

on that it is difficult to put them in a different category to employees who are lower down in the company. This is an important part of making employees feel valued within the company and comfortable around their managers. As a result, Google is often considered to be the best company to work for in the world, therefore showing the great success of its culture and its ability to influence how its employees think and feel.

However, employees thoughts and feelings cannot be manipulated in every situation. Culture management is supposed to be sold to employees as a win win situation for all involved, meaning that employees enjoy their time at work, and in return will be more likely to willingly work longer hours and work harder, however if this is not handled correctly by managers, employees may be unhappy with the idea that management are trying to influence their thoughts and feelings towards the company. More specifically, some team-building exercises can be unsuitable or employees could feel uncomfortable with the responsibility they have due to having a relaxed hierarchy. An example of this is British Airways; employees were asked to sit in a circle, taking it in turns to be in the centre, and everyone around the outside must say something complimentary about the person in the middle. This task was seen to be unsuitable because employees found it highly embarrassing and it could have actually made employees more shy around each other due to the humiliation. British Airways also introduced the idea of check-in desk staff being self-managed. This can put great pressure on employees as they could not ask for advice and potentially could be making poor decisions. This can lead to demotivation, and definitely will not encourage employees to be flexible and work longer hours as managers would've hoped. In addition to this, it has also been suggested that culture management

can only be successful in more technologically advanced workplaces with senior employees and that it will not work with low-paid employees and those who carry out repetitive tasks throughout their working day such as