

Effective Management

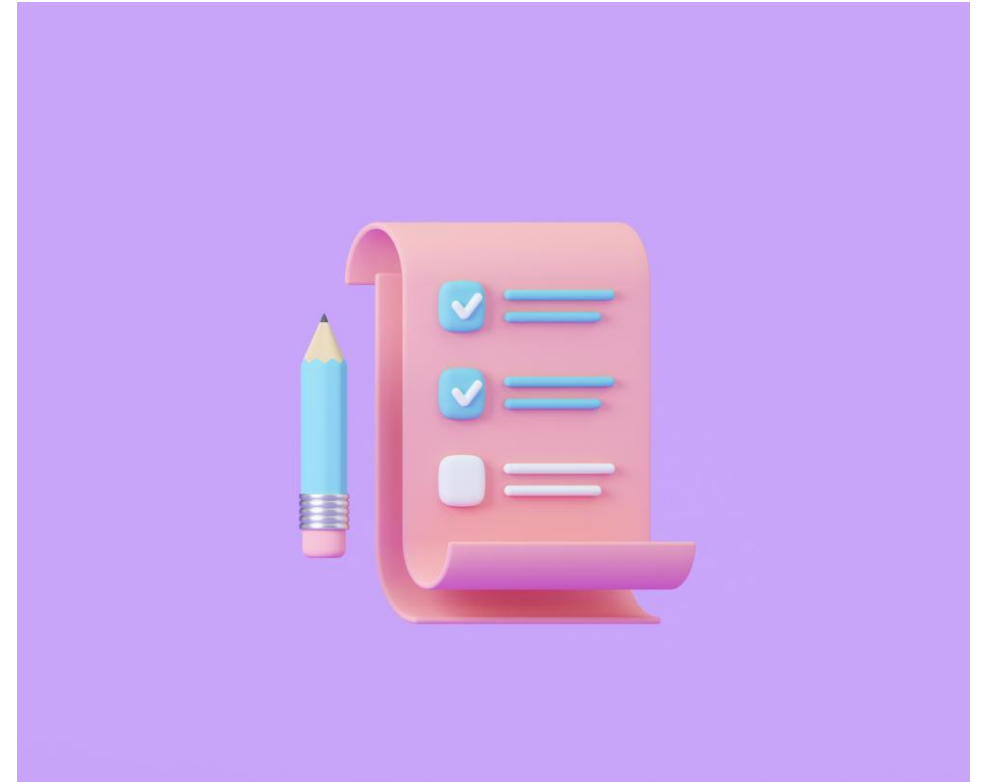
BMGM4000

Week 7: Organisational Culture

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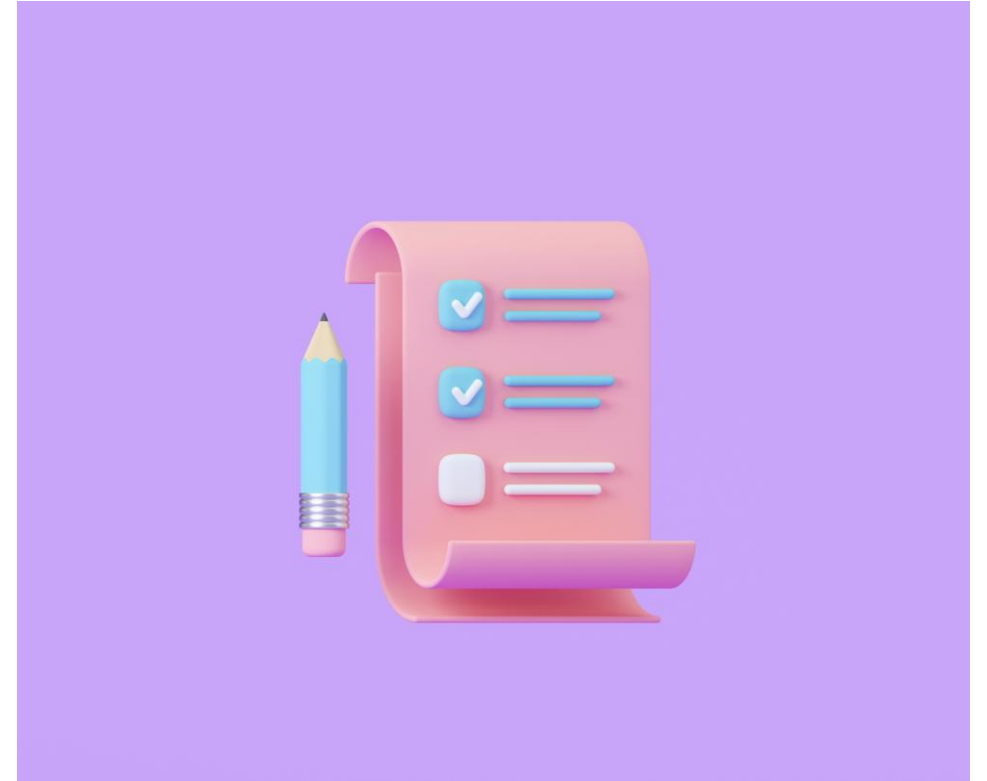
Agenda

