



## A Cultural Guide to Management: Insights from the Global Report



## Introduction & Welcome

Key Findings and Insights from the Global Report 2024

Deep Dive into Cultural Impact on Leadership and Decision-Making

Panel Discussion: Strategies for Implementing Findings: Adapting Leadership

Q&A Session: Addressing Audience Questions



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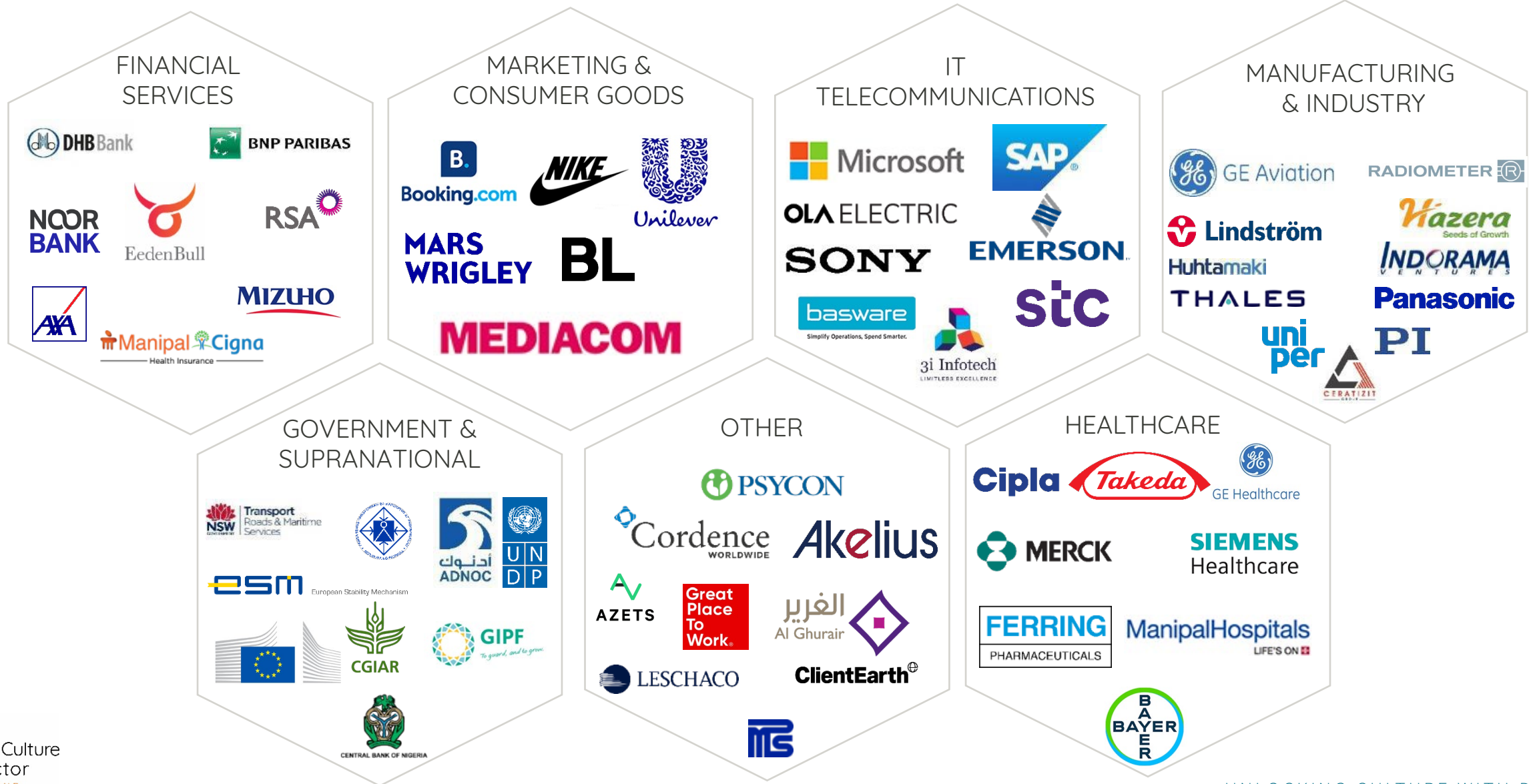
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# Our references speak for themselves

We make the impact of culture tangible, using advanced data analytics to capture where, how and when culture influences work effectiveness.



# What is Culture?

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Culture is the programming  
of the mind

# Why is Culture important?

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## The very real impact of **not** taking culture into account

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Project delays of 3 to 4+ months

Lack of motivation

Sick leave increase

Lack of marketing success

## The very real impact of **actively** taking culture into account

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**400%**

Companies with strong cultures saw a four time increase in revenue growth  
**Forbes, 2021**

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# The Global Report



**150,000**  
Respondents



**600**  
Organisations



**180**  
Countries



# Key recommendations

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## 🏆 ADAPT LEADERSHIP STYLES

Effective leadership requires adaptability to cultural contexts. Tailor your leadership approach to align with the cultural norms of your team.

## 🏆 CLARIFY EXPECTATIONS

Explicitly define and communicate roles and responsibilities to prevent misunderstandings and enhance team performance.

