

# Digital Records Pathways: Topics in Digital Preservation

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## Module 3: Organizational Culture and its Effects on Records Management

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## Digital Records Pathways: Topics in Digital Preservation

### 1 Preface

*Digital Records Pathways: Topics in Digital Preservation* is an educational initiative developed jointly by the International Council on Archives (ICA) and the International Research on Permanent Authentic Records in Electronic Systems Project (InterPARES). It offers training to archivists and records professionals in the creation, management and preservation of authentic, reliable and usable digital records. The program assumes that the user has a solid grounding in basic concepts of records management and archival theory, and builds on that knowledge.

Consisting of eight independent modules, *Digital Records Pathways* addresses the theoretical and practical knowledge needed to establish the framework, governance structure and systems required to manage and preserve digital records throughout the records' lifecycle.. Each module addresses a specific topic of relevance to the management and preservation of digital records. The program is provided free of charge on the ICA website at [www.ica.org/](http://www.ica.org/).

#### 1.1 About the ICA and InterPARES

The ICA and InterPARES are committed to establishing educational materials for the continuing education of archivists and records managers, to build upon foundational knowledge, disseminate new findings, and to equip archivists and records professionals with the necessary specialized knowledge and competencies to manage and preserve digital records.

**The International Council on Archives (ICA)** ([www.ica.org](http://www.ica.org)) is dedicated to the effective management of records and the preservation, care and use of the world's archival heritage through its representation of records and archives professionals across the globe. Archives are an immense resource. They are the documentary by-product of human activity and as such an irreplaceable witness to past events, underpinning democracy, the identity of individuals and communities, and human rights. But they are also fragile and vulnerable. The ICA strives to protect and ensure access to archives through advocacy, setting standards, professional development, and enabling dialogue between archivists, policy makers, creators and users of archives.

The ICA is a neutral, non-governmental organization, funded by its membership, which operates through the activities of that diverse membership. For over sixty years ICA has united archival institutions and practitioners across the globe to advocate for good archival management and the physical protection of recorded heritage, to produce reputable standards and best practices, and to encourage dialogue, exchange, and transmission of this knowledge and expertise across national borders. With approximately 1500 members in 195 countries and territories the Council's ethos is to harness the cultural diversity of its membership to deliver effective solutions and a flexible, imaginative profession.

**The International Research on Permanent Authentic Records in Electronic Systems (InterPARES)** ([www.interpares.org](http://www.interpares.org)) aims to develop the knowledge essential to the long-term preservation of authentic records created and/or maintained in digital form and provide the basis for standards, policies, strategies and plans of action capable of ensuring the longevity of such material and the ability of its users to trust its authenticity. The InterPARES project has developed in three phases:

InterPARES 1 (1999-2001) focused on the development of theory and methods ensuring the preservation of the authenticity of records created and/or maintained in databases and document management systems in the course of administrative activities. Its findings present the perspective of the records preserver.

InterPARES 2 (2002-2007) continued to research issues of authenticity, and examined the issues of reliability and accuracy during the entire lifecycle of records, from creation to permanent preservation. It focused on records produced in dynamic and interactive digital environments in the course of artistic, scientific and governmental activities.

InterPARES 3 (2007-2012) built upon the findings of InterPARES 1 and 2, as well as other digital preservation projects worldwide. It put theory into practice, working with archives and archival / records units within organisations of limited financial and / or human resources to implement sound records management and preservation programs.

## **1.2 Audience**

The audience for this program includes archivists and records and information professionals interested in expanding their competencies in the management of digital records. Taken as a whole, the modules form a suite of resource materials for continuing professional education with particular focus on issues influencing the preservation of reliable, accurate and authentic digital records.

## **1.3 How to Use the Modules**

Each module consists of theoretical and methodological knowledge and its practical application, illustrated through case studies and model scenarios. While the modules have been developed by InterPARES Team Canada, and are therefore illustrated with examples from the Canadian context, each module is customizable for a specific domain or juridical context. For wider applicability, they have been translated into the languages of the ICA partners.