1. Cultural Elements
2. Cultural Leadership



Recap of last week

- Field Trip – tell me about it!

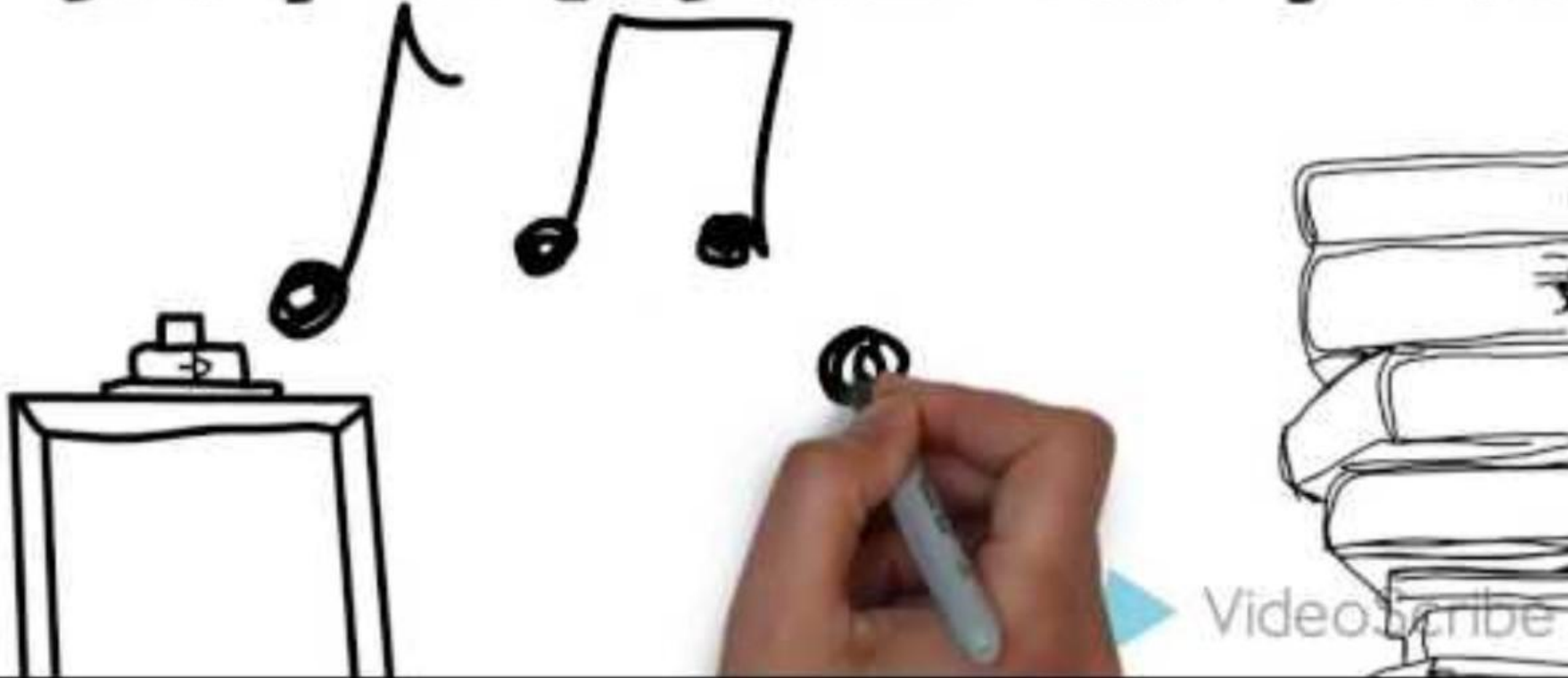




Cultural Elements

What is Culture?

