Effective Leadership Behaviours

In the Polish Culture

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SPCC HR Forum

Warsaw, 24 March 2011

Agenda

Mapping Cultures

New generation of employees (Leaders?)
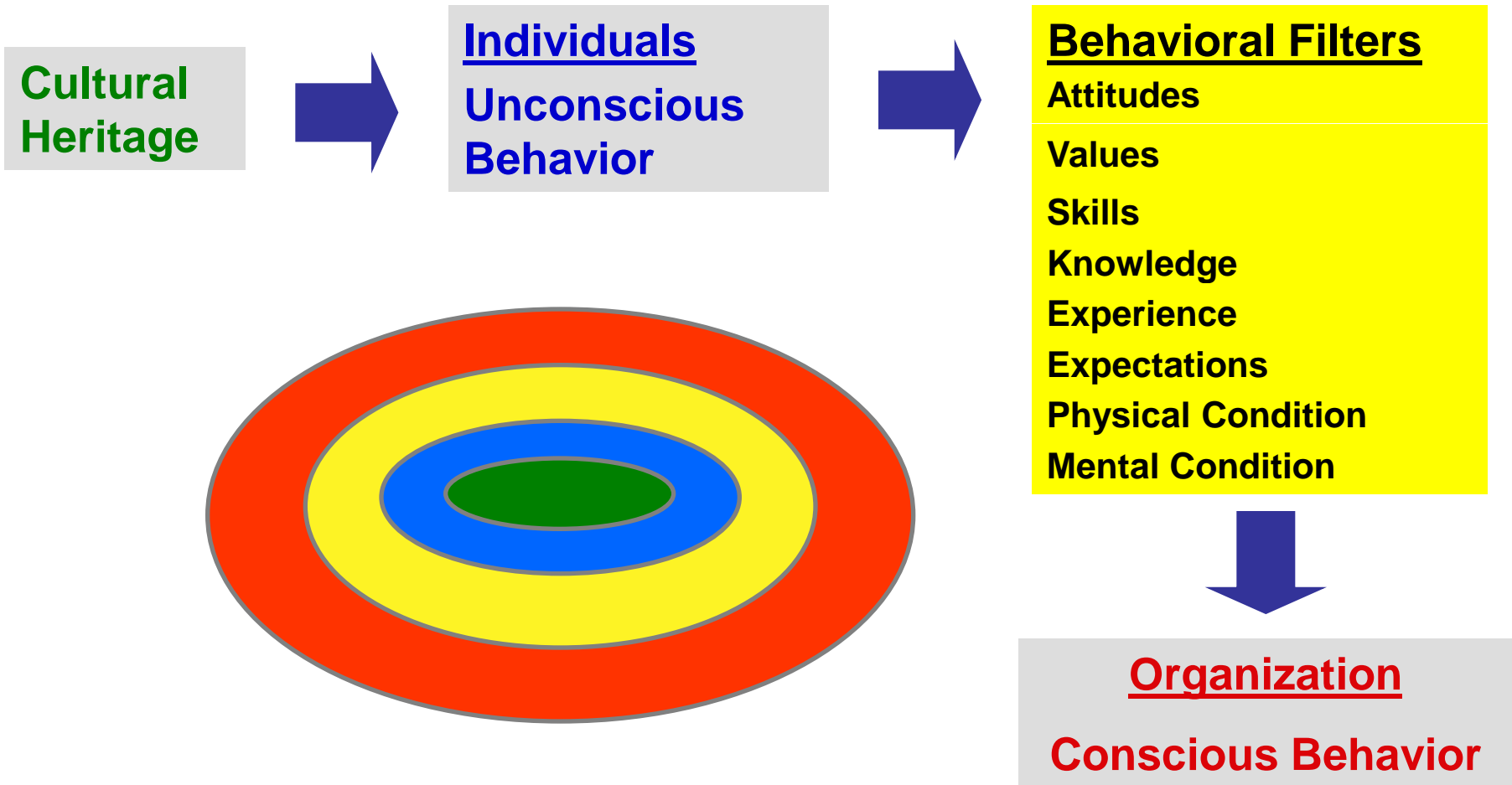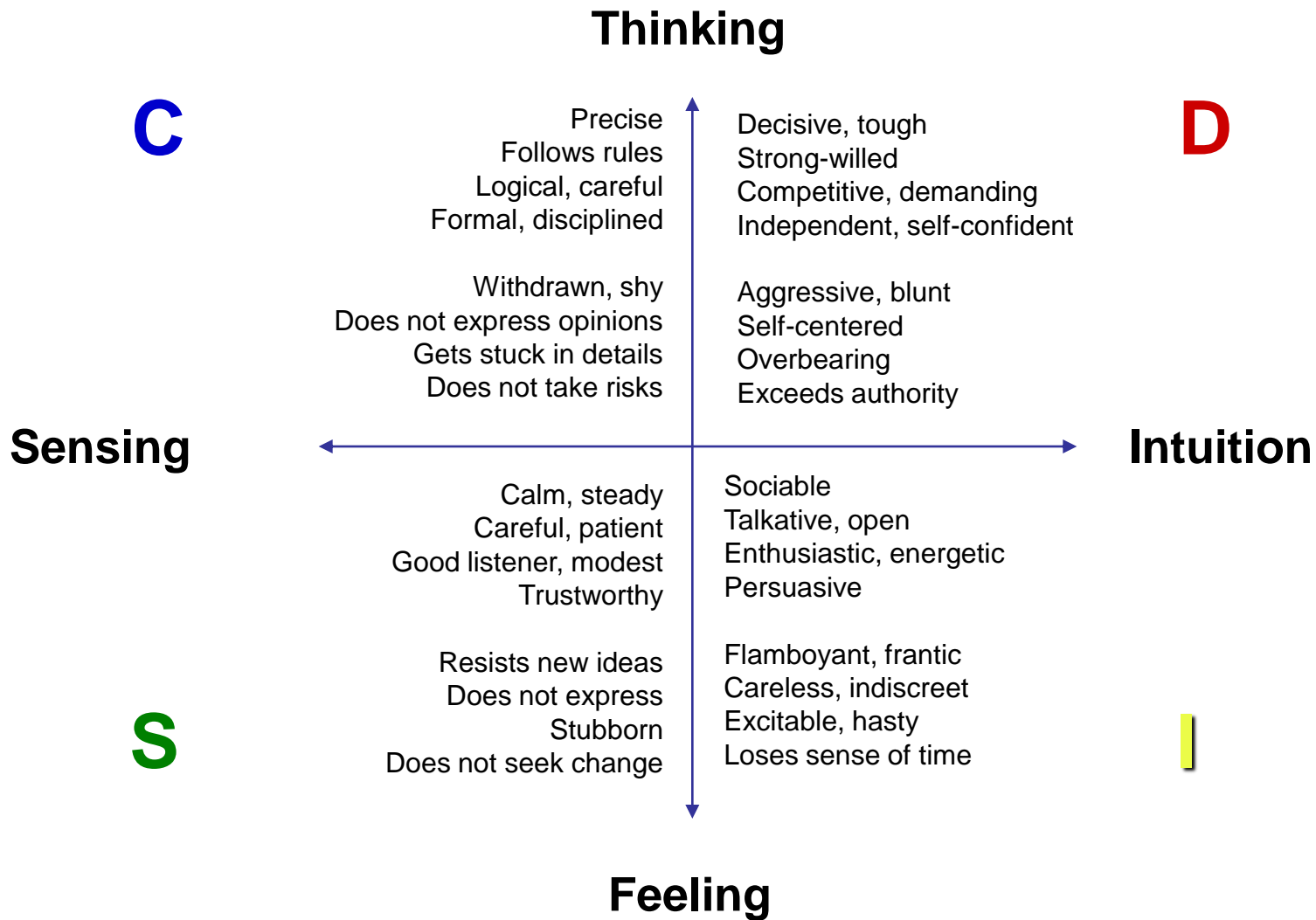
Ideal profile of the leader?

