

# The Six Cultures: Summary Descriptions

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## Professional Culture

Vehicle for building the credibility of coaching as a profession

Studying and analyzing the big systematic picture Generation, interpretation and dissemination of knowledge

Develop specific values and character qualities

Head rather than heart

Differentiate between managers and leaders

Untested assumptions about dominance of rationality

## Managerial Culture

Vehicle for improved managerial performance

Planning, implementation, and evaluation

Directed toward specified goals and purposes

No important differences between managers and leaders

Value fiscal responsibility and quantifiable measurement of outcomes

Skills developed through a blend of training and coaching

Untested assumptions about capacity to define and measure results

## Advocacy Culture

Vehicle for establishing equitable and egalitarian distribution of organization resources and benefits

Value confrontation and equitable, enabling and empowering strategies that bring "all to the table"

Recognize inevitable presence of and need for multiple constituencies with inherently opposite interests

Surface existing social attitudes and structures Not "neutral" about her work

Untested assumptions about ultimate role of power in the organization

## Alternative Culture

Vehicle for program and activity creation for personal growth of all

Value personal openness and service to others

Integration of mind, body and spirit

No 'artificial' distinction between personal and organizational coaching

Encourage potential for cognitive, affective, physical and spiritual development

Untested assumptions about inherent desire to attain personal maturation

### Virtual Culture

Vehicle for engagement and use of knowledge and expertise that is produced and modified at an exponential rate in postmodern world

Linking leader's learning needs to technological resources to access global market and learning network

Wise and skillful in using digital technologies

Actively engaged in setting up own network and accessing global coaching resources

Untested assumptions about ability to make sense of postmodern world fragmentation and ambiguity

### Tangible Culture

Vehicle for identification and appreciation of an organization's roots, community and symbolic grounding

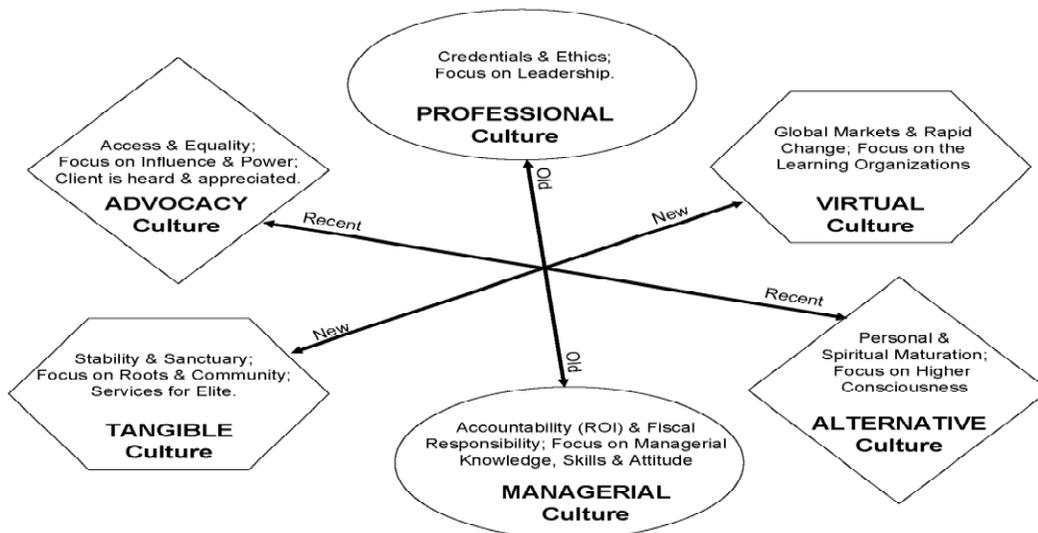
Predictability of value-based, face-to-face coaching

Focus on deeply embedded patterns and traditions

Surface existing social attitudes and structures

Emphasis on full appreciation of existing long-standing organization dynamics

Untested assumptions about value of personal relationships and ability of organizations to "weather the storm" of faddish change



