

Introduction

- Definitions
 - see definition collection
 - "culture can be thought of as the normative order, operating through informational and social influence, that guides and constrains the behavior of people in collectives... We define culture as a system of shared values that define what is important and norms that define appropriate attitudes and behaviors for organizational members (how to feel and behave)" ~+(O'Reilly, 1996 #5583)
 - usually relatively to a group, with something held in common, "shared"
 - yet, usually "shared meaning" not empirically available! ~ shared as disjoint!
- importance? ~ culture leads to performance? *(Barney, 1986 #37)

Symbolic Interpretative roots first

- culture as a context
 - "The concept of culture I espouse ... is essentially a semiotic one. Believing, with Max Weber, that man is an animal suspended in webs of significance he himself has spun, I take culture to be those webs, and the analysis of it to be therefore not an experimental science in search of law, but an interpretive one in search of meaning"
 - *(Geertz, 1973 #2697)
- org reality is socially constructed
- focus on symbol (very similar to artifacts, but sense loaded)

History

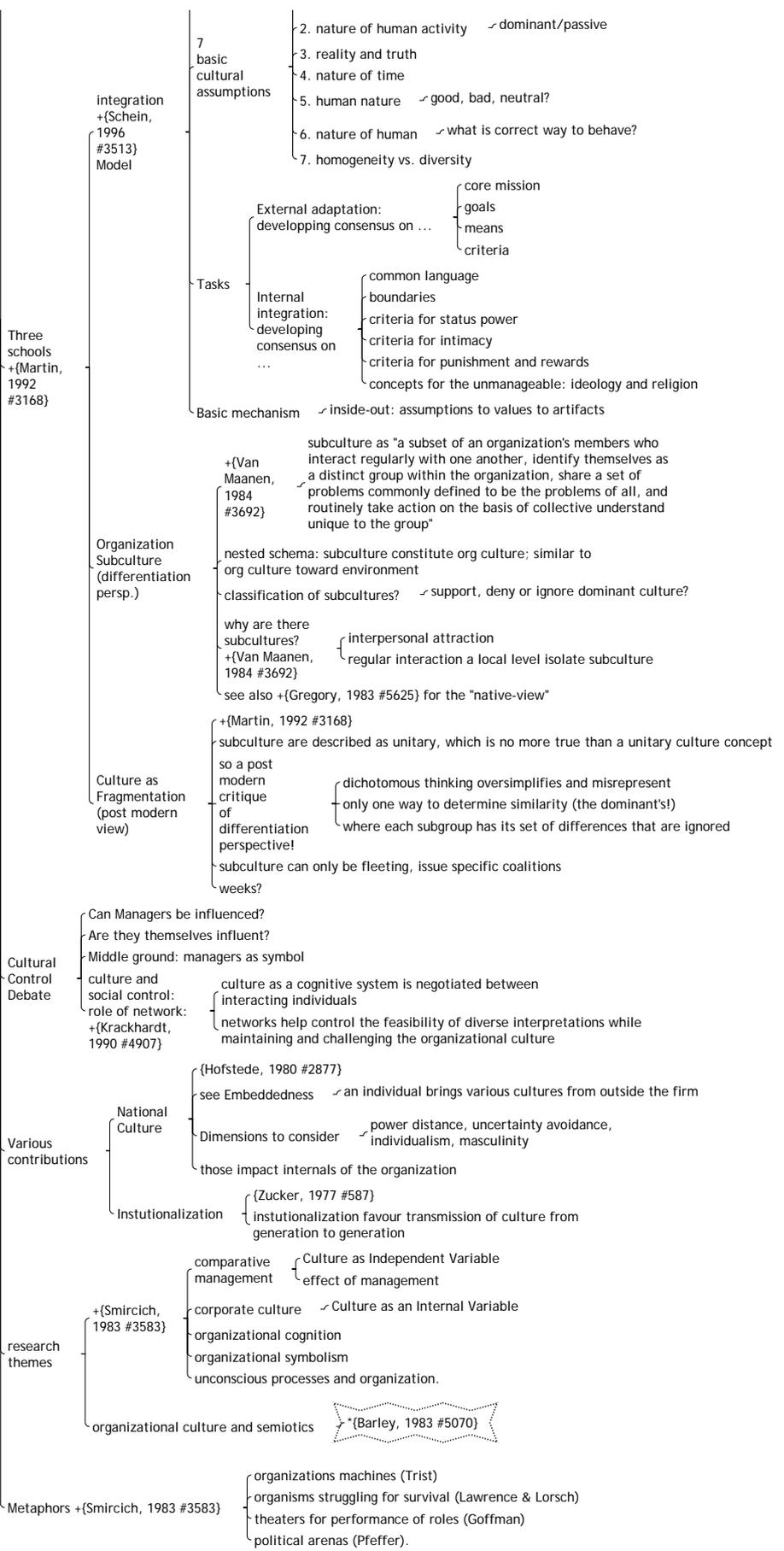
- culture as a tool, in an efficiency and control perspective
 - decontextualized so that generalizing can be reached
 - main variable: culture strength
 - {Deal, 1982 #2549}: extent to which org members share core values ~ pb: difficult, plus dependent on establishing properly the list of core values
- then modernist
 - {Kotter, 1992 #3001}: variable defined by alters judgement { find that strong culture improve performance
even better if culture of anticipation, env. scanning,
 - Managing Culture? { a tool for improved performance { {Ouchi, 1981 #5581}
{Peters, 1982 #5582}
for instance through recruiting and hiring mechanism
a form of social control ~+(O'Reilly, 1996 #5583)
- quite opposite to other org studies field! ~(Hatch, 1997 #4432)

why Study culture?
 +(Schein, 1996 #3513)