My leadership potential

Definition of Culture

Frame of reference which members of a group have found beneficial for survival in dealing with their particular common environment, and have, therefore, retained and transmitted to successive generations
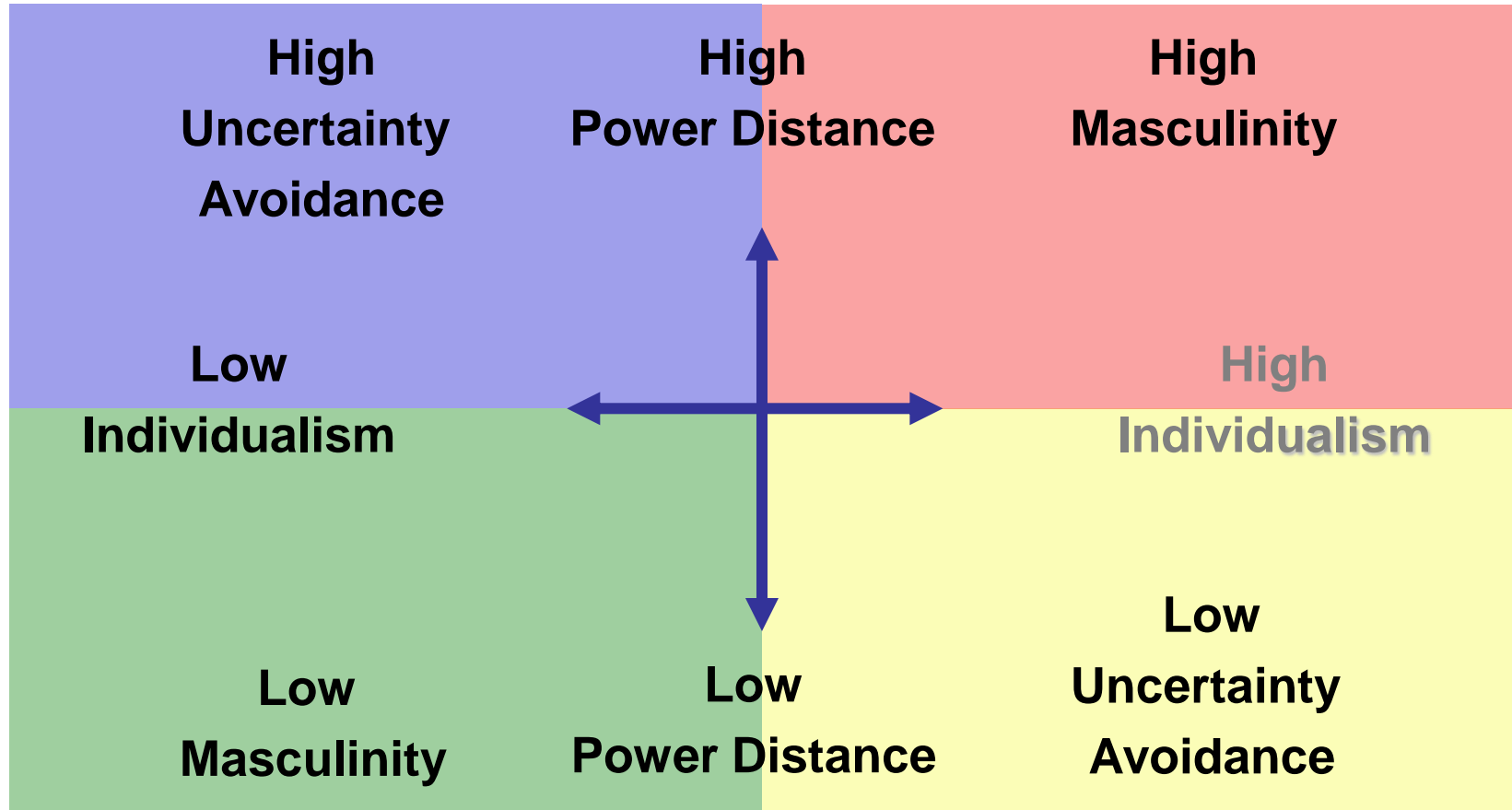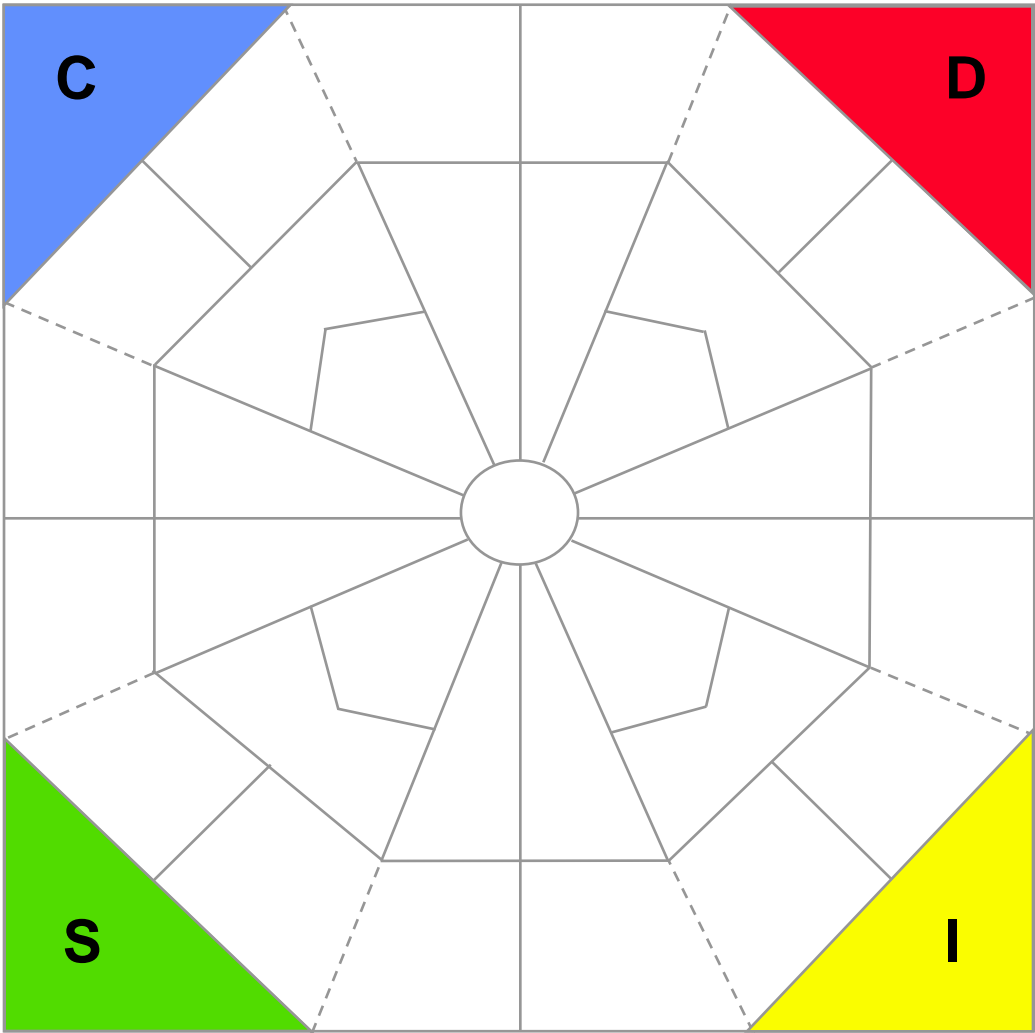
Culture's Role in Organizational Behavior

