up their shares to save the company and keep it a national business. The son of FJ who was CEO at the time was fired after landing them in the situation.

This would have needed candid discussions to reach such a decision and the board luckily gave the staff the chance to **defend** their standing and through that saving the company and jobs of most employees.

### **BX – argument between family and intern**

The conflict handling in Bentax is based on a situation with a meeting with some of the top management. The business is family-based, the owner himself is CEO, his wife HR/marketing manager and their son and a cousin of the wife were both in high positions as well. This resulted in a meeting where the cousin tried to give his opinion to the project group from 'Det Grønne Rejsehold', he was immediately cut off by the HR/marketing manager, his cousin, with the phrase "No one cares about your preferences concerning milk in your coffee". This happened when in fact he was answering the group's question in a qualified way. The outside of work relationship affected the work environment. This can make it hard for other employees to navigate in and does not send a signal of being able to **defend** your actions or opinions. It can create tension between the staff and management and the culture will take effect from situations like this. While conflict handling in an innovative culture should be candid, it should not be cruel, and there is a fine line between those two which has to be clear to avoid a situation such as this.

	CA	FJ	BX	Together
<b>Support change</b>	Brenneman are taking time to talk to all the departments and hearing them out for the best outcome of change.	Jones have after reaching his goal forgotten to continuously change the processes.		CA are involving all the departments to achieve support for the changes coming.
<b>Conflict handling</b>	Brenneman provides employees with a change to defend themselves while not judging them.	The staff of FJ wanted to defend their right to help the company and gave up their shares.	Family relations communication is difficult to navigate in, and must be left at the entrance of the business.	Both CA and FJ practice: Trust in the employees

## Continental airlines

Continental Airlines manages to create the framework of a supportive culture while developing the staff to be self-sufficient and establishing ways of fulfilling the four drives. In effect of these actions, they gain an innovative environment where the employees are encouraged to have fun and socialize with their co-workers. They have given their staff the power back to control their workstation, given them a place to air their ideas with feedback, making them feel valued, and involved them in the progress of the company. The top management is present and visible to the workers and there are no longer strict rules in place for every situation imaginable. Instead, there are guidelines built on trust in the employees and asked in return is the ability to take responsibility. They have given the subordinates rewards within the work if they provided good customer service and not rewards by saved cost. Through these changes Continental Airlines net income went from -\$613 million to +\$385 million and their revenue from \$5.7 billion to \$7.2 billion in the years 1994 to 1997. In the time of the turnaround, the same staff who had torn off the logo of their shirts had increased their company merchandise purchases by 400%. This would suggest the establishment of a supportive culture have had an impact on the company.

## Fletcher Jones & Staff

Fletcher Jones revolutionised the industry, when starting a business with the purpose of creating fair employment. He motivated them by giving them a say in decisions and a part of the profit if they succeeded. He made the decision in teams so he could achieve the best result as more people had given their feedback and more could bring ideas to the table. He created a community strong enough to give up their shares to save the company. Important steps towards a good company culture were taken, but at the time it was too late due to non-cultural factors making it difficult to gain the same market shares as seen in the company start-up phase.

## Bentax

Bentax started in a way like the FJ cases ended. Bentax had a strong company culture that had employees agree on giving up their high salaries to save the company. When the economy rose again they grew too fast for the culture to follow. The idea generation framework is separated by the distance between co-workers and no communal drives or boards to give company-wide information. When no ideas are being generated no risks are taken and the tolerance for mistakes disappear along with change. As the tension builds up from the lack of these criterias, conflicts can occur. A conflict should be handled a certain way, but because the hired managers are not educated within their position, friction becomes present and spreads. Mixed up with the family ties in the company communication can either succeed or fail.

## The making of an ideal culture: Happy staff, happy customers, happy shareholders.

The three organisations showcase how the different parameters can be affected and will affect the culture in return. The takeaways from the cases for positive impact are according to Greg Brenneman that when the staff is happy the customers become happy and lastly the shareholders become happy. The takeaways from the cases being:

- Happy staff, happy customers, happy shareholders. If businesses can create a healthy environment for the staff, they will do the rest.
- Respecting each other and what they bring to the table.

- Keep on offering opportunities. The drive to acquire must be constant, if employees do not see any future in the company, they are hard to motivate, and they might not stay as productive as wished for.
- Quality employment. Hire the right employees under the right circumstances. The right bosses for the right teams, and if the teams are not compatible, do not be afraid to move around to find better matches. Identify them in the Prima Donna spectrum and find ways to motivate each employee. Great company culture will bring the best candidates.
- Top management must be present, both visually and in feedback.
- Transparent communication is key.
- Involve the staff. By involving the workers, the company might find hidden talents and the usefulness can be never-ending. Start the suggestion boxes, have shared drives and put up boards to keep the employees updated.
- Give feedback. Feedback can make the difference for a project to fail or succeed. The feedback must be communicated within the team, from management and top management.
- Find alternative rewards within the job, a cash bonus is not a positive motivational factor. Let the reward come from the success of a happy customer, find the employees purpose for working and use it to reward them.
- Teams can skip the steps of several managers and give a more well-rounded product from the start.
- Give people pride in the job – show positive results. Let the employees know of their successes and how they make a difference for others. An organisation doing well towards their customers, is an organisation employees can be proud of working for.
- Trust. Build it, provide it, and let employees earn it.
- Guidelines instead of rules. Safety aside guidelines instead of rules are providing workers with freedom within the job. The workers can do what is needed in a situation without being reprimanded afterwards, it focuses on the result instead of the process.
- Responsibility. Freedom comes with responsibility.

## How does leadership and managements-, motivational-, and cultural theory differentiate from one another and can they collectively create an ideal company culture?

In this paragraph I will determine how the three theoretical areas differentiate and if they collectively cover all the bases of an ideal culture. Having examined what creates an ideal culture above, the theories will now be tested through case analysis. Where do the lines cross from being management- to motivational theory and how does it connect with the culture? Can the innovative approach stand on its own or does it need guidance?

### Management theories

Management theories can change how the business is run from the top down. BB were the first to take on Continental as a whole company and not just try to change the way the business was run. They looked at the company through both the working- and the people aspect. Management theory can change the structure of the work being done and the roles within a company. The structure can be individual or team-based. If it is individual there is a high-power position of the boss as they gather all the individuals work and make it co-exist. In teams, the manager's job is to guide and remove obstacles. Leadership can be the deciding factor in an employee's development and how they are properly educated to work on their own later in the process. Management theories such as the Triad of Awareness can be used to realise that there is no constant threat of subordinates taking the leaders jobs if leaders prepare subordinates to reach their goals of either a higher or different position, achieving enough experience to start up themselves. Another solution to the threat could simply be higher pay to subordinates. FJ took his employee development very seriously as he always included them in the decisions, and they took responsibility and became leaders themselves within the stations.

Management theory can change the leaders in the organisations but one of the success criteria according to SLII and Triade of Awareness is to give up part of one's power. In Bentax the HR manager tried to give the intern personal power of the sustainability assignment, but the intern was not yet ready for such a job and it was not properly followed up on before release. Giving away power to subordinates can be difficult as some leaders function better in a high-power position and will lose their drive as they come to feel useless without their power. If there is a shift in the power dynamic and especially if leaders are task-oriented they tend to dislike co-workers more clearly for their

competences or lack thereof and teamwork can be difficult. But management theory can also be used to give leaders tools to deal with a stressful day, and or environment. It can teach leaders to look at a situation and notice what is needed to restore it. Awareness can teach understanding instead of accusation.

Concluding; the sole use of management theory within an organisation, is not sufficient to change the culture of this.

### **Motivational theory**

All employees need motivation, and leaders are employees too. Motivational theory can change a broad audience. But motivational change is very extensive to achieve. Motivating an entire organization with many different people, is a big job. First, the basic needs or drives must be met and then the company can start identifying the different archetypes. The puzzle is endless of how to match the different motivating types together for the best result. Some archetypes drive each other, and some are driven by themselves. Motivational theory can pick up the remaining employees and set goals within their motivating segments. Like in the Continental turnaround, where customer service was the goal instead of cost reduction. It can gather many people towards one result and give purpose when confronted with success. It can change the tension of a team and it can be conflict resolution. When Continental changed the stigma for managers within the company to put in employees who inspired change and teamwork to motivate the discussions, it motivated the subordinates to participate and to bond with the people around them. This showed as well in the FJ case, where taking the high decisions down to the tailors made them feel valued.

These first two theoretical areas are both useful for the management to examine when trying to change the company culture and the employees within it. They give tools to show value and respect and to develop employees towards self-sufficiency. They can form the basic needs for employees to become more innovative in their work and give them insight to what drives them. The two theoretical areas are both used as a set of actions towards people whereas culture is actions towards the structure. In the following paragraph I will elaborate this further.

