



Workshop Samples 


### Culture is...

- Deep**
  - culture controls you more than you control culture
  - if you assume that you can manipulate it and change it at will, you are sure to fail
  - Moral: Handle with respect & care.
- Broad**
  - Involves "all aspects of its external and internal relationships"
  - Deciphering culture can therefore be an endless task
  - Moral: Have specific focus/reason for understanding it.
- Stable**
  - Culture "provides meaning and makes life predictable."
  - "Humans do not like chaotic, unpredictable situations and work hard to stabilize and 'normalize' them"
  - Moral: Know that culture change will rock the boat, terrify the crew.

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### Dimensions of Organisational Culture

- Team or Individual
- Risk taking or conservative
- Detail orientation or concept orientation
- Methods or outcomes
- People focus or task focus
- Progressive or conservative
- Competitive or Cooperative

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### Artefacts

Visible but often decipherable as indicators of other levels	Material objects - corporate logos and mission statements	Physical layouts, corporate architecture and corporate identity
Technology	Language, metaphors, stories, myths	Behaviour patterns - ceremonies, rites and rituals, norms of behaviour
Symbols - words, objects, conditions, acts or characteristics of persons	Heroes	Rules, systems, procedures and programmes

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### Espoused Values

Goals - Where do we aim to be?	Answers to 'why' and 'what' questions	What is our attitude to each other, to customers, and to suppliers?
What is the organisation's approach to environmental issues and climate change?	What is its relationship with its local community?	These will often be espoused in documentation/web sites etc.

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### Assumptions

unconscious and taken for granted 'theories-in-use'	Habits of perception	Source of values and artefacts
Relationship to environment	The nature of reality and truth	The nature of human nature
The nature of human activity	The nature of human relationships	

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### Interpreting Culture

To interpret organisational culture requires making inferences based on observable artifacts. Typical observable artifacts are:

- Rites and ceremonies
- Stories
- Symbols
- Language