

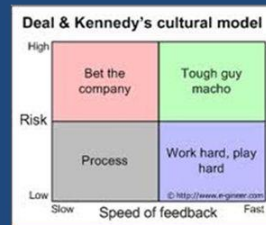
Deal and Kennedy (1982)

- Deal and Kennedy categorise corporate cultures based on 2 variables:

- Feedback and Reward
- Risk

Based on these variables they suggested 4 types of organisational culture:

- Tough guy-macho culture
- Work-hard, play-hard culture
- Bet-the-company culture
- Process culture



“Corporate cultures: The Rites and Rituals of Corporate Life” is a book wrote in 1982 by Terrence Deal and Alan Kennedy in which they propose one of the first model of organisational culture. (Mindtools.com, 2020)

Deal and Kennedy (2000) measured organisations in respect of feedback and risk, using four distinct types of culture: 'The Tough-Guy Macho Culture', 'The Work Hard/Play Hard Culture', 'The Bet your Company Culture' and 'The Process Culture'. This model proposes that the greatest single effect on an organisation's way of life was the business environment in which it operated. The two key measurements, feedback and reward and risk, were the level of hazard related with the organisation's exercises, and the speed at which organisations – and their representatives – get input on whether choices or methodologies are effective. By 'input' Deal and Kennedy don't mean just rewards, advancements and gestures of congratulations. They utilize the term significantly more comprehensively to allude to information on results. (OpenLearn, 2020)



"People interpret strong cultures based on the artifacts, because they're the most visible, but the values and assumptions underneath matter much more".
(Bock, 2015)

According to Laszlo Bock, former Senior Vice President of People Operations at Google, organisational culture is the one that shapes and drives the company, and the bigger you get as a company the organisational culture magnifies accordingly. The organisational culture "defines who you end up being". (Seindenberg, 2016)

A company's organisational culture refers to customs and social beliefs, that mainly impact the employees' behaviours. Innovation is a factor that empowers the organisation to keep up its competitiveness against other technology businesses. Google effectively builds up its cultural strengths through institutional measures, like training, and through casual methodologies, such as customized leadership and management support. (Smithson, 2018)

If an organisation needs to employ capable individuals who cannot be recruited in cash, they should concentrate on building an incredible working society. This incorporates working condition, important work, and representatives' freedom. They continually try it, at that point improve it since it is foremost to the accomplishment of the organisation. For whichever organisation, everything starts with individuals. An extraordinary organisation needs incredible individuals. One approach to draw in and hold such individuals is to make their work intriguing. (Tran, 2017)

Deal and Kennedy's culture type for Google



“We’re trying to push the boundaries of the workplace.”
(Stewart, 2013)

A significant driver of individuals in organisations is the general criticism and explicit prizes that disclose to them they are doing a positive or negative job. If this feedback is immediate or shorter-term, it will rapidly address any ineffectual conduct and henceforth lead to a predictable culture. (Changingminds.org, 2020)

The “work hard/ play hard” culture is portrayed by fun and action where representatives make scarcely any dangers, all with quick feedback. Companies will in general be profoundly powerful and the primary value centres on customers and their needs. The group produce the volume, and the culture supports games, gatherings, advancements and shows to help look after inspiration. (Mullins, 2008)

This is what exactly Google is about, working hard and having fun at work due to the generous perks they offer to employees. To reward its employees, Google offers a vast range of perks such as : paid maternity and paternity leave, death benefits, free meals, free cooking classes, medical healthcare, on-site gym, playgrounds and even on-site wellness and healthcare services. (Yang, 2017)

In his book called “Work Rules”, Laszlo Bock describes how important employees are for Google. He states that “ if you give people freedom ,they will amaze you, the free gourmet food, the crazy offices and happy people working together and having a great time all suggests that this place is about work-as-play”. (2016, pp.67)

At Google, the predominant culture is the open culture, where every single employee

can freely express ideas and opinions to create a comfortable and friendly working environment.

“It’s pretty well documented that Google has a unique culture. In fact, just by looking at pictures inside the Googleplex, you can see that it looks more like an adult playground, not a place for work”. Be that as it may, Google's prosperity can be credited to this culture. Google has individuals whose sole occupation is to keep workers happy and look after efficiency. (Neil Patel, 2020)

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