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Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

Recap of culture models

- McKinsey 7s model
- Schein's model of organisational culture
- Hofstede's dimensions of culture
- Charles Handy's dimensions of culture
- Denison culture model
- QUIZ

Today's learning outcomes

- Models to explain organisational behaviour continued.
- Different theories about human behaviour.

Competing Values Framework



Organisational Culture Assessment Instrument (OCAI)

The OCAI tool is based on the Competing Values Framework, which categorizes organizational cultures into four types: clan, adhocracy, market, and hierarchy.

The OCAI tool consists of six questions, each with four statements that describe different aspects of organizational culture. You have to allocate 100 points among the four statements, according to how well they match your current and preferred culture.

[oca_i_leaflet.pdf \(oca-online.com\)](https://oca-online.com/oca_i_leaflet.pdf)

1. Dominant Characteristics	Now	Preferred
A The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	25	25
B The organization is a very dynamic and entrepreneurial place. People are willing to stick a lot of their necks out and take risks.	5	15
C The organization is a very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.	10	30
D The organization is a very controlled and structured place. Formal procedures generally govern what people do.	60	30
Total	100	100

2. Organizational Leadership	Now	Preferred
A The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	5	20
B The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.	5	30
C The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	10	20
D The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	80	30
Total	100	100

3. Management of Employees	Now	Preferred
A The management style in the organisation is characterized by teamwork, consensus, and participation.	5	50
B The management style in the organisation is characterized by individual risk taking, innovation, freedom, and uniqueness.	10	20
C The management style in the organisation is characterized by hard-driving competitiveness, high demands, and achievement.	5	10
D The management style in the organisation is characterized by security of employment, conformity, predictability, and stability in relationship.	80	20
Total	100	100

4. Organization Glue	Now	Preferred
A The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	10	15
B The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	5	45
C The glue that holds the organization together is the emphasis on achievement and goal accomplishment.	15	15
D The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	70	25
Total	100	100

5. Strategic Emphases	Now	Preferred
A The organization emphasizes human development. High trust, openness, and participation persist.	5	20
B The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	5	40
C The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	5	10
D The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.	85	30
Total	100	100

5. Criteria of Success	Now	Preferred
A The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	5	40
B The organization defines success on the basis on the basis of having the most unique or newest products. It is a product leader and innovator.	5	20
C The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	5	10
D The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.	85	30
Total	100	100

Organisational behaviour

Organisational behaviour is usually studied in the context of organisations and focussed on the formal rather than informal dynamics within.

Many texts on organisational behaviour give more attention to managing and achieving 'good behaviour' while neglecting the everyday lived experience and the nature and reason behind so-called 'misbehaviour'.

It is common to differentiate between 'levels' of interaction, dividing behaviours of 'individuals', 'groups' and the effects of 'structure and processes'.

Structuration Theory (Giddens 1984)

The context in which we exist frames how we behave, but it is also constituted by this activity: human activity is structured by its context, but at the same time this structural context is the outcome of the actions of humans (we create the structure).

Need to be mindful of how these co-evolve. Focus is often on people, but the context is important as it concerns the structure, culture, systems and technologies of an organisation.

Systems theory (Ludwig von Bertalanffy, 1968)

Various divisions, units and teams (the components) of a large organisation are seen to continually interact with and affect each other. In effect they behave collectively as a system.

Can help leaders to understand capacity constraints, meaning they're better placed to identify the resources needed for work to move effectively through the system and not apply resource in the wrong places.

Contingency theory (Fiedler, 1967)

Contingency theorists argue that what practice is 'best fit' in a context will depend on a number of factors such as technology or the size of the organisation.

Factors that are key variables (or contingencies) in a situation need to be analysed to determining the best practice for the context.

Link to leadership style and effectiveness.

Contingency theory and leadership

To lead their team well and encourage desired behaviours managers need to adapt their leadership style to the current situation or delegate some of their leadership responsibilities to a co-worker.

Range of factors impact: maturity level of employees, relationships between colleagues, company policies, standards of behaviour.

Example: Consider a project manager named Doug. Doug finds it much easier to communicate in writing rather than in person, so he usually encourages his team by sending them thoughtful emails at the end of every week. However, there is a new employee in the office who is not very receptive to [written communication](#) . To connect with this employee, Doug will need to either make an effort to change his method and encourage this employee in person or he will have to assign this task to the assistant manager.

