

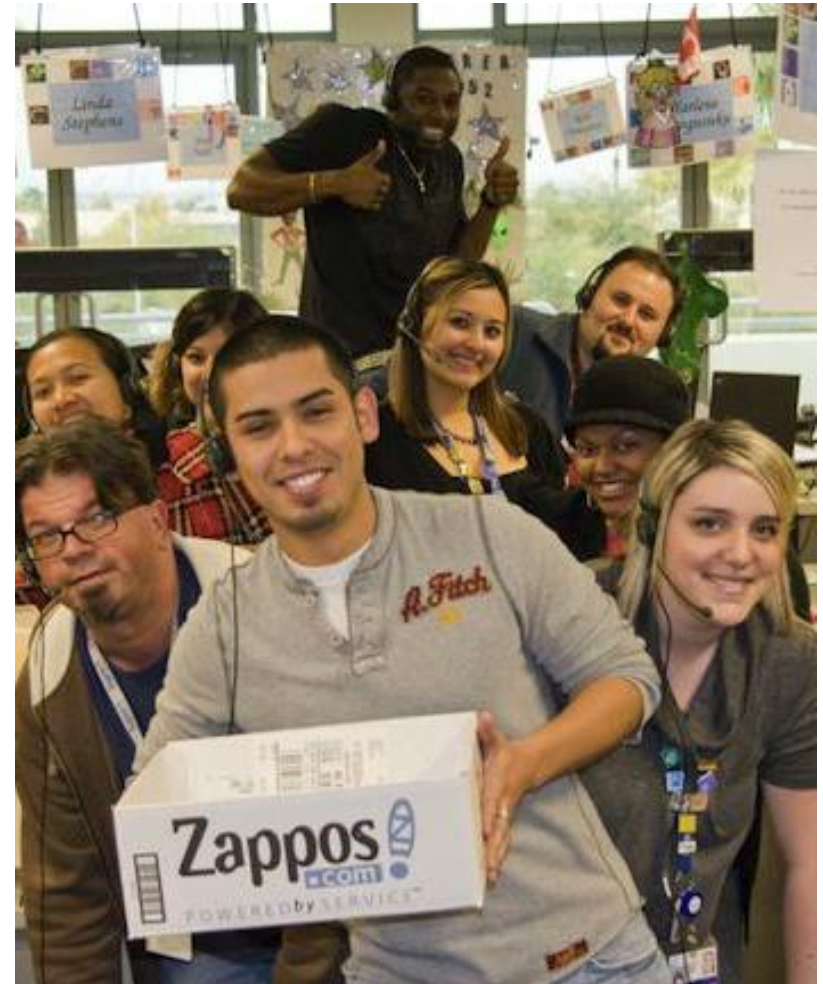


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Organizational Culture

Zappos' Organizational Culture

Zappos, the world's largest online shoe retailer, relies on recruitment, selection, socialization, and other practices to maintain a strong organizational culture



- NPU adheres to the motto " Loyalty, Integrity, Courage and Perseverance" while carrying forward the spirit of " Strong Preparation, Diligent Effort, Practical Attitude, and Creative Innovation"



西北工业大学
NORTHWESTERN POLYTECHNICAL UNIVERSITY

使命 MISSION

创新管理知识，培养业界精英，服务社会发展，传播管理文化。

INNOVATING MANAGEMENT KNOWLEDGE, CULTIVATING INDUSTRY ELITES,
SERVING THE SOCIETY, SPREADING MANAGEMENT CULTURE.