Cultural Heritage

➡️

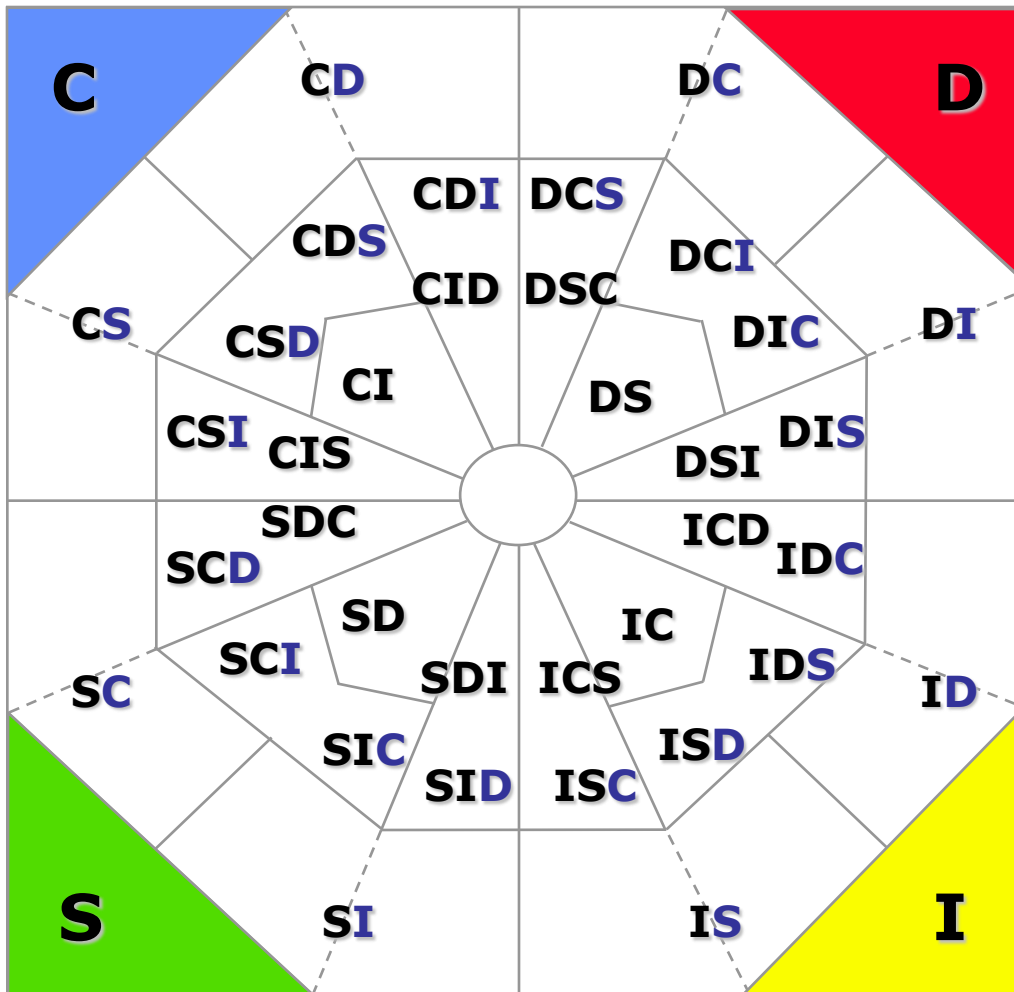**Individuals**
Unconscious Behavior

➡️

Behavioral Filters

Attitudes

Values

Skills

Knowledge

Experience

Expectations

Physical Condition

Mental Condition

⬇️

Organization

Conscious Behavior

Mapping Cultures

Thinking

C

Precise
Follows rules
Logical, careful
Formal, disciplined

Withdrawn, shy
Does not express opinions
Gets stuck in details
Does not take risks