The modules can be studied individually according to need and interest, or as a set, covering the range of competencies required. They can be self-administered by individuals, or offered through professional associations or workplace training. The modules also contain a number of templates that allow universities and professional associations to adapt and to develop specific course curricula, on-site training materials for students and professionals on digital recordkeeping and preservation issues. Universities and professional associations are free to adapt the materials and develop their own context-specific course curricula and training kits.

## 1.4 Objectives

The modules have the following objectives:

- To provide educational resources based on cutting edge research in digital records issues to professional archival and records management associations for the benefit of their members;
- To provide archivists and records managers with the necessary theoretical knowledge as well as procedural and strategic skills to develop, implement and monitor a digital recordkeeping and/or a preservation program;
- To illuminate theoretical concepts with practical applications through real life examples drawn from case studies, anchored in specific administrative and technological contexts;
- To provide university programs with content and structure for courses on digital records management and preservation.

## 1.5 Scope

*Digital Records Pathways: Topics in Digital Preservation* consists of the following modules:

Module 1:	Introduction – A Framework for Digital Preservation
Module 2:	Developing Policy and Procedures for Digital Preservation
Module 3:	Organizational Culture and its Effects on Records Management Selection and Appraisal of Digital Records
Module 4:	An Overview of Metadata
Module 5:	From <i>Ad Hoc</i> to Governed – Appraisal Strategies for Gaining Control of Digital Records in Network Drives
Module 6:	E-mail Management and Preservation
Module 7:	Management and Preservation of Records in Web Environments
Module 8:	Cloud Computing Primer

Each module consists of some or all of the following components as appropriate:

- **Overview** of the topic and scope of the module;
- **Learning objectives** and expected level of knowledge upon completion;
- **Methodology** or the procedures to follow in order to apply the module;
- **Templates (where appropriate)** to facilitate the implementation of the module;
- **Case Study(ies)/Scenarios (where appropriate)** that provide real-world examples of module topic
- **Exercises** covering key learning points;
- **Review questions** to enhance comprehension and understanding of the topic;
- Additional **Resources** for the topic, including **readings, standards** and other **templates** for reference

Overview of the set			
1. A Framework for Digital Preservation 2. Developing Policy and Procedures for Digital Preservation			Foundational
3. Organizational Culture	4. An Overview of Metadata	5. Appraisal Strategies	General purpose
6. E-mail	7. Websites	8. Cloud Computing	Specific purpose
International Terminology Database			Foundational

## 1.6 International Terminology Database

The terminology used in the modules reflects common usage in archival and records management communities of practice. To ensure common understanding, and minimize potential confusion that may arise from regional or jurisdictional practice, all modules are supported by the International Terminology Database, available at <http://www.web-denizen.com/>. As well, certain specific terms are included in short glossaries in each module.

## **Module 3: Organizational Culture and its Effects on Records Management**

### **2 Introduction**

Records professionals tend to focus their attention on developing standards, policies, procedures and in specifying the functional requirements of a recordkeeping system. In the course of developing and implementing a recordkeeping system, they tend to adopt a top-down functional perspective in analyzing an organization's mandate, functions and business activities. However, records professionals may overlook the organizational culture factor, which includes understanding how various groups within an organization work and behave as well as what motivates individuals. An appreciation of organizational culture factors can affect the level of receptiveness among users in adopting and using a recordkeeping system.

Organizational culture is not a monolithic concept. It can differ among different organizations and even within the same organization. For example, employees who operate in a bureaucratic structure and which has clearly defined lines of authority, such as in the government bureaucracy, tend to be more receptive to records management initiatives. In contrast, employees who have a greater sense of independence and autonomy in their work, such as in academic environment, are generally resistant in complying with record creation and recordkeeping requirements. Within the same organizational entity, multiple cultures may exist and these cultures can be manifested at different levels of an organization, be it at the business group, or sub-group level.

#### **2.1 Scope**

This module equips records professionals with the tools to conduct an assessment of the organizational cultural profile of a business unit (micro level) or an entire department or organization (macro level). The module enables records professionals to understand the key characteristics and the integrative and fragmentary aspects of organizational culture that can exist among different organizations and even within the same organization. The module provides recommended strategies for records managers to promote a records management program within each type of organizational culture.