ARTS AND LITERATURE



What is Culture?



- There is no single definition, but the consensus is that culture refers to a pattern of **values and beliefs which inform attitudes and behaviours**, and which **distinguish one group from another – binds them together**
- These values and behaviours are passed on to new members of the group as the right way to see, think, feel and act in given circumstances, referred to by Torrington (1994) as 'learned frameworks'
- Culture evolves
- We draw on many sources for our cultural identity, including gender; social class; religion; ethnicity and workplace...

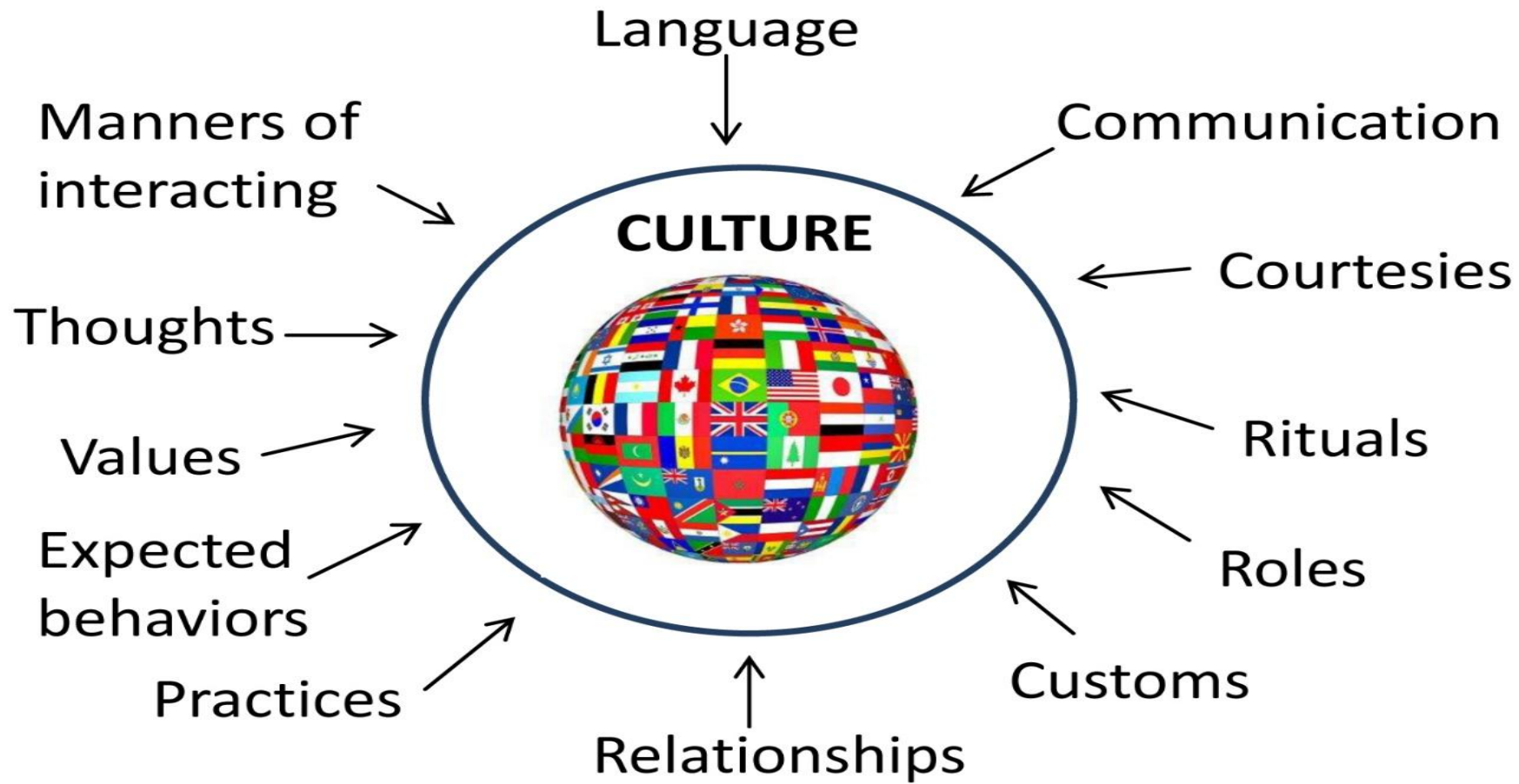
What is Culture?

