

# Literature Review #1

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## Individual Literature Reviews

Bing, Stanley. "Best to Work for, Yes! But Why?" 2015 March 15. *While You Were Out*.

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This author publishes an article each year that lists the "100 Best Companies to Work For." In this piece, however, he reflects on why these companies are fortunate enough to make it on to his list and observes what they all have in common. He explains that the National Association for Serious Studies conducted research on what those qualities were. He states that a strong leader is a common theme amongst all 100 companies and helps identify structure and keep from a "stewpot of politics." Similar to a strong leader, he lists that a strong hierarchy with a clear reporting structure under the leader produces loyalty and creates a comforting sense of structure within the company. Another interesting quality he observes is camaraderie and how a 'one for all and all for one' campaign can create a common goal and unified work force. He also observes that good food provided on location and plenty of exercise can make employees happier. This includes an optimal 90 min lunch break with healthy choices and encouraging walks/runs or a company-wide softball game.

Brown, Tim & Martin, Roger. "Design for Action: How to use design thinking to make great things actually happen." 2015 September. *Harvard Business Review*.

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This article starts off by saying that when we think of the word design we typically think of a physical product like furniture, houses, or trains. The authors then state that smart, effective design can be adopted by companies and designers can now improve the way a company functions. There is an emphasis on user experience and user centered design as it parallels well in a system design as well as a product design. The new organizational design or culture has to allow the users, or employees, to accept the changes. The authors describe the main issue with culture change to be new ideas falling apart at the starting line. These ideas fail to gain acceptance from the beginning and have no hope of becoming reality. He explains why this happens by stating, "New systems often require people to change established business models and behaviors. As a result they encounter stiff resistance from their intended beneficiaries and from the people who have to deliver or operate them." The authors then offer a solution to this problem by proposing companies treat the introduction of the new ideas as a design challenge.

Carmeli, Abraham, Elizur, D., & Sternberg, Akiva. "Organizational Culture, Creative Behavior, and Information and Communication Technology (ICT) Usage: A Facet Analysis." 2 November 2008. *CyberPsychology & Behavior*.

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Carmeli, Elizur, and Sternberg first categorize Organizational Culture through Rousseau's definition of organization culture as "material artifacts, patterns of activities, behavioral norms, values, and fundamental assumptions." Once they are clear on their definition for the study, they move into the three strongest facets they believe are present in Organizational Culture;

- behavior modality - consisting of five elements: cognitive behavior, affective behavior, instrumental behavior, values, and norms

- referent - interactions with coworkers/colleagues, supervisors, and management
- object - creative behavior (work) and information and communication technology.

Carmeli, Elizur, and Sternberg surveyed 230 Israeli participants to validate and better define these three categorized facets. The results from this survey supported their initial hypothesis of the three facets and aided in further developing their structure, however, I believe that they left out key factors that may have also affected their results. Carmeli Elizur, and Sternberg did not focus on physical or workspace design as one of their facets of Organizational Culture. While culture is not a physical aspect overall, it can be affected by and manifested through the space of those who are a part of the culture.

Chan, Jeffery K., Beckman, Sara L., & Lawrence, Peter G. "Workspace Design: A New Managerial Imperative." 2007 Winter. California Management Review.

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The composition and dispositions of workplaces are changing. Workplaces are shifting to creative, knowledge-based work systems - involving collaboration and individual interest and corporations need to ensure they are moving in these directions to attract the employees they most want. Chan, Beckman, and Lawrence note however, that while many corporations shift in their corporate structures, they are slow to make this parallel shifts in their physical workspace design, despite growing body of works which note that workspace design is core to the successful execution of business strategies. Chan, Beckman, and Lawrence breakup these possible areas for changes into a number of axis';

- social-physical
- spatial-network
- knowledge-communication
- cost-strategy

These axis' relationships show the tension between certain workspace design considerations which if too far off to one side, do not benefit the overall workspace. (For instance, too open of a plan leaves no room for personal space/discussion when necessary, but too close off of a plan does not create an inviting or collaborative space.) The author's use these axis as a way to denote the main four considerations when creating a workspace design. Chen, Beckman, and Lawrence also understand the risk involved when aiming to implement these new workspace design strategies. While the rewards of crafting the correct experience are unparalleled, the pitfalls can be great as well; therefore, the risk-taking must be calculated and with merit. Additionally, corporations must work to constantly foster these positive organizational cultures by constantly adapting and improving their physical spaces and ensuring their strategies and cultures align as well.