### **Cultural theory**

Cultural theory can connect the management theory with the motivational theory. Management theory is the beginning, motivational theory is the work upon it, whereas the culture is the ruleset/guidelines

that can make these to work together. Culture is the broader picture of creating the frame for real change, the kind which makes people want to jump aboard. The culture can affect the floor plan of a company, from hierarchy to flat. The guidelines are integrated to be visible whereas the theories are operating as the invisible forces of the company. The culture gives the direction of where the theories should lead and be integrated. Through the SLII models development steps, employees can work independently if given the proper training, and if they are properly informed, they can start pitching in both their collective teams and on a larger scale. The hidden talents of the employees are being used.

A business can encourage risk-taking and tolerance for mistakes by being aware of others and by making them feel safe in the environment they work in. If the four drives are present for an employee, they are encouraged to give more of themselves to the company and that includes taking responsibility and proposing new ideas. The teams will evaluate them, and the employee will have candid feedback to better the idea. If the new ideas can be executed, it might bring the organisation a great success. The constructive feedback to better the idea inspires continuous learning as it is a real possibility for the idea to become a reality. The culture of the company is like a water mill. The innovative culture being the visible water and the theories the structure moving it around. The water is what makes the wheel move but it is the structure that makes it turn round. Therefore, the structure needs to be built from different components before the culture can move the company forward. The small wheel that starts the mill is the top management, and the management theory gives the idea of the structure as motivational theory is added and the effects of these two pillars make for the last components to eventually make the structure ready for the water to flow. They cannot separately create the ideal but together it can run as long as no components are removed.

Concluding; The theories differentiate because they change and form distinct areas of a company. They can function on their own for success within their separate areas, but collectively they can shape an ideal company culture by making the separate areas operate simultaneously.



## Do the three theoretical areas meet the measurement's criteria for an ideal company culture?

The leadership and management theories are measured by the **VIPS study** and contain the five parameters of what is central for the management position. The measurement will be opposing the three leadership theories: The Contingency Theory, the SLII model and the Triad of Awareness.

The **service** parameter of removing obstacles, for employees to do their part, is practised through two of the models. The task structure and the power position in the Contingency Theory and the inward focus. The Contingency Theory has three pointers and the power position can make it easier for the manager to be the obstacle remover because it will be their job alone in a high-power position. The task structure can lead the way for it to evolve naturally. If the task structure of the team and workplace will allow it, the manager can swipe away the obstacle before the team knows of the issue. If the task structure is vaguer and the job of the manager is more relationship conflict orientated the team will be in the loop of such obstacles. However, if the power distance is continuously high it will occur naturally. The managers deal with those issues as the team continues their job. The focus on others is still present in the thought pattern of the managers as it will be a way of building relationships. The manager has taken the obstacles out of the way and with it a stress factor.

The **goal** parameters create purpose and are within the focus on others, the SLII model and the power distance theories. To create a purpose for the employees is to involve them in the process. The managers focus on others by showing employees their value, and through value creating goals for them and their continuous development. The SLII model is being covered through this development, as the further they are developing the more responsibility they achieve. Thus, being a part of the creation of the goals. The power distance here is low as the job of the manager is to create an atmosphere where the workers can do the job themselves.

The **cohesion** parameter is seen in the focus on others. The managers must feel what the workers are feeling to understand the preferred prioritising of deficiencies and opportunities.

The **loyalty** parameter is covered in the focus on others, the inwards focus and the trust between manager and employee. Trust must be present for loyalty to form. The trust measure in the contingency model is a test of the frame in the current team and can give an indication of repair opportunities. The trust can be repaired through awareness. By having self-awareness, the manager can look

inward for change and hereafter start focusing on building better relationships with the employee to improve the trust.

The **recognition** parameter is present in the SLII model and the focus on others. The SLII model finishes with the leader only having to delegate the jobs to the employees and show great recognition of the worker's skill set. This as well as the focus on others and knowing that they can do the job without the interference of the manager. The management theory measurement is, therefore, taking into consideration through all three models combined.

**The motivational theory is measured by ToMo** and its top three parameters. It is opposed to the two motivational theories, a Powerful New Model, and the Prima Donna management theory.

The **role design** built the frame for the drive to acquire and the Prima Donna's archetypes. For the employees to feel important and valued the role of their job must provide change and or measurable result. The drive to acquire is fulfilled when workers can evolve in the job. With a role design to be actionable, the employee has a chance to show their capabilities and can be seen by management for their work. The result can be higher pay, a new office or a higher position. The role can also be built around the motivational factors of the archetypes. If the employee is motivated by tension or equilibrium and how the parameters of the role can drive the motivation of the employee to greatness.

The **organisation identity** parameter concerning the values of the company is functioning around the drives to bond and comprehend. To identify with the organisation workers must understand the values through communication so that the comprehensive drive is satisfied and first then can the workers bond with the company.

The **career ladder** parameters respond to the drives to acquire and defend. To advance in one's career the possibility must be present within the organisation, therefore the drive to acquire must be present. If mistakes are made the workers must be able to defend the mistake and show responsibility, thus not necessarily losing the confidence from the management of the competences embodied by the employee.

Last is the **organisational culture** with five opposing parameters. It is measured against the innovative cultural model. The following parameters oppose the study with the innovative model.

**Process-oriented vs. result-oriented** can affect the idea generation and risk-taking in a company. If the process is favoured over the result the risk-taking of the employees will naturally fall and if everything is running on the same process nothing changes and the idea generation will in the effect of that not occur naturally. Whereas if the result is favoured over the process employees are encouraged to try new things and might discover great ideas in the process. They can go to the management with the idea and the business might take the risk of trying to implement it.

**Employee oriented vs. job oriented** affect continuous learning. The employee orientated companies have a greater sense of welfare for the employees to feel safe and through this feeling, it is easier for them to take in new information to learn from. They are more likely to share their best practices for others to learn from and the team development from these cultures can affect the organisation positively. The job oriented are focused on finishing the job and are not focused on the welfare of employees. The continuous learning can be lost in a stressful environment as the employees will not have the energy to take in more than what the deadline allows.

**Parochial vs. professional** is mostly discussed in continuously learning and support for change. The organisations whose employees see themselves as hired on the basis of their competence but also their social and family background might have an environment based on outside social etiquettes and not the professional competences. It can create friction and continuously learning from each other can be lost to a social ladder. This can make it hard to support change if not suggested from the right people. The opposite are employees who see themselves as hired solely on their professional competences will meet everyone equally and the sharing of knowledge will not be decided by social ranking. Therefore, a more communal environment may be established where change can be supported from the top down.

**Open system vs. closed system** interacts with the tolerance for mistakes and the idea generation. An open system will welcome employees quickly and they are faster at finding their place in the company. Early feelings of belonging will make it easier for new employees to suggest ideas, because they have bonded with their co-workers. The tolerance for mistakes will be accepted as the new employees have shown their personal values and are no longer judged by one mistake or a failed suggestion. The closed system can apprehend the daring of suggesting new ideas in a new environment which the workers are not yet accepted in. A tolerance for mistakes is built by trust and not yet having settled in makes it difficult.

**Loose control vs. tight control** factors in risk-taking and conflict handling. The tight control of being punctual and cost-oriented causes a lesser chance to take risks and the conflict handling will be candid as there are clear rules in place. Loose control can cause conflict in the uncertainty of scheduled appointments and deadlines. They might be more declined to take risks and see where it goes because of the loose culture. This dimension paired with the process vs. result can make a big difference in the two innovative solutions. If a company has tight control but is result-oriented there is room for using some of the rules as guidelines as the result is the most important and the tight control mostly functions around safety and dress code relations. This eases the risk-taking block and opens for constructive criticism in conflict handling.

**Normative vs. pragmatic** relates to risk-taking and tolerance for mistakes. The pragmatic culture wants to take risks to meet the consumers' needs and there will be a broader tolerance for mistakes as they want to keep up with the new needs of the market. Whereas the normative will take less risks to ensure that the organisation's rules are being followed. Hereby mistakes are less likely to be looked at as failures to learn from. This one, however, can vary a lot from the different industries, for example normative for industrial companies.

**The Great Place To Work model** consists of six parameters which focus on four actionable principles: value, trust, effective leadership, and maximizing the potential of the employees to eventually increase innovation and create economic growth. The value is seen in the loyalty and recognition in the VIPS study, the organisation's identity of the ToMo study, and in the dimension of parochial vs. professional in IRIC study. The trust in loyalty and recognition in VIPS, the role design in ToMo, and the open system vs. closed system dimension in IRIC. The effective leadership is seen through the cohesion, goal and service needs in VIPS, organisational identity and role design in ToMo, and the normative vs. pragmatic, process vs. result and employee vs. job dimension in IRIC. The maximizing of potential is happening through goals in VIPS, all the ToMo processes, and the process vs. result, parochial vs. professional and loose vs. tight dimension in IRIC.

