

	Advantages	Disadvantages
Centralised organisation	Efficiency in making business decisions under pressure as those are made centrally by the top management.	The many layers of bureaucracy make communication difficult. More time will be needed to accomplish tasks.
Decentralised organisation	Manages to utilise the employees' expertise and knowledge at various level.	Different individual opinions may create difficulties in the organisation, especially in decision-making.

Table 3. Advantages and diadvantages of the process of de-layering.

Advantages	Disadvantages
Fewer managers are needed, which allows cost reduction.	Increased span of control, which can increase the workload of managers.
The organisation becomes less bureaucratic.	Can have negative impact on motivation if there were job cuts in the process.
Decisions can be made faster.	Not all companies are suited for organisational structures with few levels of hierarchy.
Encourages innovation.	People will have to take new responsibilities and time will be needed for adjustment.

In a **power culture**, an individual or a selected group of people makes decisions for the organisation.

- Procedure and formal rules are not dominant.
- Communication is highly centralised; less bureaucracy
- The leaders tend to be highly autocratic.
- Charles Handy described power culture as a spider's web; as the web becomes powerless without the existence of the spider, the organisation comes to a standstill without the decision-makers.

Role culture is underpinned by structured procedures and well-communicated rules and hierarchies for the smooth operation of an organisation.

- Organisations with role culture are often found to be bureaucratic, with multiple hierarchies and long chains of command.
- Power lies in the position and designation of roles rather than the quality of an individual.

Task culture supports dynamic, innovative and flexible companies by giving power to experts within a group.

- The roles are often flexible, and employees are expected to take various positions according to the requirements of the company.
- Handy used an image of a net to describe the task culture. Like a net, very appropriately, the strength of a task culture lies in all its strands and connections.

A **person culture** has no emphasis on teamwork as each individual is focused on their own tasks and projects.

- May be some conflict between individual goals and those of whole organization
- Most creative type of culture

Google Motorola acquisition failure

1. What is the impact of the values, attitudes and beliefs of employees when two companies merge together?

Google is a culture of free wheeling innovation while Motorola is a staid culture of bureaucracy; Google is a culture of meritocracy while Motorola is a culture of entitlement. This difference in values, attitudes and beliefs led, ultimately, to the failure of this merger and shows the significant impact of these factors.

2. How can leaders change culture successfully?

Google attempted to enforce its more innovative culture on Motorola which could have been successful in producing more creative products and widening the scope of Motorola's products had it been done appropriately.

