



Organizational Culture

IEMA: Organizational Dynamics



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Corporate Culture

- ◆ “Culture is the way we do things around here, or what keeps the herd moving in roughly the right direction.”
- ◆ Deal and Kennedy, 1982, Corporate Cultures





Unit Learning Objectives

- ◆ To define the concept of organizational culture.
- ◆ To define elements of organizational culture.
- ◆ To analyze how corporate culture impacts performance and capacity for change.
- ◆ To apply concept of corporate culture to school improvement.
- ◆ To apply tools for reading and shaping an organizational culture.



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Functions of Corporate Culture

- ◆ Creates corporate identity for staff and customers.
- ◆ Creates meaning and commitment for staff.
- ◆ Identifies expectations and standards of performance.
- ◆ Is a tool for “sense-making” of events in the organization.
- ◆ Shapes behavior in absence of direct control/supervision.



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Corporate Culture Shapes Behavior

- ◆ Provides a non-formal way of controlling behavior.
- ◆ Corporate values and norms influence daily practices of staff and customers.
- ◆ Emphasizes unwritten rules and codes of conduct passed on to staff by other staff.
- ◆ Education and private sector organizations have corporate cultures.



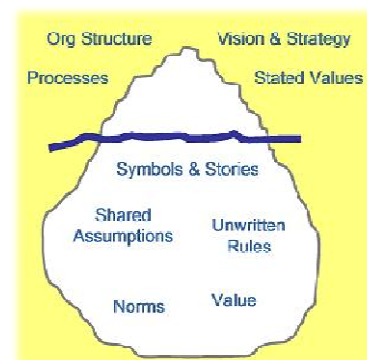
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Elements of Corporate Culture

- ◆ Values
- ◆ Heroes and Heroines
- ◆ Traditions
- ◆ Rites & Rituals
- ◆ Ceremonies
- ◆ Stories



<http://resources.sai-iowa.org/culture/elements.html>



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Organizations Tend to Operate Either by Rules or Culture

- ◆ In Asia, organizations rely more on structure & rules than corporate culture.
- ◆ Even so, all organizations have corporate cultures.
- ◆ Some try to shape them more intentionally than others.
- ◆ Do Andrew Nathan's observations about corporate culture at Starbucks apply to schools?



Andrew Nathan

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Norms of Successful Organizational Cultures

- ◆ Shared values on how we do things around here.
- ◆ Leaders model core values and anoint others.
- ◆ Widely shared beliefs about the organization's mission.
- ◆ Balance between tradition and innovation, autonomy and collaboration.
- ◆ Employees participate in decisions about their work.



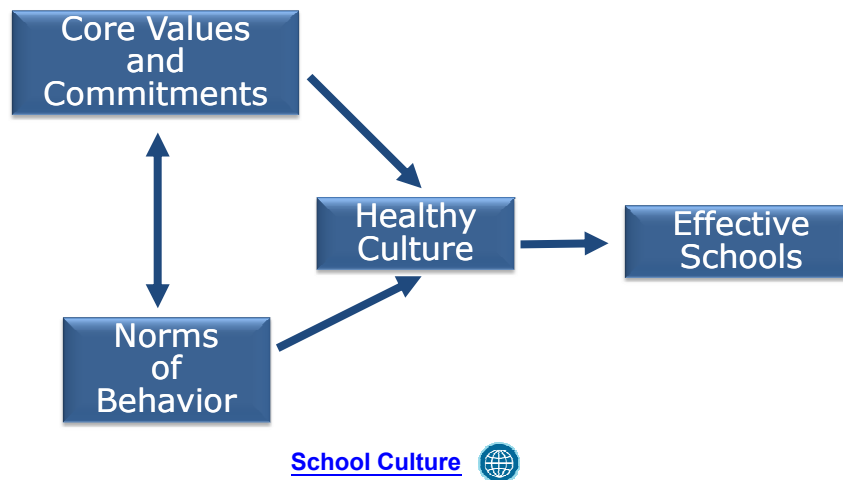
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Values are “Core” of Culture



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Core values reflect highest priorities (Vision and Mission)

- ◆ Reflected in the corporate vision
- ◆ Leaders model the values
- ◆ Values drive decisions
- ◆ There is a strong reaction when the value is violated
- ◆ Reward performance on core values



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Corporate Values Impact the Staff's Worklife at Starbucks

- ◆ Values
- ◆ Vision
- ◆ Mission
- ◆ Guiding Principles
- ◆ Staff Attitudes
- ◆ Staff Behaviors



Andrew Nathan
Former Country Manager
Starbucks Thailand

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Observe How Corporate Culture at Disney Communicates Values

- ◆ What is the mission of Disney World?
- ◆ What core values underlie Disney's corporate mission?
- ◆ How can you see these values in the behavior of people?
- ◆ How does Disney convey its values in order to impact behavior?



Values at Disney

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Core Values at Work



- ◆ What are some of the core value(s) at your workplace?
- ◆ Give examples of how these are communicated.