This leads to the question; **if the Great Place To Work model is fully evolved?** The two last components of the model are increased innovation and economic growth and is the effect of the first four components, but there is still theory unattached. Theory that only combined could create the ideal company culture. The increased innovation is not given, it must be created. It must be made part of the formula, to take actions towards it beyond value, trust, maximizing potential and effective leaders. Innovation is not a by-product it is a main-product. The theories can all match up to the criteria, but

it can also do more. The combination of the three areas can make the framework for looking at the broad and narrow parts of an organization. They dig deep into every employees' motivational patterns and have leaders investigate themselves instead of learning new traits. They cover the businesses from top to bottom unlike the Great Place To Work model. Therefore, as shown through the analysis of the three theoretical areas, Management, motivational and culture, the theories meet the former unfolded measurements criteria and more.

## Discussion – in which values are the ideal company culture found?

The most important takeaways from the cases are how top management needs to be present and visible, leadership theory should be applied with both philosophy, technique, and style. The motivational theory must look universally and individually, employee involvement is crucial, innovative change must be helped and results give drive and purpose. But, how can these values be balanced?

### **A present top management**

When the top management keeps to themselves, they signalise that the difference in rank is made a reality. With no transparency or open communication, the rest of the company is left with orders to follow without the knowledge of why. Continental Airlines is the case of a very siloed top managed which caused a siloed culture. No one shared information and departments were pitted against each other. In the turnaround, the top management was present, respectful and visually active in the entire organisation. Top-management has a smaller but crucial part to play in a healthy culture as they make up a small part of the company. Although, they do determine the way of the company for the larger part being the work of the subordinates. They are the starting component for better company culture. They must be present to exemplify the change and the fact that change is wanted from the top down. That top management was present and active in the turnaround of Continental made the difference for the employees and had a tremendous impact on the team effort. They will have to go all-in on the change of culture if they want the positive outcome. When the top-management change, they will take the rest of the organisation with them.

### **Engaging leaders – engagement**

Both top- and middle managers have a responsibility to set an example. When managers are power-hungry and or afraid of losing their job to someone lurking after their next mistake, they will take

their eye off their job of being a manager. They must become leaders, as people want to be led not managed. This involves hires with quality. The manager should be treating subordinates with dignity and respecting the differences brought by different employees. The managers in companies with toxic cultures will need to learn new tricks. They will have to start learning to direct their focus both inwards, onto others, and outward. The top management will have to re-evaluate whether the middle managers are right for their position or if there might be a better fit for them. Leaders in the organisation must learn to let go of some amount of power for teamwork to persevere. Besides, they will need to be able to practice the four developing leadership techniques of training employees to become self-sufficient. Communication must become candid, but only to the right amount, it must be truly implemented into the culture and teams. If the culture is not there, candid communication can create a bad environment of harsh criticism instead of constructive criticism. There is a thin line and it will take a group effort for the culture to be implemented. The managers must be very clear about this new initiative, it should be used as a tool for improvement and not vicious slandering. The leaders must engage in the teams to become an active participant in it. FJ had such success, in the beginning, being an engaged leader and only when he lost touch with the situation did the company devalue.

### **Universal and individual motivation – welcoming differences**

All employees are not motivated by the same factors. When trying to motivate a large group of employees there must be looked at the universal and basic needs of everyone. The four drives. The roles must be designed through these purposes. Roles without any action involved employees cannot be motivated, and therefore cannot evolve further up the career ladder. Companies without strong values and vision will have a hard time making employees identify with the organisation. It must be known why the company exists to drive their employees towards the same goal. Motivational theory must be met with an open mind and the four drives should be possible for all employees to achieve. When the four drives are in place the employees must be identified as either tension seeking or equilibrium seeking motivators. No one shall be left to be crowded out and lose their motivation for the job. The individuals who are motivated by tension should be identified and the role design must be altered, if not fitted to achieve the great potential the tension seekers possess. When no employee is left out of the motivational factors it creates a healthier environment built on welcoming differences. It improves the chances to bond with fellow employees. Stronger bonding opportunities will establish friendships and alliances in- and outside of work. Hence creating happy employees who learn from each other.

**Involving the employees – involvement**

Just like the top management must be present the employees must be involved in the everyday progress or regress of the company. Each employee will always have more to offer than the position they are in. By not having shared drives and boards around the company the skills of some employees might never be discovered and the outcome on the inside might never be realised. If all ideas generated through the organisation from all the departments are never heard, then change is hard to make. When Continental Airlines finally started the toll-free hotline, they were given tons of new ideas that management would have never thought of as it was not their everyday tasks. It was the subordinates' ideas, and they can be just as innovative as the management if given the change. It gives employees the chance to take risks and if they fail, it will be a group effort which can be learned from with feedback. The opportunity to contribute to one's organisation creates a feeling of value and it can grow to a sense of belonging sparking further development. Maybe even give the employee hope of a promotion and thereby have the drive to acquire enhanced.

**Innovative change – support**

Innovative change is not the by-product of a healthy organisation it is a continuous action. There is a fine line between innovative change and extensive change. Change should be supported but it should also be manageable. If an organisation implements extensive changes constantly it becomes too much for employees and can cause carelessness. This comes down to communication. Innovative change is a product created by the framework of a supportive culture that is produced if the right measurement is implemented with this exact goal. The goals being to create a questioning, problem-solving culture, it must be balanced, and the change must be intact with the visions of the business. Too much change can cause the loss of the culture like in Bentax, where too rapid growth changed the conditions and the framework could not follow, but the drive for change must not be forgotten as it will result in situations like Fletcher Jones & staff.

**Purpose through results – purpose**

Results must be shared to keep the employee's motivation going. Seeing the change and effect of one's work sparks new energy. It gives the job purpose. Purpose can be found in every job and does not need to be a life-saving purpose, but the joy the company brings into customers' lives are important to showcase, big and small.

Concluding; the values are found in engagement, welcoming differences, involvement, support, and purpose.

## Findings – Treadmill culture

Culture is an ecosystem. For ecosystems to go round and be effective they must keep moving and it can only do so with all its components. The seven actions towards an innovative culture will create the flow of the value pillars to circle and keep themselves moving as an ecosystem. The innovative culture is the guidelines or framework for the change to begin whereas the values are what will keep the culture in place. The theories based on human interactions merged with strategy. The frame of innovative culture will ripple effect its way to an ecosystem that is brought together by the different components. Each of the components has a purpose and cannot be taken out of the equation. It is all carried by the people in the organisation who enforce the values by the frames created. I have therefore constructed a new model to represent the elements of an ideal company culture:



(Kjærsgaard, 2020)



The top management is present in the foundation of the culture, they will communicate the values to the organisation. The top management being the small inner circle. The larger outer circle are the five actions of an innovative culture. In between the two circles are the values keeping the culture in check and moving. It starts in engagement and is the value used to reshape the middle manager's role. Increasing awareness in the role and matching the right teams. The engaging managers are now required to design the roles of their employees to fulfil the four drives and identify the tension and equilibrium seeking employees to incorporate as well for universal and individual motivation. The motivating factors will promote transparency and ask employees to become more involved. The involvement will be both in the development of the organisation and in their co-workers. The involving will create opportunities for change and support must be given to employees while choosing carefully. Support is examining the ideas and reporting back to them on implementation or not. The changes being suggested by employees of all levels of the organisation will, if succeeding, produce results. The result shared with the organisation will give purpose to the employees along with economic growth. The mill built by these pillars represent a strong foundation and will keep turning as long as all the components stay in place.

## Conclusion

The purpose of this thesis has been to clarify whether company culture can create value for a business both socially and financially, and how. The research questions used to answer these questions are composed by:

### **What creates an ideal company culture?**

The first analysis question revealed several takeaways from the theoretical research of the cases. First and foremost, the need for top management to be present, having a clear focus on the hiring process and the development of employees for them to become involved and contribute to the organisation through purpose-filled job roles. It showed the upside of incorporating a flat structure lays in the early success, but also how it also became the reason why FJ & staff lost their position on the market when the employees were given too much power. The creation of an innovative culture takes hard work and is not possible through short cuts. The ideal company culture lies in a happy staff, creating happy customers and thereby, happy shareholders.

**How does leadership and management-, motivational-, and cultural theory differentiate from one another and can they collectively form an ideal company culture?**

The analysis of this question resulted in the discovery of how all the theories can succeed in their respective areas when applied but not separately form an ideal company culture. This happens with management theory focusing on match making, development and awareness, while motivational theory focusing on giving the employees of an organisation the basic needs to thrive and, after identifying them as either tensions seeking or equilibrium seeking workers, to develop a role best suited for the individual worker. The cultural theory will then create the guidelines for the innovative work and now, thanks to implementation of management and motivational theory, thriving employee can do. Separately they do not create a whole picture without the combination of all three initiatives working together simultaneously. It then sparked the next question of if the measurement units' standards were enough?

