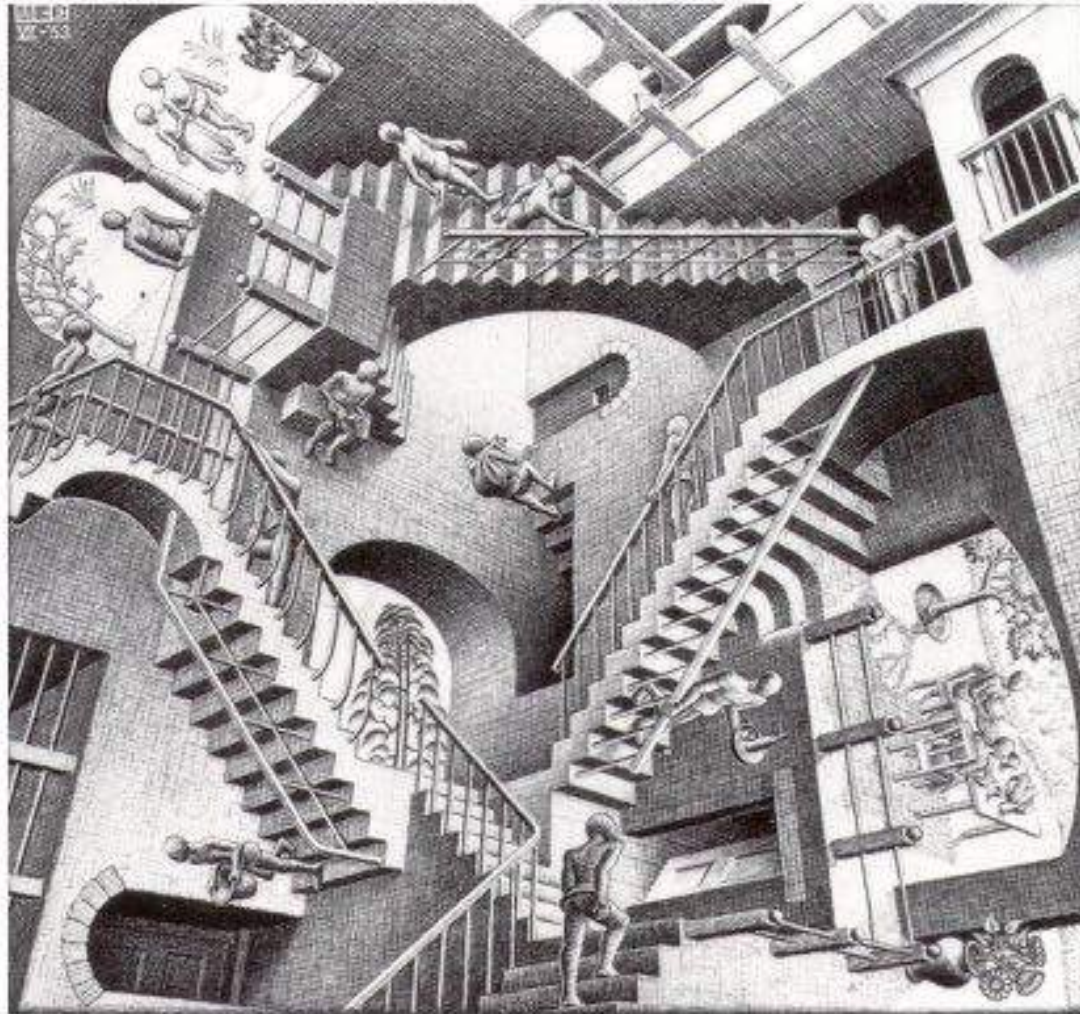
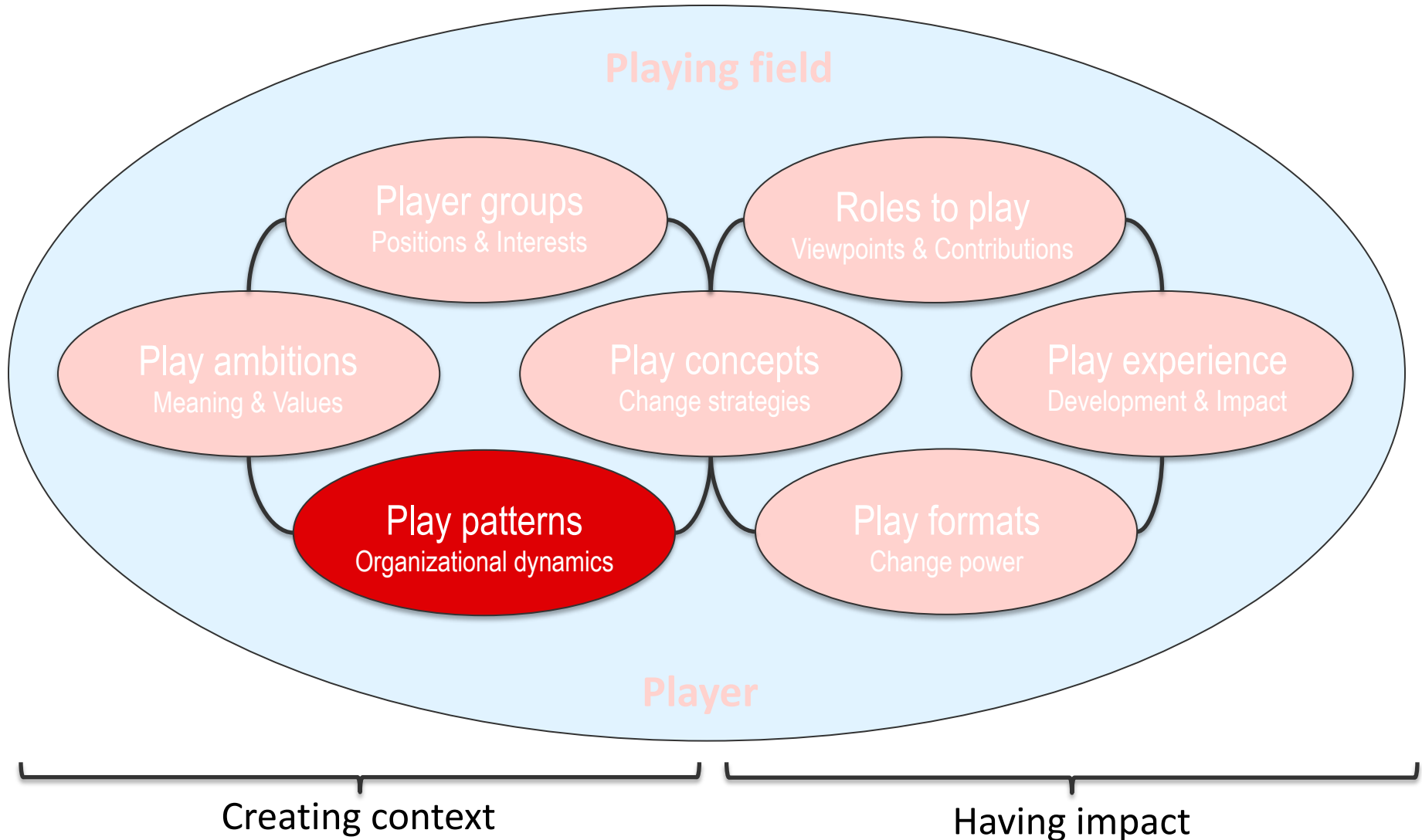


Understanding play patterns



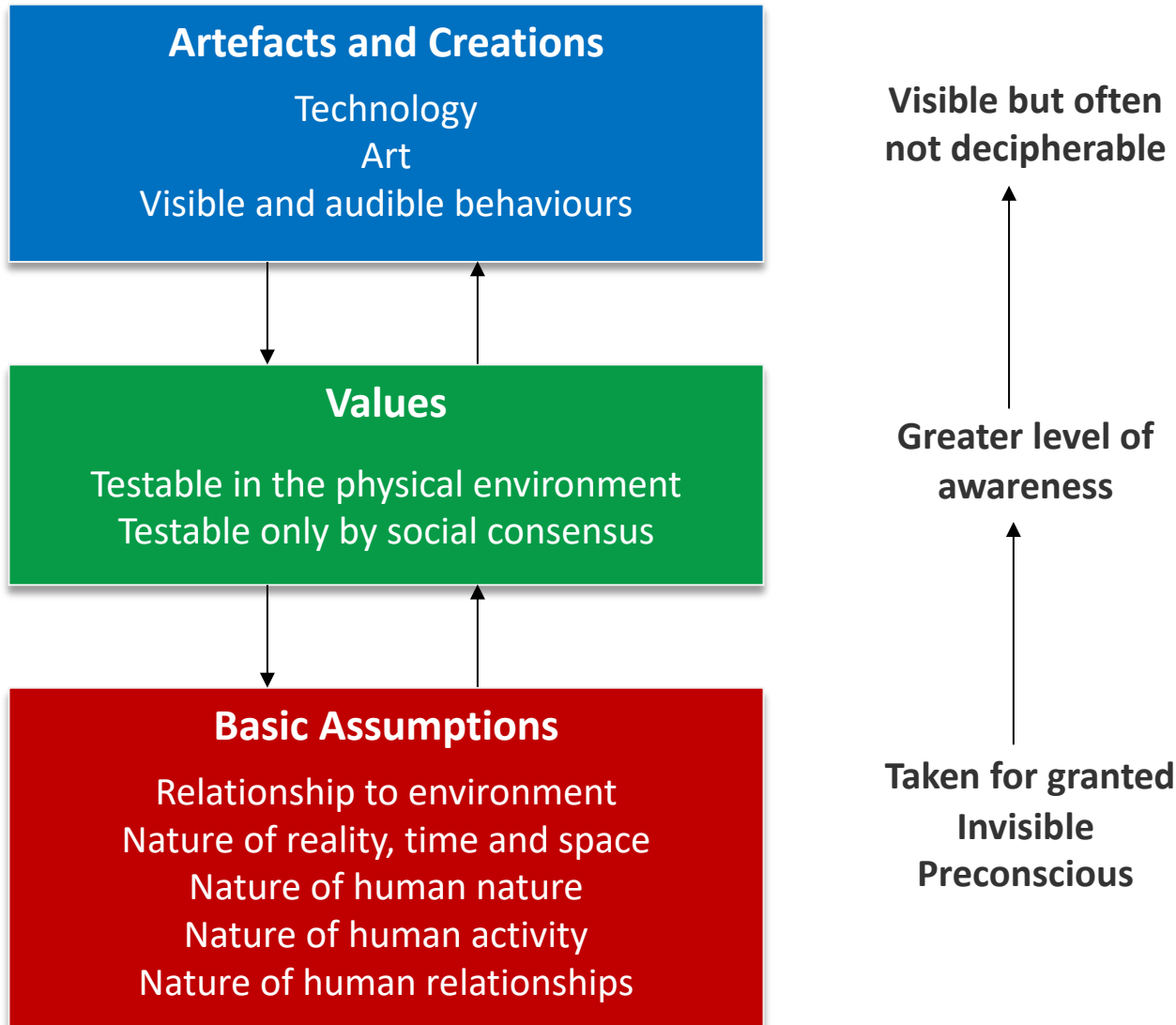
Understanding play patterns



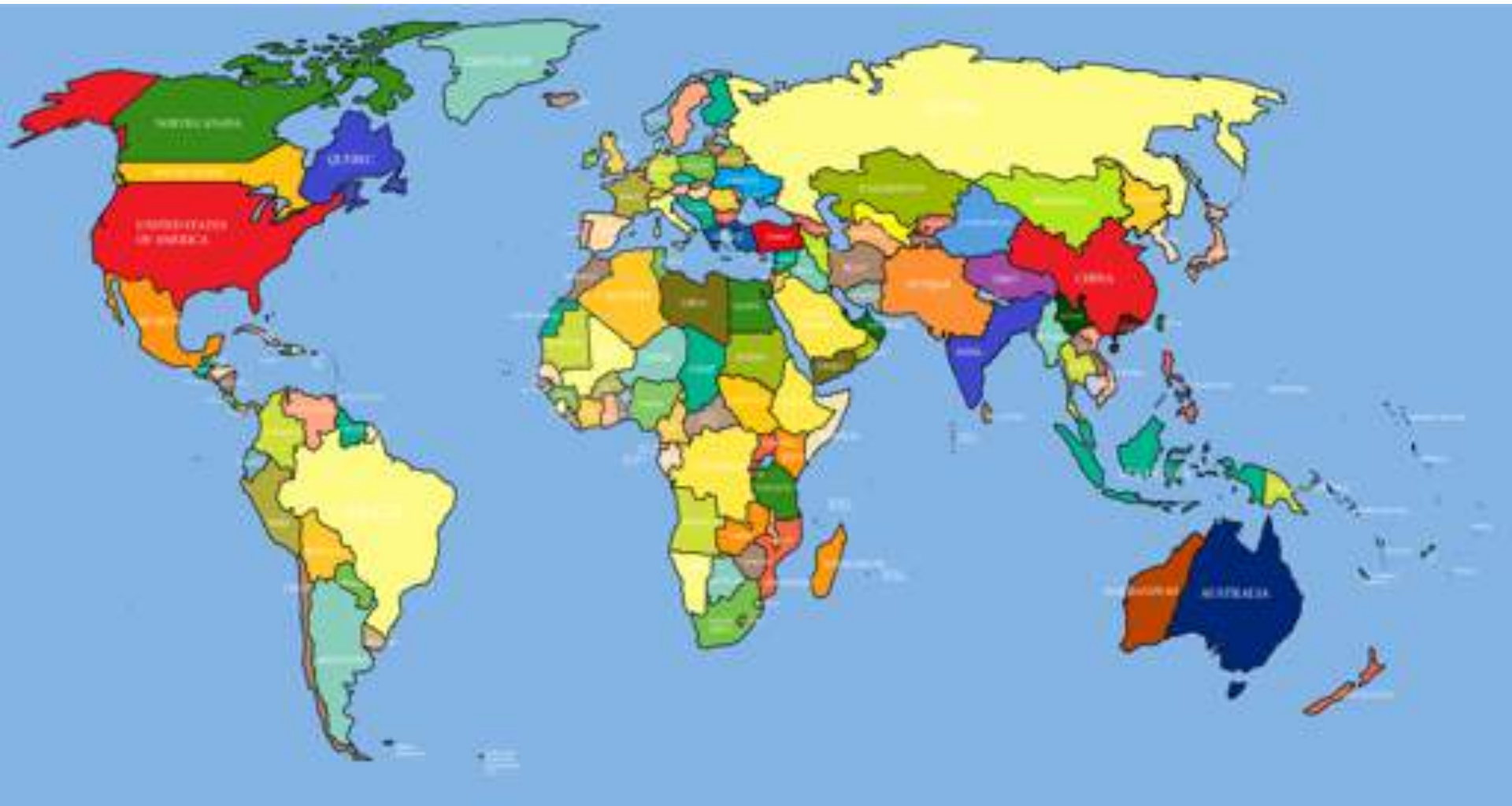
Content

- Levels of cultures
- Global and national cultures
- Values in national cultures
- Organizational cultures
- Organizations as cultures
- Competing cultural values
- Organizational culture perspectives
- Organization from multiple perspectives
- Organizational change metaphors

