



Unit IV

Organizational Culture & Effective Work

Presentation Overview

- ❖ Changed social contract
- ❖ Characteristics of organizations
- ❖ Organizational culture
- ❖ Kinds of organizations
- ❖ Past and present organizational structures
- ❖ Leadership in organization development
- ❖ Career and workforce development
- ❖ CIP Perspective



Changed Social Contract

- ❖ Old social contract
 - ❖ Loyalty = economic security
- ❖ New social contract
 - ❖ Based on opportunities for training & development
 - ❖ Loyalty more to the profession



Changed Social Contract

- ❖ Job security vs. employability security—
what's the difference?
- ❖ Focus on developing *skills* and *competencies*
that are valued in the marketplace



Characteristics of Organizations

- ❖ Drucker's view:
 - ❖ special purpose institutions
 - ❖ they concentrate on one task
 - ❖ clear, focused mission



Characteristics of Organizations

- ❖ Organizations select members
- ❖ Employees are both independent & interdependent within this social system
- ❖ Organizations are always managed
- ❖ Must be able to function in rapidly changing conditions



Organizational Culture Defined

- 1) Members have shared experiences in solving problems
- 2) Shared world view among group members
- 3) Learned product of group experience over time
- 4) May include subcultures within departments or teams



Organizational Culture Defined

Organizational Culture

- A system of shared meanings that result in the way we do things around here.
 - values
 - norms
 - attitudes
 - beliefs
 - managerial style

Indicators of Organizational Culture

Indicator	Observable behaviors
Regular behavior	Dress, office interactions
Norms	Work effort, work taken home
Dominant values	Importance of family
Philosophy	Views of employees
Rules	Time management, office relationships
Feeling or climate	Physical layout, level of trust among workers

What are some examples of these in organizations you're familiar with?



Increasing Diversity in Organizations

- ❖ More older workers
- ❖ More immigrants and diverse ethnic racial groups
- ❖ More people with disabilities
- ❖ More women



Organizational Problems Related to Culture

- ❖ New technologies
- ❖ Intergroup conflicts
- ❖ Communication breakdowns
- ❖ Training problems

*Can you think of
some examples
from your work
experience?*



Types of Organizations

- 1) Profit-Making
- 2) Nonprofit
- 3) Entrepreneurial Nonprofits
- 4) Governmental
- 5) Quasi-Governmental
- 6) Associations

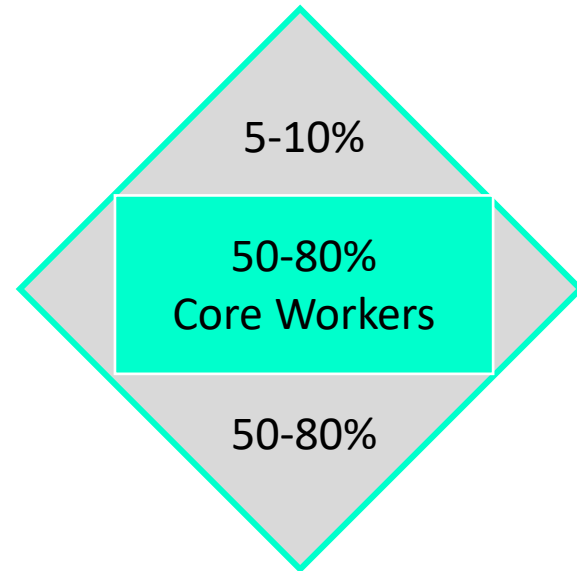
What type of
organization do
you see yourself
working in?

Why?



Past & Present Organizational Structures

- ❖ Triangle shape replace by new diamond-shaped workplace
- ❖ Top 5-10% = executives & managers
- ❖ Bottom 15-40% = contract & temporary workers
- ❖ Middle 50-80% - lead teams, supervise co-workers



Past & Present Organizational Structures

- ❖ Changing structure of work organizations
- ❖ Characteristics of these new organizational structures
- ❖ Communities of practice
- ❖ Emphasis on interconnections, teamwork, fewer “boxes”
- ❖ What Holland types are likely to be valued in these new types of organizations?



Leadership in Organizational Development

- ❖ Organizational founders as first source of culture
- ❖ Schein describes organizational leadership as “culture management”
- ❖ Newer organizations use of work teams, task forces to provide leadership



Career & Workforce Development

Workforce planning

- ❖ What the **organization** does to ensure proper growth

Career management

- ❖ What **individuals** do to ensure their interests, values, skills, and goals are met in the organization

*What strategies
can you use to
effectively
manage your
career once on
the job?*



CIP Perspective (Continuous Improvement Process or Cognitive Information Processing)

Self-Knowledge

- ❖ Changing nature of organizations—employees need to assess their skills, interests, and values—how do these match with the environment?
- ❖ Reality of less job security
- ❖ Qualities and skills valued by organizations

How do these relate to Holland's RIASEC types?



