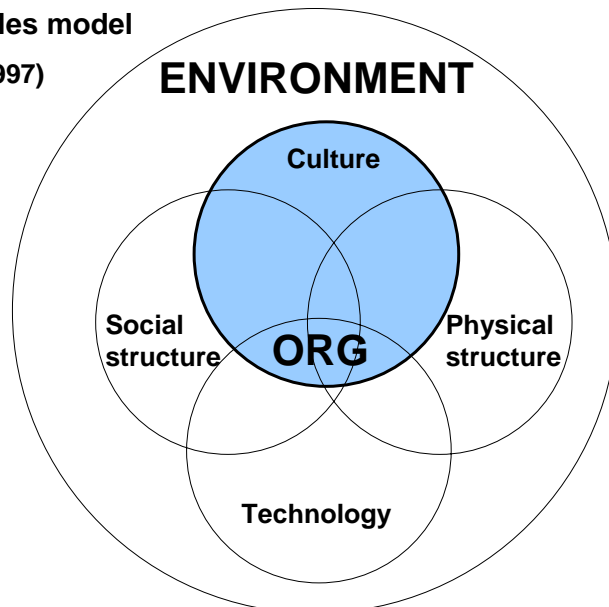


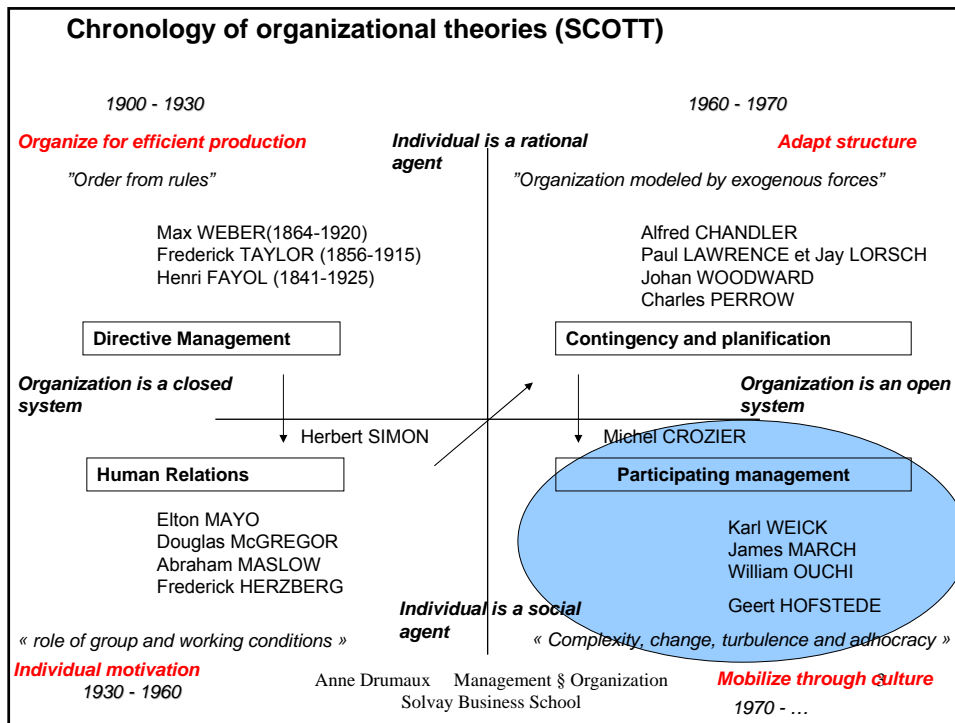
Chap 4 : Culture - Identity

- Culture
 - Origin
 - National culture
 - Culture in the organizations
- Culture or identity?
- Culture, strategy, structure, decision
- Management of identity

Five circles model

(Hatch, 1997)





Culture

Origin

- important concept in understanding human societies
- anthropological and historical sense
- In the eighties : organizational theories refer to culture due to the success of Japanese enterprises

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Selected definitions of organizational culture

Elliott Jaques (1952 : 251) « The culture of the factory is its customary and traditional way of thinking and doing of things, which is shared to a greater or lesser degree by all its members, and which new members must learn, and at least partially accept, in order to be accepted into service in the firm .»

