

# 01 - Understanding the impact of organisational structure

## Where is this course?

- Google Career Certificates - Project Management

## My Notes

My notes for this overall course will be laid out by module in the course, and have subheadings in order to differentiate between different topics/videos that are presented in the courses. I'll add in any extra notes/resources that I use where necessary, and hope it will be helpful for anyone looking!

## Introduction to organisational culture

### Change agent - Definition

A person from inside an organisation who helps the organisation transform by focusing on improving organisational effectiveness and development

- **Organisational culture**
  - The values employees share, as well as the organisation's values, mission and history
  - Company's personality
  - Help you navigate team more effectively
  - Align proposals to culture
  - Know what to prioritise
  - **Questions to ask**
    - How does communication happen?
      - Through meetings, email, phone, etc
    - How are decisions made?
      - majority vote, top down approvals
    - What kinds of rituals are in place when someone new comes to the facility?
      - Taken out to lunch, tour of the building, etc.
    - How are projects typically run?
      - Classic, matrix, etc.

- What kind of practices, behaviours and values are reflected by the people in the organisation?
  - Overtime/weekend work an expectation
  - Social events
- **Navigating Culture**
  - Ask questions
  - Make observations
  - Established customs
  - Understand your impact

## Learning about an organisation's culture

- **Organisational Culture**
  - **Identity**
    - An organization's culture defines its identity.
    - Describes the way the company conducts business, both internally and externally.
    - Values are part of a company's identity
    - Like a personality
    - Learn the mission and value statements
  - **People**
    - People who feel valued, engaged, and challenged are more like to give their best and want to drive for success
    - Keeps talented people, and attracts them as well
    - Talk to people that work there
  - **Processes**
    - Instilled throughout the company from its employees to how its employees do their job.
    - For example, a company that values feedback and employee involvement might have that reflected in their processes by including many opportunities for employees to comment.
    - By allowing employees to feel their voices are heard, this company is adhering to its culture.
- **Understanding an organisation's culture**
  - **Ask questions**
    - **Atmosphere**
      - What is the company's dress code?
      - How do people typically share credit at this company?
      - Is risk-taking encouraged, and what happens when people fail?

- How do managers support and motivate their team?
- How do people in this role interact with customers and users?
- When and how do team members give feedback to one another?
- What are some workplace traditions?
- What are some of the ways the company celebrates success?
- **Policies**
  - What are the policies around sick days and vacation?
  - Does the company allow for employee flexibility (e.g., working from home, flexible working hours)?
  - What policies are in place that support employees sharing their identity in the workplace?
- **Processes**
  - What is the company's onboarding process?
  - How do employees measure the impact of their work?
- **Values**
  - What are the company's mission and value statements
  - How might the person in this role contribute to the organization's mission?
  - How does the organization support professional development and career growth?
- **Listen to people's stories**
  - What were employees experiences with similar projects in the past?
  - What can they tell you about key stakeholders and customers
- **Take note of company rituals**
  - How are birthdays and holidays celebrated?
  - Do employees generally eat lunch at the same time and in the same place? \
  - Watch employee interactions: Observing how employees interact can help you tailor your interaction style to the company norm.
  - Are employee interactions more formal or informal in nature?
  - Are ideas solicited from employees in different roles?

## Case study: Balancing company culture and strategic goals

- **The family Java**
  - **Mission**
    - To provide a welcoming environment where our employees become our family and our guests become our friends
  - **Values**
    - To create a place where everyone is welcome

- To always give our best and hold ourselves accountable for the results
- To treat others with respect and kindness
- **Project Manager's relationship to organisational culture**
  - **Learning the company values**
    - Use this to stand out in the interview
    - See if it suits you as well, and aligns to your values
  - **Clarifying the company's expectations**
    - Clarify anything that may be a sticking point
      - Such as over-time expectations, and different priorities compared to what you are used to
  - **Applying organisational culture to a project**
    - Use everything that you learnt to create a better entrance, and also be able to work well