Organizational Culture: Definition and Context

Developing High Performance Cultures

The Organizational Socialization Process

Embedding Organizational Culture Through Mentoring

Organizational Culture is “The set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments.”
Four Functions of Organizational Culture

Organizational culture

Organizational identity

Sense-making device

Collective commitment

Social system stability

Layers of Organizational Culture

- **Observable Artifacts** physical manifestations of an organization’s culture
- **Values** enduring belief in a mode of conduct or end-state
  - **Espoused Values** stated values and norms that are preferred by an organization
  - **Enacted Values** values and norms exhibited by employees
- **Basic Assumptions** unobservable—represent the core of organizational culture
### Embedding Culture in Organizations

1. Formal statements of organizational philosophy, mission, vision, values, and materials used for recruiting, selection, and socialization
2. The design of physical space, work environments, and buildings
3. Slogans, acronyms, and sayings
4. Deliberate role modeling, training programs, teaching, and coaching by managers and supervisors
5. Explicit rewards, status symbols (e.g., titles), and promotion criteria
6. Stories, legends, or myths about key people and events
7. The organizational activities, processes, or outcomes that leaders pay attention to, measure, and control
8. Leader reactions to critical incidents and organization crises
9. The workflow and organizational structure
10. Organizational systems and procedures
11. Organizational goals and the associated criteria for recruitment, selection, development, promotion, layoffs, and retirement of people
Organizational Socialization

Phases

1) Anticipatory socialization learning that occurs prior to joining the organization

Perceptual and Social Processes

- Anticipating realities about the organization and the new job
- Anticipating organization's needs for one's skills and abilities
- Anticipating organization's sensitivity to one's needs and values

2) Encounter values, skills, and attitudes start to shift as new recruit discovers what the organization is truly like

Perceptual and Social Processes

- Managing lifestyle-versus-work conflicts
- Managing intergroup role conflicts
- Seeking role definition and clarity
- Becoming familiar with task and group dynamics
Organizational Socialization

Phases

1) Anticipatory socialization
2) Encounter
3) Change and acquisition

Perceptual and Social Processes

- Competing role demands are resolved
- Critical tasks are mastered
- Group norms and values are internalized

Outsider

Behavioral Outcomes
- Performs role assignments
- Remains with organization
- Spontaneously innovates and cooperates

Socialized Insider

Affective Outcomes
- Generally satisfied
- Internally motivated to work
- High job involvement
### Socialization Tactics

#### Collective
Consists of grouping newcomers & exposing them to a common set of experiences.

#### Individual
Treating each newcomer individually and exposing him or her to more less unique experiences.

#### Formal
Practice of segregating a newcomer from regular organization members during a defined socialization period.

#### Informal
Not clearly distinguishing a newcomer from more experienced members.

### Table 3-2 cont.

#### Tactic | Description
---|---
Sequential | Refers to a fixed progression of steps that culminate in the new role.
Random | Ambiguous or dynamic progression of steps that culminate in the new role.
Fixed | Provides a timetable for the assumption of the role.
Variable | Does not provide a timetable for the assumption of the role.
## Socialization Tactics

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Description</th>
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<tbody>
<tr>
<td>Serial</td>
<td>Newcomer is socialized by an experienced member</td>
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<tr>
<td>Disjunctive</td>
<td>Does not use a role model</td>
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<tr>
<td>Investiture</td>
<td>Affirmation of newcomer’s incoming global and specific role identities and attributes</td>
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<tr>
<td>Divestiture</td>
<td>Denial and stripping away of the newcomer’s existing sense of self and the reconstruction of the organization’s image</td>
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### Mentoring

- **Mentoring** is the process of forming and maintaining intensive and lasting developmental relationships between a variety of developers and a junior person.
Functions of Mentoring

- **Career Functions**
  - Sponsorship
  - Exposure-and-Visibility
  - Coaching
  - Protection
  - Challenging Assignments
- **Psychological Functions**
  - Role Modeling
  - Acceptance-and-Confirmation
  - Counseling
  - Friendship

Ethical Perspectives

- Justice Perspective - based on the ideal of reciprocal rights and driven by rules and regulations
- Care Perspective - involves compassion and an ideal of attention and response to need