

How to get inspired by our differences in order to develop our spirit of sustainable entrepreneurship

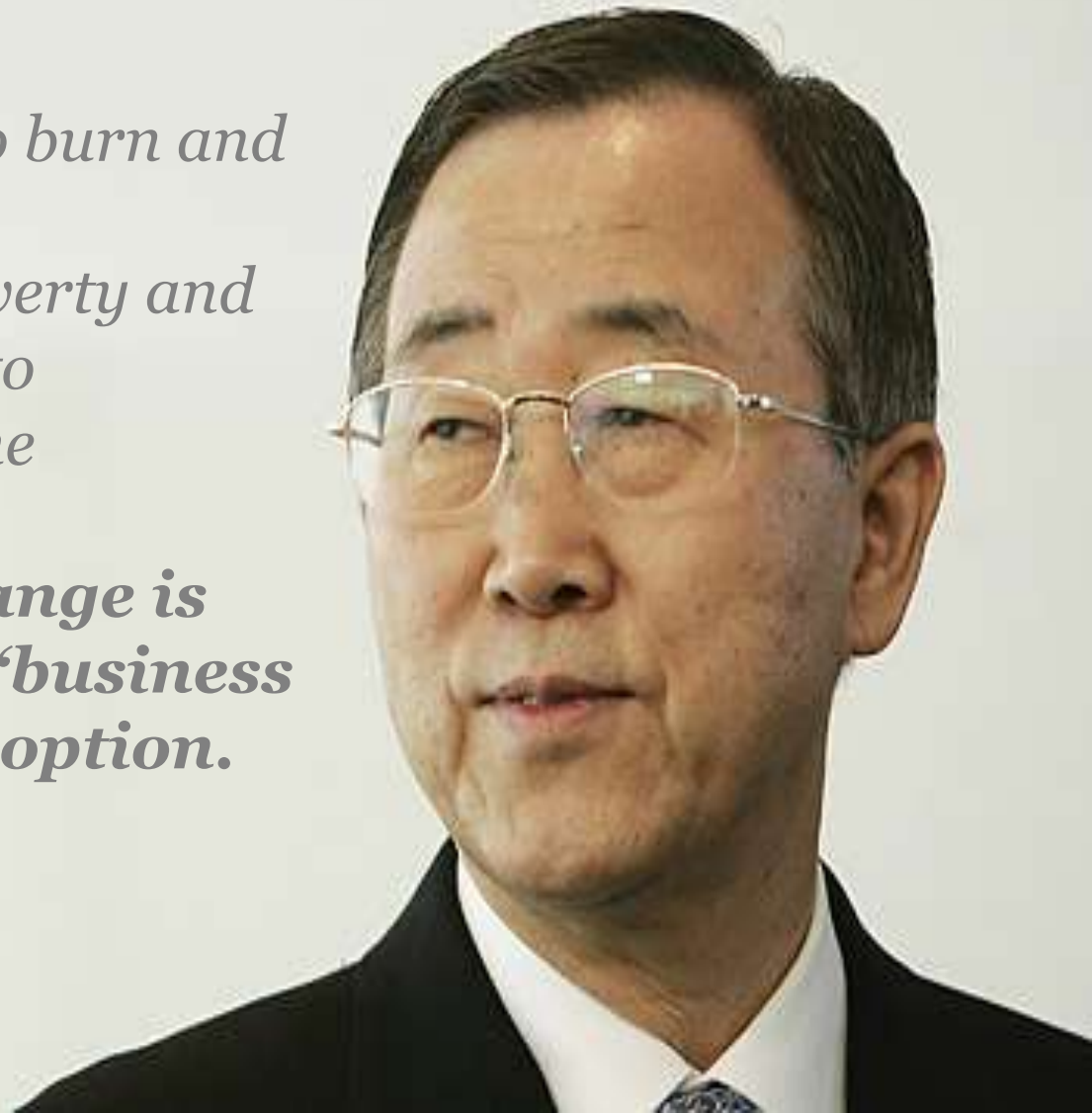


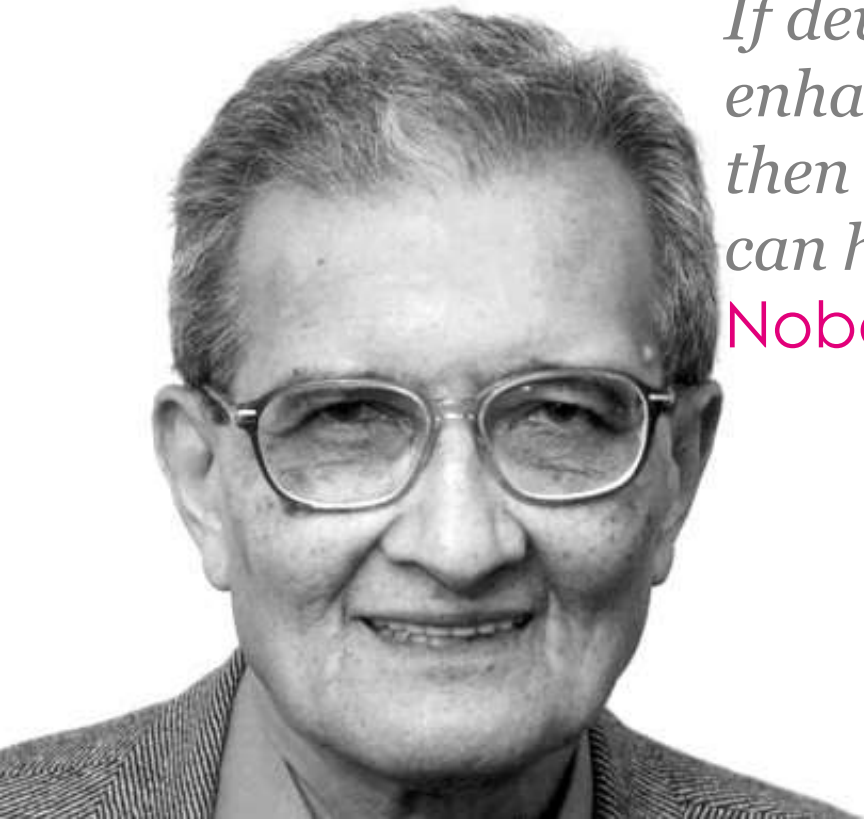
Emmanuel Labithianakis
Lefkada, October 12, 2013



*We cannot continue to burn and consume our way to “prosperity” while poverty and inequalities continue to increase. It has become apparent that **a transformative change is required and that “business as usual” is not an option.***

Ban Ki Moon





Cultural matters are integral parts of the lives we lead.

If development can be seen as enhancement of our living standards, then efforts geared to development can hardly ignore the world of culture

Nobel Prize winner Amartya Sen

Does culture have a role?

