



- **corporate culture** (corporate cultures) N-COUNT  
**organizational culture** (organizational cultures) N-COUNT

A **corporate culture** or **organizational culture** is the set of values and attitudes within a company or organization that influences the general behaviour of its employees, for example how efficient or friendly they are.

*Passion, freedom and autonomy are all part of French corporate culture.  
The entire organizational culture must be prepared to change by embracing diversity.*

- **bureaucratic culture** (bureaucratic cultures) N-COUNT  
**performance culture** (performance cultures) N-COUNT

If you talk about the **bureaucratic culture** in a workplace, you mean that there is a lot of emphasis on complicated rules and procedures. If you talk about a **performance culture**, you mean that the emphasis is on being successful and achieving results.

*Devine admits GM's bureaucratic culture is a problem.  
Keith Brookes, an assistant secretary at Bifu, said that the group's performance culture is putting intense pressure on staff.*

- **facilitate** (facilitates, facilitating, facilitated) VERB
- To **facilitate** an action or process, especially one that you would like to happen, means to make it easier or more likely to happen.

*The new airport will facilitate the development of tourism.  
He argued that the economic recovery had been facilitated by his tough stance.*

- **dress code** (dress codes) N-COUNT

The **dress code** in a workplace is the rules about what kind of clothes employees are allowed to wear there.

*Three months ago the Boots Company relaxed its dress code in certain areas of its business.*

#### Common Collocations

a strict dress code      a relaxed dress code  
to adhere to a dress code

- **dress-down Friday** (dress-down Fridays) N-COUNT
- In some companies employees are allowed to wear clothes that are less smart than usual on Fridays. This day is known as a **dress-down Friday**.

*But is it really feasible to don sportswear to the office without the excuse of dress-down-Friday?*

- **hot-desking** N-UNCOUNT  
**hot-desk** (hot-desks, hot-desking, hot-desked) VERB

**Hot-desking** is the practice of not assigning particular desks to particular employees in a workplace, so that employees can work at any desk that is available. If an employee works in this way, you can say that they **hot-desk**.

*I think that very few employees prefer hot-desking to having a fixed desk.  
...a sales manager who worked from the car between hot-desking in offices in Bristol, Birmingham and London.*

- **empower** (empowers, empowering, empowered) VERB  
**empowerment** N-UNCOUNT

To **empower** someone means to give them the means to achieve something, for example to become stronger or more successful. The **empowerment** of a person or group of people is the process of giving them power and status in a particular situation.

*Empowering the underprivileged lies in assuring them that education holds the real source of power.  
The new law empowers people to challenge wrongdoing in the workplace.  
This government believes very strongly in the empowerment of women.  
Phil is committed to employee empowerment and enlightened management.*

➔ **corporate:** Topic 2.1; **corporate values:** Topic 11.4



**PRACTISE YOUR VOCABULARY**

**1** One of the word pairs refers to an organization’s beliefs and values, and the other three word pairs are examples. Which are which?

bureaucratic culture    facilitating culture    organizational culture    performance culture

**2** Choose the correct answer:

- a If a company pursues a policy of empowerment, who is empowered?  
 i staff/workers                                    ii customers                                    iii suppliers
- b If a company has a dress code, how will staff normally be expected to appear?  
 i casual                                    ii smart                                    iii however they like
- c If a company introduces ‘dress-down Friday’, how will staff be expected to appear on Fridays?  
 i in fancy dress                                    ii casual                                    iii smart
- d If a company expects its staff to hot-desk, will they  
 i always have the same desk                                    ii find a desk on arrival at work                                    iii never have a desk

**3** Another way of describing corporate cultures is by looking at the solidarity and sociability in an organization. Sociability is the relationship between individuals who see each other as friends. Solidarity describes cooperation between individuals which takes place when the need arises or when there is a shared interest.

Read the information in the table and decide which one of the four types of organization would most suit each of the following people:

- a Steven is a journalist and spends most of his time at work in front of a computer screen.
- b Gail is very task-orientated. She thinks that the only thing that really matters at work is getting results.
- c Mary enjoys feeling that she really fits in at work. She wants to be liked and to feel proud of the company she works for. She greatly admires her boss.
- d Rupert thinks it is important to enjoy his work, and most of his friends are work colleagues. He is keen on business lunches, and is often out of the office in the afternoons.

Type of Organization	Sociability/ Solidarity	Features of the Culture	Associated Problems
Networked organization	High sociability/ low solidarity	Teamwork, creativity, openness. Workers enjoy working.	Discipline difficult due to friendships. Productivity may suffer.
Mercenary organization	Low sociability/ high solidarity	Clearly defined roles, getting things done, setting targets. Business has strong focus and can respond to threats.	Workers only work together if they have to. As roles are clearly defined, there may be conflict over ‘grey’ areas of work.
Fragmented organization	Low sociability/ low solidarity	Form of culture best suited to organizations where individuals do not need to work together e.g. law firms.	
Communal organization	High solidarity/ high sociability	Similar to networked businesses but more goal-orientated (though less mercenary than mercenary organizations). Concerned with shared values. Leaders guide the business.	Shared goals may stifle individual creativity. Need to recruit those who fit in with the culture of the business.



● **senior** ADJ

The **senior** people in an organization or profession have the highest and most important jobs.

*Each group presents its findings to senior managers.  
...the company's senior management.*

● **executive** (executives)

① N-COUNT

An **executive** is someone who is employed by business at a senior level. Executives decide what the business should do, and ensure that it is done.