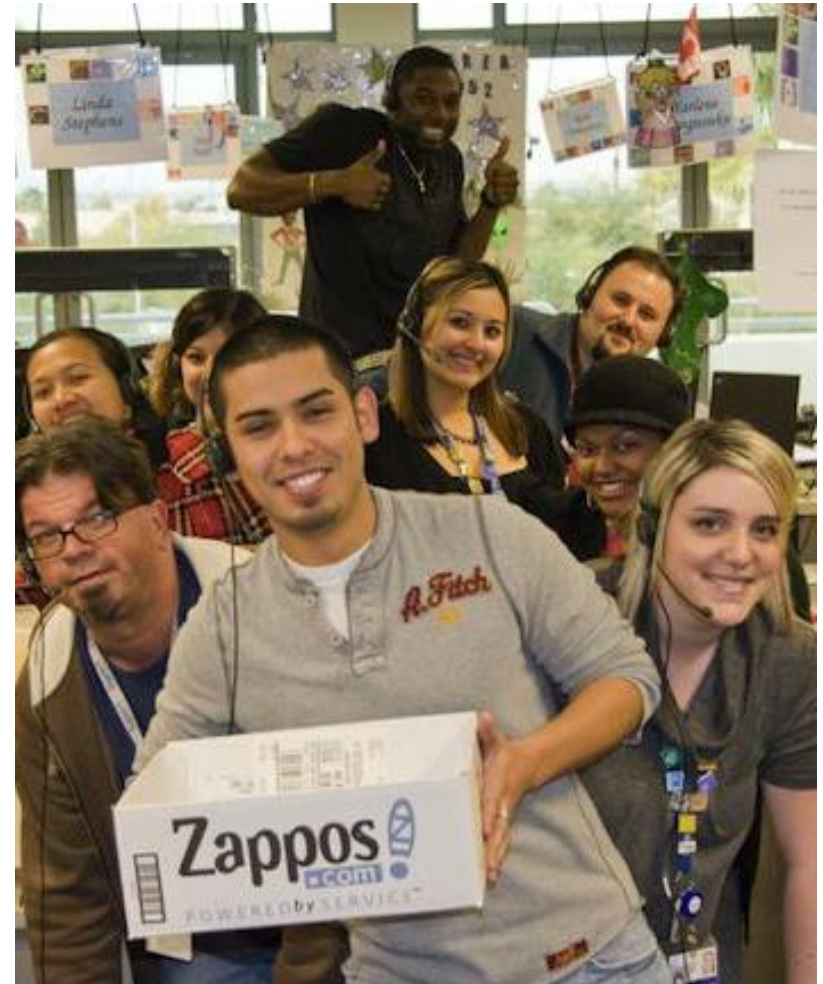
愿景 VISION

汇聚名师，造就英才，成为国内一流、国际知名的管理学院。

GATHER FAMOUS TEACHERS, CULTIVATE TALENTS,
AND BECOME A FIRST-CLASS DOMESTIC AND INTERNATIONALLY FAMOUS MANAGEMENT COLLEGE.

Organizational Culture Defined

- The values/assumptions shared within an organization
- Defines what is important
- Provides direction toward the “right way” of doing things
- Company’s DNA – invisible to the eye, yet a powerful template that shapes employee behavior



Elements of Organizational Culture

**Artifacts of
organizational
culture**

Physical
structures

Language

Rituals and
ceremonies

Stories
and legends

**Organizational
culture**

Shared values

- Conscious beliefs
- Evaluate what is good or bad, right or wrong

Shared assumptions

- Unconscious, taken-for-granted beliefs
- Implicit mental models, ideal prototypes of behavior

Content of Organizational Culture



- The relative ordering of values.
 - A few dominant values
 - Example: Facebook – creative, proactive, risk-oriented
- Problems with measuring org culture
 - Oversimplifies diversity of possible values
 - Ignore shared assumptions
 - Adopts an “integration” perspective
- An organization’s culture is fuzzy:
 - Diverse subcultures (“fragmentation”)
 - Values exist within individuals, not work units

Organizational Culture Profile



Org Culture Dimensions	Dimension Characteristics
Innovation	Experimenting, opportunity seeking, risk taking, few rules, low cautiousness
Stability	Predictability, security, rule-oriented
Respect for people	Fairness, tolerance
Outcome orientation	Action oriented, high expectations, results oriented
Attention to detail	Precise, analytic
Team orientation	Collaboration, people-oriented
Aggressiveness	Competitive, low emphasis on social responsibility

