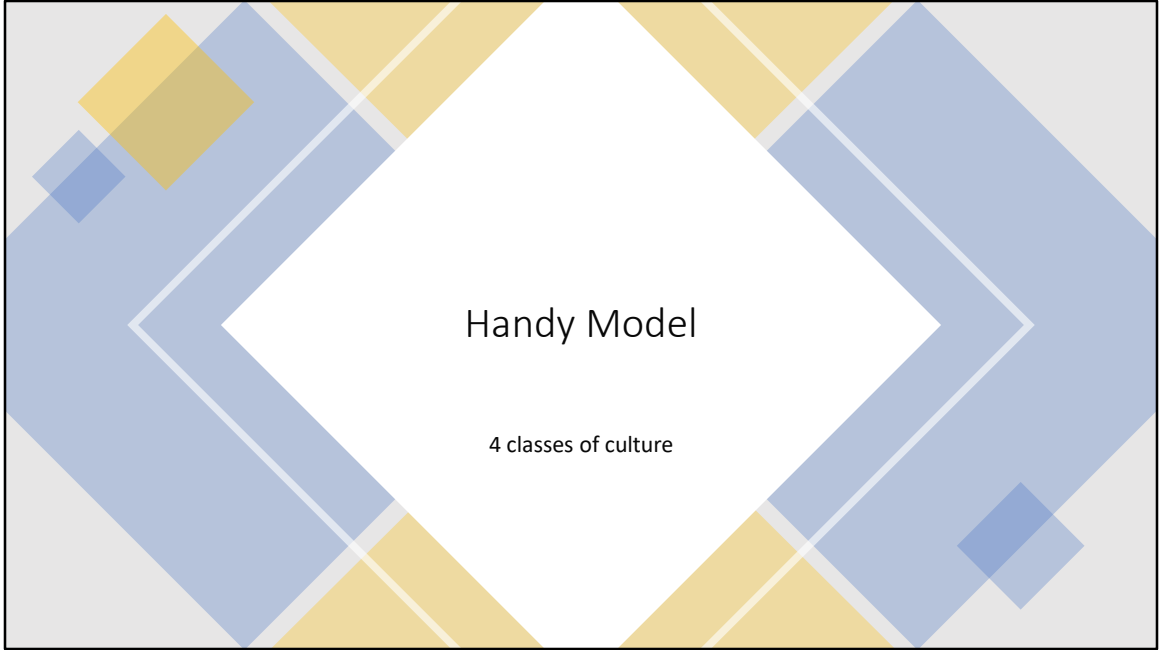
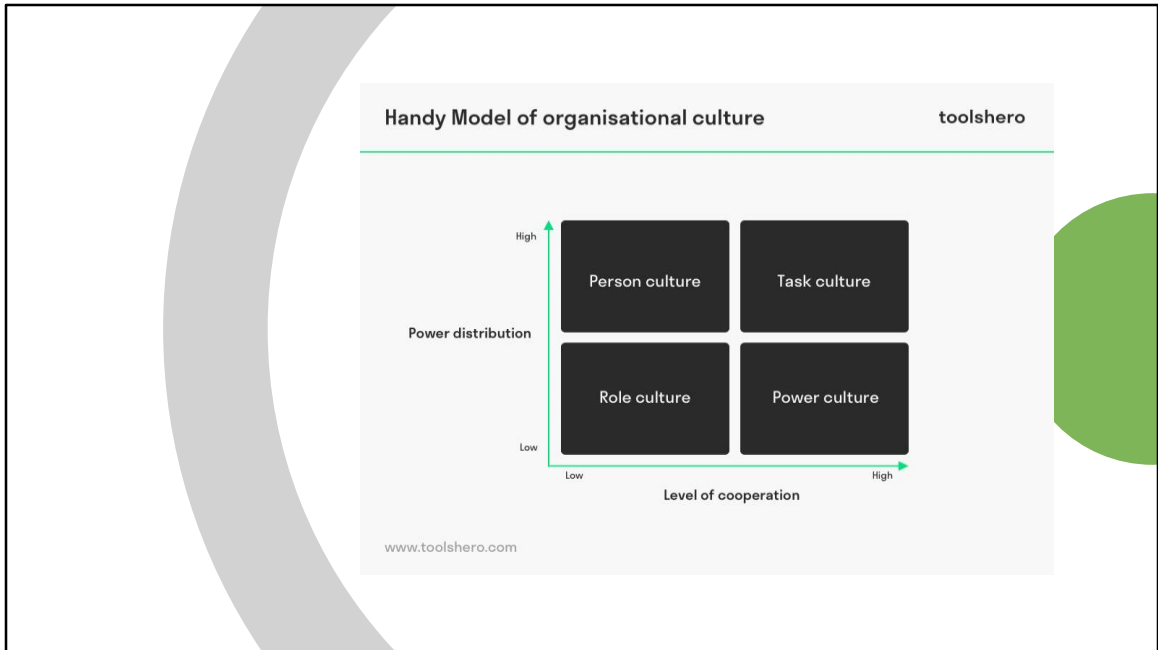






