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Workplace Culture and its impact on Organisational Efficiency

By

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Executive Summary:

Being able to lead, and have an impact in and out of your organisation is something people thrive for. However, this is not always the case, something you intend to be positive may transpire to be negative. Nevertheless, the negative can become positive depending on how the situation is managed.

1.0 Introduction

The focus of this essay is to explore organisational workplace culture, the various methods of leadership, management and the impact it has on UK Business environment and the global society. Why is it important? According to Schein (1999) culture, leadership and management work in tandem together and will constantly evolve. The priorities and level of importance of culture, leadership and management will vary according to the business environment. For example, it is likely that priority will go with the cultural aspects of the business when expanding into other countries. Understanding the customs of the new local environment is a huge factor in success of the business expansion. It is no accident, the way technology is moving and changing has prompted the way organisations and managers have adapted the way they work. The author will also explore formal and informal organisations and how the communication channels are important for enhancing, good working relationships. Several scholars have stated the importance of maintaining corporate and environmental responsibility, to becoming a better global citizen Adair, Frawley (2013). However, this is not always the case, it has been found that traditional beliefs can be held as a barrier, for example, Catholics refusal to accept women priest but continue to cover-up paedophile male priests Doyle et, al (2016) and McCarthy et, al (2016) and also a number of Police and Crown Prosecution Service (CPS) reluctance to investigate sexual assault by a predominantly Asian group for fear of being seen as racist Ebner, (2017) Ahmed, (2012) The author will discuss ways to tackle and overcome these barriers. Miller et, al (2010) and Ahmad, Sardar, (2012).

ORGANISATION and its culture:**Formal and informal organisation and structure of the organisation**

A formal organisation has a fixed set of rules to help the running of the business. They have a fixed set of policies, procedures and structures to help govern the business, Mukherjee, Basu (2005) It has been established that formal organisations have a well construed hierarchical structure which is implicit in any formal organisation Mullins, (2016). A formal organisation structure is one of authority and responsibility that defines delegation of authority and relationships amongst various organisational members. It works along pre-defined sets of policies, plans, procedures, schedules and programmes. Most of the decisions in a formal organisation are based on predetermined policies. Formal organisation is a deliberately designed structure with formal authority, responsibility, rules, regulations and channels of communication Mullins, (2016) For example, job descriptions and pay scales, recruitment and disciplinary, training and development, finance and governance.

The four general types of organisational structures are Functional, Divisional, Matrix and Project-based. The **Functional Structure** – also known as hierarchical structure within an organisation who have a similar skill set and perform complimentary tasks within the organisation. They are usually grouped into a functional structure (Sullivan, 2018) www.smallbusiness.chron.com.

Divisional organisational structure organizes the activities of a business around geographical, market, or product and service groups Okauru, (2012) Thus, a company organized on divisional lines could have operating groups for Nigeria or Europe, or for commercial customers.

Matrix Structure. A matrix organisational structure is a company structure in which the reporting relationships are set up as a grid, or matrix, rather than in the traditional hierarchy. In other words, employees have dual reporting relationships, generally to both a functional manager and a product manager Mullins, (2016), for example PA can have a line manager but reports to the Project Team Leader/Manager on the projects they are working on.

Project Organisation Structure. A project organisation is a structure that facilitates the coordination and implementation of project activities. Its main reason is to create an environment that fosters interactions among the team members with a minimum amount of disruptions, overlaps and conflict Mullins, (2016).

The chosen organisation FIFA:

The Federation International Football Association (FIFA) is the world governing body for the beautiful game of football (or soccer, as known in some countries such as USA. FIFA was formed in 1904 in Paris. FIFA has a duty to maintain and fulfill numerous different requirements internally and externally. FIFA

has played a pioneering role amongst international sporting federations in the area of governance, issuing regulations and reports (e.g. the FIFA Financial Report) in close cooperation with legal and accounting specialists (www.fifa.com).