Colvin, Geoff. "Personal Bests." 2015 March 15. *Fortune*.

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Geoff begins his article by posing the question, "Why do some companies keep attracting and holding on to the world's best talent?" He then says the answer to this is very simple. Great companies know how to foster strong, rewarding relationships among employees. In order to describe this, Google is used as an example. Everybody knows that working at Google means getting high-quality, free food, fruits, vegetables, free gyms, massages, and a very generous parental leave which includes a cash bonus when a child is born. The office space at Google is

described as spacious, beautiful, and a welcoming environment. However, these employee perks are not the reason Google is such a great company to work for that is able to hold the best talent. Geoff states the reason Google is seen as the top company to work for is because of its essence, an indispensable quality, and its character. Every company should make their goal to be building their corporate culture around this quality. This essence helps employees build relationships with each other and every great workplace should have a relationship-based atmosphere.

Coulson-Thomas, Colin. "Changing behaviours without changing corporate cultures." 2014 Spring. *Management Services*.

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This article poses the question: Is changing the corporate culture always the best solution for changing desirable behaviors or aspects of the company? Coulson-Thomas suggests that there are other methods to accomplish the same task that are more cost-effective, quicker, and less disruptive than trying to change the corporate culture. A question that I have in relation to this is: Depending on your definition of corporate culture, will not any changes you make in the organization affect corporate culture, however slightly? The author suggests using "performance support" as a substitute for changing the corporate culture. Performance support is described in further detail by the same author in a previous article. However, he describes it as an advancement on a simple incentive system, adding in checks and balances. As the name suggests, it places an emphasis on helping and supporting which is conducive of greater customer focus and greater alignment of interests.

Dhillon, Ishneet & Gupta, Sonam. "Organizational Restructuring and Collaborative Creativity: The Case of Microsoft and Sony." 2015. *Journal of Business Strategy*.

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Dhillon and Gupta's study most closely focuses on Microsoft and Sony and the corporate culture changes they implemented in order to stay competitive with Apple and Google, two companies with highly progressive corporate cultures. Through Dhillon and Gupta's analysis of Microsoft and Sony, they were able to outline three major organizational characteristics necessary corporate cultures that foster innovation; collaboration, creativity, and communication. Apple and Google were fortunate enough to see the need to create and nurture these three branches, and did so through their creation of company structure and company policies, such as Google's 70/20/10 policy. (Google's 70/20/10 policy states that employees must devote 70% of time towards routine work, 20% towards idea generation, and 10% towards ideas that they would personally like to pursue.) These structures, policies, and cultures composed of agility, allow Google and Apple to constantly implement change, iterate, and improve - a luxury Microsoft and Sony did not grow through their corporate culture and structure. Microsoft had many issues when trying to foster these cultures of collaboration, creativity and creation, as they had unintentionally created a culture of competitiveness between various company divisions, each which felt responsible for their own division's growth and not the entire organizations'. Sony had these collaboration and creativity in place to own their innovations, but failed to find a common communication platform - as nothing had been in place before. This hindered the company's success in innovating in a number of divisions. Dhillon and Gupta go on to explore other organizational changes implemented by Microsoft and Sony and their respective effects as well.

Eaton, Dave & Kilby, Gabriella. "Does your Organizational Culture Support Your Business Strategy?" January 2015. *The Journal for Quality & Participation*.

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Eaton and Kilby achieve the strongest definition of organizational culture, when compared to other's attempted definitions.

"A company's culture is embedded in its DNA. It grew up along with the company and is rooted in values beliefs, and behaviors. Culture owns the power over strategy. People are the reason strategies succeed or fail, and culture controls and moderates behavior across the entire workforce."