- Biases
 - underestimation of the power of culture
 - individualistic bias { aggregate individual behavior
or simply anthropomorphizing the organization
- failure of learning { see learning
learning disability : see (Argyris, 1978 #2264) second order
- three cultures of management { operators vs engineers vs. management
engineers and management collude to eliminate "human"
focus on short term profit that displace even enlightened management
- Three levels
 - Assumptions { inaccessible to consciousness
ex: nature of man (economic, symbolic, etc.)
 - Norms and Values { norms: unwritten rules of the group
values: social principles
 - Artifacts ~ physical, behavioral, verbal
- 1. Org relationships ~ dominant, submissive, etc.
to its environment

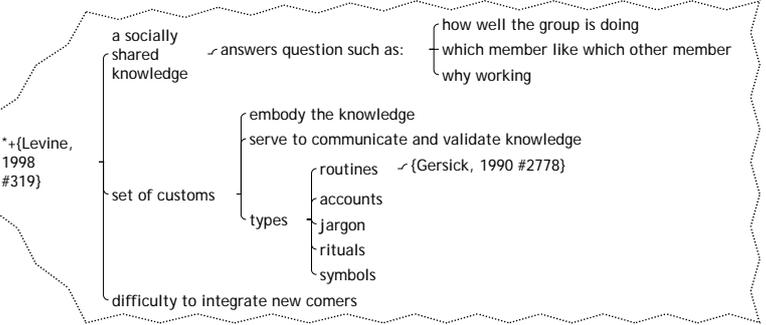
Cult

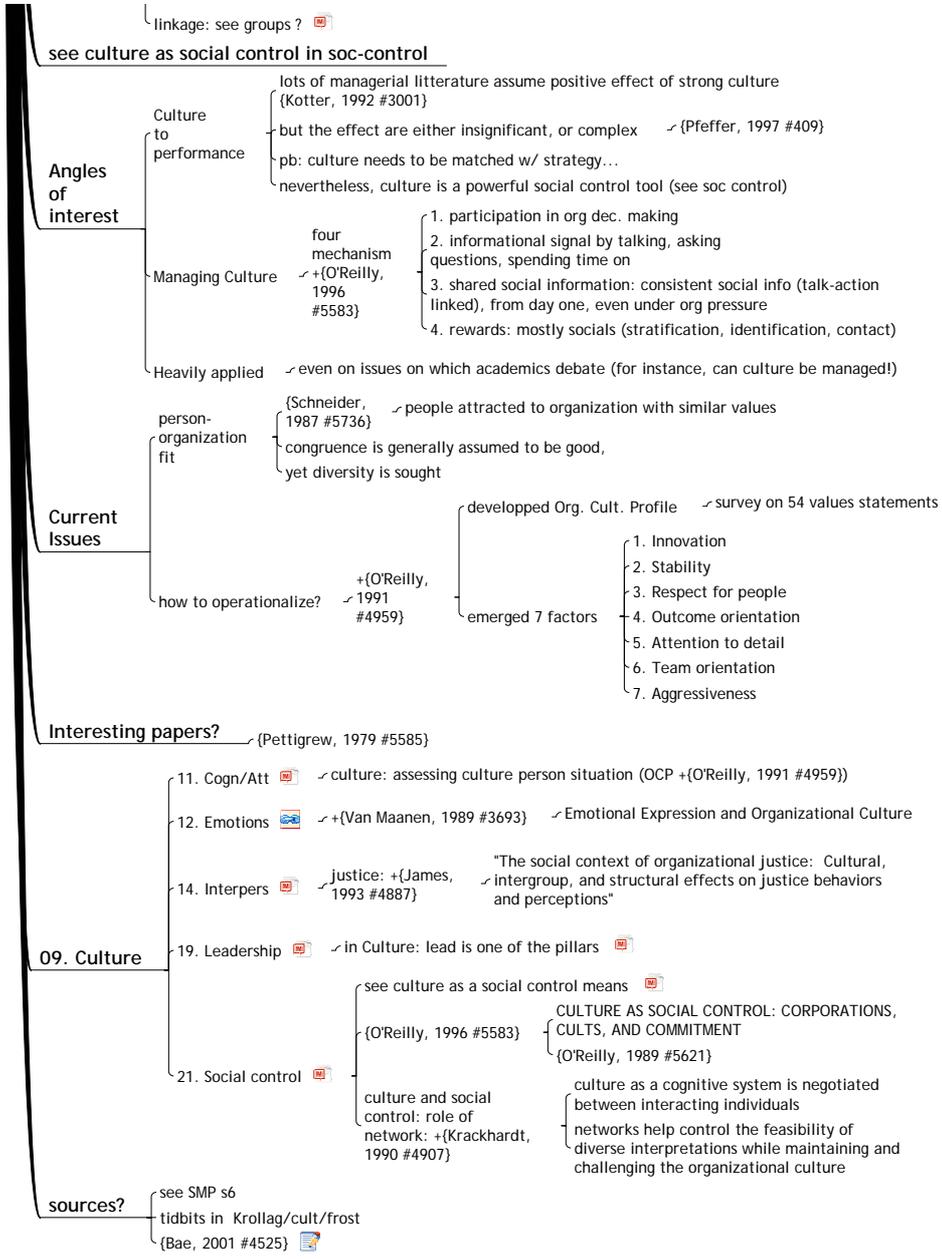
Org Culture (Hatch, 1997 #4432)



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culture in small groups





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