

Chapter 8



Organizational Culture and Effective Work





Presentation Overview

- Changed social contract
- Characteristics of organizations
- Organizational culture
- Kinds of organizations
- Past and present organizational structures
- Leadership in organization development
- Career and 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

Job security vs. **employability security**—what's the difference?



Focus on developing **skills and competencies** that are valued in the marketplace

Characteristics of organizations

Drucker's view:

- special purpose institutions
- they concentrate on one task
- clear, focused mission



Characteristics of organizations

- Organizations select members
- Employees are both **independent** & **interdependent** within this social system
- Organizations are always managed



Organizational Culture Defined

- Members have shared experiences in solving problems
- Shared world view among group members
- Learned product of group experience over time
- May include subcultures within departments or teams



Indicators of Organizational Culture

Indicator	Observable behaviors
Regular behavior	Dress, office interactions
Norms	Work effort, work taken home
Dominant values	Importance of family
Philosophy	Views of employees
Rules	Time management, office relationships
Feeling or climate	Physical layout, level of trust among workers

What are some examples of these in organizations you're familiar with?

Increasing Diversity in Organizations

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



Leadership in Organizational Development

- Organizational founders as first source of culture
- Schein describe organizational leadership is “culture management”
- Newer organizations use of work teams, task forces to provide leadership





Career & Workforce Development

Workforce planning

- What the organization does to ensure proper growth

Career management

- What individuals do to ensure their interests, values, skills, and goals are met in the organization

What strategies can you use to effectively manage your career once on the job



CIP Perspective

- Self-Knowledge

- Changing nature of organizations— employees need to assess their skills, interests, and values—how do these match with the environment?
- Reality of less job security
- Qualities and skills valued by organizations—How do these relate to Holland types?

CIP Perspective

- Option Knowledge
 - PCT must consider organizational culture in addition to occupational knowledge
 - Need for workers who can function effectively in diverse organizations
 - RIASEC types can describe organizational culture and how it might fit with a person's interests





CIP Perspective

- Decision Making (CASVE Cycle)
 - Pay attention to feelings/instincts during interviews
 - Carefully observe organizational culture in members' behavior
 - Career decision making may be influenced by the match up between the individual and the organization



CIP Perspective

- Executive Processing
 - Changing notion of “career” due to new social contract
 - Importance of personal development & strategic career vision
 - Having an entrepreneurial mindset
 - Need for new career metacognitions: awareness of skills and value you bring as an employee



Summary

- Organizations as the context for one's career growth
- New social contract: focus on **employability security**
- Importance of understanding an organization's culture
- Need to incorporate changing organizational cultures and structures into your PCT and career decision making