

Charles Handy's Four Types of Culture

Charles Handy put forward a framework of four different types of culture that remains relevant today. His four types include:

Power culture: In this type of culture, there is usually a head honcho who makes rapid decisions and controls the organizational direction. This is most appropriate in smaller organizations, and requires a strong sense of deference to the leader.

Role culture: Structure is defined and operations are predictable. Usually this creates a functional structure, where individuals know their job, report to their superiors (who have a similar skill set), and value efficiency and accuracy above all.

Task culture: Teams are formed to solve particular problems. Power is derived from membership in teams that have the expertise to execute a task. Due to the importance of given tasks, and the number of small teams in play, a matrix structure is common.

Person culture: In this type of culture, horizontal structures are most applicable. Each individual is seen as valuable and more important than the organization itself. This can be difficult to sustain, as the organization may suffer due to competing people and priorities.

Source: Boundless. "Types of Organizational Culture." Boundless Management. Boundless, 08 Dec. 2014. Retrieved 16 Apr. 2015 from <https://www.boundless.com/management/textbooks/boundless-management-textbook/organizational-culture-and-innovation-4/culture-33/types-of-organizational-culture-187-3936/>

The Paradox of Charles Handy

Vicar and visionary, modern management's most eminent philosopher says it takes a village to build a company.

by Lawrence M. Fisher

See complete article at <http://www.strategy-business.com/article/03309?pg=all>

Past the village, down a country road, off a gravel path sits a 17th-century farm laborer's cottage: an unlikely set of directions to one of the world's most admired management thinkers. Yet it is here, in this home nestled among the wheat fields of England's East Anglia, that Charles B. Handy has written some of the most influential, and prophetic, works of business literature.

But the choice of such a tranquil setting to unravel vexing and stressful questions about the present and future of corporations is far less incongruous than it appears. Indeed, Mr. Handy finds in the village a metaphor and a model for human organization that is all the more striking for its simplicity and cohesiveness. He suggests that the current form of shareholder-dominated corporate capitalism, with all its complexity and conflict, is not sustainable, and will give way — *must* give way — to a simpler and more flexible form of private enterprise. This new form would promote greater collaboration and understanding among multiple constituents who share in the benefits and challenges of being part of one company, but who have distinct roles and different stakes and expectations, and are rewarded differently, depending on their purposes and contributions.