

ORGANIZATIONAL BEHAVIOR

Task 3

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CVF CULTURES

Competing Values Framework

		Flexibility and Discretion	
		Clan	Adhocracy
Internal focus and integration	External focus and differentiation	Thrust: Collaboration	Thrust: Create
		Means: Cohesion, participation, communication empowerment	Means: Adaptability, creativity, agility
Internal focus and integration	External focus and differentiation	Ends: Morale, people development, commitment	Ends: Innovation, Growth, cutting-edge output
		Hierarchy	Market
Internal focus and integration	External focus and differentiation	Thrust: Control	Thrust: Compete
		Means: Capable processes, consistency, process control, measurement	Means: Customer focus, productivity, enhancing competitiveness
Internal focus and integration	External focus and differentiation	Ends: Efficiency, timeliness, smooth functioning	Ends: Market share, profitability, goal achievement

Stability and Control

SOURCE: Adapted from K. S. Cameron, R. E. Quinn, J Degriff, and A. V. Thakor, *Competing Values Leadership* (Northampton, MA: Edward Elgar. 2006). p 32.

SYMPHONY CULTURE



- Clan Culture
 - Take care of employees
 - Group & Team Work

OPERA CULTURE

Adhocracy/Market

- Adaptability
 - Change to meet market trends
- Profit
 - Improve the bottom line
- Competitive
 - Be the top Opera Provider



ORGANIZATIONAL STRUCTURE

Symphony

- Scott Parker
 - Chairman of the Board
- Keith Lockhart
 - Music Director

Opera

- Bill Bailey
 - Chairman of the Board
- Anne Ewers
 - General Director
- Leslie Peterson
 - Director of Operations

NEW CULTURE

First-Year Strategic Goals

- Integrate the business process of the two companies
- Reduce in overall expenses as a % of Profit
- Retain key employees
- Maintain audience base for both Opera and the Symphony
- Identify and pursue Synergistic opportunities between the two companies

Key Factors

- Company Vision
- Clear Roles
- Don't reorganize at first
- Develop a culture that fits the new vision

AUDIENCE STRATEGY

Elements of an Audience Strategy

- Objective
- Communication Styles
- Audience Needs
- Persuasion for Support



MESSAGE STRATEGY

Components of a Message Strategy

- Direct Approach
- Formal vs Informal
- Crafting the Message



TECH TOOL #1

Scheduling Software



- Scheduling People
- Scheduling Events and Venues
- Merging Schedules
- Using the System

TECH TOOL #2

Fundraising & Accounting Software

- Managing Revenues & Expenses
- Centralizing Processes
- Streamlining Procedures
- Tracking and Selecting Donors