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Heroes/Heroines Model the Values

- ◆ Make success real, attainable and human
- ◆ Provide role models
- ◆ Symbolize what the company stands for
- ◆ Preserve what makes the company special
- ◆ Set performance standard
- ◆ Motivate employees



Walt Disney

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Mahidol University: Heroes Model Core Values

- ◆ As a Corporate Hero, Prince Mahidol is used as a model of the university's core values:

- Social contribution and service to society
- Knowledge based on research advancement
- Serve all levels of society, not only elite



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Traditions, Rites, Rituals Celebrations

- ◆ These shared events carry the culture of the organization and communicate "the way we do things around here."
- ◆ Traditions pass on the culture and provide stability
- ◆ "Rites of Passage" mark important events for individuals in the organization such as hiring, induction, promotion, tenure, retirement
- ◆ Rituals include ways of working in the company such as your own special way of meeting, holding retreats, evaluations
- ◆ Celebrations are major events that honor people – individually or collectively

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Traditions and Symbols: Joe Clark

- ◆ School song is a symbol
- ◆ Changing the song symbolized the cultural change underway at Eastside
- ◆ Clark used this as a means of showing the progress towards the direction he wanted the school to go



The School Song

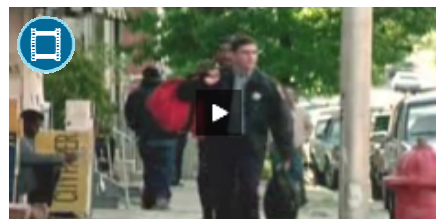
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“Rites of Passage: Part I”

- ◆ From the movie Ladder 49 about a company of Fire Fighters
- ◆ A strong corporate culture is critical for firefighters.
- ◆ Like educators, they do not enter the profession because of salary but to make a difference.
- ◆ The culture conveys the ‘meaning’ and helps makes sense of events.



From “Ladder 49”

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“Rites of Passage: Part II”

- ◆ Begins to transform outsiders into insiders.
- ◆ Creates a sense of belonging to “the group”.
- ◆ Introduces the newcomer to “how we do things around here”.
- ◆ Gives meaning and creates sense of belonging.



From “Ladder 49”

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Stories carry key messages

- ◆ Stories
- ◆ Grapevine
- ◆ Gossips
- ◆ Can you think of a story you were told at your school that conveyed core values?



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Celebrations

- ◆ Celebrations are a public affirmation of shared values
- ◆ They provide evidence that participating in the culture is beneficial
- ◆ Being intentional in the use of celebrations is critical to shaping the culture



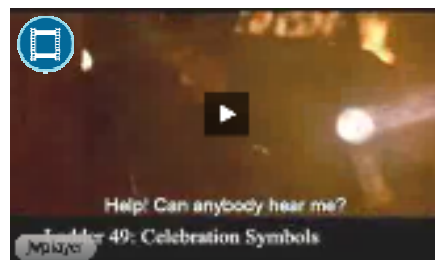
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Celebrations

- ◆ Celebrations, rituals and traditions also Help Members 'make sense' of events.
- ◆ They help reaffirm the meaning of the work and core values of the culture.
- ◆ They also help define standards of success .
- ◆ They create and sustain the bond among people in the corporate culture.



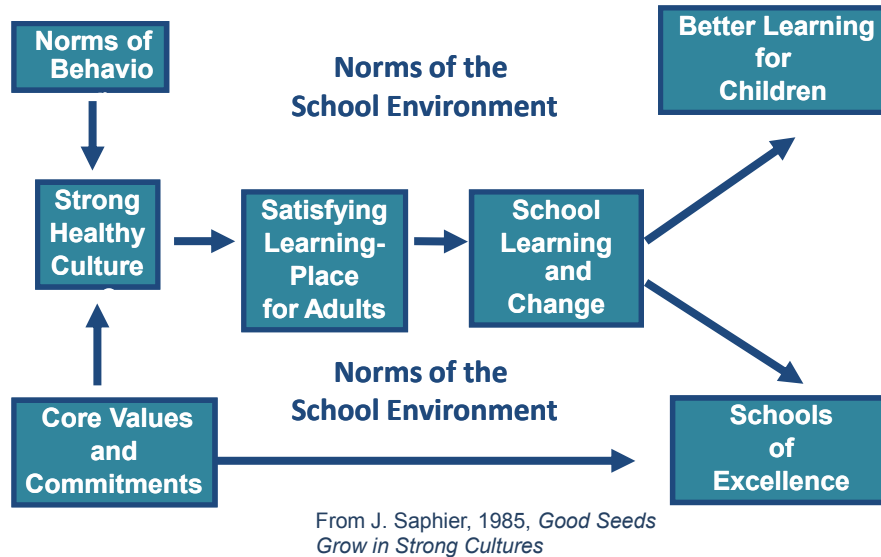
From Ladder 49

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School Culture Perspective



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Good Seeds Grow in Strong Cultures



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Culture & Performance

- ◆ Corporate culture can have a significant impact on a school's long term performance.
- ◆ Corporate culture has even greater impact on success or failure in times of rapid change.
- ◆ Corporate cultures that operate against formal goals are common and develop easily.
- ◆ Although corporate cultures are hard to change quickly, they may be reshaped over time to enhance performance.