In this example, Doug is not a chronically-ineffective leader. He is a good leader who is facing an unexpected challenge. If Doug accepts the fact that he will need to adapt to his situation instead of trying to force his usual methods, he can still be a highly-productive leader who encourages his team effectively.



Critical theory

Critical theorists argue if we are able to understand the nature of organisation practices through a critical lens, we are better placed to make choices and find ways of working that empower those in the organisation who have traditionally been disempowered. Interested in the practices and processes that sustain the power relations are infused in both the formal and informal dynamics of the organisation. Both deliberate acts and unintentional acts that have the same goal.

Example - A job that required someone to be at work by 9am every morning could systematically discriminate against a single parent who had sole responsibility for taking and collecting children from school.



BEST PRACTICE

The reflexive manager who is mindful of the way in which language frames thinking, and seeks to disrupt and challenge these ways of seeing the world, keeping an open mind and remaining aware that there are always alternative perspectives. Such managers won't be stuck with a sense of 'unknowability'

even though they recognise the imperfections of their knowledge: they will act and make decisions after reflection. An awareness of people's inherent differences will make such a manager a more ethical manager.



WORST PRACTICE

The unreflective manager, who follows the latest (or oldest!) fads and fashions in management without thinking about the context and the nature of the problem. A manager who focuses only on the managerial problem, and forgets the perspective of those

working in the organisation – that is, treating people as resources in a system rather than as humans with needs and differences that may not be captured in our traditional ways of understanding.

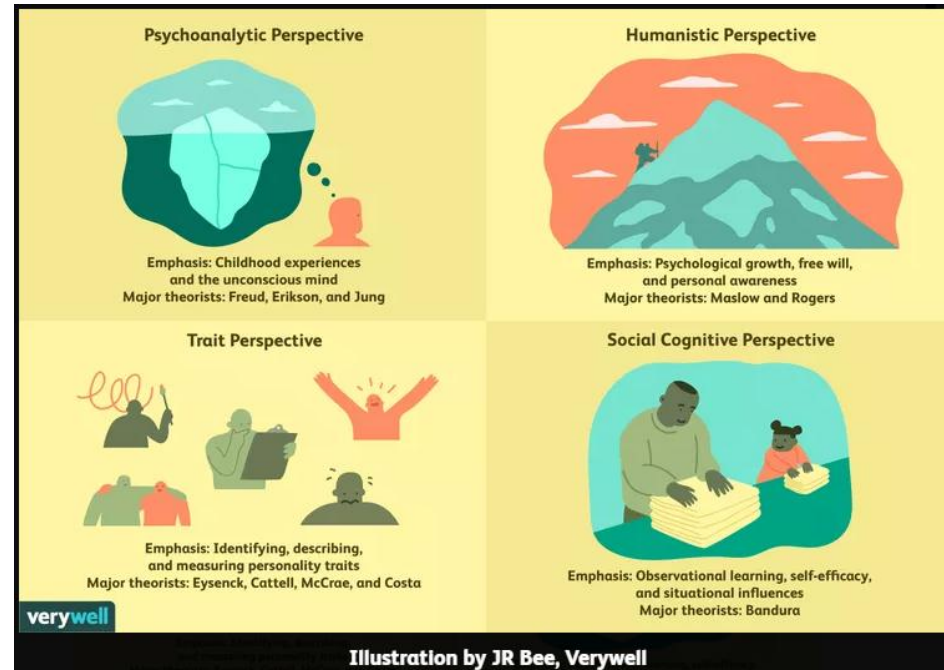


QUIZ

- Why was the Competing Values Framework created?
4 areas of focus?
- What does OICA stand for and what does it involve?
- What are the benefits of applying contingency theory through leadership?