## 🏆 EMPHASISE WORK-LIFE BALANCE

Actively foster work-life balance, even in regions where legislation does not enforce it, to create a supportive and motivating workplace environment.

## 🏆 PROVIDE GUIDANCE

Ensure clarity through regular strategic check-ins, particularly for younger team members or those working remotely, to maintain alignment and satisfaction.

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A group of diverse people, including men and women of various ethnicities, are gathered around a table, looking at something together. The image is dimmed and serves as a background for the text.

## COLLABORATION IS A MATTER OF PERSPECTIVE

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Collaboration is a concept we all have an opinion on, but relatively little knowledge.



# What is the perfect meeting?

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# What is the perfect meeting?



A platform to exchange a meaningful information to **decide** on next steps

Clear objectives/Give everyone chance to speak up / Short/ Action oriented



A place to give **the leader a platform** and to ensure **in-group harmony**

Not meant to make decisions /Make sure leader is informed in briefings/ Privately later on people agree and will do it



A platform for **experts to exchange** needed information

Structure/procedures/rules/ agenda sent in advance including process, how decisions are made (majority, consensus etc.)



A platform to let people **participate in the decision-making** process

Give everyone a chance to speak up / flexible agenda / equal chances and the winners should support the losers

# Organisational Culture Perspectives

## Desired Culture

"The way we **like** it to be"

## Optimal Culture

"The way we **need** it to be in order to **succeed**"

## Perceived Culture

"The way we **think** we are"

## Actual Culture

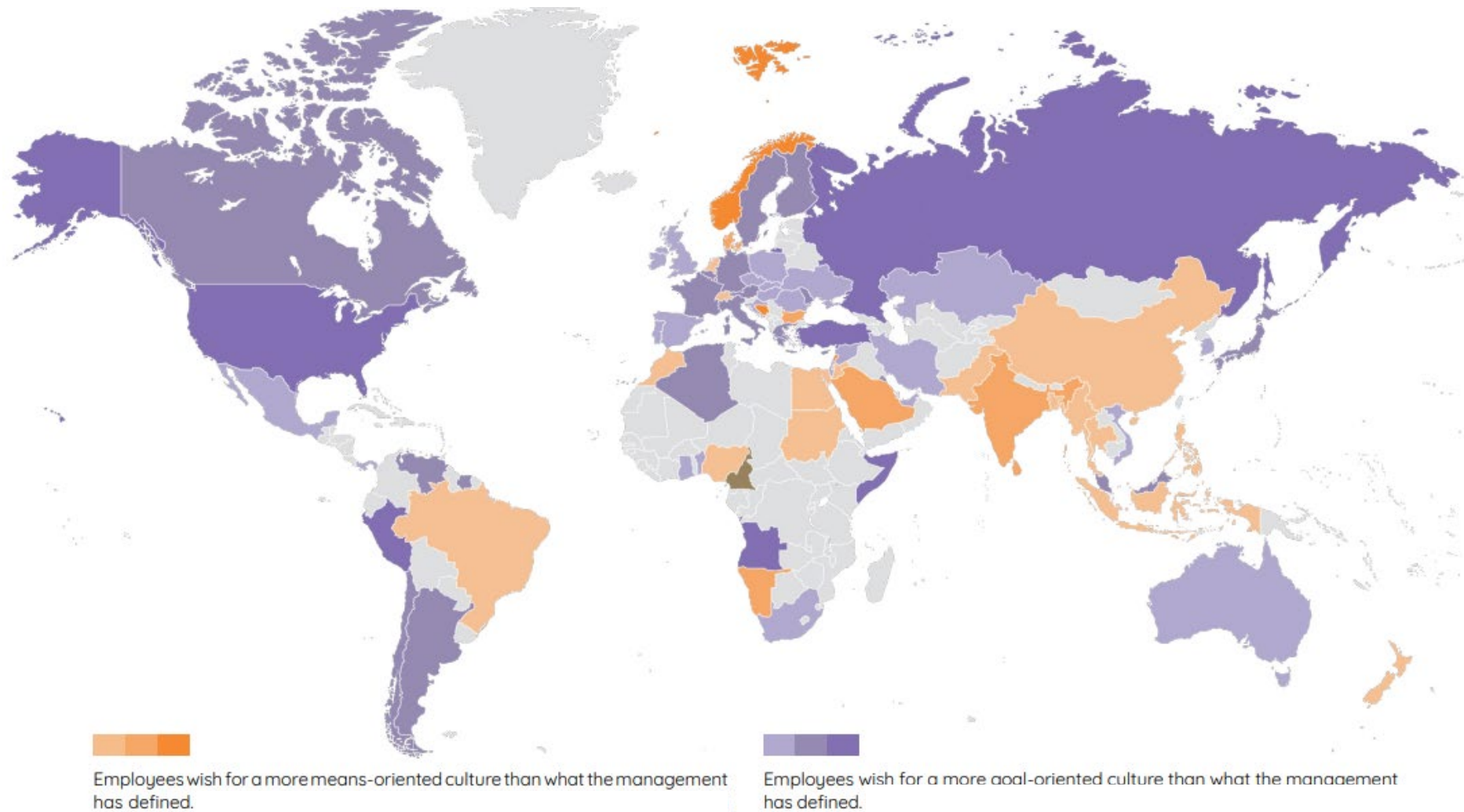
"The way we **actually** are"



What is more  
important ?

