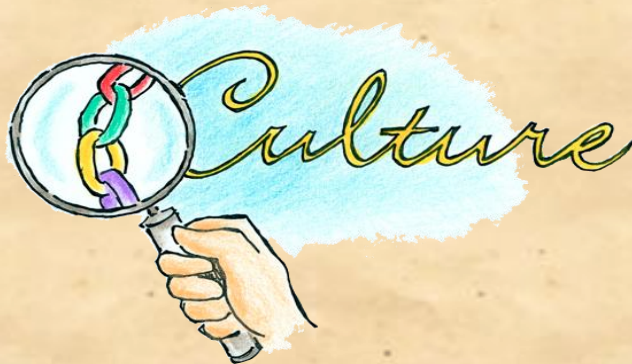# Multi-Cultures

In most any workgroup or organization that has more than 12 members, multi-cultures (i.e., subgroups having their own attitudinal norms and behavioral expectations) are likely to exist. As an example, one MindSet client company having 350 staff members had 35 distinct cultures within the company.

When we envision the culture we want for our company, we are embracing self-imposed standards that specify the work environment that leaders within our company have set out to build and maintain. When we talk about an organization's culture, we are actually referring to the average cultural health of what may well be scores of identifiable subcultures within the company, and at any given moment, the health of these respective cultures will vary widely. It is important for leaders to monitor this ever changing mosaic, as the health of one subgroup may well influence the success of another.

Effective leaders strive to maximize health of each independent subculture. They also understand that an unhealthy subculture, often characterized by dysfunctional emotions (e.g., anger, distrust, arrogance, jealousy), can infect adjoining groups, and they will take action to put unhealthy cultures in "quarantine" until their health improves.

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