

Review questions week 10

[Business](#)



What are the similarities and differences between the cooperative culture and the adaptive culture? The similarity between the two cultural perspectives is that they both seek to enhance employee potential with a view to improving their potential within the organization. These two cultures allow innovations through flexibility, and creativity.

The significant difference arises from the fact that cooperative culture is designed to foster cooperation, team work and sharing within the organization. In this culture, the orientation is that employees should act and think like the owners of the organization rather than hired hands. In adaptive culture, employees are trained to respond to changing working conditions and environments. In that regard, they are trained on how to take risks and innovations.

How does a code of ethics help enforce ethical behavior in an organization? Code of ethics are significant to the organization because through them people in the organization create socially responsible behavior within the organization. Similarly, people within the organization enhance openness. On the same note, code of ethics emphasizes integrity within the organization. All these are possible because code of ethics creates an ethical environment where people observe binding factors that come in the form of mission and shared goals. In return, the organization has an effective leadership. Every leader has a duty to ensure that the organization has a code of ethics and the same is adhered to all the time.

What potential problems could develop in a case in which a leader is from a high-power-distance culture, but his followers are from a low-power-distance culture?

High power distance refers to situations in which, the leaders and the

followers do not usually interact as equals while in low power distance cultures, leaders and followers occasionally interact as equals. There are potential problems in situations where the leader comes from a high power distance culture and the followers from a low power distance culture. The problem could arise due to lack of contact, given that the followers would be willing to make contact with the leader who, on the other hand would not be willing to interact with them. Lack of interaction and difference in approaches could have an impact on the organization.

Describe the four underlying components of authentic leadership presented by Gardner and his associates.

Authentic leadership is the ability to make good decisions and communicate effectively with the rest of the team. Secondly, authentic leadership involves real commitment to the organization's goals and also committed to ensuring that the followers are equally motivated with an aim of ensuring achieving organization goals. Thirdly, they possess courage and strong character while discharging their duties in the organization. Fourthly, an authentic leader work hard to avoid failure because that would lead to distrust from the others. The essence of this leadership style is trust built and as such authentic leaders strive to work hard to avoid failure and distrust from the rest of the team.

What are the major obstacles often encountered in trying to achieve diversity

Despite the potential benefits of diversity, organizations encounter obstacles in achieving diversity and these relate to: ethnocentric belief; and this relates to the perception someone may have that that their culture and practices are superior to others. This could lead to discrimination. Another

obstacle is glass ceiling and this is the negative perception that organizations may have against women and minority groups, thereby denying them top leadership positions within the organization. The other is Stereotype and prejudice. This is the unsubstantiated that people who do not belong to the mainstream culture are inferior and incompetent in performing organization duties . The other obstacle is unfriendly work environment.

Reference

Lussier, Robert N. and Achua, Christopher F. (2013). Leadership: Theory, Application, & Skill Development (5th Ed.) South-Western: Cengage Learning.