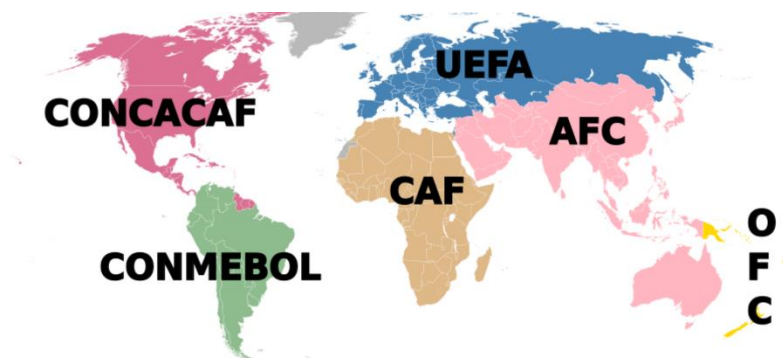
To ensure a separation of powers, the independent Ethics Committee was established as the third judicial body under the FIFA Code of Ethics, to be responsible for watching over the entire football community, and to tackle current challenges, such as illegal betting, racism, bribery and other prohibited activities. Under the Code of Ethics, disciplinary sanctions can be imposed on offending officials, players, players' agents, match agents such as, the former leader of FIFA Sepp Blatter bringing the game into disrepute, subsequently being banished and disgraced from the world of football. (www.fifa.com)

FIFA help to promote the five pillar management process, which inadvertently help to maintain values and ethics within the organisation

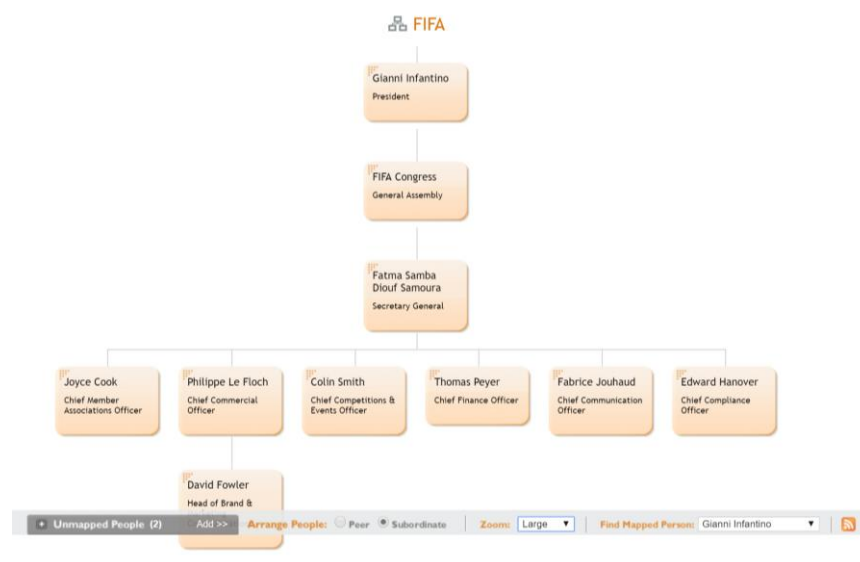
- The Creation of a greater purpose
- Methodology making it possible "Why it works"
- Common Language (Communication making it enjoyable)
- Unified Identity "Right Club" Five Ms Club...Impact...TEAM
- Supportive Environment Creation helping people to reach the goals and standards

Organisational Structure Global

FIFA is operating under a hierarchical, networking structure with two hundred and eleven member associations from around the globe. The six continents have their own administrative body and within those governing bodies you have associations who oversee all aspects of the game For example, UEFA is the governing body for Europe, The Football Association(FA) is the organisation that takes care of all dependencies within England who come under the umbrella of UEFA.



Taken from www.fifa.com

Organisational Structure within FIFA:

Taken from www.sportskeeda.com

The President holds the highest office within the organisation. Elections are held every four years by the member associations who are represented by FIFA Congress.