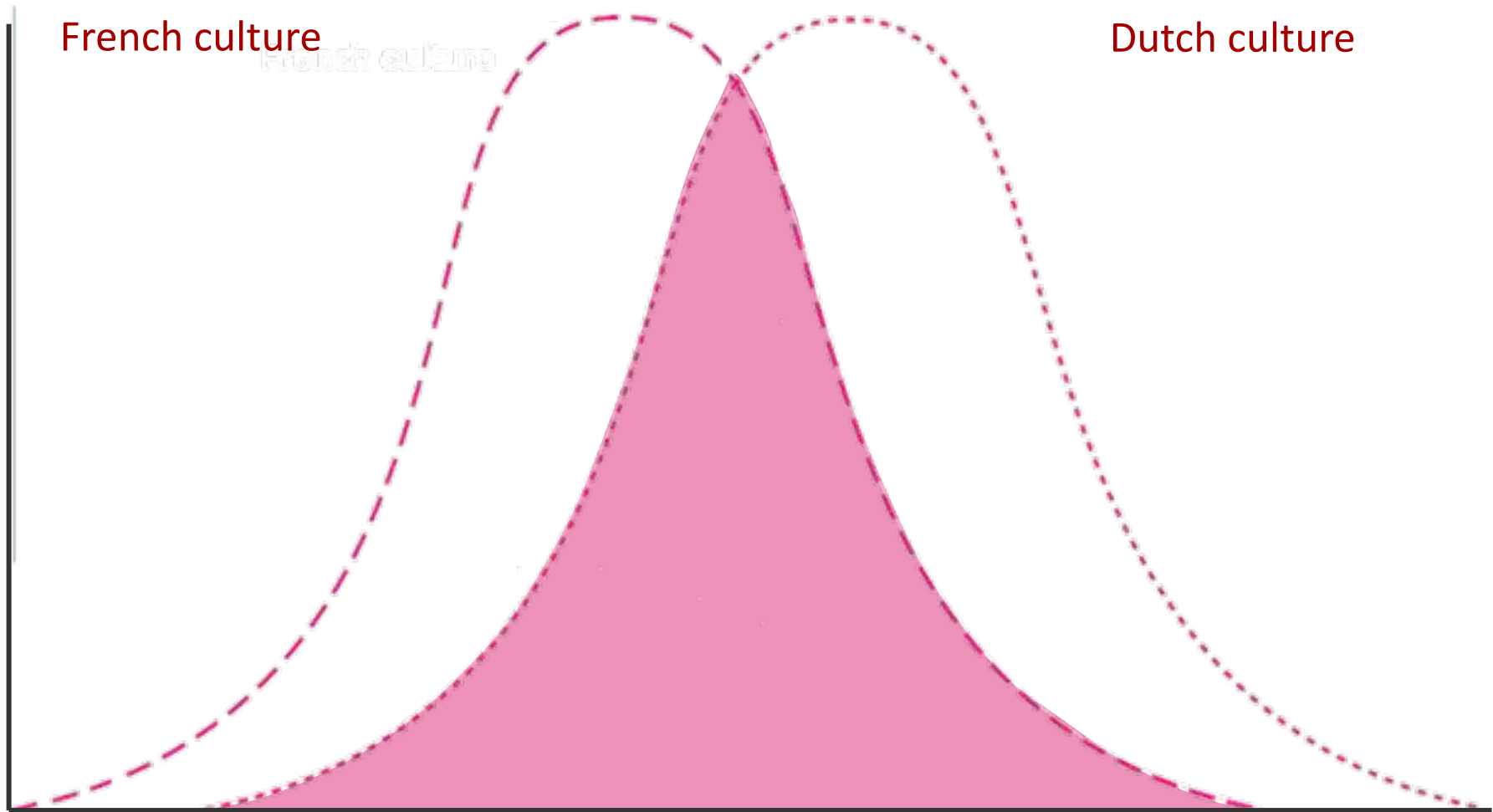
Levels in cultures



Global and national cultures



Values in national cultures



Values in national cultures

French culture

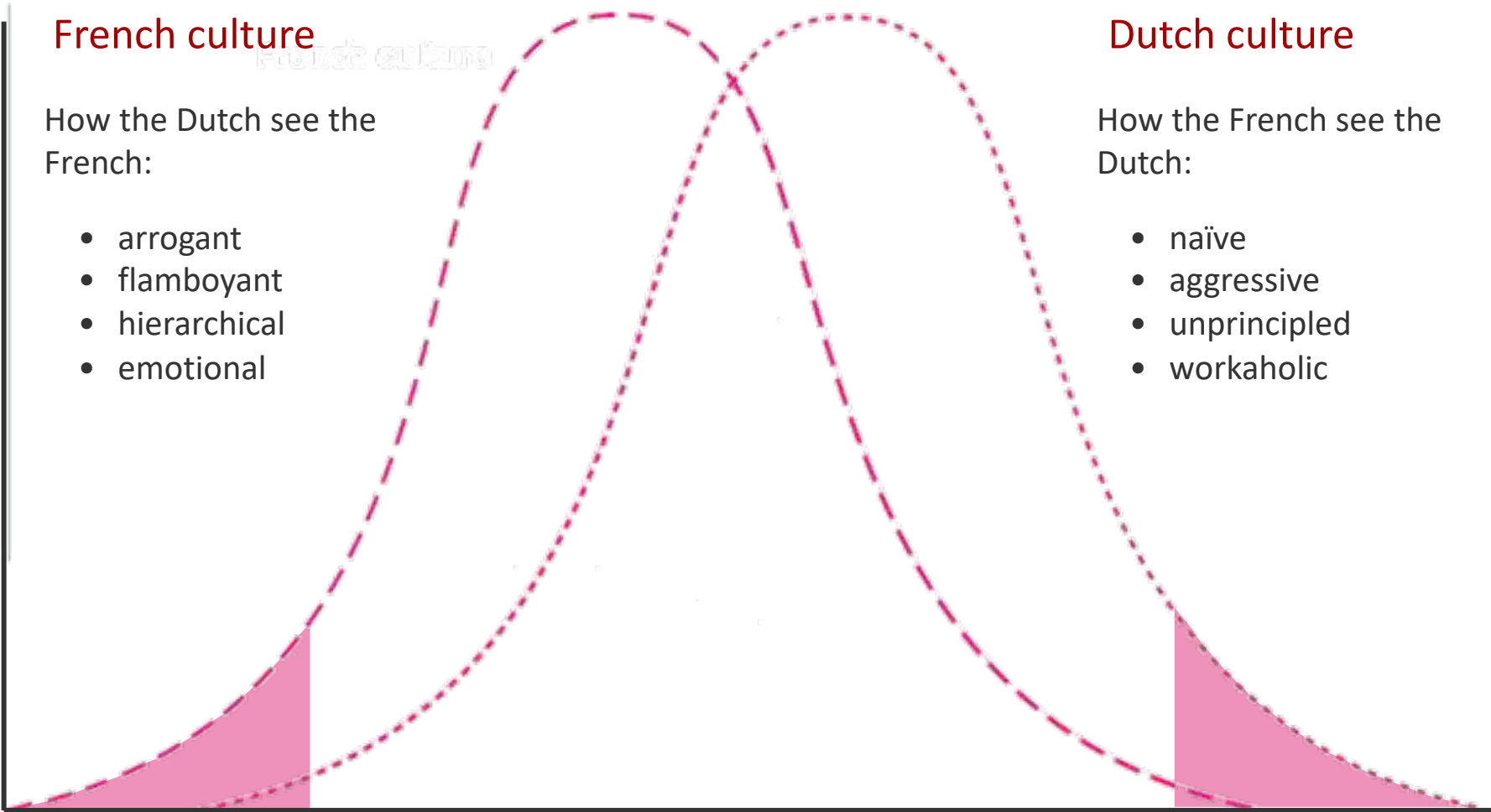
How the Dutch see the French:

- arrogant
- flamboyant
- hierarchical
- emotional

Dutch culture

How the French see the Dutch:

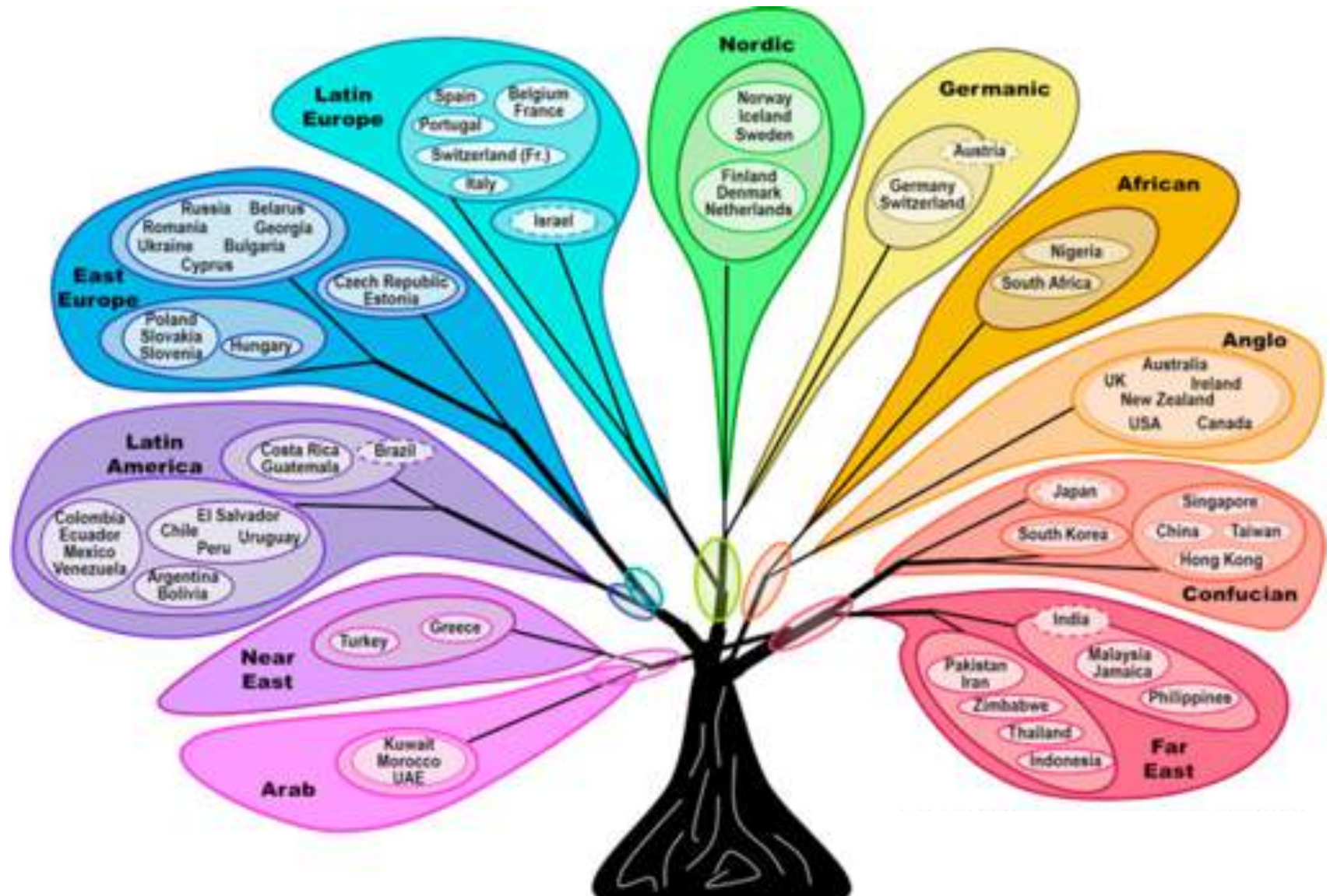
- naïve
- aggressive
- unprincipled
- workaholic



