

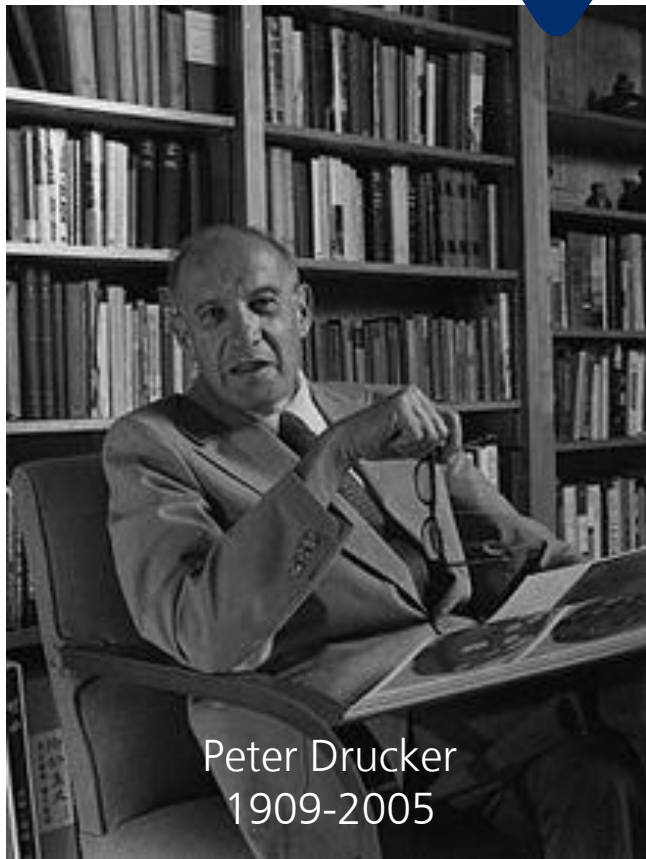


Culture Eats Strategy (and Leadership) for Breakfast

Dr. Sebastian Kunert



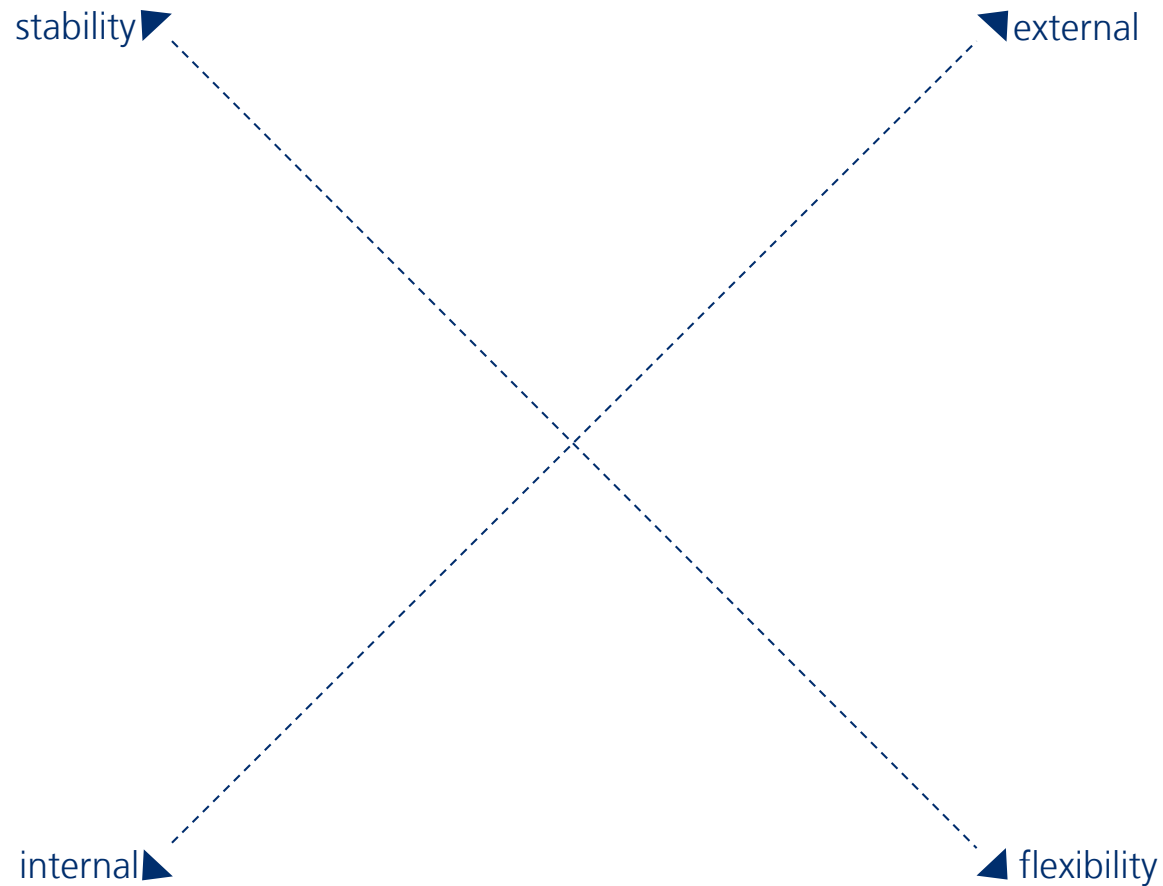
CULTURE EATS STRATEGY FOR