“a set of basic assumptions – shared solutions to universal problems of external adaptation (how to survive) and internal integration (how to stay together) – which have evolved over time and are handed down from one generation to the next” (Schein, 2004)

“Culture is the characteristic way of behaving and believing that a group of people in a country or region (or firm) have evolved over time and share” (Briscoe and Schuler, 2004)

“the collective programming of the human mind that distinguishes the members of one human group from those of another. Culture in this sense is a system of collectively held values” (Hofstede, 1984)

“The way things are done around here” (Deal and Kennedy, 1982)





Break



Organisational Culture

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What do you think organisational culture means?



What do you think organisational culture means?

communications flexibility
religion leadership
law behavior
traditional family living
order shared values
value well established



What does organisational culture mean for you specifically?



What does organisational culture mean for you specifically?

team building
value time
communication
trust efficiency smile
working
patience
religion
shared values
empathy

Organisational Culture

Organisational Culture = a shared set of attitudes, beliefs and values about what is appropriate and inappropriate behaviour in a workplace.

Alvesson (2002) believes corporate culture is the 'social glue' that helps keep an organisation together.

Peters and Waterman (1982) believe that a strong set of corporate values can set organisations apart and guide employees' behaviour. This will lead to competitive advantage.

Buchanan and Huczynski (2010) argue that a weak culture is one in which there is little agreement among employees about their organisation's core values, the way things are supposed to be, or what is expected of them.

Corporate Culture – The Cultural Iceberg Model

**Visible elements
of corporate
culture include:**

Vision
Mission
Policies Strategy
External presentation

**Invisible
elements of
corporate
culture include:**

Unwritten
rules

Relationships

Status

Values and
norms

Attitudes and feelings

People's
fundamental needs
(e.g. for safety)

What you see isn't always what you get...

- Pay attention to the less obvious dynamics in operation in your workplace
- Appreciate the power of work-based relationships and the impact this influence has on team members
- Consider intervening where appropriate to unite and restore harmony
- Failure to do so can be catastrophic
- A strong organisational culture is crucial for strategic success
- Issues are not always obvious!



How do employees learn culture?

- Officially: senior management set values, objectives and performance measures to establish organisational norms
- Unofficially: through stories, rituals, symbols, language and interactions with wider team members