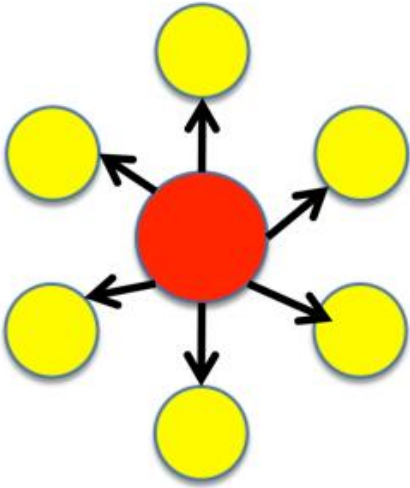
Handy model was developed by Charles Handy and Roger Harrison in early '70 of the last century, designing 'a model which sets out four basic organisational types' being known as the 'Handy and Harrison Model of Organisational Culture'. (toolshero, 2020)

The Handy model is based on two dimensions, in which Handy and Harrison followed various organisations and examined how the power was disturbed and the specific levels of corporation.

Power distribution refers to the extent to which the management is open to work with a bottom-up or top-down approach.

Level of corporation refers to the cooperation between departments and employees.

Power culture



- High cooperation level/low power distribution
- power is left for few people which are authorized to take decisions, to delegate task to other employees.
- the employees do not have the liberty to express their point of views or to share their ideas.

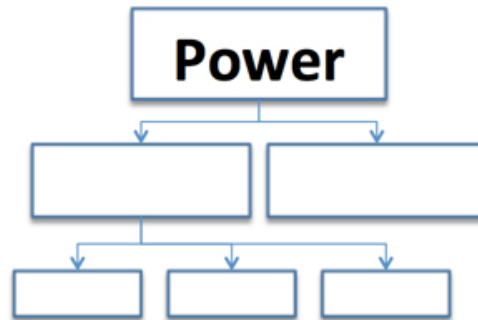
Power culture- High cooperation levels/Low power distribution

In same organization the power is left for few people which are authorized to take decisions, to delegate task to other employees. In this organizations the employees do not have the liberty to express their point of views or to share their ideas.

(Managementstudyguide.com, 2020)

Role culture

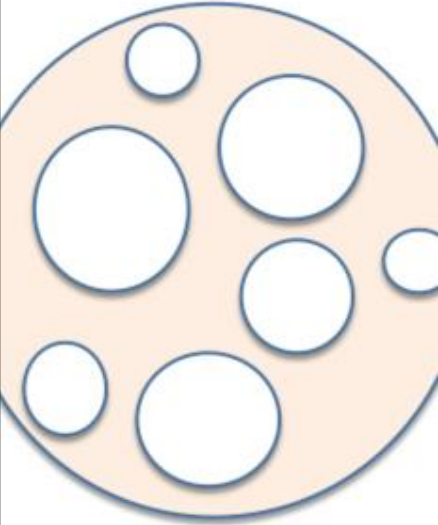
- Low level of corporation /Low power distribution
- can be found often in bureaucratic organisations, in which employees are looking for security and stability. Is known for strict rules, procedures and obligations.
- The key word which define role culture are stability, safety, predictability and conservatism.



Role culture- Low level of corporation /Low power distribution

This type of culture can be found often in bureaucratic organisations, in which employees are looking for security and stability. Is known for strict rules, procedures and obligations.

The key word which define role culture are stability, safety, predictability and conservatism.



