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Business Education: How Culture and Leadership Impact Organizational Outcomes

Joyce LeMay, Chris Kaiser

Abstract

Leadership and organizational culture influence the outcomes of any business. Many companies look at various information to measure results but may not know how to manage the information or interpret it in a way to make ethical and effective decisions. Many organizational cultures are broken and leadership needs to better understand how culture impacts the required outcomes. This article reviews the demands of a broken culture and creative ways to impact culture to ensure effective organizational outcomes. In times of crisis, like COVID-19, organizational culture can direct, redirect, or worsen the desired outcomes. The ability to analyze, understand, and positively influence culture is essential for an organization to remain competitive in the 21st century.

Keywords: culture, organizational outcomes, culture wheel, crisis management

Culture is essential to all areas of our lives. In the workplace, leaders have an impact on the organizational culture and everyone has an ongoing voice in how the culture operates. This concept is foundational because the individual voices, which make up the collective culture, influence behaviors and norms and ultimately lead the transformation processes within the organization. Business leaders must learn to unlock how culture works and how to change it when needed to maintain a competitive advantage utilizing effective ethics, trust, and measurable metrics. One of the only guarantees in life, and in the workplace, is change. Nowhere is that more evident than in the information and technology arenas where the rate of change has accelerated. Culture is tied to information and technology and is unique in each organization, so leaders need to do a better job of understanding the culture before, during, and after employment. Each organization should have its mission, vision, and values clearly identified and the culture should be directly tied to those statements. It is the responsibility of organizational leadership to make these connections. Organizational culture

influences behavioral choices and thus measurable outcomes.

There are many ways to define culture. Some say it is what happens when we leave the room, or integrity in action. Others say culture stems from values, attitudes, practices, and the mission, and others say culture is what the Chief Executive Officer (CEO) states it to be (Morgan, 2015). A common definition is, "culture is best defined as the set of shared attitudes, values, behaviors and practices that are consistently displayed by the majority that characterizes an organization" (Singh, 2020, para. 3). Culture is complicated. A company may or may not have a clear mission, vision, or values statement. A company also may not have the right leaders in the right position to lead an effective business decision process. Organizations have to better understand the culture, use data and tools to better measure results, and know how to change the culture as an ongoing evolutionary process. The purpose of this application article is to better understand how culture and leadership influence the outcomes from any organization.

Culture, Leadership, and Human Resources Historical Perspectives

Culture is overseen by leaders in the organization and tends to be shared by the majority of employees. For example, the function of human resource management (HRM) has historically been a critical part of large organizations, but the term only became widely accepted in the 1940s. HRM refers to the design and application of process, information, and systems in an organization to ensure the use of talent management when accomplishing goals and outcomes (Daft & Phillips, 2009). The goals of HRM are to attract, develop, and maintain an effective workforce, and these goals fit well with the core principles of most workplace cultures.

Robert Greenleaf (2002) first coined the phrase servant leadership which is defined as leadership that shows an inward moral sense of what is right and wrong. "The one quality that is different between leadership that works and leadership, like servant leadership, is that it endures" (Greenleaf, 2002, p. 6). Greenleaf developed the servant leadership ideals in the 1970s and it was not a popular idea at that time. Management in the 1970s was based on a patriarchal, authoritative structure and servanthood was not part of the theory or practice. Greenleaf believed that people would follow a leader if trust was at the core (Greenleaf, 2002). Jim Collins (2005) in his book *Good to Great* took a deeper look at the servant leadership concept by identifying Level 5 Leadership. His research indicated that successful companies had leaders who consistently put the needs of the company above their own interests. Therefore, a Level 5 leader had a lack of ego and a willingness to help others to succeed which, in turn, helped the business to succeed (Collins, 2005). Servant leadership is not a list of activities; it is a matter of character and the heart. Regardless of position in an organization, everyone can be a servant leader and this role is essential to a healthy workplace culture.

