



## **‘YOU CAN HELP CREATE A POSITIVE WORK CULTURE - COMPANY WIDE’**

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In most organizations people wait for the leader to come up with a programme to change the culture of the organization. This is an *outside-in* approach where the responsibility is passed to others and everyone else uses a ‘wait and see’ approach. However, the more effective organizational changes have happened based on an *inside-out* approach, where individuals created an impact based on their own behaviours.

This attitude is required when you attempt to create a positive work culture, as you may not be in a leadership position to create an *outside-in* effect. Your role is to influence the behaviour of your team and colleagues by changing your own behaviour. This can start spreading until the leadership of the company starts feeling the ripple effects. This will help to make your leader and immediate circles of influence more positive and, as a result, enable the enrolment of their support in driving a positive work culture company wide.

First let’s identify what is a ‘positive work culture’. In a positive work culture we will see passionate people and passionate leaders. It is so wonderful to see the natural passion in children when they are in their formative years from birth to about 5 to 6 years. There is no absence of passion at that age and sometimes the challenge for mothers is to tranquilize them! At the same time the kids display the availability of unlimited energy. Kids don’t need to go to a walking class, or read a book titled ‘Powerful walking techniques’, nor do they hold back their questions, laughter or experimentation.

The reason for learning and growing naturally is to have an eye for possibility, absence of judgement and the presence of empathy. While these are naturally present in kids, our social systems and school systems can extinguish this passion. Upto about the age of 5, the first words of the child, the first question they ask, the first footsteps they take, the first answer they give etc are a cause for family celebration. However, we hear words like, “Wipe that stupid smile off your face” or “You are only supposed to be seen and not heard”. An average child falls down approximately 290 times before they walk. Every time they fall, they do not get upset or angry about it, but they get up and try again. However school systems use punishment for trying new things and making mistakes. This makes children learn to become risk averse, refusing to try new things.

Some corporate environment do the same thing, punishing people for coming up with new ideas or trying new things. When leaders display such behaviour their teams lose their passion and with the extinguishing of passion they lose their confidence in risk taking, creativity, decision making, and executing plans.






Jim Collins carried out some path breaking research and published the findings in the book, "Good to Great". In his book he cites many examples of **great companies** which were distinguished from **good companies** based on their financial results. The study of these companies indicated that they had a positive culture. Good companies beat the stock market consistently by over 2.5 times and great companies beat the stock market by more than 4 times. For example if you had invested \$1 in the stock market in 1956, that would have given you cumulative returns of \$56. Good companies gave returns of 2.5 times this or more, or \$140 or more. Great companies gave a return of 4 times or more than \$224. Collins and his research team analysed all Fortune 500 companies from 1970 to 2000 and found that 11 of the 1100 or so Fortune 500 companies of that era qualified to become a 'Good to Great' company. These companies were 'Good' companies for 15 years [1970 to 1985] and then they were 'Great' companies for the next 15 years [1986 – 2000]. Then they found out the differences in these companies which enabled them to become great companies.

One of the great companies cited is **Fannie Mae** the bank. They were specific in what they wanted to achieve and this was known by the entire team working in the bank. **Fannie Mae's** mission was to be the greatest capital market player in the markets segments they chose to operate in. Jim Collins also studied comparison companies that were good companies. These companies did not become great companies or they did not sustain greatness even if they had achieved it for short bursts of time. The comparison bank for **Fannie Mae** was **Great Western**. They did not have a clear mission – as a top management team member said, "We want to grow anywhere we can, don't worry about what you call us, bank or a Zebra".

A **Fannie Mae** executive when interviewed, said, "Helping people to own houses makes me passionate. Seeing the new houses built with our loans when I drive to work in the morning makes me feel passionate". Most team members shared similar sentiments. This is the type of passion which creates positive work environments. What was the result of this? **Fannie Mae** grew 3 fold compared to **Great Western**, from 1984 to 1996.

Another 'Good to Great' company in the financial industry was **Wells Fargo**. They decided to become a successful local market player rather than a global player. Their belief was '**There is more money to be made in Modesto than in Tokyo**'. Once this belief went deep into the hearts, minds, flesh and blood of all their team members, they focused on making that dream happen, rather than worrying about not being a global player. **Wells Fargo** measured their success based on 'profits per employee' rather than profits per loan which was employed by the Bank of America. Once this was clear to all employees they wanted to make themselves more profitable to the bank. They were even able to give loans at lower interest rates compared to their competitors, as long as the crucial number 'profits per employee' became better and better and this made them more profitable. **Wells Fargo** beat the stock market 3.99 times and this is much higher than their comparison company the **Bank of America**.

