

IIM Trichy Research Seminar Series

Central to the academic life is the spirit of enquiry, conversation and debate. The primary intention of the IIM Trichy Research Seminar Series is to nurture this spirit amongst the Fellow Program (FP) community. This initiative was conceptualized by and is administered by the FP students.



Session 17

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A Framework Examining the Interaction of Leadership Interventions and Organizational Culture

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Category: Work in Progress

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Abstract

Extant leadership studies predominantly deal with the role of leadership in nurturing and transmitting culture (Tsui et al., 2006) across the organization, which results in a partial view that is often far removed from the organizational reality (Alvesson, 2019). Anecdotal evidences from emerging economies in the last decade, such as the failed leadership changes in Tata Group and Infosys, however, suggest that leadership changes in stable organizations are often accompanied by unanticipated changes in the way these organizations continue to function. Thus, cultural stewardship assumes equal importance during periods of organizational stability as it does in times of crisis (Totawar, Prasad & Joseph, 2019). The context of leadership change in stable organizations and the resultant interaction of new leadership interventions with the existing organizational culture appears an underexplored area, even though the leadership dynamics differ significantly vis-a-vis crisis situation. We attempt to theorize on the interactions of leadership interventions (categorized as counteracting vs. reinforcing) with the strength of organizational culture (strong vs. weak) to delineate four possible states of organizational functioning. By adopting a contingency perspective on leadership interventions, we propose a four-quadrant framework to study the relationship between organizational culture and leadership intervention in the context of stable organizations. The framework thus combines the leadership and organizational culture literature to understand the impact of culture on leadership interventions post leadership change in stable organizations and offer testable propositions. We also discuss the implications of this study for both academicians and practitioners.

<u>Broad Theme of Discussion</u>	<u>The Inquisitives</u>
<ul style="list-style-type: none"> • Need to redefine the context • Definition of leadership and culture for the framework <ul style="list-style-type: none"> • Problematizing • Revising the propositions • The need for “inclusivity” in academic writing and presenting 	 <p><i>Prof. Hari (Marketing Area)</i></p>
<ul style="list-style-type: none"> • Relevance of the framework in an organization which is in need of a change 	 <p><i>Sumit (Finance)</i></p>
<ul style="list-style-type: none"> • Binary state of interventions • Reality vs Academic research • Revisiting the proposed framework 	 <p><i>Vimal (ISA)</i></p>
<ul style="list-style-type: none"> • Movement from strong to weak culture or vice-versa <ul style="list-style-type: none"> • Stable organization with weak culture 	 <p><i>Anindya (Finance)</i></p>
<ul style="list-style-type: none"> • Defining the proposed Interventions and breaking them down into actions 	 <p><i>Parijat (OB & HRM Area)</i></p>