FIFA Congress this is the organisations supreme body, the legislative body in the world of football. Currently there are two hundred and eleven members one from each national football association. It is the Congresses responsibility to help maintain and develop the game. Every member of the congress is entitled to one vote, similar to parliament.

Executive Committee the committee when congress is not in session serve as the decision makers. It is made up of The President, a General Secretary, eight vice presidents, and fifteen members. Like The President and committee members have a duration of four years to serve and can be re-elected. As it stands, **OFC** gets one vice president, **CONMEBOL** and **CONCACAF** get one vice president and two members. **AFC** and **CAF** get one vice president and three members, whilst **UEFA** have the most influence with two vice presidents and five members.

FIFA Secretary General is nominated by members of the executive committee, they are responsible to the President, who ultimately decides on who gets the role. The role is now for the first time being occupied by a women.

Vice Presidents are below the Secretary General in the hierarchy.

Standing Committees within FIFA are numerous, these committees fall into three main categories: dealing with FIFA tournaments, rules of the game, and the handling of corporate and administrative duties.

Judicial Bodies this branch of the enormous FIFA family tree, takes care of three main parts, Disciplinary, Appeals and Ethics. The three bodies have worked in synergy to produce the FIFA disciplinary code and Code of Ethics.

Informal organizational structure includes relationships that are personal, people within the organisation interacting and working in harmony. The relationships are naturally created informally and unofficially. According to (Mullins, 2016) informal relationships within a workplace are usually outside the framework of structure, of the organisation.

Numerous activities, like communicating, dispersion of knowledge are more profound within an informal organisation framework. The structure can be depicted as a network of socialising within the organisation. (Mullins, 2016) describes using various methods under no direct management; having a common goal for the best interest of the company. Although, sometimes can go against the usual way of how the organisational structure works (Mullins, 2016).

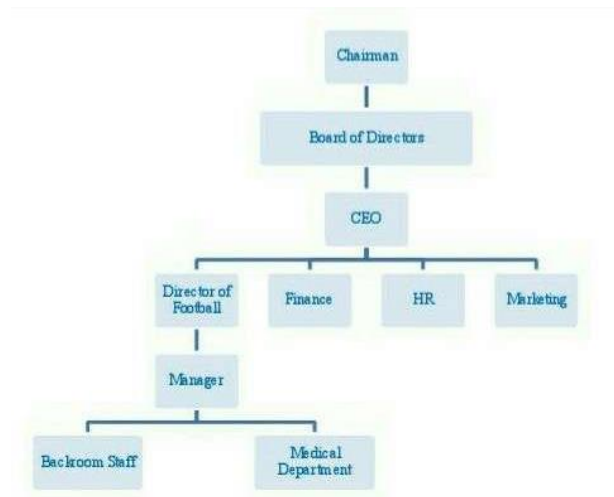
Football players usually adopt this way of managing themselves, on the pitch different strategies are performed on the pitch, they may not be part of the managers plans. However, due to the way the game is going the corrective action and contingency are put in place (Mullins, 2016)

Understanding the Football Club Hierarchy:

In modern day football, succeeding on the pitch needs to be complemented by substantial efforts in building a brand off it (Sakar, 2018)

Football is without a doubt the most popular sport across the world (ref – revenue and popularity – generates the most money in sports). The highest paid athlete in the world is a footballer; naturally, popular football clubs are big brands, especially the likes of Arsenal, Manchester United, Real Madrid and FC Barcelona. Like major brands in various industries, these brands have their own style of functioning (Sarkar, 2016). As mentioned above, football is managed using a hierarchal, network structure. The author will examine a few roles within a football club and what impact it has on entrepreneurs looking to invest in the football brand.

Most professional clubs across the globe operate in the structure described in below.