Priorities of national cultural values

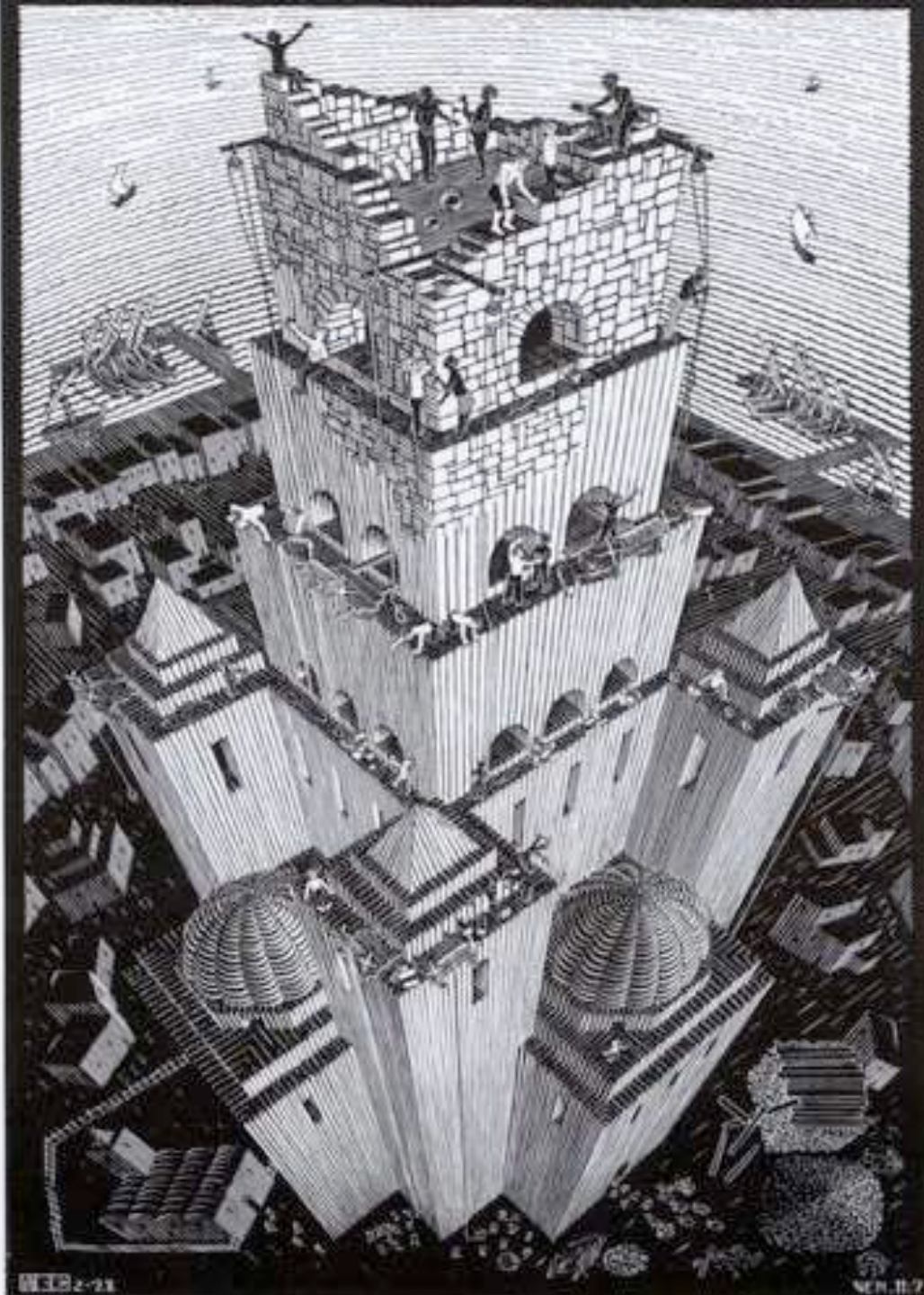
United States	Japan	Arab countries
<ol style="list-style-type: none">1. Freedom2. Independence3. Self-reliance4. Equality5. Individualism6. Competition7. Efficiency8. Time9. Directness10. Openness	<ol style="list-style-type: none">1. Belonging2. Group harmony3. Collectiveness4. Age/seniority5. Group consensus6. Cooperation7. Quality8. Patience9. Indirectness10. Go-between	<ol style="list-style-type: none">1. Family security2. Family harmony3. Parental guidance4. Age5. Authority6. Compromise7. Devotion8. Patience9. Indirectness10. Hospitality