Eaton and Kilby strongly note on leadership's hesitance to change their corporate culture when they are economically succeeding - yet what a grave mistake this. Corporations that do not work to change their corporate culture, and ensure it aligns with their employees' visions, often lose the best works to other corporations with better aligned cultures. However, this does not leave the authors blind to the difficulties of exciting cultural change. Cultural change can be frightening, as leaders become concerned the "core DNA" of their respective companies may be lost, and much of the time have difficult self-diagnosing where changes are needed and what those changes may be. Eaton and Kilby go on to discuss certain situations that require cultural change (acquisitions of other companies, global growth, etc.) - however, none of their notes are truly groundbreaking. Where Eaton and Kilby do excel however, is their descriptions of how to transform and drive cultural change. Cultural change is hard, involving intense focus and long-term support - cultural change cannot happen overnight. Eaton and Kilby use this main understanding to lay the foundation for their three steps to drive this ultimate change: aligning senior team members, making changes in people processes (how people work together, how people are hired, how people are rewarded, etc.), and changes in behaviors and cultural symbols. When these three steps are taken, with the understanding that cultural change is slow and sometimes frustrating, Eaton and Kilby believe that change in organizational culture is possible.

Hann, Christopher. "Good Vibes." 2014 February. *Entrepreneur*.

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This article investigates the growing culture of a few different companies starting with BPV Capital Management, a company started by Mike West in early 2009. The company has grown tremendously since then and West claims the reason for his success is "a company culture that has been enforced since day one." He goes on to describe this culture as "simultaneously intense and relaxed." West's goal was to make sure his employees are willing to put in the hard work to get things done but also be able to foster creative thinking and having the freedom to smile and relax. He then discusses the culture at Ella's kitchen, a company that makes organic food for babies and toddlers. The owner of this company decided he wanted his company to not only be profitable but also to encourage happy and healthy lifestyles for both his employees and his customers. His intention is simple - to create a unifying work force for employees. The success of the culture is credited to an exciting, relaxed, and informal atmosphere in the office that allows the spontaneous bouncing around of ideas.

Korner, Mirjam & Wirtz, Markus & Bengel, Jurgen & Goritz, Anja. "Relationship of organizational culture, teamwork and job satisfaction in interprofessional teams." 2015 June. *BMC Health Services Research*.

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This article discusses the model of team effectiveness called input-process-output (IPO). In this case, the input is organizational culture, the process is interprofessional teamwork, and the output is job satisfaction. It is interesting and important to remember that the output is job satisfaction in this case. Many articles written about OC are about trying to find a balance between productivity of the organization and happiness or job satisfaction. This article puts the emphasis on job satisfaction and ignores the arguable importance of productivity. Korner et al conducted a survey and discuss its results. Interprofessional teamwork was confirmed as essential to job satisfaction. Team interventions can be conducted and should be supported. Lastly, the author states that further investigations into OC are important. This was kind of unhelpful, but the article as a whole provides a nice perspective on OC.

Lawson, Raef, Hatch, Toby, & Desroches, Dennis. "How Corporate Culture Affects Performance Management." 2013 January. *Strategic Finance*.

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Lawson, Hatch, and Desroches point to Howard Dresner's understanding of high performance and corporate culture where "at the highest level, a performance-directed culture is one in which everyone is actively aligned with the organization's mission; transparency and accountability [are] the norm, new insights are acted on in unison, and conflicts are resolved positively and effectively." Dresner clearly breaks up this definition, into six clear categories necessary to foster a performance-directed culture:

- Alignment with Mission
- Transparency and Accountability
- Action on Insights
- Conflict Resolution
- Common Trust in Data
- Availability and Currency of Information.

Lawson, Hatch, and Desroches looked at these six categories, their implications, and their importance. Through their study they found that three of six categories were very significant; those categories being alignment of an organization with its mission and vision, the presence of transparency and accountability, and the ability of an organization to resolve conflict effectively. However, despite these categories importance, companies do a very poor job at achieving what Lawson, Hatch, and Desroches consider "full maturity" in these areas (where they break maturity into a four level spectrum ranging from "Chaos Reigns" to "Performance-Directed Culture Realized"). Lawson, Hatch, and Desroches also make a common discovery among those studying corporate culture, that it is important for a company to understand its culture before changing it. This statement resonates with other studies and is by far one of the most important parts of changing corporate culture it seems.

Moyce, Cliff. "Culture Change." 2015 Spring. *Management Services*.

