

Corporate Culture

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I. Introduction

- a. The Sandbox Metaphor – TJ Addington
- b. Culture Collision
- c. Culture Alignment – “*Culture eats strategy for Breakfast*” – Peter Drucker

II. Culture Defined

- a. the unique **personality** or **character** of a particular company or organization, and includes such elements as core **values** and **beliefs**, corporate ethics, and **rules** of behavior – *Hansen*
- b. ...the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. – *Hill & Jones*
- c. A pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration. - *Schein*
- d. The way we do things around here...to succeed

III. Culture Developed

- a. Culture Cycle
 - i. Leaders Create the Culture
 - ii. Culture Creates the Leaders
 1. Copy
 2. Correct
 3. Coach
- b. Levels of Change
 - i. Individual
 - ii. Team
 - iii. Organization
 - iv. Society
- c. Three Cultures
 - i. Current – Determined by the Employees
 - ii. Desired – Determined by the Employees
 - iii. Required – Determined by Management
- d. Functions
 - i. Integration of Members
 - ii. Informs people what's Right and Wrong
 - iii. Provides Order and Structure

- iv. Determines who has Power
- e. Liabilities
 - i. Undermining Mergers
 - ii. Limiting Diversity
 - iii. Resisting Change
 - iv. Blocking Acquisitions
 - v. Inhibiting Innovation

IV. Culture Displayed - *Culture is something you SEE*

- a. The Cultural Iceberg
 - i. Artifacts
 - ii. Assumptions
 - iii. Values
- b. The Cultural ABC's
 - i. A – Who we ARE
 - ii. B – What we BELIEVE [values, ethics, purpose]
 - iii. C - What we CAN [our competencies]
 - iv. D – What we DO
 - v. E – The EFFECTs we have
- c. Working the Angles – Eugene Peterson
 - i. Traditions – Policies – Behaviors
 - ii. Beliefs – Values – Assumptions
- d. An Anthropological Perspective – Schein
 - i. Norms
 - ii. Languages
 - iii. Heroes
 - iv. Folkways
 - 1. Greetings
 - 2. Gestures
 - 3. Time
 - v. Mores
 - vi. Myths
 - vii. Symbols
 - viii. Ceremonies and Rites

EXERCISE:

If _____ were an ANIMAL, it would be a _____ because _____

If _____ were a FOOD, it would be _____ because _____

If _____ were a PLACE, it would be _____ because _____

If _____ were a SEASON, it would be _____ because _____

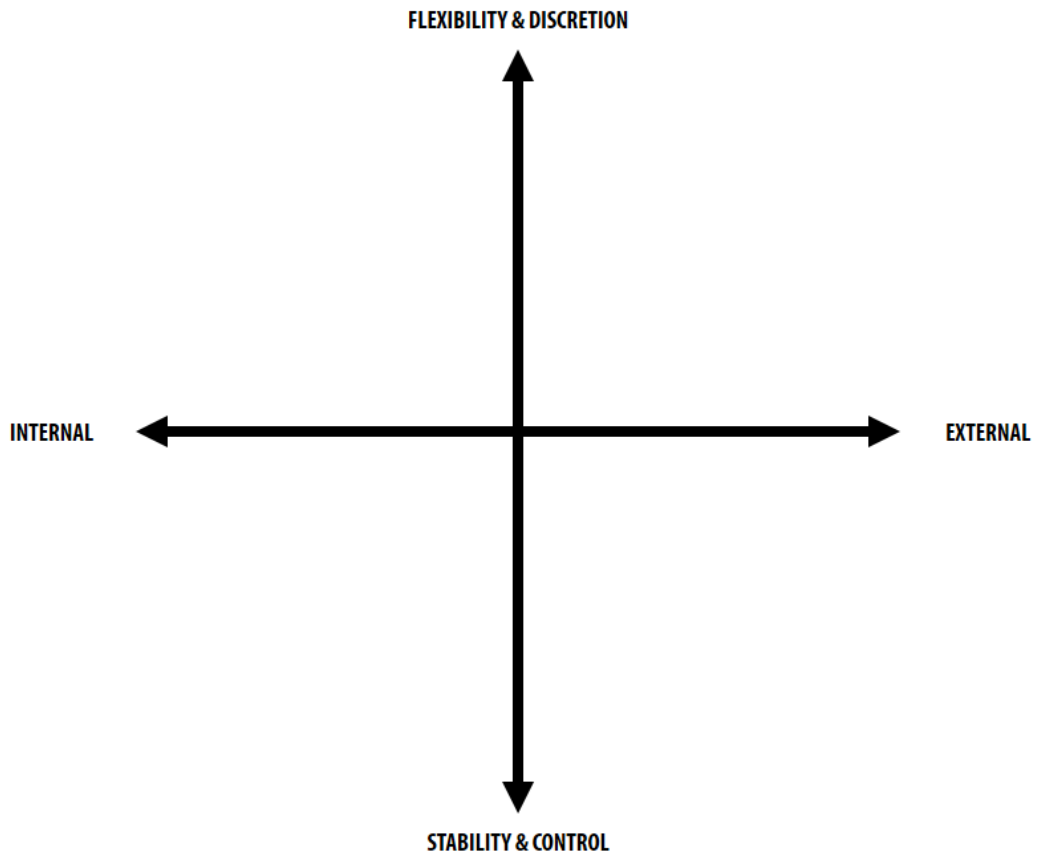
If _____ were a MOVIE/TV Show, it would be _____ because _____