Jim Collins also spearheaded another path breaking research study which culminated in the book **Built to Last**. This book was based on a study of visionary companies who had shown



consistent results over a period of 50 years. They also looked at comparison companies as in the **Good to Great** research. They saw that the key difference was one of orientation and not the quality of leadership. The evidence suggested that the key people at formative stages of the visionary companies had a stronger organizational orientation than in the comparison companies, regardless of their personal leadership style. As the study progressed Jim and the team became increasingly uncomfortable with the term “leader” and began to embrace the term “architect” or “clock builder.”

Due to this approach and orientation, one of the visionary companies, American Express unintentionally evolved into Financial and Travel Services. **American Express** began life in 1850 as a regional freight express business. In 1882, the company took a small, incremental step that turned out to be the genesis of a dramatic strategic shift. Due to the increasingly popular postal money order, **American Express** faced declining demand of its cash-shipping services (similar to an armoured car service for cash transfers provided by banks and security firms). In response, **American Express** launched its own money order. The “Express Money Order” became an unexpected success – Almost 12,000 of them were sold during the first six weeks. They aggressively seized the opportunity and began selling the product not only at their own offices, but also at railroad stations and general stores and thereby began-unwittingly-to transform the organisation into a financial services company.

A decade later, in 1892, **American Express** president J.C Fargo took a European vacation, where he found it difficult to translate his letters of credit into cash. This was initially a problem which turned into an opportunity, impelling a further shift in the company’s trajectory. In his book ***American Express 1850-1950***. Alden Hatch wrote:

On his return, [Fargo] stalked through the corridors of 65 Broadway with more than his usual preoccupation. He walked right past his own office to that of an employee, Berry Marcellus. “Berry,” he said, omitting a salutation and going straight to the point, “I had a lot of trouble cashing my letters of credit. The moment I got off the beaten track, they were no more use than so much wet wrapping paper. If the president of American Express has that sort of trouble, just think what ordinary travellers face. Some thing has got to be done about it”.

Berry did indeed do something about it. He created an elegant solution which required simply a signature upon purchase and a countersignature upon redemption, which eventually became known around the world as the ubiquitous “**American Express** Travellers Cheque.” The mechanics of the travellers cheque gave **American Express** an unexpected bonus: Due to lost cheques and delays, the company sold more orders than it redeemed each month, which created a cash cushion.

Unintentionally, **American Express** had invented the ‘float’. A mere \$750 at the beginning, the float would eventually top \$4 billion by 1990, generating \$200 million in revenue. The company had virtually [and accidentally] created a new international currency.



In what started as just another incremental, opportunistic step, the Traveler's cheque further evolved **American Express** toward financial services. **American Express** didn't plan to become a financial services company. Nonetheless, it became one.




The travellers cheque also contributed to the company's unintentional evolution into travel services company. In fact, President J.C. Fargo issued a clear, unambiguous dictum that **American Express** was not planning to enter the travel and tourism business: "We want it distinctly kept in mind at all times and in all places and by all the company's forces, that this company is not and does not intend going into the touring (travel services) business.

In spite of Fargo's dictum, that's exactly what **American Express** did. The company had developed a pattern of solving customer problems quickly and exploiting opportunities, an impulse guided by its core ideology of heroic customer service that could not be easily suppressed even by the CEO. Soon after the company opened its first European traveller's cheque office in Paris in 1895, an entrepreneurial employee name William Dalliba began expanding the company's activities in response to the needs of American travellers that always crammed the Paris office clamoring for cheque cashing, mail services, travel schedules, tickets, advice, and so on. Dalliba had to be careful and low profile, of course, so as not to raise the ire of J.C. Fargo. So he moved incrementally, experimenting with ticket windows to sell berths on steamships. Using his successful experiment as a foot in the door, Dalliba convinced the company to open a "Travel Department" and began selling train tickets, packaged tours, and a range of travel services. By 1912, **American Express** had firmly established itself as a great travel organization, even though even they did not publicly admit the fact. By the early 1920s, Dalliba's experiments had made travel related services the second most important strategic pillar of the company, behind financial services.

Thus, through a series of incremental steps, most of them opportunistic and certainly not part of any grand plan, **American Express** had evolved into something entirely different from its original founding concept as a freight express business.

