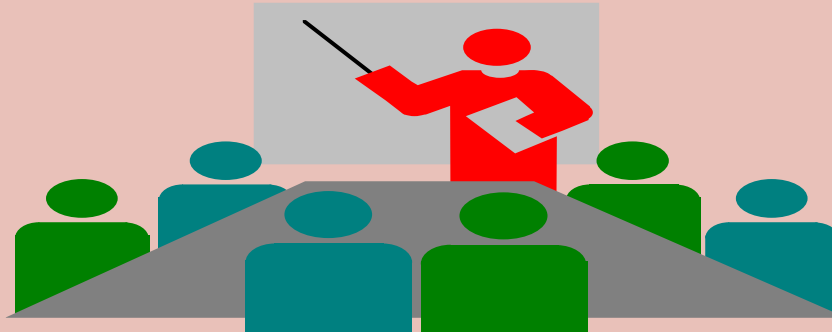


MANAGEMENT FOR RESULTS

MODULE-3

{ ORGANIZATIONAL CULTURE }



 **INNOVATIVE BUSINESS IMPROVEMENTS PVT. LTD.**

 **#53 SECTOR 18-A CHANDIGARH-160018 TEL:2724872**

MANAGEMENT FOR RESULTS

{ORGANIZATIONAL CULTURE}

AIM:

EXAMINE WRITTEN/ UNWRITTEN RULES
& BEHAVIOUR PATTERNS WITHIN ORGANIZATION



LEARNING OBJECTIVES

EXPLAIN:

Importance of understanding organizational culture

EXPLAIN:

Unwritten rules of an organization

DESCRIBE:

How to understand organizational culture?

DESCRIBE:

Values and norms of your organization

MANAGEMENT FOR RESULTS

{ORGANIZATIONAL CULTURE}

ORGANIZATION: Group of people working together to achieve common goals

CULTURE: Written/ unwritten codes of behavior which are rooted in people's values, principles, norms and beliefs

ORGANIZATIONAL CULTURE: A combination of acceptable behaviors and the practicing principles of an organization based on combined effect of perceptions, values, principles, assumptions and habits of its employees.

The way everyoneThink,talk, works, acts

.. ...Everything, every way

.....The way environment that can make or break a strategy

NEED FOR UNDERSTANDING ORGANIZATIONAL CULTURE:

Effective working relationships: How people relate/ react with each other?

Quality and quantity of work: Effect of environment on personal output

Management of conflict: Involvement of employees in conflict resolution

Personal satisfaction:Feeling of willingly making useful contribution

Organizational image:Judgement/ impressions made by outsiders



MANAGEMENT FOR RESULTS

{ORGANIZATIONAL CULTURE}

UNDERSTANDING ORGANIZATIONAL CULTURE

INTROSPECTIVE: DEVELOPING BETTER UNDERSTANDING OF OUR SELVES AND OUR PERCEPTIONS

Write down your own values and beliefs

Think about the feelings you have for your co-workers

Question your own unspoken behavior

Define your principles

Explain to yourself how your behavior reflects your beliefs

INTERACTIONAL: DEVELOPING COMMON UNDERSTANDING THROUGH COMMUNICATION

Observe behavior of other people and quality of their interaction.

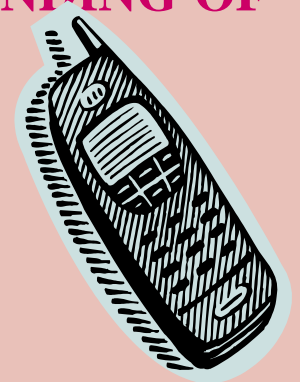
Determine frequency of contacts with others

Understand common assumptions by asking why and how

Be sensitive to unspoken beliefs and behaviors

Listen to people and talk about their feelings, experiences & observations

Watch or listen how conflict is managed or resolved



MANAGEMENT FOR RESULTS

{ORGANIZATIONAL CULTURE}

UNDERSTANDING ORGANIZATIONAL CULTURE

INSTITUTIONAL: Understand difference between actions/ perceptions

Read written rules

Examine their statement of principles.

Read their mission statement, goals and objectives.