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The goal or the process?



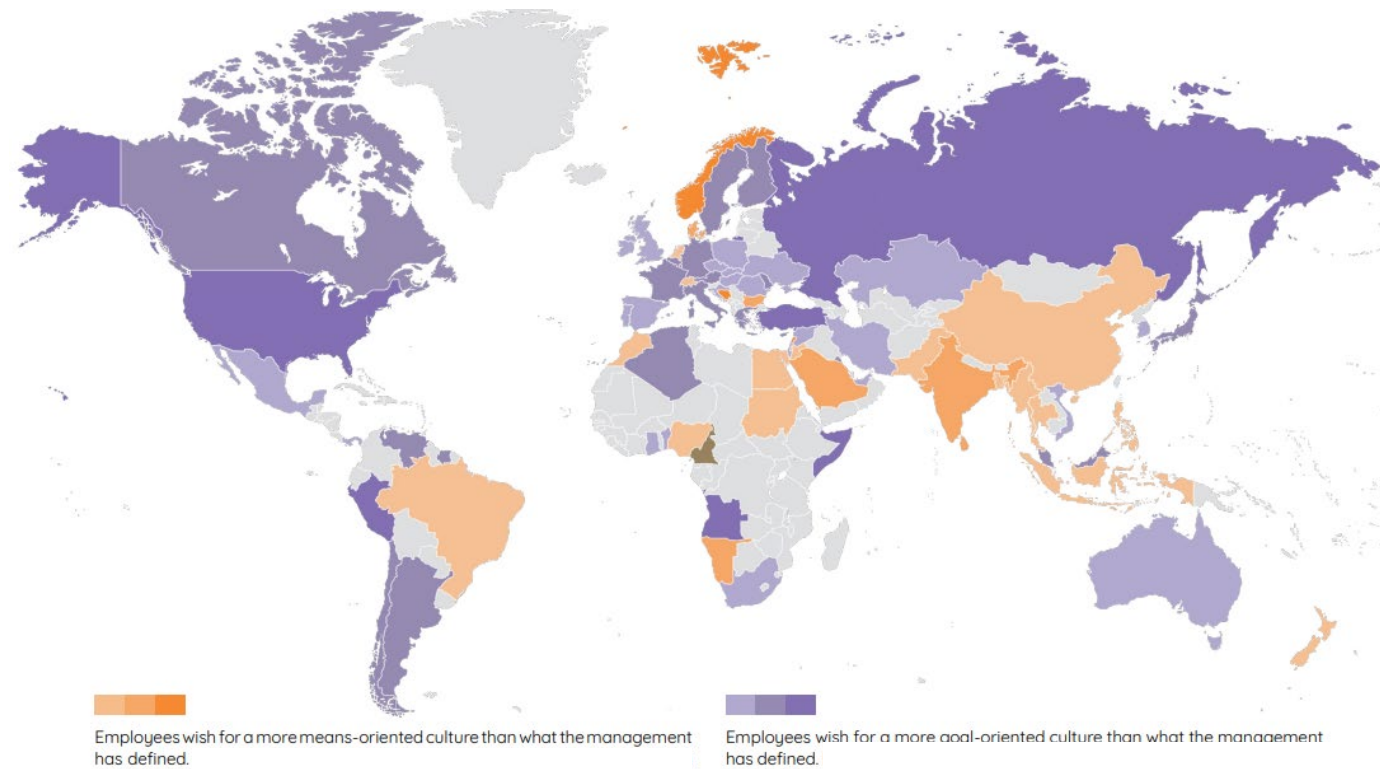


## Goal or Process?

Similar wish across age brackets

In most countries, employees wish to be more goal oriented than their managers.

