Week 4 case study

1. Evaluating the most convincing point made for the counter-perspective (which point made the most sense, and why?)
2. Evaluating the least convincing point made for the counter-perspective (which point lent the least support to the case, and why?)
3. Offering an argument overlooked by your classmate that would make his or her case stronger (in other words, present one new argument from the other perspective).

**You must include at least three in-text citations and two references in each response. The response should be separated.**

**Case 1:(Hamzehnava)**

 **Culture**

One of the most important building blocks for a highly successful organization and an extraordinary workplace is organizational culture (Rick, 2015). Organizational culture is a system that represents how the employees are behaving, their values, and beliefs. This system also indicates how the employees are performing their jobs, what are they goals, expectations. Organizational culture defines how the companies do things and react.

 **Different Types of Organizational Culture**

**Academy Culture**

This type of culture emphasizes on hiring skilled individuals. The organizations with academy culture looking for individuals who is willing to thrive and successes within the company. The work responsibilities are assigned among the employees based on their work experiences and education. The organizations that practice academy culture focuses on job training to enhance their employee’s job performance.

 **Club Culture**

This type of organization is similar to academy culture. They always require high skilled individuals to work for them. Educational and work experience plays a major role in hiring process. Perspective employees must complete several steps in order to for them to be considered for the position. For instance, they must pass background check, and several interviews.

 **Tough Guy Culture**

Is basically another way of saying micro-management (Sponaugle 2014). Under tough guy culture, the employees are being monitor based on their performance. If the employees don’t meet the company’s expectation, they will monitor them more and will receive feedbacks from the higher management. In tough guy culture employees are being monitor constantly.

 **Process Culture**

This culture indicates all the employees should follow the beliefs of the company. Feedbacks and reviews are not necessary. A majority of government organizations practice this culture.

 **Theme 2**

**Role Of The Leader In Creating An Organizational Culture**

Leaders play a major role in creating an organizational culture. The decisions of leaders greatly influence a company’s success. Leaders define who gets rewarded and who gets coached. It also determines what kind of behavior is appropriate within the organization and it goes along with company’s values. Additionally, it shows employees how they should accomplish their goals and be a great example for others. It also determines the way leaders encounter challenges and conflict in the organization as well as how they solve and overcoming them.

**Change In Culture Can Be Difficult.**

The culture of an organization is practically its DNA (Rick, 2015). First, changing organizational culture can be challenging because it’s **hard to adapt to a new culture**when everyone is already accustomed to performing and behaving in a certain way. When changing culture within an organization, you’re asking the whole organization to shift from system to another. Humans are creatures of habit, therefore, do not like change.

Second, **Shifting cultures can be time consuming and costly.**

This shift can’t just take place over night. It could take up to a year for the organization to adapt to the new culture. Sometimes, the employees may require training or extra boost for them to adapt to the new culture.

Third, **it can pose danger to the organization.** The big question is what if happens if the organization unable to adapt to the new culture. This could put the organization at risk of going out of business.

**Four Step Process To Bringing About Cultural Change**

Introducing a new culture to the organization in successful manner would take these four steps to bring about change. First, **Motivating through out the process**. By motivating the whole organization and allowing them to become familiar with the benefits of the change and rewarding them upon successful change will bring about change.

Second, **Communication through out the process.** Leaders should be able to communicate with the whole organization successfully and make sure the all the staffs are familiar with the new culture. Leaders also should be able to offer back feedback and volunteer to help or provide additional training. Communication is needed about your performance improvement journey and the role of culture so all employees feel part of the process (Kuppler, 2013).

Third, **Monitoring the new culture.** Leaders should monitor the new culture throughout its lifecycle. Leaders should also keep track of the results and ensure this is done successfully.

Forth, **Being able to deal with the challenges.**

Leaders shouldn’t take this lightly. They must have a strategic plan to deal with the consequences of the change and facing the issues and eliminating them. Leader also should be able to share the vision with everyone and prepare materials about what the new culture will bring to the organization.