#### **2.2 Aims and Objectives**

The objective of this module is to explain the characteristics and profiles of different types of organizational cultures. Through this process, you will learn how culture is manifested in the form of norms and values, the manner in which decisions are made, how various stakeholders are socialized in the environment, and how they interact with one another. This will enable you to gain an insight on how recordkeeping behaviour is affected by organizational culture and to formulate effective strategies to promote and champion records management within each type of organizational culture.

#### **2.3 Learning Outcomes**

Upon completing the module, you will be able to:

- Understand the different types of organizational culture and its characteristics;
- Identify the organizational culture or the combination of cultures that can exist within an organization or in different organizations based on an organizational culture assessment checklist;
- Understand the various components that constitute the criteria that define the cultural profile of your organization;
- Select the appropriate records management strategies to promote and/or develop a records management program within each type of culture; and
- Know where to locate additional resources relating to organizational culture issues.

### 3 What is Organizational Culture?

Organizational culture is defined as a system of shared values and assumptions that may be explicit or implicit in nature. This system of shared values and assumptions also involves an interaction of the values, assumptions of multiple stakeholders, who bring with them their own knowledge and experience. Organizational culture shapes and influences the manner in which individuals behave and act. It is also reflected in an organization's goals, objectives, leadership style, system of incentives and disincentives, work processes, and the technology it adopts and uses.<sup>1</sup>

**In summary, organizational culture:**

- is a system of shared values, assumptions and beliefs that may be explicit or implicit in nature;
- defines how individuals should behave and act; and
- is a reflection of an organization's sociocultural system.

The module recognizes that national culture, which is defined as the areas of similarities and differences in the values among different nations, also shapes recordkeeping behaviour of individuals within an organization. However, it is beyond the scope of this module to examine the impact of national cultures on recordkeeping such as in multinational organizations.

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<sup>1</sup> See also Gillian Oliver, *Organizational Culture for Information Managers*. Oxford, United Kingdom: Chandos Publishing, 2011. Oliver provides an onion analogy to define organizational culture, which comprises three layers. The first layer is national culture which is defined as the "values acquired growing up from family and school" (p.26). The second layer is occupational culture which are "values and practices which have been learned in the course of vocational education and training" (ibid). The third layer is corporate culture which "can be analyzed by various characteristics and artifacts" (p. 121).

### 3.1 Factors which Influence Organizational Culture and Recordkeeping Practices<sup>2</sup>

#### 3.1.1 Language

The language used by various stakeholders can be both a unifying and divisive force in an organization. It can codify the definitions of specific terms and concepts such as record and archives as documented in the relevant legislation and the organization's recordkeeping as well as record preservation policy and procedure.

However, language can also be a potentially divisive feature in an organization as the words used by stakeholders may be the same but their meanings and the context of how the words used may be different. For example, some individuals within the organization consider records as everything which is created in the course of a business activity, and this includes both paper and digital records. In contrast, there may be employees who associate records only in terms of paper and one that has been finalized with a signature and a seal. These individuals may perceive email as a mode of communication and have a sense of personal ownership over emails. Consequently, these individuals may not necessarily perceive emails as the corporate records of the organization's functions, business activities and transactions and as a corporate resource that needs to be effectively managed. There are also individuals within the organization who make a distinction between transitory records, which have a shorter retention period as compared to those records which are retained longer as they provide evidence of the functions, activities, and transactions for the organization.

Records managers and professionals need to be sensitive to how stakeholders define, interpret and internalize the meanings of certain specific records management terms, which are also widely used in other specialized disciplines such as in the information technology field. The terms data and records are understood differently by both information technology professionals and records professionals. For example, information technology professionals' definition of a record may correspond with records professionals' definition of metadata. In addition, information technology professionals and records professionals define archives preservation very differently. Unlike records professionals who define archives preservation in terms of developing a comprehensive framework of policies and strategies to reproduce authentic records over time, information technology professionals define archives preservation as a back-up or recovery system. Besides understanding the specific terms used by information technology professionals, records professionals need to be familiar with the specific business functions and activities of the records creators and the specific terminology used by the records creators in describing their work processes, transactions and recordkeeping activities. Records professionals can play an important role in translating the terms used by different stakeholders, i.e. record creators and information technology professionals, and bridging the different levels of expectations between the two groups.