V. Culture Distressed

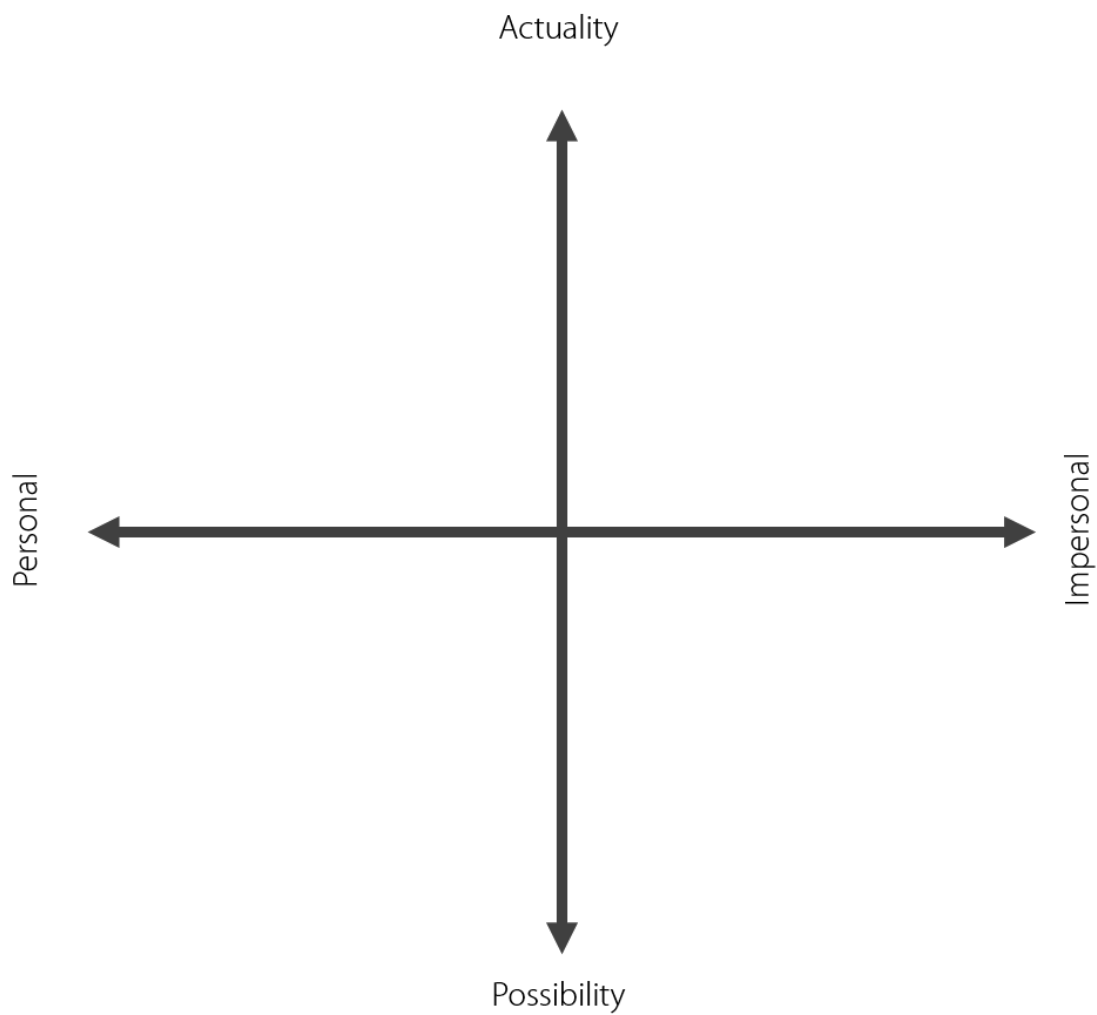
- a. Doesn't Fit the Work
- b. Sub Culture Differences
- c. Leadership Contradictions

VI. Culture Dynamics

- a. The Competing Values Framework – Cameron & Quinn
 - i. Clan – We Do Things TOGETHER
 - ii. Adhocracy – We Do Things FIRST
 - iii. Market – We Do Things FAST
 - iv. Hierarchy – We Do Things RIGHT



