

Articulating Culture



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Strategic Decision Making

- In a perfect world decision making would be logical and rational. However, our decision making often looks like this



Strategic Decision Making

- It is also affected by organizational beliefs and culture

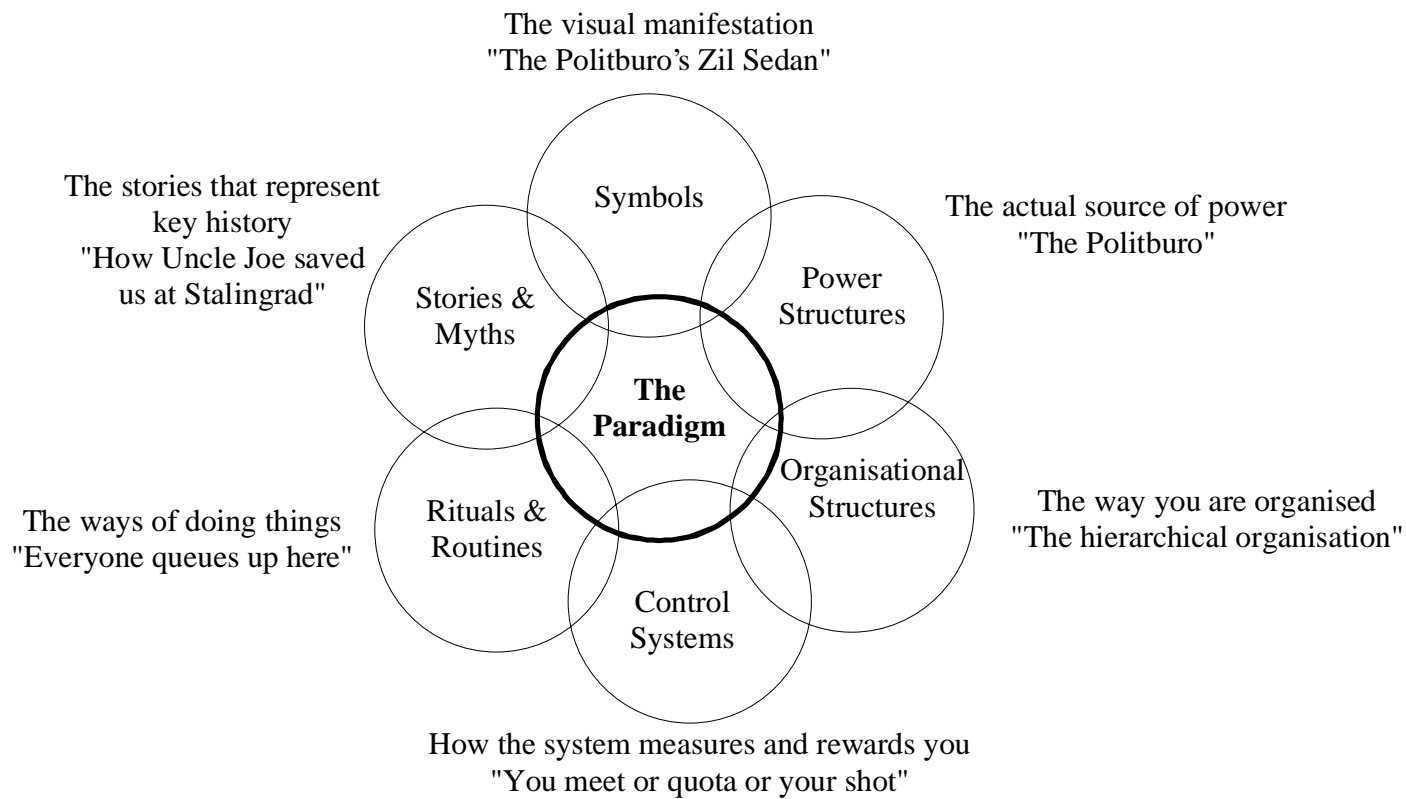


Organizational Belief Systems



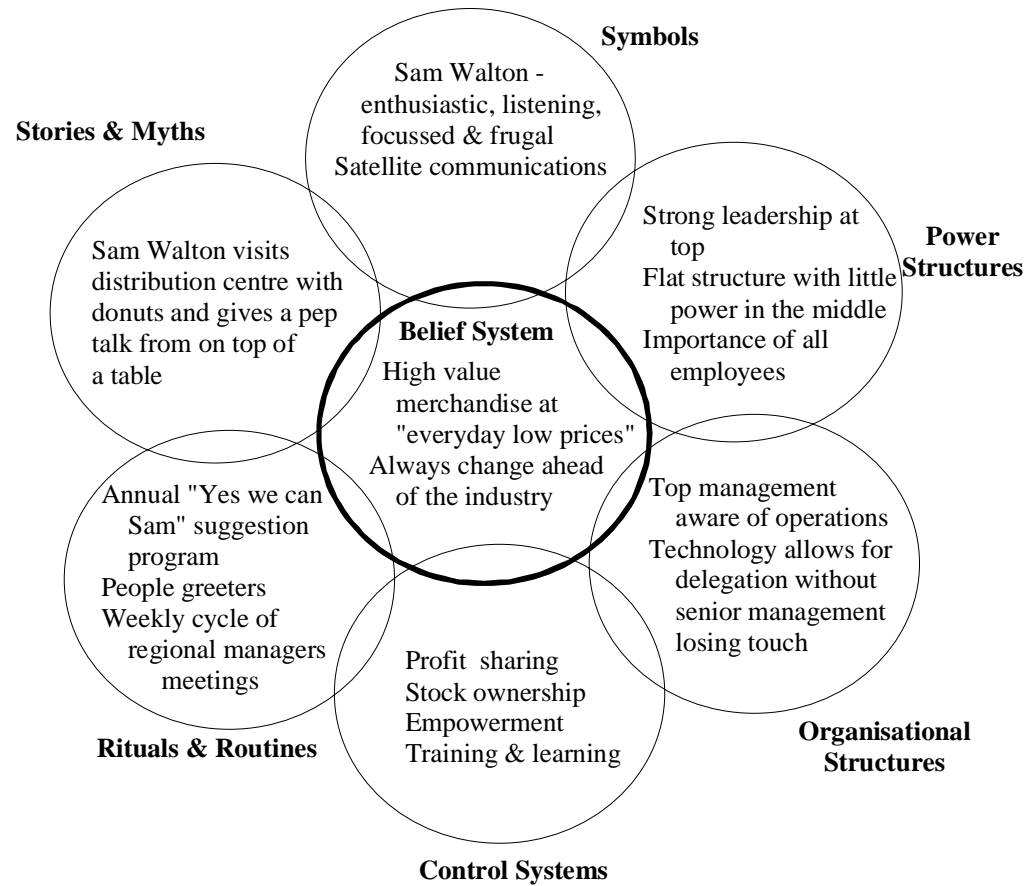
- A ‘system or paradigm’ shared by management that includes:
 - an understanding of why we are (un)successful
 - definition of what we do and what we are
 - a pool of ‘tacit’ systemic knowledge
- And serves as both a strength and weakness in that:
 - it enables quick action without control or hinders actions that should be taken quickly by being too strong a control
 - it provides focus to employees albeit at times an incorrect focus
 - defines the firm’s strategic intent or reveals its lack of intent

Articulating 'Culture'