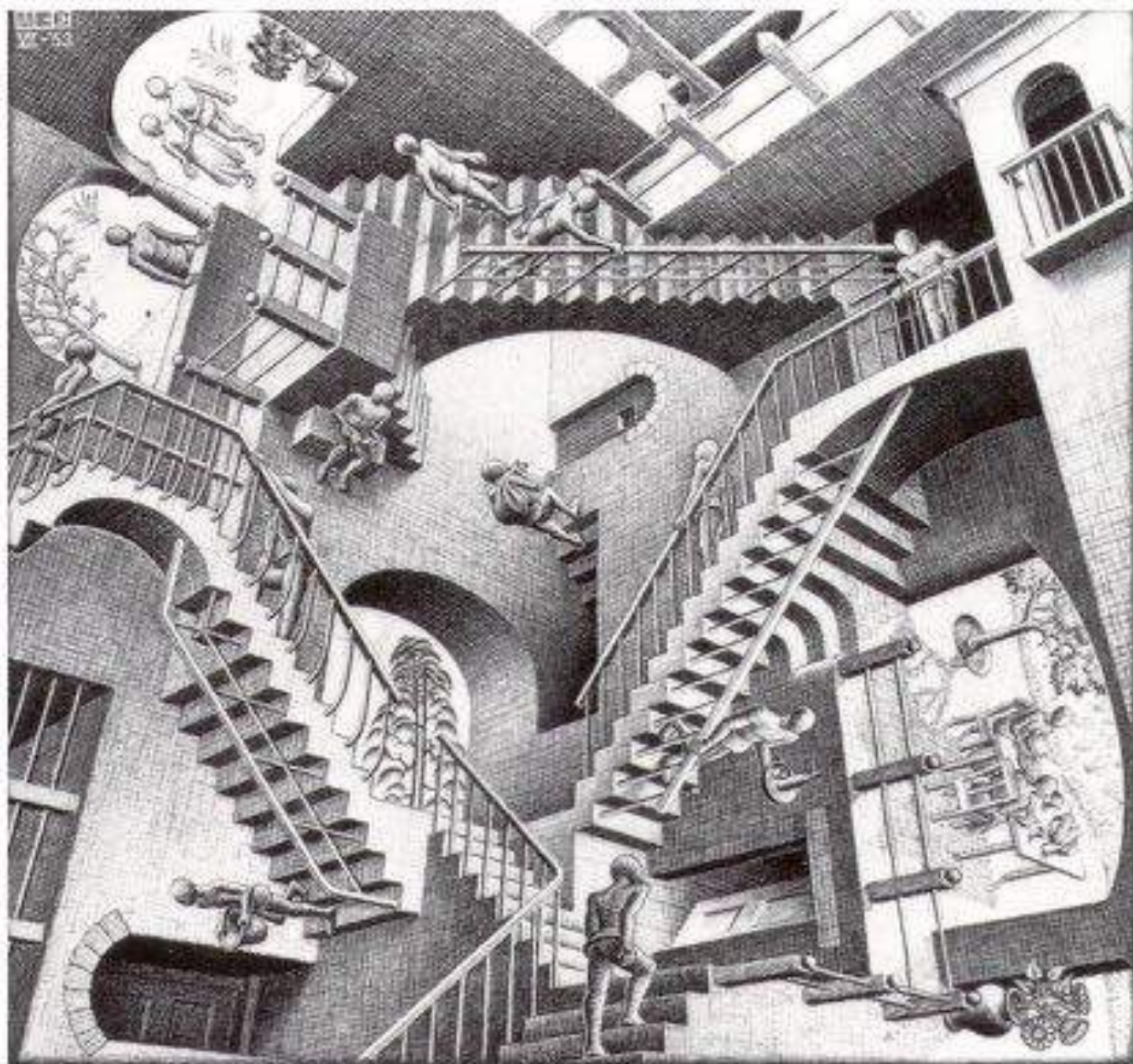
National culture clusters



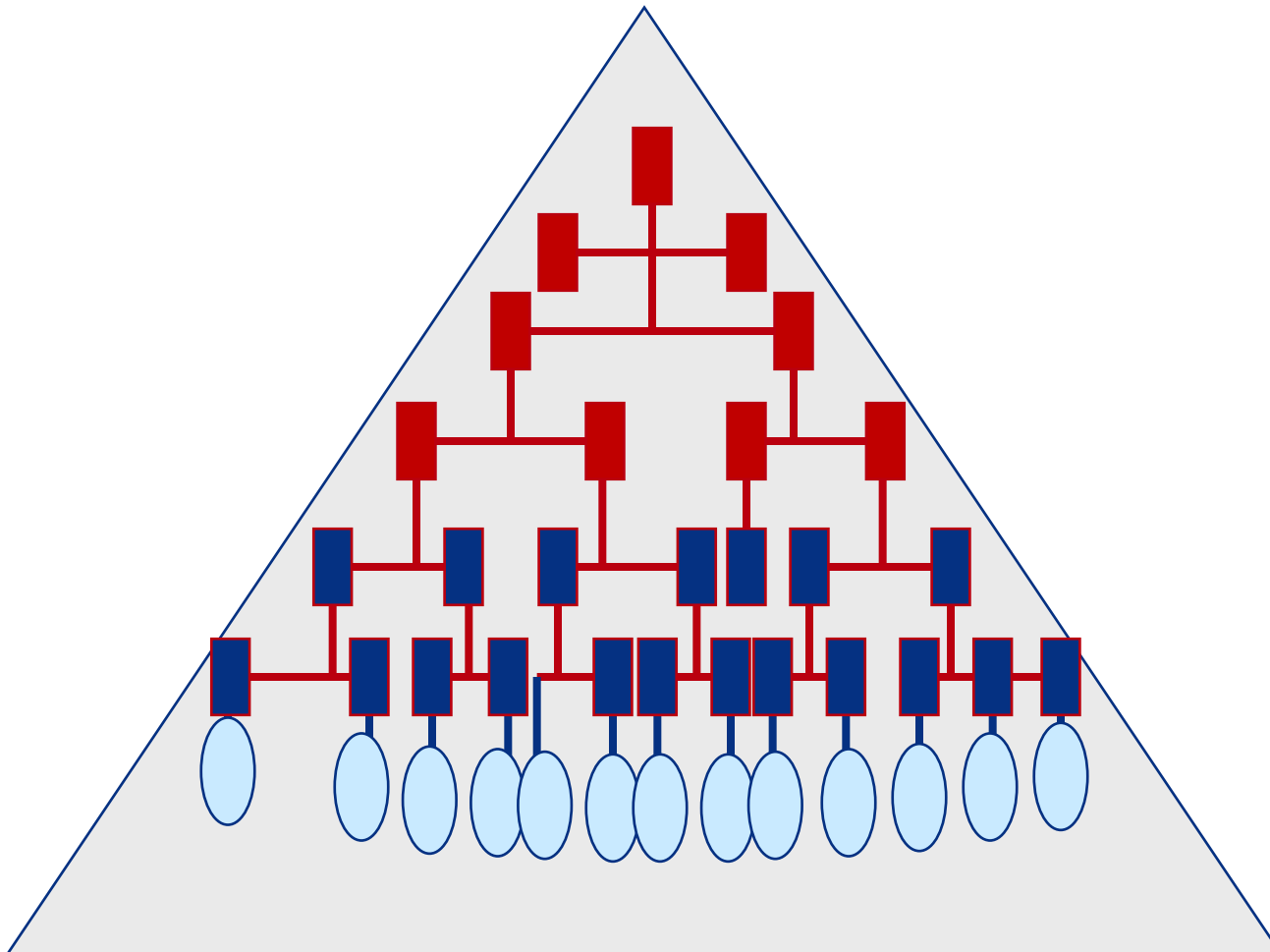
Organizational cultures



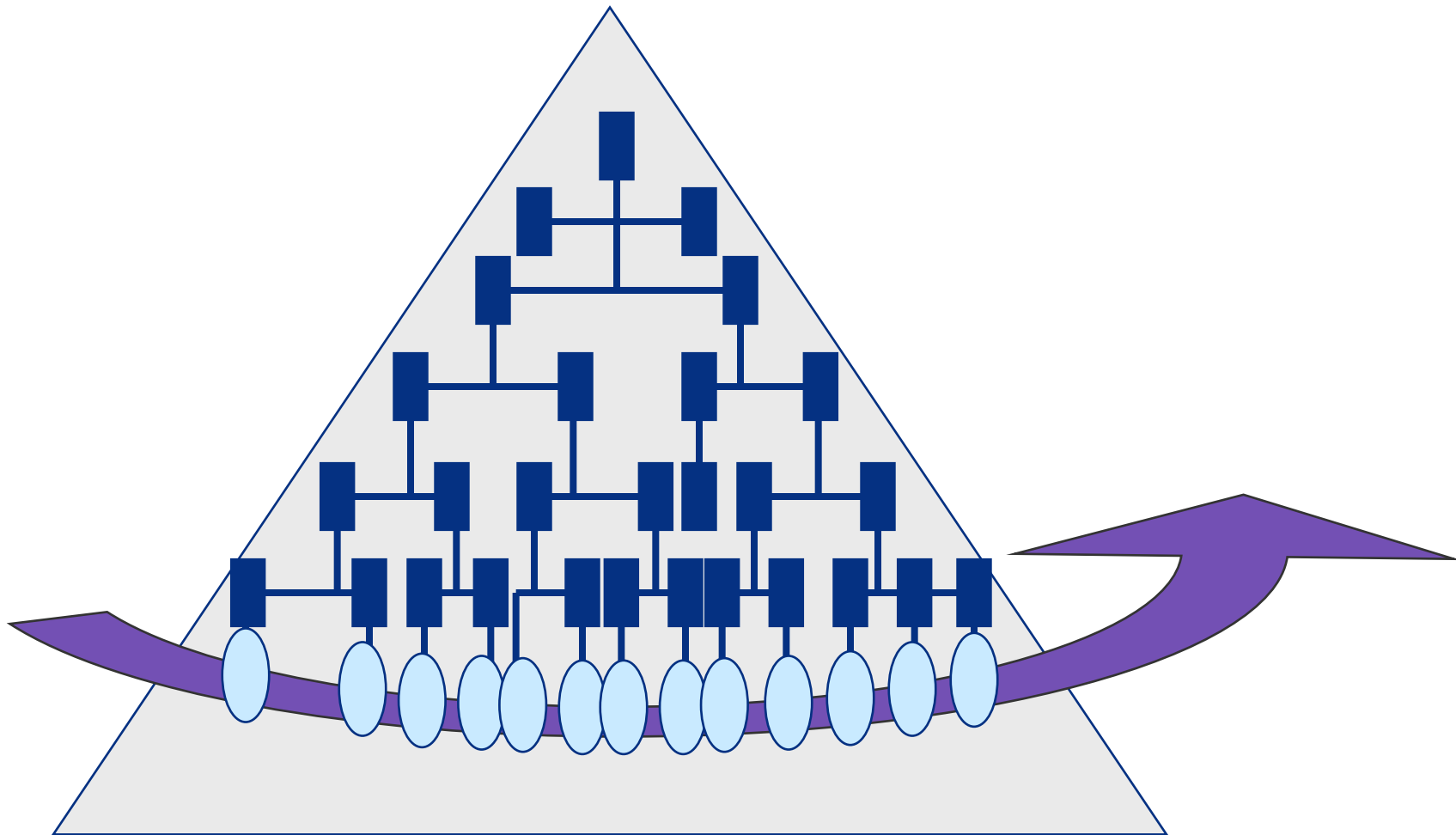




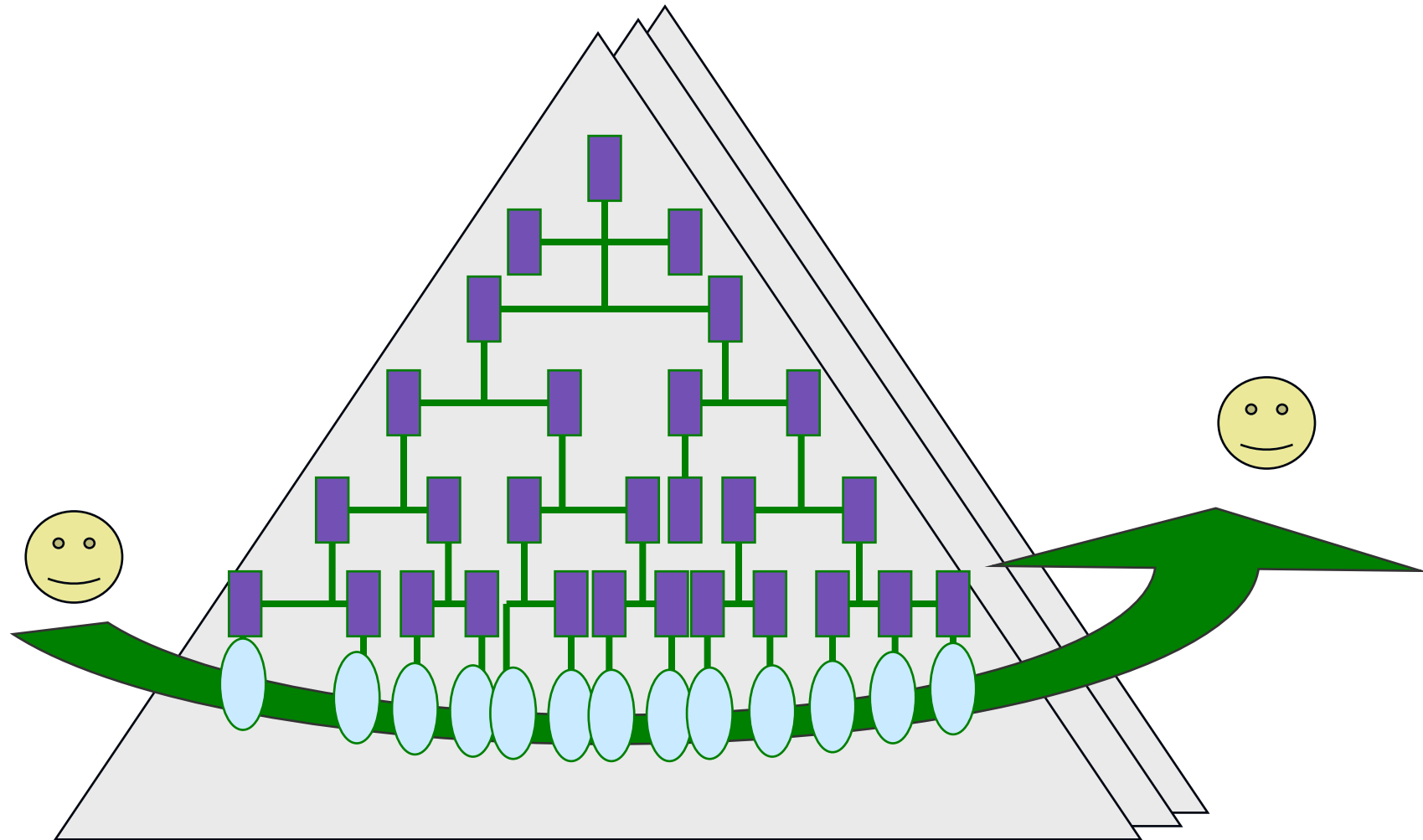
Hierarchy and task division

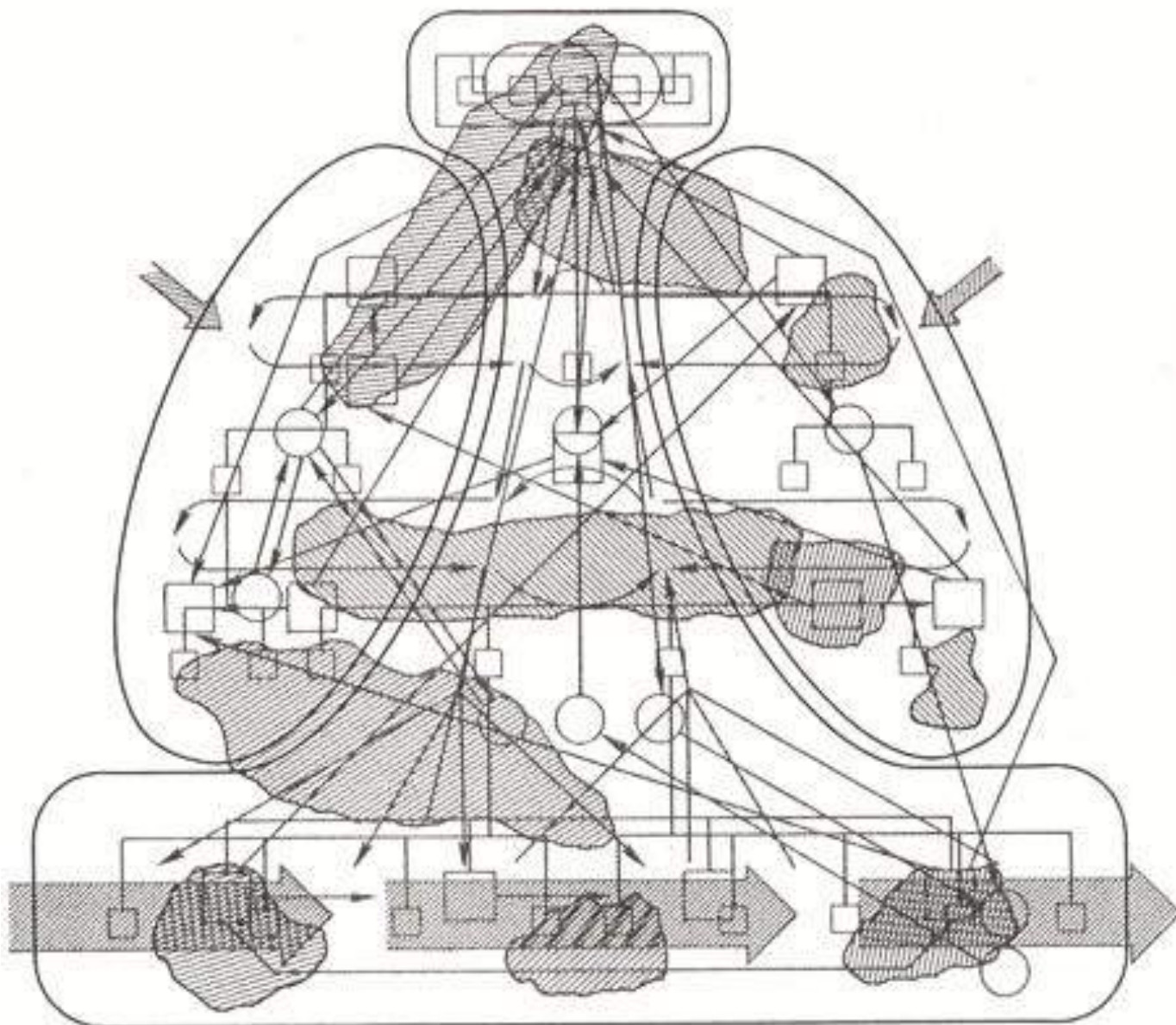


Business process and efficiency

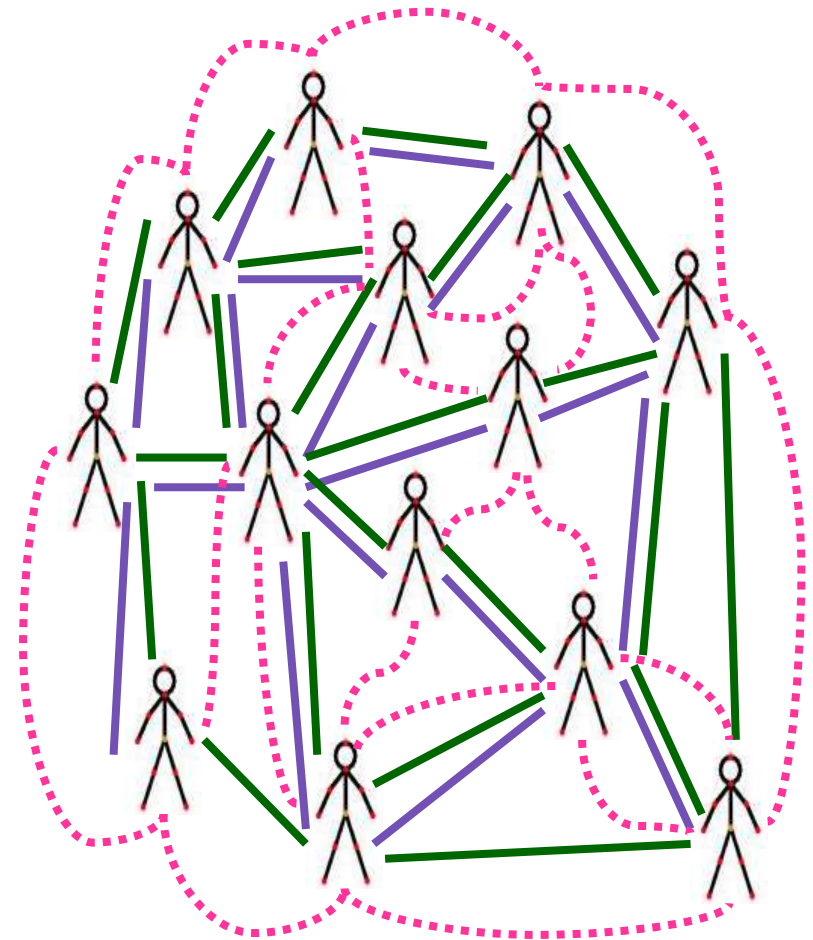
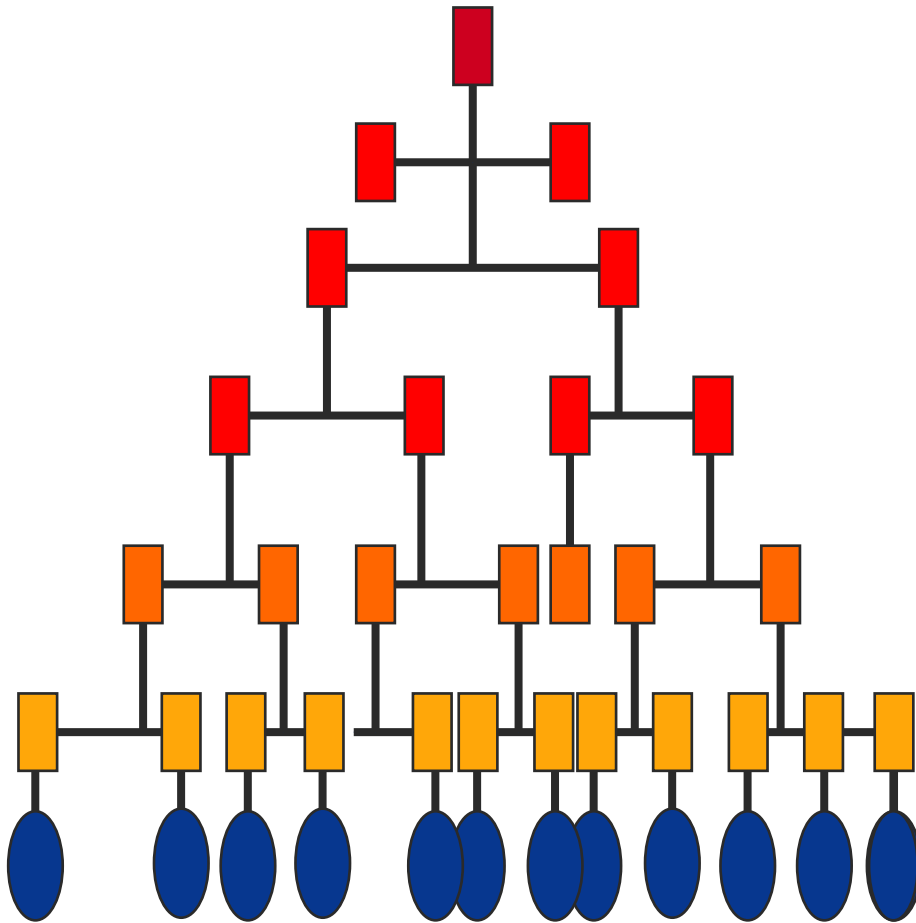