Organizational Subcultures



- Dominant culture – most widely shared values and assumptions
- Subcultures
 - Located throughout the organization
 - Can enhance or oppose (countercultures) firm's dominant culture
- Two functions of countercultures:
 - provide surveillance and critique, ethics
 - source of emerging values

Organizational Culture Artifacts

- Observable symbols and signs of culture
- Physical structures, ceremonies, language, stories
- Maintain and transmit organization's culture
- Need many artifacts to accurately decipher a company's culture



Artifacts: Stories and Legends



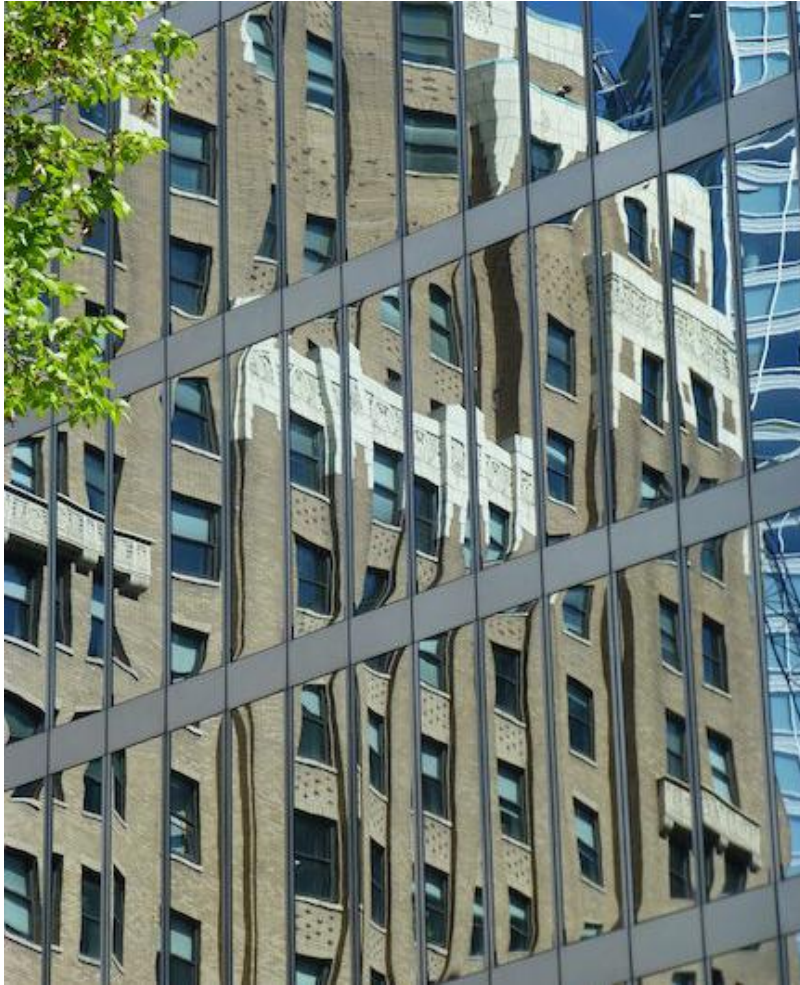
- Social prescriptions of desired (or dysfunctional) behavior
- Realistic human side to expectations
- Most effective stories and legends:
 - Describe real people
 - Assumed to be true
 - Known throughout the organization
 - Are prescriptive

Artifacts: Rituals, Ceremonies, Language



- Rituals
 - programmed routines
 - (e.g., how visitors are greeted)
- Ceremonies
 - Planned activities for an audience
 - e.g., award ceremonies
- Language
 - How employees address each other and outsiders, express emotions, describe stakeholders, etc.
 - Leaders use language to anchor or change culture
 - Language also differentiates subcultures

