

CHAPTER 11

Organizational Culture,
Change & Development

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Organizational Culture

Organizational culture is the shared, emotionally charged beliefs, values, and norms that bind people together and help them make sense of the systems within an organization.

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Components of Organizational Culture

- Substance
- Form

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Artifacts

- Routines, rituals, ceremonies
- Artifacts support and reinforce ...

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Language, Metaphors and Symbols

- Words, phrases, speeches, etc.
- Metaphors
- Special terminology
 - Abbreviations
 - Jargon or slang
 - Gestures
- Picture, a shape, or a particular object

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Stories and Sagas

- Communicate beliefs
- Meaning for all employees
- The real mission
- How we operate
- Acceptable behavior
- How individuals fit
- Symbols & historical accounts

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The Impact of Culture

- **Strong Cultures ...**
 - **Commitment**
 - **Resistance to change**

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Culture Issues

- » **Ethics**
- » **Diversity of employees**
- » **Leadership behavior**

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Culture and Technology

- **Information**
- **Communication**
- **Organizational charts**
- **Provide data**
- **Resolve problems**

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Changing Organizational Culture

- **Leaders set the tone**
 - **Involve**
 - **Build**
 - **Share**
 - **Teach**

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Organizational Change

- **Alterations**
 - **The structure**
 - **The work tasks**
 - **The introduction of new products, systems, or technologies or behavior**

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Targets for Change



- **Individual**
- **Group**
- **Organizational**
- **Environmental**

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