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
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
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