Artifacts: Physical Structures/Symbols



- Building structure – may shape and reflect culture
- Office design conveys cultural meaning
 - Furniture, office size, wall hangings

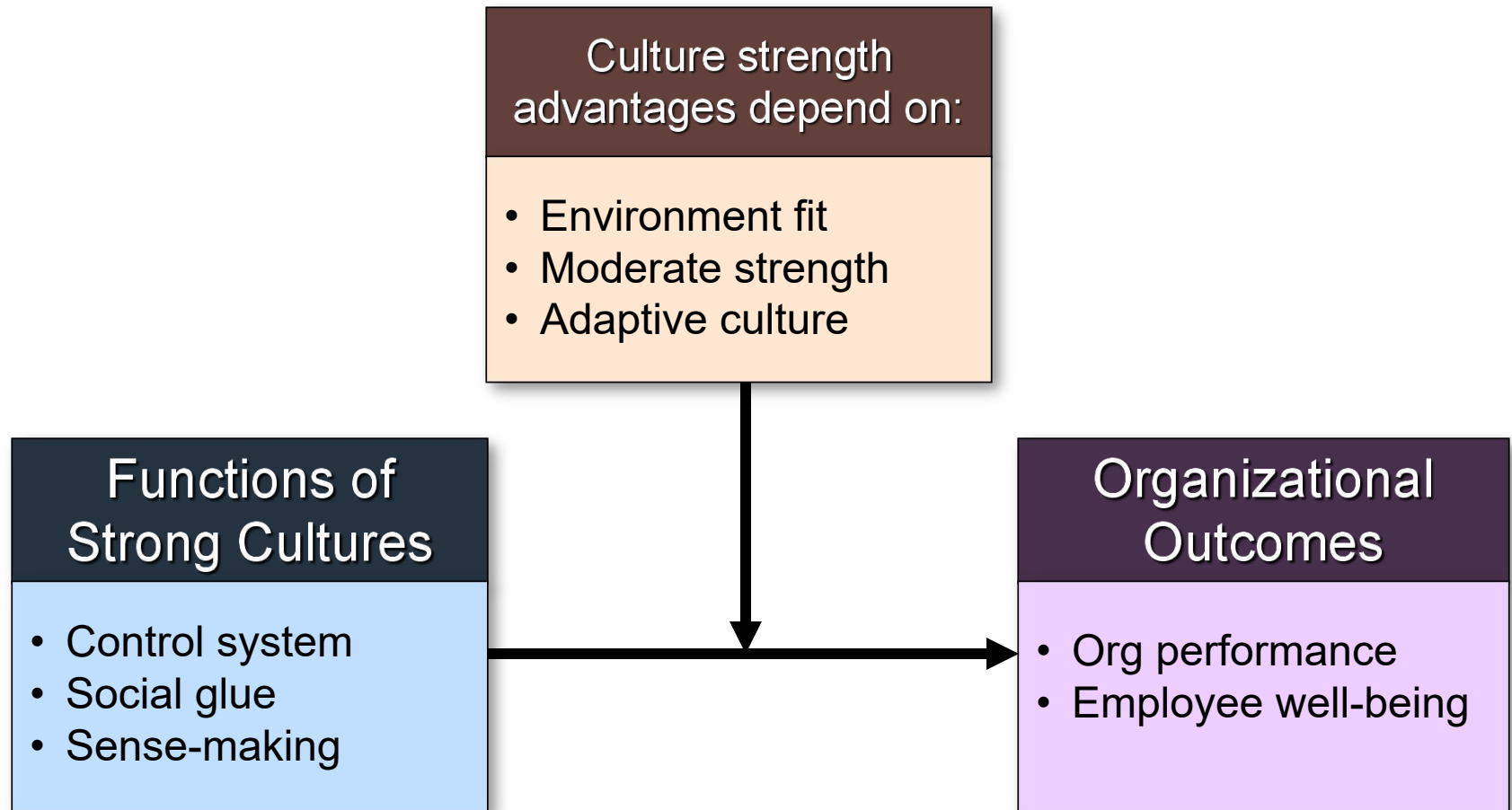


Organizational Culture Strength



- How widely and deeply employees hold the company's dominant values and assumptions
 - Most employees understand/embrace the culture
 - Institutionalized through artifacts
 - Long-lasting – possibly back to founder(s)
- Three functions of strong cultures :
 - Control system
 - Social glue
 - Sense-making