**Do the three theoretical areas meet the measurement's criteria for an ideal company culture?**

The last research question compared the measurement units to the theoretical applied cases takeaways. The measurement unit has four actions towards an ideal company culture and two by-products of it. In the analysis, it was exposed how increased innovation was listed as a by-product in the original model but should be a main product and demanded much work to be successful. The increased innovation must be built from a series of actions, and the culture was not only ideal by creating value, trust, effective leadership and maximizing human potential, it had many more components to achieve the ideal culture. This led to the conclusion of the measurements standards not being sufficient. The elements discovered to be needed in an ideal company culture are engaging leadership, universal and individual motivation, involving the employees, innovative change, and purpose through results.

**In which values are the ideal company culture found?**

The key takeaways from the cases show how seven components were needed to create an ideal culture. A present top management, engaged leaders, co-workers welcoming differences, involving employees, supporting change, purpose through result, and innovative culture. This is what created the new model for Treadmill culture, representing how all components are vital to keep the mill moving. A treadmill will never reach a final result just like company culture, it must be kept running.

Ordoptælling		?	×
Statistik:			
Sider		62	
Ord		23.421	
Tegn (uden mellemrum)		118.408	
Tegn (med mellemrum)		141.969	
Afsnit		315	
Linjer		1.655	
<input type="checkbox"/> Medtag tekstfelter, fodnoter og slutnoter			
		Luk	

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## Appendix

### Disclaimer

I am taking into consideration when applying cases and interviews, told in first person, that the person is subjective in their own story. Therefore, the situations analysed in this thesis is looks at objectively and if possible, backed up by either other sources or financial records.

### Interview

Interview med Katharina, tidligere del af projektgruppe tilknyttet virksomheden Bentax A/S

Den 24. april 2020, Aalborg

I: hvad var det i skulle lave der, hvad hed jeres opgave?

K: Vi skulle, altså det var fordi jeg var på Det Grønne Rejsehold der, og så, øh, dem der er medlem af NBE, altså dem som har DGR de kunne melde ind hvis de gerne ville have rejseholdet ud til at arbejdet med bæredygtighed, så kunne det være at de selv definerede et projekt eller at man selv skulle ud som gruppe og definere nogle opgaver, men altså det var egentlig bare hvis man have et ønske om at blive sådan lidt mere bæredygtig og så havde Bentax skrevet ud til dem at de gerne ville have en gruppe ind, og så blev vi matchet 4 i en gruppe som så skulle ud til dem og arbejde med bæredygtighed. Det havde ikke på forhånd defineret en case, de ville bare gerne være bæredygtige, så ville skulle egentlig bare sådan finde ud af hvad der var at gribe fat i. Det var bare et 4 ugers projektforsløb i forbindelse med det der uddannelse, så 4 ugers undervisning og 4 ugers projektarbejde.

I : Okay, altså undervisning hos dem?

K : Ja, altså hos Bentax men hos DGR i forhold til bæredygtighed, altså ud og bruge det i de her virksomheder bagefter

I : dit førstehåndsindtryk ift. informationen og kommunikationen mellem virksomheden og dig?

K : Det var faktisk lidt, altså første gang vi mødte Bentax, det var egentlig fordi at vi var ude og lave virksomhedsbesøg med DGR, så vi var ude og besøge alle mulige virksomheder som havde meldt sig til projektet. Og så kunne man så melde sig til hvilken virksomhed man gerne ville ud i og der ønskede jeg Bentax fordi jeg havde et ret godt førstehåndsindtryk af dem. Jeg tror egentlig mest det var de gode lokaler, kaffe og lidt lækkert. Haha. Jeg tror bare at de gerne ville stille lokaler til rådighed og de ville gerne at vi blev en del af det og sådan, man var jo lidt på udkig efter et job også så det var lidt tiltrækkende at de så gerne ville have at man også skulle være en del af det og at de også havde de der tomme kontorpladser fordi de var klar til at udvide. Så det virkede som en god

jobmulighed. Så virkede de også meget ambitiøse da de viste og rundt, meget dedikerede til deres arbejde og meget professionelle og det synes jeg er fedt. De vidste hvad de ville og det var mit førstehåndsindtryk af dem da vi sådan var ude der. Da vi så bagefter blev delt ud i grupper og havde fået Bentax som case og vi prøvede at skabe kontakt til dem der var hun så taget på ferie, så den første..

I: Hende fra HR?

K: Ja, hun var egentlig den første som sådan tog kontakt, hun var egentlig den eneste der ville det der bæredygtighed, det var ikke så meget de andre, så det var egentlig hende der var vores kontakt, så det var sådan lidt. Så vi havde 4 uger til at lave projekt og den første uge var hun ude at rejse, så vi kunne først have vores første møde da hun var hjemme igen. Det var sådan lidt en ambivalent start for det eneste vi kunne gøre inden var at lave research på bæredygtighed indenfor kaffeindustrien og ting som var lidt låst. Man ja så var det at vi havde første møde med hende og hun var meget ikke så fokuseret og lod det være meget op til os, det hele, og sådan jeg tror vi efterspurgte sådan lidt retning hvor hun var meget sådan kom og lav et Quick Fix. Vi talte lidt forbi hinanden, for vi kan jo ikke lave noget til dem hvis vi ikke har noget at arbejde med og de kunne ikke få noget ud af os, altså sådan... det gik lidt skævt nu her i starten. Og så var det der til første møde hun var meget sådan... Vi spurgte eksempelvis, "Nå jamen hvad tror du at medarbejderne vil svare hvis vi spørger hvordan de kan være mere bæredygtige", hvor hun bare sådan koldt sagde tilbage "Det ved jeg ikke, i kan jo bare prøve at spørge dem". Altså og allerede der var det første jeg tænkte, altså hvor tæt kontakt har du til dine medarbejdere, altså hvor meget dialog er der egentlig med dem, fordi hvis hun ikke engang kunne svare på det. Det synes jeg faktisk at det var det første jeg tænker. Og så bare generelt at det var meget sådan at vi skulle selv indgå i fællesskabet og vi skulle selv op- og søge folk og vi måtte ikke sidde sammen i kantinen fordi vi skulle lære de andre at kende og der blev heller ikke rigtigt kommunikeret ud at vi kom, så folk var helt vildt forvirrede over hvem vi var og hvad vi skulle. Det var sådan lidt mystificeret at vi overhoved var derude. Der var heller ikke nogen i virksomheden der vidste at de pludselig skulle være bæredygtige. Så folk var meget sådan hvad fanden er det her nu for noget. Så vi sad lidt sådan og skulle indgå i et fællesskab som ikke vidste hvem vi var og vi vidste ikke hvem dem var og der var ikke maillet mellem os. Så det var lidt anspændt til at starte med, det var sådan lidt, mit førstehåndsindtryk var meget at der var en distance mellem medarbejdere og ledelsen. Det kunne jeg mærke fordi der var en stor forventning til at vi selv gjorde vores og hun ikke var så interesseret i ligesom at hjælpe os med at komme ind til dem. Det var meget vores eget arbejde og kunne ikke svare på hvad de tænkte om forskellige emner. Det

var i forhold til kommunikationen og sådan noget. Det var egentlig den første tanke, at der var en stor distance mellem de 2 arbejdsgrupper eller hvad man skal sige. Led. Besvarede det det.

I: Ja. Hvad havde du så af forventninger til det i skulle lave?

K: Ja altså jeg tror at vi skulle ind og lave sådan lidt strategi og forventninger til hvilke opgaver jeg skulle lave. Bæredygtighedsopgaver. Jeg troede egentlig at vi skulle lave lidt kommunikation af det de allerede gjorde eller sådan en klarlægning af det de gjorde og give dem et styre eller overblik over hvor langt de var og hvad de så kunne gøre for at komme videre, men også sætte nogle mål for dem som de kunne guide efter eller sådan et eller andet. Så det var meget sådan at jeg havde regnet med at vi ville komme ind og skulle det ved jeg ikke, rydde op, eller skabe overblik over det der allerede skete, fordi de var nemlig meget sådan at så gjorde de det, eller så gjorde de det. Så vi kunne godt høre at de allerede gjorde nogle ting. Og jeg havde en forventning om at vi skulle lære dem noget. Sådan, FN's 17 verdensmål, altså hjælpe dem, selv give dem viden til at de selv kunne gøre noget og arbejde videre med dem. En løbende dialog hvor vi kunne, vi kunne smide nogle bolde op som de kunne arbejde videre med og så kunne vi smide nogle flere op og så kunne det hele, som så er hele den der proces hvor man så står tilbage med et produkt på en eller andet måde hvor det så er en strategi eller et tiltag eller hvad det ville være. Det var sådan lidt åbent. Det var lidt udefineret

I: Ja.

K: Ja.

I: fik du indtryk af at virksomheden var sådan mest individualitet eller team baseret?