When we consider how we should live, we often think of the recommendation to love our neighbor. When we look to apply this command, we usually think of a person close to where we live. However, the term neighbor could mean a relative, friend, peer, co-worker, or manager. A neighbor is anyone we come in contact with. Unfortunately, there are situations where people in the workplace mistreat and disrespect their co-workers. The problem is not the place of business, it is the fact that individuals choose not to treat others lovingly and respectfully. The role of HRM leaders is to help employees

understand and appreciate the unique value of each person. The primary way this is achieved is through leading by example and showing others in the organization how to manage the culture and ongoing change. Examples include providing adequate compensation and benefits, respecting rights of all, fair expectations and discipline, developing and nurturing, and speaking the truth in love (Baer, 2006). In the work place, we are neighbors to each other, but we are also ambassadors of a potentially effective work area. Michael Pregitzer (2008) lists the fundamental qualities and characteristics of an ambassador as having loyalty, humility, spirituality, integrity and love. The Ambassador Scorecard has four specific areas where those qualities are utilized. They are:

- Calling Perspective - How well am I loving others? Am I showing this daily?
- HR Perspective - What must I excel at? Do I have the HR knowledge to excel at the job?
- Business Perspective - Do I understand the business? Do I have business acumen?
- Cultural Perspective - What must I understand about the culture? What do I need to learn? (Pregitzer, 2008)

Each of these four areas is tied directly into accountability. Being an ambassador means caring for others. Accountability is intended to be a process in which we can encourage others, clarify direction, and build trust and security (Chewning et al., 1990). An HRM leader has the privilege of demonstrating love to others in every situation and in any work environment which encourages and leads to a healthy business culture.

Costs of Poor or Broken Culture

An unhealthy culture can be very harmful to organizations and individuals. It prevents the achievement of organizational objectives, and creates many negative outcomes like damaged relationships, decreased productivity, revenge, avoidance and aggression (Lussier, 2017). When unhealthy culture occurs, organizations and people suffer. It can weaken the resilience of those involved and can sometimes cause outstanding performers to leave the organization.

In the past five years, \$223 Billion is the cost of turnover due to workplace culture (Alonso, 2019). A competitive organization cannot afford to pay high

turnover costs just because of the lack of managing cultural issues. Johnny C. Taylor, Jr., President and CEO of the Society of Human Resource Management (SHRM), says that this high figure should push all CEOs to recognize the importance of culture. It is no longer just a minor idea on the side. Alonso (2019) stated, “There is a strong correlation between workplace culture, satisfied and engaged employees, and business productivity and profits” (p. 89). Some state that a broken culture is a toxic culture. One in five employees has searched for a role outside of the company because of the toxic culture. (Alonso, 2019).

Sometimes an area of culture is so bad that the culture is considered broken. This is dangerous for any organization since it usually leads to negative outcomes. Offices with walls and doors are not the cause of a broken culture. Instead, it is how we deal with the office environment that can cause the problem. If we silo ourselves away from others then we will have miscommunication or no communication. We need to avoid confusion and replace it with resolving conflicts, speaking honestly, focusing on mission, vision, and values and avoiding a toxic culture.

Figure 1
Broken Culture



Note. Broken Culture. Adapted from King, D. (2019). Why the most effective operations managers truly value great culture. Retrieved from: <https://xblog.xplane.com/why-the-most-effective-operations-managers-truly-value-great-culture>.

Results of a Gallup (Gallup Team, 2018) survey showed the following five situations most often leading to a broken culture:

1. Eroding identity in the marketplace and organization.

2. Declining customer engagement feedback – do we do anything with exit interview information? Do we ask new employees about our onboarding process and if we do, can we make a change?
3. Inability to attract world-class talent – can only fully attract if we are known as a healthy company culture?
4. Difficulty driving organic growth base on customer – employee interactions – we need systems that work in an organic culture.
5. Leadership initiative stalling out – have great ideas but do not have the follow-through. (Gallup Team, 2018).

Once a broken item in culture is formed it takes a great deal of time and effort to fix it. The goal is to manage the culture and enable employees and leaders to address items before they become broken.