BREAKFAST



Peter Drucker
1909-2005

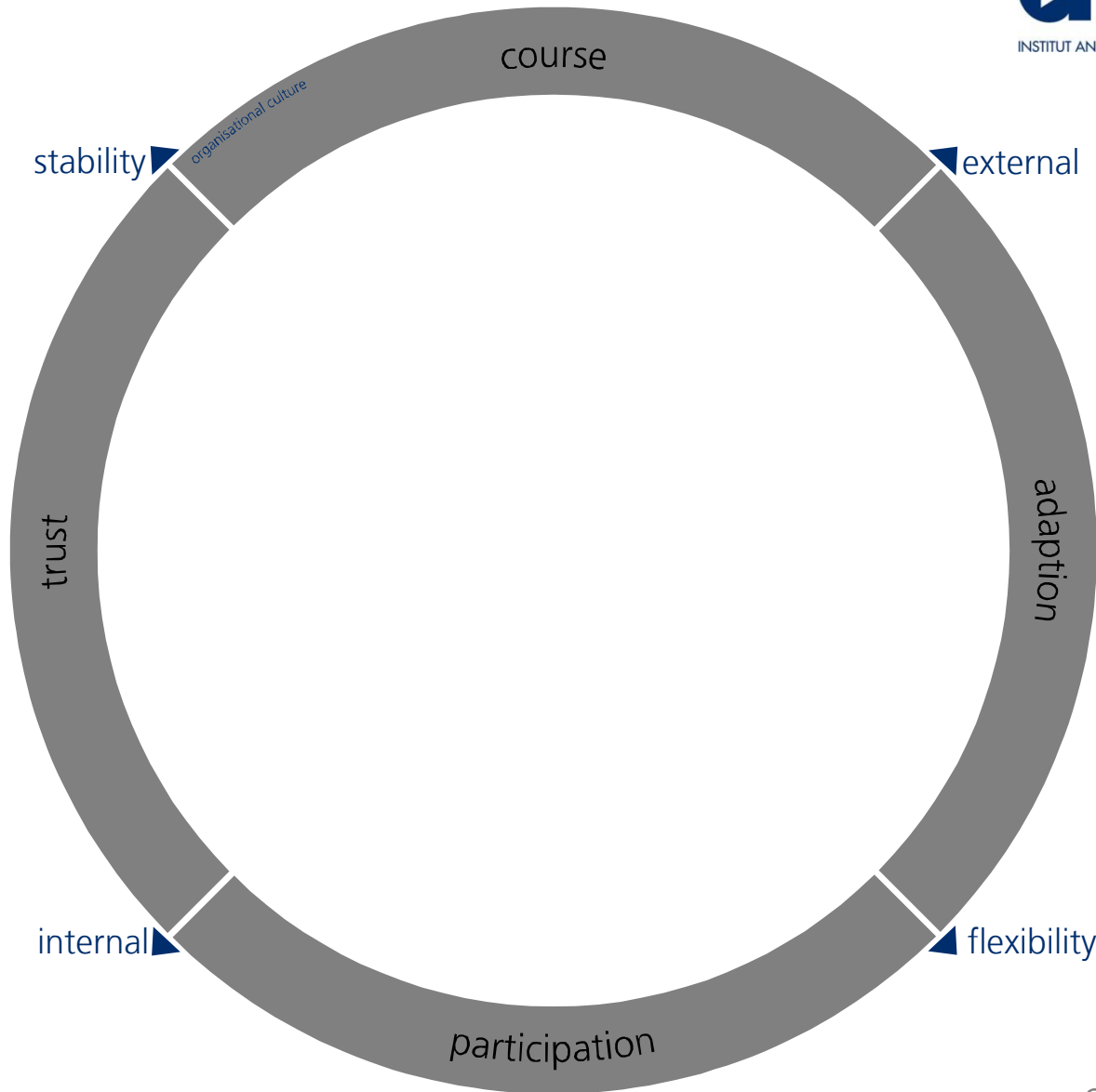


Talcott Parsons
1902-1979

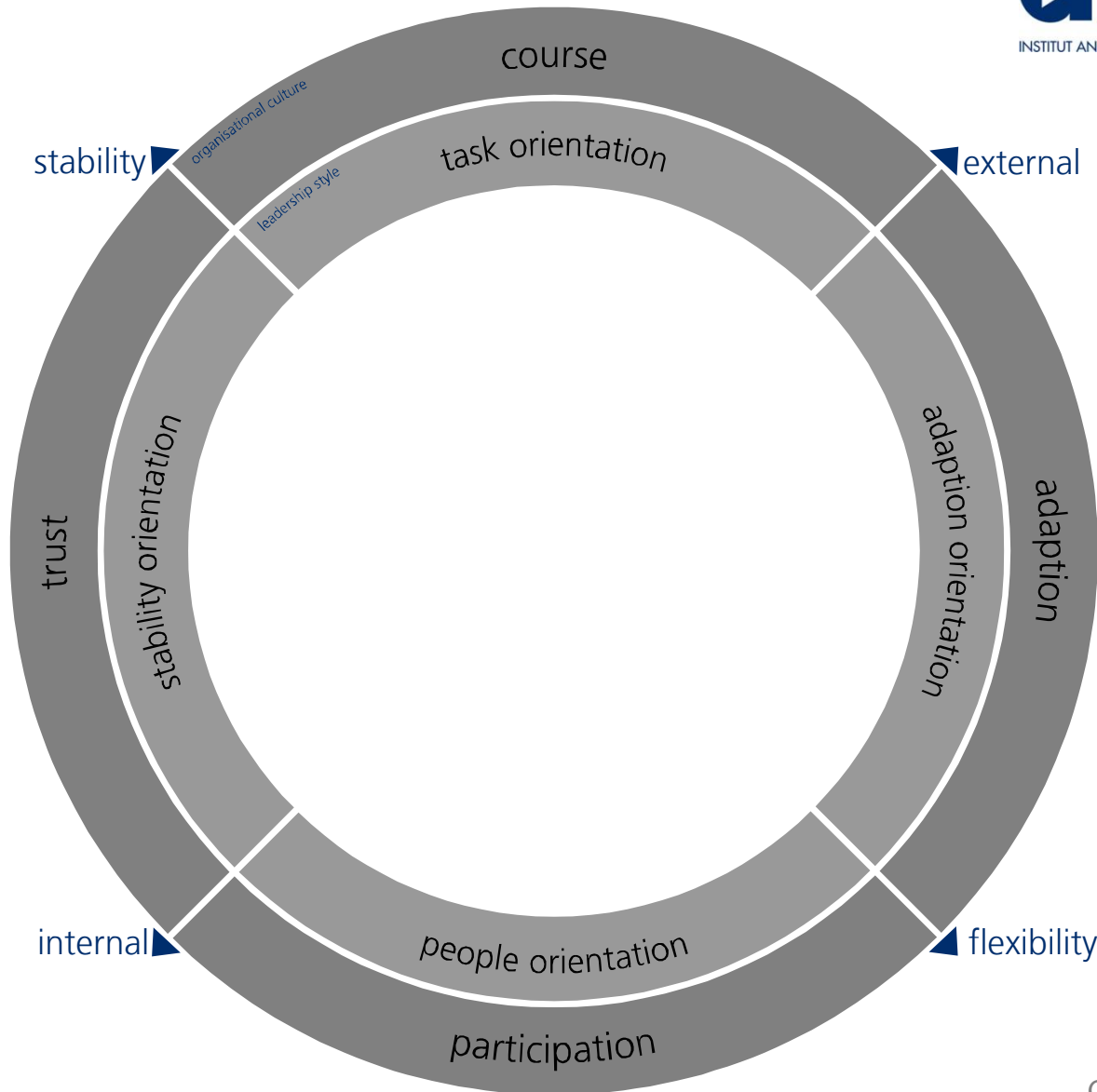


Parsons(1951, 1961)