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This article claims, "Of all the varieties of business change, it is culture change that delivers the most important outcomes. However, it can be the riskiest and most demanding type of change, and if done badly it can make things worse." Moyce goes on to explain that changing a culture within the workplace can be a brutal process because current employees may or may not fit into this new culture that is being adapted. He identifies that the main problem many companies face is due to a lack of cohesiveness within the workplace. He then goes on to explain several different types of cultures. These include Power Culture which is when one or more powerful figures at the top have all of the control; Role Culture which is bureaucratic with people sticking to their own job descriptions; Task Culture which is a focus on getting the job done in which individual contributions are valued more than job titles; and, Person Culture which is minimalist structure where everyone is focused on keeping one senior person happy. He then states that companies should determine which type of culture best fits their needs and then figure out the best way to change the current structure to fit the desired one.

Pater, Robert & Chapman, John. "9 Internal Keys for Significant Culture Change." March 2015. *Professional Safety*.

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Pater and Chapman's "9 Internal Keys for Significant Culture Change" focus on the necessary management self-awareness, positioning of changing, and other necessary leadership keys that are integral to enacting positive culture change, as opposed to the actual cultural changes business may or should undergo. Pater and Chapman break these important keys for cultural change into nine master categories; self-awareness, intentional decision making, venturing into uncharted terrains, focusing on gains from change (as opposed to losses), flexibility in handling ambiguous situations, taking the lead, building systems to support change and change agents, exciting participation, and lastly, strengthening interpersonal relationships. While Pater and Chapman touch on the importance of all nine of these "keys", their main focus of the piece is towards the necessity of self-awareness as a leader. Pater and Chapman note that without self-awareness one cannot move themselves forward, and that one cannot move a larger organization forward if he or she cannot move him- or herself forward. While both authors understand the difficulty in self-awareness and self-change - as it is easier to criticize others for the necessary changes they should make in their lives - if still emphasize that one cannot move a larger organization, than he or she is in essence, useless to an organization and not fit to be a leader, especially one that enacts cultural change.

Rahaman, Andrew. "Intentional Crafting of Culture." 2015 August. *Talent Development*.

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In his article, Rahaman states that corporate culture should be inclusive, engaging, and create favorable working conditions for organizational and individual performance. If a company does not set out to create a culture with these things, the prevailing attitudes of the employees and expectations on the office will form a culture on its own that is not necessarily what is needed or wanted. He also says that there are two important components of organizational culture: employee engagement and values. He relates these two components by stating, "Culture is most commonly seen as the expression of the organization's values, manifested by how people relate to one another... and how their organization values them." He says that a major problem corporation's encounter is that many employees have a "nothing around here will ever change" mentality that

leads to a negative response from management teams and subordinates. He concludes by stating that the most beneficial way to create an ideal culture is to orient everyone toward a common goal and vision.

Sadri, Golnaz. "High-Performance Corporate Culture." 2014 December. *Industrial Management*.

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In this article, the author compares the impact of corporate culture on an individual to and individual's national culture. He says, just like a nation, a strong culture creates consistency across departments and employees, operates as an alternative to rules and regulations, and can allow a corporation to define itself, creating a high morale and uniformity. He then lists and describes six different elements that are vital to creating a high-performance corporate culture. The first element is having a strong leader with a strong vision of how the culture will be defined. The next one he discusses is a vision or mission that shared throughout the company. He suggests that the best way to do this is to create a mission statement that is well-known throughout the employees. Another element he mentions is managerial maintenance. It is up to the upper-level staff to set the example and appropriate behavior that the employees should follow. The next element Golnaz discusses is the selection of new employees. New hires must have values that align with the corporation's organizational culture. He then describes the element of learning the right way and how important formal training, learning from others' experiences, and learning the language. The final element he mentions is keeping the culture alive and how performance evaluations serve a great purpose for this.

Sulkowski, Lukasz. "From Fundamentalistic to Pluralistic Epistemology of Organizational Culture." 2014 December. *Journal for Critical Organization Inquiry*.

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Sulkowski states that many of the problems of organizational culture stem from discourses in the paradigms of organizational culture. She then attempts to take a multi-paradigmatic approach to the theories of organizational culture. (Sulkowski also introduces the acronym OC in place of Organization Culture, which I would like to implement in our own research.) She first introduces the different research paradigms of OC and their criticisms, starting with functionalism. The article goes into great detail listing and summarizing many methods and all of their respective critiques. By summarizing all of these approaches, the author then identifies the appropriate times to use facets of each method. By this, she claims she has taken a truly multi-paradigmatic view of the issue and presented new perspective. While I don't think another perspective is what the field needs to solve the problem (as evidence by the article listing pages upon pages of perspectives), I do think she offers both good viewpoints and summaries of ways of examining OC.