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<sup>2</sup> The examples cited in this section are based on a general study on organizational culture conducted by InterPARES 3 Project Team Canada. The study involved an inductive analysis of interviews with records creators, records professionals, IT professionals and management from Canadian small and medium sized organizations.

### **3.1.2 Technology**

Technology is also social in nature and involves an interaction among the users and their interpretation of how the technology fits with their business activities. Stakeholders can also associate the recordkeeping system with a specific value construct which may either conform or conflict with their preferred mode of working. For example, some stakeholders may perceive the development of a recordkeeping system as an attempt to eliminate paper and be resistant to the development of such a system as they are not comfortable in doing away with paper. Other stakeholders may perceive such a system in terms of centralized control, which interferes with their creativity.

The manner in which record creators interact and adapt and in some cases, bypass the original intent and design of a recordkeeping system will provide a useful insight to records managers on how to best address the concerns of records creators in their adoption and use of the system. Records professionals can provide regular training sessions and in some cases, provide training on an individual basis on how to use the system. Records professionals can also act as an intermediary between the system designers and business users to make modifications to the layout and functionalities of the system in order to reduce the level of user resistance. Record professionals hence have to be actively involved during the initial design stage of the recordkeeping system and during the process when the system is deployed and implemented to specific users. It is also equally important for records professionals to actively monitor how records creators use, adapt and modify the system to fit their business needs.

### **3.1.3 Strategic goals of the organization**

Organizations that aim to be leaders and trend setters in their industry, and which are concerned with increasing their market share, maximizing their profits and their reputation, tend to fit into the profile of the task, market and power cultures (see Section 3.2 below). However, organizations which are more concerned with the quality of their products and services and in increasing output and efficiency tend to fit the profile of the role based culture. Organizations that aim to innovate and place an emphasis on the talent and expertise of employees rather than on the years of seniority and formal title tend to fit the profile of task and person cultures.

### **3.1.4 Functions and business activities of an organization**

The functions and business activities of an organization shape the way an organization views and values records management initiatives. Generally, organizations which have a business need to keep track of different versions of records for their business activities and which are required to maintain records for a long period of time due to sensitivity of business activities and third party information tend to place a higher emphasis on records management initiatives. This includes the legal profession, finance, and human resources management. In contrast, organizations which focus more on personal growth and development such as the arts and culture tend to place a lower level of emphasis on records management.

### 3.1.5 People

People working in an organization belong to different occupational groups which can have their own distinct cultures. Occupational cultures are commonly agreed set of values acquired by individuals through a process of professional education, training, process of socialization at work and through membership in professional associations. These occupational subcultures co-exist with the primary culture of the organization. The values and language subscribed by these professional groups can conform with, complement, or depart from the values and language adopted by the archives and records management profession. This may lead to differing levels of expectation in respect to the roles and responsibilities relating to recordkeeping. For example, some records professionals expect IT to keep them updated of the development of new IT projects and systems since this will have an impact on recordkeeping and preservation issues for the organization. They would also want to work closely with IT to ensure that recordkeeping requirements are incorporated into IT systems. However, IT professionals may perceive the records manager's wish to work closely with IT as an act of interference and as a time-consuming activity.

In addition, people working in an organization also bring with them their working experience from other organizations. Individuals who had positive experiences in using an EDRMS in their previous jobs are more conversant and comfortable in using the system such as classifying and retrieving records compared to individuals who have never used an EDRMS. Conversely, individuals who had negative experiences in using an EDRMS will resist any corporate control to implement an EDRMS system and may also potentially discourage their colleagues to use the system. Records professionals should be sensitive to the prior experiences of employees in using an EDRMS system at their previous jobs. They should work closely with these individuals who can offer suggestions on how to improve the functionalities and interface of the system.