D

Decisive, tough
Strong-willed
Competitive, demanding
Independent, self-confident

Aggressive, blunt
Self-centered
Overbearing
Exceeds authority

Sensing

Intuition

Calm, steady
Careful, patient
Good listener, modest
Trustworthy

Resists new ideas
Does not express
Stubborn
Does not seek change

Sociable
Talkative, open
Enthusiastic, energetic
Persuasive

Flamboyant, frantic
Careless, indiscreet
Excitable, hasty
Loses sense of time

S

I

Feeling

Mapping Cultures

High Uncertainty Avoidance

High Power Distance

High Masculinity

Low Individualism

High Individualism

Low Masculinity
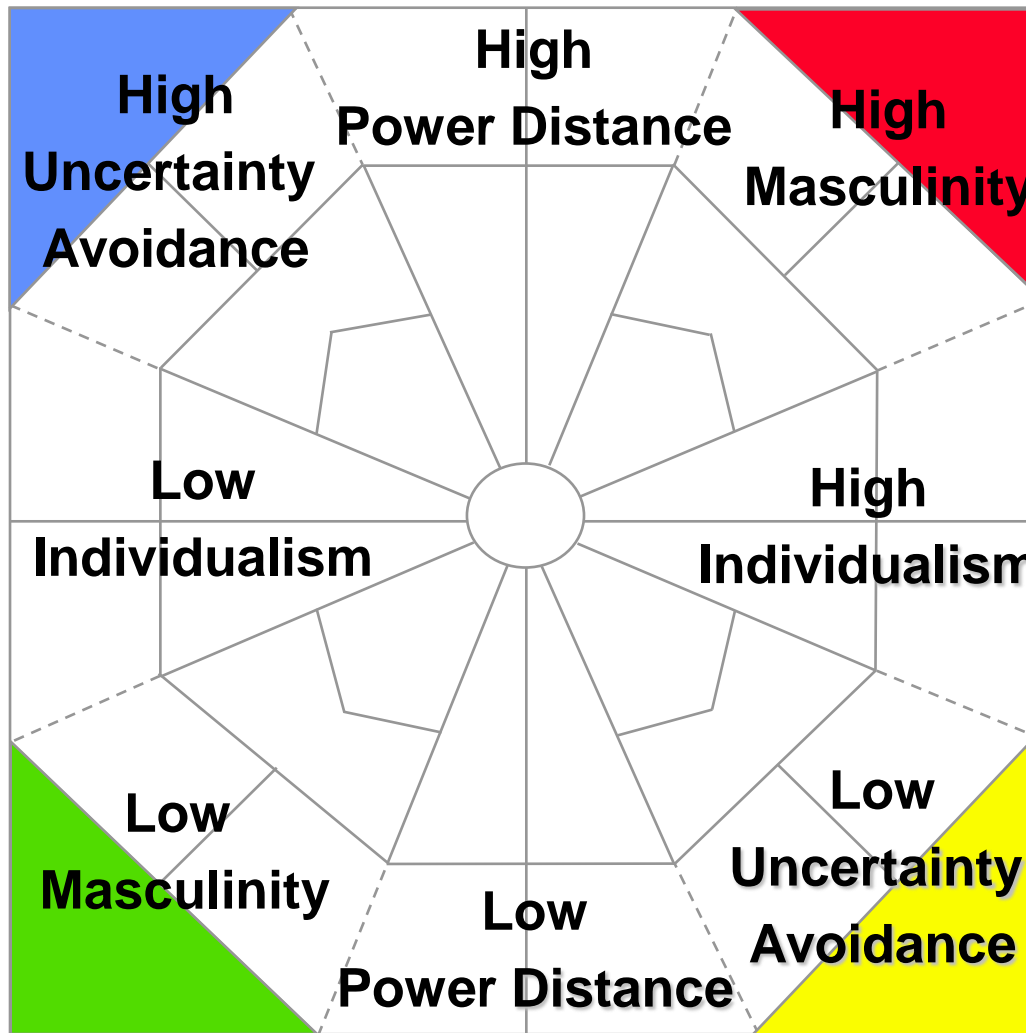
Low Power Distance

Low Uncertainty Avoidance

Extended DISC Diamond

Extended DISC Diamond

Mapping Cultures

Mapping Industries

Canada 2003
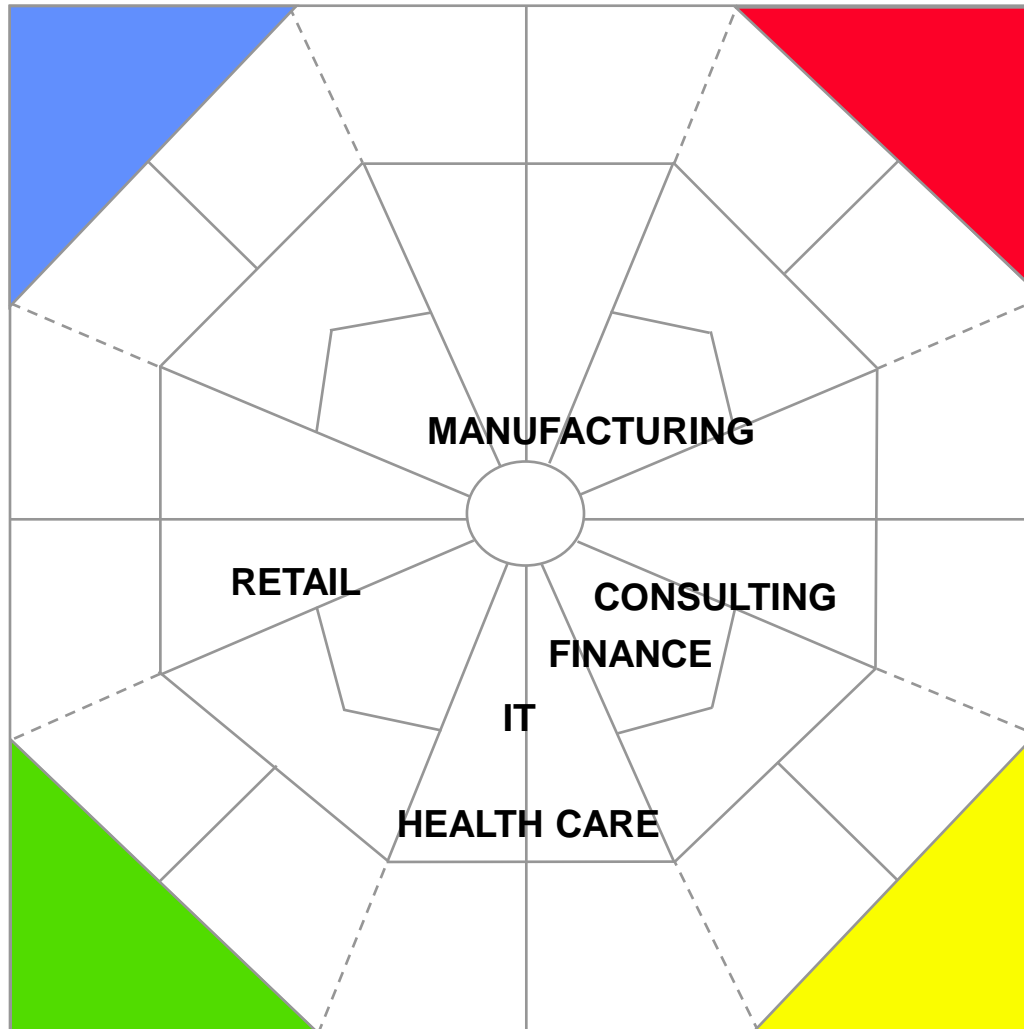
Mapping National Cultures

Mapping Poland?

Previous Research on Polish Leadership Culture
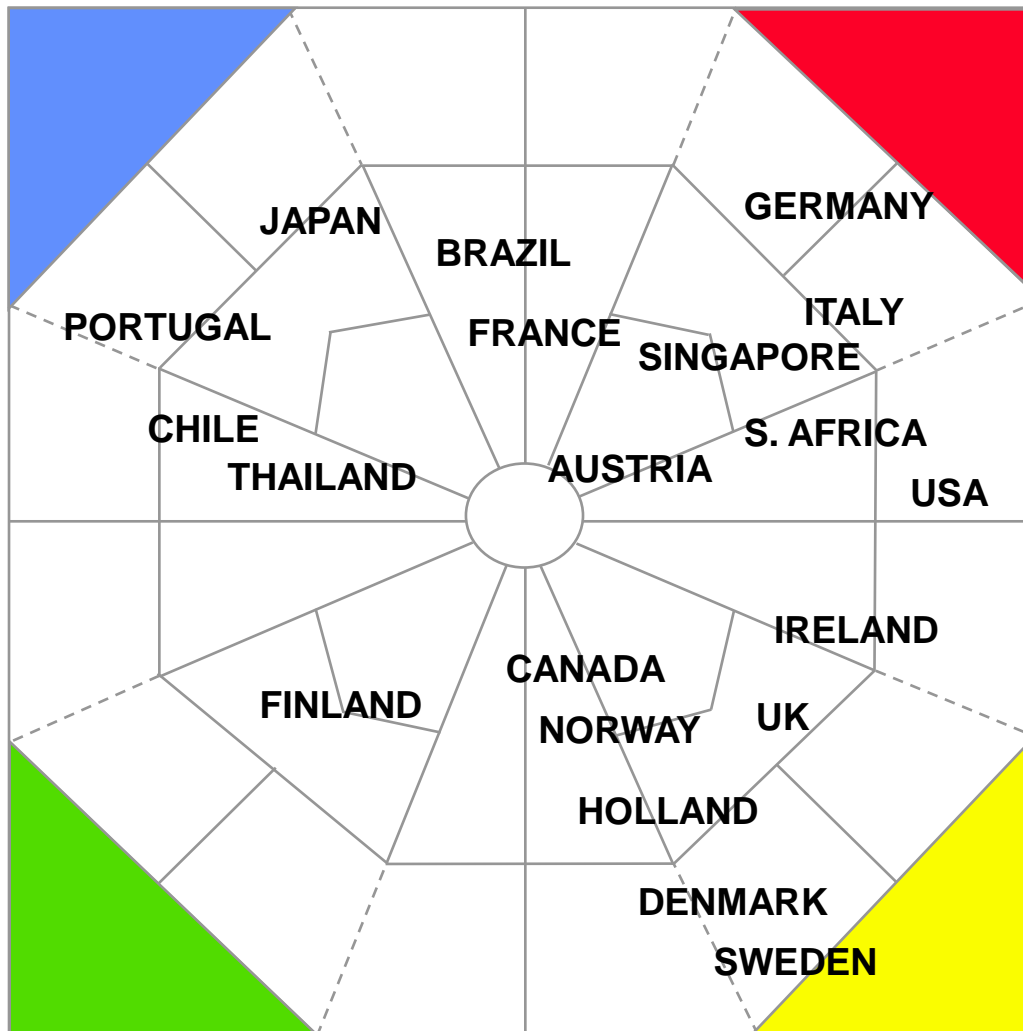
Polish Leadership Culture

Hofstede

High
Power Distance

**High
Uncertainty
Avoidance**

**High
Masculinity**

Low
Individualism

**High
Individualism**

Low
Masculinity

Low
Power Distance

Low
Uncertainty
Avoidance
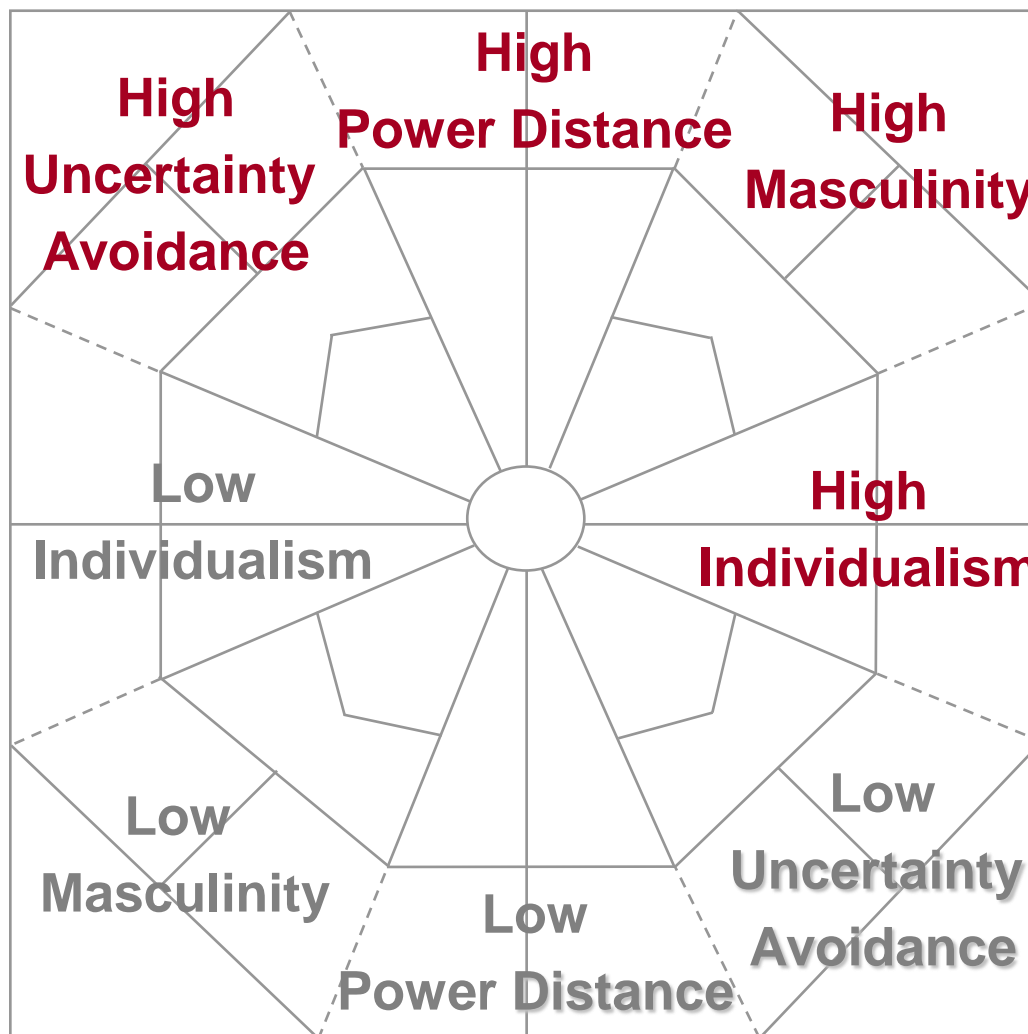
Polish Leadership Culture

