

Organizational Culture:

Understanding and Influencing HOW
We do Our Work.



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Presentation notes:
<http://centersusa.com/resources/presentations/>

Session Description

Organizational culture guides us in how we do our work. But culture doesn't just magically appear on its own.

Do you want to be an effective leader? Then you need to understand the role of leadership in creating, embedding, and reinforcing culture in the workplace.

The emphasis in this presentation will be on gaining practical knowledge that you can apply in your everyday work environment.

Learning Outcomes

After the presentation participants will be able to:

- 1) explain how leaders influence culture
- 2) list at least two ways to embed culture in the organization
- 3) describe at least two ways leaders can try to change the organization's culture

‘Culture is a little like dropping
Alka Seltzer into a glass of water -
you don’t see it,
but somehow it does something.’

Hans Magnus Enzersberger

What is culture?

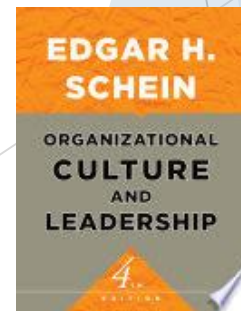
Shared values that dictate behavior.
Shared beliefs. Shared assumptions.

Expectations,
experiences,
how things are done.

Organizational identity.

Characteristics of Culture

- ▶ **Stability.** “Culture implies some level of structural stability in the group.”
 - ▶ It defines the group - is *shared* and stable.
- ▶ **Depth.** “Culture is the deepest, often unconscious part of a group and is therefore less tangible and less visible.”
- ▶ **Breadth.** Culture “covers all of a group’s functioning.”
- ▶ **Integration.** “Culture implies that rituals, climate, values, and behaviors tie together into a coherent whole.”



1. Artifacts

- The stuff you can see, feel and hear.
- Visible structures and processes
- Observable behavior

2. Espoused Beliefs and Values

- Goals and values.

3. Underlying Assumptions

- Ingrained, not up for debate.

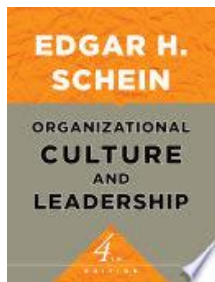
Three Levels of Culture

What is the role of leadership?



Embedding Mechanisms

(p236)



Primary Mechanisms

- ▶ What leaders pay attention to, measure, and control on a regular basis
- ▶ How leaders react to critical incidents and organizational crises
- ▶ How leaders allocate resources
- ▶ Deliberate role modeling, teaching, and coaching
- ▶ How leaders allocate rewards and status
- ▶ How leaders recruit, select, promote, and excommunicate

Embedding Mechanisms

Secondary Mechanisms

- ▶ Organizational design and structure
- ▶ Organizational systems and procedures
- ▶ Rites and rituals of the organization
- ▶ Design of physical space, facades, and buildings
- ▶ Stories about important events and people
- ▶ Formal statements of organizational philosophy, creeds, and charters

Start with Values.

End with Virtues.

- ▶ What is important to you often drives what is important to your department/unit.
- ▶ Step 1: Identify what is important to you and your area.
- ▶ Reflect: are your values also virtues?
- ▶ Values vs. Virtues gap analysis

Start with Values.

End with Virtues...

- ▶ Step 2: Create a culture that actively supports the desired mission and values.

So how do leaders make decisions,

and implement policy,

to create a culture

that actively supports the desired mission and values?

Putting it
into action...

Clearly Articulate
Expectations

** connecting 'what'
with 'how'*

Clearly Articulate Expectations...

We want to be proud of our company and know that it enjoys a reputation for fairness and honesty that is respected...”

“...Our reputation depends on its people, on you and me. Let’s keep that reputation high.”