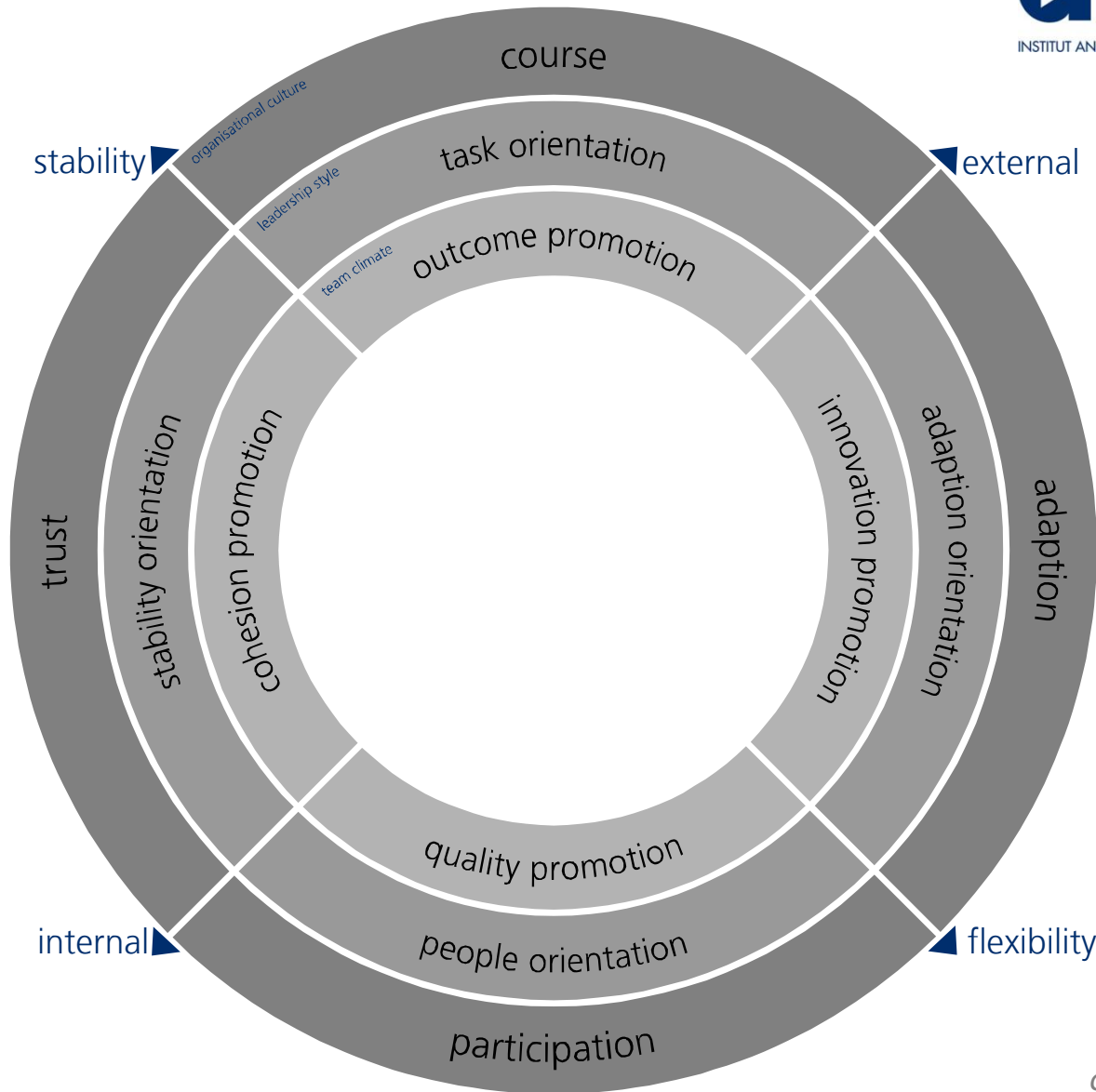
modul_or
Modular Inventory for Organisational Research



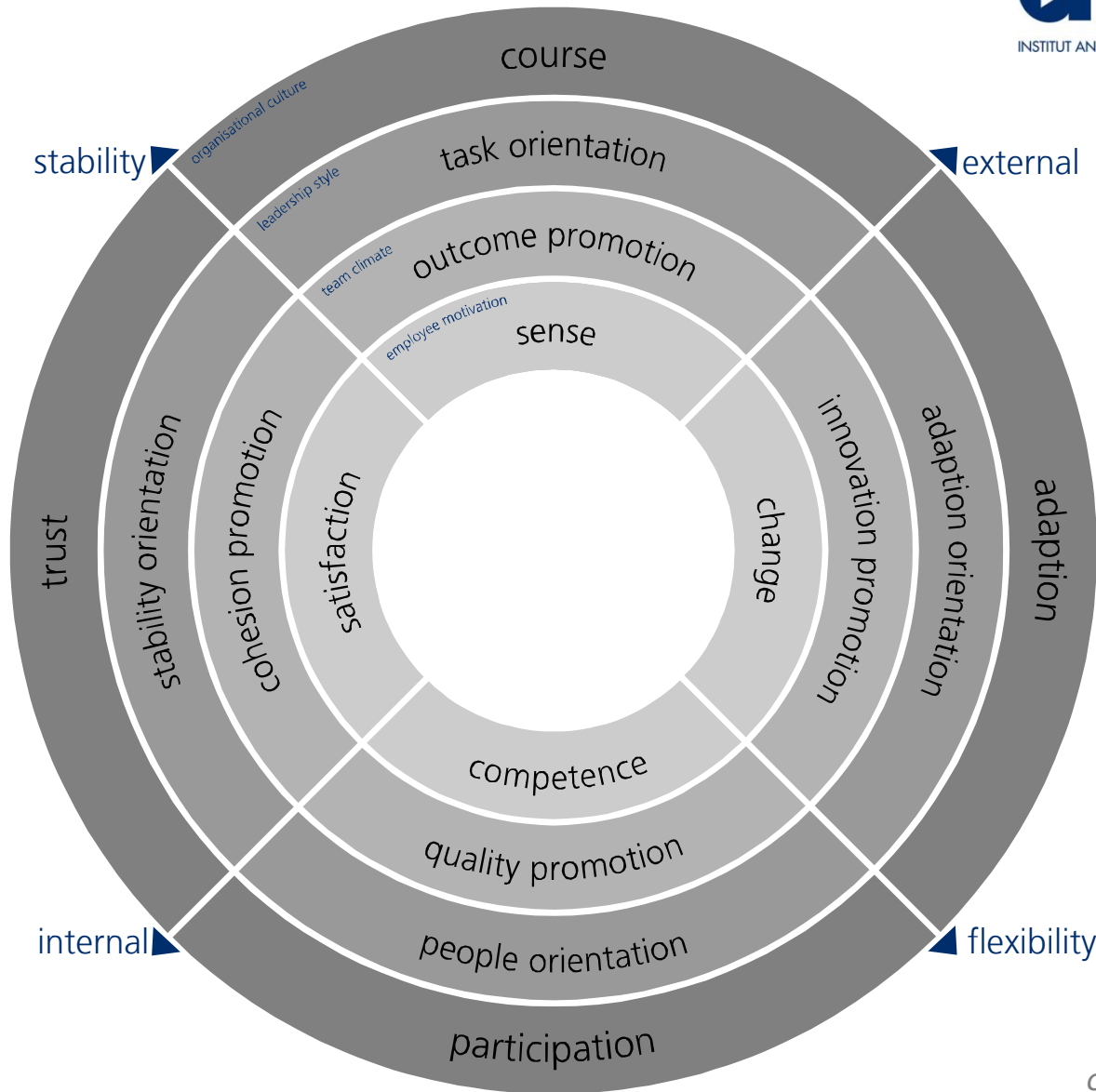
cf. Kunert (2016)