Andrew Pettigrew (1979 : 574) « Culture is a system of publicly and collectively accepted meanings operating for a given group at a given time. This system of terms, forms, categories, and images interprets a people's own situation to themselves. »

Meryl Reis Louis (1983 : 39) « Organizations [are] culture-bearing milieu, that is, [they are] distinctive social units possessed of a set of common understandings for organizing action (e.g., what we're doing together in this particular group, appropriate ways of doing in and among members f the group) and languages and other symbolic vehicles for expressing common understandings. »

Caren Siehl and Joanne Martin (1984 : 227) « ... organizational culture can be thought of as the glue that holds an organization together through a sharing of patterns of meaning. The culture focuses on the values, beliefs, and expectations that members come to share. »

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5

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Selected definitions of organizational culture (continued)

Edgar Schein (1985 : 6) “The pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to these problems.”

John van Maanen (1988 : 3) “Culture refers to the knowledge members of a given group are thought to more or less share; knowledge of the sort that is said to inform, embed, shape, and account for the routine and not-so-routine activities of the members of the culture ... A culture is expressed (or constituted) only through the actions and words of its members and must be interpreted by, not given to, a fieldworker ... Culture is not itself visible, but is made visible only through its representation.”

Harrison Trice and Janice Beyer (1993 : 2) “Cultures are collective phenomena that embody people’s responses to the uncertainties and chaos that are inevitable in human experience. These responses fall into two major categories. The first is the *substance* of a culture –shared, emotionally charged belief systems that we call ideologies. The second is *cultural forms*—observable entities, including actions, through which members of a culture express, affirm, and communicate the substance of their culture to one another.”

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Selected definitions of organizational culture (continued)