Koopman,
den Hartog,
Konrad

Power

	ACH	FUT	ASS	COLL I	GEN	HUM	POW	COLL II	UNC
North/West:									
England	34	11	32	30	14	48	36	53	13
Ireland	17	21	15	10	39	3	37	39	22
Netherlands	19	4	18	20	27	43	58	57	12
Sweden	48	9	1	1	9	30	50	59	2
Denmark	21	6	13	5	5	14	60	60	4
Finland	46	14	10	9	31	38	47	54	8
Germany	22/33	12/24	49/52	53/59	44/47	61/56	29/14	55/46	5/7
Austria	14	7	41	27	45	46	44	42	6
Switzerland	1	2	36	37	53	53	46	56	1
South/East:									
France	31	47	42	45	19	57	28	49	19
Italy	55	56	28	56	37	51	20	41	42
Spain	37	45	46	49	52	60	15	30	37
Portugal	54	37	11	46	15	41	18	26	39
Greece	61	51	60	61	29	59	21	35	57
Turkey	45	35	51	40	55	40	10	5	49
Hungary	58	58	54	60	3	58	12	37	60
Czech Rep.	30	39	22	58	10	26	61	61	18
Slovenia	51	43	24	34	6	45	23	31	43
Poland	43	59	34	16	4	52	40	25	50
Russia	59	61	35	22	2	37	13	15	61
Albania	4	29	55	23	17	10	56	19	14
Georgia	44	50	29	41	24	25	31	2	55

Dimension

Polish Leadership Culture

Kwintessential
Ltd

Hierarchical cultures

Indirect cultures

Direct cultures

Egalitarian cultures
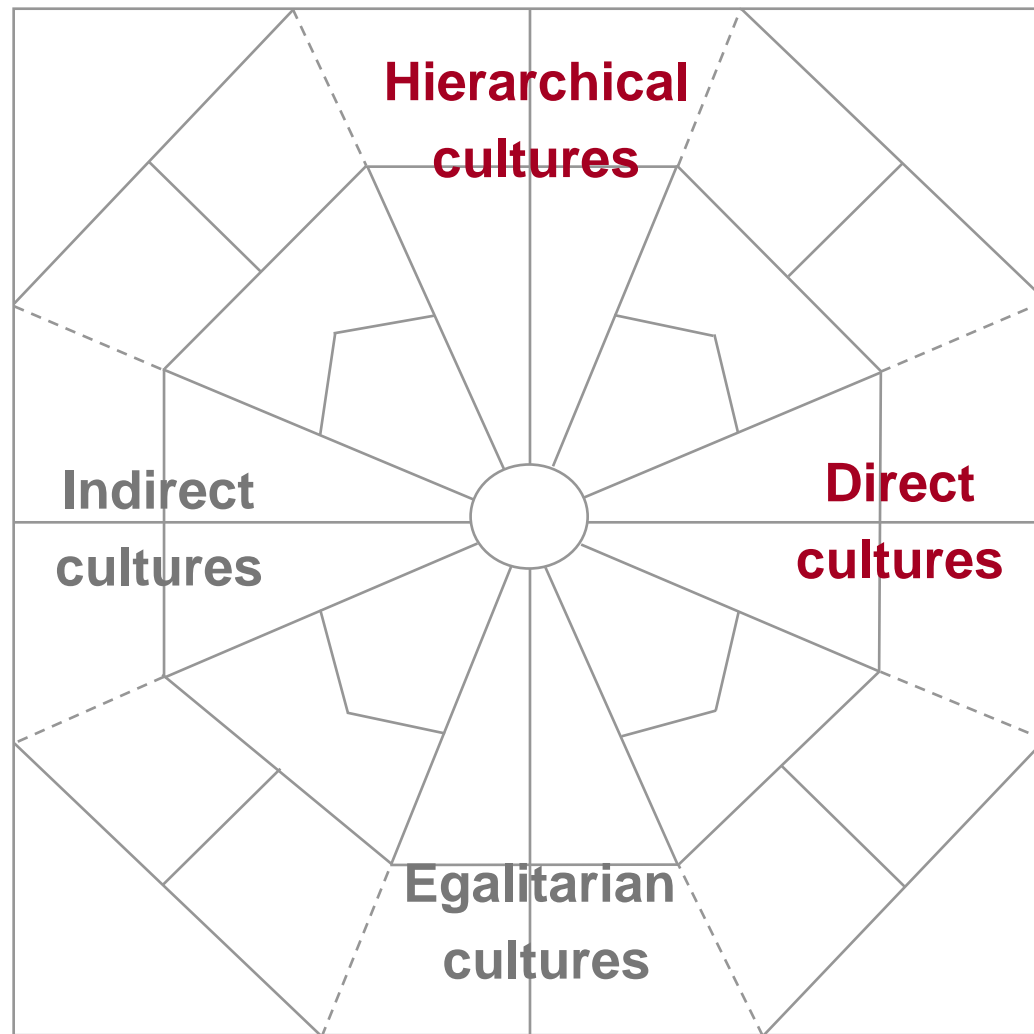
Mapping Poland?

Extended DISC Leadership
Culture Study
In Poland
2008/2009

Leadership Culture Study in Poland

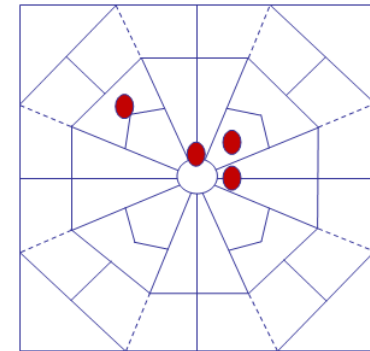| POPULATIONS	n	M/F(%)	D-I-S-C
Talent Club	922	42/59	22-26-32-20
MBA Graduates	207	59/41	30-22-26-22
MBA Students	60	67/33	33-20-28-18
A Company	56	89/11	25-16-39-20

Polish National Leadership Culture
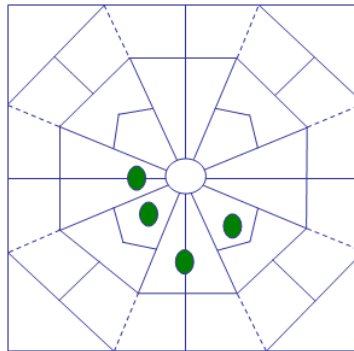
Talent Club   **"Old" Poland**

Gender (Male / Female)   **42% M / 59% F**   **? / ?**

Age   **33 years**   **? years**

Poland vs Europe

Polish population compared to…

POL	2008	2007	2006	2005
D	19,3	16,3	18,6	21,0
I	22,9	24,1	23,5	22,0
S	37,2	38,2	37,7	33,3
C	20,6	21,3	20,1	23,7
Correlat	0,9825			

```
 21        19

 37        23
```
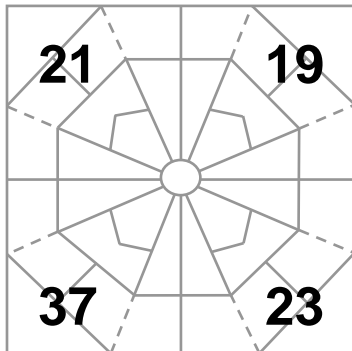
Rest of Europe

	D	I	S	C
Poland	19	23	37	21
Sweden	2	52	36	11
Norway	3	31	50	17
Denmark	10	29	43	19
Finland	9	36	40	16
Germany	7	47	18	27
Holland	11	29	38	22
UK	17	31	27	25
France	13	36	31	20
Spain	7	36	35	32
United States	14	33	27	27

New generation of employees (Leaders?)

What will/can/should Poland be in the future?