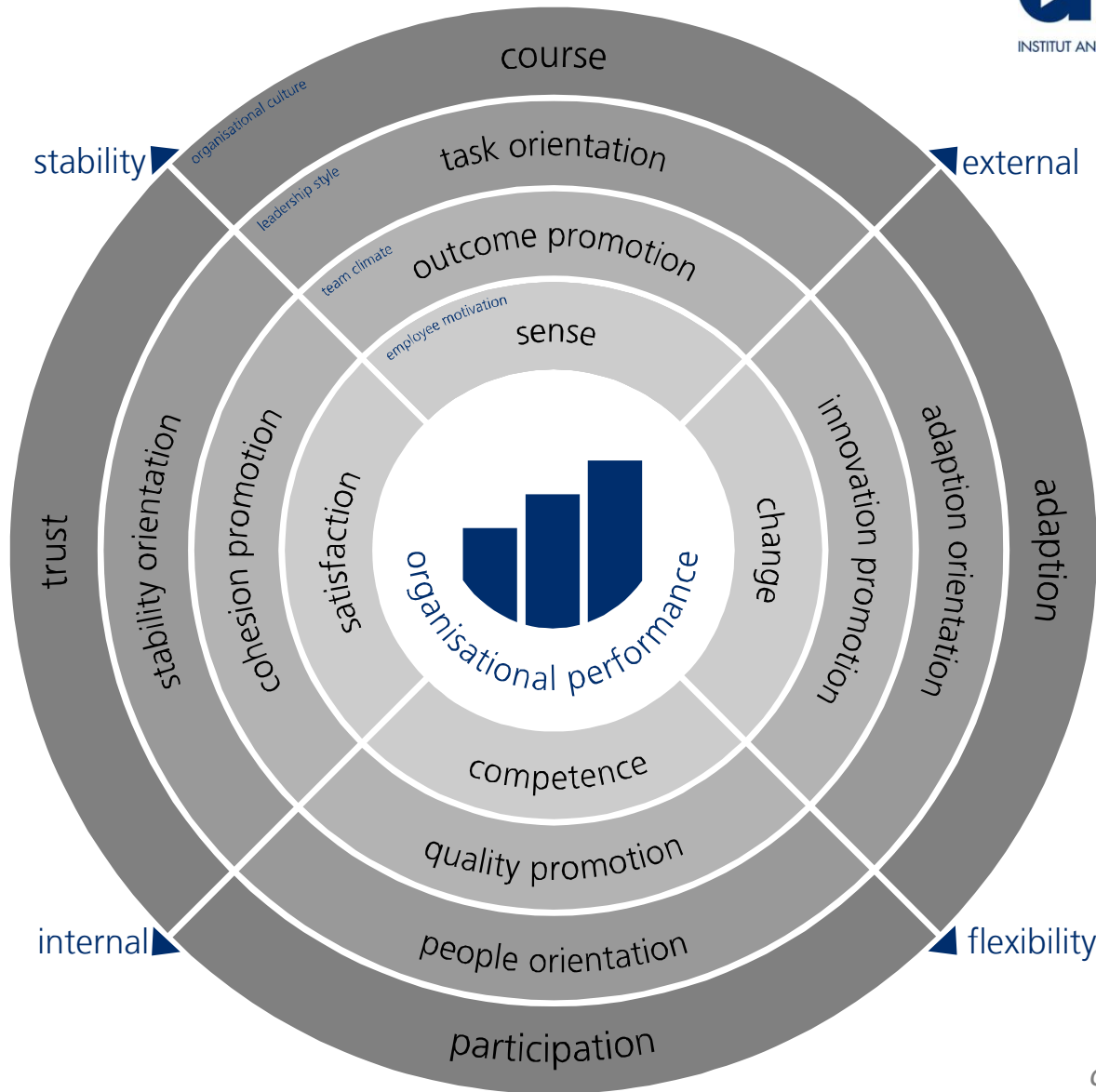
cf. Kunert (2016)



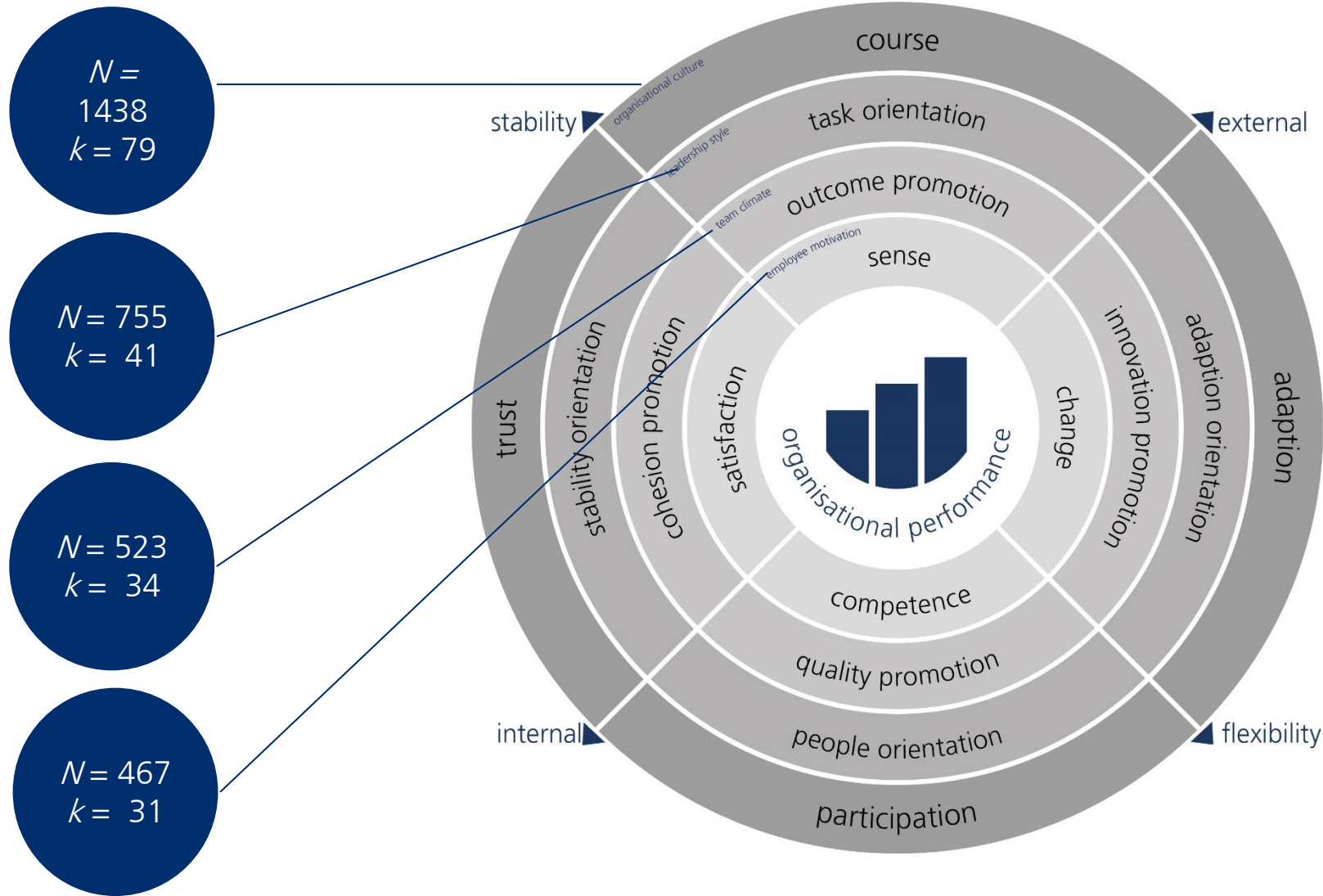
cf. Kunert (2016)



cf. Kunert (2016)



cf. Kunert (2016)