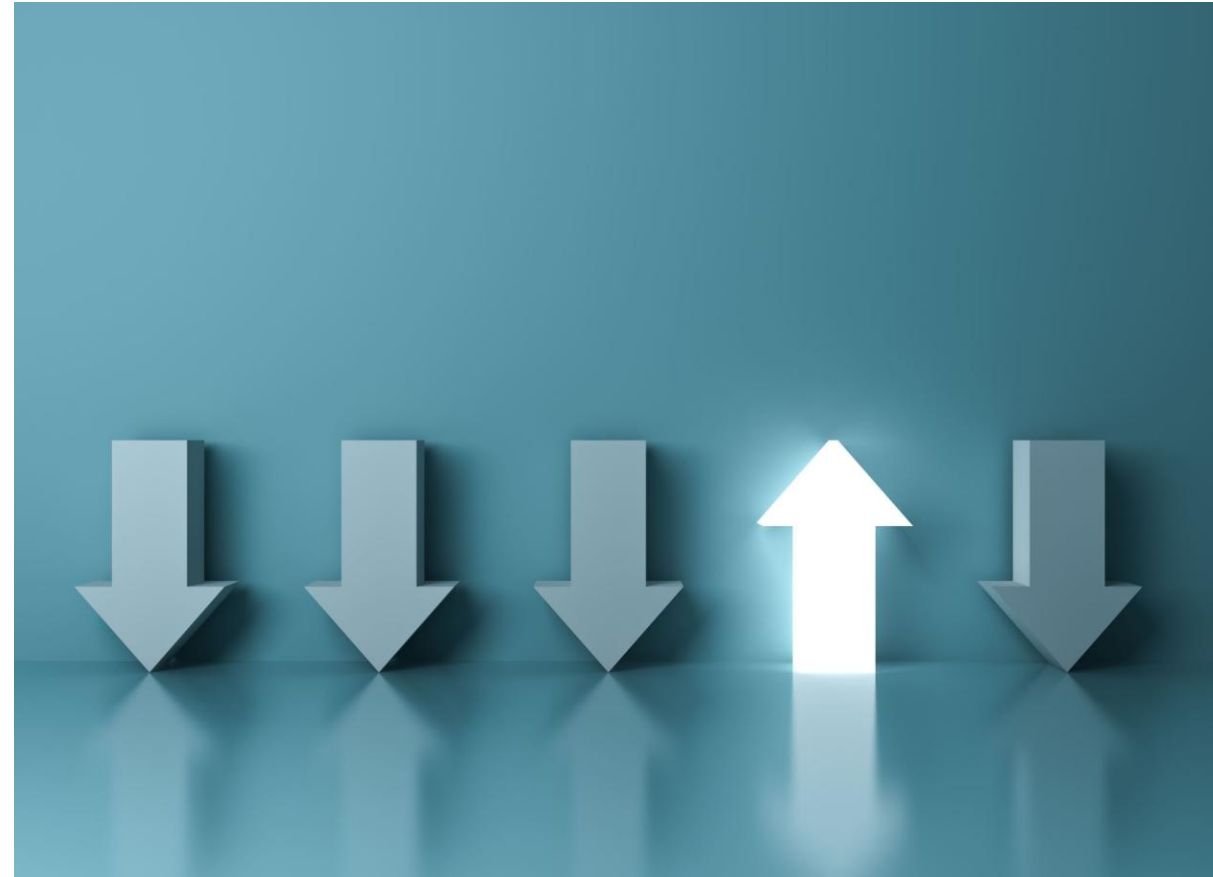
How do employees learn culture?

- Recruitment team select staff members who “fit in” with company values
- Candidates learn about the organisational culture (indoctrination)
- Formal training begins through induction, training, coaching and mentoring
- Employees begin to feel comfortable and start observing the behaviour of others in the organisation. They build relationships and this influences their behaviour and thoughts/feelings



Are you up to the challenge?

- An organisation that crosses national boundaries faces the challenge of navigating different laws and cultural attitudes
- It is therefore crucial to instil a strong set of corporate values throughout all operations that complement cultural differences
- Achieving a strong organisational culture can be a source of competitive advantage. It can assist in The War for Talent; it can help with staff retention and performance and can drive company loyalty with a dedicated customer base.





Break



Cultural Leadership

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What does cultural leadership mean?





What does cultural leadership mean?

Word cloud illustrating concepts related to cultural leadership:

- influence
- follow yourself
- teach
- adaptation
- creative
- inspire
- patience
- ability to guide
- development
- support
- diversity
- guide
- willingness to listen
- bonding
- innovation
- beliefs
- influx
- values and behaviors

Enforcing and following cultural values that everyone can get behind

Activity

Research Marriott Core Values

What would a Manager working for Marriott need to do to honour these core values and become a cultural leader?



Lead by
example

Create and
maintain a
positive work
environment

Support
employee
wellbeing

Be
educated
on culture

Promote an
inclusive
work
environment

Welcome
contributions
and collaborative
working

Be flexible
and open
to change

Contribute
to the
Culture



Any Questions?



Quality Management

- SMART Aims & Objectives
- Quality Standards
- SOP
- Quality Measure Tools
- Balance Score Card



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