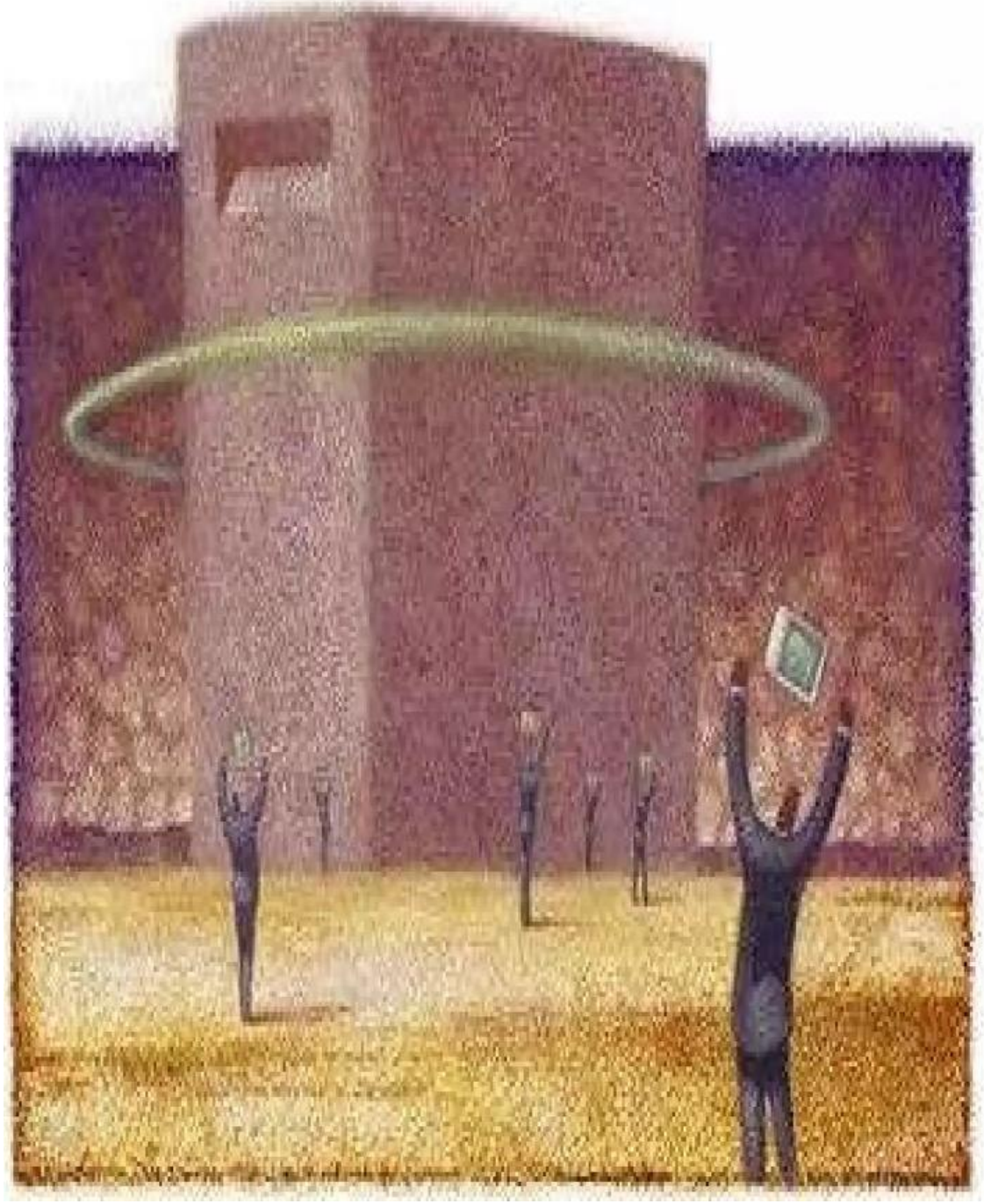


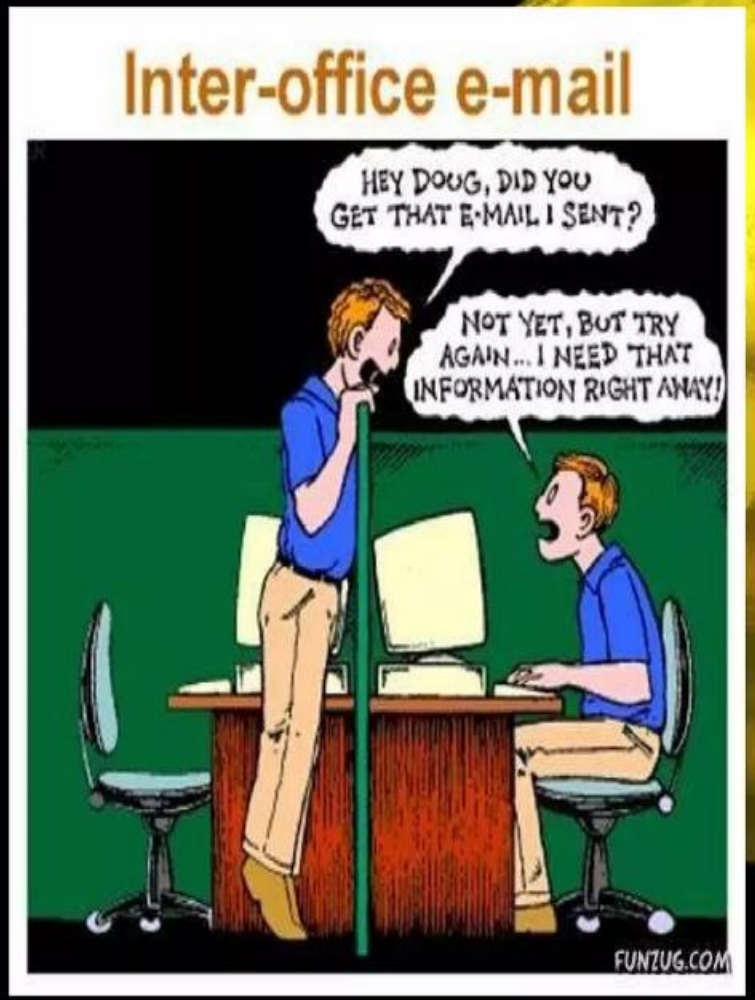
CULTIVATING CORPORATE CULTURES

- Understand Corporate Culture –Characteristics, Types and Elements, Apathy and Flow
