

mentoring programs: Closing the gap between research and practice. *Journal of Applied Psychology*, 91, 567–578. When leaders motivate by making rewards contingent on performance, the corporate culture tended to be more performance-oriented and competitive. Sarros, J. C., Gray, J., & Densten, I. L. (2002). Many studies have suggested that leader behavior, the consistency between organizational policy and leader actions, and leader role modeling determine the degree to which the organization's culture emphasizes ethics. Driscoll, K., & McKee, M. (2007). Because mentors may help new employees interpret and understand the company's culture, organizations may benefit from selecting mentors who personify the company's values. For example, when leaders motivate employees through inspiration, corporate culture tends to be more supportive and people-oriented. Leadership Leaders are instrumental in creating and changing an organization's culture. In these and many other ways, what leaders do directly influences the cultures of their organizations. Restorying a culture of ethical and spiritual values: A role for leader storytelling. The leader's own behaviors will signal to individuals what is acceptable behavior and what is unacceptable. In an organization in which high-level managers make the effort to involve others in decision making and seek opinions of others, a team-oriented culture is more likely to evolve. By acting as role models, leaders send signals to the organization about the norms and values that are expected to guide the actions of its members. Do they seem outraged when an employee is disrespectful to a coworker, or does their reaction depend on whether they like the harasser? Thus, organizations may need to design these programs carefully to increase their chance of success. For example, do they praise a job well done or do they praise a favored employee regardless of what was accomplished? Leadership and its impact on organizational culture. Leaders also shape culture by their reactions to the actions of others around them. Do they want to know what caused accidents so that they can be prevented, or do they seem more concerned about how much money was lost because of an accident? There is a direct correspondence between the leader's style and an organization's culture. *International Journal of Business Studies*, 10, 1–26. This is a key point for managers to consider as they carry out their leading P–O–L–C function. Part of the leader's influence over culture is through role modeling. *Journal of Business Ethics*, 73, 205–217. How do they react when someone admits to making an honest mistake? What are their priorities? Through their day-to-day actions, leaders shape and maintain an organization's culture. In meetings, what types of questions do they ask?