Discussion Summary Example

Unit 5 Group A
Discussion Summary
Prepared by ____________________

Discussion Participants
Student A
Student B
Student C
.
.
.

Topics
This week’s topic focused on the link between culture and leadership and the joint impact they have in enabling an organization’s success. We were asked to discuss how each of our organizations cultures map to the Goffe and Jones’ culture, how leadership and culture overlay each other, and how the style of our leader impact our culture.

Process
The Facilitator began the discussion by asking us to consider our organization’s culture (Networked, Mercenary, Fragmented, and Communal) and whether or not that culture was a fit for us. There were 70 posts in total including the original post and the initial directive from the Facilitator.

Content - Common Themes
Since there were many discussion threads, I attempted to categorize our thoughts into themes.

Organizational Culture and Test Results – Half of us polled thought our organization’s culture was Fragmented. Most of the people who are in Fragmented organizations are not happy with their culture. The next largest category was Communal. The remainder of us fell into Mercenary and a combination of Networked/Communal/Mercenary. It became clear to most of us that the absolute statements of the assessment may not always be true. Some people who took the test again found their scores to change somewhat but the general culture category remained the same.

Training/Learning – Training and learning seem to be more prevalent within a Communal organization. Student A commented on having opportunities for “learning experiences” (Communal Org), while Student B spoke of just the opposite (Fragmented Org).
Clear Roles – Clear organizational roles are important and seem to be more of an issue in an organization that is growing quickly, or is new.

Conflict – Should organizational conflict be addressed or overlooked? Student C stated that “avoiding conflict because you don’t want to disturb harmony might work in the short term...” and went on to talk about how this will lead to further deterioration of achieving goals. Organization’s that seem to be more Mercenary favor some form of productive conflict as a means to resolve issues.

Turnover/Longevity and Loyalty – Most people agreed that employees should be loyal, but the reality is that if the culture or leadership style does not fit with an individual, moving on to another organization may be the best option. There was also a discussion on employee dedication and the number of hours people work relative to the culture of the company. The Mercenary style seems to foster long hours and go against work-life balance.

Leadership and Culture – Can managers be good leaders and vice versa? Student D discovered (as most of us did :>;) through the readings “...how important a manager is in defining the company/department culture.” Managers can be good leaders and vice versa.

Conclusion
In summary, most companies tend to not fall cleanly and purely into one organizational culture. Different cultures have pros and cons depending on the maturity of the company. Finally, we were inclined to agree that leadership influences culture, and vice versa!