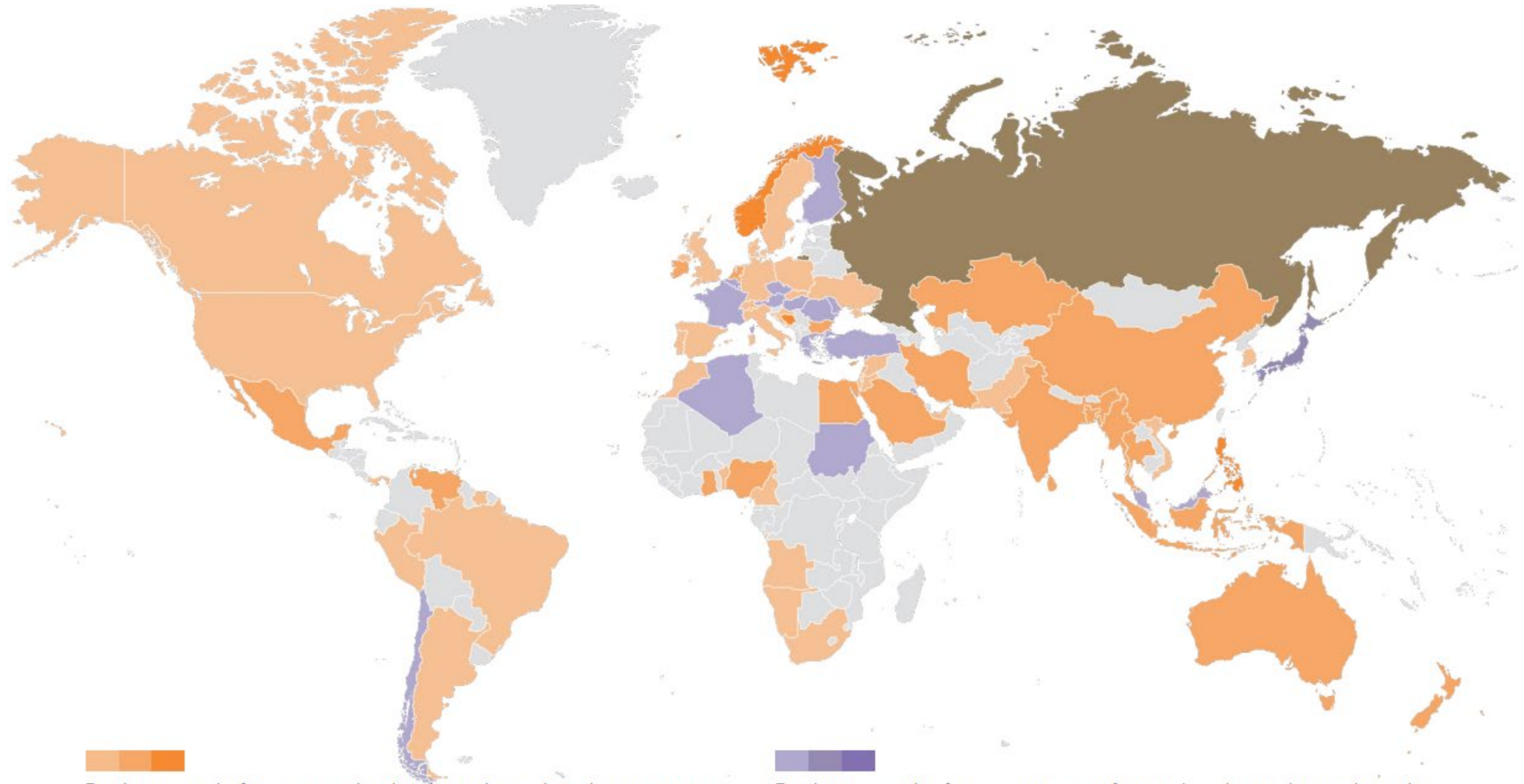
Globally women tend to prefer more goal orientation than men and gen z and y prefer more means orientation (needing more guidance).



# Who are you loyal to?

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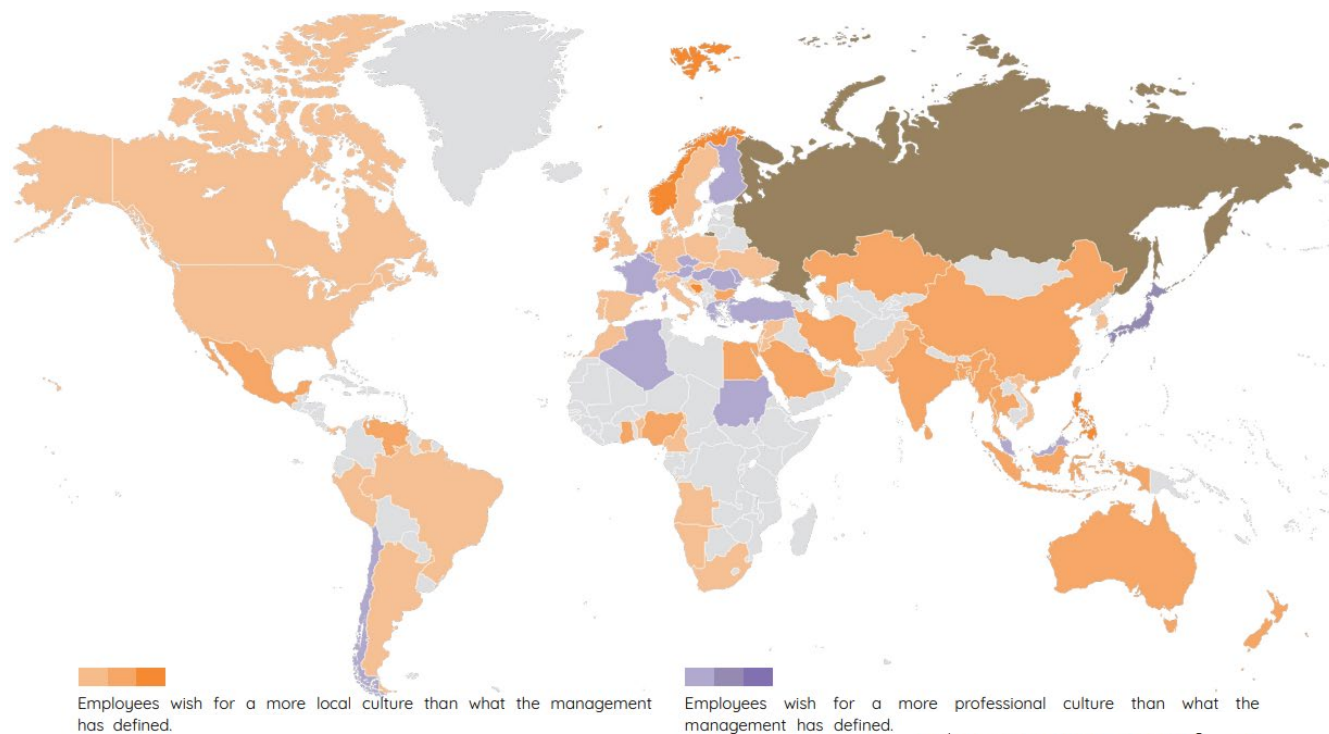
Your boss, your team,  
your organisation or your profession?