Organizational Culture is Essential

Today’s organizations face many challenges when it comes to building their culture – whether they are aiming to create a culture that is more inclusive, innovative, adaptable, compliant, or digitally savvy. Change happens because there is an ease in changing jobs. Millennials tend to change in the workplace more quickly than Baby Boomers and the global culture leads to ongoing change. The following items summarize some key cultural assumptions that influence cultural change:

- Culture is key to unlocking an organization’s greatest potential with the diversity of people.
- Culture is different and unique to every organization which adds value.
- Culture attracts world-class talent because employees want a culture where they can grow.
- Actions speak louder than words so employees are looking for consistency in the messages.
- Culture must be monitored to determine impact because metrics matter in outcomes (Gallup Team, 2018).

Culture contains many moving parts and is complicated to manage. Most organizations do not have one department in charge of culture. Everyone is part of

the culture but some teams need to oversee how the culture is working and when changes should be made. Many times, the overseeing is assigned to the human resource department or a compliance officer. If this is the case, these departments and individuals need to be fully educated on how to manage the culture in the organization.

The best way to manage culture is to understand the Culture Wheel (Fonte Weaver, 2019). The Culture Wheel has nine areas that impact culture. Each organization determines which areas are most important or when change is needed. The nine areas are greater community, knowledge & stories, languages, traditions & rituals, techniques & skills, tools & objectives, the arts, food & drink, and values. Each area can have a unique impact on the culture and it takes effective leadership to help guide the organization through all nine areas within the Culture Wheel.

Figure 2
The Culture Wheel



Note. Adapted from Fonte Weaver, A. (2020). Celebrating our culture: The new how-to-guide. Retrieved from <https://www.bridgestogether.org/celebrating-our-culture-a-new-how-to-guide/>.

There are several real-world examples we can examine to see how culture directly impacts measurable outcomes. The first example deals with the Values item on the Culture Wheel. A large health insurance organization wanted to update and renew its values. Their existing values were outdated and employees did not even know how to incorporate them into their daily roles. To make the change, the organization

hired an author who wrote a book about culture and change (Senn and Hart, 2006). The author led this organization through a value update process. The key was that everyone was involved with a voice and the values were tied to performance outcomes. An organization should not just post the values but instead, they should get employees to buy-in with the process. This was a successful change for this organization and they saw a positive culture transformation as a result of the investment. This organization still utilizes the updated values system today.

An example from the Food & Drink item on the Culture Wheel also illustrates its use. If, for instance, a company stopped purchasing coffee for its employees by just announcing it as a change to policy and not seeking buy-in. This would be the Food & Drink part of the Culture Wheel. Many employees would feel upset, both because the coffee was taken away and because they were not consulted before the change was made. Without employee input and engagement, the challenges of the dealing with the items on the Culture Wheel will be higher and may cost employers more money.

One specific aspect to consider before using the Culture Wheel is understanding the recommended character traits needed to manage the wheel. The Six Pillars of Character were discussed by Larry C. Spears (2010) and are trustworthiness, respect, responsibility, fairness, caring, and citizenship. The key to these traits is that they should be deeply embedded in the forming, developing, and managing of culture. Since they are so important, they are difficult to change.

Culture and Crisis Management

A crisis like COVID-19 directly impacts organizational culture, and specifically the Culture Wheel. The culture is always impacting outcomes but if there are problems in the Culture Wheel that are not addressed, then in a crisis, there will be negative impacts. If the Culture Wheel is working properly then in times of crisis, the culture will help propel employees and organizations through the crisis.

One key area tied to effective culture in a crisis is the foundation of trust. Trust is critical in all situations but without trust the Culture Wheel will have conflicts in several areas. Specifically, trust is foundational to the Knowledge & Stories, Values, and Tradition & Rituals items on the Culture Wheel. Leaders cannot just say “trust me” but instead must have spent time building trust before a crisis so they

can effectively lead organizations through a crisis.

David Horsager (2009), CEO of Trust Edge Leadership Institute, describes eight pillars for leaders to build and develop trust.