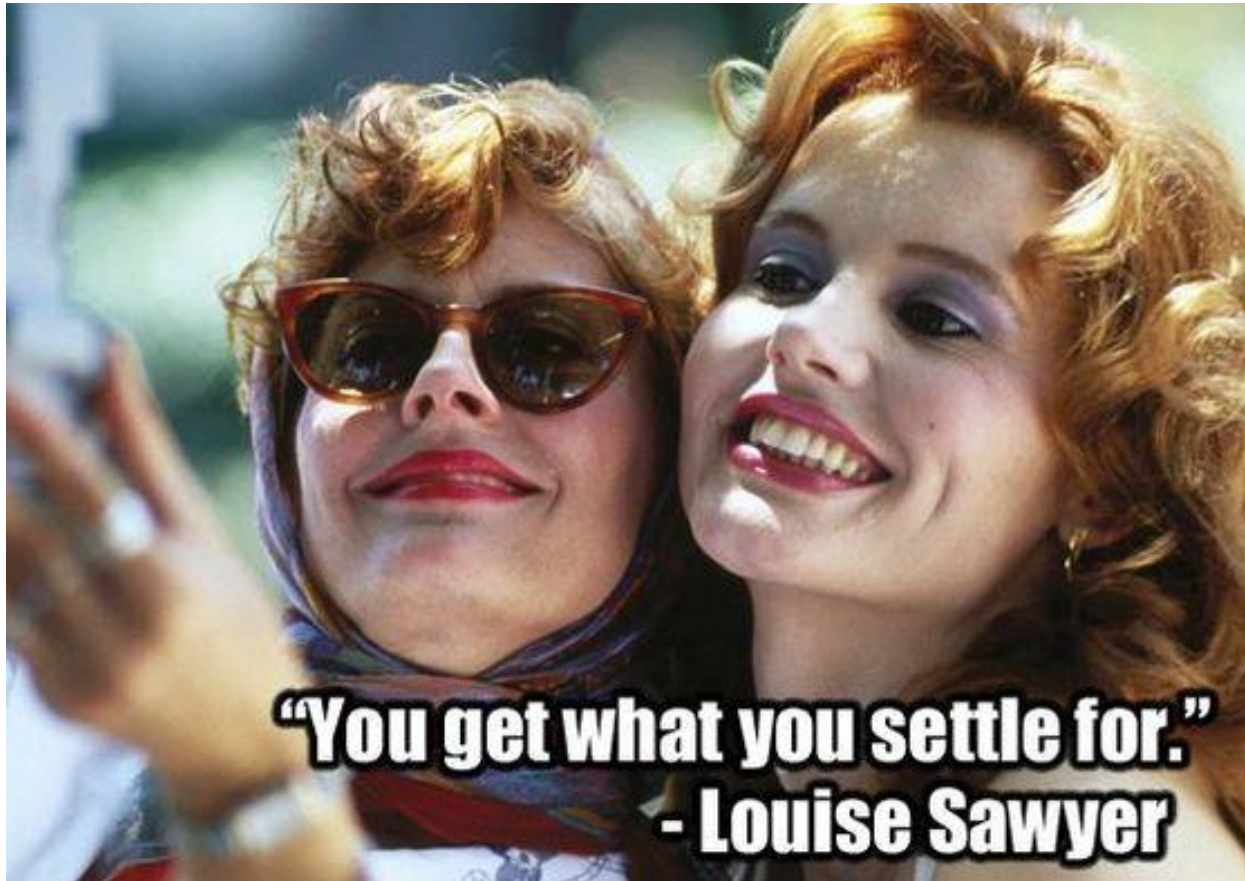
Enron Ethics: Words vs. Action

We want to be proud of Enron and know that it enjoys a reputation for fairness and honest that is respected...”

“...Enron’s reputation depends on its people, on you and me. Let’s keep that reputation high.”

Kenneth Lay, former chairman and chief executive of Enron, as cited in workforce.com “Enron’s Empty Ethics” by Patrick Kiger

Guiding Principle:



Putting it
into action...

Consistently Support Behavior

*what you tolerate, you
teach*

*courage to say “this
isn’t how we do things
here”*

Role Model

*You are accountable
for your own actions.
ALWAYS.*

Examples

Relationship Building

- Starbucks cards
- Emphasis at staff meeting
- How can we help you fulfill your mission?

Continuous Learning

- Reading day
- Department Library
- Conference goals/debriefs
- Sharing knowledge gained



‘We are what we
repeatedly do.

Excellence then, is not an
act, but a habit.’

Aristotle

Unit Values

Identify your unit values.

How are these values expressed?

How are these values incentivized?

How would this be different if you were in charge?



DISCUSS

LISTEN. THINK. DECIDE.