Taken from: www.sportskeeda.com

The Organisational Corporate Structure of a Football Club:

An organisation's workforce is a framework of specific job roles and responsibilities delegated by the manager. The structure of an organisation is to a great extent dependent on its goals and objectives. The majority of professional football clubs plying their trade across the globe are commercial entities looking to make profits (Sarkar, 2016)

By mirroring how corporate organisations set up, at the top is the Chairman and the Board of Directors. The Chairman may or may not be the owner of the club. Arsenal Football Club is owned by American billionaire Stan Kroenke, however, Sir Chips Keswick serves as the Chairman of the club. The Chairman works in cohesion with the Board, the decisions made by the Chairman are vitally important (Sakar, 2016)

However, the most important role in a football club like a corporate house is that of the Chief Executive Officer. The CEO oversees the day to day functioning of the organisation, communicating with people from various departments. Ivan Gazidis the CEO of Arsenal maintains a great relationship with the football manager. It is important for relationships to be managed well, as this helps transcend harmony throughout the organisation (Sarkar, 2016).

The football manager is one of the most influential and powerful figures at a club. It is rare a company can have an employee with such power in the day to day running of the organization. Arsene Wenger the current manager, has held his position for twenty two years, maintaining a high level of morals and integrity, basic ingredients needed to manage in the world of business (Sarkar, 2016).

The manager has the responsibility of the results on the pitch, his job is to ensure the targets are met season after season. The manager is the one who will be criticised if results don't go the way the club

want. Often under such scrutiny, managers can buckle under pressure and are dismissed from their duties. This is a very bureaucratic way of managing. It is evident that despite not physically kicking the ball the spotlight is on the team to perform; however, the manager is the one in the firing line. It is easier to sack the manager as opposed to the entire team. Working closely with the CEO to bring in new additions to the club is vital, two important individuals who help to ensure this happens are the Director of Football and Head Scout.

The Director of Football is the link between the CEO and the Manager. The Head Scout is responsible for spotting new talent and bringing in new players to the existing squad. Similarly, to a corporate house who have a recruitment manager, who has the responsibility of bringing in quality personnel (Sarkar, 2016)

The backroom staff comprising the Assistant Manager, the Goalkeeping Coach and the Physiotherapist work closely with the manager.

The Medical Departments role is of vital importance to the club, as behind the scene they are working to ensure the players are fit and able to perform to the best of their abilities.

Large football clubs also have various other departments to help with daily running of the club. Human Resource Department maintain the well-being of the employees, the Finance Department works with the CEO in handling monetary issues, whilst the Marketing Department focus on selling the clubs brand, promoting the club and looking to bring new sponsors on board (Sarkar, 2016).

All the departments are part of a system that works intricately in producing the best results for the club, both on and off the pitch. In modern day football, succeeding on the pitch needs to be complemented by considerable efforts in building a brand off it. Players play a big part in this with sponsorship deals and advertisements.

Entrepreneurs have seen the massive financial potential in football, foreign investments are now a big part of the game De Sanctis, (2014). This has had both a positive and negative impact on the game. The next section will examine some of the impacts this has had on the game, why it is important to maintain values and organisational ethos (www.fifa.com)

Organisational Culture Ethos and Values:

During the last 10 years FIFA has been under the spotlight for a number of unethical reasons bringing negativity to the game. The former President Sepp Blatter was criticised in 2007 and 2008, despite critically thinking, that his plans were for the better. Blatter was trying to change European

Union employment law. The plan was the number of foreign players allowed to play on the pitch for the same club at any given time be restricted to five, therefore leaving the other six to be from the teams own nationality. Blatter felt UEFA European footballs governing body especially the FA in the English Premier League as one of the major problems. www.fifa.com

Blatter has publicly been heckled, due to several controversial statements, one that springs to mind was when he openly said “in Latin American countries John Terry would be applauded and given a pat on the back” this was due to Terry having an extramarital affair with his fellow club and country team mate. On another occasion Blatter played down Racism by saying “a handshake is the best corrective action to take if someone experiences racism on the field. This was the man who held the top position in football, and the facts are deductive as the information is there for all to see. Sepp Blatter was very controversial, but we can ask ourselves what leader does not come with some sort of controversy? It is knowing when and how to adapt to any given situation, solving the problem(s) is the main objective, and not always is the road going to be smooth (Mullins, 2016)

It was reported that Blatter (FIFA) had “struck an unofficial deal with UEFA Chief Plantini” to make sure the World Cup 2018 is handed to a European team. The World Cup is being held in Russia, which has several issues of its own which will be discussed later on.