This is an example of how an organization can evolve with creative breakthroughs if the right culture is created.

James Stillman, **Citicorp's** president from 1891 to 1909 and chairman to 1918, concentrated on organizational development in pursuit of his goal to build a great national bank. He transformed the bank from a narrow parochial firm into "a fully modern corporation." He oversaw the bank as it opened new offices, instituted a decentralized multidimensional structure, created a powerful board of directors composed of leading CEOs, and established management training and recruiting programmes (instituted three decades earlier than **Chase Manhattan**). **Citibank**, established in 1812, describes how Stillman sought to architect an institution to thrive far beyond his own lifetime:



'Stillman intended **National City** [precursor to **Citicorp**] to retain its position [as the largest and strongest bank in the United States] even after his death, and to ensure this he filled the new building with people who shared his own vision and entrepreneurial spirit, people who would build an organization. He would step aside himself and let them run the bank'.

Stillman wrote in a letter to his mother about his decision to step aside, to the role of chairman, so that the company could more easily grow beyond him:

'I have been preparing for the past two years to assume an advisory position at the bank and to decline re-election as its official head. I know this is wise and it not only relieves me of the responsibility of details, but gives my associates an opportunity to make names for themselves [and lays] the foundation for limitless possibilities, greater even for the future than what has been accomplished in the past'.

Albert Wiggin, Stillman's counterpart at **Chase** (president from 1911 to 1929), did not delegate at all. Decisive, humorless, and ambitious, Wiggin's primary concern appeared to be with his own aggrandizement. He sat on the boards of fifty other companies and ran Chase with such a strong, centralized, controlling hand that Business Week wrote, "The **Chase Bank** is Wiggin and Wiggin is **Chase Bank**."

The above example shows how an organization should have leaders with personal humility in order for them to create a positive work culture.

Cultural difference in any form of organization, be it a family unit, sports team, social organization, business organization, military, rebel organization, professional organization, political party or government is a natural phenomenon. That is the way the world is and if we try to change it, it backfires on us. These differences can be in the company, people, departments as well as differences of ideology or opinion. When people try to show that they are more superior or correct than those different to them ego issues arise. This leads to conflict. The objective of all interactions becomes to prove; "I am right, you are wrong" and this causes more conflict. When people start fighting with each other it drains positive energy. They start to become hateful and think of how to 'fix' the other person. This causes more negativity. They may sometimes complain to their bosses and drag them also into the conflict. More energy is wasted.

In a positive work culture the above dynamics are absent. People appreciate the differences. They celebrate the diversity. They realize that life will be boring if everyone looked, walked, thought and talked in a similar manner. They try to see the other person's point of view. They would first understand the other person's view before trying to explain their own point of view. Their maxim is "I may be right or wrong, you may be right or wrong, we can get together and find out what's right for both us".

In these positive work cultures people communicate directly with each other. They take personal responsibility for their situation, results and feelings. They use 'I' statements when they



speak and they will talk directly to each other, not through third parties. They would use words such as, 'Boss, I feel de-motivated because I don't feel appreciated for my work', rather than saying, 'Everyone is de-motivated because our boss does not appreciate us'. And in the positive work cultures, the boss would say, 'I am sorry I did not realize it. Could you help me understand this better by giving me an instance where I could have been more appreciative?'

They would pace others. This is a technique we learn from the science of 'Neuro Linguistic Programming' Effective communicators would adjust their body language, words, mood, speaking style, thinking style, personal space and even breathing rhythm to match the other person. This makes the other person feel more comfortable with you as they realize you are just like them. They would more honestly speak their feelings without trying to suppress them. They would respect everyone irrespective of their perfections and imperfections. They do the hard work of building trust by being trustworthy. They speak of real issues, rather than opinions, gossip or non-value adding trivia They are real and authentic in their behaviour. Given the trust, respect and authenticity a positive spirit engulfs the team and this helps them to channel their energy into growth rather than defensiveness. When people are accepted for who they are, they can stop wearing a mask to hide the imperfections, and instead start doing the hard work to improve themselves.

A positive work culture would involve praise for even a small achievement and providing supportive improvement feedback in a non-ego damaging manner. Remember a day you were genuinely praised by your boss. I am sure you would have been motivated to go for even better achievements. Remember a day you were reprimanded in an ego damaging way - that day may have been highly unproductive. Isn't this a senseless act? We give feedback to become more productive, accurate, energetic, successful etc. But the way we give feedback works with a reverse effect.

