

Cultural Sub-System



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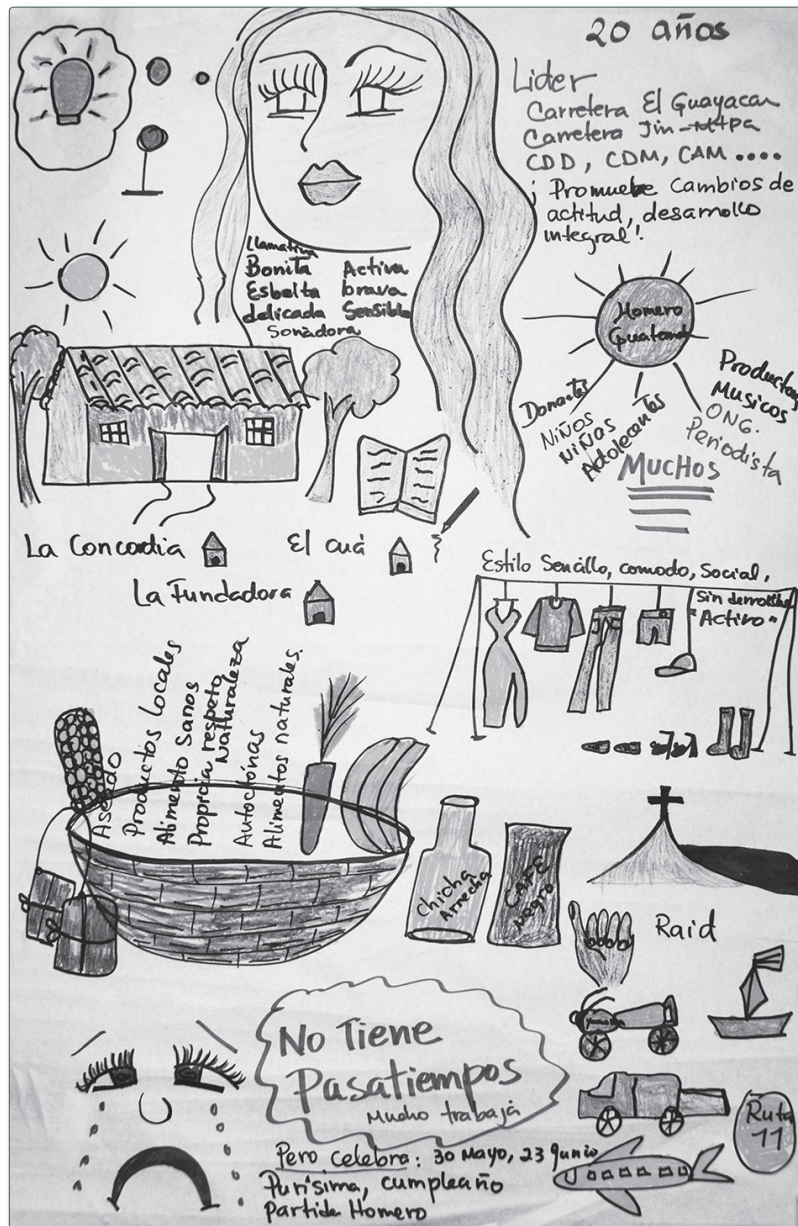
Defining organizational culture

Organisational culture is...

... the **belief system** shared by the members of the organisation, which is translated into **values, symbols, rituals and habits**, which determine a **specific and differential identity**, both with regard to the members themselves and with regard to the environment in which the organisation is immersed.



Defining organizational culture



- the “**personality**” of the organisation
- internally **cohesive** and outwardly **differentiating**.
- **culture changes** more progressively (**slower**) than other sub-systems.