1. Clarity – builds trust even during times of change.
2. Compassion – critical in time of crisis – pure intent.
3. Character – do what is right not easy.
4. Competency – stay fresh, relevant, and capable.
5. Commitment – even in diversity and challenges – through everything.
6. Connection – no silos – work as a team – collaboration.
7. Contribution – results are key.
8. Consistency – be reliable all the time (Horsager, 2009).

Horsager uses the “C” words to describe how to build trust but others use different words to define trust. Some words include honesty, faith, value, consistency, honor, transparency, compassion, and belief. The point is that trust is foundational to all organizational culture and building, developing, and maintaining trust will have a positive impact on the Culture Wheel and organizational outcomes.

Peterson and Cox (2020) shared research and best practices for leading and uniting employees through a crisis. One of their main messages was to care for and empower employees. If the company is healthy and has a meaningful, well kept, culture then any organization can lean into any crisis. Leaders need to start the talking by asking employees: How are you doing? How is your family? How has your job changed? How is the crisis impacting your life at work? These questions demonstrate that the leaders are connected to the key elements, the employees, and are willing to listen to various issues and concerns. No leader can solve all problems, but listening is a first key step in continuing to build relationships between employees and employers.

Employees will often fill in where there are questions and issues. At O.C. Tanner, employees stepped right in and started making face shields before the CEO, Peterson, even knew to start the project. Peterson

stated that this was because the trust was already built. This is a sign of a healthy organization because when there is doubt, culture will demonstrate the next steps. Story-telling is part of each work culture and will become the history of the organization. The organization’s culture gets shaped, formed, developed, and can shine during a crisis (Peterson & Cox, 2020).

Another area to look into is transparency versus confidentiality. All areas of the Culture Wheel need to demonstrate some level of transparency and in a crisis situation, transparency becomes even more important. Leaders need to understand the need for confidentiality but also the need for transparency regarding challenges, issues, new or updated policies and decision-making process. Demonstrating transparency increases the trust level and an O.C Tanner survey stated that in April of 2020 only 53% of employers demonstrated transparency (Peterson & Cox, 2020). Leaders need to determine what to share, when to share, and how much depth to share when being transparent.

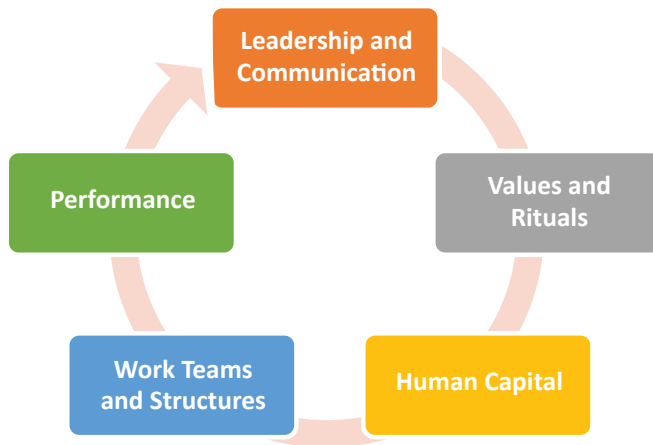
In a crisis, there needs to be a clear plan that is clearly communicated with all stakeholders. The key to managing in a crisis is to ensure each leader is educated from a variety of reliable sources (Nevins, 2020) like the World Health Organization (WHO), Center for Disease Control and Prevention (CDC), and government agencies. In a crisis, items change every day, hour, and minute so each leader needs a strong source of people to be on an active team to listen and be aware of all issues. All leaders need to be flexible, adaptive, and able to make quick decisions. In American culture, we tend to have these abilities, but in a crisis, everything needs to be done quicker with immediate results. Leaders need to continually invest in the Culture Wheel areas to ensure a culture that is ready for times of crisis and in times of normal organizational functioning.

