

# **Organization Culture and Effective Work**

## **CHAPTER 8**

# **Presentation Overview**

- **Changed social contract**
- **Characteristics of organizations**
- **Organizational culture defined**
- **Kinds of organizations**
- **Past and present organizational structures**
- **Leadership in organizational development**
- **Career & workforce development**
- **CIP perspective**

# Changed Social Contract

- **old social contract**
  - ☑ **loyalty = security**
- **new social contract**
  - ☑ **based on opportunities for training & development**
  - ☑ **loyalty more to the profession**



# Changed Social Contract



- Differentiate between job security to employability security
- Workers develop skills and competencies that someone is willing to pay for in the marketplace

# What are characteristics of organizations?

## Drucker's View:

- **Not a community, society, class, family, clan, or tribe**
- **A social institution with a specific purpose**
- **Effective because members concentrate efforts on one task, e.g., the symphony orchestra**
- **Members have a clear sense of purpose or mission**



# **What are characteristics of organizations?**

- **Organizations select members**
- **Individual persons (employees) are both independent and interdependent with the social system (organization)**
- **Organizations are always managed**
- **Management is the decision-making process and a unit of the organization**

# What Is Organizational Culture?

**Defined as the system of beliefs, customs, values, and institutions shared and transmitted by members of a particular group or organization**



# Organizational Culture Defined

## Schein's Definition:

- **Attribute of a stable social group with a history**
- **Shared experiences create a shared world view among group members**
- **Shared understanding of the role of individuals in the world**



# Organizational Culture Defined

## Schein's Definition:

- **Shared view has been in existence long enough to be taken for granted by group members**
- **“Culture” is learned as a result of group experience and may be identified in a group or organization with a history**



# What are elements of a culture?

- ***Artifacts***: things representing group beliefs & culture
- ***Values***: beliefs about use of time and hard work; the way things ought to be (according to founder)
- ***Basic assumptions***: core beliefs of the group, relationship between individuals and group, supervisor-supervisee relationships, risk-taking, new worker orientation, benefits

## **6 Ways to Know an Organization's Culture**

- 1. *Regular Behaviors*: ways members greet one another, dress, lunch/coffee breaks, treatment of older members**
- 2. *Norms*: how hard one works in the organization, weekend work, work taken home**
- 3. *Dominant values*: “customers are number one,” high quality products, travel style, importance of family**

## **6 Ways to Know an Organization's Culture**

- 4. *Philosophy*: overall views of employees, community relationships/partnerships, profit motive**
- 5. *Rules*: managing time, getting along with coworkers, supervisor relationships, fringe benefit management, gender relationships**
- 6. *Feeling or climate*: physical layout, level of trust among workers, attitudes towards customers, safety/security, dominant feelings**

**\*From Schein (1985). *Organizational culture and leadership***

# Organizational Culture

## Increasing Diversity in Organizations

- More older workers
- More immigrants
- More varied ethnic and racial groups
- More persons with disabilities
- More women



# Organizational Culture



## Hofstede's four categories of work related cultural differences

- **Power distance**
- **Uncertainty avoidance**
- **Individualism**
- **Masculinity**

# Organizational Culture

## Typical Problems Related to Culture

- New technologies
- Intergroup conflicts
- Communication breakdowns
- Training problems