Basic functions of organisational culture

Organisational culture has the following basic functions:

- the **integration** function
- the **coordination** function
- the **motivation** function
- the **identification** function



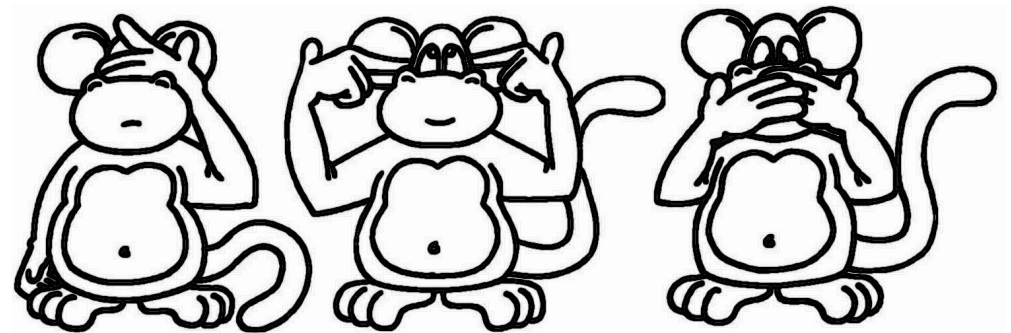
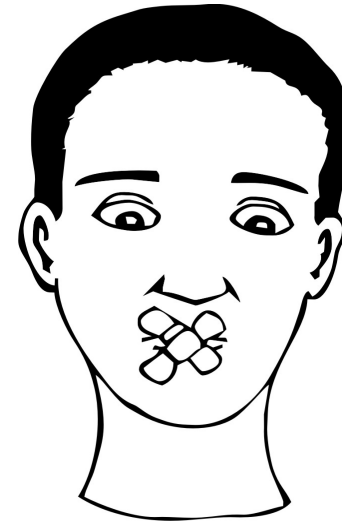
How does organisational culture manifest itself?

- **Ideology:** values and beliefs
- **Behaviour**
- Shared **feelings**
- **Symbols**
- **Language**
- **Rituals**
- **Heroes and heroines**
- **Objects:** logos, uniforms, architectural design



Indicators of irrational aspects

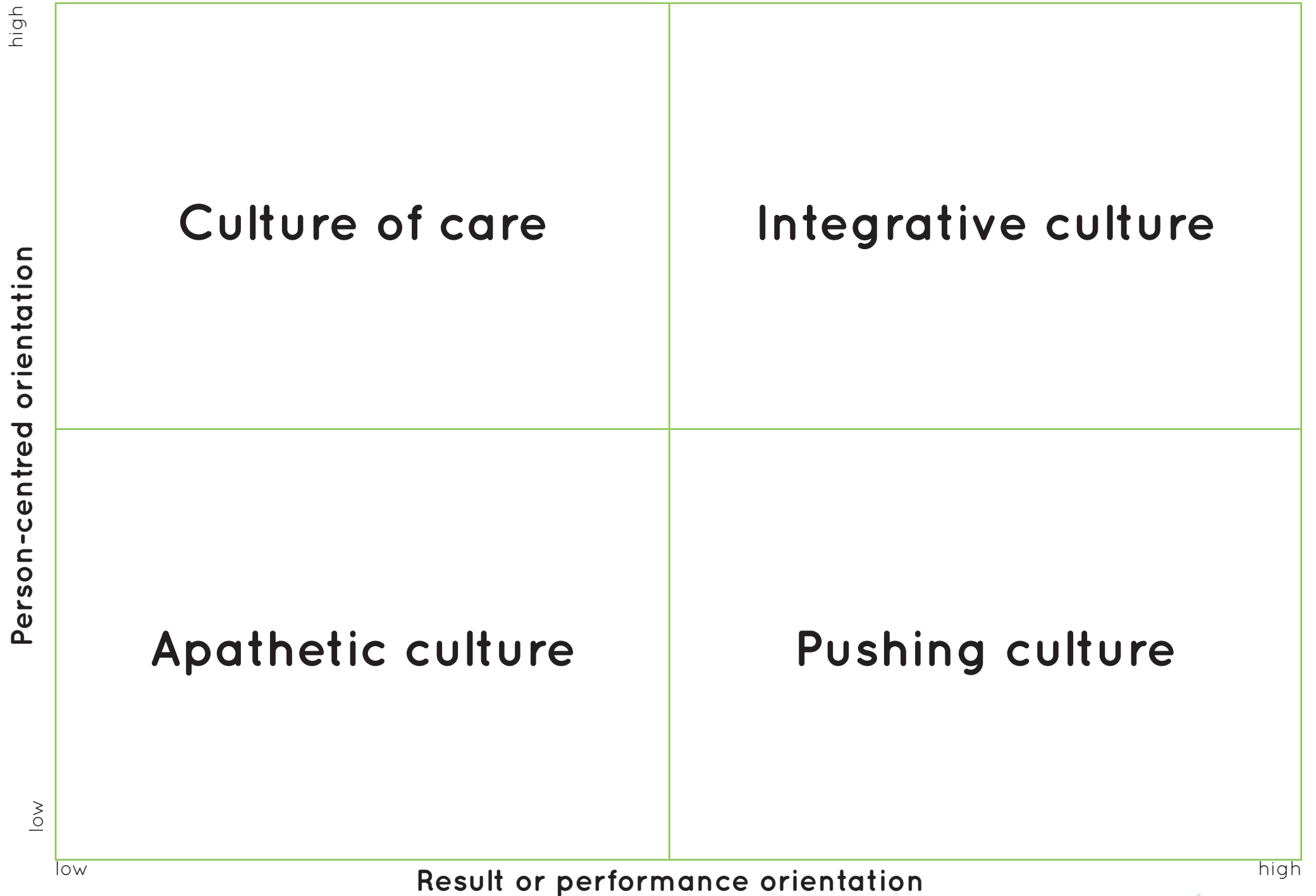
- What we don't talk about
- Taboos
- Rituals whose meaning is (no longer) known
- Myths
- Founders and creators
- Sacred offices or rooms
- The “sacred” book
- Faith in the impact



