

Organizational culture

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



Organizational Culture Outline Organizational Culture Dominant culture vs. Subcultures Strong vs. Weak Cultures Functions and Dysfunctions Changing Culture Member resistance Organization Development (OD) Organizational Culture A common perception held by the organization's members Distinguishes the organization from other organizations Something implicit A system of shared meaning Not something that is written Set of key characteristics that the people in the organization value Is Culture Uniform? There will be a number of beliefs or characteristics that are shared by all members of an organization Dominant culture vs. Subcultures The core values shared by a majority of the organization's members Core values: the primary or dominant values that are accepted throughout the organization Minicultures within an organization, typically defined by department designations and geographical separation Strong vs. Weak Cultures Cultures in which the core values (primary values accepted in organization) are both widely and intensely held The core values are easily identified by any member in the organization Has a great influence on the behavior of its members than weak culture Core values are loosely held There are multiple sub-cultures that have more power or are adhered to more strongly than the organizational culture What Do Cultures Do? Defines boundary Create distinctions between one organization and the others Serves as a sense making and control mechanism Increase the consistency of employee behavior When is Strong Culture Bad? Difficult to assimilate other groups because of strong norms and role expectations Changing Culture Two Types of Change Change that involves actions based on a carefully thought-out process that anticipates future difficulties, threats, and opportunities Change

that occurs when one takes action in response to perceived problems, threats, or opportunities Member Resistance Change can be a threat to members Three reasons Uncertainty Concern over personal loss Belief that change is not in the organization's best interest Techniques for reducing resistance to change Education and communication Participation Facilitation and support Negotiation Manipulation Coercion Organization Development (OD) An activity designed to facilitate planned, long-term organization-wide change that focuses on the attitudes and values of organizational members Planned change Needs to rely on employee participation in order to overcome member's resistance A person who initiates and assumes the responsibility for managing a change in an organization People who act as catalyst Summary Organizational Culture Dominant culture vs. Subcultures Strong vs. Weak Cultures Functions and Dysfunctions Changing Culture Member resistance Organization Development (OD)