# Kinds of Organizations

1. Profit-Making
2. Nonprofit
3. Entrepreneurial Nonprofits
4. Governmental
5. Quasi-Governmental
6. Associations

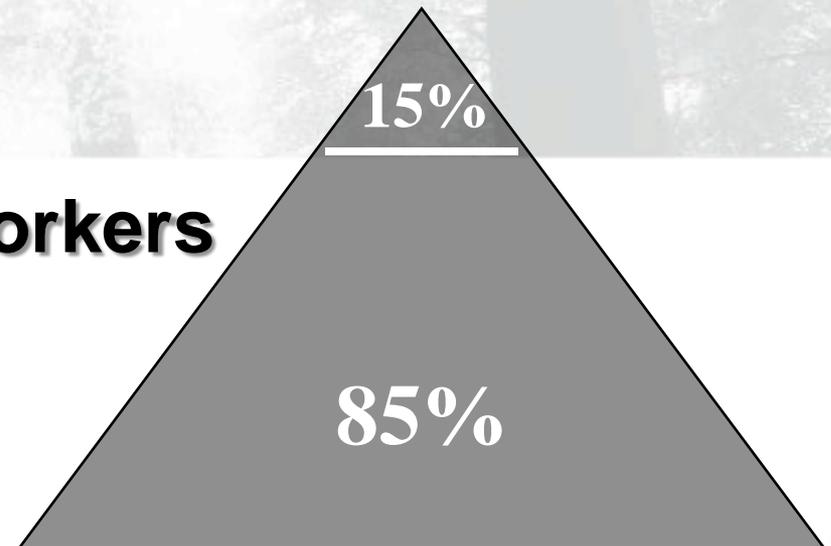


# Past & Present

## Organizational Structures

### Feller and Wichard's Workplace of the Past

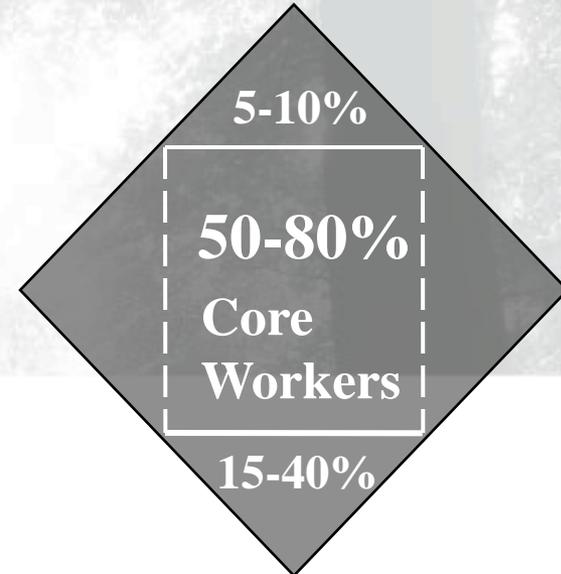
- **Top of triangle = top 15% of workers includes executives, officers and department heads**
- **Bottom of triangle = remaining 85% of workers**



# Past & Present Organizational Structures

## Feller and Wichard's New Diamond Workplace

- **Top 5-10% = executives and managers**
- **Bottom 15-40% = contract workers & temporary workers**
- **Middle 50-80% = core workers – lead teams, supervise coworkers, monitor quality control**



# **Past & Present Organizational Structures**

## **No More Boxes**

- **“Communities of practice”**
- **Flatter organizations**
- **Focus on the end user and team performance (e.g., Total Quality Management)**
- **Multiskilling**
- **Great need for “Enterprising” and “Social” skills**

# **Leadership in Organizational Development**

- **The founders of an organization are the first source of its culture**
- **Schein described organizational leadership as “culture management”**



# **Career Development & Workforce Development**

## **Workforce planning:**

- **what the organization does to insure proper growth, through the management and direction of careers of its workers**

## **Career management:**

- **what individuals in an organization do to ensure their interests, values, skills, and goals are being met in the work organization**

# **A CIP Perspective**

## **Self-Knowledge**

- **Person-Environment matches are not static, changing individuals and organizations will require employees to adapt and adjust their interests and skills**
- **Those who value “security” will be hard pressed to find it in the contemporary marketplace**
- **Interpersonal, team-building, leadership, and conflict resolution skills (Social and Enterprising types) will be valued by organizations**

# **A CIP Perspective**

## **Option Knowledge**

- **Our PCT will require a schema in which organizational culture is considered in addition to occupations**
- **Diverse organizations will need individuals with greater skill in ethnic and cultural diversity**
- **Holland Codes (RIASEC) can describe organizational culture and help us compare it to our own interests**

# **A CIP Perspective**

## **Decision Making (CASVE Cycle)**

- **Pay attention to feelings/instincts during interviews**
- **Carefully observe organizational culture in the behavior of members**
- **Be aware of desirable “match-ups” between yourself and an organization**
- **The frequency of career decision making will increase as the pace of organizational change increases**

# **A CIP Perspective**

## **Executive Processing**

- The concept of “career” is still alive, but the definition may have changed due to new social contract**
- Old career schema were based on climbing a predetermined ladder**
- New career schema are based on personal and professional growth**
- Positive self-talk will help you better cope with rapid change and complex organizational cultures**

# Summary

- **The new social contract emphasizes “employability security” over job security**
- **Organizations have their own cultures**
- **Career growth occurs within organizations**
- **Organizations can change rapidly adding complexity to PCT and choices**
- **An adaptive career schema will help you define yourself in several roles as well as work**