Poland in the Future?
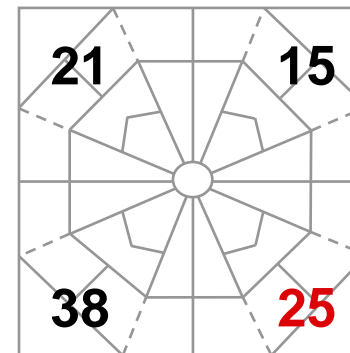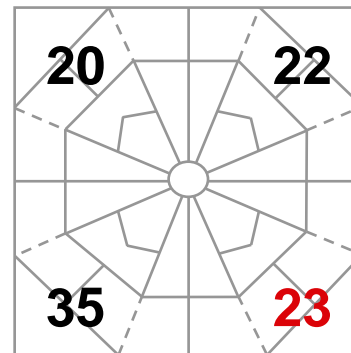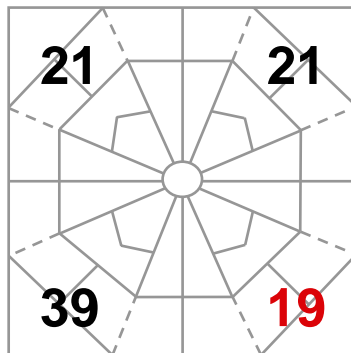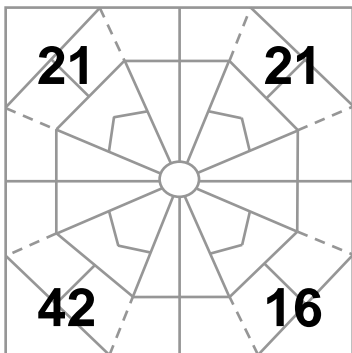
Polish population changing

21	19
37	23

1950's
21	21
42	16
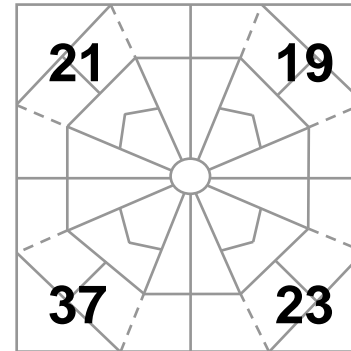
1960's
21	21
39	**19**

1970's
20	22
35	**23**

1980's
21	15
38	**25**

Poland in the Future?
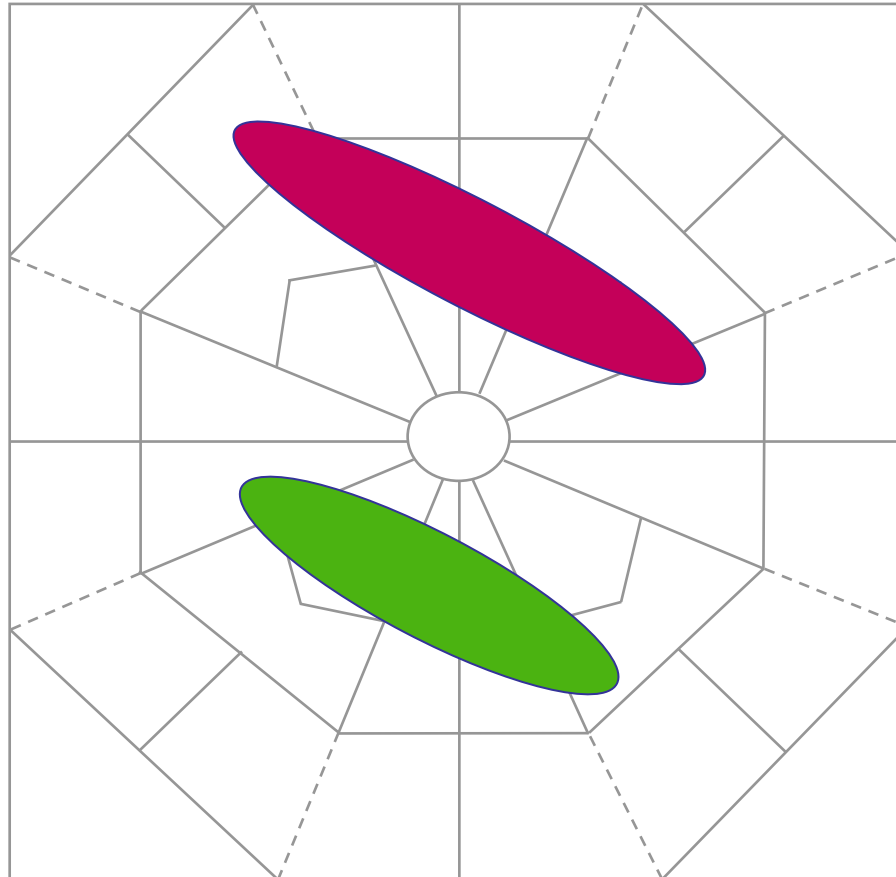
Old Polish Culture

New Polish Culture?

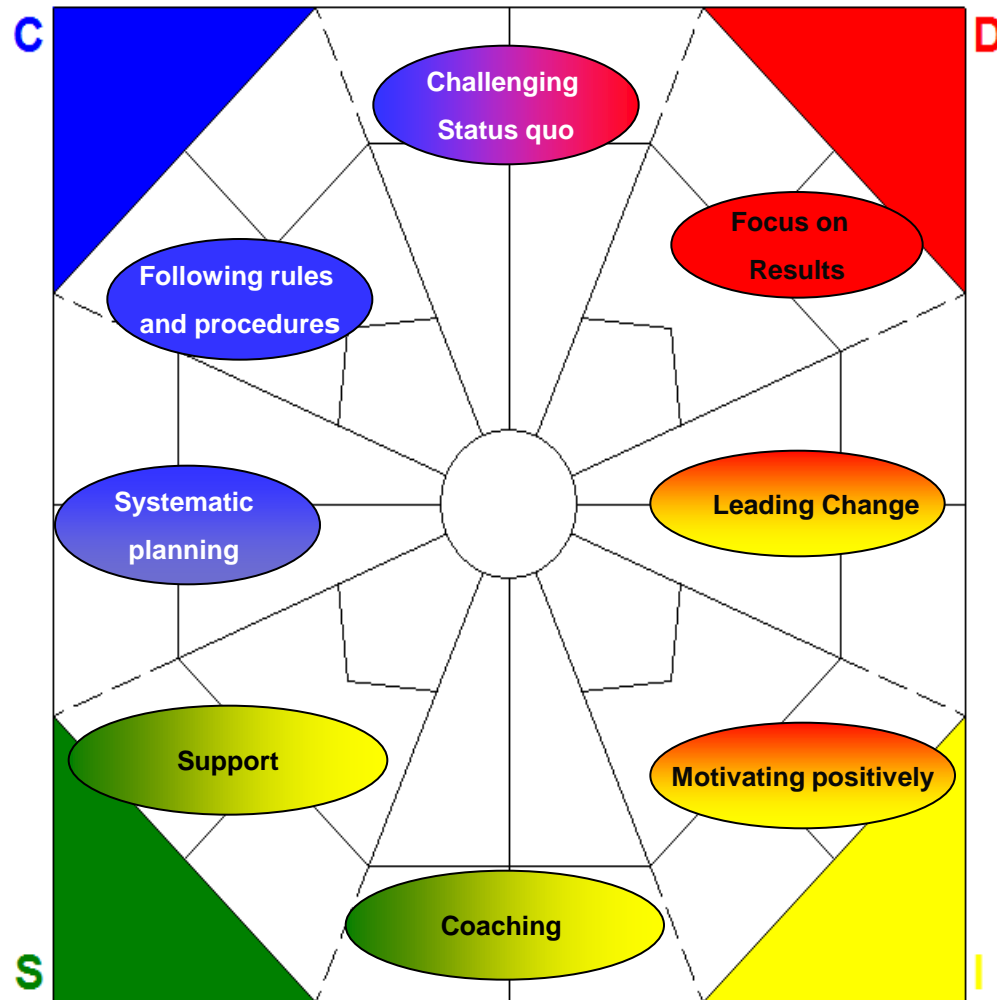**New values and expectations**

What is an ideal profile of the leader?