K: Jeg synes det var individuelt, sådan rigtigt meget faktisk. Det var heller ikke sådan, når jeg tænker tilbage, så var det ikke sådan at de holdte møder eller at de snakkede med hinanden, men det var jo også det der med at fordi de havde så mange kontorpladser så sad folk spredt ud i et kæmpe lokale så de snakkede ikke rigtigt med hinanden. Og, øhm, så man sad meget på sin egen pind og så lavede man sit og så gik man ned og så spiste man måske noget mad i kantinen og så gik man op igen. Så der var bare ikke så meget samarbejde eller fælles projekter eller fælles møder. Vi synes det var meget individualiseret. Ledelsen mødtes sådan lidt mere og snakkede en gang imellem med det virkede som om de også kørte meget deres eget show. Når vi spurgte dem om ting med information kunne de være sådan... f.eks. skulle vi høre hvem der havde styr på affaldssorteringen og så kom vi ned til en der var sådan "Nå jamen jeg har lidt styr på det og så har han styr på noget af det og så har han styr på noget af det". Hvor det vidste sig at der var 3 der havde styr på ingenting, som var inde over det samme projekt, men ikke snakkede sammen og ikke ved hvad hinanden laver og så står det bare stille. Så det var ikke særligt meget samarbejde og kommunikation. Jeg kunne også

mærke at folk bare sad på hver deres, de havde ikke sådan et fælles drev som man nogle gange har oplevet at der er ude i virksomhederne. Et fælles drev hvor alle kan tilgå dokumenter. Så vi skulle hele tiden hvis vi skulle have info om indkøbspriser så skulle vi over til indkøberne, hvis vi skulle have om affald, så skulle vi ned til den anden og 3 og 4. Det var hele tiden fordi de sad med dokumenterne på deres egen computer og ikke på sådan en fælles portal. Det kan jo godt være at der her været en, så tror jeg bare ikke de har brugt det. Det var også der jeg fandt evidens ved at det var meget individuelt og man havde meget styr på sit eget og så var det meget opgavefordelt. Så det var meget frustrerende for, jeg tror det var økonomiarbejdere som bare var fuldt bookede hele tiden, så vi endte med aldrig rigtigt at få det for hun var den eneste der kunne give os det vi rigtigt skulle bruge. Der kunne det have været nemmere hvis man kunne være gået ned til en eller anden som kunne have hjulpet os med at hive det ud fra et eller andet sted. Det var lidt vildt at det bare var så, ja, tilknyttet stillingen mange af opgaverne.

I: Hvad med kommunikation fra ledelse til alle andre medarbejdere?

K: Der synes jeg også at det var meget sådan, jeg synes ikke rigtigt at jeg så noget. Jeg ved at de havde et månedligt, tror jeg det var, møde. Virtuelt møde, hvor alle så deltog, hvor, jeg ved ikke om det var skype eller et og andet, men det var i hvert fald et virtuelt møde, hvor man så kommunikere ud hvad der skete og hvilke tiltag der var og sådan nogle ting. Så det var nok den kommunikation jeg sådan synes der var. Vi undrede os jo egentlig også lidt over at der ikke var nogen opslagstavle. Det var sådan lidt mærkeligt, men der var et eller andet der gjorde at vi på et tidspunkt manglede en opslagstavle eller et eller andet så vi kunne smide noget info op. Det var der heller ikke rigtig, og... det var ikke så systematiseret på en eller anden måde. Det var meget uformelt. Måske også lidt ikke rigtigt eksisterende [kommunikationen]. På en eller anden måde. Det synes jeg også man kunne mærke når vi kommer ind i huset og det ikke rigtigt bliver fortalt til nogen, at der ikke bliver sendt en mail rundt. Der kunne man lige mærke at der ikke, at ledelsen måske lidt kører deres show og så skal medarbejderne følge med fordi der ligesom er noget i kommunikationen der.

I: I følte heller ikke rigtigt at i fik noget feedback på det i lavede?

K: Overhovedet ikke. Da vi kom der bookede vi et møde med hende. Hun havde været på ferie og så skulle hun på ferie igen. Så havde vi fået en anden en som vi kunne booke et møde med og det gjorde vi så med det samme. Men i de 3 uger vi sådan egentlig var der, havde vi et møde udover vores indledende møde og så havde vi overlevering. Så det var også megasvært at få noget ordentlig konkret feedback på om det man lavede det var okay, eller om det var forkert, eller hvordan det var. Altså hvis i søgte det, så fik vi det heller ikke rigtigt [lyder meget opgivende i sin stemme]. Hvis vi



tog fat i, der var to, mest hen der HR, og så var der en andet en, jeg kan ikke huske hvad han hed, som også var i ledelsen. Det var de to som var tovholdere på os. Det var sådan at når vi søgte noget feedback hos en af dem så var de meget sådan det styrer i selv eller det finder i selv ud af. Det er jo megasvært at få noget retning sådan.

I: Når man er helt ny og ikke kan...

K: Ja. Det var svært at blive en del af det i hvert fald.

I: Du snakkede lidt om noget med et cafeteria, at det var underligt det her med at skulle...

K: Ja at vi ikke måtte sidde sammen? Eller at folk heller ikke rigtigt snakkede sammen. Det var sådan lidt en mærkelig opstilling den der kantine derude, fordi folk havde sådan en mærkelig stemning dernede, at de måske følte at de var tvunget til at skulle snakke med hinanden, men måske ikke rigtigt have lyst. Det var lidt noget lade emner der endelig kom på bordet og der blev overhoved ikke grinet og det var virkelig meget anspændt at sidde dernede. Jeg husker sådan noget med at når jeg gik op, altså når jeg satte mig op på min plads igen, så blev jeg sådan helt, arh, helt afslappet fordi så var man ikke så anspændt længere.

I: Der var tension?

K: Ja der var virkelig meget anspændt dernede, der var virkelig en tension dernede og folk gik og småbrokkede sig lidt over deres arbejde. Kantinedamen som også var sådan lidt, "Det er også bare træls og bah bah bah.". Så kom der nogle andre og også var sådan lidt "det var også irriterende". De var ikke så overskudsagtige, eller ikke så positive. Det var også sjovt at ledelsen de tit gik ned, altså jeg tror at i ledelsen var der 5 mennesker eller sådan noget agtigt og de var bare ikke en del af den der kantinekonstellation eller hvad man kalder det. De kunne godt have møder og så kunne de gå derned og fylde deres tallerken med morgenmad og så tog de det med op til mødet igen. Ellers tog de en tallerken med op til deres egen plads og så var der måske en gang om ugen eller lignende hvor de sad i kantinen med alle de andre. Det syntes jeg også var lidt sjovt at vi som gruppe havde fået at vide at de forventede at vi deltog og at vi skulle være en del af kulturen og blah blah bah og at de så ikke selv gjorde det. Det synes jeg var sådan lidt.

I: ikke så leading by example?

K: Nej.

I: Æhm, hvad hedder det... kulturen i virksomheden. Var det sådan en flad struktur eller hierarki baseret?

K: Altså jeg synes jo at det virkede meget sådan udefineret på en eller andet måde sådan lidt, næste lidt rodet. For egentlig så tror jeg at de søgte efter at have en flad, men de kom nok egentlig til at

gøre det sådan meget strukturelt, altså sådan på en eller anden måde. Vi fik jo ansvaret for os selv og man kan jo sige på mange måder er det jo egentlig lidt en flad tillidsbaseret måde at arbejde på. Men der var bare stadig et eller andet at hvis man så gjorde noget og der så blev sagt nej så var det et nej. Det var ikke dialog baseret på den måde. Så vi kunne egentlig gøre noget forkert og så var vi på skideren for det, selvom. Fordi man ikke sådan løbende var i dialog så man kunne se hvors det var på vej ud ad en tangent eller et og andet. Jeg synes egentlig at det virkede som om... og så synes jeg egentlig at det der med at det var en familieejet virksomhed det havde virkelig en stor betydning i og med at det var familien som sad i ledelsen. Det gjorde at de måske har tænkt at vi er en flad, vi er en familie, men egentlig var familien lidt højere, altså meget højere stillet end alle vi andre. OG jeg tror egentlig at de andre havde lidt ærefrygt og turde ikke rigtigt spørge ind til dem eller spørge om hjælp.

I: du snakkede også om at det var nogle lidt andre uddannelser folk havde i forhold til deres stilling.