Sepp Blatter and Michel Platini were both stripped of their roles and banned for eight years from any involvement in football activities. FIFAs ethics committee also awarded them substantial fines after an investigation into ill practices which brought the game into disrepute. Going against the values and ethics of the organisation (Gibson, 2015)

“FIFA has the responsibility and the task of preserving the values of the game and its competitive integrity,” when match-fixing scandals in Germany, Finland and Belgium, and so-called “Third-Party-Transfers”, led to major problems within football. “For the first time in the history of football, all interested parties - players, clubs and national associations - were pulling in the same direction in order to protect the game and its players and to strengthen football’s administrative structures,”

Players’ agents

FIFA estimate only 25 to 30 per cent of all international transfers are conducted via licensed agents. This finding is unsatisfactory. Sanctions cannot be applied to unlicensed agents who have no association with FIFA or any recognised governing body, FIFA can only sanction persons who fall under its jurisdiction. A new initiative aims at having greater control over our indirect members –

i.e. players and clubs. Maintaining this level of control will help increase supervision of players and clubs. (www.fifa.com)

Transfer Matching System (TMS)

This initiative is to control and regulate player transfers, Transfer Matching System (TMS) is a web based-tool that any transfers must be updated onto the system. The data collected helps to ensure full transparency in the transfer process. With over one hundred member associations and more than one thousand clubs involved this is an innovative way of using technology and information to make the game freer and fair. FIFA's primary objective is to provide full transparency to all involved, however any questionable data will be passed to the necessary authorities if money laundering is suspected. www.fifa.com

Protection of minors

FIFA have established a sub-committee to guarantee the protection of minors. The committee is responsible for scrutinising and providing appropriate regulations are in place to maintain players who are under age are not exploited. A number of clubs recruit under age players and pay the minor fine, however, an increased compensation structure is helping to promote solidarity, and act as a deterrent to clubs. Depending on the size of the club will determine the fine imposed. It can be seen that the bigger clubs will pay the fine because they can, in short it only works to a certain degree. www.fifa.com

Cultural and Social Sustainability within the Chosen Organisation:**“FOR HOPE FOR THE GOOD OF SOCIETY”**

“Make the game better and take it to the world” has been one of FIFA's mission statements now with the addition of the new words “and make the world a better place”. This principle has propelled FIFA to take its social responsibility more vigorously. Development in football under the umbrella of the Football for Hope movement, no longer is football acknowledged as a global sport, it can be found quite evidently that is a unifying force contributing to making the world a better place.

FIFA's mission is to constantly improve the game, promoting it globally combining educational, cultural and humanitarian values. Youth Development programmes are paramount in reaching these goals, helping to integrate people from social, cultural, religious, backgrounds. Equality is a fundamental vision instilled by FIFA, by instilling these values can also help against discrimination caused by disability and gender empowering people to be better in all walks of life.