Themenfelder

Uncategorized

Coaching

Führung

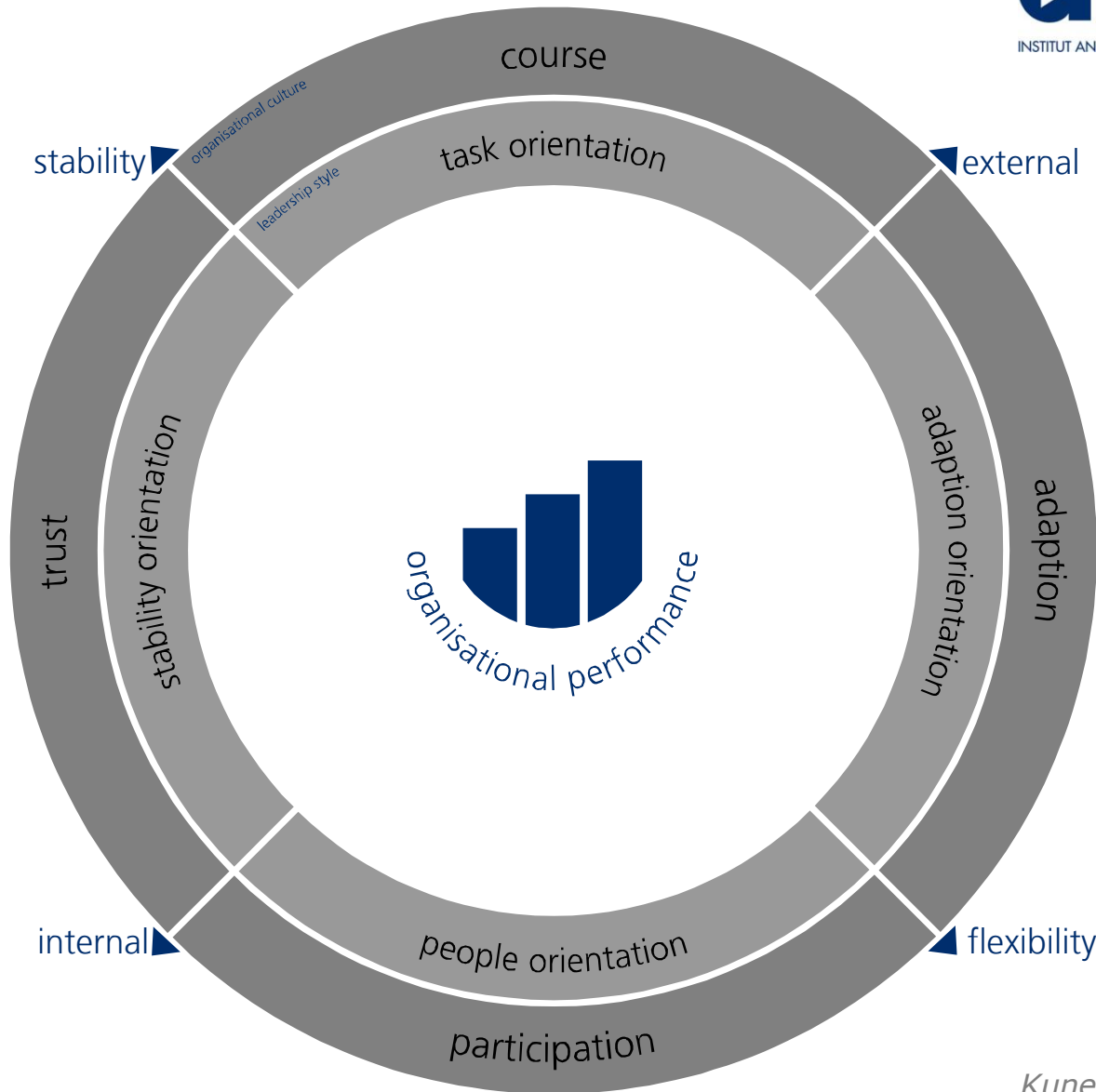


Das modulare Inventar zur Organisationsdiagnose (modul-or)

20. April 2016

- Dr. Sebastian Kunert





Kunert & Buber (2017)

DOES ORGANISATIONAL CULTURE
AFFECT ORGANISATIONAL
PERFORMANCE?





URL: <https://pingo.coactum.de>

CODE: 520134

Table 1: Correlation matrix of variables for organizational culture

	1.1	1.2	1.3	1.4
1.1 Course	1			
1.2 Adaptation	.49	1		
1.3 Participation	.6	.47	1	
1.4 Trust	.62	.48	.61	1
5 Organizational Performance	.45	.36	.44	.45

Brown, Schmied & Tarondeau (2002):

Meta-Analysis: General and strong effect, regardless of definitions.

Damanpour (1991):

Meta-Analyses : No differences between organisations from different domains.

Wang & Rafiq (2014):

No differences between organisations from different countries.

DOES LEADERSHIP AFFECT
ORGANISATIONAL
PERFORMANCE?



Table 2: Correlation matrix of variables for leadership styles

	2.1	2.2	2.3	2.4
2.1 Task orientation	1			
2.2 Adaptation orientation	.68	1		
2.3 People orientation	.76	.66	1	
2.4 Stability Orientation	.81	.63	.75	1
5 Organizational Performance	.4	.4	.4	.42

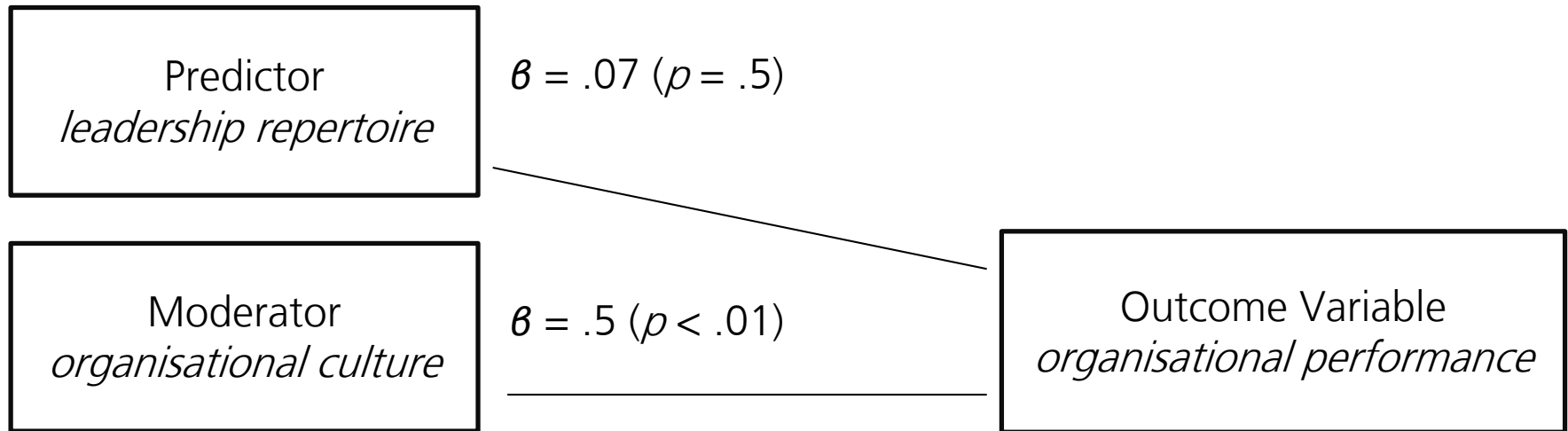
DeRue, Nahrgang, Wellmann, & Humphrey (2011):
Meta-Analysis: effect is strong regardless of definitions and outcome variables.