Learn about organizational philosophy by talking to leaders

Study the organizational structure

Develop a sense of the organization's history and origin

Decipher the unwritten communication pattern

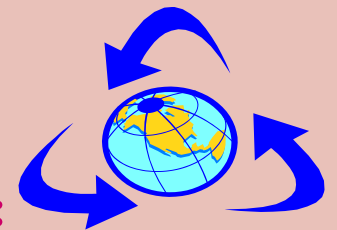
ESSENTIAL FEATURES OF SUCCESSFUL CULTURE:

Effective working relationships within organization enhance productivity

Unified approach and common understanding produces better results

Participatory style of management leads to better achievements

Harmonious work culture can optimize utilization of human resources

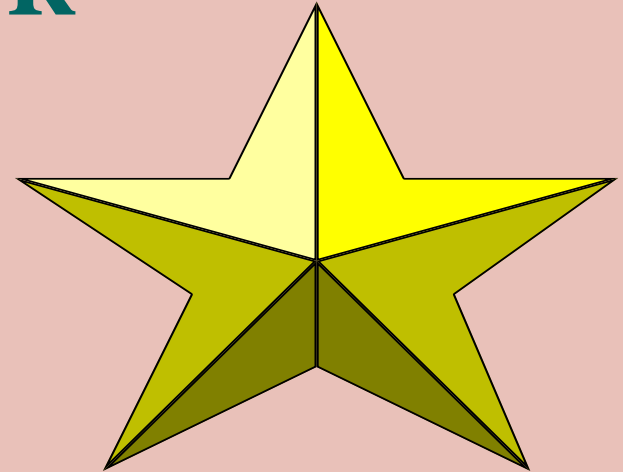


MANAGEMENT FOR RESULTS

{ORGANIZATIONAL CULTURE}

BEHAVIOR

- Information
- Knowledge
- Skills
- Attitude
- Habits



 Knowledge must be transformed in to skills.

 Goals can be achieved having right attitude and overcoming impact of behavior/ habits.

MANAGEMENT FOR RESULTS

{ORGANIZATIONAL CULTURE}

WORK ENVIRONMENT

KNOW THE RULES OF THE GAME

 “AN OUNCE OF IMAGE IS WORTH POUND OF PERFORMANCE”

 FOCUS: Managing.....Yourself.....People

 CULTURE.....

 The way everyone

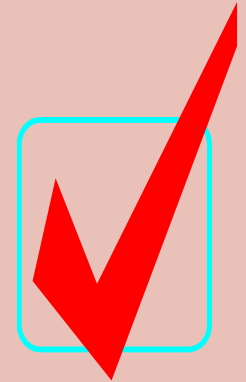
 Thinks, talks, works, acts

Everyday, every way.

 “CULTURE” therefore, is powerful driver of behavior

 In irresponsible culture accountability is not clear. Who did? Not me
attitude so most of the people like to become problem finders and not
problem solvers.

 Conformity to common understanding of values and principles
ultimately leads to Collective agreement to shape desired work culture



MANAGEMENT FOR RESULTS {ORGANIZATIONAL CULTURE}

CHANGING CULTURE

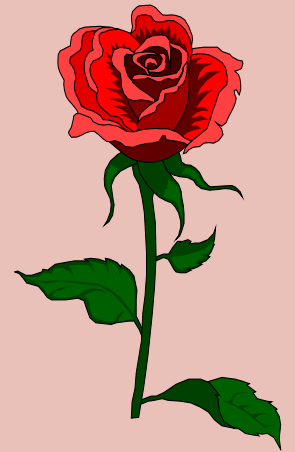
- NORMALLY PEOPLE SAY THEY ARE
- OPEN AND FLEXIBLE TO CHANGE
- BUT INFACT THEY ARE NOT

MEDIOCRE

LEFT

RIGHT

- TO SHIFT OR PUSH THE BOUNDARIES
- IS DIFFICULT & DANGEROUS



MANAGEMENT FOR RESULTS

{ORGANIZATIONAL CULTURE}

📄 CORPORATE CULTURE

📄 Values shared by members of an organization and the informal management practices that flow from such values, depend on :

- Age
- Race / Ethnic culture
- Spirituality
- Life experiences
- Spiritual
- Emotional

📄 Growth

•

• Physical

.....

Life (Age)



MANAGEMENT FOR RESULTS {ORGANIZATIONAL CULTURE}

MASLOW'S HIRARCHY OF NEEDS:

SELF ACTUALIZATION PERSONALITY (STRENGTHS+ WEEKNESSES)

SELF ESTEEM SELF ASSESSMENT(COMPETENCE+ SELF RESPECT)

BELONGING BEING PART OF FAMILY, GROUP OR ASSOCIATION

SAFETY NEEDS SHELTER, HOUSE ETC.