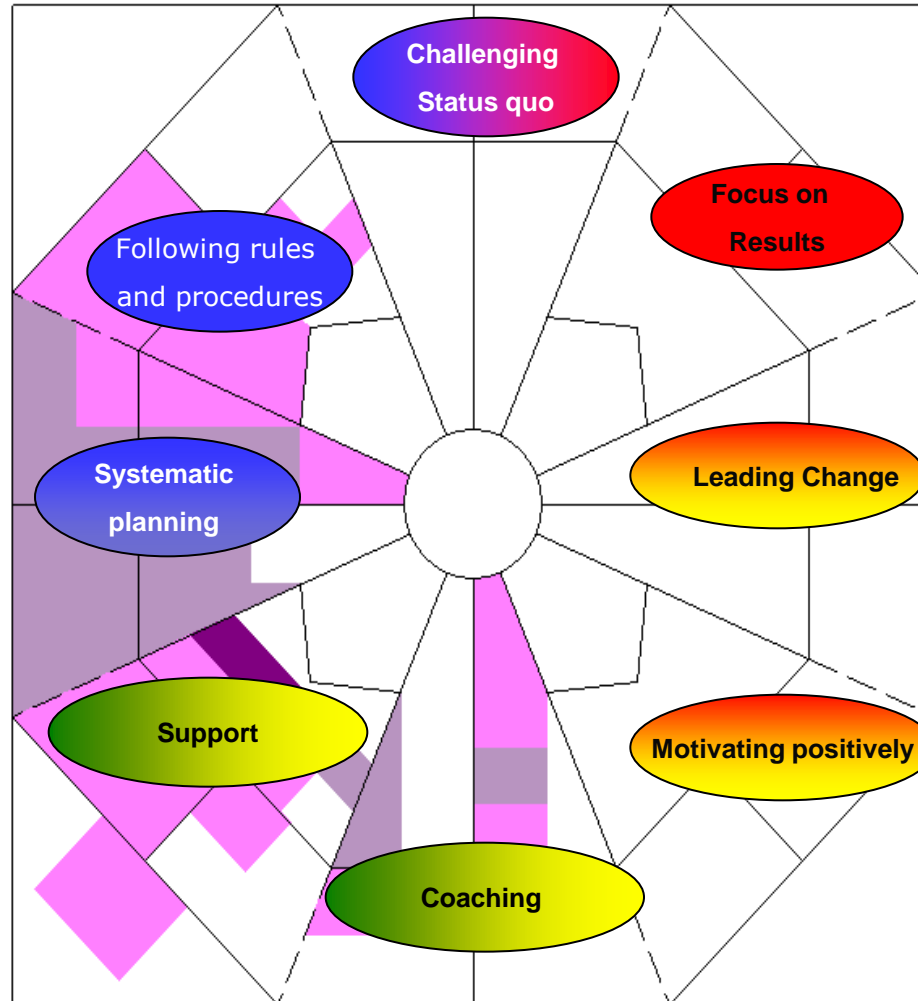# What are the main leadership roles at …?

Extended DISC Diamond

Distance

Logic

Facts

C

Correctness

Results

D

Change

Preciseness

Standards

Influence

Activity

Thoroughness

S

Patience

People

I

Positiveness

Helpfulness

Friendliness
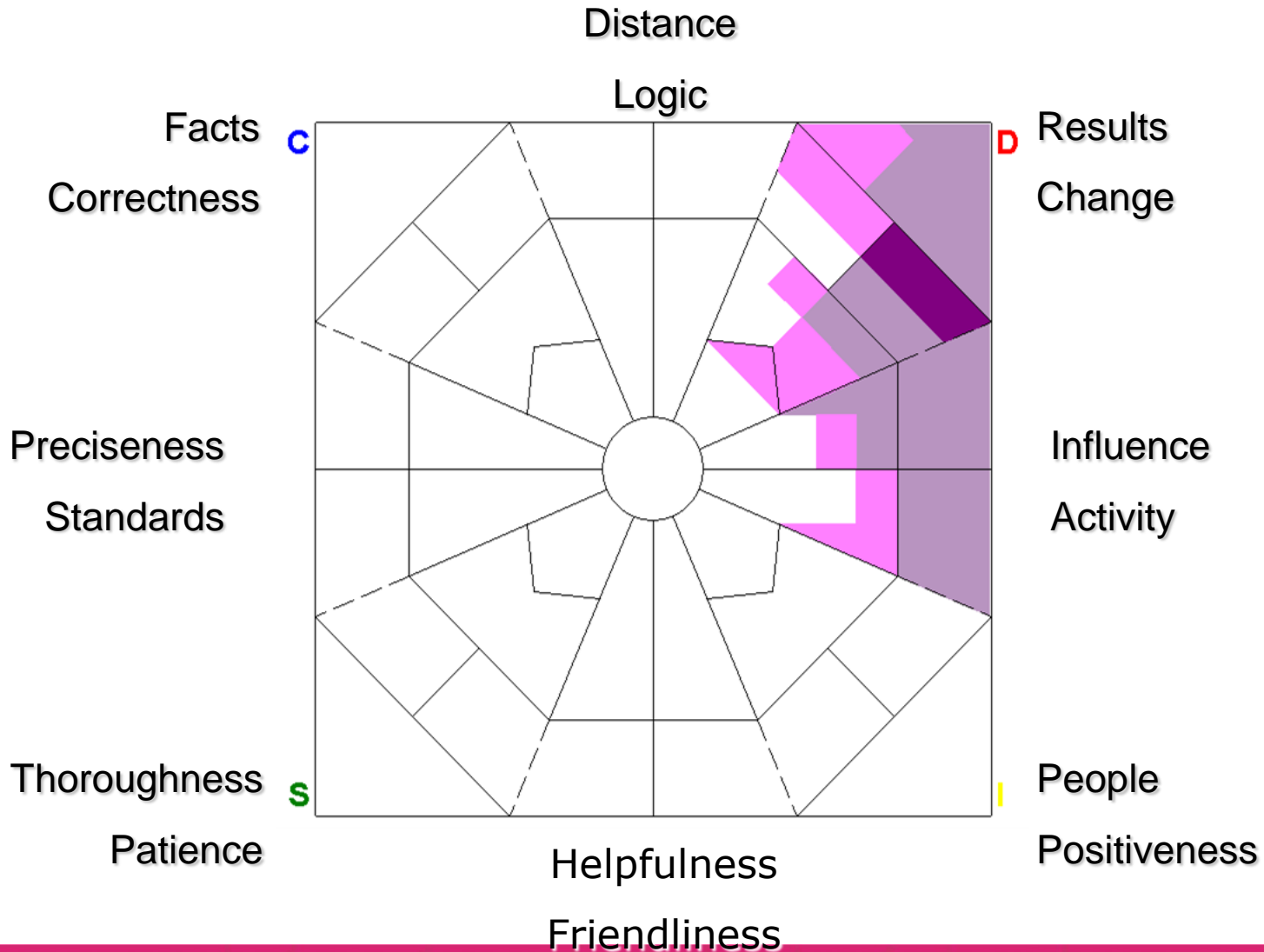
Will Mr. X succeed?

Let's get to know Mr. X a little better…

Mr. X and his challenges…

Challenging Status quo · Focus on Results · Following rules and procedures · Leading Change · Systematic planning · Support · Motivating positively · Coaching

What about Ms Y?

