



GOOGLE CULTURE

1. Introduction
2. Schein Model
3. Web Culture
4. Deal and Kennedy
5. Charles Handy Model
6. Conclusion

1. Introduction

Adrian Topala
Florin Bucur
Adrian Ciacareanu
Cezar Sulugiuc



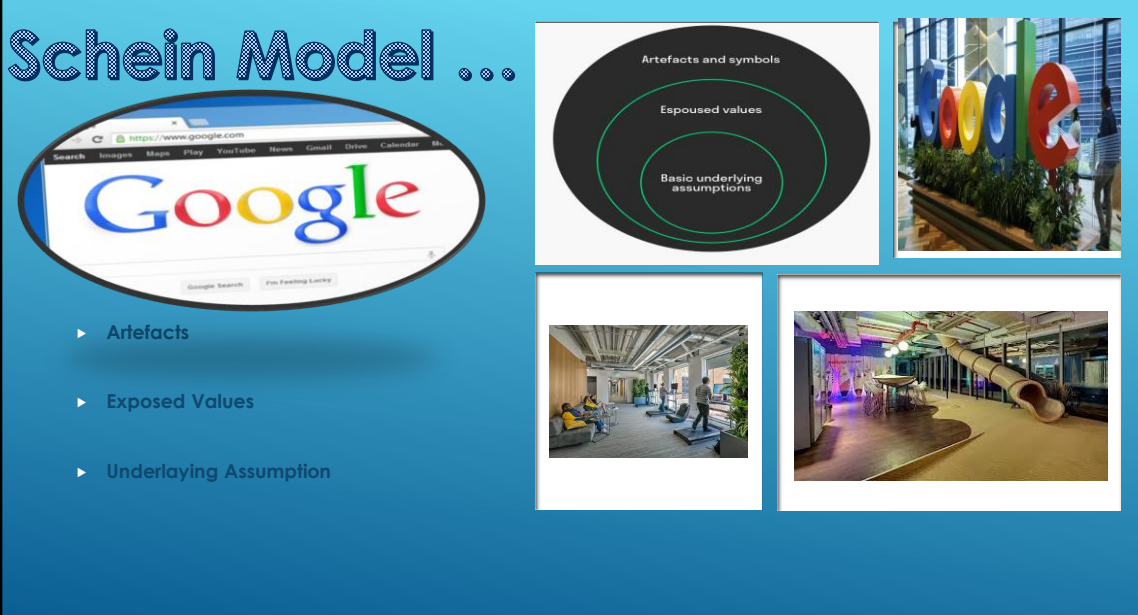


GOOGLE – THE BEGINNING.

Google is one of the biggest companies in the world, is born in 1996 in Stanford University. In 1999 the company is moved in California. Have a good success and the company grow very fast in internet industry and in 2005 Google hit the market and the value explode The Washington post reported an increase of 700% profit. (The Washington Post, 2015). Google understood that the organizational culture must be changed with agreement to the national culture making it one among the best in the industry. Which rising globalization, performance and values of the employees allied with the company's plan and influence culture to get the objective according to (Ogbonna and Harris, 2012).

Google culture is probably one of the greatest positive, powerful, inclusive, productivity environments the world has ever seen. This sort high honour is typical from industry experts, and there is no shortage of simulation advice in business publications. (Alvesson, 2002). Google have all the culture in one, but this make the google to have the best people. In the first time google have a huge amount of storage space an average of 1 million GB, those can help you to find almost everything you want in online. They develop a personalized searching model to connect the people mind by using the personal data. (Ayrès 2007).

Schein Model ...



- ▶ Artefacts
- ▶ Exposed Values
- ▶ Underlying Assumption

The author begins this analysis of a very well-known model being the Schein model. As Edgar Schein defines his model in one of his books "Organizational culture and Leadership". The new employees also try very hard adapting to the new culture and take pleasure in a stress-free life. Edgar Schein advise that the organisation no not need to adopt a culture in a single day, the employees must go through to various changes to solve problem and adapt to the external environment. The workplace culture is forming by daily practice and past experience. (Schein and Glaize, 2016).

Artefacts

This is the first level on the Schein model and start by the characteristics which can be easily viewed like dress code, office furniture, behaviour of the employees, this are the artefacts of the organization. In Google is not a dress code they can ware however they want to feel good. Google's headquarters in Zurich build for the employees a very nice office with a massage room, aquarium and a slide to deliver engineers smoothly and quickly to the canteen. (BBC News, 2016).

Exposed Values

Next level according to Schein which represent the organization culture is the values of the employees. This give to employees to have a very big impact on the culture and organization. In google this value is very visible a good example that the Forbes magazine give to us. The principal value is flexibility that give to employees to be

flexible on work, this bring a greater level of productivity. Other values in google are: Trust, constant innovation, fun environment or dog-friendly workplace. (Schein, 2015)

Underlying Assumption

This is the last level in Schein model, the beliefs and facts are hidden, and this will not affect the organization culture. Edgar Schein stats: "For a culture assessment to be valuable, it must get to the assumptions level. If the client system does not get to assumptions, it cannot explain the discrepancies almost always surface between the espoused values and the observed behavioural artefacts" (Schein et al. 2010).

Example in Google is the atmosphere and the vibe in workplace, that can change the aspects of workplace.



THE MODEL ANALYSIS....

- ✓ Best employees for the business
 - ✓ Best work environment
 - ✓ Risk taking and innovation
 - ✓ Decision are made by teams
- (Schein et al. 2010),(google.com,2010)

Google culture show the management ideology is very similar. How Edgar Schein (Schein, 1985) in the beginning show that the underlying assumption are Influenced by the beliefs and values , this management models can impregnate culture patterns (Alvesson 2002).

Google created a unique work environment that attracts, motivates, and retains the best players in the field. Google encourages employee risk taking and innovation. Google's culture is reflected in their decision making as well. Decisions at Google are made in teams. (Carmeli , Tishler and Edmondson 2012)

REFERENCES

1. Alvesson, M., 2013. *Understanding organizational culture* 2nd ed., Los Angeles; London: SAGE.
2. Ayres I (2007) *Super crunchers: why thinking-by-numbers is the new sway to be smart*. New York: Bantam Dell.
3. BBC News. (2015). Why the future office will be as much about fun as work. [online] Available at: <https://www.bbc.co.uk/news/business-36342595> [Accessed 9 Feb. 2020].
4. Carmeli, A., Tishler, A. & Edmondson, A.C., 2012. CEO relational leadership and strategic decision quality in top management teams: The role of team trust and learning from failure. *Strategic Organization*, 10(1), pp.31–54.
5. Edgar H.Schein and Charlie Glaize (2016), *The Corporate Culture Survival Guide*, New and Revised Edition, Audible Studios on Brilliance.
6. Harris, L. & Ogbonna, E., 2012. Motives for service sabotage: an empirical study of front-line workers. *The Service Industries Journal*, 32(13), pp.2027–2046.
7. Hogan, S.J. & Coote, L.V., 2014. Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*, 67(8), pp.1609–1621.
8. Schein, E. (2015). Organizational Psychology Then and Now: Some Observations. *Annual Review of Organizational Psychology and Organizational Behaviour*, 2(1), pp.1-19.
9. Schein, E. H., Schein, E. H., & Van Maanen, J. (2010). *Organizational Culture and Leadership* (The Jossey-Bass Business & Management Series) (Vol. 4). John Wiley & Sons, Inc.
10. The Washington Post (2015). Online Ads Give Google Huge Gain in Profit.