**Organizational culture and recordkeeping practices are influenced by:**

- Language as a form of communication
- Technology
- Strategic goals of the organization
- Functions and business activities of the organization
- People

### 3.2 Types of Culture and Its Characteristics<sup>3</sup>

The objective of this section is for records professionals to understand the typology of cultures that can exist in an organization and its salient characteristics. Generally, there are five types of cultures – power, role, task, person and market. The culture within an organization is not monolithic and there may be different subcultures co-existing within an organization.

<p><b>Power Culture</b></p> <p>Dominated by individuals with strong personalities, charisma and/or proven record of success.</p> <p>Tends to trust specific individuals close to the centre of authority.</p> <p>Employees tend to identify themselves in terms of the person(s) that they work for.</p> <p>Does not make decisions based on adherence to established policies and procedures.</p> <p>Personal contacts and networks largely define how things get done in the organization.</p> <p>Example: Family run businesses</p>	<p><b>Role Culture</b></p> <p>Departments within the organization are clearly segregated in terms of functions and/or business processes.</p> <p>Organization is regulated by policies, procedures and rules.</p> <p>Organization is hierarchically structured with specific lines of authority for the purposes of coordination and control.</p> <p>Organization has clearly defined job descriptions.</p> <p>The organization equates efficiency in terms of meeting targets and breaking work processes into specific tasks.</p> <p>Example: Government agencies</p>
<p><b>Task Culture</b></p> <ul style="list-style-type: none"> <li>• The organization is characterized by project teams and task forces who work independently.</li> <li>• Decisions are not derived from central authority but are derived laterally from the various teams in the organizations.</li> <li>• The organization reacts quickly to change</li> <li>• The organization is result oriented and values innovation.</li> <li>• Employees are valued because of their specialized knowledge rather than by rank or status.</li> </ul>	<p><b>Person Culture</b></p> <ul style="list-style-type: none"> <li>• Organization exists primarily because of its members.</li> <li>• The expertise and/or talent of the individuals are the most important asset to the organization.</li> <li>• The organization does not adhere strictly to bureaucracy structure and rules.</li> <li>• Organization values individualism, innovation and freedom.</li> <li>• Administrative and/or managerial responsibilities are viewed as administrative burdens.</li> </ul> <p>Example: Independent professionals and</p>

<sup>3</sup> Charles B Handy, *Understanding Organizations*. Middlesex, England: Penguin Books, 1976, pp.176-211. Handy states that there are four types of culture – power, role, task and person. See also Kim S. Cameron and Robert E. Quinn. *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. Menlo Park, California: Addison Wesley Longman, 1998. The authors state that there are four types of culture – hierarchy, market, clan and adhocracy.

Example: Research institutes	entrepreneurs
<b>Market Culture</b> <ul style="list-style-type: none"> <li>• The organization is aggressive and competitive.</li> <li>• Organization responds quickly to the external rather than to the internal environment.</li> <li>• Individuals within the organization are achievement oriented and focus on outcomes.</li> <li>• The organization values winning and in exceeding targets.</li> <li>• The organization perceives achieving results as more important than following procedures</li> </ul> Example: Financial institutions	

## 4 Organizational Culture Assessment Checklist – Objective and Criteria

The objective of the organizational culture assessment checklist is for records managers and archivists to assess the culture of a business unit as well as to assess the overall culture of the organization. The checklist is based on the following criteria:

### 4.1 Values and goals

The shared values of an organization are both the explicit and implicit assumptions of the organization in terms of how it operates and behaves. In other words, values are a code of social norms governing how individuals should ideally interact, behave and work in an organization. An organization typically has mission and vision statements to articulate some of these values. However some of these values may not be documented in written form but through an organization's work practices, rituals, and through interaction among employees. In addition, some of the values may be internalized and interpreted differently among different groups within the organization. As such, senior management may have their own set of values which differ that with those of staff in the lower levels of the hierarchy. In addition, some occupational groups may have their own professional values which may not necessarily align with the values subscribed by senior management.

Goals represent the aspirations of the organization in terms of what it wants to accomplish and attain. Although the organization may have its own values, goals and strategies to reward and to motivate staff, individuals within the organization may have their own value system and goals that can sometimes either conform to or conflict with the organization's value system and goals. For example, record professionals may perceive a recordkeeping system as a means to effectively document the decision-making process of a business unit. However, individuals within the business unit may perceive such a system as being too rigid, time-consuming and a source of extra work.

