

Cultural aspects of management

[Business](#), [Management](#)



The cultural aspects management cites as important are Humanistic / Encouraging, Affiliative and Achievement. “ Cooperate with one another in striving for excellence in production and customer services because these expectations for more constructive behaviors are made explicit by the company’s mission statement. ” Employee attributes reported reflect expectations for Avoidance, Oppositional, and Perfectionistic behaviors. The most significant gaps between management and staff are in the behavior styles are Humanistic/Encouraging, Affiliative and Avoidance. It’s surprising that Conglomerate Inc’s. “ ideal” culture is very close to the behaviors which the staff sees “ are not to be expected. ” “ The day-to-day operating culture of the organization is determined by what is actually rewarded, punished, noticed by the managers, and permitted by the organization, the division, the departments, and the job. ” (OCI) Conglomerate Inc. does not reinforce Constructive norms by the use of “ motivational processes such as expectancy, instrumentality, valence, and equity. ” (OCI Interpretation Guide) Jorge needs to explain to his staff the funding is an opportunity for everyone on staff to make a lasting contribution to the civics centers improvements. Ask each staff member what they would do if they were in his position. Have them submit suggestions (he could even hold a contest for the best suggestion) on what they would like to see in the way of improvements. Once the suggestions are received hold a staff meeting to go over the suggestion. This will be the beginning of the buy-in. Discuss all the possibilities the good, the bad and the ugly this will stimulate conversation as to the best way to invest the funds. He may need one or more meetings or

even a working group to make final recommendations. By using a shared-power strategy Jorge may get a lot more than he expected.