In this article I will use path-breaking knowledge of what motivates people as an approach. I propose using the model '10 Habits of Highly Effective People', an enhancement of Steven Covey's '7 Habits of Highly Effective People', a model used extensively by Sensei in personal and organizational change efforts, to suggest an approach for you to create a positive work oriented culture.

Individuals living an effective life, personally and professionally, live as per the '10 Habits of Highly Effective People'. The first 3 habits make them self-reliant rather than being dependent on others. The second three habits take them from Self-reliance to Inter-dependence. The 7<sup>th</sup> habit ensures they constantly improve themselves, to improve their quality of life and professionalism, and the final 3 habits take them from Coexistence to Transcendence.



## RECOMMENDATION:

My recommendation is for those who desire to create a positive work culture in their organization to use the '**10 Habits**' model to achieve this objective. The description of the '**10 Habits**' supported by suggestions for you to create a positive work culture, is given below;

### 1. Respond Rather Than React:

*This means act in advance and act on things rather than letting them act on us. It states that between stimulus and response there is a space which is called freedom. We choose our response. Either we choose or we lose.*

You could proactively identify the needs of the members of your own team and the other teams in your organisation. You could perhaps think through suggestions and actions to ensure they are in line with the objectives of the organization. For example, if you recommends to the management team to take the team out on a trust building experience, care should be taken that it meets the overall objectives of the organization as well as the objectives of the other operations. Before making the recommendation you could proactively find out the specific motivators or 'hot buttons' of each of the decision makers and influencers. You could proactively meet the other members of the management team and discuss the project so that it could be fine-tuned to meet their needs before it is formally presented. One of the CEOs of a SBU of a Bangladeshi company, whom I coach does this naturally. Whenever he needs to propose anything he first informally talks to all the decision makers. He says sometimes this process can take a few months. However he says that every proposal he has submitted has been approved.

You can lead the creation of a better place to work by being proactive in behaving in the same manner you want them to behave. Live Mahathma Ghandi's famous maxim; 'Be the change you want to see in the world'. Adapt it to suit you; 'Be the change you want to see in your office (or your team or your department etc.)' In order to do this you could proactively do a list of behaviours you need to display, if you are living the values of your company. If your company does not have a set of values, then carve them out for yourself and your department. Proactively recommend to your boss the need to formulate a set of values and perhaps based on your bosses readiness, recommend the desired set of values.

### 2. Be Purposeful:

*It is important to draft a purpose statement for your life. Ask yourself, "What do I want to achieve with this gift called life?" Having a purpose, a sense of what you want to achieve, gives your life direction and makes it amenable to prioritization.*

Ensuring that you have a personal purpose, understand the personal purposes of team members and colleagues, and see the intersection between personal purpose and the organizational mission is an important first step. Thereafter thoughts, suggestions and actions should ensure that



the personal purpose of each member is enhanced whilst achieving organizational objectives. This will make the members of your team feel comfortable with you and with what you are attempting to achieve. Others will start looking at you as a friend and team-mate, someone who is helping every one in the team to grow. This action therefore will not only help you build relationships with your team, but it will also help you get more motivated and confident in living your personal mission statement.

### 3. Choose To Grow:




*This brings us to the 'Time to Grow' matrix. There are four types of time- Box 1 activities are those which you are 'forced to do' and 'purposeful'. The most important chunk of time is Box 2 time, which you choose to do and purposeful. Time allocated for 'activities that add value to either your business goals or your life goals' falls into this. Box 3 activities are 'forced upon you but they are not purposeful'. Box 4 is for activities which are 'not purposeful and you choose to do them'. This is illustrated below;*

**Time to grow matrix**

	Foced to do	Choose to do
Purpose furthering	<b>Box 1</b> <i>Purpose furthering activities you are forced to do</i>	<b>Box 2</b> <i>Purpose furthering activities you choose to do</i>
Not Purpose furthering	<b>Box 3</b> <i>Activities you are forced to do which do not further your purpose.</i>	<b>Box 4</b> <i>Activities you choose to do which do not further your purpose.</i>

Most professionals would normally find inadequacy of time a major limitation. However, the good news is that the '**Time to Grow Matrix**' is an effective tool in managing this challenge.