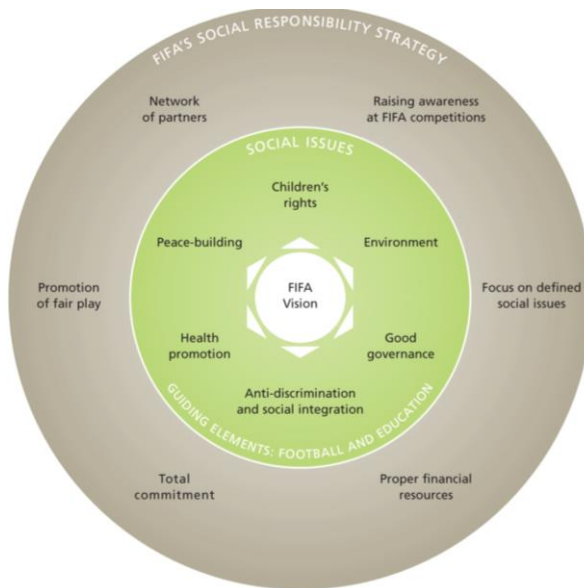
Using football as a tool can help achieve various kinds of development objectives. “Children are our future” by getting in the mind-set of children from young can teach qualities such as discipline, respect, solidarity, fair play and equality. With the rise in the woman’s game it is important to promote such values from young. FIFA is committed to promoting human, social and economic development via a programme. In cooperation with a number of substantial global partners working with the same vision promoting team spirit, tolerance, equal opportunities and peace. Which play a pivotal role in the today and tomorrows society.

Peace-building is something constantly promoted by FIFA, helping to tackle alienation, racism and violence. Promoting good health via educational programmes contributes considerably to disease, injury violence and mental disorders.

Children’s rights, FIFA actively promote recreational activities. Playing a key role through football related programmes. Helping to foster self-confidence and youth empowerment given the youth a chance of a brighter future. Opportunities in Europe, as opposed to Africa or Asia are deductively true, however, FIFA try to eliminate this by promoting their vision the world over.

FIFA follow good governance the rule of law, this has not always been the case, (Sepp Blatter), nevertheless by promoting democracy and sustainability helps protect against corruption and ensuring the minority nations are not left out. This is evident in the decision making process. FIFA take biological diversity very seriously; the environment we live in is important for quality of life. Green goal helped reduce over one hundred thousand of CO₂ by having greener stadiums. Recycling the grass is another programme to help with energy consumption, air pollution, emissions of greenhouse gases and ozone-depleting substances at football events, waste disposal are factors being addressed to ensure the world is a cleaner place.

FIFA have provided significant financial support for a number natural disasters, all over the globe, charity fund raising matches not only initiated by FIFA but individual players who have come together to help promote a “better world a better place”. This network of global partners from member associations, UN agencies, NGOs, jointly promote these values for the development of mankind.



Taken from www.fifa.com

Communication channel and relationship in an organisation:

Good communication throughout a business remains an integral part of any company's culture. Being able to communicate effectively is essential to keep a business running smoothly. According to Schein (1999), most managers "spend up to eighty percent of their time engaged in some form of written or oral communication." Although this may be true, being able to communicate via nonverbal cues is just as important. For example, someone with a disability may not be able to communicate verbally, but by signs can understand perfectly just as the person who was orally spoken to. Football managers also use signs that only the team members will be able to understand.

Oral

Researchers have found that oral communication is the preferred and most used in communicating. Being able to communicate with a team is important for the business, being able to effectively communicate requires knowledge of the topic at hand. Interpersonal and critical thinking skills can help knowing what and when to say it.

Nonverbal

This form of communicating is using body language, facial expressions, eye contact and gestures. It is important to pay attention to body language and posture when communicating this way. As you may not have to say a word to read a meaning. Nonverbal communication, happens often unintentionally or subconsciously.

Listening

Listening skills are part and parcel of any good business, being able to listen is an active ingredient needed to succeed in business. Attention to detail is essential in good communication.

Written

Many employees consider email the quickest and most effective way of communicating in an office environment. When writing a letter or email it is paramount correct grammar, punctuation and spellings are checked. Using the same etiquette used as if you were seeing someone face to face.

SWOT ANALYSIS FIFA:**Strengths:**

FIFA is recognised Internationally, the brand name is synonymous, products and services are exemplary. The size of the conglomerate is huge, like the size of FIFA's bank account.

Weaknesses:

Money laundering match fixing and corruption have tarnished FIFA's reputation (Blatter).