- Discover Cultural Barriers and Variables to Change
- Identify Actions to Improve Your Corporate Culture

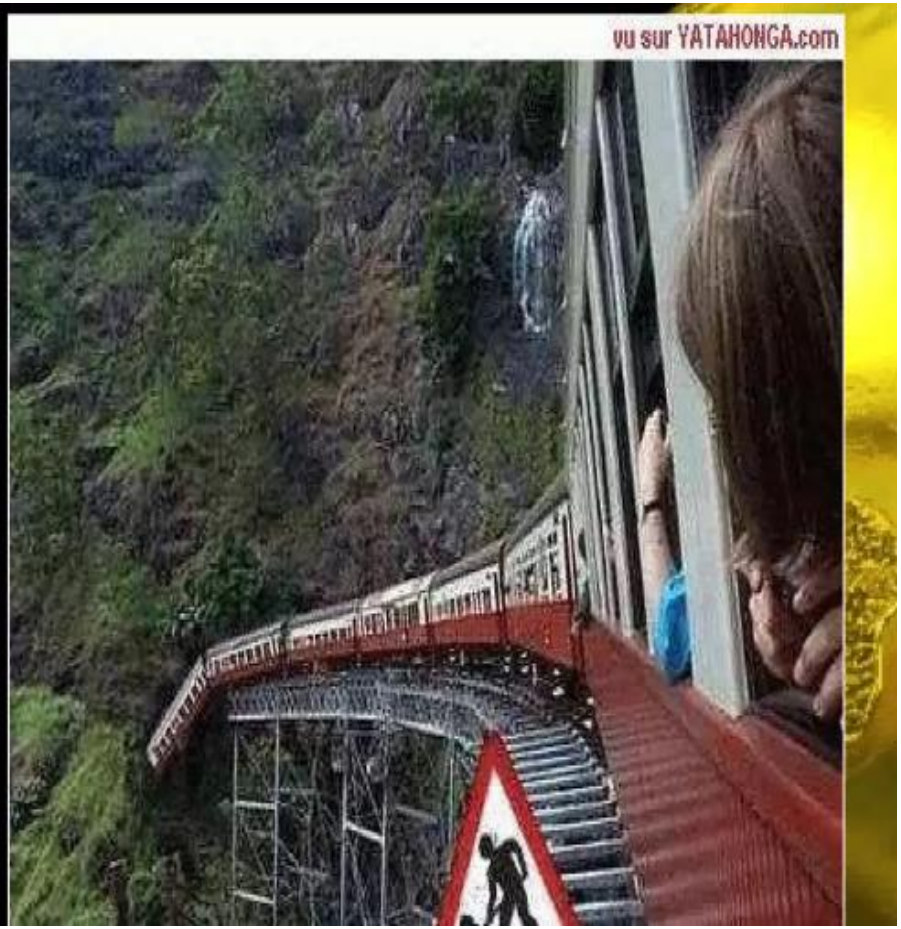
Objectives

What is Corporate Culture?