Organizational Culture and Effectiveness



Merging Cultures: Bicultural Audit



- Part of due diligence in merger
- Minimizes cultural collision by diagnosing companies
- Three steps in bicultural audit:
 1. Identify cultural artifacts
 2. Analyze data for cultural conflict/compatibility
 3. Identify strategies and action plans to bridge cultures

Merging Organizational Cultures



Assimilation	Acquired company embraces acquiring firm's cultural values
Deculturation	Acquiring firm imposes its culture on unwilling acquired firm
Integration	Cultures combined into a new composite culture
Separation	Merging companies remain separate with their own culture

Changing/Strengthening Organizational Culture



Changing/Strengthening Organizational Culture



1. Actions of founders/leaders

- Founder's values/personality
- Transformational leaders can reshape culture – organizational change practices

2. Aligning artifacts

- Artifacts keep culture in place



Changing/Strengthening Organizational Culture



3. Introducing culturally consistent rewards

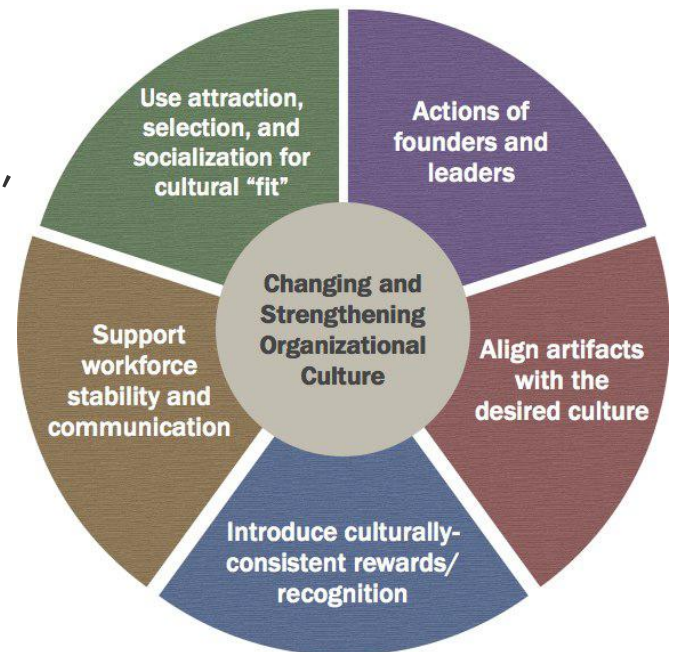
- Rewards are powerful artifacts

4. Support workforce stability and communication

- High turnover weakens org culture
- Strong culture depends on frequent, open communication