Opportunities:

Financial leverage, International expansion and new improved technology to improve the whole match experience.

Threats:

Volatile currencies, costs and revenue something FIFA must work hard to manage. Racism is a big problem and with Russia 2018 upcoming this is another challenge FIFA and the world will be scrutinising.

PESTLE ANALYSIS FOOTBALL:

With the World Cup 2018 fast approaching host nation Russia have been under severe scrutiny. The country's reputation for racism and hooliganism are a concern for the world. At one point sanctions and boycotts were being mentioned in the media; with ousted ex-President Sepp Blatter

instrumental in getting, arguably the biggest sporting event in the world there. This furthered the talk of corruption.

Political:

- Taxation
- Health Regulations
- Sanctions
- Macroeconomic Environment
- Russia 2018 World Cup

Economical:

- Inflation, Interest Rates
- Labour Costs
- Wages Increasing
- Sponsorships
- Merchandising
- Governing Bodies
- Ticket Prices
- Russia 2018 World Cup

Socio-cultural factors:

- Consumer Behaviour
- Corporate Social Responsibility
- Education
- Hooliganism
- Racism
- Hunger
- Natural Disasters
- Russia 2018 World Cup

Technological factors:

- New Media

- Mobile Applications
- Perimeter Advertising
- Goal-line Technology
- Video Assisted Referee (VAR)
- Season Ticket Magnetic Cards
- Laser Panels

Environmental factors:

- Climate change
- Environmental Disasters
- Lower Carbon Footprint
- Corporate Social Responsibility (CSR)
- Pledges

Legal factors:

- Governing Bodies
- Sport Regulations
- Legislations
- TV, Broadcasting Rights
- Bosman Rule
- Players

Both the Swot and Pestle analysis have many things to feel apprehensive about, nevertheless the impact of the world cup, has most people around the globe looking forward to it. The next section outlines concepts of Management theories, inter-cultural relationships and how they work in society.

Management Theories:**Classical management theory:**

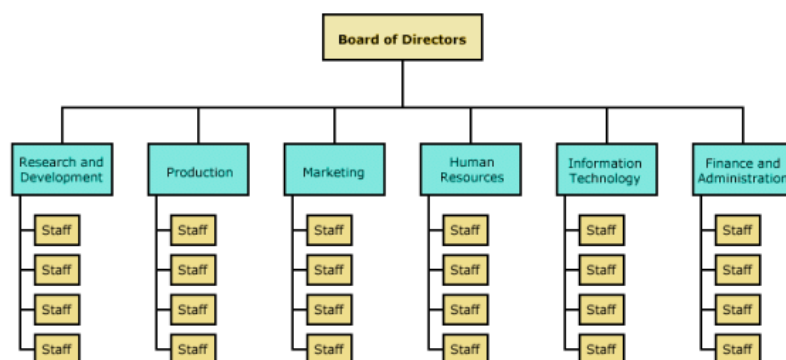
The classical management theory school of thought is finding management the best possible way for employees to perform their duties (Adetule, 2012) and Ghuman (2010). This theory putting FIFA or Arsenal into perspective is division of labour. The manager cannot perform all his duties without the TEAM all working together, TOGETHER EVERYONE ACHIEVES MORE. For example, if a player is injured on the field of play can the manager go and perform the necessary duties to ensure the player is okay?

No, although most managers may have a certificate in first aid that they gained in the past, as a manager you would need medical staff to carry out such duties.

Contingency Theory:

The contingency theory is a systematic approach to solving problems. Various approaches can be used in finding a solution. On reflection what works on a particular occasion will not necessarily work another time, so managers must learn how to evaluate a situation promptly for the best outcome. Sometimes referred to as Plan B, or back-up this is where substitutes are used within a game because things are not going according to plan (Adetule, 2012).

Taken From: www.technologyuk.net



Sources are the full utilization of resources in the management. Managers very well know how to make full use of the person and what area will fit them perfectly. Managers know their deputy the one person they can rely on to take the lead in case of absence.

