

EDGAR SHIEN PRESENTATION SPEEKER NOTES

Slide 1

Edgar Schien Model also called the (Iceberg Model)

Edgar Henry Schein born in 1928 is a renowned professor at the MIT Sloan School of Management who has studied extensively in the field of organization management. He believed that organizational culture takes time.

According to Edgar Schein organizational culture can be analysed at several different levels starting with the visible artefact's, the values, assumed values or basic values.

SLIDE 2

The artefacts are basically the visible structures although very hard to interpret. it's very easy to see them however not very easy to understand on a deeper level, for example, hierarchies or organisational pattern. Schein says that this is why it takes time to understand these values

The values are the goals, strategies of the culture. So why we do certain things a certain way. For example, how an organisation decide to make their decisions the way they do.

Beneath the values, lies the foundation of it all. This according to Schein is the hardest source of values to crack and therefore takes the longest to understand. These are the sources and often taken for granted. Underlying assumptions are things we generally don't talk about. These can often be seen in places where people find hard to work. For instance, Amazon. Not a lot of people may understand why the Boss pushes people to work the way they do.

SLIDE 3

Artefacts as explained before structures we can easily identify in an organisation. In McDonalds, you can immediately spot how employees speak to their customers. Their uniforms, straight forward menus on the board. They have recently introduced new order screen where people can order food for themselves. Additionally, you can now be served at the table. Things happen quick. Mothers find such places convenient as their hungry little ones are fed immediately and rewarded with a toy. McDonalds has built a culture beyond the organisation. Customers are part of this culture and they love it.

As much as it is easy to find the information it can be difficult to interpret the information this can lead to generalization or stereotyping. (Schien 1983)

Slide 4

Espoused values

This are partially visible you have to go into their websites .They can also be found by interviewing members of staff.

Values are harder to observe directly this is what the organization claims to leave by for example their websites, menus, annual reports

They talk about their Franchising and how they are empowering business.

They talk about their investors and their stocks and stakeholders.

The mention their values about being mindful of the nutrition and sourcing of ingredients ,reducing waste and are proud to be a good employer. McDonald claims to be inclusive and a good employer.

Analysis slide (Slide 6)

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- Since the values mostly come from the leaders, it can be argued that this can be manipulation as the leaders carry the culture through time. The values are ideally theirs, so what they find desirable may not be desirable to others.
- e.g Having total control over employees assumes that they can not think for themselves. The advantage here is what Schein tries to explain through his theory. That it takes time to truly understand why leaders implement certain values and cultures within an organisation

The correlation of the level is it flows down i

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