A critical mass of the international community is convinced that, contrary to a view of **culture** as ‘decorative’ or secondary to **sustainable development**, mainstreaming and integrating culture within development efforts are crucial to tackle a large number of global challenges more effectively and sustainably



The pillars of sustainable development

Environmental

- issue of ecological degradation
- Natural Resource Management
- Biodiversity
- Carrying Capacity
- Ecosystem

Economic

- Resources should not be exploited to the extent that their re-generative ability is compromised
- Balanced Growth
- Fair trade
- Equity

Social

- Empowerment
- Participation
- Social Mobility
- Social Cohesion
- Institutional Development
- Distribution of resources

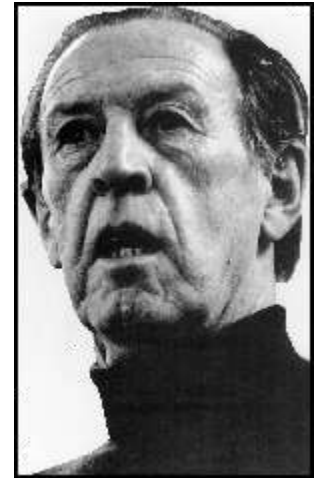
Culture

- ethics, value systems, language, education, work attitudes, class systems



*Culture is one of the two or
three most complicated words
in the English language*