*Rosing, Frese & Bausch (2011), Blake & Mouton (1964),
Tushman & O'Reilly (1996), Wang & Rafiq (2014), Yukl (2008):*
Repertoire approach is the currently best predicting way.

Quinn (1988), Hooijberg (1996):
The Parsons-Modell shows high potential to illustrate leadership repertoires.

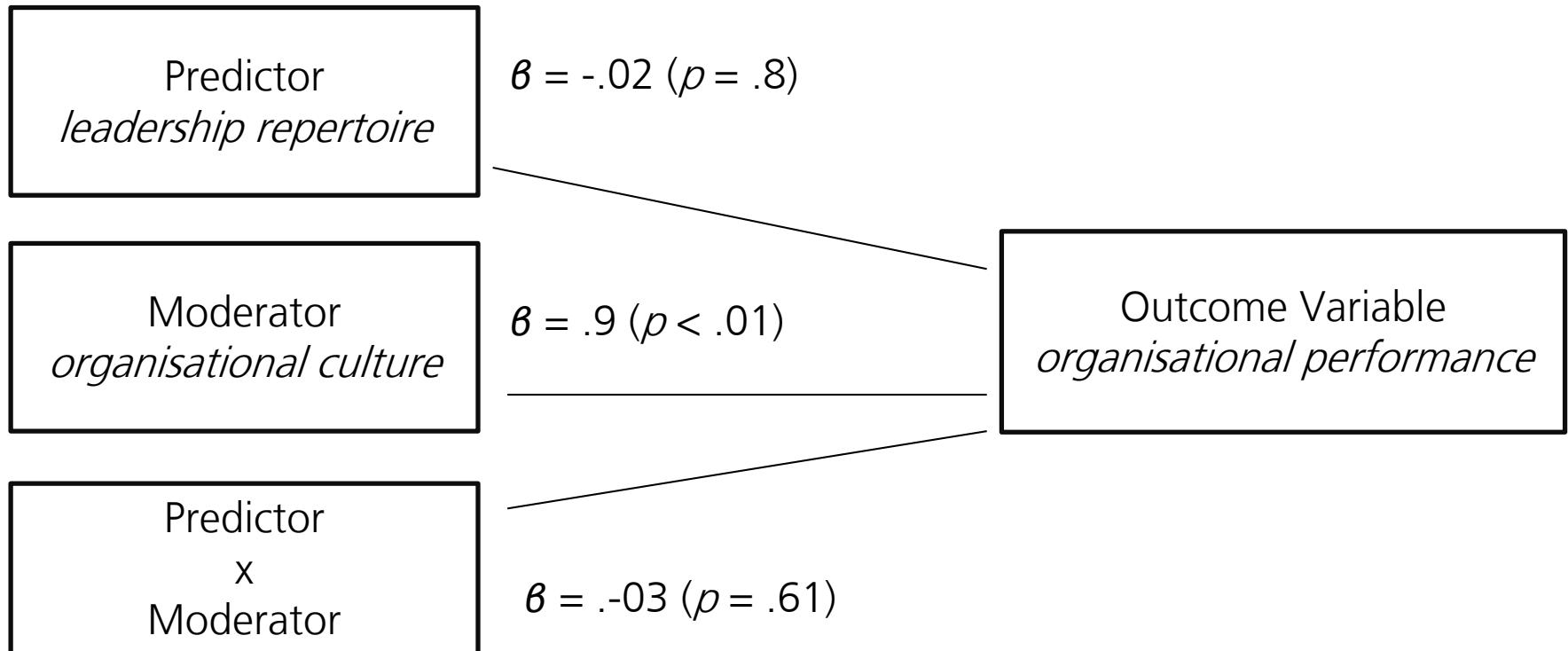
WHAT AFFECTS ORGANISATIONAL
PERFORMANCE MORE:
ORGANISATIONAL CULTURE OR
LEADERSHIP?





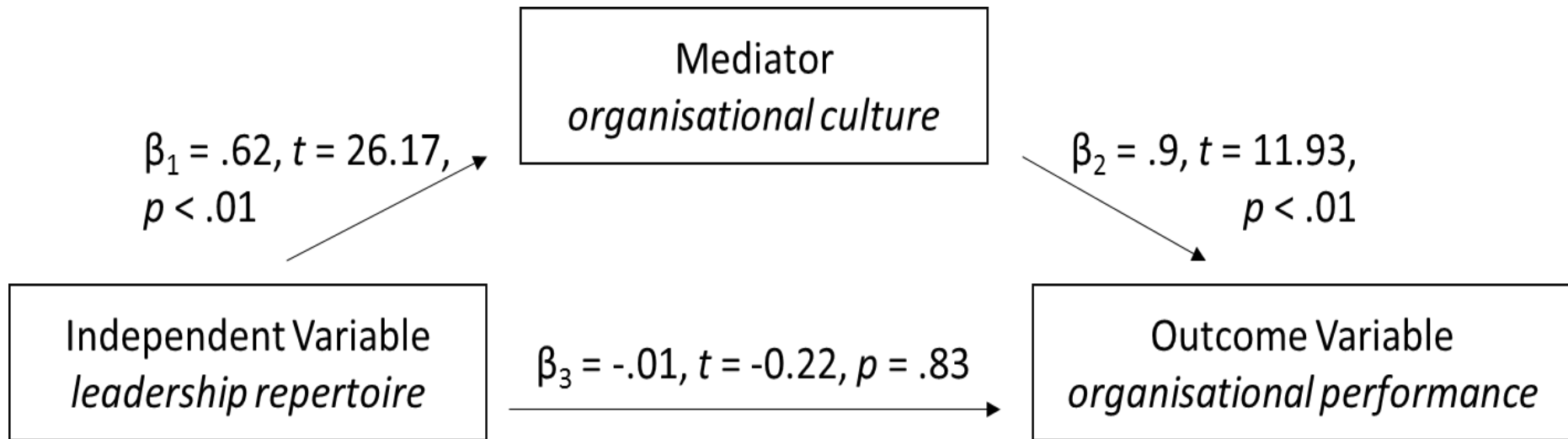
Multiple regression

($R^2 = .3$)



Moderator analysis

($R^2 = .37$)



Mediator analysis

($R^2 = .56$)

Lok & Crawford (2004); Nystrom, Ramamurthy & Wilson (2002):

Intercultural Study: Organisational culture & leadership contribute to satisfaction & commitment, but no connection between corporate values and leadership styles.

