

# **ORGANIZATIONAL CULTURE: TYPES, PERFORMANCE & MANAGEMENT**

# Topics

- What are strong and weak cultures?
  - Subcultures
- What is the relationship between organizational culture and performance?
- What are the means available to manage organizational culture?



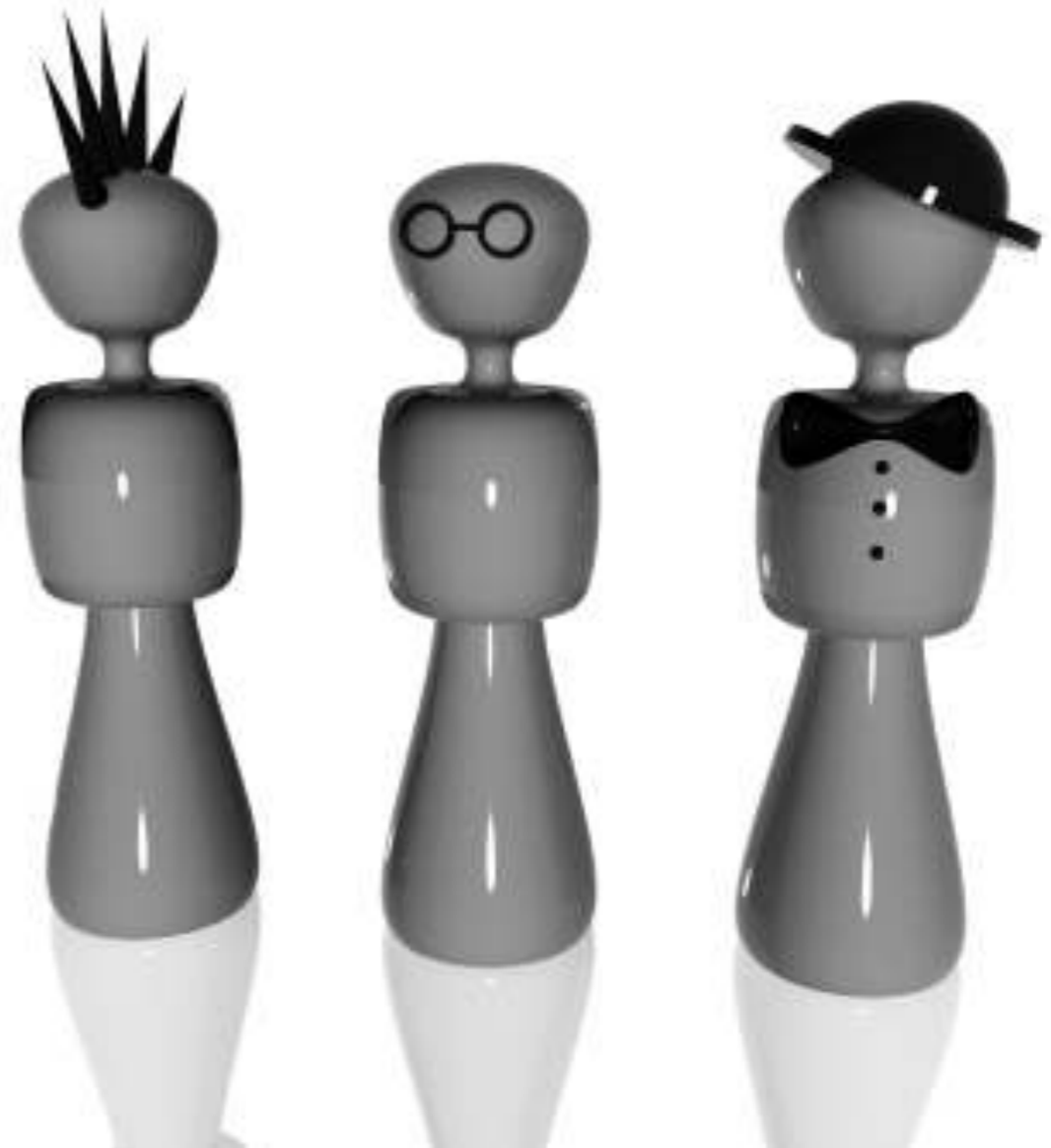
# Strong vs. weak cultures

- The strength of an organizational culture is determined by how many organizational members share its values
  - Strong cultures values are shared by most
  - Weak cultures are values are shared by few