K: Ja. Altså jeg tror det var sidste uge vi fandt ud af at vi var de eneste der var universitetsuddannede og da vi fandt ud af det der tænkte vi lidt jamen hvad for en uddannelse har man så? Man fandt ud af at chefen var uddannet slagter, man fandt ud af forskellige steder at ledelsen var egentlig mere ansat på relationer end de var på viden og uddannelse og så videre. Da de sagde det, der tænkte jeg, ”nå ja”. Jeg kunne bare mærke med det samme at nu gav et eller andet god mening fordi jeg kunne ikke helt gennemskue om hende der HR-chefen også havde en universitetsuddannelse, men altså vi fik ikke at vide at hun var ingeniør og så at hun ikke havde en universitetsuddannelse, så det kan godt være at hun havde en professionsbachelor i et eller andet, det ved jeg ikke rigtigt. Men det gik bare, det var bare en åbenbaring at selvfølgelig var der lidt mærkelig kommunikation fordi dem der var kommunikationsansvarlige, måske ikke har så meget viden indenfor kommunikation og dem der så måske havde et job indenfor forretningsudvikling, som bæredygtighed jo virkelig meget er de var måske heller ikke så meget inde på når vi snakkede strategi eller et og andet så var de bare sådan hvad skal vi bruge det til eller sådan. Det synes jeg i hvert fald gav god mening i deres måde at være på og snakke på at de sådan. Jeg tror også i høj grad at man har lært på universitetet, det ved jeg jo så ikke om man gjorde den gang, men jeg synes da at man lærer at arbejde med flad struktur, medarbejder inkludering og sådan noget. Det synes jeg de havde svært ved at tænke ind i deres arbejde, selvom de sagde det meget. De sagde meget sådan, ”Vi går op i at vore medarbejdere har det godt og sådan”. Jeg kan huske at på et tidspunkt, jeg fandt et eller andet, rammet ind i et billede, at nu var de nominerede til Danmarks bedste arbejdsmiljø eller sådan et eller andet i den dur. Så de var meget sådan at de gjorde at alle skal have det godt og vi er jo familieejet og det er jo relationer og

sådan nogle ting. Det var bare ikke helt den følelse man sådan havde.

I: Var der nogle specifikke ting de gjorde når man snakker om god kultur.

K: Ja. De snakkede om eksempelvis at de havde, hvad hedder det, fredagsbar en gang om måneden, det var sådan lidt sjovt, fordi alt den tid vi var der, der var der ikke fredagsbar, og da vi så spurgte sådan lidt ind til det, altså på et tidspunkt fandt vi ud af at det havde der heller ikke været måneden før. Så det var måske et af de tiltag man havde ambitioner om at køre, med så egentlig ikke rigt gjorde det. Så var der, jeg tror i høj grad at de syntes at kantinen var et af de tiltag hvor de lavede sund mad og man fik mad når man nu var på arbejde og sådan noget. Det tror jeg var en af de ting de også gjorde for at. Og så havde de deres græsplæne egentlig, hvor jeg tænker at det var egentlig en byggegrund og så havde de noget græsvæk eller noget jord væk, som så var blevet til en græsmark hvor de havde en ambition om at man kunne gå walk and talks, altså at man kunne gå ture under vejs i arbejdet. Men det var igen en af de ting hvor det ikke rigtigt skete. Ma så det ikke rigtig og altså det var lidt nogle ambitioner man havde som ikke blev brugt. På et tidspunkt havde vi også prøvet at grave ud så der var MBMX bane derude så man kunne bruge det til det, men det var heller aldrig blevet brugt. Det havde jeg i hvert fald ikke hørt. Oh når man spurgte ind til det så var det meget sådan at de havde en ambition om, men det skete måske ikke helt. Man har prøvet at stille det fysiske til rådighed men glemmer at facilitere det ordentligt. At man ikke bare kan sætte en BMX bane op og forvente at folk de bruger den. Måske skal man lave en begivenhed eller et og andet og få skubbet folk til det. På den måde virkede det som om de sprang et led over. Så har vi en føltes kantine hvor vi dyrker fællesskabet, men man kommer ikke selv ned og bruger den. Så... Ja... Det var sådan der skete nogle at de der små ting som ikke blev gjort ordentlig.

I: Sådan overall impression. Positivt eller negativt? Efter endt forløb.

K: Altså det var jo negativt, fordi i den forstand at vi havde fået at vide os i gruppen at en af os kunne få lov at fortsætte i virksomhedspraktik, men at ingen af os havde lyst til at fortsætte. Det var en erkendelse af at vi troede det var et rigtigt dårligt sted at have vores første job, fordi der ikke var så meget, altså man blev ikke rigtigt taget hånd om når man var der. Man var overladt til sig selv og der var meget ærefrygt i forhold til sidder jeg det rigtigt sted i kantinen eller hvem skal jeg spørge hvis jeg vil have noget at vide og ja... vi havde et okay negativt indtryk af det faktisk. Jeg kan heller ikke lade være med at tænke på at hvis vi ikke blev introduceret som gruppe da vi kom, hvordan ville det så være at blive introduceret som ny medarbejder. I den position som vi er i som nyuddannede så har man nok brug for lidt mere støtte. Der tror jeg lidt jeg havde en oplevelse af at det ville jeg ikke få der, der ville jeg komme til at sidde alene og have mega ondt i maven over at jeg ikke

havde nogen at samarbejde med. Vi var jo mega glade for at vi var i gruppen der kunne samarbejde med hinanden og vi var meget glade for og det blev italesat meget, at vi havde hinanden. For det havde været virkelig træls at sidde derude alene og det var også derfor ingen af os havde lyst til at fortsætte. Det tror jeg også var fordi man havde nogle ambitioner om at man gerne ville nogle ting. Både sådan ift. bæredygtighed, men også kantinen og BMX. De havde rigtig mange ambitioner om at ville alt muligt men så gjorde de det ikke rigtigt. Det tror jeg ville være frustrerende at skulle ind i når jeg gerne vil arbejde projektorienteret eller udviklingsorienteret at man så kommer ind i en virksomhed hvor at ambitionerne er der, men derfra og til at gøre det der er der nok ikke så meget støtte på en eller anden måde. Men de virkede meget rystede af lige at have flyttet lokaler og at de var blevet større på ret kort tid. Jeg tror også bare at hele strukturen med de der ledere som varetog nogle jobs .... I hvert fald i forhold til HR hvor meget af det vi mærkede ej hvor havde det været rart hvis der havde været nogle kompetencer til at kommunikere og til sådan at on-board os ordentligt og give os dårlig samvittighed over at ville sidde sammen i kantinen. Vi havde brug for at føle os trygge og føle os velkommen og i stedet følte vi os bange og anspændte og ikke særligt velkomne og turde heller ikke gå hjem før klokken 16 fordi det måtte man heller ikke. Vi havde dårlig samvittighed over først at komme klokken 8 for der var alle mødt ind. Det føles som om der var mange normer. Sådan rigtig mange usagte normer som på en eller anden måde ikke stemte overens med det sagte. Det var det der sådan forvirrede os vildt meget, at vi også havde troet at vi skule komme ud til et sted hvor man gik meget op i bæredygtighed og hvor man var meget professionelle omkring sin måde at arbejde på, meget ambitiøse – til så at komme ud og det var ligesom det der var givet udtryk for, men så alligevel sad man med projektet og arbejde med det som føltes lidt ligegyldigt. Også fordi da vi undervejs begyndte at præsentere nogle af vores forslag så blev vi meget mødt med en ”ja, det lyder da spændende” og så hørte vi aldrig rigtigt at... og der var igen noget med ambitioner fordi når vi så fandt ud af at de kørte bæredygtighedsuge på linked-in, så begyndte de jo at kommunikere at de havde alle mulige tiltag, som vi jo kunne se at de ikke havde lavet. Vi havde foreslået dem, men de blev... Da vi for eksempel sagde at man kunne lave BMX banen om til en bæredygtig have, blev der kommunikeret ud på Linked-in at nu havde man en bæredygtig have fordi græsset havde man ladet vokse. Hvor vi tænkte det var ikke helt det vi sagde. Så man tog ligesom den lette vej derover til at kommunikere noget ud som ikke helt var sket. De har meget høje ambitioner og man gerne ville noget, men at man så ikke rigtigt gør det. Så kommunikerer de noget ud men så ikke rigtigt gør det men så gør det fordi de lige synes de er tæt nok på til at kommunikere det ud.

I: For at få et bedre reputation?

K: Ja. I forhold til mit samlede indtryk var det sådan lidt at det der det var bare sådan et sted hvor jeg bare ikke orkede at skulle afkode alle de normer og værdier der var og finde ud af hvad der var rigtigt og forkert og prøve at passe ind. Det var en umulig proces jeg ikke orkede.

I: Hvordan så med jeres resultat af opgaven?