*Several top executives subsequently resigned.  
...an advertising executive.*

② ADJ

The **executive** sections and tasks of an organization are concerned with the making of decisions and with ensuring that decisions are carried out.

*A successful job search needs to be as well organised as any other executive task.  
I don't envisage I will take an executive role, but rather become a consultant on merchandise and marketing.*

**Common Collocations**

an executive director      an executive officer  
an executive chairman    an executive committee

● **non-executive** ADJ

Someone who has a **non-executive** position in a company or organization gives advice but is not responsible for making decisions or ensuring that decisions are carried out.

*Mr Margetts is a non-executive director of Anglo American.  
The issue became whether he should leave altogether or remain as chairman in a non-executive role.*

**Common Collocations**

a non-executive director      a non-executive officer  
a non-executive chairman    a non-executive committee

● **director** (directors) N-COUNT

The **directors** of a company are its most senior managers, who meet regularly to make important decisions about how it will be run.

*...Karl Uggerholt, the financial director of Braun UK.  
There were two female directors employed at the station.*

● **board of directors** (boards of directors) N-COUNT  
**board** (boards) N-COUNT

A company's **board of directors** is the group of people elected by its shareholders to manage the company. The **board** of a company or organization is the group of people who control it and direct it.

*The Board of Directors has approved the decision unanimously.  
He wants her to put it before the board at a special meeting.  
...the agenda for the September 12 board meeting.*

● **company secretary** (company secretaries) N-COUNT

A **company secretary** is a person whose job within a company is to keep the legal affairs, accounts, and administration in order.

*...David Jackson, company secretary of Powergen.*

● **chairman** (chairmen) N-COUNT  
**chairwoman** (chairwomen) N-COUNT  
**chairperson** (chairpersons) N-COUNT  
**chair** (chairs) N-COUNT

① The **chairman** of a company is the head of it.

*I had done business with the company's chairman.*

② The **chairman, chairwoman, chairperson** or **chair** of a meeting, committee, or organization is the person in charge of it.

*The chairman declared the meeting open.*

*I hear you, Mr. Chairman.*

*Primakov was in Japan meeting with the chairwoman of the Socialist Party there.*

*As chairperson and party president, she'll be in charge.*

*She is the chair of the Committee on Women in the Military.*

● **managing director** (managing directors) N-COUNT  
**MD** (MDs) N-COUNT

The **managing director** of a company is the most important working director, and is in charge of the way the company is managed. The abbreviation **MD** is also used.

*...Nick Webb, managing director of Simon & Schuster UK.  
He's going to be the MD of the Park Lane company.*

● **chief executive officer** (chief executive officers) N-COUNT  
**CEO** (CEOs) N-COUNT

The **chief executive officer** of a company is the person who has overall responsibility for the management of that company. The abbreviation **CEO** is often used.

*Dr Fredrik C Verkroost has been appointed chief executive officer of the Domain Dynamics Group.*

*...Geoffrey Paterson, CEO of Teamphone.*

● **annual general meeting** (annual general meetings) N-COUNT  
**AGM** (AGMs) ABBREVIATION

The **annual general meeting** of a company or organization is a meeting which it holds once a year in order to discuss the previous year's activities and accounts. The abbreviation **AGM** is also used.

*The club has its annual general meeting at the end of this month.*

*The CCBA is holding its AGM at 3pm on January 8.*

➔ **limited company:** Topic 2.4; **shareholder:** Topic 7.2



### PRACTISE YOUR VOCABULARY

1 The diagram shows who controls a public limited company. Use the terms in the box to complete it.

board of directors   managers   shareholders

a \_\_\_\_\_ (owners of the company)



b \_\_\_\_\_ (responsible to the shareholders)



c \_\_\_\_\_ (appointed by the board to run the company)

2 Use the terms in the box to complete the paragraph.

board of directors   board   senior executives   chief executive officer   managing director   company secretary   chair

People at the head of an organization are \_\_\_\_\_ or senior managers. The \_\_\_\_\_ is the person who has overall responsibility for the day-to-day running of an organization. In the case of a limited company the CEO is normally the \_\_\_\_\_, appointed by the \_\_\_\_\_ on the authority of its members. The same person is usually the \_\_\_\_\_ of meetings of the \_\_\_\_\_, i.e. the people who are legally responsible for a company. The person responsible for keeping the minutes of board meetings is the \_\_\_\_\_.

3 Which of the following people are likely to be on the board of directors of a company?

- |                           |            |                       |
|---------------------------|------------|-----------------------|
| a company secretary       | c CEO      | e executive directors |
| b non-executive directors | d managers | f members of staff    |

4 Match each of the roles (i–iv) to the correct definition (a–d).

- i director   ii executive director   iii non-executive director   iv board of directors

- a A company director with a seat on the board who is also a salaried employee of the company, and actively involved in the running of the company.
- b A director with a seat on the board who is not a working employee of the company, sometimes brought onto the board for his or her specialist knowledge. He or she takes no part in the running of the company.
- c The management committee of a limited company, the members of which are appointed by the shareholders whose interests they represent. They meet under the company chairman to decide on major policy matters and the appointment of key managers.
- d A person who is appointed an elected officer of the company at the annual general meeting (AGM) and manages the company on behalf of the shareholders. He or she acts by resolutions made at meetings of the board.