Most people struggle in Box 1 doing things which are purposeful and forced on them and realize they do not have time to enjoy life and make life meaningful. They also spend time on wasteful activities in Box 3 [e.g. answering the telephone, opening office mail, repairing a broken photocopier etc when these tasks can be delegated] and in Box 4 [e.g. playing computer games]. However, effective people know that reducing Box 3 & 4 activities and allocating that time to Box 2 activities [e.g. building relationships with other functional managers and consciously making an effort to meet and speak with them during or outside office will help improve understanding]



helps overcome the struggle in Box 1. You could consciously re-allocate some time saved in Boxes 3 & 4 to Box 2 activities. For example, if you are working in a bank, you could spend some time with a manager of another department in the bank to discuss a recurring customer complaint such as delays in issuing cheque books, to identify the bottlenecks and bureaucracy which affect efficiency, and agreeing to work on a joint project to improve the efficiency of the cheque issuing process. This is an important Box 2 activity which will reduce fire-fighting when trying to respond to a competitor's product move.

#### **4. Work Towards Success for all:**

*Insist on adding value and receiving value. This means to behave with the perspective that I get what I want by giving you what you need.*

Taking another banking example, let's say you need to get the 'loan instalment repayment delays' report by the 1st working day of the month whereas now it arrives only on the 5<sup>th</sup> day. The manager responsible for the delay would also like to give it early but is challenged with inadequacy of times to do it as he needs information verification before the report is issued. Normally you don't use all the information of the report as your job requires only about 25% of the information and this information needs no verification. In order to achieve success for all, you could agree to get a report only with the essential information which needs no verification. In this situation you win as you get the report on time and the other manager wins because he/she has to spend less time doing the report so that time can be channelled to another important activity. And the added benefit for you is that now you have a report which can be read faster, saving some of your time as well.

#### **5. First enter the Other Person's World before inviting them Into Your World:**

*We all yearn to have others enter our world or understand where we come from. The best way to achieve this is by first entering the other person's world and attempting to understand the other person and then they are more likely to enter our world and understand us.*

Going back to the earlier example, you were able to understand the reason for the other department manager needing 5 days for the report, only because you went out of the way to enter his/her world and understand his/her needs. Since you first understood the other manager's reality, he/she was willing to understand your need for a report with lesser content, delivered faster.

Even when you think you know what the other person needs, its best to listen actively and clarify to ensure that you really understand the situation. The act of doing this, not only helps get more information and be listened to, but the bigger benefit is that it also helps build the relationship and enhance personal brand value.



## 6. The Even Better Third Alternative:

*Remember that what we know is the smallest chunk of knowledge. By bringing perspectives and energies together, we transcend the limitations of any one of us, and become more than the sum of our parts. Hence, none of us is as smart as all of us together.*

Habits 4, 5 and 6 are three important habits you can use to help create a positive work culture in the company. For example, if the Finance Manager is looking for an advertising budget cut, rather than opposing it fully, the Marketing Manager should look at why the Finance Manager requires this. This is 'First entering the other person's world before inviting them to your world' [Habit 5]. To be motivated to understand the Finance Manager, the Marketing Manager should have a WIN-WIN approach [Habit 4]. This approach will enable the Marketing Manager to go into a dialogue with the Finance Manager, willing to find a solution which will satisfy both of them. Spending time proactively doing this may enlighten the Marketing Manager that, what the Finance Manager really needs is NOT a reduction in the budget, but an improvement in cash flow. When this is fully understood, they could work together to SYNERGIZE THEIR REQUIREMENTS RATHER THAN COMPROMISING THE POSITION OF ANY ONE OF THEM [Habit 6]. If the Marketing Manager agrees to a budget cut, the Finance Manager achieves his/her objective. If the Finance Manager agrees not to do a budget cut, the Marketing Manager achieves his/her objective. In both these situations, one of them compromises. The third solution, which may satisfy both, could be to go for a price increase and create a budget for a special promotion so that overall revenue increases, helping to improve the cash flow and profitability. This may become a synergistic solution for the organization.


If you lead with this type of positive behaviour, it can start improving the results of the organization and the other functional managers can start seeing the value of adopting your point of view. This behaviour can be contagious, resulting in the entire organization buzzing with positive energy and team spirit.