- b. The Reengineering Alternative – Schneider
 - i. Collaboration –We Succeed by working TOGETHER
 - ii. Cultivation - We Succeed by GROWING PEOPLE
 - iii. Competence - We Succeed by being the BEST
 - iv. Control - We Succeed by getting and keeping CONTROL



- VII. Culture Designed [on purpose]
 - a. Mission
 - b. Health
 - c. Values
 - d. Behavior [small group exercise]

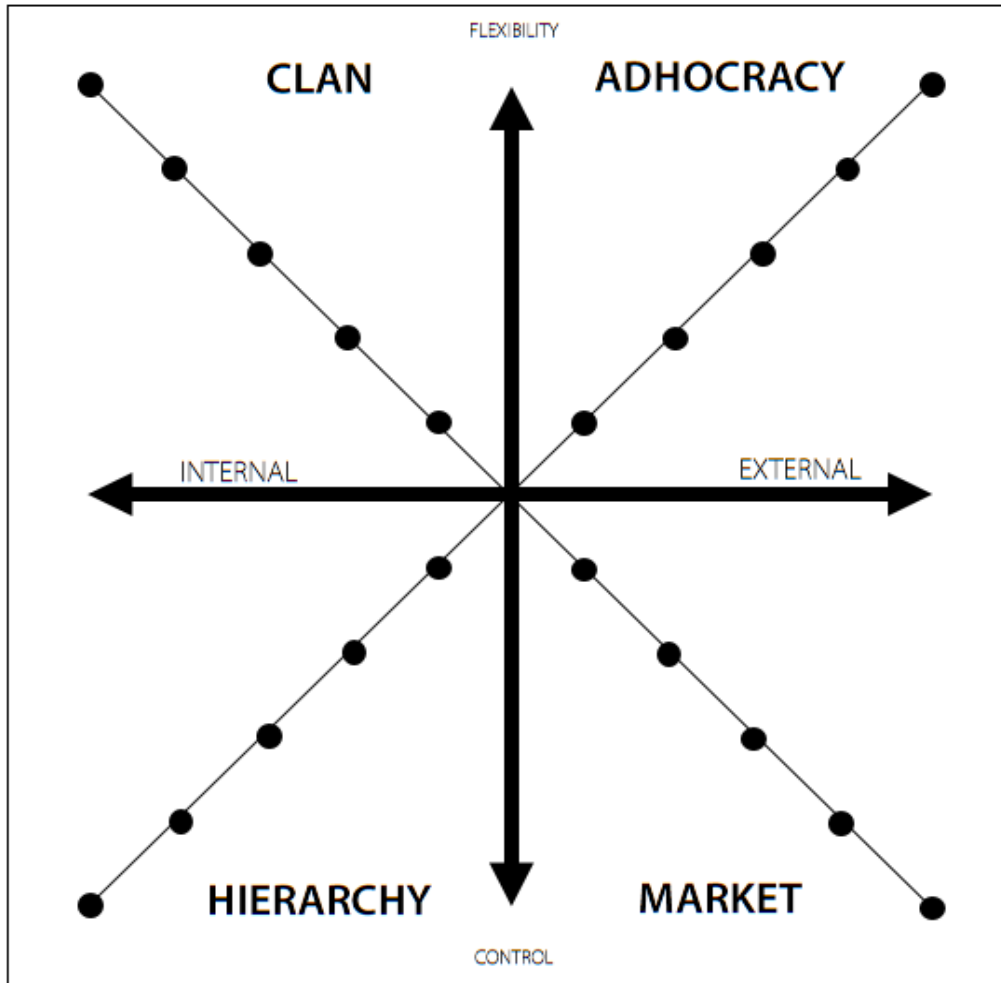
COMPETING VALUES FRAMEWORK

Adhocracy Culture “is characterized by a dynamic, entrepreneurial, and creative workplace. People stick their necks out and take risks. Effective leadership is visionary, innovative, and risk-oriented. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and services. Readiness for change and meeting new challenges are important. The organization’s long-term emphasis is on rapid growth and acquiring new resources.”

Market Culture “is a results-oriented workplace. Leaders are hard-driving producers and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long-term concern is on competitive actions and achieving stretch goals and targets. Outpacing the competition and market leadership are important.”

Clan Culture “is characterized by a friendly place to work that feels like an extended family. Leaders are thought of as mentors and perhaps even as parent figures. The organization is held together by loyalty and tradition. Commitment is high. The organization emphasizes the long-term benefit of individual development, with high cohesion and morale being important. The organization places a premium on teamwork, participation, and consensus.”

Hierarchy Culture “is characterized by a formalized and structured place to work. Procedures govern what people do. Effective leaders are good coordinators and organizers. Maintaining a smooth-running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.”



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MALE FEMALE
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