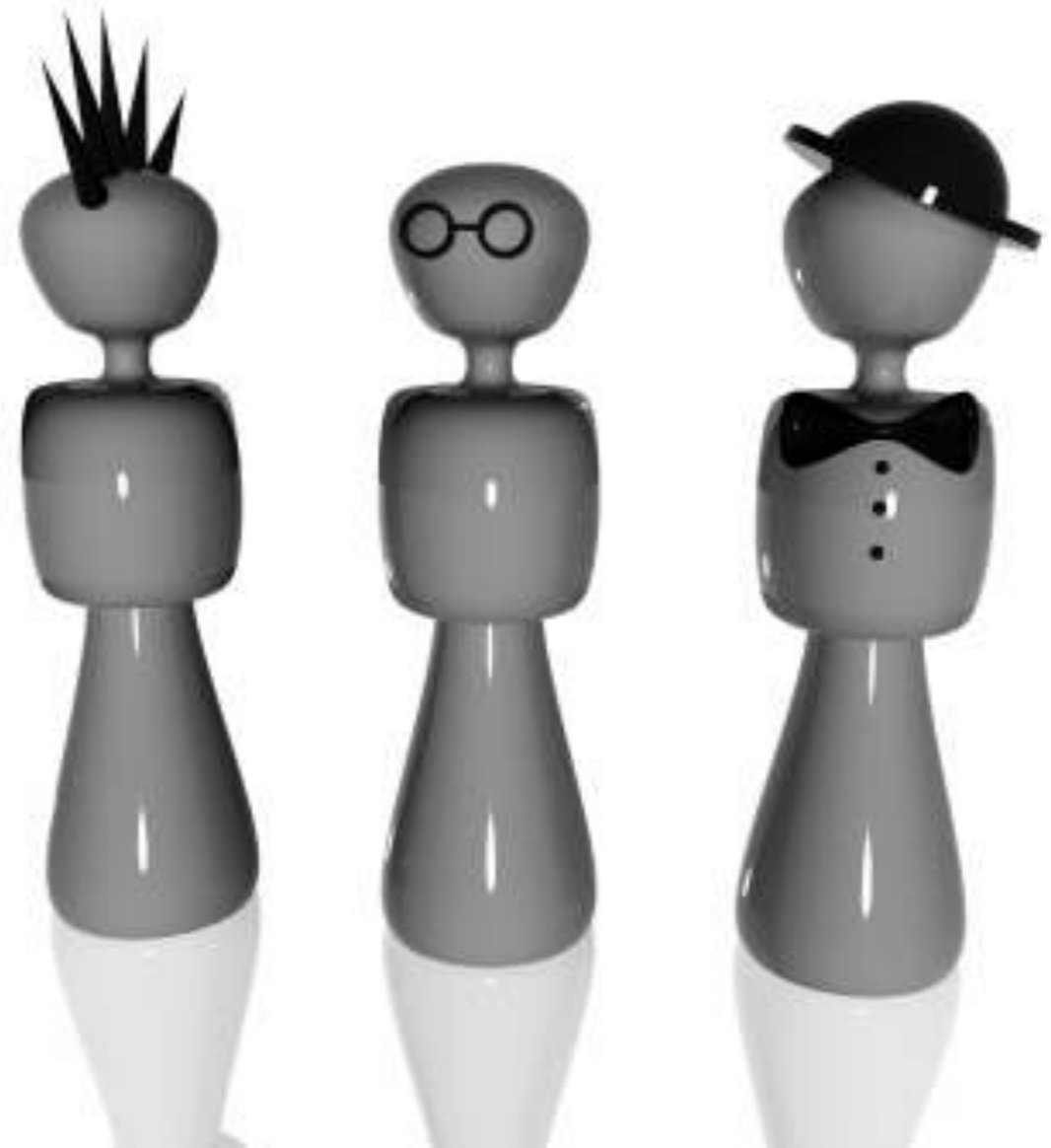
# Subcultures

- Organizations may have more than one culture in which case **subcultures** are said to exist
- Subcultures values may:
  - Partially overlap those of the broader culture
  - Be compatible with those of the broader culture
  - May go against those of the broader culture



# Countercultures

- Subcultures whose values go against those of the broader organizational culture



*Any one of the groups represented by the above figures could be a member of the counterculture*