Lau & Ngo (2004):

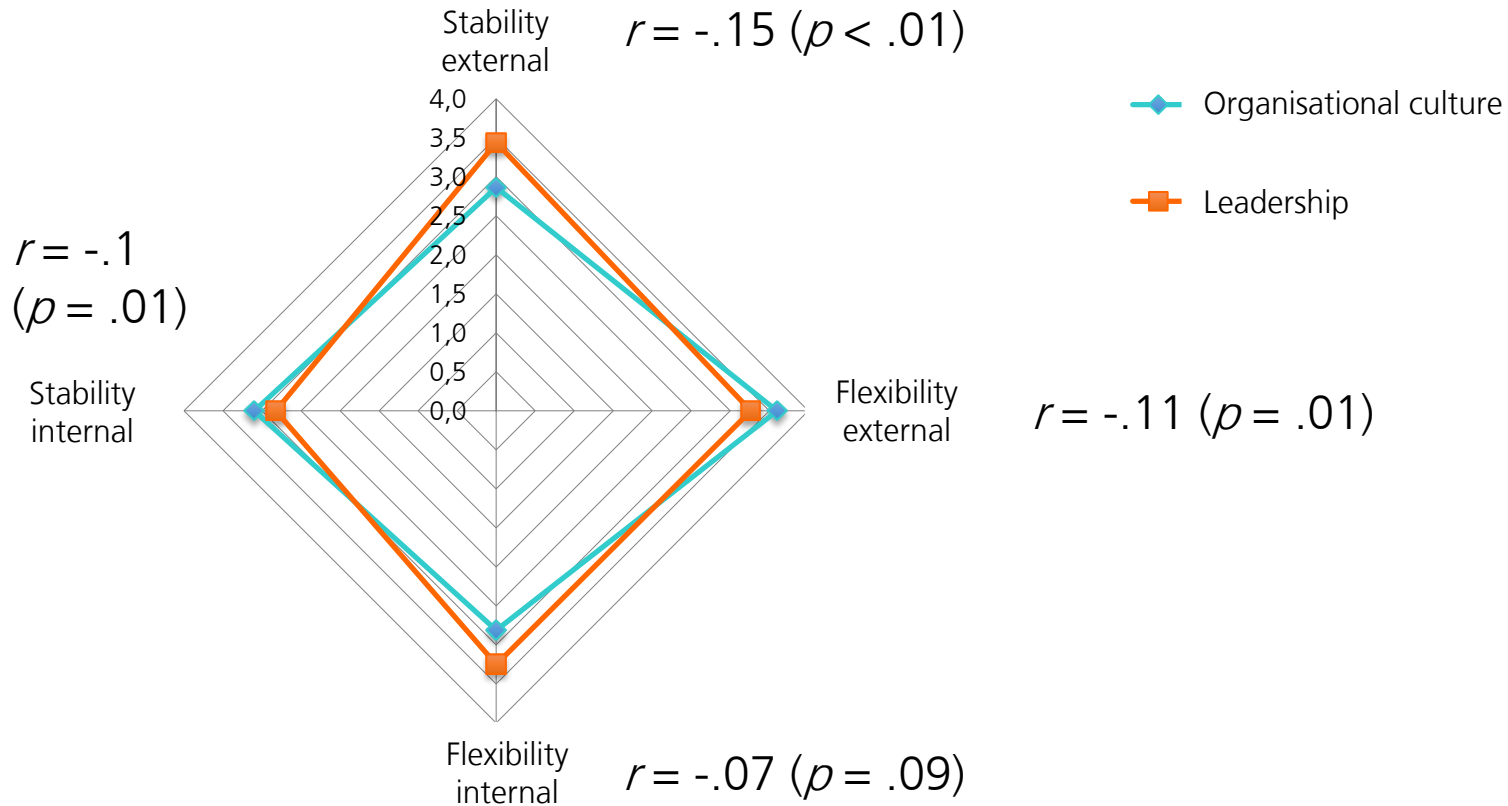
No relation between manager's personality and organisational culture.

Ogbonna & Harris (2000); Parry & Proctor-Thomson (2003):
Mediation effect of leadership on performance via organisational culture.

O'Reilly et al. (2014):
Relation between manager's personality and organisational culture.

HOW IMPORTANT IS A FIT / MISFIT
BETWEEN ORGANISATIONAL CULTURE
AND LEADERSHIP?



