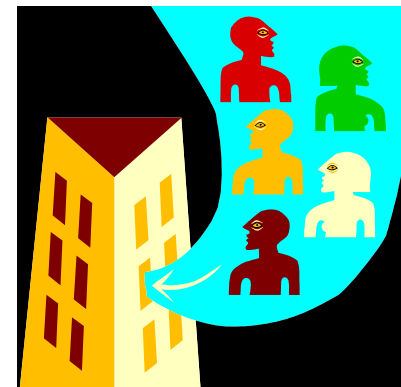

Organizational Culture

Adapted from Ed Schein's work on organizational culture
by David W. Jamieson, 1993

Presented to CSUN Mgt 450 – Instructor Jeanne Hartley



Culture is

- The milieu of the organization
- The norms of behavior
- The patterned set of values and beliefs
- The personality
- “The Way We Do Things Around Here”



Culture is important because it:

- Provides meaning
 - Contributes to identity
 - Establishes coherence and order
 - Shapes and guides behavior
 - Influences organizational success
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Components of Culture

- **Meaning**

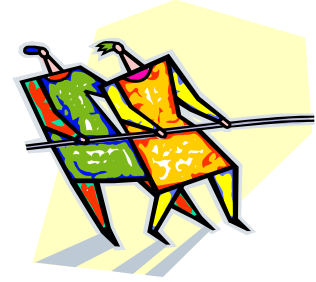
- **Values:**

- Collective valuing concerning rightness, success, orientation towards people, management philosophy, fairness, etc.

- **Beliefs and Assumptions:**

- Closely held perspectives concerning what is real, what counts, how things happen, how things and people are related, what's possible, etc.
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Components of Culture



■ Manifest

□ Linguistic:

- Specific language, jargon, slogans, mottos and acronyms, etc.

□ Symbolic:

- Specific artifacts, logos, décor, facilities, causes, ect.

□ Historic:

- Specific stories, myths, sagas, legends about founders, key leaders, heroes “bad guys”

□ Ritualistic:

- Special rites, rituals and ceremonies, rewarding behavior celebrating success, etc.

□ Normative:

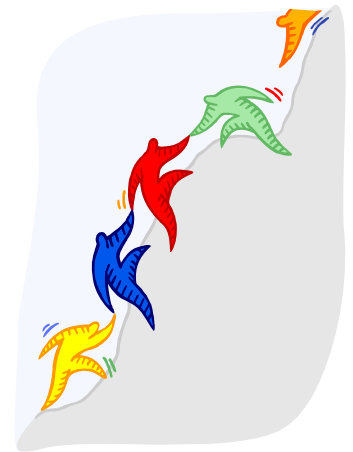
- Rules and norms about what is right, wrong, allowed, ethical, good, etc.

How is Cultured Embedded and Transmitted?

- **Primary Mechanisms:**
 - What leaders pay attention to, measure, control, react to emotionally.
 - How leaders react to crises or critical incidents, e.g. insubordination.
 - Role modeling, teaching, coaching by leaders
 - Criteria for allocating of rewards & status
 - Criteria for recruitment, selection, promotion, retirement & excommunication
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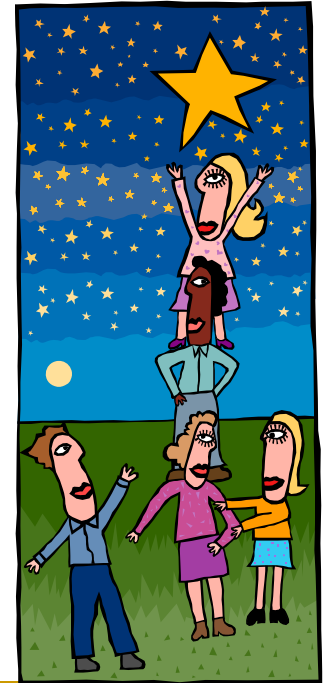
What supports and stabilizes culture?

- The organization's design and structure
- Recurring systems and procedures
- Design of physical space
- Stories about important people and events
- Formal statements of organization philosophy, creeds, charters, etc.



What problems does culture solve?

- External adoption, survival issues
 - Means to be used; structures and processes
 - Criteria for measuring results
 - Remedial or repair strategies



Problems culture solves, cont.

- Internal integration issues
 - Common language, focus, time and space concepts
 - Group boundaries: criteria for inclusion
 - Stratifications: Criteria for allocation of influence, power and authority.
 - Peer relationships, criteria for intimacy, friendship, love
 - Criteria for allocation of rewards & punishments

Workable solutions gradually become abstracted into basic underlying assumptions.

Culture – Values in Operation

- Evident in policies, systems and practices
 - Can be understood through the use of certain language, humor, stories, symbols, ceremonies and rituals
 - What is allowed, condemned and ignored
 - Culture is evident in decision-making, promotions, inclusion / exclusion
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