Delegation

Knowing on the field of play your duty is to play in designated position.

Participation

There is the participation of managers and other employees and the boss. But in some organisations, the boss only participates in decision making.

Decision-making

The boss makes the decision after consultation with all the managers and other employees.

Determinants of Emergency Management Effectiveness:

One of many roles of a manager is to motivate his employees, and if problems arise overcome them together as a team. Leaving everyone feeling satisfied.

Leadership is setting a new focus, direction or vision for a group too follow, a leader is at the fore front driving in the new direction to reach the objective. Leaders do not see failure, they look at it as a first attempt in learning Kalam, Tiwari (2002)

Management must maintain a level of control and be able to direct people when necessary. Being resourceful in a group, promoting the principles cemented within the organisation.

Managers need to maintain several roles within an organisation, how they deal with different situations will depend on their styles of management. A leadership style is a general method of leadership used by a manager but according to the situation the style of management used may vary (Mullins, 2016).

HOFSTEDE Management Theory:

According to Hofstede, the six dimensional cultural theory is a framework for cross-cultural communication. The theory evaluates the effects of various society's cultures, the values depicted and analysed from the theory relate to the way the members behave. www.hofstede-insights.com

As a manager it is important for people to work for them, leaders generally have people following them. Most successful organisations adopt both. However, applying the theories by Hofstede and Globe will equip any manager with the necessary skills to face challenges today and in the future.

Individualism

This dimension spotlights whether people prefer to be left alone to get on with it; or preferably work in a team.

Power Distance

This dimension highlights that society accept and expect power not to be shared equally.

Masculinity

This theory looks within the society, what factors they prefer, such as heroism, assertiveness and material, academic achievements.

Uncertainty Avoidance

This concept examines how society feel when they are uncertain about something.

Long-term orientation

This method looks at future proofing what to and not what to expect in the future.

Indulgence

This way of reasoning is how people should feel with the good things in life.

By applying these theories in management will equip you to maintain a critical view on everything.

www.geerthofstede.com

GLOBE Theory

Robert House the founder of the Globe Project examines interrelationships between societal culture, societal effectiveness and organisational leadership.

Listed below are nine cultural dimensions:

- Performance Orientation
- Assertiveness
- Future Orientation
- Humane Orientation
- Institutional Collectivism
- In-Group Collectivism
- Gender Egalitarianism
- Power Distance
- Uncertainty Avoidance

Further studies by House have produced Leadership dimensions a survey conducted with over seventeen thousand managers. (www.globeproject.com)

Listed below are the Six global dimension associated with twenty-one primary leadership definitions.

- Charismatic/Value-Based Leadership: (a) visionary, (b) inspirational, (c) self-sacrifice, (d) integrity, (e) decisive and (f) performance oriented.
- Team-Oriented Leadership: (a) collaborative team orientation, (b) team integrator, (c) diplomatic, (d) malevolent (reverse scored), and (e) administratively competent.

- Participative Leadership: (a) non-participative and (b) autocratic (both reverse scored).
- Humane-Oriented Leadership: (a) modesty and (b) humane orientation.
- Autonomous Leadership: is a single primary leadership dimension.
- Self-Protective Leadership: (a) self-centered, (b) status conscious, (c) conflict inducer, (d) face saver, and (e) procedural. www.globeproject.com

Conclusion:

Organising, planning, leading and controlling are components of an organisational structure. Governments, NGOs, Conglomerates and businesses all have structure; without structure foundations cannot be laid. Maintaining a solid structure is not an easy task, the tools used to keep the structure solid are fundamental. However, as mentioned earlier (Blatter) sometimes the components used in keeping an organisation at its best are not used. This can have severe consequences on self-impact, the organisation and around the world. Lessons can be learned that getting to the top of the ladder may be a long road. Staying at the top is more difficult. By applying the necessary tools, concepts and theories can help solidify any individual or organisation, to becoming better Global Citizens.

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