### 4.2 How employees learn and act

Knowing how employees and business groups acquire knowledge and skills and how employees act and behave in an organization enables records professionals to understand what motivates people and how they interact with each other. An understanding of how employees learn and act also reveals the manner and the process in which individuals are

socialized in an organization. It also provides records professionals with an insight on how to promote records management in the organization and to mitigate the level of resistance among users. For example, if employees in the organization learn and interact with each other through the use of collaborative tools, the records professional might consider integrating these tools with the records management system rather than promoting the system as a separate and stand-alone entity.

### **4.3 Leadership and decision making process**

Leaders play an important role in shaping and reinforcing an organization's existing norms, values and culture. There are both formal and informal leaders within an organization. The former refers to individuals who have acquired a level of seniority within an organization. They typically occupy a mid- to senior-level position with supervisory responsibilities or are given leadership responsibilities such as union or project leaders. Informal leaders do not necessarily occupy a position of authority but are able to influence and motivate employees because of their ability to form strong coalitions. Although senior management support and endorsement play an important factor in influencing the selection and use of a recordkeeping system, informal leaders can also champion the use of an electronic recordkeeping system or block the level of support among users in adopting the system.

### **4.4 System of incentives and disincentives**

A system of incentives and disincentives can act as a means to motivate and/or discourage organizational behaviour. Senior management can strategize and provide support by: allocating monetary and manpower resources; developing a formal system of recognition; and establishing a performance appraisal system to initiate and encourage organizational behaviour change or to stabilize the behaviour. For example, an employee is expected to document specific business activities and to classify and register the records into an electronic recordkeeping system. This policy of having a documentary trail of records as part of an employee's business activities can be incorporated as part of the organization's annual performance appraisal. Alternatively, regular auditing activities and a system to counsel staff who fail to adhere to recordkeeping policies and procedures is one possible way to ensure that staff abide by the rules. Records professionals need to be aware on areas that can potentially disincentivize a business unit from adopting an electronic recordkeeping system. For example, an electronic recordkeeping system that is marketed as promoting access and collaborative work may not work well in a power culture, which is careful about sharing information.

## 5 Completing the Organizational Culture Assessment Checklist

### 5.1 Guidelines in Completing Organizational Culture Assessment Checklist

This checklist can be completed on your own or you can involve other employees within the organization. These stakeholders should have worked in the organization for at least a year and have a good understanding of the overall mandate, functions and strategic directions of the organization and its culture.

The unit of analysis in the organization should be consistent. For example, if you analyze a department's organizational culture, you should complete the entire checklist based on the assessment of that department. You can also use the checklist to assess the culture of the organization as a whole. The results of this review may then be compared with any evaluations conducted at the department level.

Use the section on indicators to assess organizational culture to help you complete the checklist.

Under this section on values and goals, please select **two checkboxes** which best describe the situation in the organization that you are assessing. Please refer to the section – Indicators to Assess Organizational Culture to guide you in your assessment.

1	<u>Values and goals</u>	
1.1	The organization guards their territory and assets very carefully.	A
1.2	The organization values cultivating social networks and relationships with stakeholders.	A
1.3	The organization values predictability. The organization is risk adverse and is generally slow to respond to changes in the environment.	B
1.4	The organization is process oriented. It pays careful attention to completion of tasks in order to meet business objectives and/or outcomes.	B
1.5	The organization values creativity, innovation and variety.	C
1.6	The organization values the expertise and specialist skills of their employees rather than on status or age.	C
1.7	The individuality of the employee is of paramount importance.	D
1.8	The employees in the organization value their freedom, in particular their personal time to engage in the activities that fit with their professional interest.	D
1.9	The organization is profit orientated.	E

1.10	The organization is competitive in nature and focuses on increasing their market share in the industry.	E
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Under this section on how employees learn and act, please select **two checkboxes** which best describe the situation in the organization that you are assessing. Please refer to the section – Indicators to Assess Organizational Culture to guide you in your assessment.

