

Chapter 5 - Which came first, the organization or the culture?



Setting the stage for organizational change

1. Clarifying the purpose of the intervention
2. Individual inquiry v.s group behaviors
3. Artifacts – What is visible/observable?
4. Reasoning underling the artifacts?
5. Cultural assumptions? Sources of meaning?
6. Narrow down the cultural assumptions
7. Formal intervention

Questions to Ask

- ▣ How does your organization define truth?
- ▣ What does your culture believe about human capability?
- ▣ What does your organization believe about human nature?
- ▣ What does your culture believe about social organization?

Questions to Ask

- ▣ You are a new hire. This is your first day at work and you do not know anyone.
- ▣ What are you thinking about?
- ▣ How are you dressed?
- ▣ Did you bring a lunch?
- ▣ What do you want to know?
- ▣ Do you come on time?
- ▣ Do you have an office?
- ▣ How do you greet people?

Factors That Define an Organization's Culture

- ▣ Degree of Hierarchy
- ▣ Degree of Urgency
- ▣ People/task Orientation
- ▣ Functional Orientation
- ▣ Organizational Personality/Slogan
- ▣ Values



Degree of Hierarchy

- ▣ • High: Well-defined organizational structure, need to work through channels, value authority.
- ▣ • Moderate: Defined structure but often work around channels.
- ▣ • Low: Matrix organization, loosely defined job descriptions, challenge authority.

Degree of Urgency

- ▣ • High: Need to push projects through quickly, high need to respond to changing marketplace.

- ▣ • Moderate: Move projects at reasonable pace.
- ▣

- ▣ • Low: Work slowly and consistently, quality valued over efficiency.

People/task Orientation

- ▣ • People over tasks.
- ▣ • Equal value for people and tasks.
- ▣ • Tasks over people.

Functional Orientation

- ▣ • Marketing
- ▣ • Operations
- ▣ • Research and development
- ▣ • Engineering
- ▣ • Service
- ▣ • Other

Organizational Personality/Slogan

- ▣ "We're a family."
- ▣ • "First to market."
- ▣ • "Quality first."
- ▣ • "Family first."
- ▣ • "Innovation takes time."
- ▣ • "Survivalist."
- ▣ • "The customer is always right."

Values

- ▣ Efficiency.
- ▣ Customer service.
- ▣ Fun.
- ▣ Hospitality.
- ▣ Leading edge.
- ▣ State-of-the-art.

Sphere of Influence

- ▣ A sphere of influence (SOI) is an area or region over which an organization or state exerts some kind of indirect cultural, economic, military or political domination.

National/Regional

- ▣ Historical
- ▣ Political
- ▣ Religion
- ▣ Economic
- ▣ Geographic
- ▣ Language

Culture will be determined by the type of industry

- ▣ Technological
- ▣ Manufacturing
- ▣ Sales
- ▣ Natural Resources
- ▣ Highly regulated vs. little regulation

Culture will be determined by the function

- ▣ Marketing/Sales
- ▣ Production
- ▣ Finance
- ▣ Human Resources
- ▣ Public Relations

Role of Professional Bodies

- ▣ Regulated Professions

Culture will be determined by the leaders

- ▣ Founder
- ▣ “C” suite
- ▣ Informal leaders

Geert Hofstede

- ▣ Power Distance
- ▣ Uncertainty Avoidance
- ▣ Individualism/Collectivism
- ▣ Masculinity/Femininity

Power Distance

- ▣ The degree in which a country accepts unequal distribution of power in institutions and organizations
- ▣ High power distance cultures = more centralized decision making, directive and narrow span of control
- ▣ Small power distance cultures = prefer democratic and consultative decision-making styles
- ▣ Motivated by status and power

Uncertainty Avoidance

- ▣ The degree of a societies discomfort with uncertainty
- ▣ Weak uncertainty avoidance = less resistance to change, willingness to take risk, less acceptance of rules, conflict is natural and unavoidable
- ▣ High uncertainty avoidance = value security, conservatism, written rules and regulations
- ▣ Want predictability, stability, written rules and procedures
- ▣ More technical competence in staff
- ▣ Motivated by stability and security and avoid risks

Individualism/Collectivism

- ▣ Taking care of oneself
- ▣ High individualism = self orientation which values initiative, decision making
- ▣ Low individualism = collective orientation that likes expertise, order, and group decision making. Kinship over institutional relationships
- ▣ Motivation from a sense of belonging
- ▣ Leaders to facilitate team behavior

Masculinity/Femininity

- ▣ Masculinity = assertiveness, competitiveness, task accomplishment
- ▣ Motivation is based on gathering money and things

- ▣ Femininity = nurturing and relationships
- ▣ Leader to safeguard employees and demonstrate social responsibility

New World Maps of Hofstede's Scores

- ▣ http://www.kwintessential.co.uk/crossculturalnews/archives/06-21-2006_06-22-2006.html

Corporate Cultural Mission Statement

Our success isn't just borne out of good business sense. 30 years of experience in the industry has led us to understand better, the way in which both our customers and staff operate. Because of this and to help deliver the levels of service and quality product that our customers have come to expect, having set values and standards for ourselves. These values, all of which can be seen below. These values are character traits that drive our recruitment, training and appraisal process and we are proud that our values are a factor of our own people, who actively embrace them throughout every aspect of their working and their personal lives.

All of these values help shape the culture that everyone experiences at, whether they're working for the first week on the front desk or spending their 10th year in one of our regional offices. Our culture is engrained into the ways we do everything, irrespective of time or location.

INTEGRITY

PRIDE

RESPECT

CAN DO

CHALLENGING

LEARNING

OWNERSHIP

NO NONSENSE

LONG TERM

SURVIVAL

VIBRANT

ROUNDED

FOCUSED ON THE FUTURE

- > Prepare for tomorrow's world while respecting today's
- > Preserve the co-operative principle of winning together
- > Respect our people, communities and the environment
- > Build relationships with our stakeholders that will endure



DELIVERING UNCOMPROMISED RESULTS

- > Believe in our ability to succeed and play to win
- > Measure a job well done through our customers' eyes
- > Deliver outstanding commercial success
- > Recognise performance and celebrate achievements



WITH COMPLETE INTEGRITY

- > Deliver on our individual and corporate commitments
- > Be accountable for our actions and their impact
- > Treat all people fairly and with dignity
- > Communicate with openness and honesty



ENERGISED BY INNOVATION

- > Constantly improve, always strive to be better
- > Encourage diversity of people, ideas and opinions
- > Recognise others' good ideas and adopt them
- > Take risks and learn from failures