Personality theory

- Implicit theory – affect thinking, actions and the way in which behaviour of the self and others is perceived.
- 4 major personality perspectives:



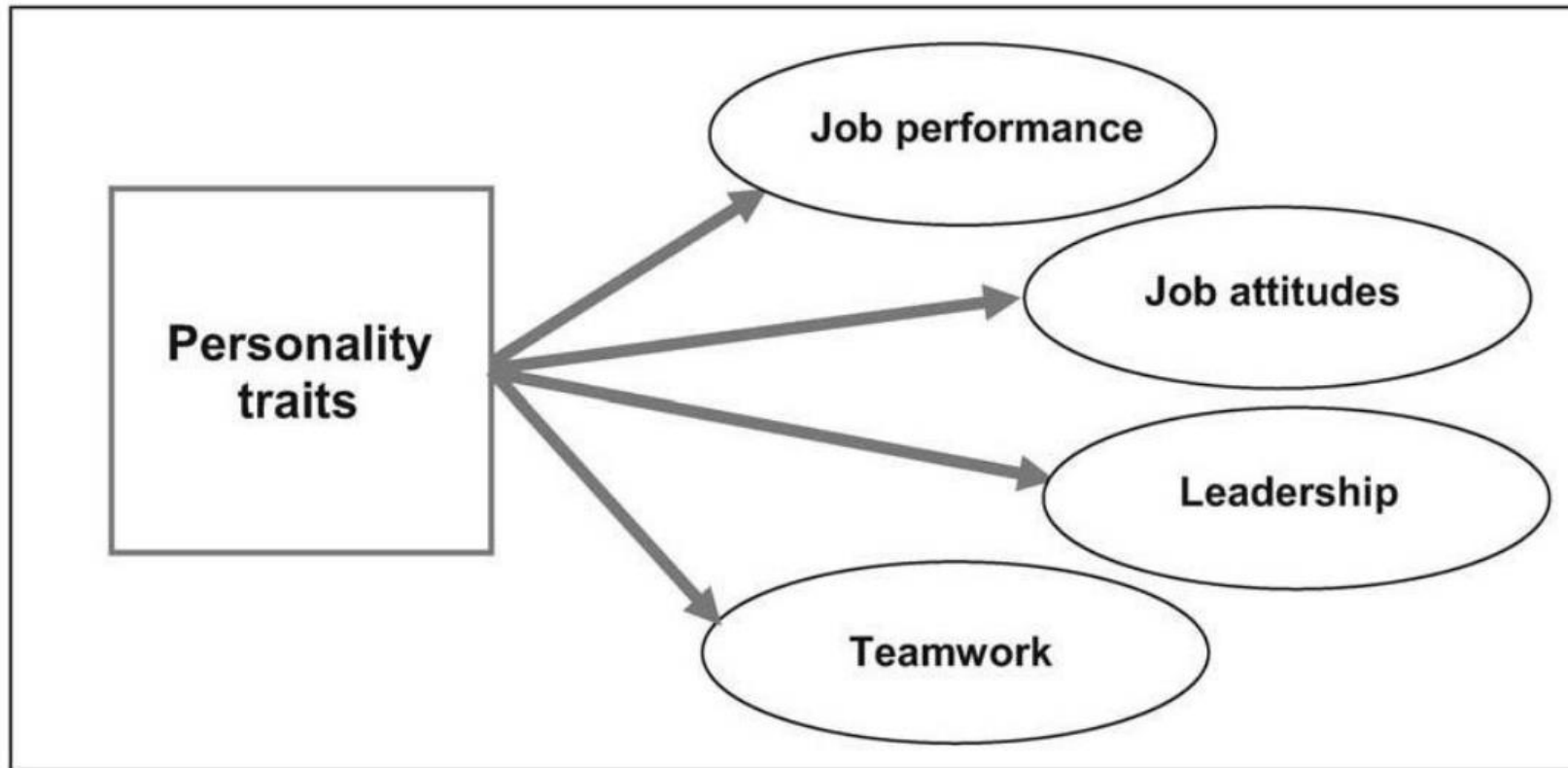
The Big Five (Fiske, 1949)

- Extraversion
- Agreeableness
- Conscientiousness
- Emotional stability / neuroticism
- Openness