Customer process and efficacy



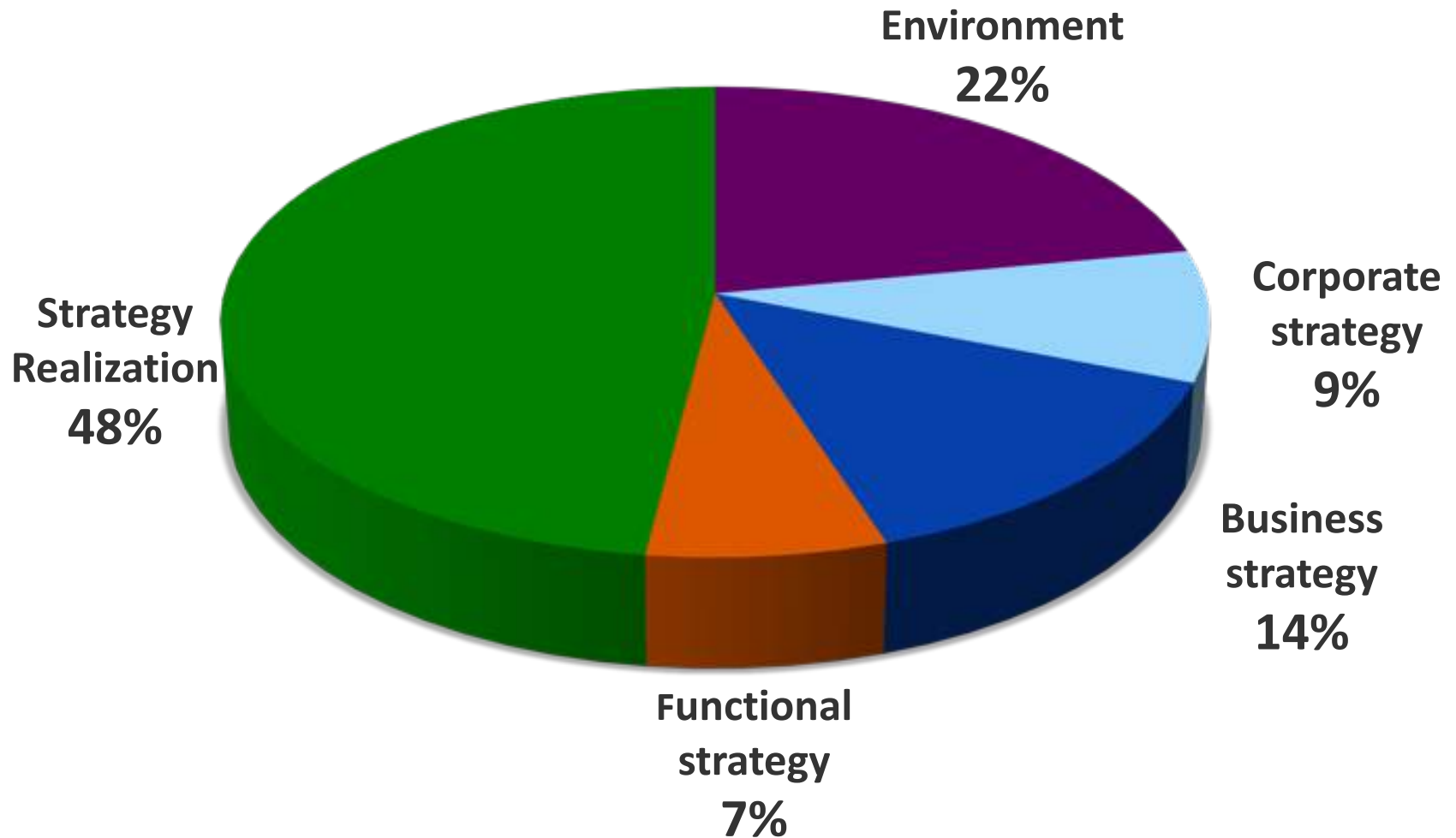


Organizing and networking

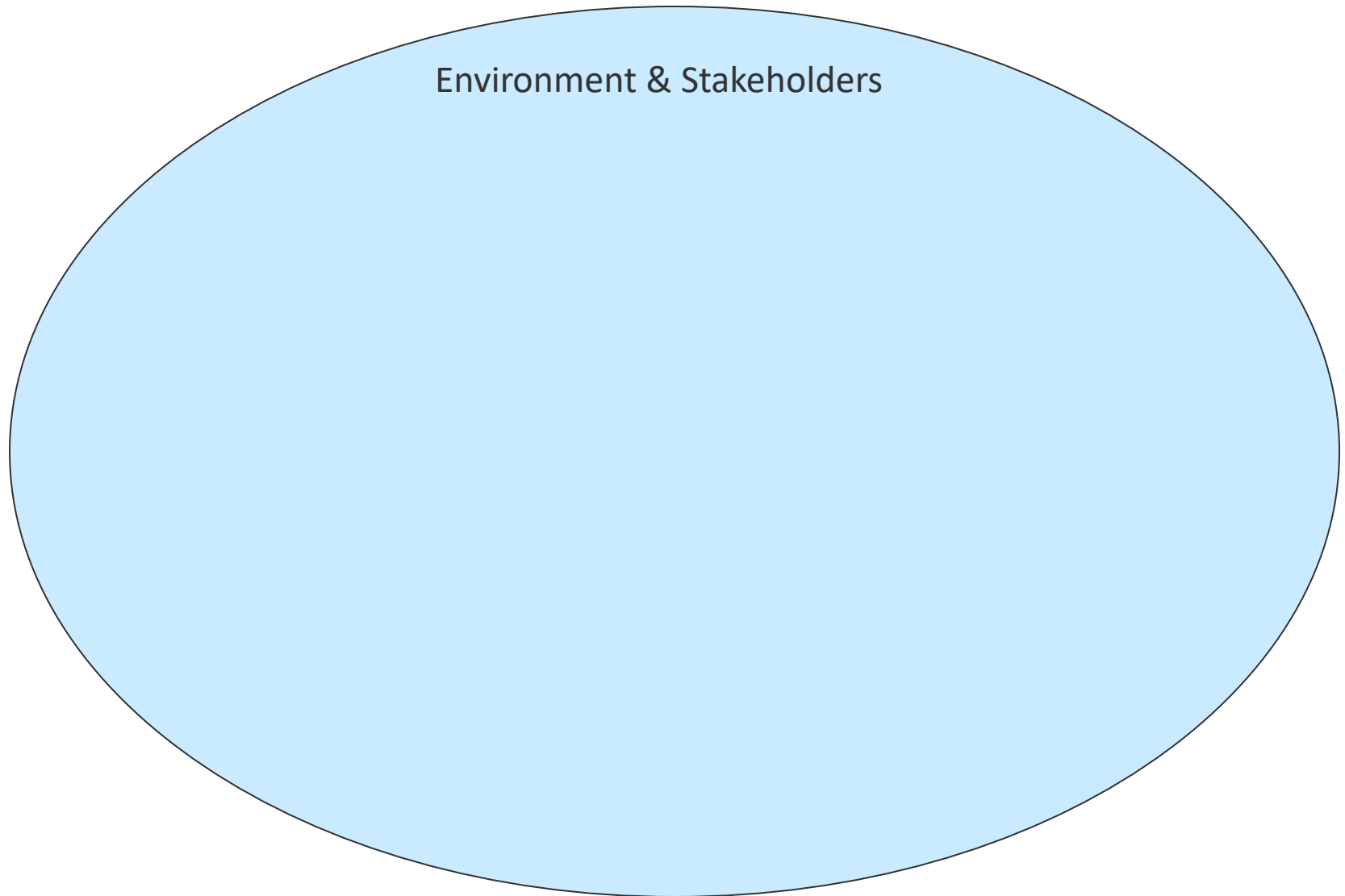


Culture
eats
Strategy
for breakfast

Strategy realization



Organizations as cultures



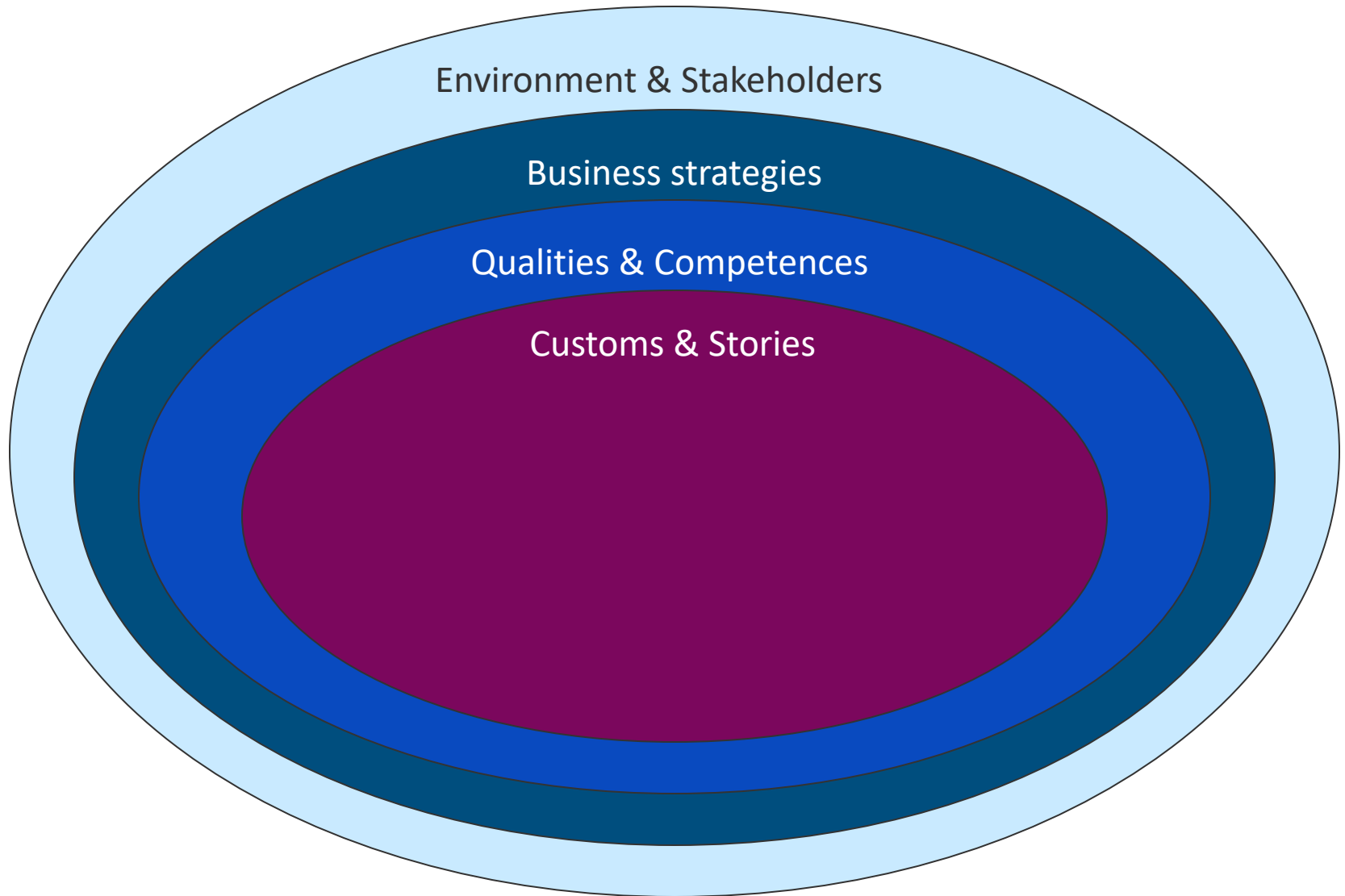
Organizations as cultures



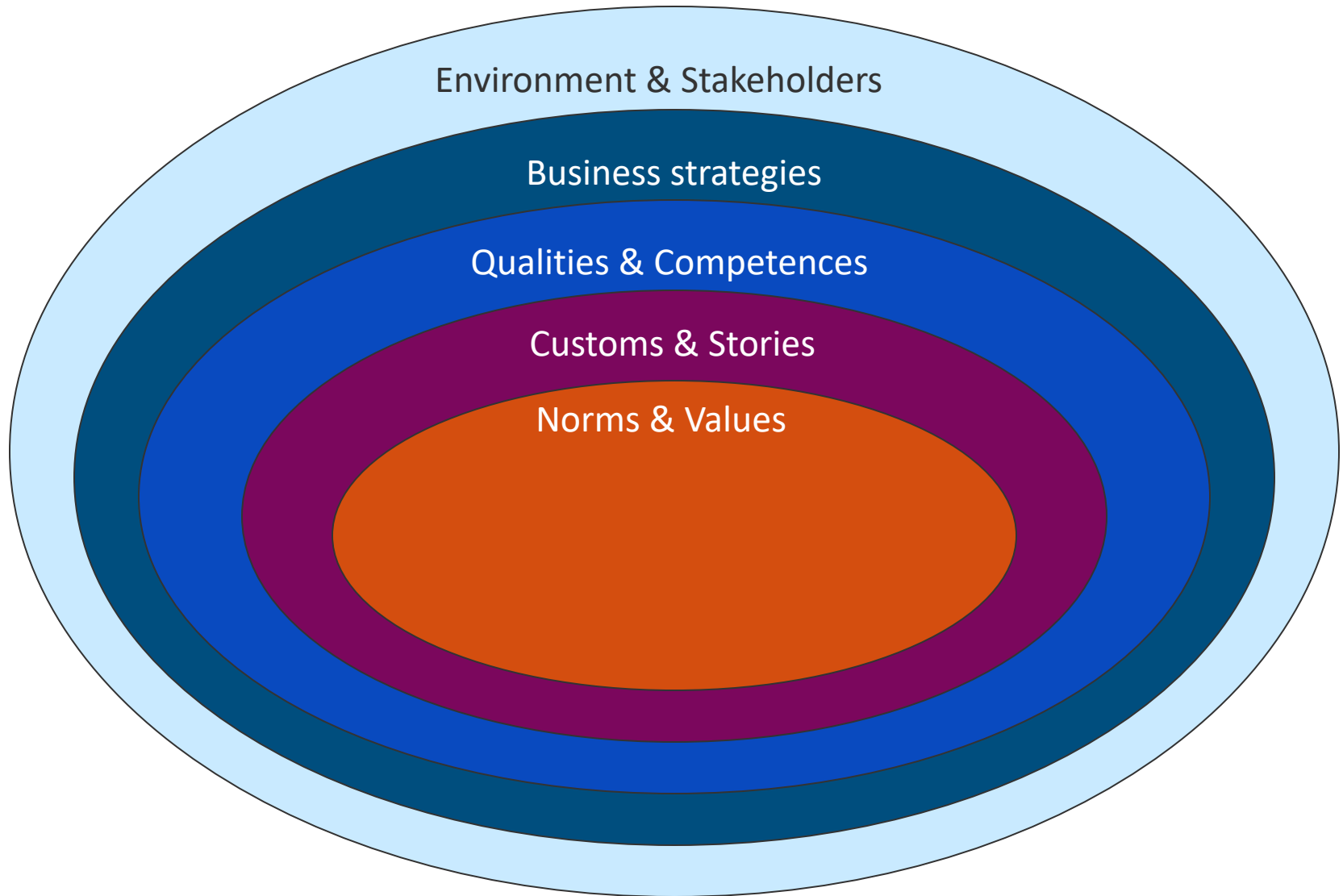
Organizations as cultures



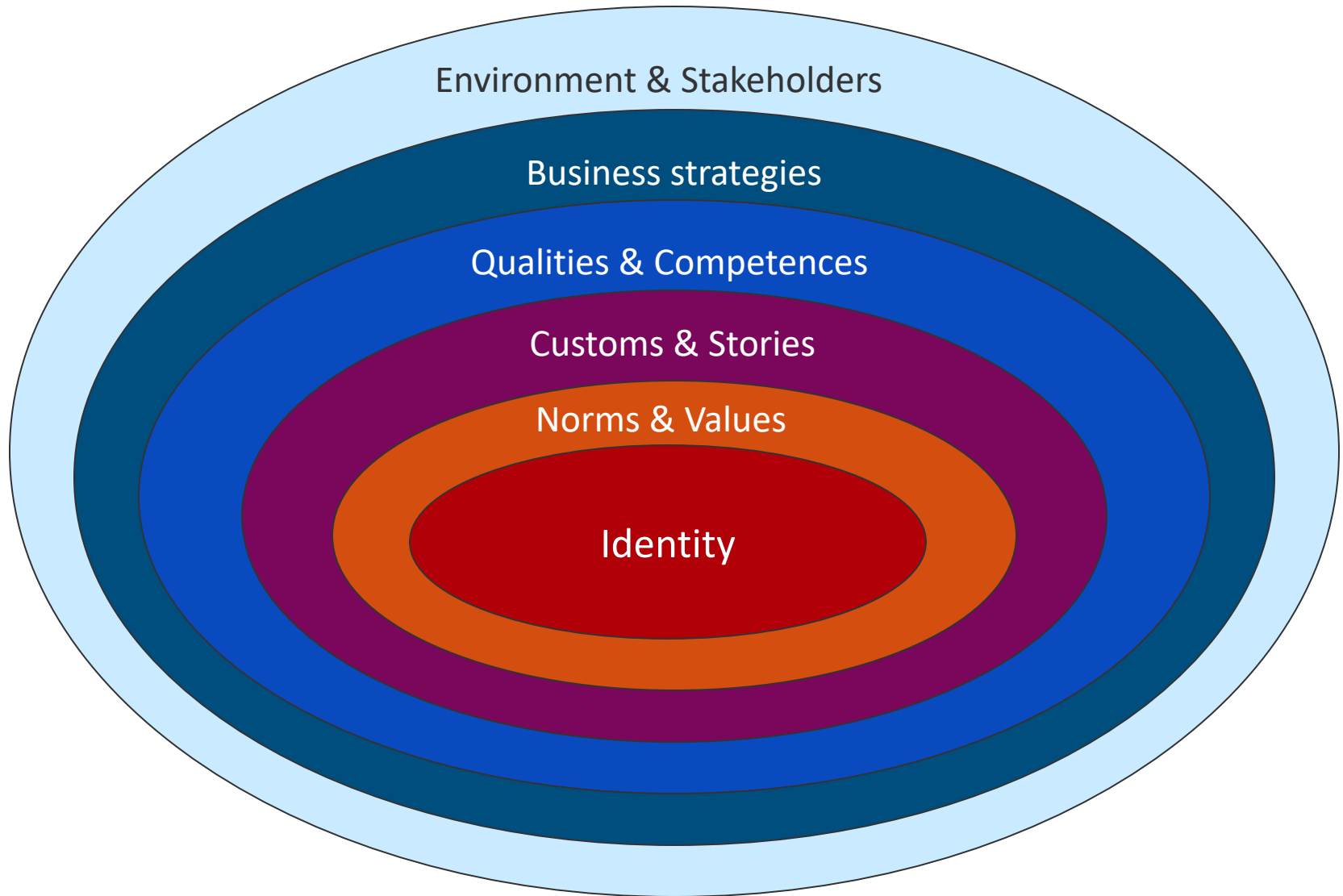
Organizations as cultures



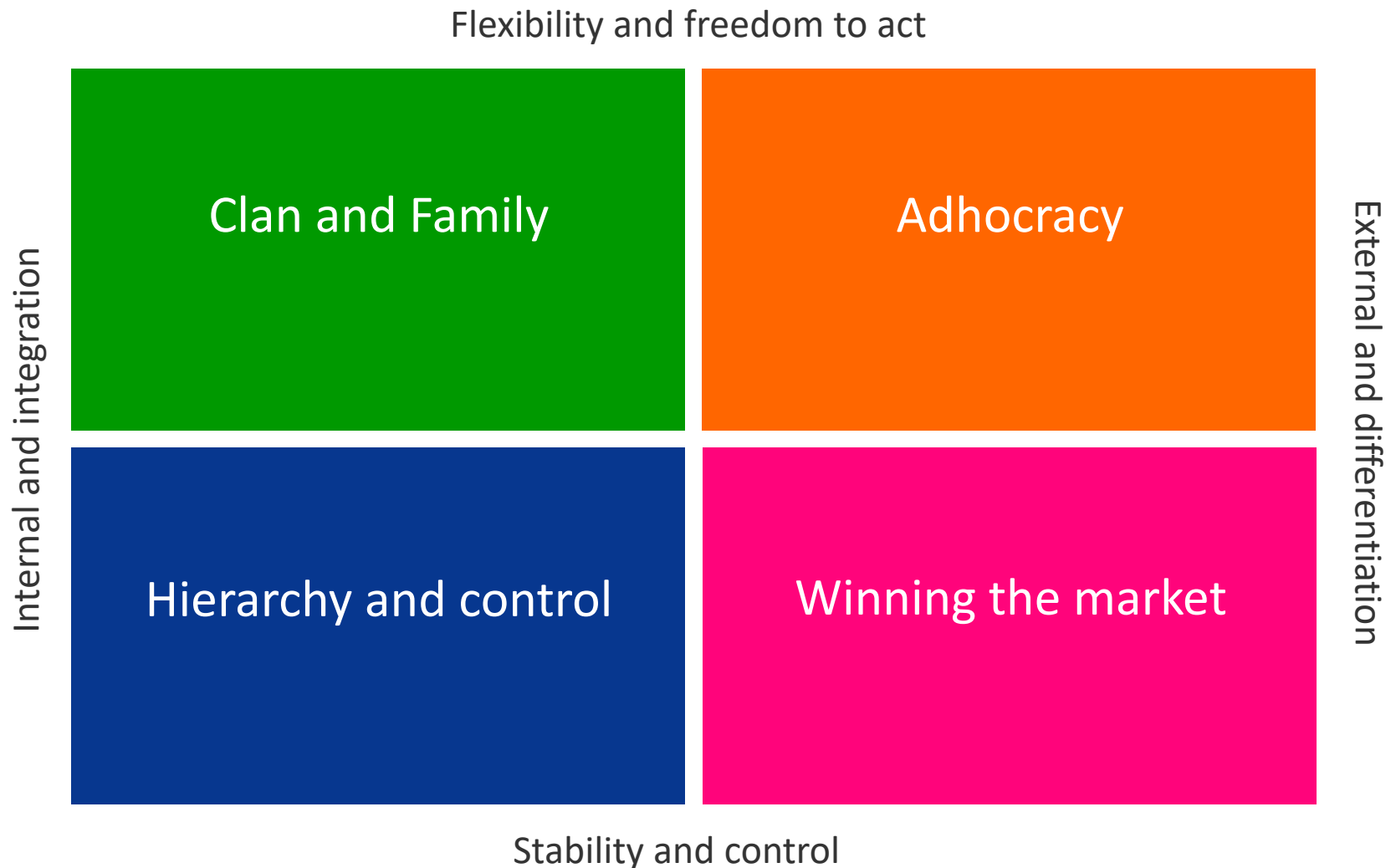
Organizations as cultures



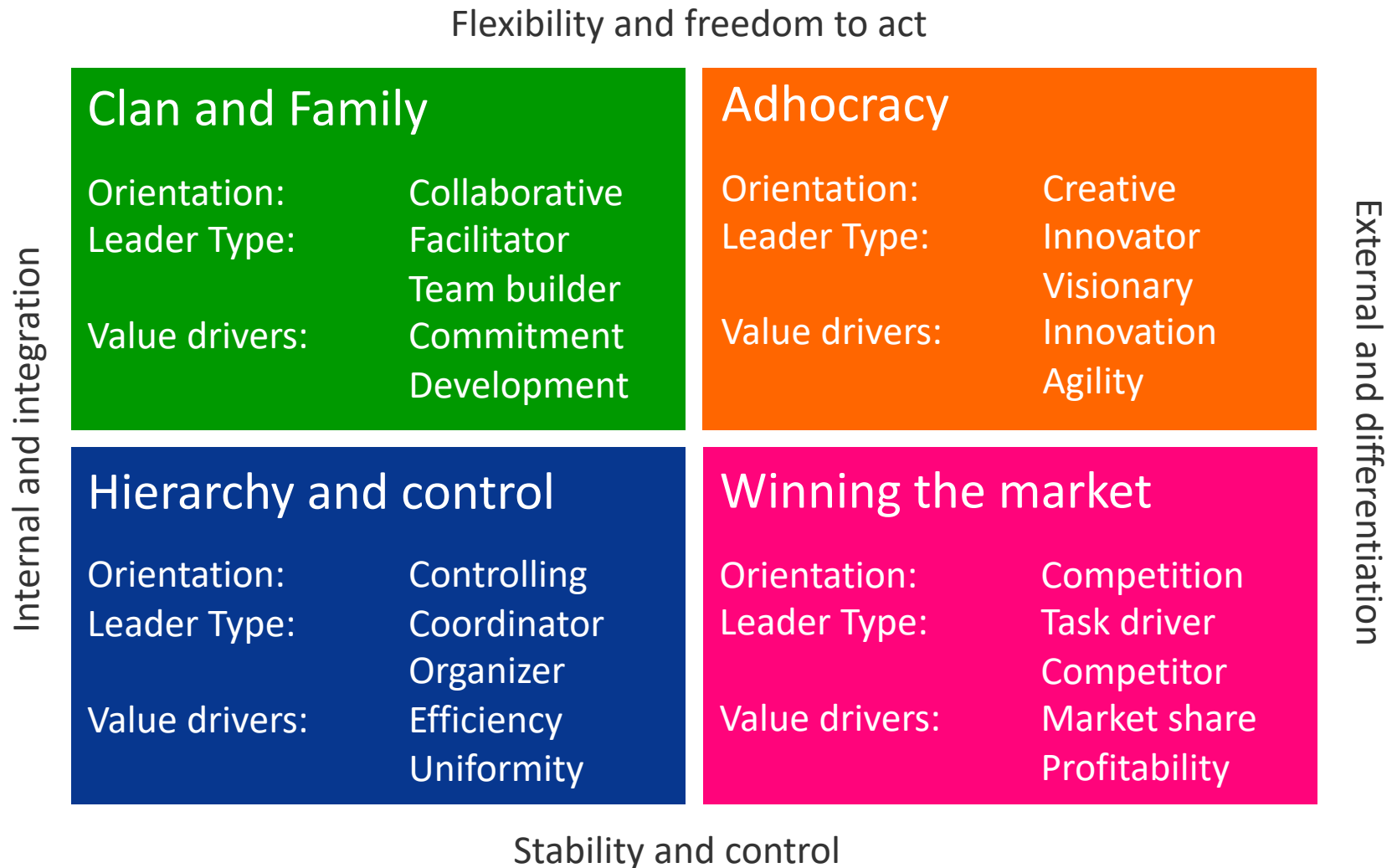
Organizations as cultures



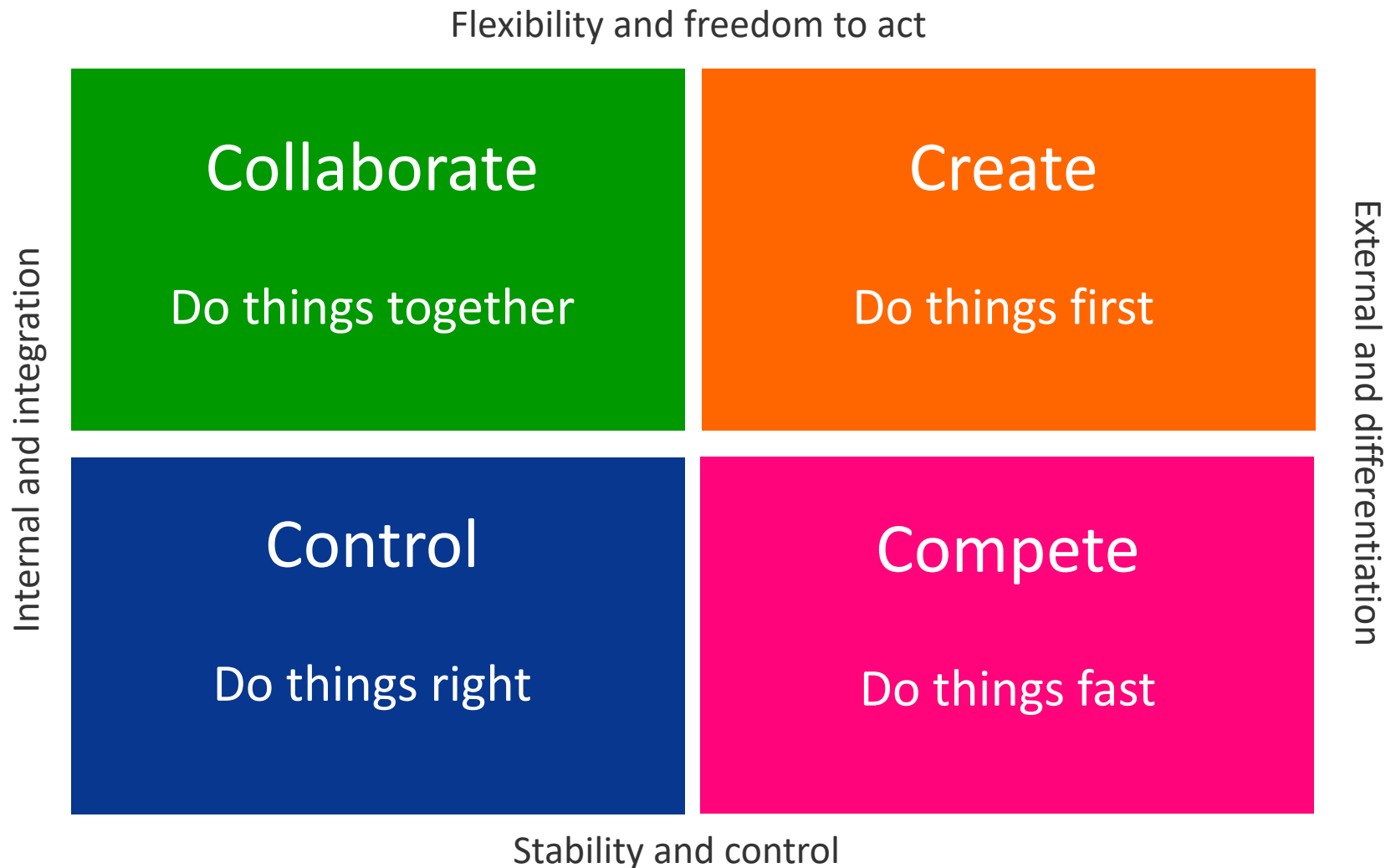
Competing cultural values



Competing cultural values



Competing cultural values



OCAI online

**Search**[About OCAI](#)[OCAI Products](#)[Blog](#)[Downloads](#)[About Us](#)

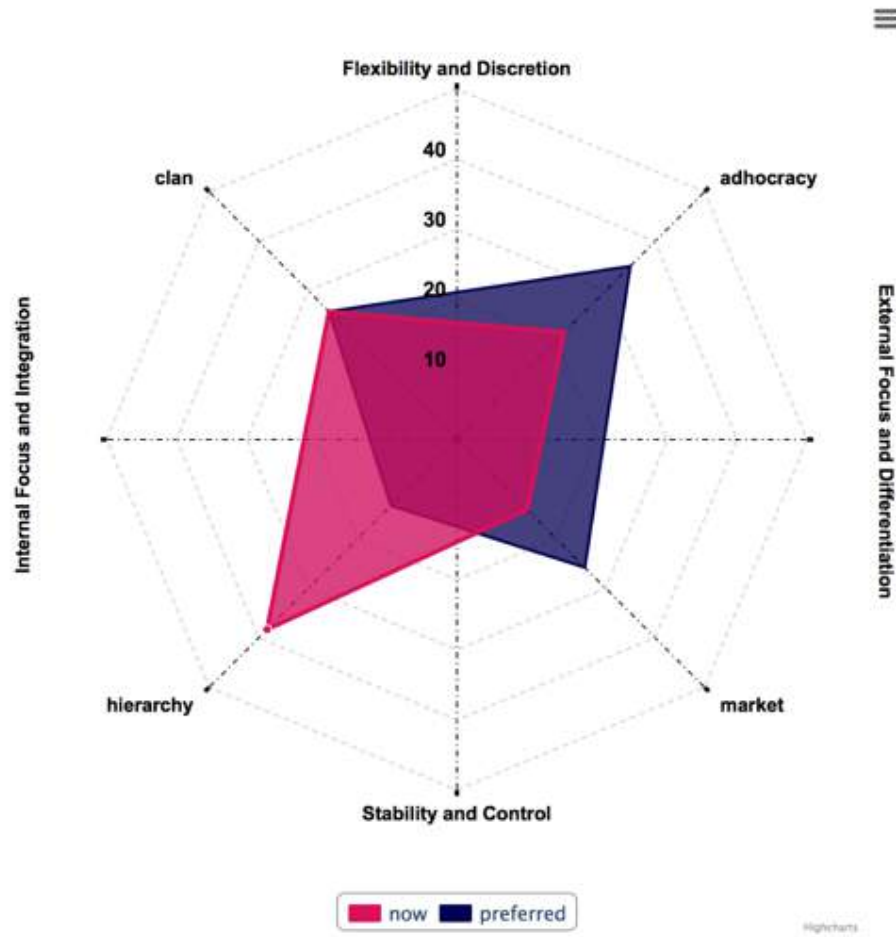
Organizational Culture Assessment Instrument online

Culture is unique for every organization - and it's about "everything": performance, competitiveness, innovation, satisfaction, retention, resistance to organizational change... Where do you start? Right here! Use the online OCAI tool to get a quick overview of your organization's culture archetypes - and start a dialogue & change process that will help your organization grow.

The OCAI is a validated tool for assessing current and preferred organizational culture, developed by professors Robert Quinn and Kim Cameron of the University of Michigan, based on the Competing Values Framework. It's been used by over 10,000 companies worldwide. The survey takes about 15 minutes. The paid version is available in 19 languages.

