

EXCEPTIONAL LEADERS... *Understand Cultures*

By seeing the big picture, Exceptional Leaders learn to understand the cultures of the groups with whom they are dealing. In our four-quadrant model, the collective interior subjective (*lower left quadrant*) should be taken into consideration in all decisions and evaluations.

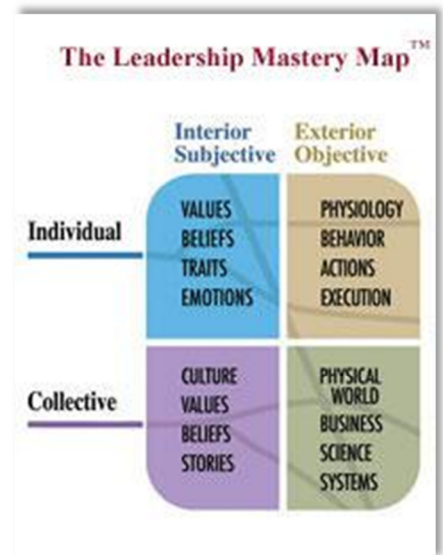
Executives who just focus on the transactional commercial aspects of the business (*lower right quadrant*) can be blindsided by the important dynamics of culture. You see many examples of this when large change initiatives are not successful, such as a merger. If one only looks at the commercial aspects and ignores the cultural dynamics such as shared beliefs among employees or customers (*this is what our customers want*) and values (*this is what is really important to us*), significant resistance can emerge, resistance which could prove fatal to a successful outcome.

Thought Provoker

- ✓ What are the core beliefs and values of the organizational culture in which you find yourself?
- ✓ Do you really know how groups will react in given situations, whether employees, customers, or consumers? If not, how do you know that you will make the right decision?
- ✓ Are your core values compatible with the group values you find yourself aligned with? What specific examples make you confident of this?

Exceptional Leaders know that having a firm understanding of the cultural dynamics of the groups they are dealing with is essential in making effective business decisions and evaluations. ♦

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