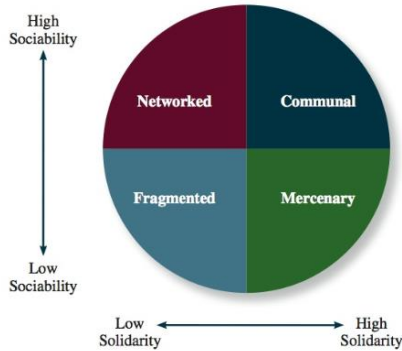


ADM 2336 Chapter 15 In-Class Notes

Culture and Change

- What is culture?
 - The **shared** values, beliefs, and assumptions...
 - ...considered to be the appropriate way to think and act within an organization.
- **Functions of culture**
 - Provides appropriate standards for what employees should say or do
 - Defines boundaries
 - Conveys a sense of identity
- How to really know a culture
 - **Observable artifacts**
 - **Espoused values**
 - **Basic underlying assumptions**
 - (pyramid)
 - Like an iceberg, majority of culture in an organization is unseen
- Artifacts and Creations
 - What you see, hear, and feel
 - “Physical” aspects of the organization
 - Material symbols
 - Uniforms
 - Art
 - logo
 - Physical structure
 - location
 - office layout
 - presence or absence of leisure objects
 - Rituals and ceremonies
 - Language used in an organization
 - Stories
- See book page 509-513 culture types
- Solidarity is the degree to which group members think and act alike, and sociability represents how friendly employees are to one another.





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- **Specific Culture Types**
 - Customer service culture:
 - A specific culture type focused on service quality
 - Safety culture:
 - A specific culture type focused on the safety of employees
 - Diversity culture:
 - A specific culture type focused on fostering or taking advantage of a diverse group of employees
 - Creativity culture:
 - A specific culture type focused on fostering a creative atmosphere
- **Strong cultures**
 - Some organizations have cultures that are more prominent
 - High agreement among members
 - Can occur in organizations of all sizes.
 - Advantages
 - Coordination among members
 - Conflict resolution
 - Financial success
 - **Liabilities of culture**
 - Culture can act as a barrier to change
 - Diversity
 - Mergers and acquisitions (culture clash)
 - Pathological cultures
 - Watch “Enron: The smartest guy in the room”
- **ASA Framework**
 - Attraction → selection → attrition
 - ASA framework A theory (attraction–selection–attrition) that states that employees will be drawn to organizations with cultures that match their personality, organizations will select employees that match, and employees will leave or be forced out when they are not a good fit
- **Socialization**
 - Process by which people learn the norms, knowledge, attitudes and behaviours needed to become an organizational member.

- Socialization is the primary process by which employees learn the social knowledge that enables them to understand and adapt to the organization's culture.
- See your book for stages of socialization
 - Page 516-517
 - Socialization happens in three relatively distinct stages.
 - Anticipatory stage: A stage of socialization that begins as soon as a potential employee develops an image of what it would be like to work for a company
 - Encounter stage: A stage of socialization beginning the day an employee starts work, during which the employee compares the information as an outsider to the information learned as an insider
 - Understanding and Adaptation: The final stage of socialization, during which newcomers come to learn the content areas of socialization and internalize the norms and expected behaviours of the organization
- Socialization domains
 - Performance proficiency: knowledge of tasks and roles
 - Role clarity
 - History
 - Goals, values
 - Language/jargon
 - Politics
 - People/Social Integration
- Why is socialization important? – Unrealistic expectations
 - Media
 - Occupational stereotypes
 - Recruiters
- Socialization Methods
 - Realistic Job previews
 - Balanced, realistic picture of the positive and negative aspects of a job to applicants
 - Mentoring
 - Career-related mentoring
 - Missed these
 -
 -
 -
 - Psychosocial mentoring
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- Orientation programs (page 533)
 - Apparently most organizations agree, given that 64–93 percent of all organizations use some form of orientation training process.
 - A common form of training during which new hires learn more about the organization