Model and Measure Culture

- 3 Levels of Organizational Culture
    1. **Basic Assumptions**
        - Set over time
        - Based on Events and Relationships
    2. **Values**
        - Visible and can be discussed/debated
        - "Culture" is usually focused on Values
    3. **Artifacts**
        - Mission Statement
        - Creeds and Procedures
        - Heroes and Rituals

Organizational Culture predicts how information flows in company

Characteristics of Good Information Flow

1. Provides Answers to Questions
2. Timely
3. Presented in a way that can be consumed

Survey Questions

1. Information is Actively Sought
2. Messengers are not punished when they Deliver news of failure or other bad news
3. Responsibilities are Shared
4. Cross Functional Collaboration is Encouraged and Rewarded
5. Failure causes Inquiry
6. New Ideas are welcomed
7. Failures are Treated Primarily as an Opportunity to Improve the System

Likert Scale
- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree or Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Better Culture causes

- Better Information for Decision Making
- Poor Decisions are more easily Reversed
- Teams are more Open and Transparent
- Impacts Software Delivery
- Team members less important than how the team members interact
- Failure is seen as an Emergent property of a Complex System with no single cause

Typology of Organizational Culture

- From Ron Westrum (1988)
    1. **Pathological**
        - Power Oriented
        - Fear Based
        - Information Hoarded
    2. **Bureaucratic**
        - Rule Oriented
        - Department Based
        - Maintain "Turf"
    3. **Generative**
        - Performance Oriented
        - Mission Focused

T R U S T

Pathological	Bureaucratic	Generative
Low Cooperation	Modest Cooperation	High Cooperation
Messenger "Shot"	Messenger Neglected	Messenger Trained
Responsibility Shirked	Narrow Responsibility	Risks are Shared
Bridging Discouraged	Bridging Tolerated	Bridging Encouraged
Failure -> Scapegoating	Failure – Justice	Failure -> Inquiry
Novelty Crushed	Novelty causes Problems	Novelty Implemented

Generative Culture

- Has more Trust
- Emphasizes Mission over Personal Issues
- Minimizes Hierarchy while ensuring Fairness