Tolfo, Cristiano & Wazlawick, Raul Sidnei & Gomes Ferreira, Marcelo Gitirana & Forcellini, Fernando Antonio. "Agile Methods and Organizational Culture: Reflections about Cultural Levels." 2009 September. *Journal of Software Maintenance and Evolution: Research and Practice*.

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This article takes the viewpoint of software development and inspects how organizational culture can accommodate one specific type of tool. In other words, it uses the agile software development



methodology as a context for examining organizational culture. I have chosen to focus on only the organizational culture portions of the article with the understanding that this intentional ignorance of the context could lead to some misinterpretations if we are not careful.

Tolfo references an article written by Chiavenato in 1999 as well as one written by Schein in 1999, both about organizational culture. Most of the "cultural levels" that are discussed by Tolfo are in direct reference to Schein's three hierarchical levels of organizational culture: visible artifacts, espoused values, and basic underlying assumptions. One of the main points that this article makes is that the context in which you view organizational culture is important, because it is subjective to how it is being applied.

The definitions and three-level model given by Schein does well to provide understanding for an ideal organizational culture, however in my opinion, this model gives no representation for the reality of dissonance and partitioning that occurs in many organizations.

Other references to pursue: Chiavenato 1999, Schein 1999, Dennison 1990.

Tucker, Anita & Edmondson, Amy. "Why Hospital Don't Learn from Failures: Organizational and Psychological Dynamics that Inhibit System Change." 2003 Winter. *California Management Review*.

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In organizations such as hospitals, organizational learning is very important. Tucker defines errors and problems: errors are when a task is executed incorrectly or unnecessarily which could have been prevented, and problems are when there is a disruption in the worker's ability to execute an assigned task because of mishap in resources. This brings with it the general point that there are multiple types of failures that an organization can experience, and it is important to define and understand these failures in order to be able to learn from them and improve. The ability to learn from mistakes is a function of the state of the organizational culture. This article also addresses the difference between problems that can be fixed by workers on a day-to-day basis and ones that rely on management to create organizational and systemic fixes. Sometimes, when workers try to fix the problems (Tucker refers to this as first order problem solving), it can be counter-productive. This phenomena also can be true vice-versa.

West, Alfred P., Jr. & Wind, Yoram. "Putting the Organization on Wheels: Workspace Design at SEI." 2007 Winter. *California Management Review*.

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In West and Wind's study, they look closely at SEI - a corporation located in Oaks, Pennsylvania, who run their workspace in an unusual way. SEI encourages all employees to *roll with it*, by putting their entire workspaces (desks and chairs) on wheels. West and Wind focus on many of the difficulties in their piece, an important consideration which many others gloss over. For their piece they define corporate culture as "the glue that hold organizations together, aligning individual action and motivating collective strategy... the forms and values that define how people work and think about work." While many companies strive for these aligned actions and strategies, not all reach these goals - values on paper do not always translate. Wind and West note that was SEI did differently - to ensure this culture was instilled - was to embody the culture in the workplace. "Everywhere a member of the organization turns, the culture is clearly evident, inescapable." Employees are forced out of their comfort zone and encouraged to adapt and change - and at times, be unsettled. SEI's

physical workspace is a manifestation of their company culture and goals. Wind and West also explore SEI's corporate architecture, an architecture which SEI created on their own as opposed to adopting from another corporation. SEI focuses on egalitarianism (ideas over hierarchy), empowerment, transparency, flexibility, and teamwork and interaction. These five key priorities are evident through, and supported through their workspace design. West and Wind relate SEI's strategy and success to all other organizations ability to achieve the same - "By giving careful thought to the company's culture and designing an environment to support it, organizations can strengthen their culture and values and link them more directly to the work of the organization." SEI's success in workspace and culture are through these informed planning and organizational and workspace design decisions.

Zheng, Wei & Yang, Baiyin & McLean, Gary. "Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management." 2009 June. *Journal of Business Research*.