Ms. Y and her challenges
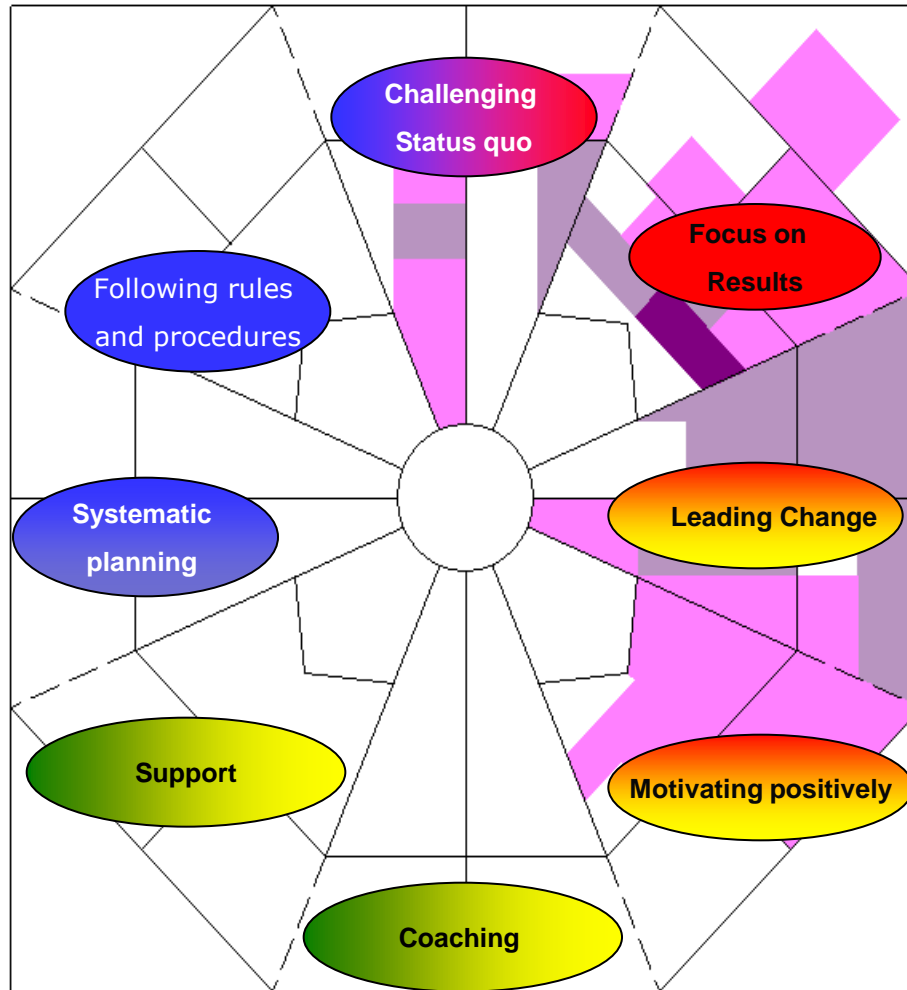
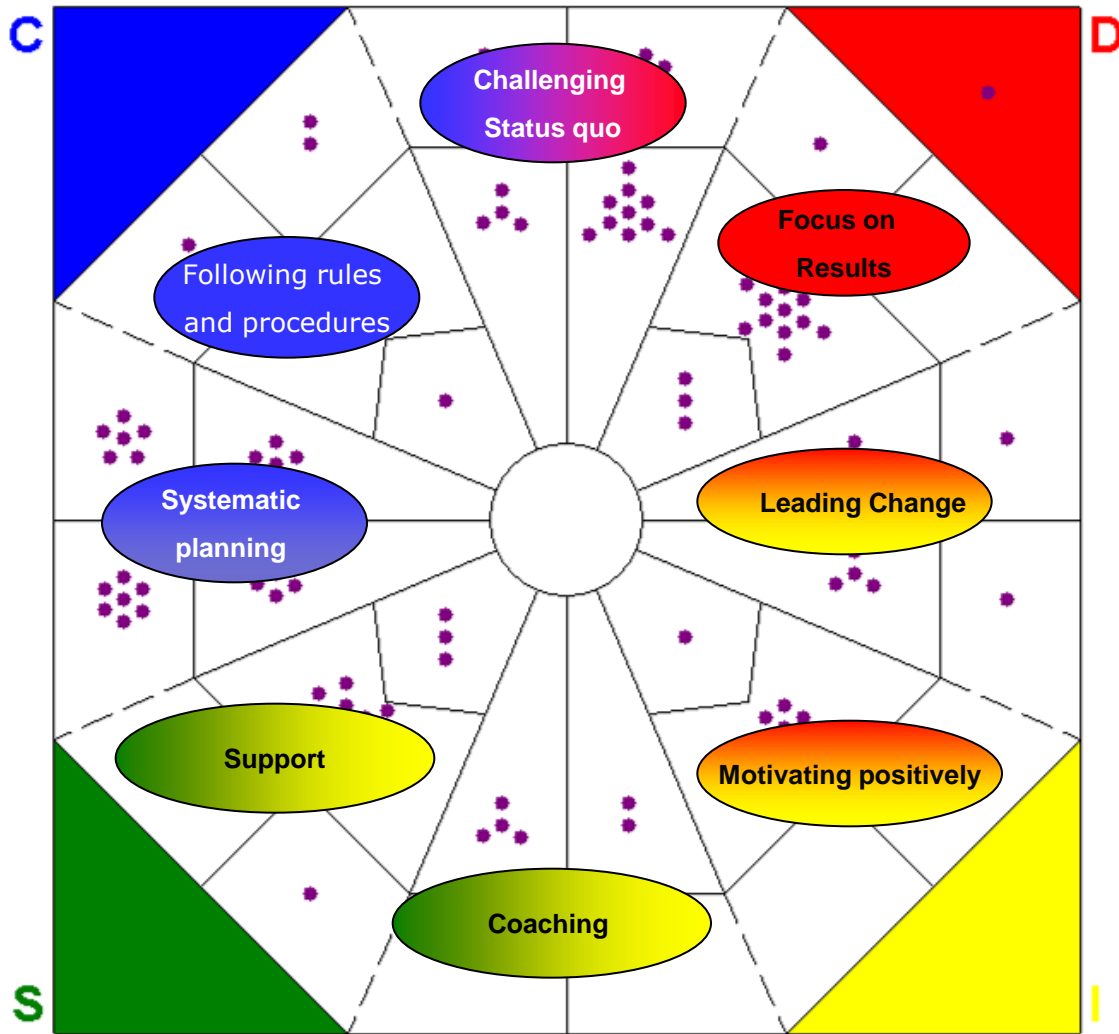# Managers - retail company
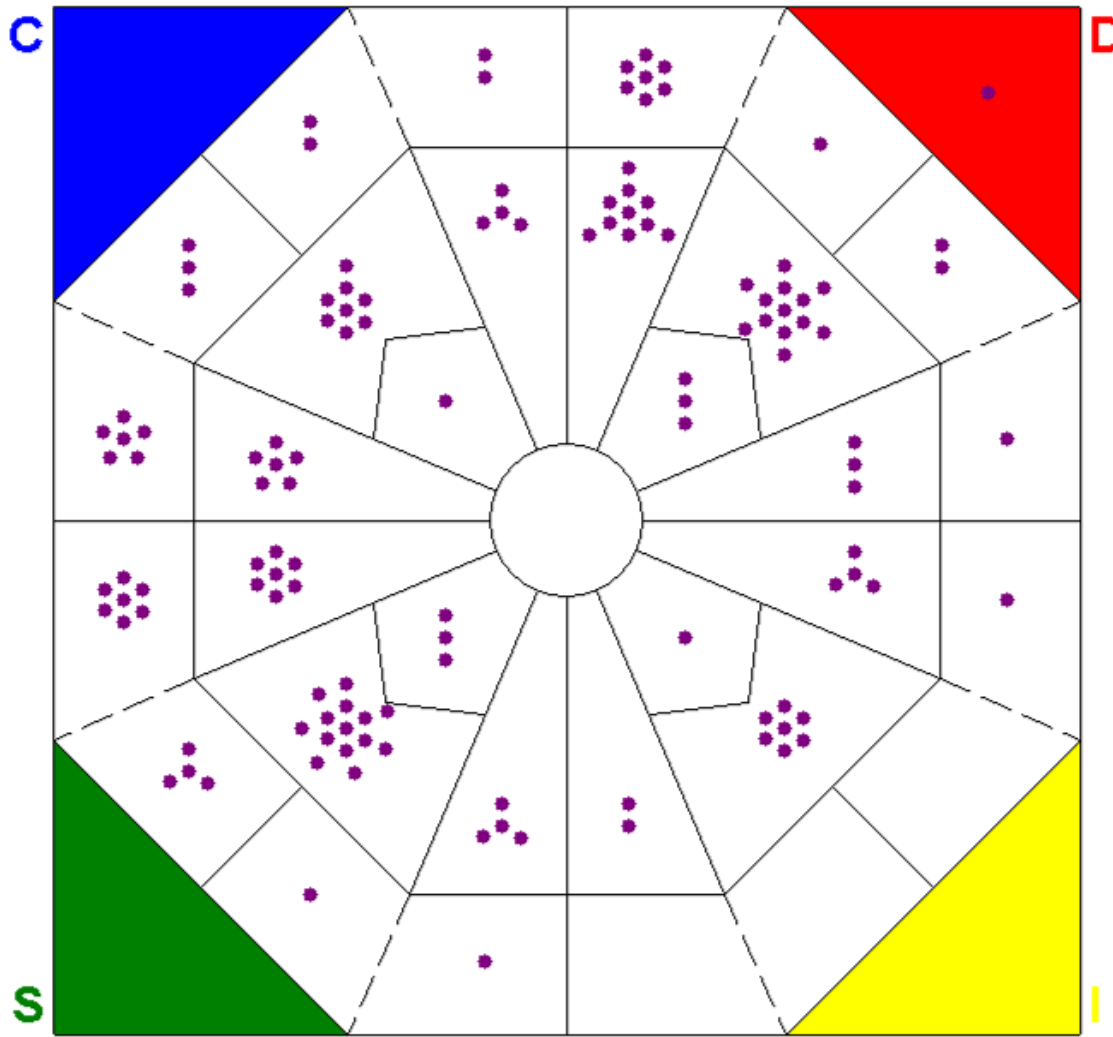
D	32%	41
I	12%	15
S	32%	41
C	25%	32
Total	100%	129

Leadership Culture – retail company

D	32%	41
I	12%	15
S	32%	41
C	25%	32
Total	100%	129

Dziękujemy

Więcej informacji:

www.extendeddisc.com/poland