Changing Culture and Leadership

One key area to look at in managing or fixing culture is the Five Drivers of Culture (Gallup Team, 2018). The five drivers are leadership and communication, values and rituals, human capital, work teams and structures, and performance. Leadership and communication are essential to all organizations. Leaders need to speak honestly and be trusted by matching their actions to their words. When this does not happen, it is hard to move or change culture. For example, if leadership stated they wanted all call center employees to listen to the customer and take time to solve the problems, regardless of the time, then the employee understands the goals. However,

when performance review time comes and the call center employees are measured on how many calls they manage and the duration of the calls, then the performance does not meet the outcomes as described. In this situation, there would likely be a great deal of confusion and anger.

Figure 3
Five Drivers of Culture



Note. Adapted from Schein, E.H. (2004). *Organizational culture and leadership*. San Francisco, CA: Jossey-Bass.

According to Schein (2004), Leadership Communication is one of the most powerful mechanisms for cultural change. Another organizational example of cultural change comes from a public organization that was trying to change its culture around training and development (Schein, 2004). This organization faced challenges with employee engagement in both mandatory and elective training. The organizational leaders first completed an assessment of employee engagement through surveys and focus groups. Leaders measured and assessed the results, and through the process learned employees wanted to have a voice in the types of training offered and the delivery methods. The leaders paid attention to this and created a training advisory board which consisted of employees from each of the organizational teams. This advisory board met monthly to discuss current training issues and opportunities for future training topics. Through this board, employees now have a voice in the process and employee engagement in training has improved significantly. The organizational culture has improved dramatically due to the leaders' commitment to measure and influence employee engagement.

Values and Rituals are the second part of the five drivers of culture and are a part of every organization (Schein, 2004). Most behavior choices are tied to

values which can be personal or organizational. Organizations need the values to be evident to employees so the best decisions can be accomplished into measurable outcomes. A 2018 Gallup poll stated that "23% of US employees strongly agree that they can apply their organizations' values to their work every day" (Gallup Team, 2018, p. 15). What about the other 77% of employees? What is happening to their choices and behaviors if they are not aligned with the values? More research needs to be done in this area to better understand Values and Rituals.

The third driver is Human Capital and is key to any organization and its culture (Schein, 2004). Organizations generally have hiring, engagement, development, and termination procedures and policies. Diversity and inclusion are essential in all organizations because people who approach problems differently allow teams to find the best solutions as they challenge norms and assumptions. However, we also need to ensure that at their core, all employees understand the organization's mission, vision, and values which ultimately tie to outcomes. Leaders must oversee this area and coach managers and employees to ensure comprehension and best outcomes. Organizations could follow standard layoff procedures but not care for the employee in the process and hurt the culture with lack of empathy. Therefore, Human Capital must always be monitored and maintained to sustain a healthy culture.

Work Team and Structures is the fourth driver and it influences our daily lives at work (Schein, 2004). Every organization has both teams and structure but some work well and others need to be refined. It is hard to change because we get stuck in our ways but it is essential to have conversations and discuss appropriate changes. Finally, we need to look at Performance, the fifth part of Drivers of Culture (Schein, 2004). So many organizations are debating how and when to look at performance but if you want to evaluate behavior and choices then some type of performance management is an asset for the organization.

Another effective tool in implementing organizational change can be found in the work of Kotter (2005). Kotter's Change Model can be an effective tool for organizational leaders to use in managing any type of cultural change. By making sure each of the steps in the model is followed, change can be more easily facilitated. The steps in the model include:

1. Create a sense of urgency – help followers see the need for cultural change.
2. Pull together a guiding team – ensure a diverse, influential team is leading the change.

3. Develop the vision and strategy – use the team to clarify the goals and how to reach them.
4. Communicate for understanding and buy-in – make sure followers understand and accept the path to organizational change.
5. Empower others to act – support and remove barriers for those who are enacting the change process.
6. Produce short-term wins – create visible successes and celebrate them along the way.
7. Do not let up – be relentless in implementing each step in the process until the vision is reality.
8. Create a new culture – hold on to the new ways of completing tasks, until they become the new normal (Kotter, 1996).