K: Vi lavede et idekatalog med 4 ideer som vi præsenterede for dem og lagde det rundt på bordene sådan at medarbejderne kunne se. Fordi vi syntes at det var fint for dem at se hvad vi havde lavet så vi ikke bare præsenterede det for ledelsen og så smuttede. Jeg tror vi printede 20 kataloger ud og så havde vi levet 2 infosider med hvad bæredygtighed er og hvad FN's 17 verdensmål er. Jeg tror den kommunikation som jeg lidt syntes de manglede den brugte jeg meget tid på at få ind i projektet. De 3 andre i gruppen var meget tekniske og jeg var den bløde person. Jeg kunne mærke at hvis Bentax på nogen måde vil være bæredygtige så skal de have deres medarbejde med på vognen og det ville de ikke selv få. Derfor lavede jeg de 2 infosider med information for at kommunikere ud til medarbejdende at det er bæredygtighed og relevant og hvad det betyder for jer hvis ledelsen f.eks. så begyndte at lave noget så vidste de hvad formålet var og at det var det vi havde lavet. Så det var det det endte ud med og jeg tror ikke de har gjort meget mere. Vi blev ved med at løbe ind i en blindmur. Vi spurgte om der var noget de havde med skrald af, vi har altid fået at vide at affald det er et godt sted at starte. Vi fandt ud af at de havde virkelig mange tons skrald af kalkfiltre og det ville vi så gøre noget for at mindske det affaldsaftryk. Vi gik meget i research mode og prøvede at finde virksomheder, vi havde endda, jeg tror det var HR-chefen som selv nævnte det på et tidspunkt da vi havde spurgt hende, at de havde meget med de kalkfiltre. Så fandt vi ud af at der var en anden virksomhed som lavede genanvendelige kalkfiltre. Dem havde de engang haft men dem var de gået væk fra igen fordi de var dyre. Men de vidste godt om de kalkfiltre og det havde vi vitterligt brugt over en uge på at lave research og beregninger på om det kunne betale sig at skifte. Og Det havde de faktisk allerede prøvet. Det havde været rart at vide så vi ikke havde siddet i megamange dage og lavet spildt arbejde. De endte så med at køre med den bæredygtige have mere eller mindre. Så kan jeg ikke huske hvad vi ellers lavede, der var i hvert fald ikke noget som sådan rigtigt blev udført eller ført videre. Da jeg læste den artikel vi havde lavet om bæredygtighed der kunne jeg godt læse mig ud af at de ting de nævnte i den artikel det var de samme ting som vi nævnte inden vi var kommet som gruppe. Så de havde nok egentlig ikke brugt det vi havde lavet. Jeg følte det var lidt spildt arbejde at komme derud, men det var jo lærerigt nok.

I: Man får jo altid en erfaring med.

K: Ja. Det var også fint nok at finde ud af at der findes sådan en type virksomhed. Jeg har i hvert fald fået nogle rimelig hårde forudindtaget indtryk af familieejede virksomheder. Jeg har i hvert fald ikke lyst til at arbejde for en familieejet virksomhed ift. min erfaring der hvor direktøren har ansat sin kone som HR og marketingschef og så er der lige en fætter her og der ansat og en søn ansat og noget forskelligt. Jeg tror egentlig også at de tog deres relationer med ind i det. Fordi jeg kan da i hvert fald huske at HR-chefen og ham den anden vi havde kontakt til de var vidst fætter og kusine eller i den dur, hvor hun bare blev ved med at sætte ham på plads, afbryde ham og tale ham ned og sådan. Der kunne man mærke at det der professionelle forhold det havde de ikke rigtigt. Det var lidt ubehageligt og italesatte det mange gange i gruppen at det var mærkeligt at høre på at hun tog styringen så meget når hun ikke havde så meget respekt overfor ham. Vi ville have en dialog med ham om et af vores tiltag, vi præsenterede ham tiltaget og hun afbrød ham. Hun var ligeglad med hans holdning til mælk, som nu engang var tiltagets omdrejningspunkt. Hun var lynhurtig til at lukke ned for ham og sige at det han sagde ikke havde relevans. Det var svært at sidde i hele den der.

I: Det giver en spændende stemning.

K: Ja det gør så, der var fætter kusine, mand og kone forhold og hvordan skal man så have et professionelt forhold over for sådan nogle når de er mere eller mindre uprofessionel overfor hinanden. Skal man så hoppe med på den der jargon? Eller skal man være sådan hallo? Det er mega irrelevant, altså hvad er det lige for en vogn man hopper på. Det synes jeg er svært at det var så relations fyldt det hele. Vi var bange for at komme til at sige et eller andet, ligesom at sige noget til kafferisteren hvis man nu har spurgt om hvem sidder med det og så være sådan selvfølgelig gør han det eller sådan et eller andet. Jeg tror hele tiden man var bange for at sige et eller andet fordi det var så relations præget og jeg var bange for at hvis... vi havde virkelige meget ærefrygt overfor hende der, og vi var jo mega bange for at sådan slappe af når hun nu ikke var der fordi vi var bange for at nogle af de andre ville sladre til hende på en eller anden måde fordi der var den der relation. Så fandt vi så senere ud af at de andre havde lidt det samme forhold til hende, at hun var anspændt og sådan. Det var jo svært for os at vide, de var jo familie så der kan man sige at de kan mere chille med det og vi var mere i ærefrygt. Det var en spændende opgave synes jeg i hvert fald. Hvis man skal sige noget objektivt, de var nogle ildsjæle og havde nogle gode ambitioner de havde bare kastet for mange bold op og bæredygtighed var en af dem og det gik ud over vores oplevelse. Der var en anden universitetsgruppe derude som skulle arbejde med konceptudvikling og de var mega frustrerede fordi da de kom derud, de kom 2 uger efter os, og da de kom derud, der fik de en ordentlig velkomst. De blev vist rundt, der blev booket møder, vi overhørte at der var blevet booket ugentlige møder med

dem til at følge op og spare. Vi tænkte hvorfor har vi ikke fået den velkomst, vi syntes det var så frustrerende og vi kunne ikke lade være med at tænke på om det havde noget at gøre med vores emne. Vi hørte også at de havde en tredje gruppe inde som vi snakkede med som også skulle lave noget med forretningsudvikling eller økonomi. Hvor vi var sådan lidt, wow de gaber over meget når de forsøger at udvikle et nyt produkt og noget bæredygtighed og noget økonomisk optimering. Der er jo virkelig mange ting i gang. Det tror jeg har haft en påvirkning på det hele og helt ærligt så tror jeg medarbejderne har været lidt irriteret over det. Jeg tror de til sidst har været sådan lidt nu gider vi ikke mere.

I: Men hvad skal man også gøre som medarbejder, hvis i kun er der i 4 uger, er det så det værd at lære jer at kende?

K: Vi havde jo fået at vide at de bare forventede at vi var der fra 8-16 hver dag hvor at projektgruppen ved siden af os var der en gang i ugen, men der var forståelse for at de også studerede og der var ikke forståelse for at vi var jobsøgende og havde krav nede på jobcenteret. Det var lidt frustrerende at de gik lov til at være der på nogle andre præmisser. De havde ikke HR som kontakt, de havde ene anden som kontakt. Han var meget dedikeret i gruppen og deres arbejde og det har de jo nok kunnet mærke fordi de har haft nogle flere, noget mere sparring og sådan noget til rådighed end hvad vi havde haft og det var frustrerende.

I: forskelsbehandling?

K: Ja, det er jo ikke som sådan den skyld, men der var det måske bedre at de så bare var gået all in på et projekt i stedet for at havde 3 til at sidde derinde og en praktikant og sådan. Hende praktikannten snakkede vi også med hvor vi spurgte hende ind til om hun havde lyst til at fortsætte når hun var færdig. Der kunne vi godt se på hende at hun havde det ikke skide godt der, det var nok det samme, det var anspændt og folk ikke rigtigt snakkede med hende. Hele den der frygt jeg havde haft med at hvis jeg skulle være ansat derude efterfølgende med at sidde alene, det kunne man se på hende. Virkelig meget overladt til sig selv som praktikant det var virkelig sandt for hende. Hun var en af dem der var med til at lave bæredygtighedsuge på linked-in, hvor at jeg så fik sagt på et tidspunkt til HR chefen at jeg syntes hun skulle... hun spurgte ind til vores oplevelse af at have været der og der sagde jeg bare at jeg syntes at de havde, jeg prøvede at lave en direkte overlevering på hele gruppens vegne, hvor jeg sagde at de havde haft travlt og at de, at vores outputs var et produkt at de resourcer de havde afsat til os. Sagt på en pæn måde at der nok ikke var blevet taget så meget tid til os som vi havde brug for. Der sagde hun at det havde hun ikke rigtigt tænkt over. Vi fik sagt at når de kørte bæredygtighedsuge på deres LinkedIn, hvorfor tager de så ikke fat i de 4



bæredygtighedsspecialister som de har i virksomheden og får noget sparring og inputs. ”var der ikke blevet gjort det”. Men nej det havde vi ikke hørt fra nogen. ”det var også for dårligt og hun havde sagt til hende marketingspraktikanten at hun skulle spørge”. Jeg fik helt ondt i maven på praktikantens vegne for efter mødet som praktikanten over til os sagde at hun hørte at vi kunne hjælpe hende og der var det altså vores sidste dag. Jeg sagde at nu er det slut, men en anden gang ville det være en god ide at udnytte de ressourcer der er. Det tror jeg også at deres arbejde var påvirket af – manglen på samarbejde. Der var mange ressourcer i huset som man ikke vidste var der så der blev kørt forbi hinanden og man brugte ikke så meget hinanden. Nogle sad med viden man ikke rigtigt fik brugt og sådan. Der kunne man virkelig mærke. Det er faren ved hvis man lader folk sidde meget individuelt med deres eget at man så ikke lige får informationen rundt og ikke får alles inputs med. Bentax var ved at finde fodfæste da vi var derude og det var vores proces påvirket af.

