Chapter 8
Organizational Culture & Effective Work
Presentation Overview

- Changed social contract
- Characteristics of organizations
- Organizational culture
- Kinds of organizations
- Past and present organizational structures
- Leadership in organization development
- Career and workforce development
- CIP Perspective
Changed Social Contract

- **Old** social contract
  - Loyalty = economic security

- **New** social contract
  - Based on opportunities for training & development
  - Loyalty more to the profession
Changed Social Contract

Job security vs. employability security—what’s the difference?

Focus on developing skills and competencies that are valued in the marketplace
Characteristics of Organizations

**Drucker’s view:**

- special purpose institutions
- they concentrate on one task
- clear, focused mission
Characteristics of Organizations

• Organizations select members
• Employees are both \textit{independent} \& \textit{interdependent} within this social system
• Organizations are always managed
• Must be able to function in rapidly changing conditions
Organizational Culture Defined

1. Members have shared experiences in solving problems
2. Shared world view among group members
3. Learned product of group experience over time
4. May include subcultures within departments or teams
# Indicators of Organizational Culture

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Observable behaviors</th>
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</thead>
<tbody>
<tr>
<td>Regular behavior</td>
<td>Dress, office interactions</td>
</tr>
<tr>
<td>Norms</td>
<td>Work effort, work taken home</td>
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<tr>
<td>Dominant values</td>
<td>Importance of family</td>
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<tr>
<td>Philosophy</td>
<td>Views of employees</td>
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<tr>
<td>Rules</td>
<td>Time management, office relationships</td>
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<tr>
<td>Feeling or climate</td>
<td>Physical layout, level of trust among workers</td>
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What are some examples of these in organizations you’re familiar with?
Increasing Diversity in Organizations

- More older workers
- More immigrants and diverse ethnic racial groups
- More people with disabilities
- More women
Organizational Problems Related to Culture

- New technologies
- Intergroup conflicts
- Communication breakdowns
- Training problems

Can you think of some examples from your work experience?
Kinds of Organizations

1. Profit-Making
2. Nonprofit
3. Entrepreneurial Nonprofits
4. Governmental
5. Quasi-Governmental
6. Associations

What type of organization do you see yourself working in? Why?
Past & Present Organizational Structures

Triangle shape replace by new diamond-shaped workplace

Top 5-10% = executives & managers

Bottom 15-40% = contract & temporary workers

Middle 50-80% - lead teams, supervise co-workers
Past & Present Organizational Structures

Changing structure of work organizations

Characteristics of these new organizational structures

Communities of practice

Emphasis on interconnections, teamwork, fewer “boxes”

What Holland types are likely to be valued in these new types of organizations?
Leadership in Organizational Development

- Organizational founders as first source of culture
- Schein describes organizational leadership as “culture management”
- Newer organizations use of work teams, task forces to provide leadership
Career & Workforce Development

**Workforce planning**
- What the *organization* does to ensure proper growth

**Career management**
- What *individuals* do to ensure their interests, values, skills, and goals are met in the organization

What strategies can you use to effectively manage your career once on the job?
Self-Knowledge

• Changing nature of organizations—employees need to assess their skills, interests, and values—how do these match with the environment?

• Reality of less job security

• Qualities and skills valued by organizations

How do these relate to Holland’s RIASEC types?
CIP Perspective

Option Knowledge

• PCT must consider organizational culture in addition to occupational knowledge

• Need for workers who can function effectively in diverse organizations

• RIASEC types can describe organizational culture and how it might fit with a person’s interest

How might your RIASEC code inform the type of organization you want to work in?
Decision Making (CASVE Cycle)

• Pay attention to feelings/instincts during interviews

• Carefully observe organizational culture in members’ behavior

• Career decision making may be influenced by match between the individual and the organization
CIP Perspective

Executive Processing

- Changing notion of “career” due to new social contract
- Importance of personal development & strategic career vision
- Having an entrepreneurial mindset
- Need for new career metacognitions: awareness of skills and value you bring as an employee
Summary

- Organizations as the context for one’s career
- New social contract: focus on employability security
- Importance of understanding organizational culture
- Need to incorporate changing organizational cultures and structures into your PCT and career decision making