

## Org Culture

SW Airlines Chairman Herb Kelleher kisses employee in May 2004

M&M's - a favorite candy at SAS

Mac user vs. PC user comparison from the September 1996 issue of MacAddict

- Fragmented culture
  - distant & disconnected
- Mercenary culture
  - think alike but are not friendly
- Communal culture
  - friendly and all think alike
- Networked culture
  - friendly but think differently

## General Culture Types

- General and specific organizational culture types
- Cultural strength
- Maintaining an organizational culture

## Learning Goals


- Observable artifacts
  - manifestations of an organization's culture.
    - Symbols
    - Physical structures
    - Language
    - Stories
    - Rituals
    - Ceremonies
- Espoused vs. Enacted values
- Basic underlying assumptions

## Culture Components

- Customer service culture
  - focused on service quality.
- Safety culture
  - focused on the safety of employees.
- Diversity culture
  - focused on fostering or taking advantage diversity
- Creativity culture
  - focused on fostering a creative atmosphere.



## Specific Culture Types



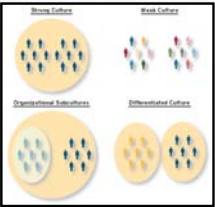
## MAINTAINING AN ORG CULTURE

- Anticipatory stage
- Encounter stage
- Understanding and adaptation



## Socialization

- Determined by how employees:
  - agree about the way things are done
    - (high consensus)
  - align their behaviors with those expectations
    - (high intensity).
- Subcultures may emerge
  - Countercultures are contrary to org culture




## Culture Strength

- Attraction:
  - potential applicants attracted to organizations with cultures they are comfortable with
  - Some potential applicants won't apply due to perceived lack of fit
- Selection:
  - Organizations will select candidates based on perceived fit
- Attrition:
  - People who still don't fit will be unhappy, ineffective, or leave



## Attraction-Selection-Attrition (ASA)

- the degree to which a person's personality and values match the culture of an organization
- Employees judge fit by comparing their values with the perceived values of the organization
- Perceived fit leads to:
  - higher job satisfaction
  - less stress about tasks
  - higher levels of trust



## Person-organization fit

- Realistic job preview (RJP)
  - process of ensuring that a potential employee understands both the positive and negative aspects of the potential job
- Newcomer orientation session
- Mentoring
  - junior-level employee (protégé) taught and supported by senior-level employee (mentor)



## Managing Socialization