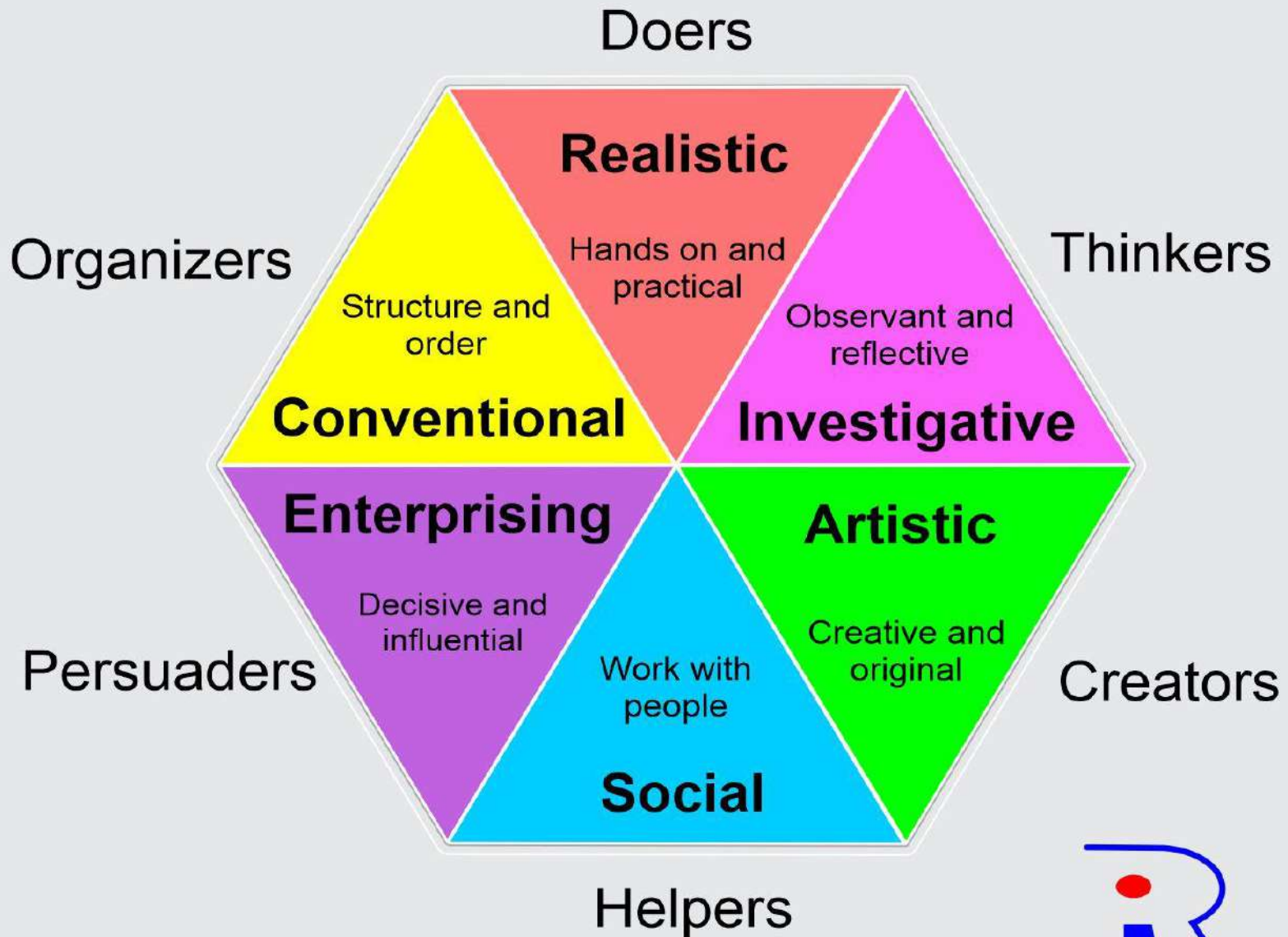
CIP Perspective

Option-Knowledge

- ❖ PCT must consider organizational culture in addition to occupational knowledge
- ❖ Need for workers who can function effectively in diverse organizations
- ❖ RIASEC types can describe organizational culture and how it might fit with a person's interest

How might
your RIASEC
code inform
the type of
organization
you want to
work in?





Rhema Institute

Holland Code Theory

- A RIASEC assessment, also known as the [Holland Code test](#), is a career guidance tool that categorizes individuals into one of six personality types:
- Realistic, Investigative, Artistic, Social, Enterprising, and Conventional.
- The assessment helps users understand their interests and strengths to identify potential career paths and work environments that align with their personality.

RIASEC assessment

The six personality types

- **Realistic:** "Doers" who prefer hands-on activities, working with tools, machines, or outdoors.
- **Investigative:** "Thinkers" who enjoy observing, learning, analyzing, and solving problems, often in science or math.
- **Artistic:** "Creators" who are drawn to creative, unstructured activities like art, music, writing, or drama.
- **Social:** "Helpers" who like to work with and help others, often in fields like teaching, counseling, or nursing.
- **Enterprising:** "Persuaders" who enjoy leading, influencing, and persuading people, often in business or politics.
- **Conventional:** "Organizers" who are detail-oriented and enjoy working with data, numbers, and organized systems.

CIP Perspective

Decision Making (CASVE Cycle)

- ❖ Pay attention to feelings/instincts during interviews
- ❖ Carefully observe organizational culture in members' behavior
- ❖ Career decision making may be influenced by match between the individual and the organization



CASVE cycle

- The CASVE cycle is a model for career decision-making that stands for its five stages:
- Communication, Analysis, Synthesis, Valuing, and Execution.
- It's a problem-solving process used in career counseling to help individuals assess their current situation, explore options, and take action to make appropriate choices for their career development.



CIP Perspective

Executive Processing

- ❖ Changing notion of “career” due to new social contract
- ❖ Importance of personal development & strategic career vision
- ❖ Having an entrepreneurial mindset
- ❖ Need for new career metacognitions:
awareness of skills and value you bring as an employee



Summary

- ❖ Organizations as the context for one's career
- ❖ New social contract: focus on **employability security**
- ❖ Importance of understanding organizational culture
- ❖ Need to incorporate changing organizational cultures and structures into your PCT **People-Centered Transformation (PCT) Framework** and career decision making