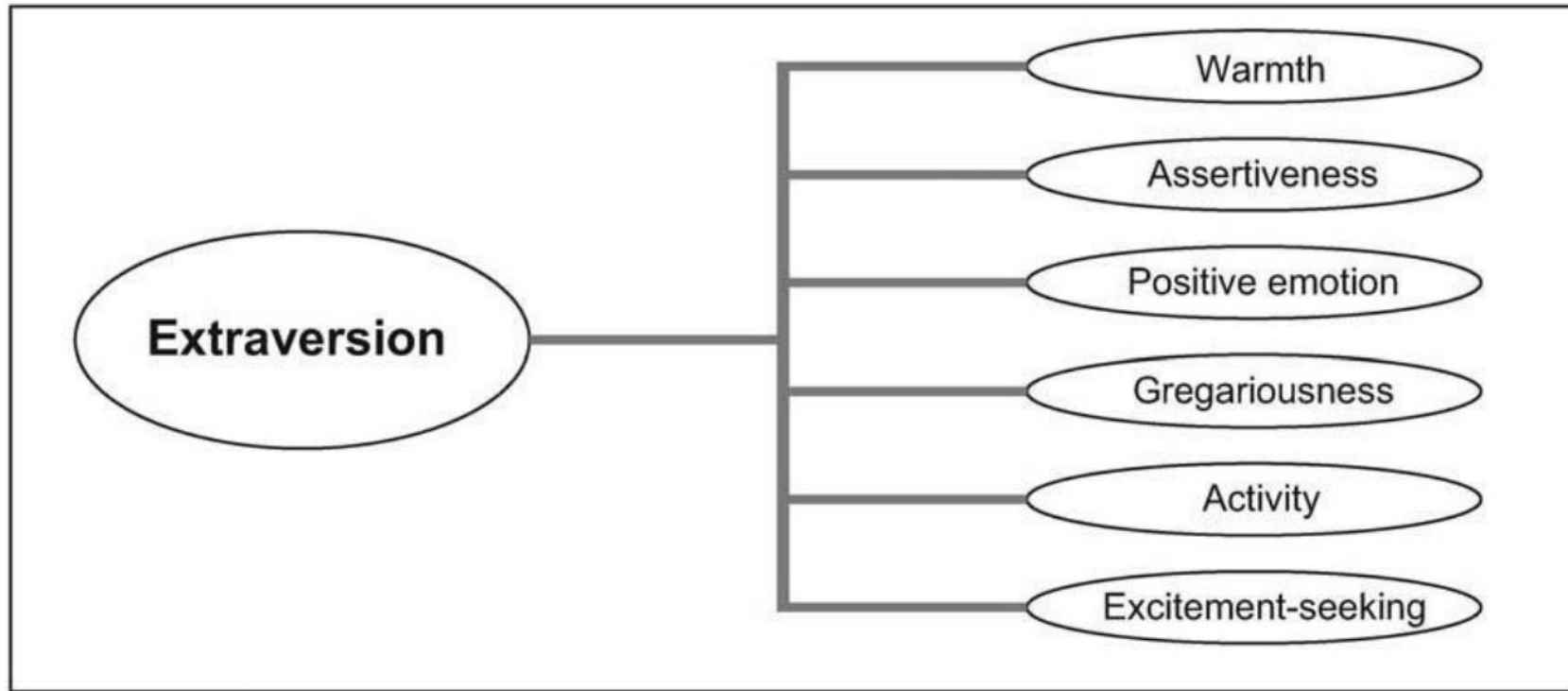
Questions

How do the 5 traits above present themselves in practice?
What are the important attributes of effective members of your team?

Personality at work



Personality and performance



What about introversion?

Personality and organisational behaviour

- Leadership - [HR Magazine - Dyslexic employee wins tribunal after bosses mocked writing](#)
- Teamwork - [Third of workers hiding 'secret skills' from employers, professional body says \(peoplemanagement.co.uk\)](#)
- Job attitudes – satisfaction and commitment

Personality and individual differences

Personality is one aspect of individual differences.

- Cognitive ability
- Motivation
- Vocational interests

Personality assessments in recruitment, what are your thoughts? Could this be applied in your organisation? In pairs look into advantages and disadvantages.

Case Law

- Perkin v St George's Healthcare NHS Trust 2005
- The Court of Appeal held that a dismissal as a result of an employee's difficult personality was a potentially fair dismissal for "some other substantial reason"
- Fair dismissal can be reached if an employee-manager relationship has irreversibly broken down.

Today's learning outcomes

- Models to explain organisational behaviour.
- Different theories about human behaviour.

Next week – Human behaviour continued.