## **The Six Cultures: Key Characteristics**

### **The Professional Culture**

Leadership Values: Autonomy/Status

Criteria of Leadership Success: Qualitative

Coaching Orientation: Affiliation with specific coaching school and strategy

Nature of Coaching Clientele: Small, select clientship

Criteria of Coaching Status: Certification (input measure)

Nature of Coaching Impact: Unspecifiable, but deep and long-lasting level

Coaches and the users of coaching services who are aligned with the professional culture conceive of coaching as a 'profession' and seek to build its credibility through establishing a code of ethics, Marking

### **The Managerial Culture**

Leadership Values: Economic Viability/ Commitment to one's team and organization

Criteria of Leadership Success: Quantitative/Bottom Line Success/Expanding Capacity (Size)

Coaching Orientation: Close alignment with latest management theory and practices related to improved institutional performance

Nature of Coaching Clientele: Mid-level and C-Suite Managers

Criteria of Coaching Status: Yearly Revenues/Size of Client's Organization/Level of Clients in Organization

Nature of Coaching Impact: Client satisfaction (short term) Evidence-based outcomes related to defined organizational goals and objectives (long term)

### **The Alternative Culture**

Leadership Values: Focus on Strengths and Potential (Learning) of Employees and the Overall Level of Innovation in the Organization

Criteria of Leadership Success: Development of Employees/"Breakthrough" Innovations

Coaching Orientation: Eclectic (Whatever is the "latest" thing—often residing outside the traditional boundaries of coaching perspectives and practices)

Nature of Coaching Clientele: Small, select clientship

Criteria of Coaching Status: Certification (input measure)

Nature of Coaching Impact: Unspecifiable, but deep and long-lasting level

## **The Advocacy Culture**

Leadership Values: Serving the Underserved/Expanding Access to the Decision-Making Table

Criteria of Leadership Success: Diversity of Perspectives Entertained and Equity of Treatment for all Members of Organization and Members of Community/Society/

Coaching Orientation: Orientation to quasi-political strategies and advocacy-related perspectives on coaching

Nature of Coaching Clientele: Advocacy oriented leaders (often in nonprofit organizations)

Criteria of Coaching Status: Evidence of diversity and equitable among the clients being served

Nature of Coaching Impact: Successfully fighting against institutional control of personal identity and collective decision-making processes. Influence regarding who is at the table to identify and measure institutional effectiveness?

## **The Virtual Culture**

Leadership Values: Embracing the new technologies that allow for expanded network—resulting in more extensive sources of information and knowledge

Criteria of Leadership Success: Size of “catchment area” (customer base, knowledge base)

Coaching Orientation: Orientation to ways in which technology can be used to make coaching more effective and more relevant for the “new world” of leadership and management.

Nature of Coaching Clientele: Young entrepreneurs and Technologically Savvy Managers and Leaders

Criteria of Coaching Status: At the cutting edge of technology-aided coaching strategies

Nature of Coaching Impact: Helping mid-21<sup>st</sup> Century Managers and Leaders adapted to a world of volatility, uncertainty, complexity, ambiguity, turbulence and contradiction.

## **The Tangible Culture**

Leadership Values: Tradition/Heritage/Appreciation

Criteria of Leadership Success: Meaningful, Trusting and Sustained Interpersonal Relationships/ First-hand observations of institutional success: “you have to see it to believe it and to know that it is real”

Coaching Orientation: Focus on relationships in the here-and-now. Coach serving as trusted source of support and inspiration

Nature of Coaching Clientele: Long term coaching relationships (often working with established and family-owned businesses)

Criteria of Coaching Status: Working over a long period of time with high profile and influential clients

Nature of Coaching Impact: The containment of anxiety: helping challenged leaders to set appropriate boundaries and sustain important (often courageous) acts.