Why know and change organisational culture?

Organisational culture serves to:

- Create community, unity, the feeling of “we”.
- Revitalise, activate, dust off, renew, enthuse
- Substitute external leadership for internal leadership... appreciation
- Looking behind the curtain, deciphering and interpreting “objective” reality, searching and making sense of it
- Establishing routines, practices and rituals



high

Person-centred orientation

low

Care culture

Characterised by:

- more interest in relationships than in performance,
- high job security,
- recognition based on years of service, compliance, teamwork, synergy with the boss,
- new ideas are welcome, but not implemented.

It occurs in:

- monopolistic organisations,
- patriarchal / maternalistic managers.

Integrative culture

Characterised by:

- challenging tasks, considerable freedom, significant responsibility,
- generous recognition,
- The value of the individual is an expression of his or her actual or potential contribution,
- general well-being and balance of particular extraordinary contributions.

It occurs in:

- innovative organisations,
- stable and transformative managers.

Apathetic culture

Characterised by:

- lack of focus on results and people,
- manipulation, image care, cabinet politics, denial and invisibilisation.

It occurs in:

- organisations in decline, permanent crisis or in a state of shock,
- directors who are unable to cope with their position or have no future prospects.

Pushing culture

Characterised by:

- performance and success orientation dominate the human,
- people are more easily replaceable,
- individual contribution is more important than group achievement,
- little security and few long-term perspectives,
- ambiguous signals, e.g. regarding risk.

It occurs in:

- extremely weak/strong market positions,
- biased and divisive managers/directors.

low

Result and performance orientation

high

Exercise: Analysis of organisational culture

Select an organisation and analyse its organisational culture on the basis of the matrix above.

Then identify for each variable where you are at the moment on a scale from 1 to 10 and place a dot on the line. It can also be between the numbers on the scale.



Now think about where you would like this organisation to be at the end of this year and put another dot on the scale.

- Concretely, what will have changed between now and the end of the year?
- What steps will you take over the next week to move in that direction?

Sources

In addition to the already cited sources, the presentation is based on insights from the following authors:

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- *Hosemann, Dr. Dagmar; Heise, Ruth.* Módulo IV del Primer Diplomado en Desarrollo Organizacional con Enfoque Sistémico facilitado por Dr. Dagmar Hosemann y Ruth Heise, Traducción Doro Möller. Managua, Nicaragua. Febrero 2006.
- *Recuero Argomaniz, Carmen.* Técnicos en Políticas de Recursos Humanos y Organización de Empresas. Módulo I. El nuevo papel de la gestión de RRHH en las organizaciones. Impartido por Carmen Recuero Argomaniz. Murcia, España. Enero 2008.
- *Robbins, Stephen.* Comportamiento Organizacional. Teoría y Práctica. Prentice Hall Hispanoamericana S.A. México. 1996.
- *Schmidt , Eva Renate; Berg, Hans Georg.* Beraten mit Kontakt. Gabal Verlag. Frankfurt. 2004.