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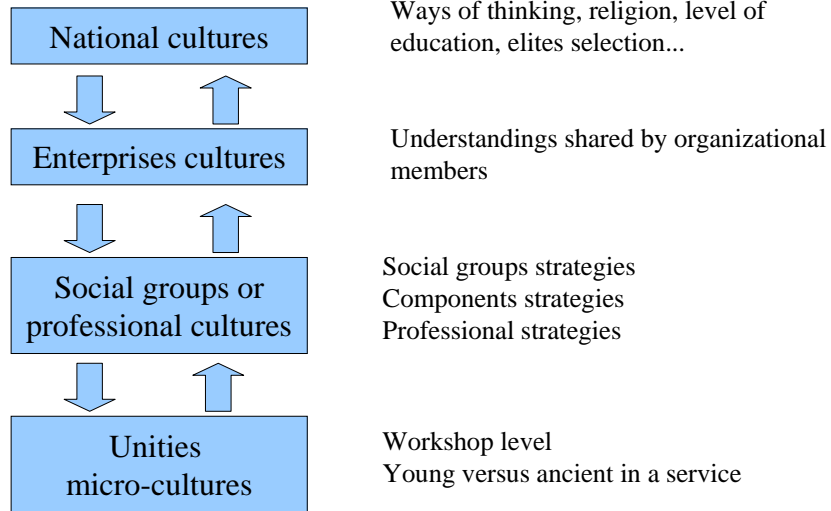
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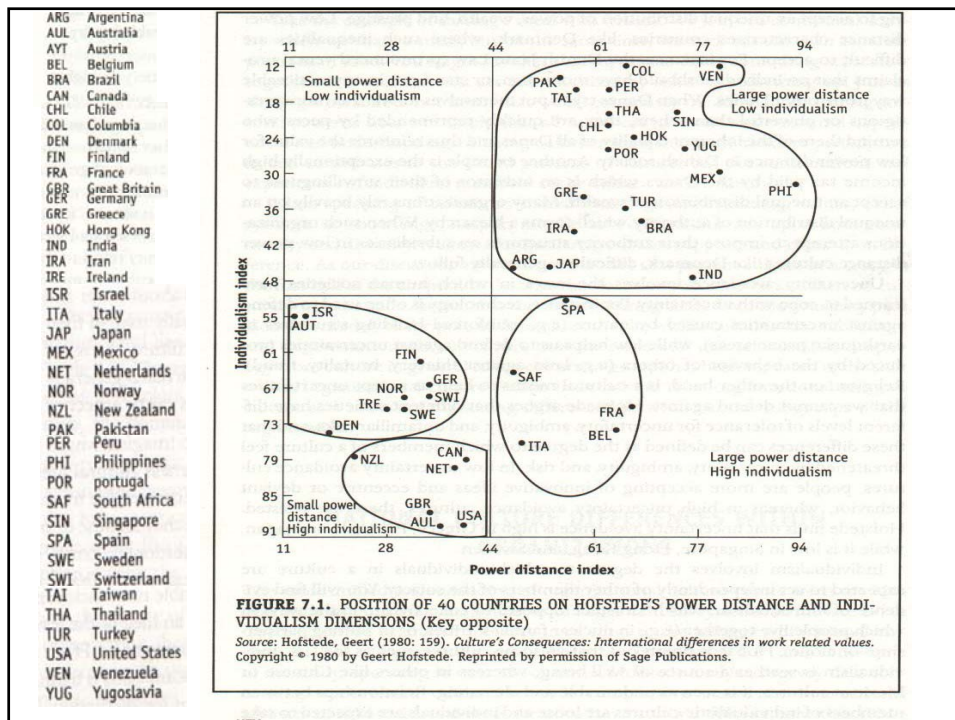
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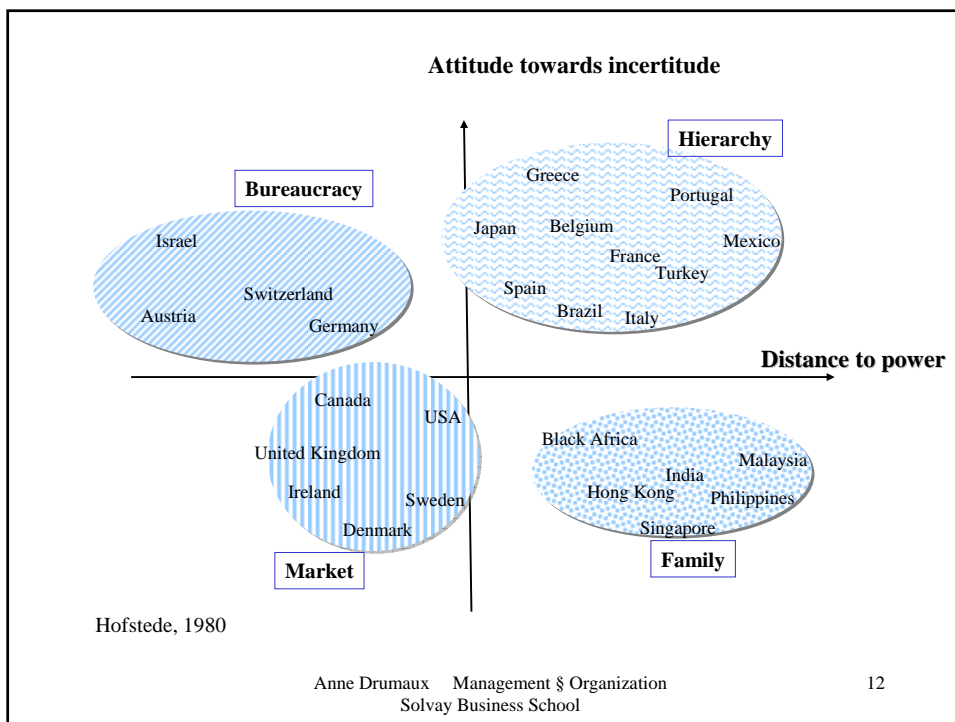
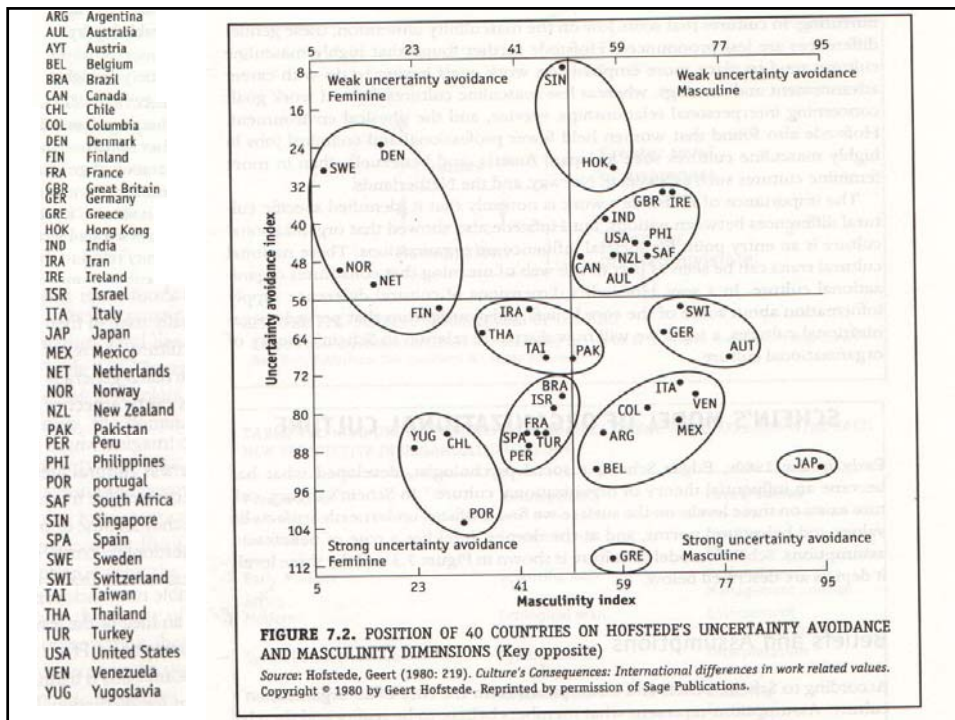
National cultures & organizational cultures