5. Attracting, selecting, and socialization of employees

- Attraction-selection-attrition theory
- Socialization practices



Attraction-Selection-Attrition Theory



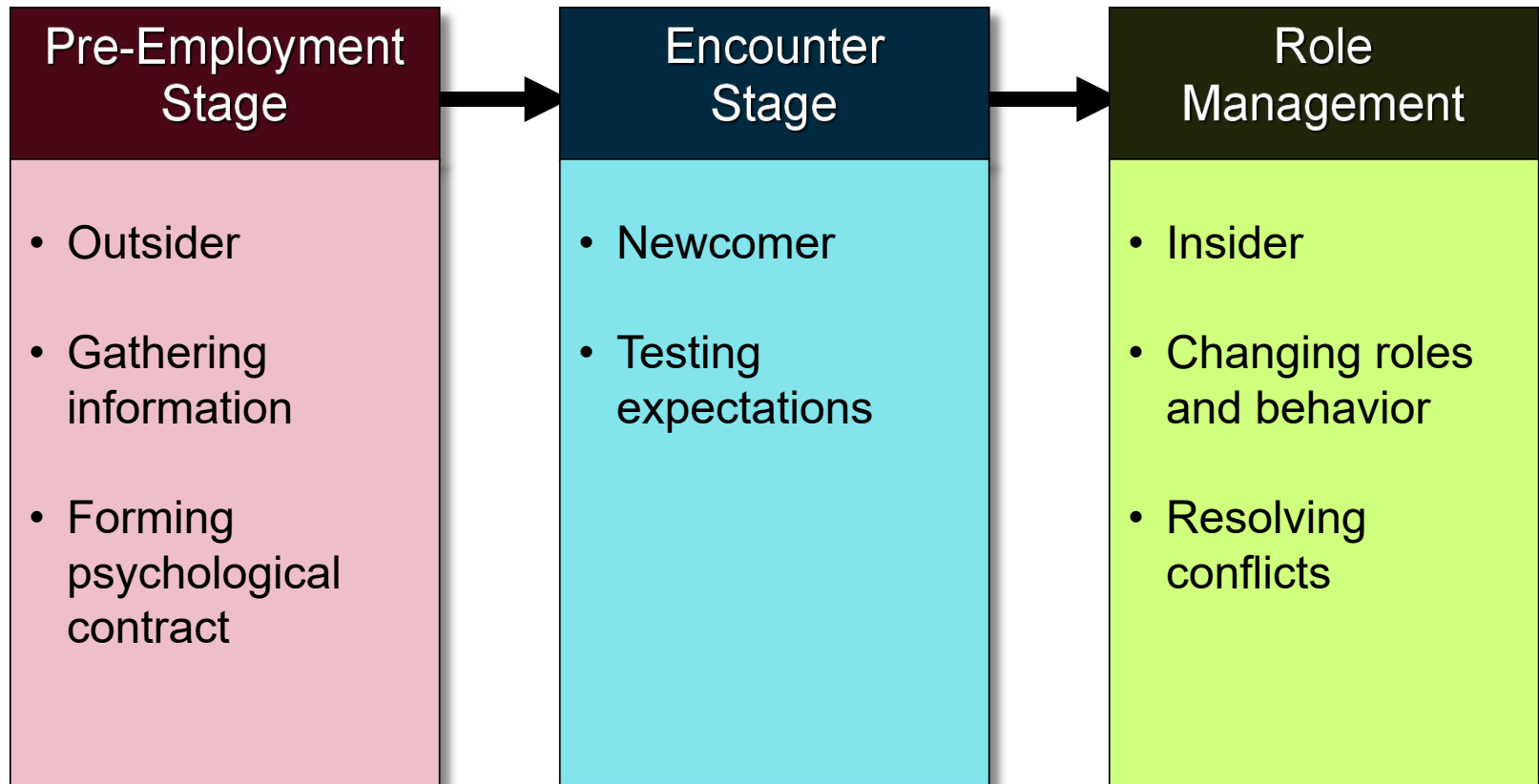
- Organizations become more homogeneous (stronger culture) through:
 - Attraction – applicants self-select and weed out companies based on compatible values
 - Selection – applicants selected based on values congruent with organization's culture
 - Attrition – employees quit or are forced out when their values oppose company values

Organizational Socialization



- The process by which individuals learn the values, expected behaviors, and social knowledge necessary to assume their roles in the organization
- Learning Process
 - Newcomers make sense of the organization's physical, social, and strategic/cultural dynamics
- Adjustment Process
 - Newcomers adapt to new work roles, team norms, etc.

Stages of Socialization



Improving Organizational Socialization



- Realistic job preview (RJP)
 - A balance of positive and negative information about the job and work context

- Socialization agents
 - Supervisors – technical information, performance feedback, job duties
 - Co-workers – ideal when accessible, role models, tolerant, and supportive