# Organizational culture, performance and competitive advantage

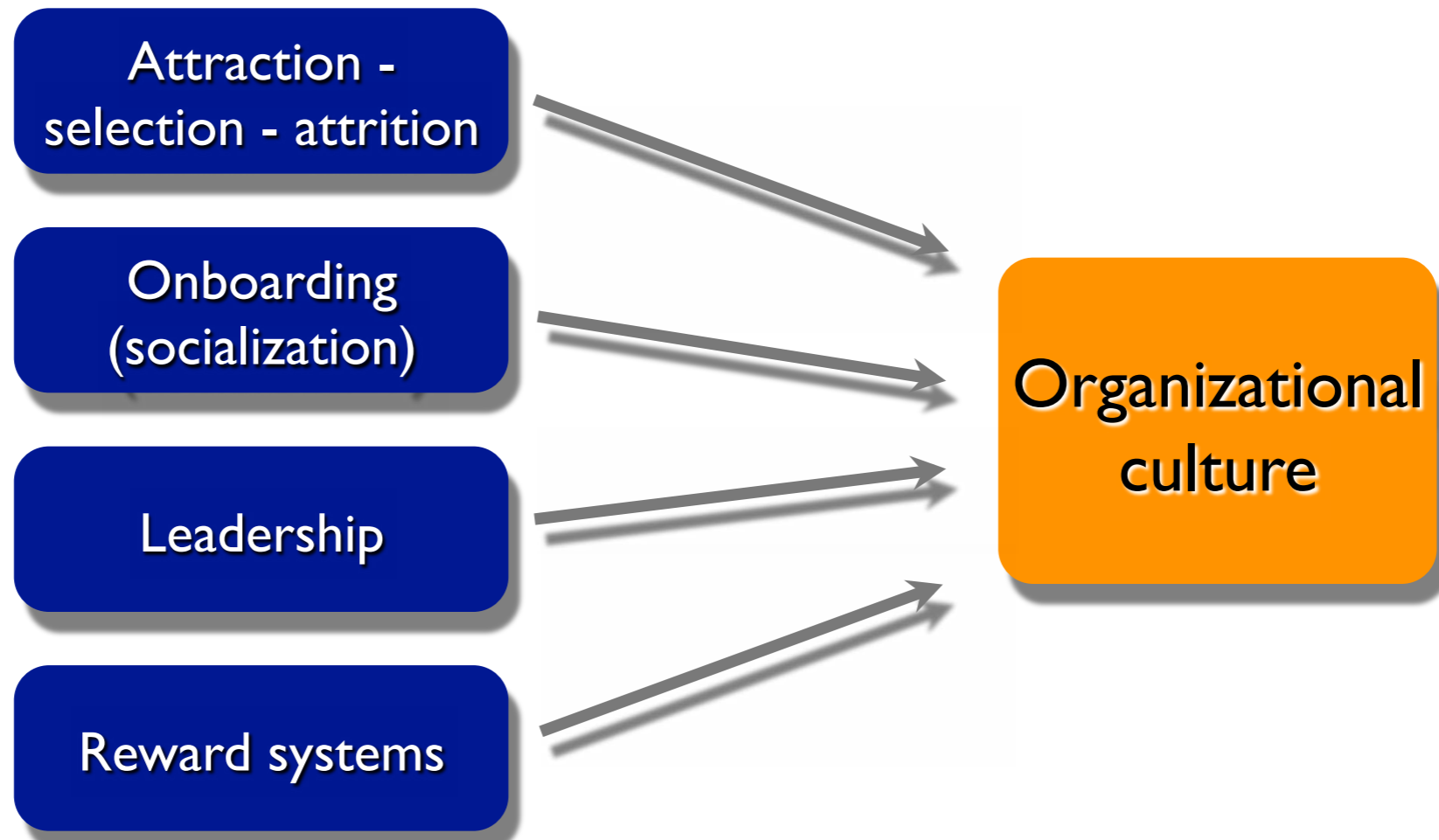


# Organizational cultures need to be managed

- Weak organizational cultures need to be made strong
- Organizational cultures need to be aligned with the company's needs



# Tools for managing organizational culture





# Summary

- All organizations have cultures and these are potentially powerful influences on members behavior
- Organizational culture influences behavior through the assumptions and values that members have internalized
- Organizational culture is associated with performance and can be linked to competitive advantage
- Organizational culture should be managed