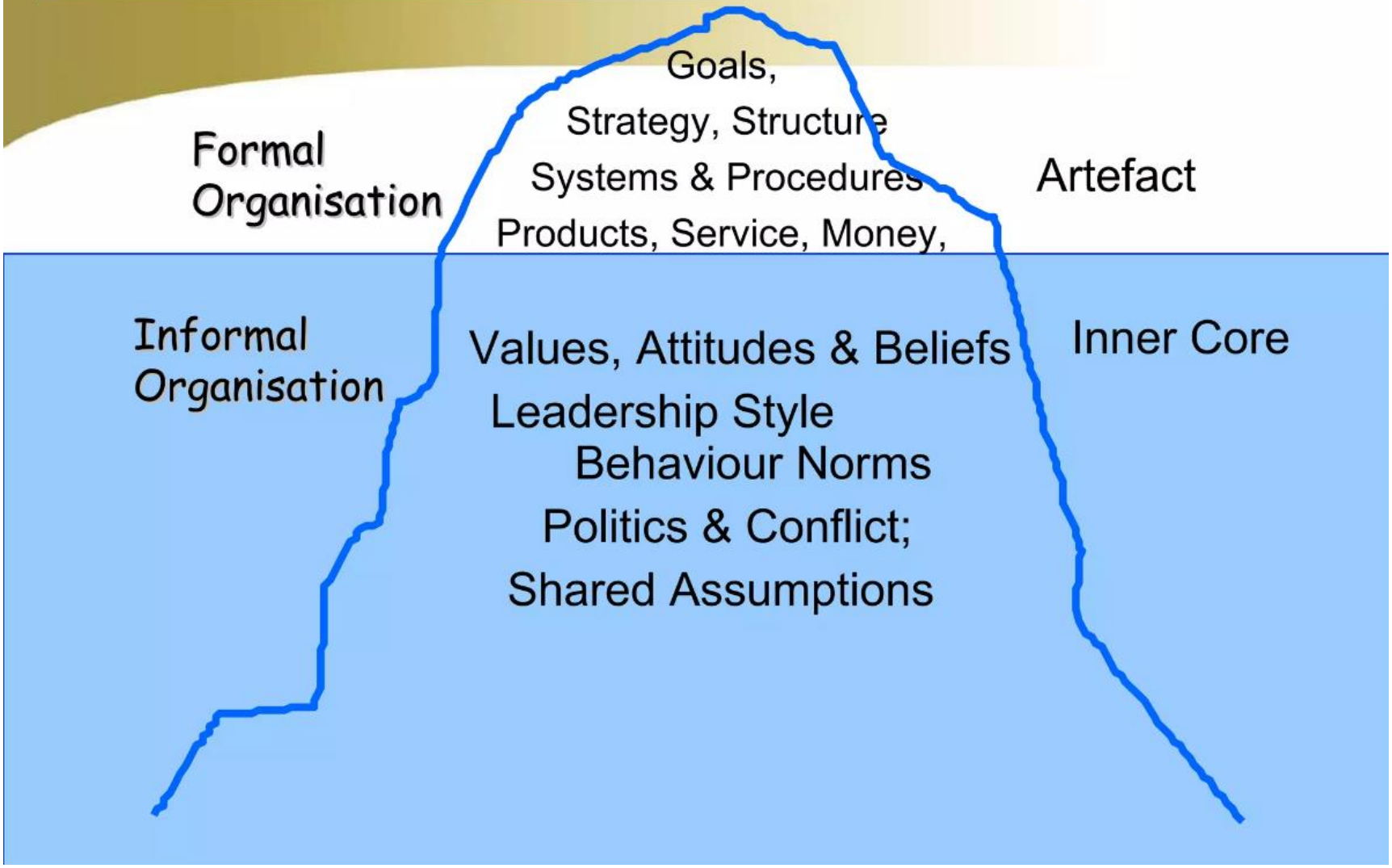
"Organizational culture, or corporate culture, comprises the attitudes, experiences, beliefs and values of an organization. It has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization……" - Wikipedia