Following the steps of Kotter’s Change Model can help leaders guide effective organizational change. The first step, creating a sense of urgency, is vital to the success of the change process. If this step is missed, organizational change can be much more difficult. In addition, changing organizational culture can be an enormous undertaking, but can certainly be done if all of the steps are followed (Kotter, 1996).

Specific Examples of Results

All organizations and departments should know what they are measuring and track the results. Too many organizations set only large goals but do not track smaller department goals and results. The following example is from a University that demonstrates how the results are tracked and measured. In August 2017, a department was told they could design a new workspace for the work team. They were thrilled with this news but also knew designing a new space (7000 square feet) would mean they would have a lot of latitude but also many challenges during the planning and development phases. What they did was to first review the mission, vision, and values. They decided these were intact and did not need revision; however, they did want more values tied specifically to the purpose of the new workspace. Next, a team evaluated the workspace to plan and build the ideal space. They had to make both large decisions (how big will the offices be) and small decisions (door handles). The timeline was short and they only had seven months to finalize the decisions and plans

before they started building. They moved in six months after the building began and just recently completed their first year in the new space.

What they learned was that the core values led the way through the process and decisions. Those involved did not always agree, but everyone was able to use their voice and the lens used led to continued commitment from all as they built the new office space. At the beginning of the 2019 academic year, one year after being in the new workspace, this particular department’s new student enrollment increased by 35%. This incredible increase was more than double the original goal of 15%. They used the following guidelines in the process of leadership and cultural change:

- Get everyone involved including alumni, students, employers, faculty, staff, administrators, and other stakeholders.
- Gather input and make decisions tied to mission, vision, and values.
- Do not make quick decisions as there is a huge cost to change. It is better to think through decisions before spending the dollars and making changes.
- Data matters. Gather information in various surveys and meetings so all voices are heard.
- Once the changes are made, share them with all stakeholders.

When making changes to culture, Christian Folz (2016) shares ten items of guidance. They are: define a set of desired values and behaviors, align culture with strategy and processes, connect culture and accountability, have visible proponents, define the non-negotiables, align your culture with your brand, measure it, don’t rush it, invest now, and be bold and lead (Folz, 2016). While going through the process of developing the new workspace the university stakeholders followed these principles. Instead of having fear, it is better to have a plan and work through the challenges and details. When strategy and leadership are aligned, a strong culture helps to provide positive results (Groysberg et al., 2018).

Tools to Analyze Data

There are several tools, or resources, that can be used to change and impact culture. The key to maximizing the tools is ensuring everyone knows how to use them appropriately and does so regularly.

It is important to strategically evaluate the goals and use the proper tool to enable employees to achieve peak performance and preferable outcomes. Some tools have more specific applications and uses while others are universal and can be more regularly applied.

The first tool is the Scorecard or Dashboard. Many have heard of this tool but many organizations and departments do not use it. Scorecards measure specific outcomes and should be reviewed regularly and on an ongoing basis. Some items are measured weekly and others monthly or quarterly. It is not recommended to review the Scorecard on only an annual basis but if the history of review is built into the process, then an ongoing and annual review is recommended to review trends. The tool is used best when the measurements continually demonstrate trends with specific outcomes. One shortfall of this tool is often the wide range of variables that can be tracked. Each organization should evaluate which metrics are most important to them based on their goals and desired outcomes. It is recommended each organization choose a few that are tied to the mission, vision, and values. Some organizations tie Scorecard metrics to performance measurables and decision-making processes. This is done to ensure the organizations are truly using the Scorecard in an ongoing and progressive manner.

Another data analysis tool is Ask Why 5 Times (Mind Tools Content Team, 2020). The key usage is to have a problem and ask why five times to get deeper into the possible root causes of the issue which can then

be directly addressed. Typically, if we ask why once or twice, we do not get to the depth needed to solve the problem appropriately. If the culture goal is to dig deep into problem-solving, then adding Ask Why 5 Times will allow for greater problem-solving.