I: Havde du indtrykket af at det havde været anderledes før?

K: faktisk ikke. Jeg har hørt folk sige. Altså rose direktøren helt vildt – og det var mere ude fra, det er min oplevelse at der er mange folk udefra som har haft et indtryk af at Bentax har været et sted hvor mange gode relationer og at det var en virkelig dejlig familievirksomhed med ildsjæle. Og det var bare sådan, jeg kunne godt mærke at direktøren havde egenskaberne, han var en har mand og han var virkelig har at snakke med de få gange vi lige stødte på ham og han var også kort ovre at sige hej, så det tror jeg også at Bentax har været meget mærket af, at der har været nogle få personer som løftede det op og som ligesom har... men det har måske været et stort arbejde for de få som har lagt en dyd i at samtale lidt ekstra og være lidt gladere. Det var de der få personer som stadig gjorde det og direktøren som havde taget medarbejderne med sig under armen og fortælle at hende der om ham der havde han taget med og fleksjob og sådanne ting. Der var nogle de havde kær, men det var ikke en følelse af at være en del af en familie eller sådan... Jeg synes jeg har hørt at det har været der er og der er også nogle glimt af at det har været der. Der er jo mange som har været der i mange år og som har været glade for det.

I: hvis du skulle sætte 3 ord på kulturen i virksomheden?

K: hmm... så skulle det være, jamen, rodet eller ustruktureret og så skulle det være hurtigt, måske lidt for hurtigt til sådan at eksekvere på nogle ideer, som man ikke, ja det gik nok lidt for hurtigt nogle gang. Så ustruktureret og hurtigt. Konfliktfyldt tror jeg at jeg vil sige, ja på grund af ledelsen, ja hende der for eksempel hapsede lidt af fætteren. Der var sådan lidt en konfliktfyldt stemning og en del sygemeldinger og jeg var også ved selv at komme ind i en konflikt da jeg sagde noget forkert og spurgte ind til om det med de sygemeldte. Jeg sagde at de havde været igennem meget og blevet



happset ned af en der sagde ”hvad mener du?”. Jeg mente bare at der var sket meget på det sidste også spurgte hun om det var det jeg mente der havde gjort folk syge, altså det blev sagt virkelig hårdt og jeg var næsten ved at græde fordi det var så intenst at komme til at sige noget forkert. Der var en konfliktfyldt hvis man sagde noget forkert og det var også med til at jeg følte at lige præcis den medarbejder der havde sagt det til mig hende turde jeg ikke kigge på eller være i nærheden af og jeg turde slet ikke spørge HR om hjælp fordi hun gjorde det samme. Jeg var virkelig bange for at træde forkert, derfor konfliktfyldt, eller på grænsen til at blive det. Der var en der sagde til mig på et tidspunkt, ”vi har brug for sådan en blød HR medarbejder som dig, du ville kunne fikse det”, men det kan jeg ikke, jeg syntes at jeg prøvede at maile meget når jeg var der. Jeg spurgte for eksempel til det opfølgende møde ”hvordan kan det være at i ikke har en opslagstavle” for jeg syntes det ville være sundt for dem for eksempel at have månedens medarbejder eller sådan noget eller noget info om ting der skete, bare kommunikation. Jeg spurgte også ind til om deres onboarding, fordi vi også i gruppen ikke var blevet onboardet helt så godt. Jeg tror der var en ny en som startede samtidig med os, hvor der ikke var så meget hånd om den nye, så jeg prøvede meget da jeg var derude at prikke til dem og snakke lidt ekstra med folk og høre hvordan det gik med dem og sådan noget. Det var faktisk sjovt det har jeg ikke fået nævnt at der var lidt en dem og os følelse mellem værkstedet og kontoret.

I: Nå?

K: fordi lige så snart man gik ud på værkstedet, der var et værksted hvor de reparerede kaffemaskiner, jeg tror der var 6-7-8 medarbejdere fast og de var mega hyggelige, de hyggede sig helt vildt. Når vi kom derned var det befriende, vi grinte, det var hyggeligt. Der var ikke noget der, vi kunne spørge dem om alt. De var så søde dernede. Men så snart de kom ind i kantinen så var der mega anspændt og når de kom ud igen var det mega afslappet. Der var også hele sådan en case om noget så åndsvagt som et lille krus, men vi havde spottet at de brugte engangskrus nede i værkstedet og helt ærligt hvis man virkelig skal arbejde bæredygtigt så brugt man ikke 5 krus om dagen pr. medarbejder. Det var et nemt sted at starte. Så jeg spurgte ”har i nogle krus?” og de svarede ”nej vi har kun papkrus”. Men der var jo krus inde på kontoret, så må de bruge dem, det var nogle fine krus, sådan keramik agtigt. Men nej dem ville de ikke have med ud fordi det var et værksted og de kunne blive ædelagte. Det forstod jeg godt det ville jeg heller ikke have lyst til. Så jeg tog fat i HR medarbejderen allerede den 2. dag og sagde ”hvis du stikker mig en 50'er så går jeg ned og køber genbrugskrus til dem i værkstedet” og hun svarede ”hvorfor det?” jeg sagde ”jamen de bruger engangskrus, det er jo lidt åndsvagt, er det ikke det?” og svaret blev ”jamen de kunne da bruge de krus der er inde på

kontoret?” og jeg sagde ”ja, men de vidste ikke helt om de måtte bruge dem, men de havde ikke lyst til at bruge dem, fordi de var bange for at de blev beskidte” svaret var at ”det var ligegyldigt, de kan bare tage dem inde på kontoret, det med engangskrus det skal stoppe lige nu.”. Det var hendes holdning og jeg gik ned og sagde det på værkstedet, at det måtte bruge krusene på kontoret. Det gjorde de så ikke. Så en dag stablede vi nogle krus fra kantinen for at se om de blev brugt. Bare da vi kom ind med krusene var der en som tog fat i os og spurgte ”hvad laver i?”. Men der var stadig en ide om at dem måtte de ikke bruge, han var ikke sikker, han mente vi skulle spørge igen. Men jeg sagde at vi var helt sikre, men i alt den tid vi var der rørte de ikke de krus, de blev ved med at bruge plastikkrus og det var helt åndsvagt, helt ærligt. De ville bare gerne have genbrugskrus derned og jeg kunne ikke se problemet. Krusene kunne jo være lidt kulturskabende nede i det værksted. Kruset blev lidt symbolet på den forskel som var mellem kontoret og værkstedet, den måde som HR snakkede om dem, om at de bare kunne tage sig sammen og tage krusene fra kantinen, hvad skulle de bruge plastikkers til. Hvor jeg tænkte hvorfor kan du ikke bare høre på dine medarbejdere, de får dårlig samvittighed hvis de smadrer dem, helt ærligt havde jeg da heller ikke taget et Royal Copenhagen krus med ned på et værksted, det havde jeg ikke. Men der var virkelig en dem og os – de krus hører til kontoret og de kan jo bare, hvorfor skal de være sådan

I: Der blev lavet et problem ud af noget som ikke var?

K: fuldstændigt og det var næsten symbolsk for virksomheden, det fik tunet op for de usagte ting som var. Det var vildt sjovt, altså mærkeligt, den der dem og os. Dem på værkstedet havde sat pris på at der var nogen var kontoret som var kommet ned at snakke en gang imellem og inddraget dem, de spurgte selv ”hvorfor skal vi bruge de her plastikkrus” og da vi hørte dem og de fandt ud af at vi havde sagt det [til HR] så kom de bare med nye ideer og nye ideer. Jeg tror virkelig at de havde været brændt inde med noget og de blev sådan helt har i tænkt over det, har i tænkt over det. Så der var faktisk stadig den der følelse af at man var en del af noget, men den var meget begrænset til værkstedet, til de der mandemænd der gik rundt derned og skruede på maskiner, de var hyggelige. Hvis vi syntes det var for træls på kontoret gik vi ned på værkstedet og chit-chattede lidt.

I: hvornår var det at du var der?

K: Det var i oktober november, så lidt tid siden, men alligevel.

I: Er der nogle sidste kommentarer du gerne vil tilknytte?

K: nej, jeg tror det ikke. Det var det.