The culture and politics of many organisations constrain the degree of change and transformation in which they can successfully engage, even though such change may be highly desirable for meeting the challenges and demands of the wider environment



Organisational Iceberg



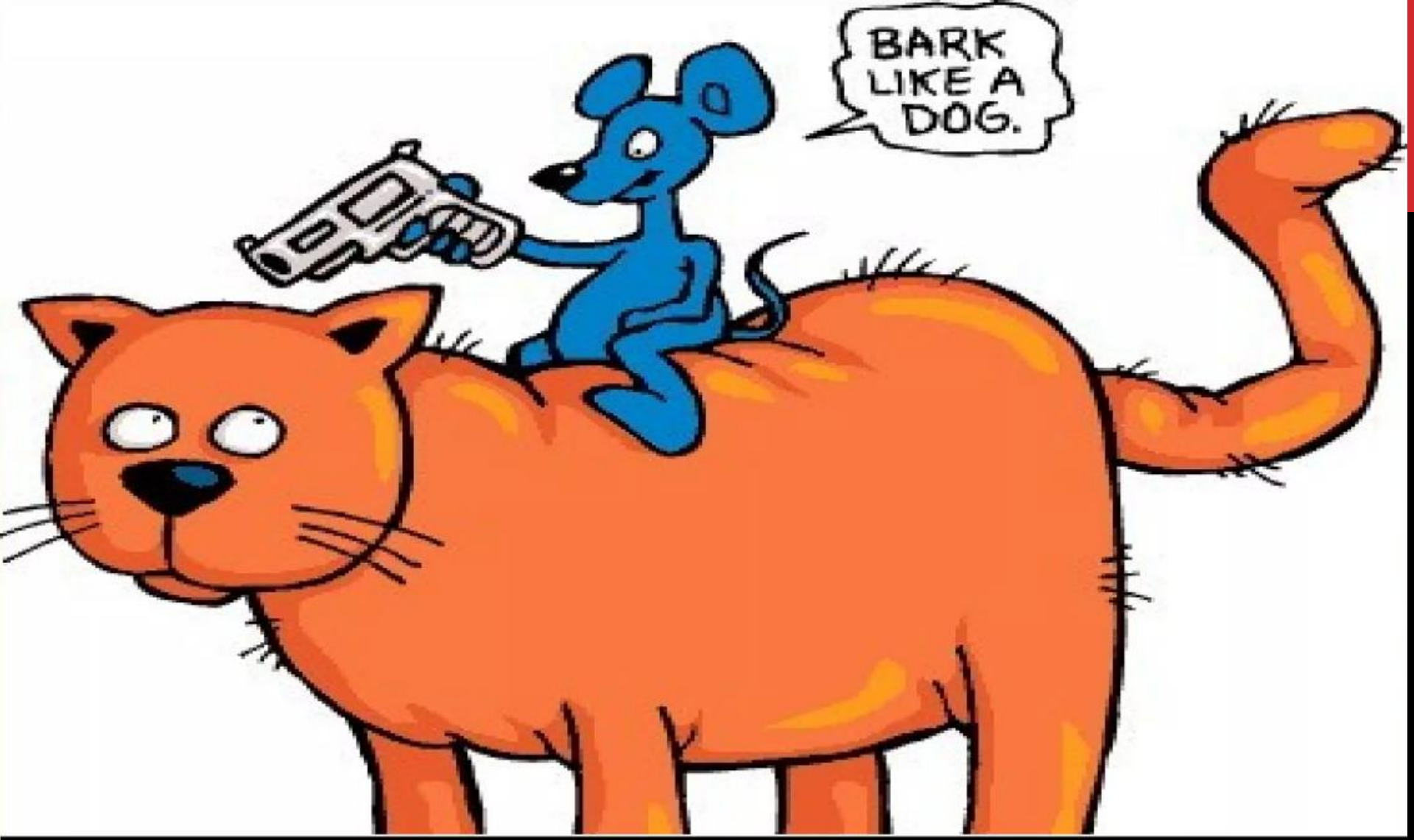
Characteristics of Corporate Culture

- **Member identity:** The degree to which employees identify with the organisation as a whole rather than with their type of job or field of professional expertise.

2 **Group emphasis:** The degree to which work activities are organised around groups rather than individuals.

3 **People focus:** The degree to which management decisions take into consideration the effect of outcomes on people within the organisation.

4. **Unit integration:** The degree to which units within the organisation are encouraged to operate in a co-ordinated or interdependent manner.