Employees wish for a more local culture than what the management has defined.



Employees wish for a more professional culture than what the management has defined.



## Who are you loyal to? **Your profession**

Globally gen X/boomers wish a stronger focus on their profession.

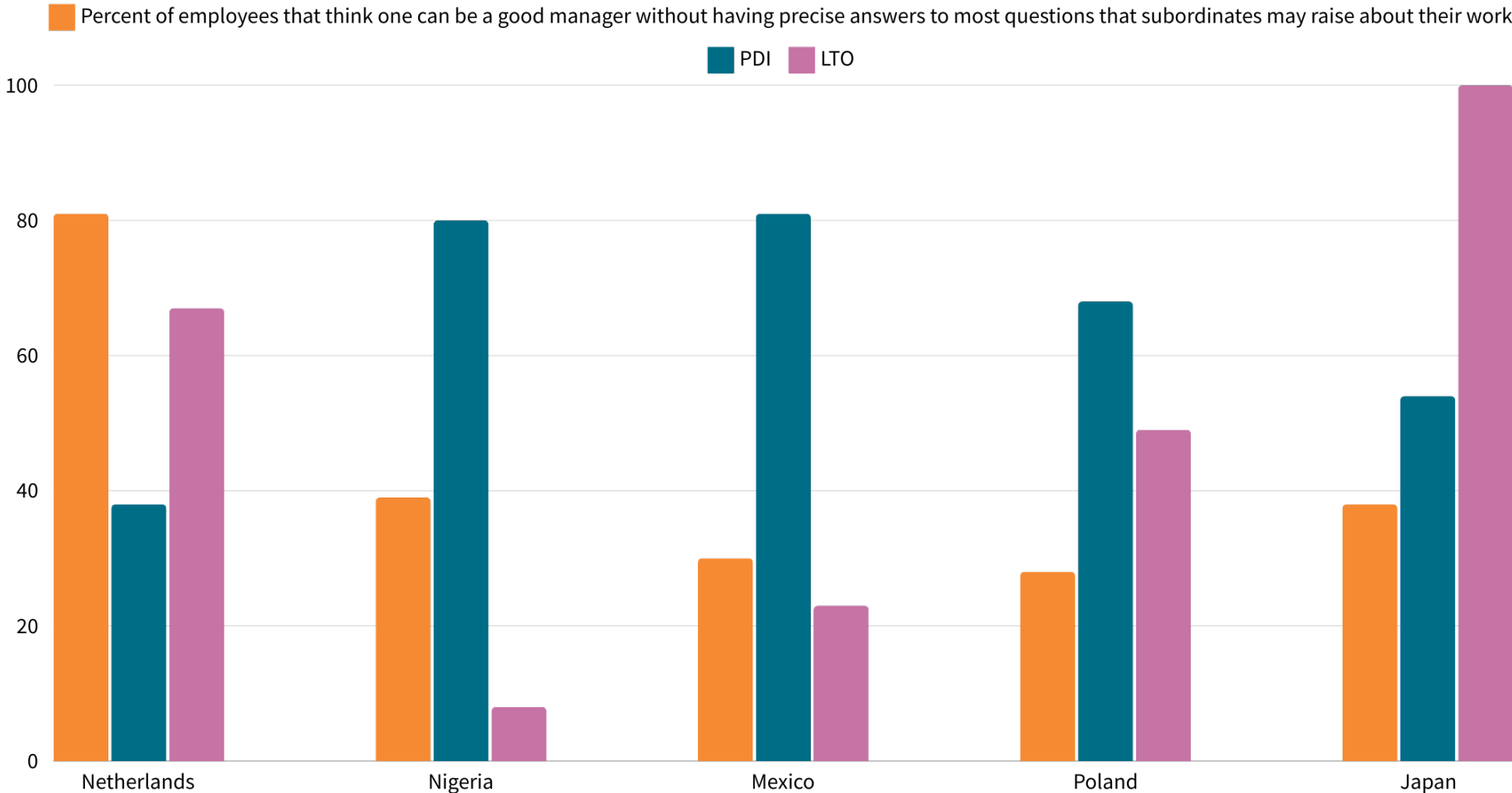
Millennials and gen Z prefer to be guided more hands-on & team loyalty is seen as more important. No difference between genders.