**OCAI One: Free****OCAI Pro****OCAI Enterprise**

Organizational culture profile



	NOW	PREFERRED
CLAN	25.83	25.83
ADHOCRACY	21.67	35.00
MARKET	14.17	25.83
HIERARCHY	38.33	13.33

Organizational culture perspectives



Integration

- Consistency
- Consensus



Differentiation

- Sub-cultures
- Inconsistency



Fragmentation

- Multiplicity
- Complexity

Cultural perspectives of Joanne Martin

	Integration	Differentiation	Fragmentation
Orientation to consensus	Organization-wide consensus	Sub-cultural consensus	Multiplicity of views (no consensus)
Relation among manifestations	Consistency	Inconsistency	Complexity
Orientation to ambiguity	Deny it and exclude it	Channel it outside Create subcultures	Focus on it Use it
Metaphors	Clearing in world of ambiguity	Islands of clarity in sea of ambiguity	Surviving in a jungle of ambiguity

Integration perspective

Perspective

- Consistency: social glue that binds organizational members
- Organization-wide consensus: shared stories and conventions

Change

- Cultural change by meaningful leadership enacting new values
- Maintenance: culture maintained by cultural guards and leaders

Problems

- Difficult to consider environmental issues and changes
- Mask ambiguity, subcultures and cultural tensions

Differentiation perspective

Perspective

- Inconsistencies, conflict and tensions inherent part of culture
- Subcultural consensus reveals power structures

Change

- Initiated change exercised by individuals and groups
- Incremental change processes by deviants and heroes

Problems