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This article discusses a survey in which the results suggest "that knowledge management fully mediates the impact of organizational culture on organizational effectiveness, and partially mediates the impact of organizational structure and strategy on organizational effectiveness". To me, this article brings to attention the ideas of organizational strategy and structure and how they relate to culture. These are important facets of an organization that we have yet to focus on. Additionally, the concept of knowledge management, which is universal to all organizations is inherently important because of its common occurrence in different types of organizations. Zheng defines knowledge management as "a systematic and integrative process of coordinating organization-wide in pursuit of major organizational goals". She finds a positive relationship between knowledge management and OC, and also states that OC is a source of sustained competitive advantage and that it is a key factor to organizational effectiveness.

Other references to pursue: Schein 1985

## CONCLUSION

Upon conducting the first literature review, we covered many different facets of organizational and corporate culture research. Some articles discussed the theory of organizational culture and paradigms for evaluating it. Others discussed concepts such as organizational structure, knowledge management, failures, and interprofessional teamwork and how they interact with organizational culture. While we encountered many similarities across all twenty sources, we found a disagreement between articles on the stance of whether culture will or should change when making changes to a company's behaviors or goals.

Many of the articles took a historical look at company's cultures and changes in culture but did not assess these cultures based on their productivity, quality of work life improvements, etc., making it hard to value whether or not these changes were positive. These pieces did however discuss the motives and difficulties of these changes. Some of the motives were to improve the quality of work at the company, improve the overall happiness of the employees, and improve the general atmosphere of the workplace.

Other articles provided examples of how companies change and adapt their current culture to improve their atmosphere or quality of work. They also talk about the problems encountered when attempting these changes and possible solutions to these problems. Some common themes of successful corporate cultures included a single, strong leader, an 'all for one and one for all' attitude across the employees, strong relationships between all colleagues, and one common goal or mission statement to follow. Another common theme that aids in the building of relationships is having a shared lunch or company-wide BBQ or sports games.

### Definitions of organizational culture (OC):

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Corporate culture is most widely defined as "the way companies do things", their values and beliefs, and the structure of their organizations. Many of the pieces referenced in our bibliography elaborated on this base definition with added descriptors. A few of these definitions can be seen below:

*"the glue that hold organizations together, aligning individual action and motivating collective strategy... the forms and values that define how people work and think about work."*

*"A company's culture is embedded in its DNA. It grew up along with the company and is rooted in values beliefs, and behaviors. Culture owns the power over strategy. People are the reason strategies succeed or fail, and culture controls and moderates behavior across the entire workforce."*

*"material artifacts, patterns of activities, behavioral norms, values, and fundamental assumptions."*

*"Culture is most commonly seen as the expression of the organization's values, manifested by how people relate to one another... and how their organization values them."*

*"Great companies know how to foster strong, rewarding relationships among employees."*

*"corporate culture should be inclusive, engaging, and create favorable working conditions for organizational and individual performance."*

*"represents the perception of managers and workers and reflects the predominant mentality at the organization."*

*"adaptability, consistency, mission, and involvement"*

*"to create a unifying work force for employees."*

## Common References Encounters

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Schein 1985, 1999

## How Culture is Created

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Culture can be created when an organization is formed, by hiring or recruiting individuals that match the mindset and vision of the organization as a whole. Sometimes culture is created after the organization has been in place, in which case this more invasive method is tough to introduce smoothly. This is a topic that we would like to pursue further.

## Catalysts for Cultural Change

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- Mergers, acquisitions, divisions, etc.
- Restructuring of company
- Stagnation in company growth
- Necessity to keep or regain competitive edge
- Creation of a new company
- Appealing for new, talented employees

## How Culture Changes

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While many of the pieces referenced a varying number of ways to enact cultural changes, all stated that cultural change must be something that the entire company or organization is willing to embrace. These pieces also strongly noted on ensuring that employees personally aligned with company's goals, strategies and cultures to ensure to the growth of these cultures as desired. When executives or supervisors are committed to cultural changes but employees are not, it is impossible to reach these desired cultures - and much of the time can backfire.

## Paradigms of Organizational Culture

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- Functionalism
- Interpretivist approach
- Critical perspective
- Anti-functionalism
- Critical methodological pluralism

### Areas for Further Exploration:

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- Studies referencing distinct changes from changes in environment/workspace
- Schein's Organizational Culture and Leadership Model
- Creating culture from the top-down (non-invasively)
- Corporate culture that's been carefully crafted but has failed (i.e.: Quirky)
- Interesting corporate cultures (i.e.: SEI, EPIC, Netflix, etc.)