Can you be a good manager  
without having precise answers to questions from your team?

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# Management

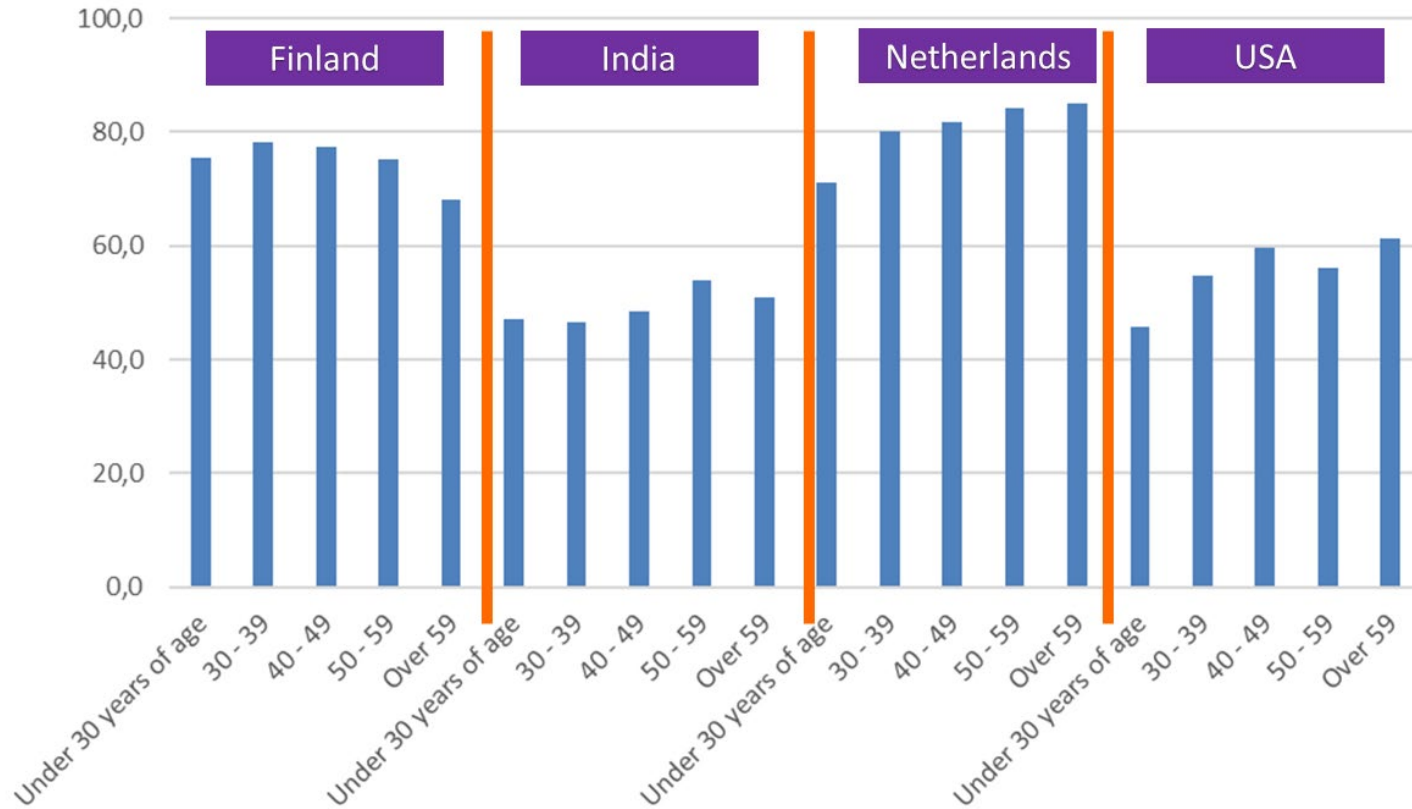


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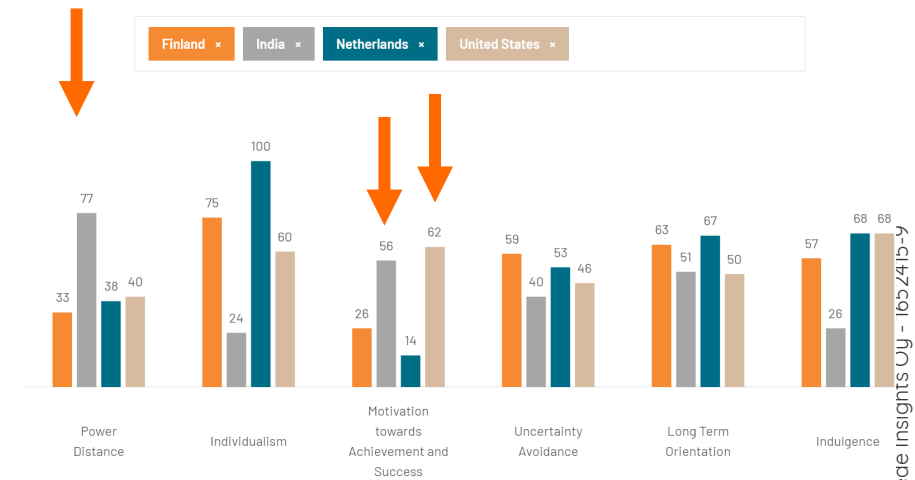
# What makes a good manager?