In the example in Table 1, it is clear the result is handled differently by asking the why more times. Each time the question is asked there is more information given and the solution is more effective when the root of the problems is identified.

The third data analysis tool was created by Dr. Edward deBono (deBono, 2019) who was nominated for the Nobel Prize for Economics in 2005. He is even better known for his creative thinking and ability to teach innovation and problem-solving skills around the world. He invented the Six Thinking Hat technique that organizations around the world use to solve problems creatively and to ensure a full thinking process took place before making a final decision. The six hats are critical to the thinking process and can successfully maintain and change the culture as needed. Each hat represents a certain thinking process and will impact discussions in a healthy manner.

The White Hat thinking is the data and information needed to define the problem. The opposite is the Red Hat which looks at feeling, hunches, and intuition. This allows us to understand that feelings are part of the solution. The Black Hat is very useful because it is the logical negative. It helps to look at why the solution does not fit with the organization

Table 1
Example of Ask Why 5 Times

Problem: Customer will not pay for brochures that were printed.		
Ask	Response	Possible Solution
Why?	Delivery was late so the brochures could not be used.	Write up employee for being late with order.
Why?	Job took longer than expected.	Spend more time training so jobs won't take too long.
Why?	Ran out of ink.	Have a large supply of ink on hand so organization can do last-minute orders.
Why?	Ink was used on larger, last-minute project.	Stop taking last-minute orders but that will reduce overall revenue.
Why?	Could not get more ink from supplier at last minute.	Find a supplier that can deliver ink same day so company can take last minute orders and stay on schedule.

Note. Mind Tools Content Team (2020)

within policy, ethics, values, systems or other areas of the organization. It is critical not to overuse the Black Hat but to balance it with other hats too. The Yellow Hat is the logical positive hat and looks at the feasibility, benefits, and advantages of the solution. The Blue Hat is used to manage the logistics. This is the process of thinking and reviews how a decision would be implemented. The Green Hat is tied to being creative in the solution options. It has new ideas and possibilities which may not have been thought of in the past. This helps the employees to think outside of the normal processes to be creative and come up with other ideas which normally would not be thought through (deBono, 2019). It takes time to learn how to use the Six Hats but once learned it helps the organization to use a variety of thinking, to bring more information to the decision team, and helps the teams to come with better, feasible solutions. This demonstrates a true diversity of thought and can be identified as a strength of the team when solving issues and managing culture.

Conclusion

Culture is the heart and soul of all organizations and is constantly evolving and changing. Every organization needs to measure the culture based on mission, vision, and values. However, that is just scratching the surface of culture and leadership. Various teams need to go deeper and utilize different tools regularly to measure outcomes and promote positive results. This takes time and energy to attain and track accurate measurements. However, the insight gained is well worth the investment.

Organizational culture and leadership are transformed with critical traits such as honesty, trust, integrity, and forgiveness in the process. These traits take time to develop and having accountability along the way helps to ensure the traits are used consistently. If any of these traits are lacking or missing altogether, the tools can become misused or abuse and lead to negative outcomes which can be unethical or even illegal. We must understand what constitutes a broken culture, the values in an effective culture, how to use information to influence culture, and use tools to engage employees in maintaining a healthy culture.

Leaders have a unique opportunity to respond to culture in a professional manner, by helping followers to navigate the journey of cultural change. The good news is organizational culture change can be effectively navigated through integrating effective, proactive systems and approaches. The tools and models discussed provide administrative oversight

of the process while upholding the mission, vision, and values of the organization.

Organizations must understand the importance of culture and leadership and make sure the decisions and outcomes are based on positive traits, healthy conflict, and ongoing accountability to ensure the organizations are managed effectively. That means the workplace too, since we spend a lot of time in the work place. Leaders are ambassadors and we should strive to ensure all decisions positively reflect care as a part of the decision-making process. Leadership and culture affect all we do in our organizations and each department and person can influence the measured outcomes in a positive or negative way. The goal is to have positive outcomes shared by all stakeholders.

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