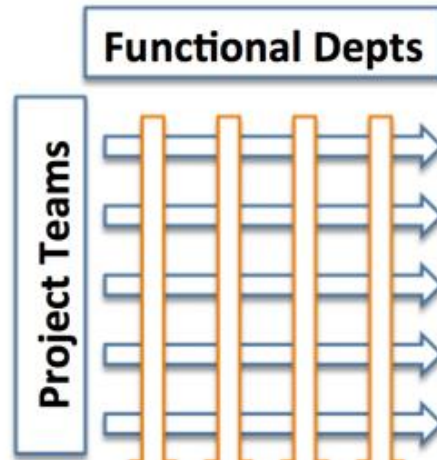
Person culture

- Low cooperation levels/High power distribution
- the employees feel that they are more important than their job, are more concerned about their own self rather than the organization
- The employees go to the job just for money and they do not get attached to it.

In certain organisations the employees feel that they are more important than their job, are more concerned about their own self rather than the organisation. The employees go to the job just for money and they do not get attached to it.

Task culture

- High cooperation levels/High power distribution
- Teams are formed to achieve goals or to solve critical problems
- Each team member must contribute equally to achieve and accomplish the targets in an innovative way.



Organisations where teams formed from four or five members, are formed to achieve goals or to solve critical problems. In task culture each team member must contribute equally to achieve and accomplish the targets in an innovative way.

Handy model in Asda

- Role culture- Asda offers to its employees' stability and safety, and Asda has rules that needs to be followed by everyone.
- Power culture- it's not suitable in totality to Asda because the Asda's employees can express their thoughts and opinions thru the forums that Asda created for its employees.
- Person culture- During the Christmas time Asda is employing extra staff and some of the employees are matching with person culture, meaning that they are not focused on company beliefs and values, they think on themselves and on the money that they are taking home.
- Task culture- is partial suitable for Asda because they must fallow certain rules and hierarchy to accomplish the tasks and solve the problems.

'In organisations with this culture, performance is judged on results, and such organisations tend to be tolerant of means.' (Culture and Model, 2020)

Applying Handy model to Asda, the second retail in Uk, we will see that only same part of the model is suitable to Asda. For example:

Role culture- Asda offers to its employees' stability and safety, and Asda has rules that needs to be followed by everyone.

Power culture- it's not suitable in totality to Asda because the Asda's employees can express their thoughts and opinions thru the forums that Asda created for its employees. Wanted to find out more about their staff opinion, Asda conducted a survey, called 'Your Voice', to find out more about what 'employees need and want in terms of benefits and motivation'. (Calnan, 2016)

Person culture- During the Christmas time Asda is employing extra staff and some of the employees are matching with person culture, meaning that they are not focused on company beliefs and values, they think on themselves and on the money that they are taking home.

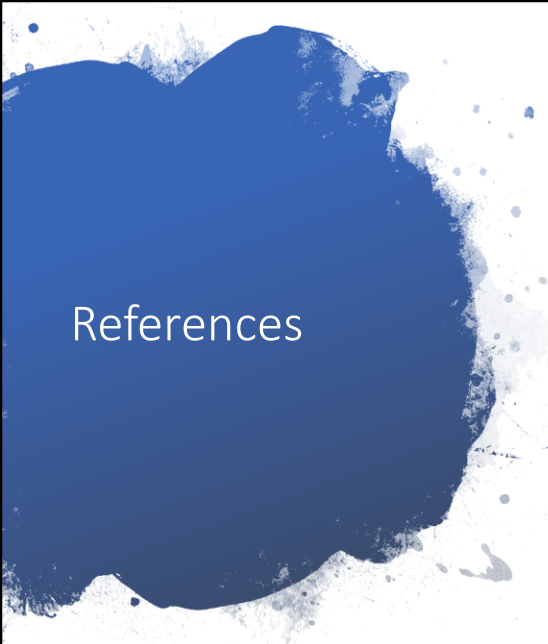
Task culture- is partial suitable for Asda because they must fallow certain rules and hierarchy to accomplish the tasks and solve the problems.

For companies 'it is important to realise that each of the cultures, or ways of running things, is good- for something. No culture, or mis of culture, is bad or wrong in itself,

only inappropriate to its circumstances.’ (Chares B. Handy,2011)

Asda is a company that take pride on its employees. Asda’s leaders are focused in motivating and training all the employees, by developing the Ethical Trading Initiative. (França, 2017)

‘Asda is a longstanding and active member of ETI and is one of a very small number of UK retailers that is seriously tackling the challenge of raising wages on a sustainable basis in its supply chain. It should be applauded for these efforts, although experience tells us that there is no silver bullet to tackling these issues.’ (Ethical Trading Initiative,2011)



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