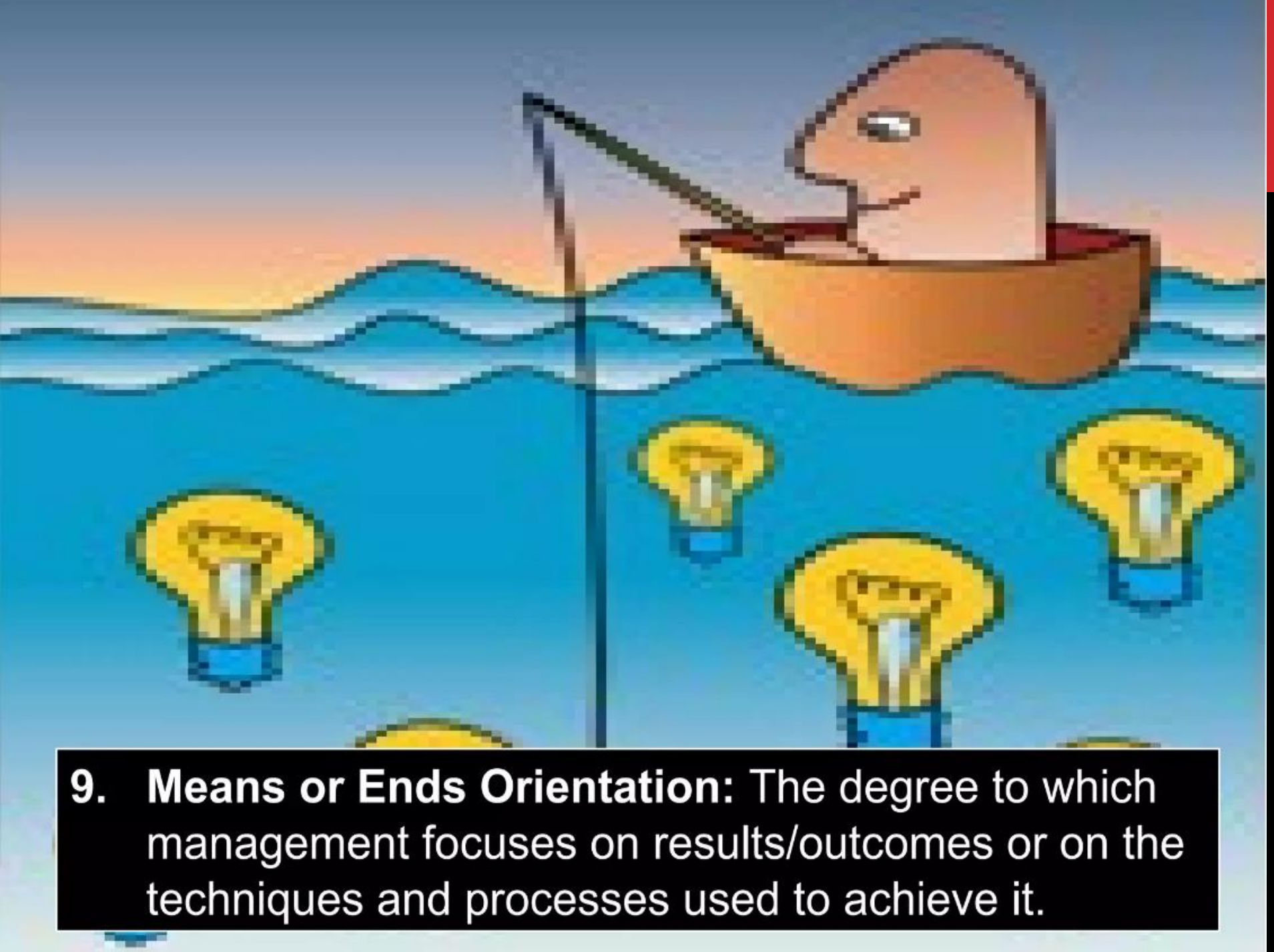


5. **Control:** The degree to which rules, regulations and direct supervision are used to oversee and control employee behaviour.

6. **Risk tolerance:** The degree to which employees are encouraged to be aggressive, innovative and risk seeking.

7. **Conflict tolerance:** The degree to which employees are encouraged to air conflicts and criticisms openly.

8. **Reward criteria:** The degree to which rewards such as salary increases and promotions are allocated according to employee performance rather than seniority, favouritism, or other non performance factors.



9. **Means or Ends Orientation:** The degree to which management focuses on results/outcomes or on the techniques and processes used to achieve it.

10. Open-system focus: The degree to which the organisation monitors and responds to changes in the external and internal environment.