- Difficult to incorporate environmental and global issues
- Denies collective embedded values and corporate story

Fragmentation perspective

Perspective

- Ambiguity and conflicts are the essence of cultural life
- Confusions, paradoxes and uncertainties make up culture

Change

- Culture is in a constant flux and created by interaction
- Tensions and multiple interpretations needed for deep change

Problems

- Change is unfolding, planned change is difficult
- No clear directing role for leaders in the top

Interventions for establishing cultures

Interventions for embedding culture

What things are paid attention by leaders.

What they monitor, measure, control, praise and criticize.

Ways in which leaders react to crisis.

The reactions send strong messages about values and assumptions.

Role modeling and communicating values and expectations by leaders through their own actions.

Allocation of rewards and the criteria for rewards, status, recognition in ceremonies and informal praise.

Articulation of criteria for recruiting, selecting, promoting and dismissing people.

Interventions for reinforcing culture

Design of organizational structures, hierarchy and the formal relationships reflecting organizational values.

Design of systems and procedures like budgets and control, planning sessions, performance reviews, development programs.

Design of facilities, office layout, dining facilities which are consistent with the espoused values.

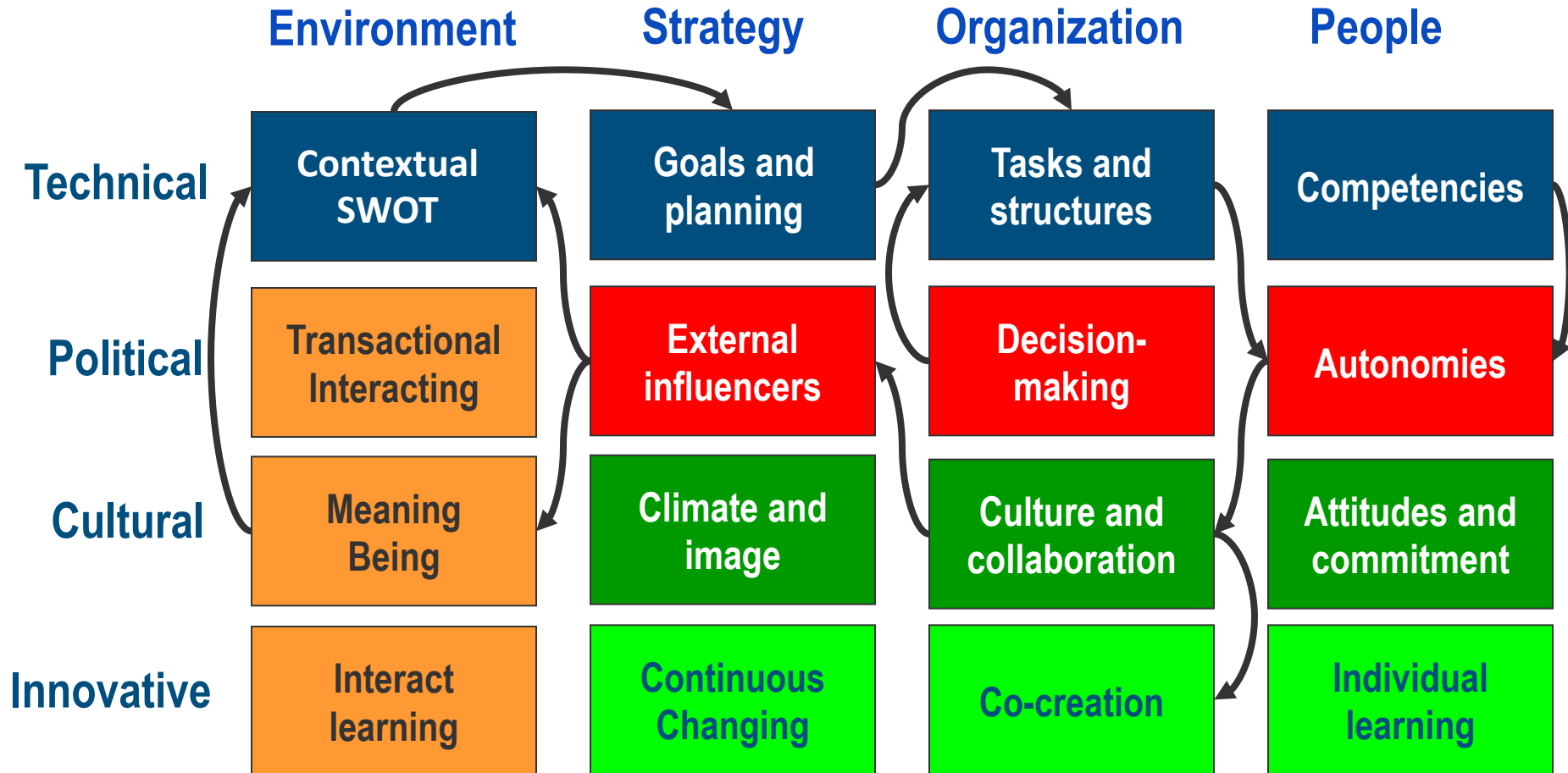
Exchanging stories, legends and myths about important events and people in the organization to transmit values.