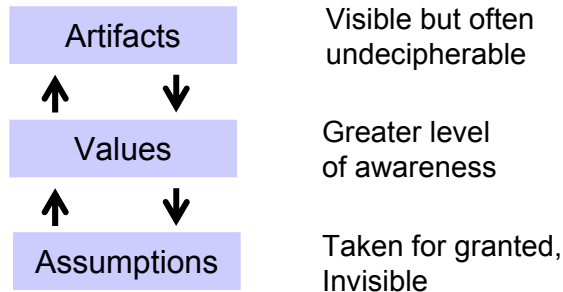
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Schein's three levels of culture



Schein E. H.
Organizational Psychology 1965
Organizational Culture and Leadership, a dynamic view 1985

Artifacts of organizational cultures (Hatch, 1997)

General category	Specific examples
Physical manifestations	<ul style="list-style-type: none"> • art / design / logo • buildings / decor • dress / appearance • material objects • physical layout
Behavioral manifestations	<ul style="list-style-type: none"> • ceremonies / rituals • communication patterns • traditions / customs • rewards / punishments
Verbal manifestations	<ul style="list-style-type: none"> • anecdotes / jokes • jargon / names / nicknames • explanations • stories / myths / history • heroes / villains • metaphors

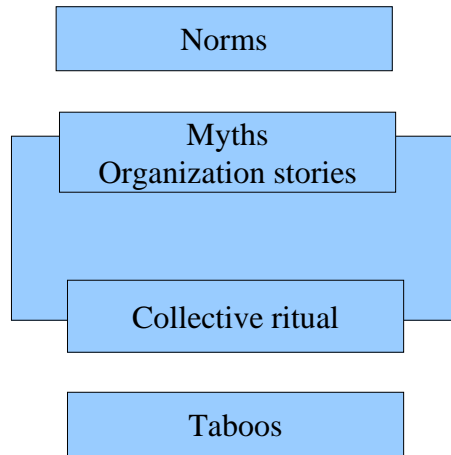
Schein's list of basic cultural assumptions

Dimension	Questions to be answered
1. The organization's relationship	Does the organization perceive itself to be to its environment dominant, submissive, harmonizing, searching out of niche ?
2. The nature of human activity	Is the « correct » way for humans to behave to be dominant/pro-active, harmonizing, or passive/fatalistic ?
3. The nature of reality and truth	How do we define what is true and what is not true : and how is truth ultimately determined both in the physical and social world ? By pragmatic test, reliance on wisdom, or social consensus ?
4. The nature of time	What is our basic orientation in terms of past, present, and future, and what kinds of time units are most relevant for the conduct of daily affairs ?