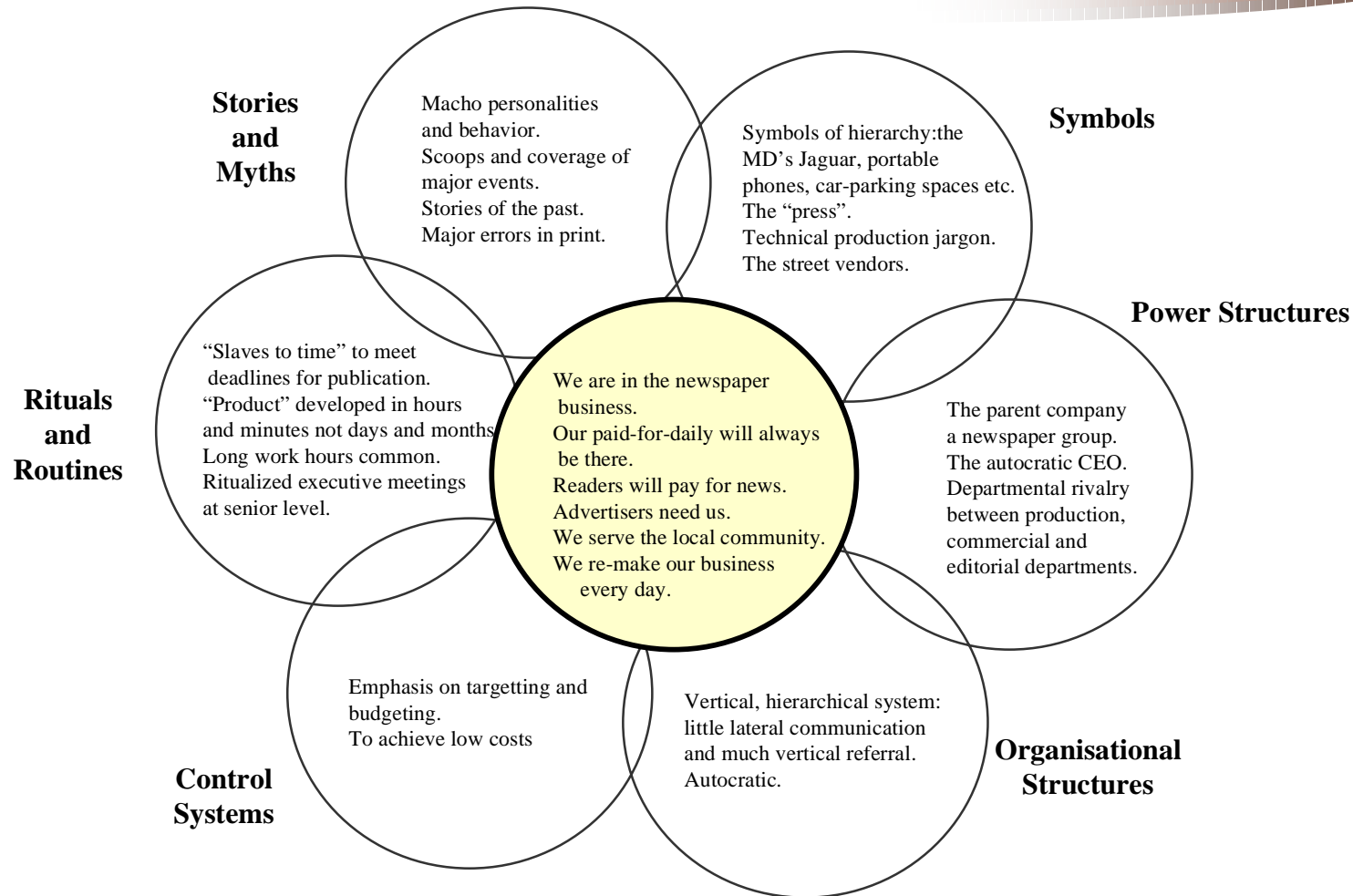
Source: Johnson (1992)

A Culture Web for Walmart



Source: Adapted from Beaver *et al* (1995)