PHYSIOLOGICAL NEEDS FOOD



.RELATIVE SALIENCE OF BASIC NEEDS:

Physiological Love Self esteem Self-actualization

----->
Physiological Development

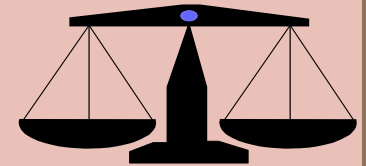
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MANAGEMENT FOR RESULTS

{ORGANIZATIONAL CULTURE}

- Age (3 months-3 years) is sensitive because learning curve is the steepest.
- 3 years onwards person wants to be an individual but needs support
- 3-13 years is socialization period. person starts comparing with others.
- Teenage period is period of emotional crises
- Early twenties you think yourself as a model
- At thirty people start seeing the finish line
- After thirty people don't care much for the emotions
- After forty people usually experience spirituality crises

📄 **Perfect balance between physical, emotional and spiritual needs is essential**



📄 **Character lessons from business**

- Culture is more important than either product or leadership
- Culture is strategic and not a human resource issue
-

MANAGEMENT FOR RESULTS

{ORGANIZATIONAL CULTURE}

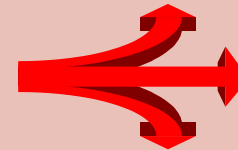
ACTIONS SPEAK LOUDER THAN WHAT YOU SAY

 WRITTEN VALUES

 THEM
 COMPANY
 SOCIETY



ME



THEM
COMPANY
SOCIETY

 PROBLEMS IN THE SOCIETY/COMPANY

 WORK ETHICS {THEFT CONTROL RULES) BECOME
NECESSARY WHEN THERE ARE SERIOUS PROBLEMS
RELATING TO THEFT OF PROPERTY

MANAGEMENT FOR RESULTS {ORGANIZATIONAL CULTURE}

THE VALUE OF CULTURE:

 YOU CAN TAKE MY FACTORIES,
 BURN MY BUILDINGS,
 BUT GIVE ME MY PEOPLE AND
 I 'LL BUILD THE BUSINESS RIGHT BACK AGAIN



"HENRY FORD"

WHY UNDERSTAND ORGANIZATION CULTURE?

- Everyone wants to make a contribution
- Success of organization lies in its effectiveness
- Strive for common understanding
- Balance Individual values & Organization values

MANAGEMENT FOR RESULTS {ORGANIZATIONAL CULTURE}

WHAT DISTINGUISHES GROUP FROM TEAM

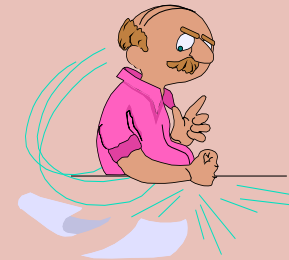
YOU ARE PASSIVE, I AM PASSIVE & CULTURE IS ALSO PASSIVE

YOU ARE ACTIVE, I AM ACTIVE AND CULTURE IS ALSO ACTIVE

YOU ARE PASSIVE, CULTURE IS PASSIVE BUT I AM ACTIVE



+
{CRUSADER}



MANAGEMENT FOR RESULTS {ORGANIZATIONAL CULTURE}

PHASES OF TRANSITION

(Reaction to change in culture)

EXTERNAL ENVIRONMENT

DENIAL

COMMITMENT

Give facts

Contribution long term

PAST

FUTURE

Listen

Contribution short term

Empathize

Explain

MANAGEMENT FOR RESULTS {ORGANIZATIONAL CULTURE}

INTERNAL SELF

Example: Company is going in loss and you want to accomplish more utilizing fewer resources.

MOTIVATION



MANAGEMENT FOR RESULTS

{ORGANIZATIONAL CULTURE}

QUESTIONS FOR THE PARTICIPANTS

- 1 Why is it important to understand organization culture?
- 2 What are the unwritten rules in your organization.
- 3 Identify some of your own values.
- 4 Compare your values and beliefs with that of the organization you work for.
- 5 What are the observable factors to describe an organizational culture?
- 6 How does your organization resolve personal and relational conflicts?
- 7 Identify traditional management attitudes and how they are changing now
- 8 What is required to achieve harmonious work culture?
- 9 How are your perceptions of organization culture formed?