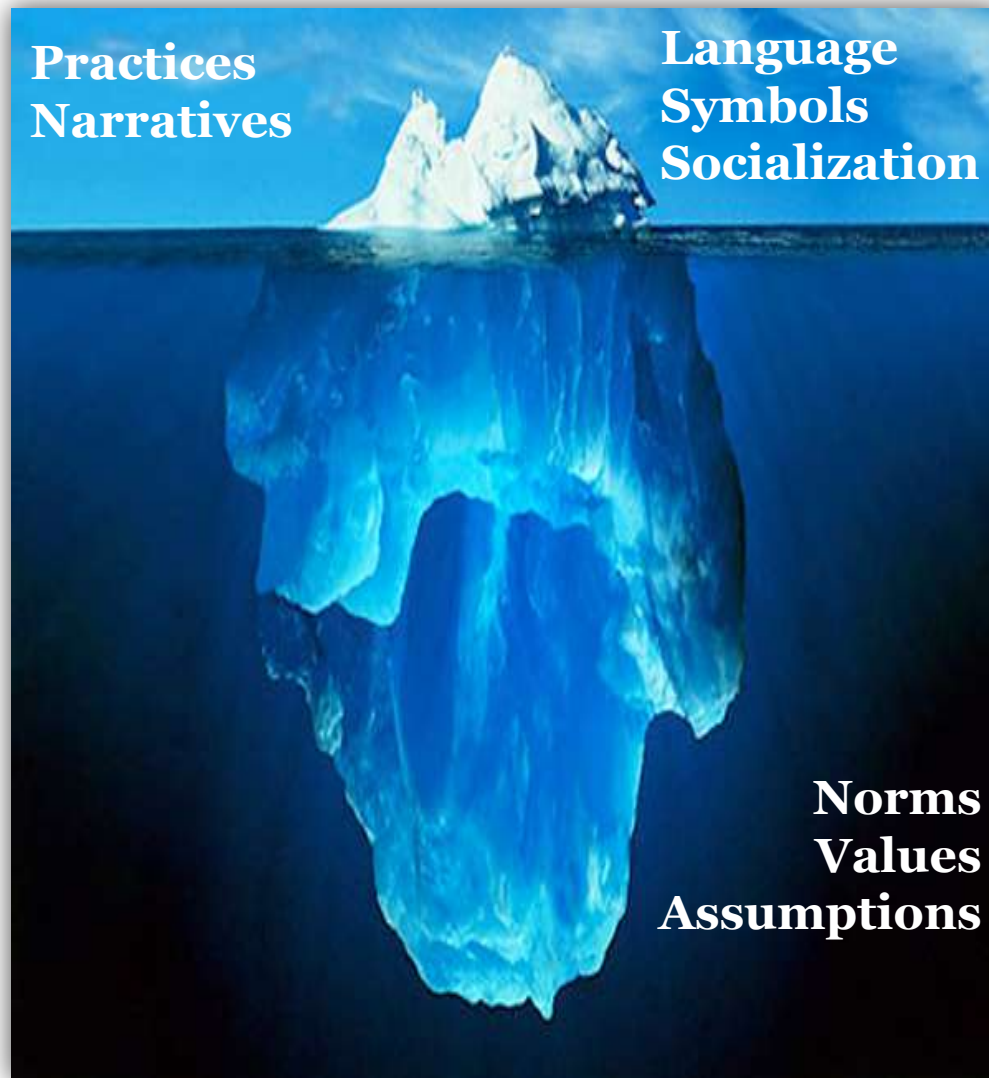
Raymond Williams



4 definitions of culture:

1. A developed state of mind – as in a person of culture’, ‘a cultured person’;
2. The processes of this development – as in ‘cultural interests’, ‘cultural activities’;
3. The means of these processes – as in culture as ‘the arts’ and ‘humane intellectual works’;
4. **‘a whole way of life’, ‘a signifying system’ through which a social order is communicated, reproduced, experienced and explored.**

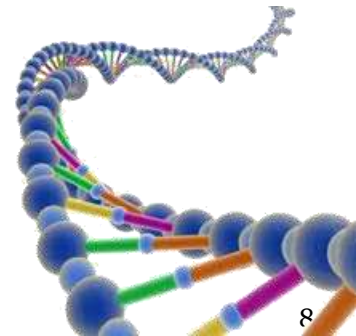
The elements of organizational culture



Organizational Culture

4 types of organizational culture

- ▶ **Bureaucratic culture:** the behavior of employees is governed by formal rules and standard operating procedures, and coordination is achieved through hierarchical reporting relationships (“go by the book” i.e. Pizza Hut, IRS)
- ▶ **Clan culture:** the behavior of employees is shaped by tradition, loyalty, personal commitment, extensive socialization and self-management (i.e. software firms, Google)
- ▶ **Entrepreneurial culture:** external focus and flexibility create an environment that encourages risk taking, dynamism and creativity (i.e. advertizing agencies, GSD&M)
- ▶ **Market culture:** the values and norms reflect the importance of achieving measurable and demanding goals, like sales growth, profitability, market shares (i.e. Frito-Lay, Oracle)



Organizational Culture

Subcultures due to workforce demographics

- ▶ Ethnicity
- ▶ Nationality
- ▶ Occupation
- ▶ Age
- ▶ Gender
- ▶ Marital status
- ▶ Family status
- ▶ Sexual orientation
- ▶ Physical abilities
- ▶ Language
- ▶ Religion



Cultural diversity

encompasses the full mix of the cultures and subcultures to which members of the workforce belong

Is it a good thing?

Differentiation through diversification

Been able to serve diverse customers is a key reason for valuing diverse employees

If you have a diverse workforce, then you know that the customer's point of view will always be represented

Ford lifestyle vehicles



Goals for fostering and managing cultural diversity and inclusion

Legal Compliance: illegal for employers to discriminate against employees

Creating a positive culture: one in which everyone feels equally integrated into the larger organization.

- ▶ Everyone feels respected
- ▶ Everyone has equal chances
- ▶ Everyone has similar access to networks within the organization

High morale – low turnover



Goals for fostering and managing cultural diversity and inclusion

Creating economic value: a diverse workforce helps ensure that the company is in tune with its diverse customers

- ▶ Develop products and services for new markets
- ▶ Attract a broader range of customers
- ▶ Improve customer satisfaction and increase business from repeat customers
- ▶ Reduce costs, including those associated with litigation





Thank you...



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