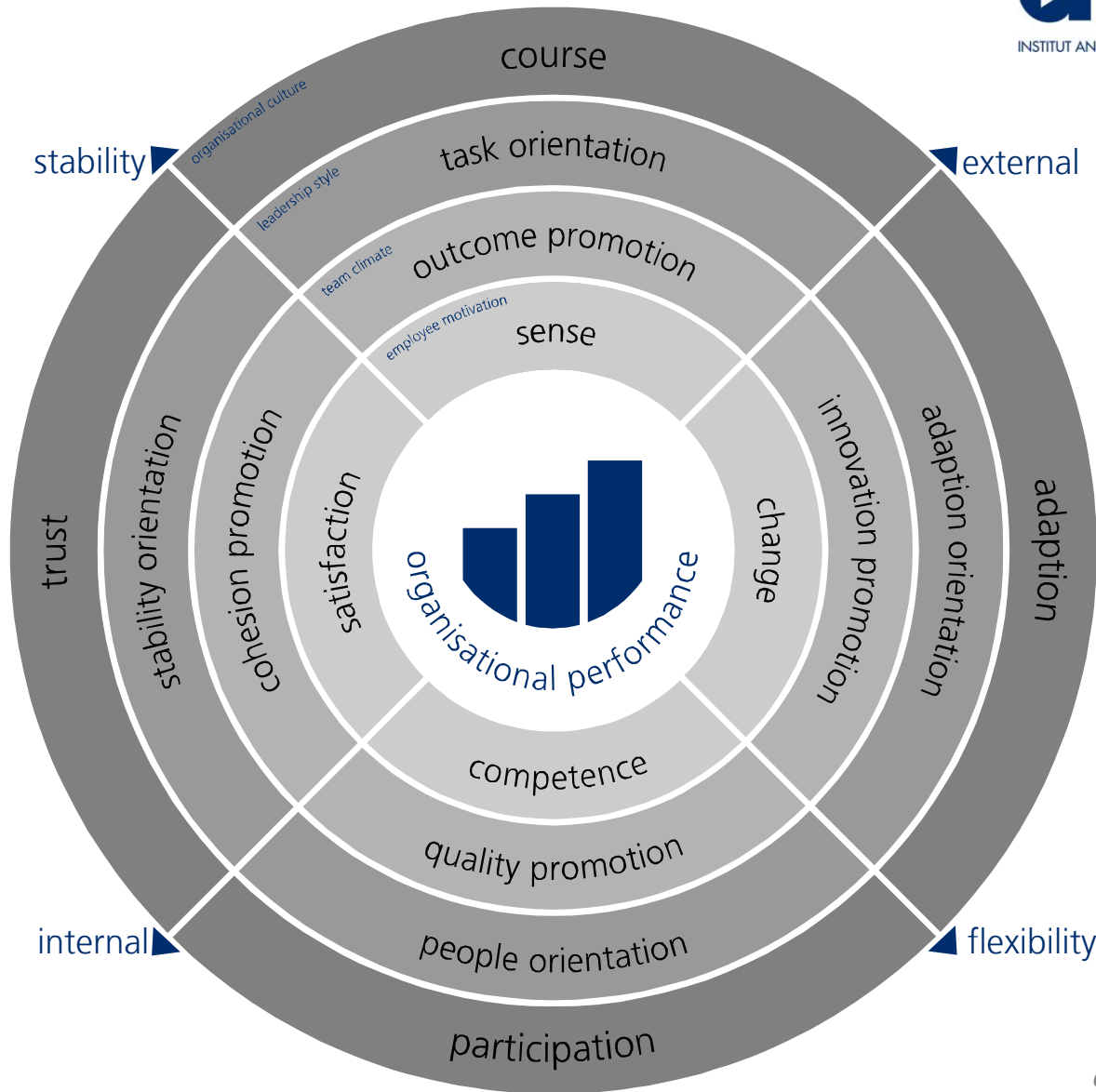


Giessner, van Knippenberg, & Sleebos, (2009); Kristof-Brown, Zimmerman, & Johnson (2005); Jun and Shin (1995):

Fit hypothesis: Leadership must mirror organisational culture, otherwise psychological safety is reduced. Especially on team level.

Hartnell, Kinicki, Lambert, Fugate, & Corner (2016):

Complementarity hypothesis: Leaders act as substitute for maladaptive characteristics of organisational culture. Resulting tensions are seen as productive. Especially on organisational level.



cf. Kunert (2016)

- Organisational culture: $\beta = .31$ ($p < .01$)
- Leadership $\beta = -.09$ ($p = .21$)
- Team climate $\beta = .1$ ($p = .19$)
- Motivation $\beta = .32$ ($p < .01$)

Multiple regression

($R^2 = .3$)

Parsons (1951, 1961):

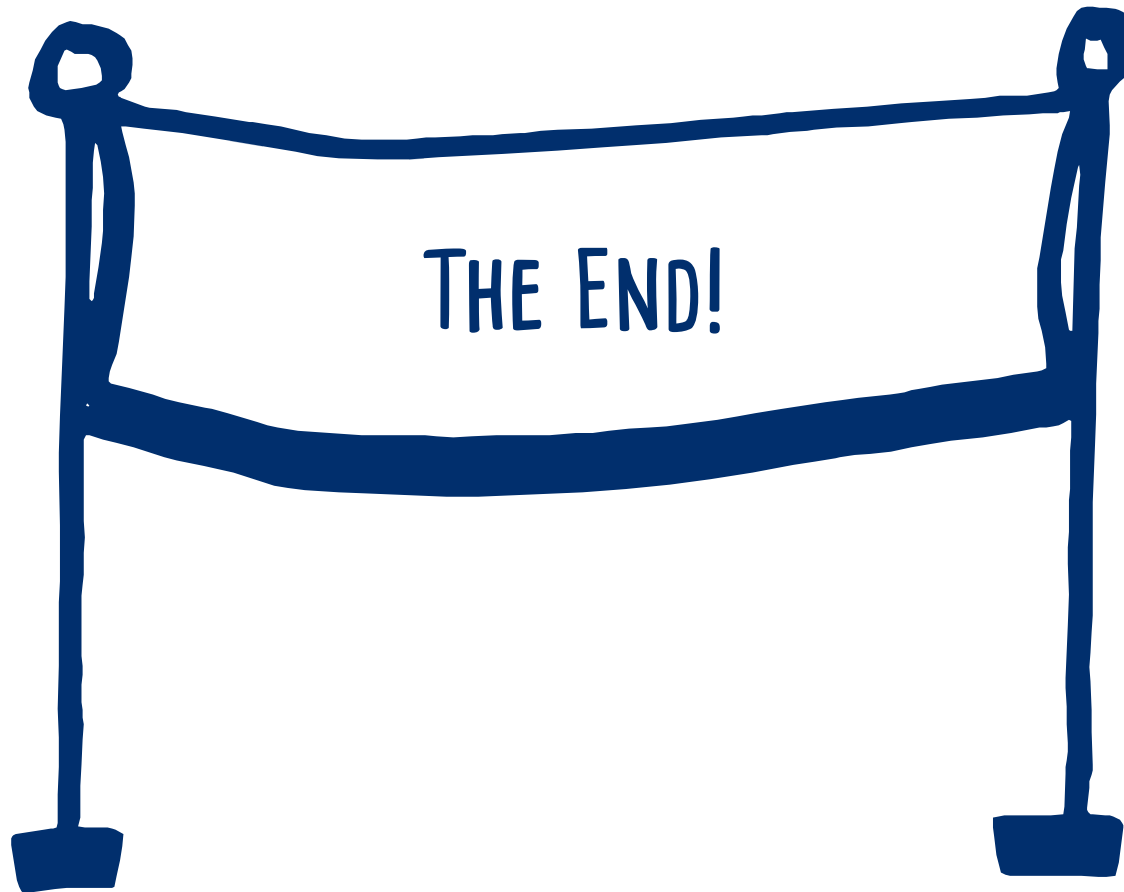
“There are only two levels of relevance:

- the psychological system (humans)

and

- the social system (organisation).

Other levels are only variations of little relevance.”



Scholl, W., Schmelzer, F., Kunert, S., Bedenk, S., Hüttner, J., Pullen, J. C. & Tirre, S. (2014). Mut zu Innovationen – Impulse aus Forschung, Beratung und Ausbildung. Berlin: Springer.

Kunert, S. (2016). Kultur fördert Innovationen - Organisationsdiagnostik im Zeiten des New Work. *Wirtschaftspsychologie aktuell* (2), S. 55 - 57.

Kunert, S. & Buber, E. (2017). Culture beats leadership – first insights of the modul_or. In: I. Bitran, S. Conn, K.R.E. Huizingh, O. Kokshagina, M. Torkkeli & M. Tynnhammar. *Proceedings of XXVIII ISPIIM Innovation Conference in Vienna on 18-21 June*.

Kunert, S. (Ed.) (2018). *Strategies in Failure Management - scientific insights, case studies and tools*. Heidelberg: Springer.

Kunert, S. (2018). Mastering uncertainty with the Competing Values Framework - insights from multilevel research on employee motivation, team climate, leadership style, and organizational culture. Vortrag auf der International conference on Creating uncertainty: Benefits for individuals, teams, and organizations. Ascona, Switzerland, July 1-5.