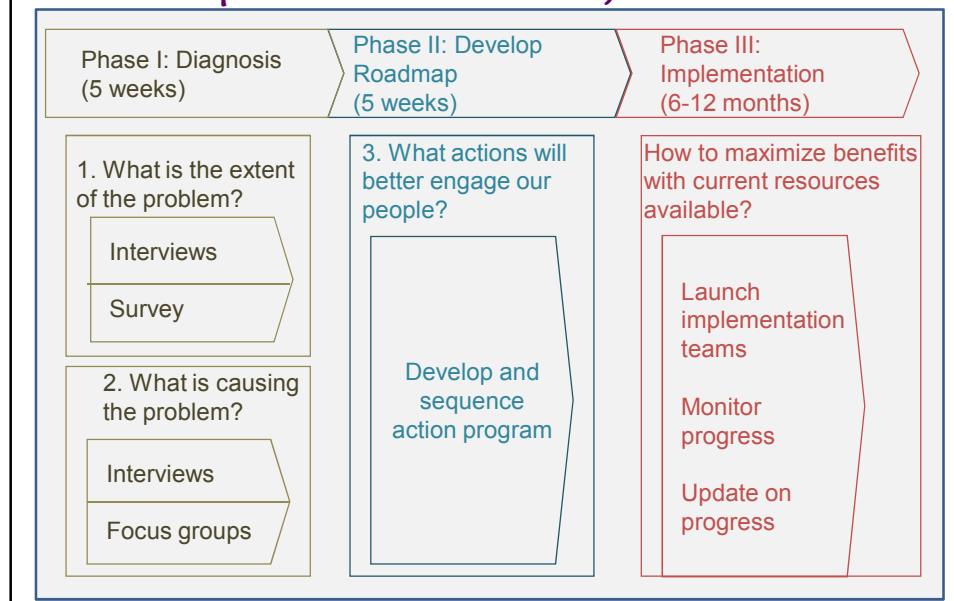


Kotter & Heskett, 1992, *Corporate Culture and Performance*. NY: Free Press.

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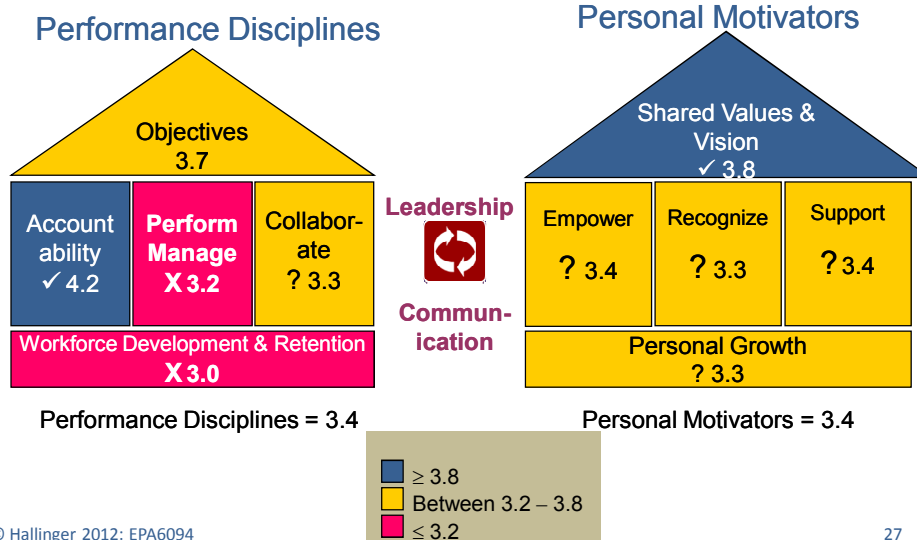
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Corporate Culture Project Timeline





Survey Results for Performance Improvement Project



Key Improvement Themes

- ◆ Collaboration
- ◆ Service orientation
- ◆ Empowerment (increase trust and reduce bureaucracy)
- ◆ Workforce management and recognition (
- ◆ Communication across departments





Organizational Cultures & Change

- ◆ A dramatic crisis threatens survival.
- ◆ Turnover in leadership is supported by support at the top (e.g., the School Board).
- ◆ Smaller, younger schools with fewer traditions.
- ◆ Weak cultures change more easily than strong cultures, but it also depends upon the health of the culture.
- ◆ Even under the best conditions, cultural change in schools takes years.



[Leadership for School Culture](#) 

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Summary

- ◆ All organizations have cultures, but not all organizations are intentional in developing them in productive directions.
- ◆ Cultures cannot be changed easily as they evolve over time and tend to resist change.
- ◆ However, a healthy culture can support innovation and higher performance.



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Organizational Culture

END LESSON

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