## Generational split

One can be a good manager without having precise answers to most questions that subordinates may raise about their work



Clarity on the role of a manager (setting direction and goals) vs facilitating the collaboration

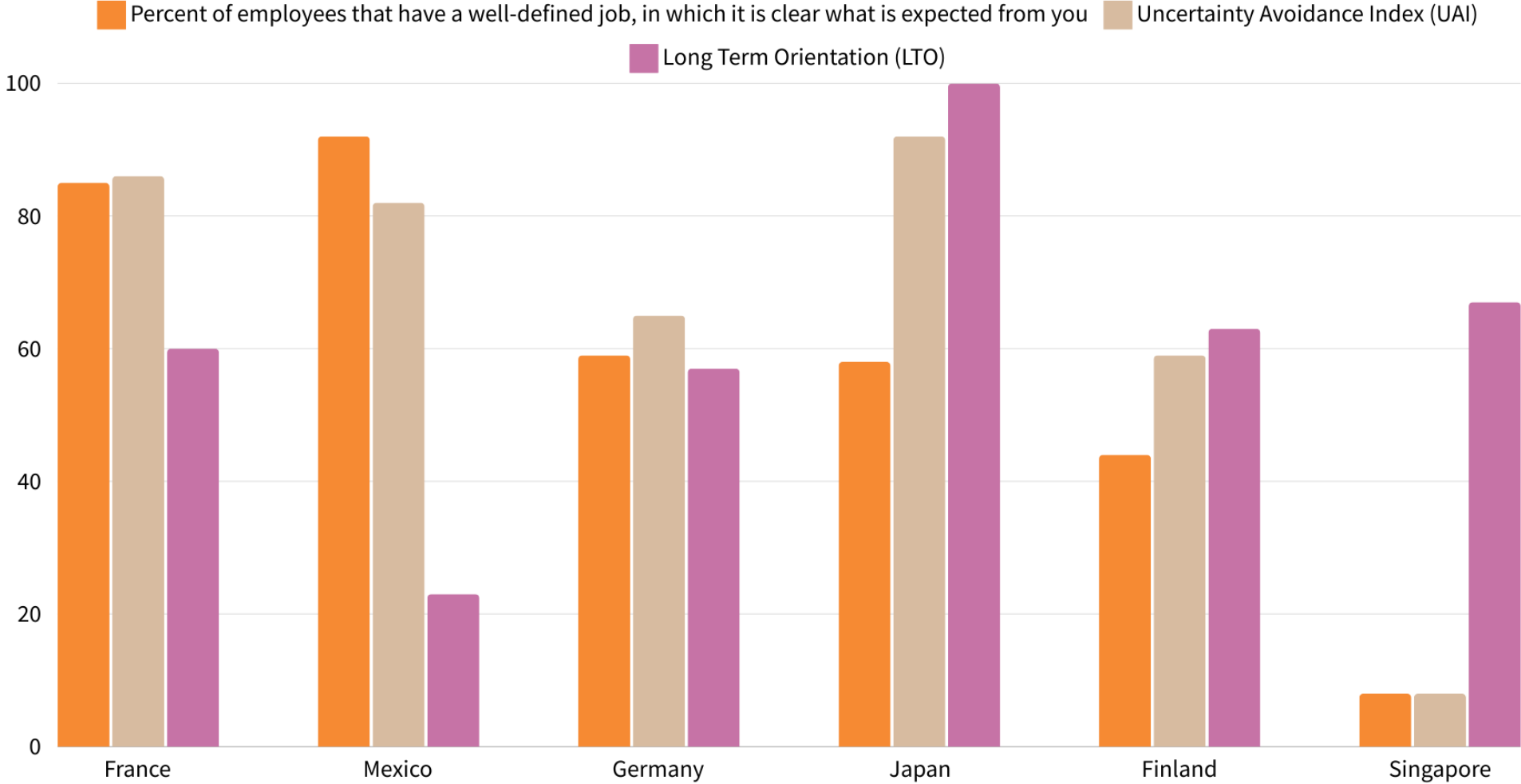




Do you need a well-defined job  
in which it is clear what is expected from you?