## 7. Constant and Never Ending Improvement:

*These are daily investments of doing the Box 2 activities that will keep our cutting edge sharp. It is about constantly improving our knowledge, skills and abilities in all aspects of our life.*

You could give the lead by consciously and consistently learning about the organization from a 'big picture' point of view and about the other functional departments. It is important for you to make this behaviour visible so that the others start following the same example. Some actions which can be taken in this area are;

- Asking questions to improve the understanding of the organization
- Asking questions outside meetings during one-on-one chats
- Going on pre-arranged familiarization visits to other departments

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- Reading process manuals of other functions
  - Getting involved in cross-functional projects
  - Attending in-house seminars organized by other functions for their team members
  - Attending learning events pertaining to other disciplines. Eg. A team member from the treasury department can attend a seminar on 'Retail Banking'
  - Taking formal study courses. E.g. If you are a banker you could study for the CIM qualification or an MBA to get a broader perspective of business.
  - Continue to improve and be updated in the latest banking breakthroughs
  - Reading management and banking magazines
  - Searching the internet for new breakthroughs in the industry and in management
  - Teaching your banking speciality to managers of other specialities when the opportunity arises

These are all Box 2 activities which will make you more effective in delivering your results. This behavioural improvement will then encourage the managers from the other disciplines to start looking at you as a valuable asset, which will then enhance your brand image and value.

## **8. The Magical Right Brain and The Logical Left:**

*Use analysis as well as lateral thinking in solving problems and working with people.*

Some people prefer to operate from the right brain [lateral thinking] and some others from their left brain [linear thinking]. Bankers are generally considered left brain as their work involves numbers, analysis, financials, money and controls. They are accused of not paying attention to the use of the right brain [creative, visionary, breakthrough, out of the box]. However effective people have an amazingly excellent balance in using both hemispheres. This difference has resulted in the left brain oriented people not taking the right brain people seriously and vice-versa.

This makes it important for you to train to use the less oriented brain hemisphere as well. Right brain people should use numbers, facts and logic when communicating with their left brain oriented colleagues. Left brain people should use visuals and stories when communicating with their right brain oriented colleagues. This will help you to be better understood. Once they are more comfortable with you, then you can communicate with your orientation as well and help them to adapt. This approach will make the other managers more receptive to your thinking as they have seen you trying to adjust to suit them.

## **9. Take Yourself Lightly:**

*First, lighten up, don't tighten up. Second, remember to have a joy list. Third, remember to have an 'attitude of gratitude'. Someone once said, "Life is a banquet, and most poor fools are starving to death".*

Bankers, being in an environment which requires attention to detail, accuracy, error free



work requirement, regulatory constraints could tend to be serious and stiff at work. They should learn to relax by taking breaks, sharing a joke, and listening to some music etc. It is the relaxed brain which is less stressed and more creative. This will enable the entire organization to start enjoying work and to look forward to success.

This approach will help breakdown barriers between people and departments. Someone once said, 'laughter is the closest distance between two people'. You can use humour to reduce the distance between people and create team bonding.

Sometimes people are perceived as snobbish, over-confident and having a touch of arrogance. This type of behaviour sometimes becomes a part of the person because of the nature of the job. However it is important for you to be real and remove the mask while at work. This will not only reduce the distance with other people but the authenticity displayed will make others more comfortable with you.

This then will help the others to start respecting your role and to try and understand and embrace your thinking in their decisions and actions.

## **10. Always Give More Value Than Anyone Could Expect From You:**

*This habit is based on the fundamental Buddhist principle of Karma.*

You need to make an extra effort to always give more than expected to your colleagues. This will not only make the others respect you but it will also help you to store more positive energy. All behaviours recommended in this article would initially seem like more than expected. But the danger in human nature is that these will become standard expected behaviours once people get used to them. Therefore, the challenge for you is to constantly raise the standard so that they could always exceed expectations.

It is important that such action is authentic, with the sole purpose of helping others. Since people always appreciate such behaviour and would respect those who behave in such a manner, they on their own start behaving in a manner exceeding expectations, first in respect to their colleagues and thereafter in respect to their customers and suppliers.

## **CONCLUSION:**

In conclusion it is appropriate to caution that behaving in this manner to create a positive work culture is not as easy as it is portrayed in this article. There would always be obstacles. People would look at you with suspicion. People may not respond the way you would expect them to. They may ridicule you, accusing you of being 'fluffy and fruity' and not professional. Some of the actions may have a counter reaction. The important thing is to persist with flexibility with a genuine intention. This approach may be initially tough, uncomfortable and inefficient. However out of all the approaches available this approach would have the best chance of success for long lasting, sustainable results.