



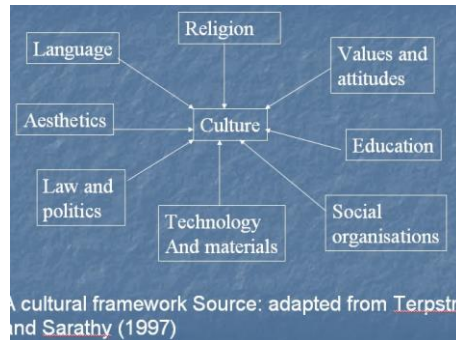
Workplace Culture and its impact on Organisational Efficiency.

An analysis of McDonalds culture using the
Deal and Kennedy Model

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"To survive and thrive in today's market a healthy corporate culture is more important than ever"(sloanereview.mit.edu)

There are many factors that influence an organisations culture however the following 6 elements are an excellent foundation for an organisation culture, Visions. Values, Practices, People Narrative and Place. (Harvard Business Review, 2020)



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- People- centricity
- Individual learning
- Organisational learning
- Diversity and Inclusion



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To support their growth and success globally McDonalds have listed 4 factors in order of importance that help them achieve success.

1: People-centricity- McDonalds believe the best way of retaining its international success is its people which is easy to understand when you remember that McDonalds is a service business. They believe in their employees' needs and developments and in doing so are encouraging them to interact with management to help improve their current processes and procedures whilst continuing to grow.

2: Individual Learning- Employees at McDonalds are constantly being motivated to keep learning which is why the company offers various training and development opportunities. This individual learning helps improve the productivity, quality and business growth.

3: Organisational Learning- To progress the organisation McDonalds uses their employees' learning to help develop their knowledge and excel in their performance. This is done through motivating and encouraging their staff to feedback on all training and development received.

4: Diversity and Inclusion: These 2 elements are key factors in McDonalds culture, and are identified as being of high importance in dealing with HR in this rapidly growing

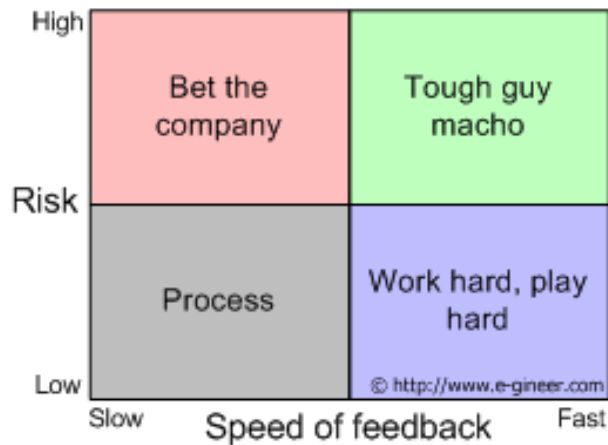
diverse market.

Deal and Kennedy

"Deal and Kennedy defined organizational culture as the way things get done around here. They measured organizations in respect of FEEDBACK and RISK"(B.V., 2020)

The Deal and Kennedy cultural model is descriptive. It argues that no cultural type is better than another, because the types emerge as a result of circumstances. Its value lies in using it to understand how culture evolves and how to manage the various elements that influence it. (Mindtools.com, 2020)

Deal & Kennedy's cultural model



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The Tough-Guy Macho Culture. Feedback is quick and the rewards are high. This often applies to fast moving financial activities such as brokerage, but could also apply to a police force, or athletes competing in team sports. This can be a very stressful culture in which to operate.

- The Work Hard/Play Hard Culture is characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, such as McDonalds which strive for high quality customer service. It is often characterized by team meetings, jargon and buzzwords. (Mullins 2008)
- The Bet your Company Culture, where big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to fruition, such as oil prospecting or military aviation.
- The Process Culture occurs in organizations where there is little or no feedback. People become bogged down with how things are done not with what is to be achieved. This is often associated with bureaucracies. While it is easy to criticize

these cultures for being overly cautious or bogged down in red tape, they do produce consistent results, which is ideal in, for example, public services. Ebrary. (2020). From researching this model it became apparent that McDonalds sits in the Work hard play hard matrix as their culture shows they are always gathering feedback from employees and customers whilst the risk of their organization is low.

Conclusion

"McDonald's invest a large amount of time into the HR and company culture of the fast-food chain, and continually introduce initiatives to improve it for their employees. They have won a multitude of impressive awards for their [approaches to HR](#) and company culture."(Theundercoverrecruiter.com, 2020)

Overall, it looks like McDonald's is a great place to work as they

They promote gender equality:

They treat employees as individuals:

They provide opportunities:

They cultivate pride:

They provide equal opportunities:

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(Bing.com, 2020) Technology, M. (2020). (Terpstra and Sarathy, 2000)
(Cdn.pixabay.com, 2020) (Panmore Institute, 2020)