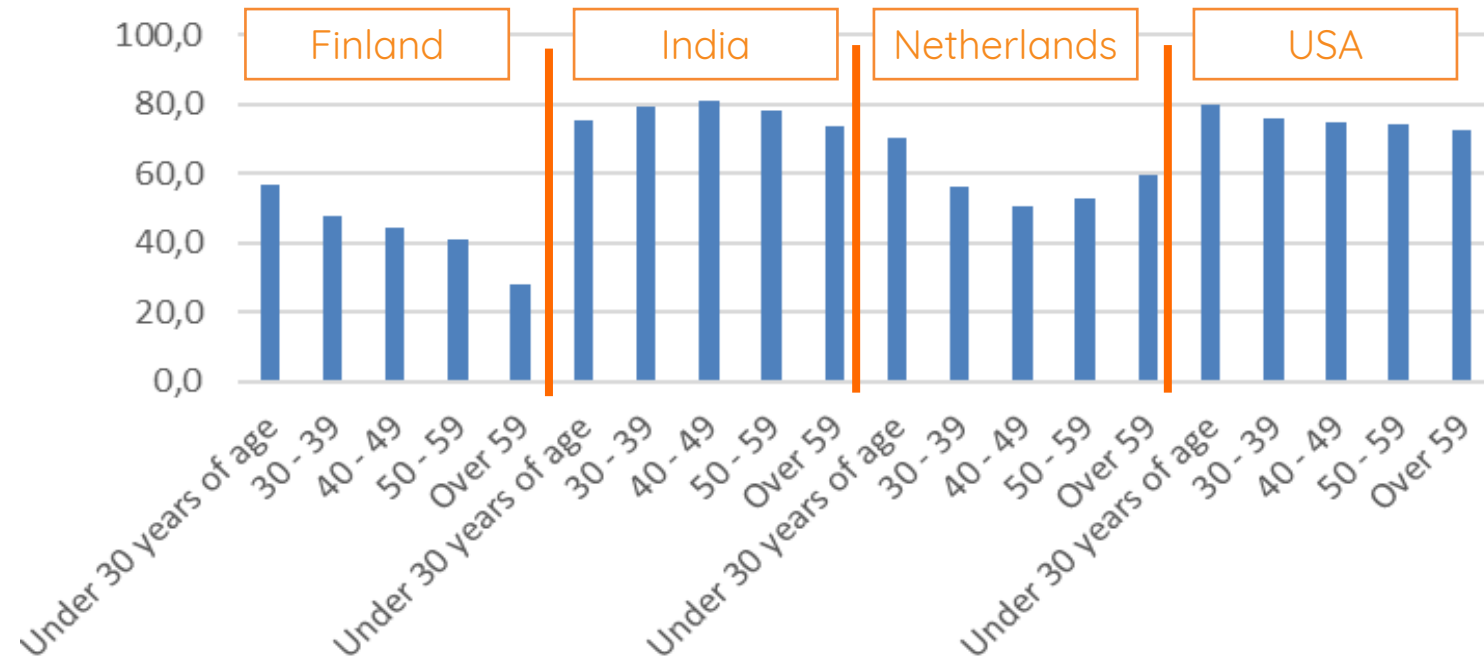
# Clarity



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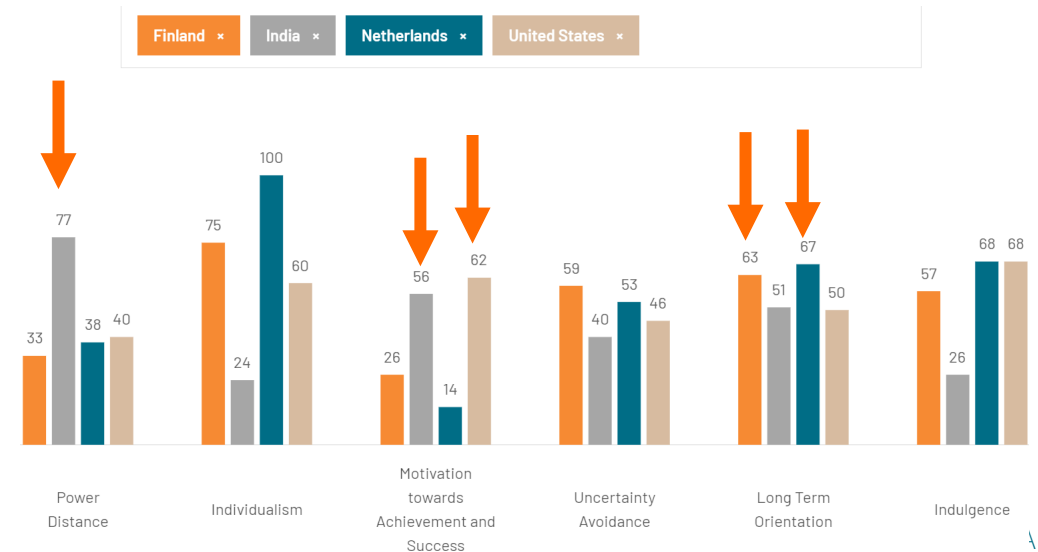
# Have a well-defined job

## Generational split



Have a well-defined job in which it is clear what is expected from you

Clarity on direction (PDI), goals (MAS) vs the “why” (LTO)



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# Panel Discussion



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# Q&A



**Demystifying Culture:**  
Streamlining Strategies for Cultural Optimization

# #TheCultureFactor

2024 | Conference

November 8, 2024  
Niagara Falls, Canada



# Thank you!

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