Schein's list of basic cultural assumptions (Continued)

Dimension	Questions to be answered
5. The nature of human nature	Are humans basically good, neutral, or evil, and is human nature perfectible or fixed ?
6. The nature of human	What is the « correct » way for people to relationships relate to each other, to distribute power and affection ? Is life competitive or cooperative ? Is the best way to organize society on the basis of individualism or groupism? Is the best authority system autocratic/paternalistic or collegial/participative ?
7. Homogeneity vs. diversity	Is the group best off if it is highly diverse or if it is highly homogeneous, and should individuals in a group be encouraged to innovate or conform ?

How culture function?



Strategor (2000)

Culture or identity ?

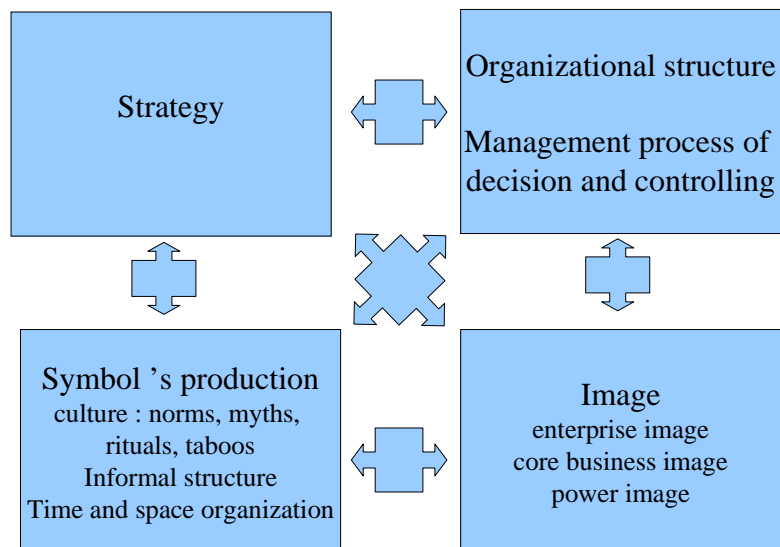
- Culture term used sometimes in many different ways
- Price for success?
- Concerning manager task, it is better to distinguish culture from identity:
 - culture as a result (more analytical or passive term)
 - identity as a process (more active) leaving accent on management of identity

Culture, strategy, structure, decision,

Adaptive corporate cultures versus unadapted

Danger if a strategy contradicts corporate 's
culture

Key word : consistency



Adapted from Strategor

Management of identity

Identity management **is not** manipulation
« not just a tool to increase productivity»

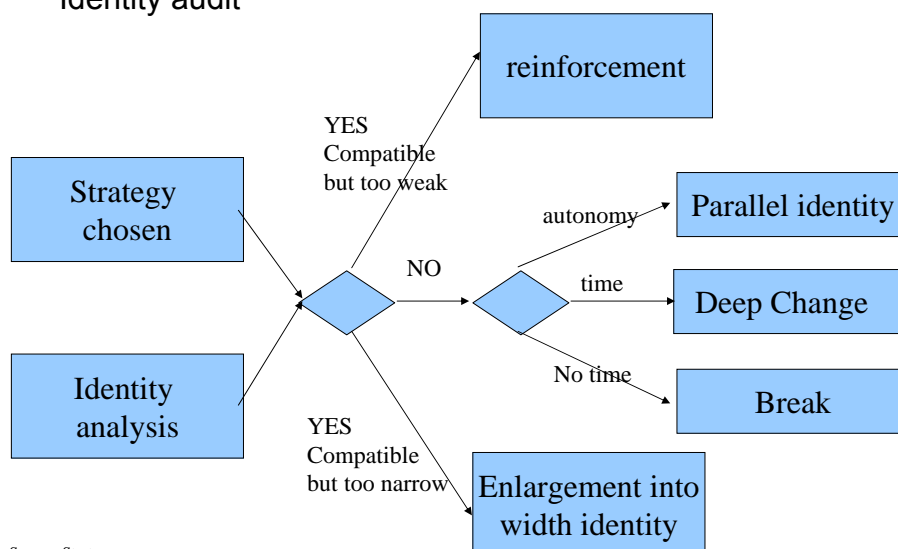
In case of

- contradiction
- inconsistency
- signs of non-adaptation

► Identity audit

Important role of leadership to monitor changes

Identity audit



Source: Strategor