A Regional Newspaper

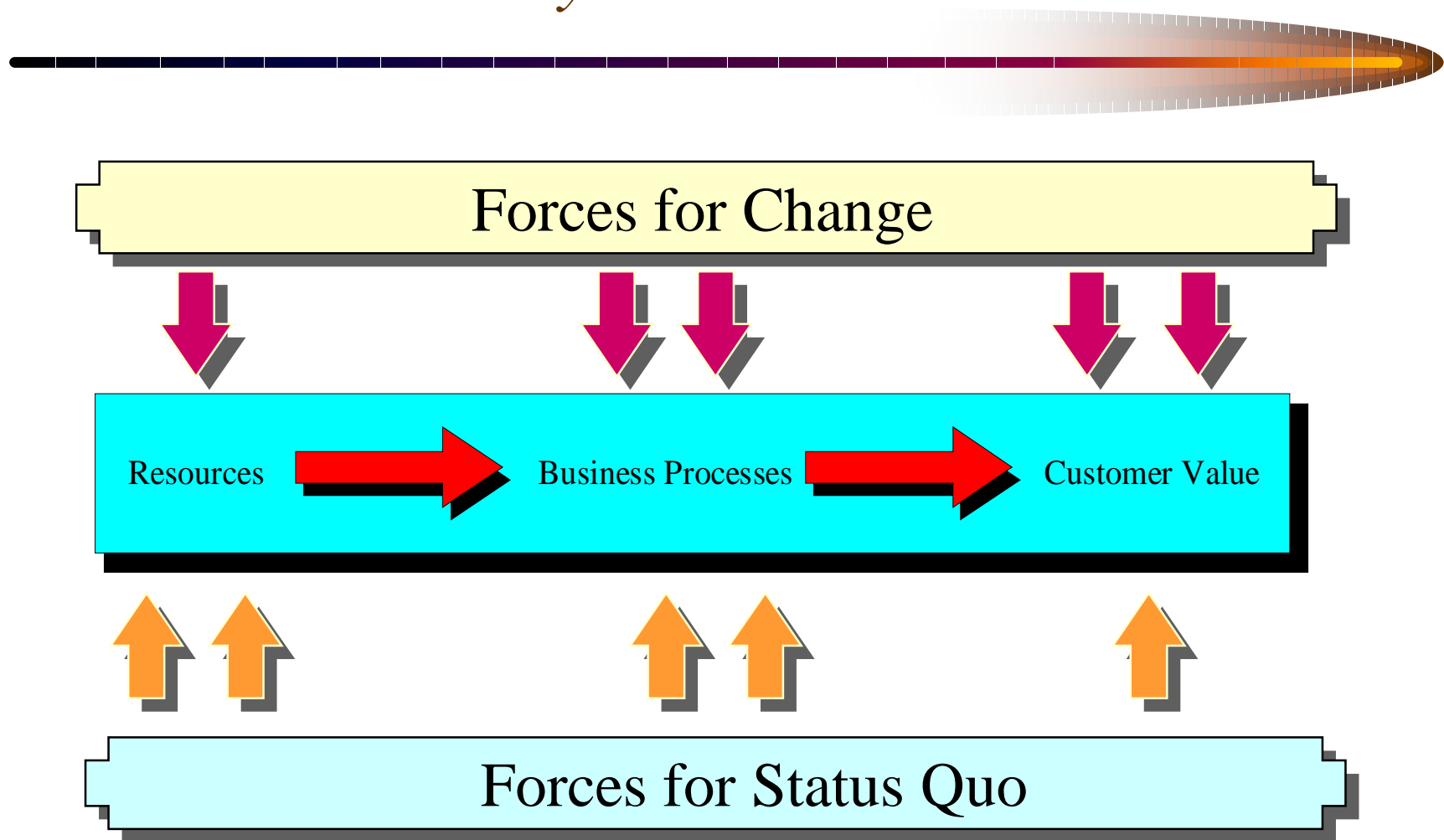


Bricklin Vehicle Corporation

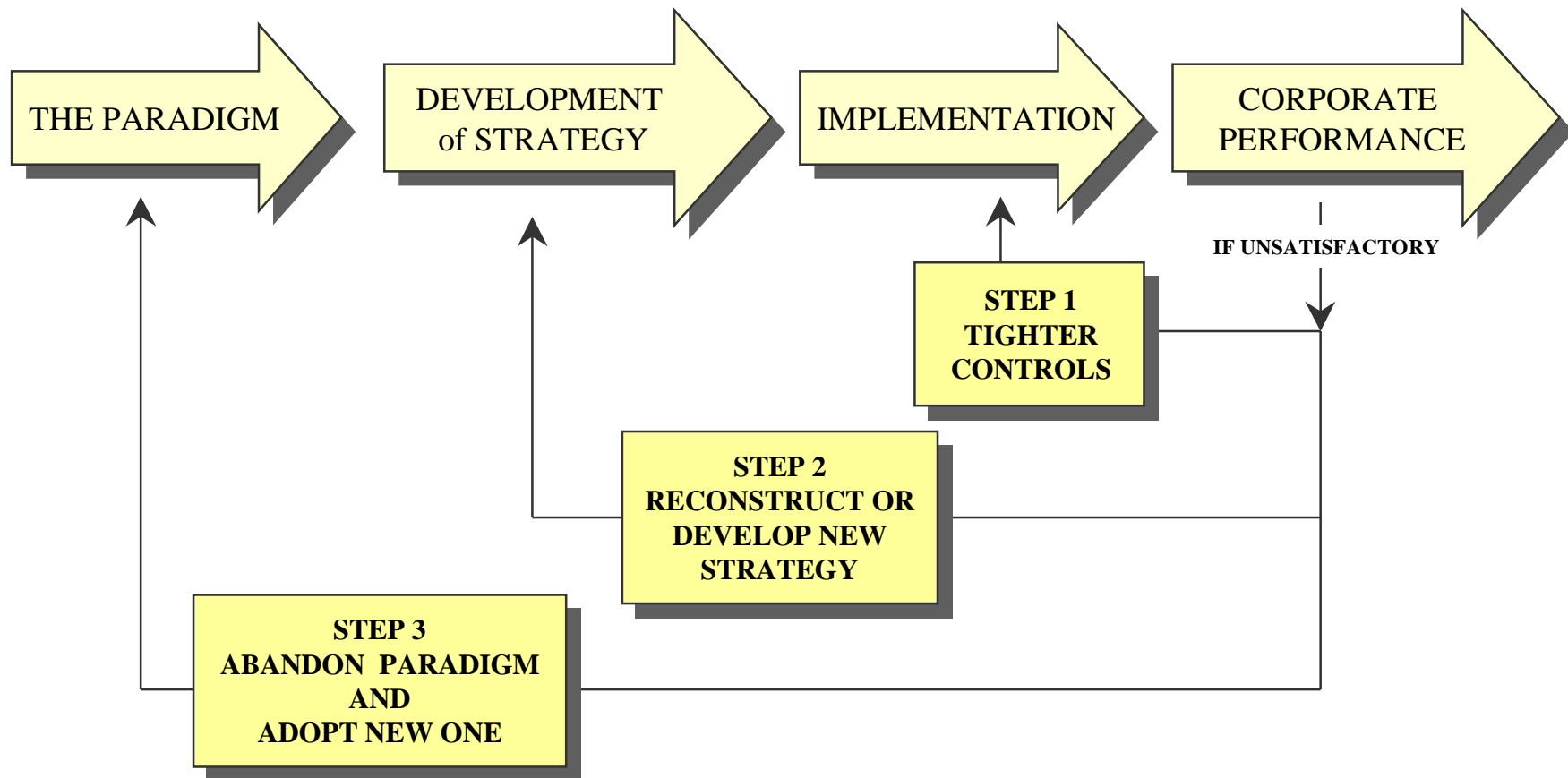
- Do a culture web for Bricklin Vehicle Corporation
- What are the factors associated with the culture of this company that are
 - a distinctive strength
 - a distinctive weakness
- Did 'culture' have anything to do with the failure of the venture?



Force Field Analysis



The Role of the Paradigm



Whither Culture?

- Culture can be a damaging constraint on the ability of the organization to grow and develop

or

- Culture can be an asset that pulls you excitedly into the future