**Hierarchical Structure Can Support Collaborative Cultures**

Three reasons why hierarchical structures can support collaborative cultures, first, in hierarchal structure everyone share a common vision. Employees by collaborating together will make it easier for them to achieve the common vision. The key points are that it is not through individual effort, something new is created, and that the glue is the shared vision (Stoner, 2013). Second, in hierarchal structure everyone is assinged to a task, by using collaborative culture it can bring out many ideas from different cultures and it will help the company thrive. Third, the goals will be met at a faster pace. People from different background create diverse ideas, which ensure a fast pace working environment.

 Rick, T. (2015, January 2). What is organizational culture? Retrieved September 14, 2016, from Corporate Culture, http://www.torbenrick.eu/blog/culture/organizational-culture/

 Sponaugle, B. (2014, April 23). 9 types of organizational culture: Which One are you? Retrieved September 14, 2016, from Udemy Blog, <https://blog.udemy.com/types-of-organizational-culture/>

 Rick, T. (2015, May 25). Why is organizational culture change difficult. Retrieved September 14, 2016, from Change Management,<http://www.torbenrick.eu/blog/culture/why-is-organizational-culture-change-difficult/>

 Kuppler, T. (2013, November 26). The 9 clear steps to organizational culture change Retrieved from <http://www.eremedia.com/tlnt/the-9-clear-steps-to-organizational-culture-change/>

 Stoner, J. (2013, March 18). FREE APA citation generator & format. Retrieved September 14, 2016, from https://www.refme.com/us/citation-generator/apa/

Case 2: (Harcum)

Organizational culture is a collection of beliefs, customs, rituals or traditions that are understood between a particular group of people.  It can also be described as understandings by which a group of people organize actions (Becker and Geer 1960).  This could be as small as office party rituals or casual Fridays.  These customs make employees feel comfortable, included and part of a team.  This team atmosphere motivates workers to do their best and contribute their ideas.  There are several examples of organizational cultures, they include Tough guy macho culture, work hard play hard culture, bet your company culture, and process culture (Deal, Kennedy 1982).

                The role of the leader in creating an organizational culture is to either create the type of cultural they want in their organization or allow the culture to be created naturally over time (Weinzweig, 2016).  Usually to maintain order, a leader should always be clear of what they expect as far as the culture of the workplace.  However, if the leader allows the culture to happen naturally the workers may feel more comfortable to be themselves.  For example, a leader may encourage the team to organize functions to build up team moral and allow the team to interact outside of the work environment.  This could motivate employees to enjoy their job and workplace.  On the contrary, if the leader allows employees to show up late on a regular basis, the workplace may become too relaxed and the culture would need to change.

                It may be hard to change organizational culture once it is learned because of workplace moral.  Workers like to feel that they have some type of control over the culture of their workplace.  Therefore, when leaders attempt to enact changes they are often met with negativity.  For example, if employees are allowed to dress casually one day per week, it would be hard for leadership to try to change this tradition because employees would feel a privilege is being revoked.  However, if the change is to create order among the organization such as changing the disciplinary actions for being tardy, employees may feel they are being punished for their negative behavior and their motivation may decrease.

                In order for a leader to enact cultural change in an organization they should first begin with addressing the concern.  If there is a particular part of the organizations culture that leadership would like to change they should let the team know that there is concern.  By addressing the issue, the leader would give the workers the opportunity to possibly work to change the culture without further action being taken.  Next the leader should brainstorm ideas on ways to possibly change the particular concern.  For example, a leader may want to change the exchange of inappropriate emails at work.  The leader may address the concern to sending out a memo to employees addressing the concern.  If the emails continue, leadership could consider putting security measures in place to block the emails.  Disciplinary actions should then be put into place for employees to understand the severity of the change.  The leader should then reward the workers somehow for their understanding and willingness to change.

               Deal T. E. and Kennedy, A. A. (1982) Corporate cultures: The rites and rituals of corporate life, Harmondsworth, Penguin Books.

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