

Almost everyone claims to know what organisational culture is, until they try to define it!



What comes to mind when you think of McDonalds?  
How does this contribute to a definition of culture?



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## **ORGANISATIONAL CULTURE**

Deal and Kennedy summed it up as....

*"The way we do things round here"*

A more traditional definition is...

*"Customary and traditional way of thinking and doing things, which is shared to a greater or lesser degree by all members, and which new members must learn and at least partially accept in order to be accepted"*

Are 'culture' and 'climate' the same?

Your thoughts

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## **ORGANISATIONAL CULTURE**

Tom Peters talks about Transformational Leadership within the culture of organisations, and suggests the primary role of leaders and managers should be to:

- Promote shared values and beliefs
- Create meaning in work
- Make work satisfying and emotionally rewarding
- Empower employees to give of their best

In essence, this means they should create a strong and unified culture, with teams going about with purposeful activities, hammering out problems and not becoming embroiled in political infighting.

However, Willmott (1993) says that corporate culturism aims to seek control of the hearts and minds of people, as opposed to empowering them. It dictates how they *should* think and feel. The employee's sense of worth is thereby linked to their attitude to work – if you don't love the organisation and its products and services, there is something wrong with you.

Discuss these two points of view

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## **ORGANISATIONAL CULTURE**

- Culture is rooted in the beliefs, values and assumptions held by members
- Culture is symbolic and rests on promoting shared values and beliefs, seeking to capture the hearts and minds of employees
- It links employees' sense of self-worth to their attitude to work and could restrain self-development
- Culturalism creates a unitary set of values. In reality, organisations are not one culture but many.
- Culture is driven by the identity that the organisation wants to portray. However, this is normally decided on by management and employees have to abide by it.
- The beliefs and values of an organisation drive the attitudes that it takes to its responsibilities
- People make assumptions about a company by their interaction with the employees who represent it
- Do managers manage culture or do cultures manage managers?