Public and formal statements of values by leaders and written value statements, charters and philosophies

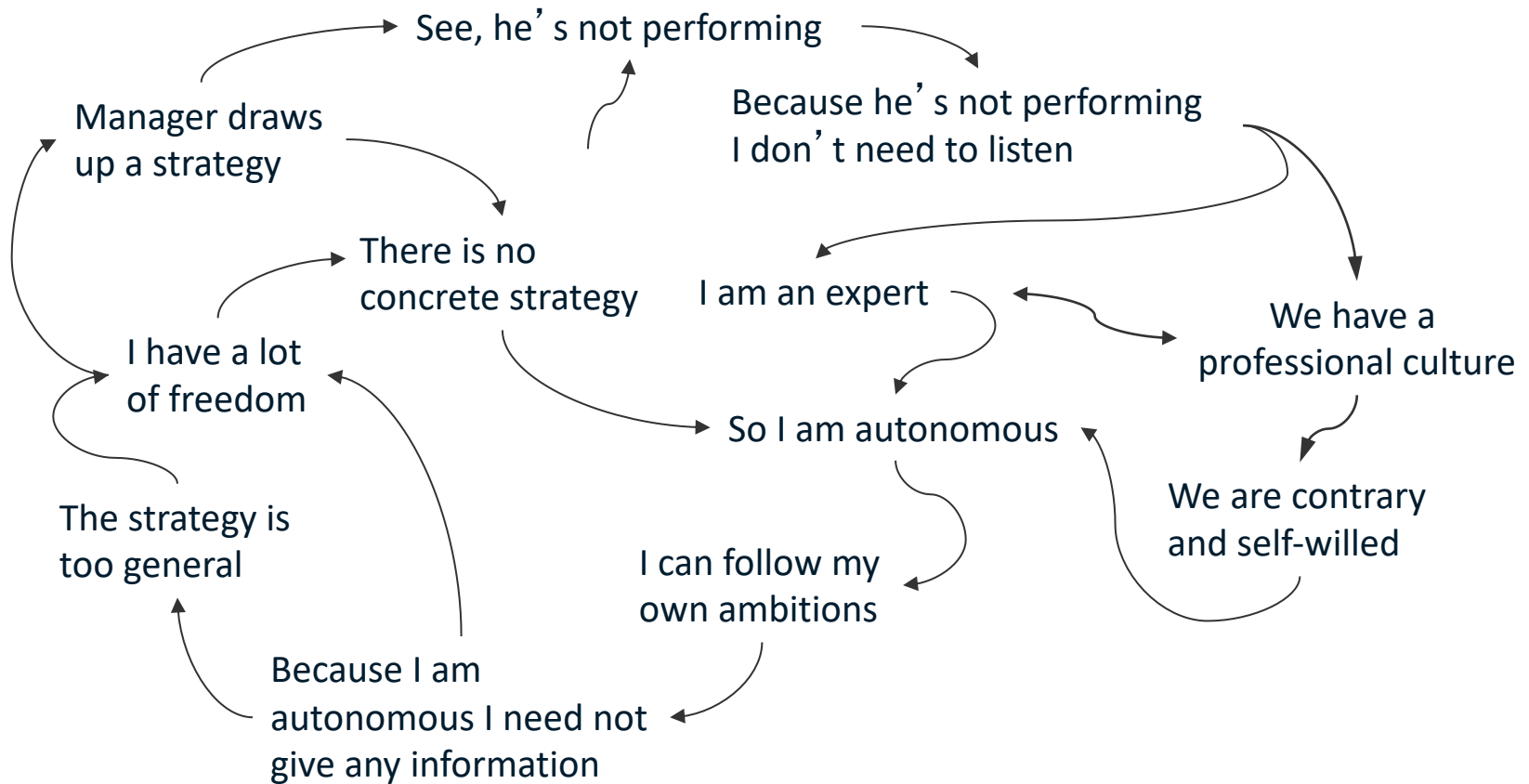
Organizing from multiple perspectives

	Environment	Strategy	Organization	People
Technical	Contextual SWOT	Goals and planning	Tasks and structures	Competencies
Political	Transactional Interacting	External influencers	Decision- making	Autonomies
Cultural	Meaning Being	Climate and image	Culture and collaboration	Attitudes and commitment
Innovative	Interact learning	Continuous Changing	Co-creation	Individual learning

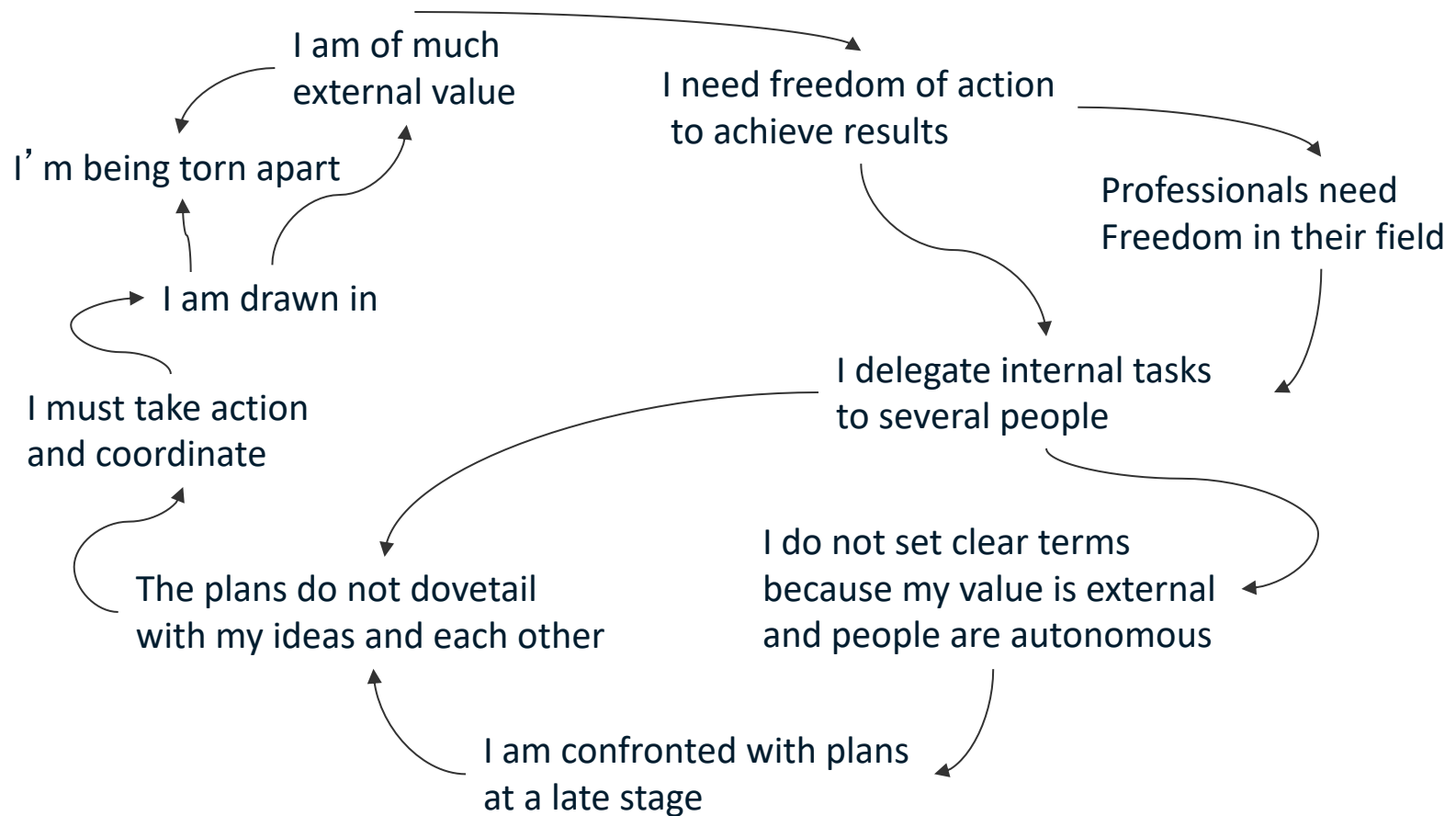
Understanding organizational dynamics



Understanding dynamics



Understanding dynamics



Organizational change metaphors

- Help to constitute and organize social realities
- Screen out some possibilities and emphasize others
- Understanding change from the right brain side
- Open up new possibilities and communications
- Multiple realities simultaneously existing
- Tacit approach creating a new metaphor

Organizational metaphors

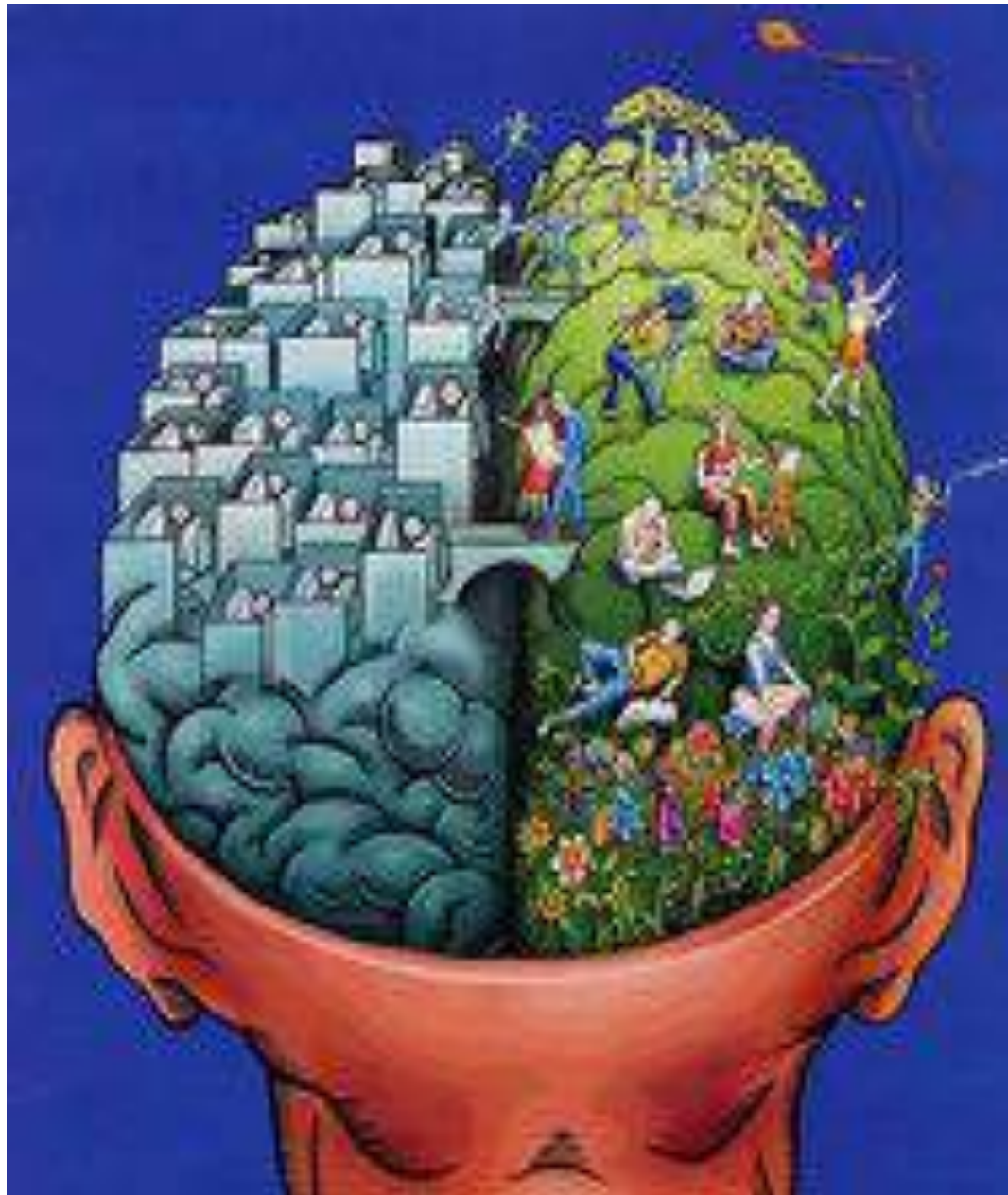


Organizational metaphors



Change metaphor





Change metaphors