2	<u>How employees learn and act</u>	
2.1	Employees learn primarily through trial and error and by following the examples of their management.	A
2.2	Employees make assumptions and decisions based on their observations and assumptions of what decision makers will do.	A
2.3	Employees who lack certain skills and competencies need to undergo training.	B
2.4	Employees tend to adopt a linear approach in problem solving. For example, they break down the problem into parts and identify solutions to the parts.	B
2.5	Employees are encouraged to be creative when solving problems.	C
2.6	The organization emphasizes the importance of learning through working in teams.	C
2.7	Employees learn by immersing themselves in experiences.	D
2.8	Employees influence each other through consultation in a collegial environment.	D
2.9	Employees learn by keeping a close watch on trends and events in the external environment.	E
2.10	Employees act primarily by making assumptions and forecasts on future trends	E

Under this section on leadership and decision making process, please select **five checkboxes** that best describe the situation in the organization which you are assessing. Please refer to the section – Indicators to Assess Organizational Culture to guide you in your assessment.

3	<u>Leadership and decision making process</u>	
3.1	The organization is characterized by strong personalities and figure heads who are the key decision makers.	A
3.2	The organization does not subscribe to the formation of committees as part of their decision making processes.	A
3.3	Decisions are made very quickly and are based on instinct and feelings rather than on careful analysis of facts.	A
3.4	The organization generally does not make decisions based on adherence to policies and procedures.	A
3.5	The management in the organization prefers verbal communication and personal contact and generally does not document decisions.	A
3.6	The organization values adherence to rules and procedures rather than on relying upon influential figures.	B
3.7	Decision making process is formal in nature and is characterized by levels of approval.	B
3.8	The organization is hierarchically structured and has departments and committees.	B
3.9	The organization has clearly specified roles and responsibilities with regard to allocation of tasks.	B
3.10	The organization documents decisions and communicates to their employees through written documentation.	B
3.11	Strong team based approach in decision making.	C
3.12	Authority is based on the knowledge and competence of individuals. Authority is not solely based on an individual's position in the organization.	C
3.13	Assignment of tasks to employees is based on a system of consensus between the manager and staff.	C
3.14	Subscribes to a more open and deliberative form of discussion rather	C

	than a top-down system of command.	
3.15	Focus on defining the problem and the objectives of the project and/or task rather than adhering to job descriptions.	C
3.16	System of hiring is generally made collectively.	D
3.17	Discourage top-down approach in decision making.	D
3.18	The organization actively consults a variety of stakeholders as part of the decision making process.	D
3.19	Management tend to interact and manage employees on an individual basis.	D
3.20	Employees are not expected to act on things which conflicts with their values and/or goals.	D
3.21	Management are assertive, decisive, result oriented and set high standards.	E
3.22	Organization demands a lot of the employee's time and personal commitment.	E
3.23	Decision making process is very much externally oriented in terms of catering to the demands of customers as well as analyzing the strengths and weaknesses of its competitors.	E
3.24	Managers in the organization are good at negotiating deals and counter strategies.	E
3.25	Decision making is hard-nosed and is characterized by pragmatism rather than idealism.	E

Under this section on system of incentives and/or disincentives, please select **two checkboxes** that best describe the situation in the organization which you are assessing. Please refer to the section – Indicators to Assess Organizational Culture to guide you in your assessment.

4	<u>System of incentives and/or disincentives</u>	
4.1	Employees who are trusted by decision makers are given more responsibilities, resources and greater sense of latitude by the organization.	A
4.2	Employees who are perceived as not being loyal by the core group and/or inner circle and/or who make too many mistakes will be removed from their position.	A
4.3	The organization institute measures to reward staff in terms of an increase in their authority and outward signs of their influence such as a bigger office space.	B
4.4	Employees who do not conform to the organization's policies and procedures will be dealt in accordance with the organization's rules and regulations.	B
4.5	Employees are motivated by opportunities for professional development and freedom in their work as well as the perks and benefits meted out by the organization.	C
4.6	Employees are motivated by the challenge of working in a dynamic environment that offers variety and to solve specific problem/tasks.	C
4.7	Employees value the right to choose how to develop their professional competencies and abilities.	D
4.8	Employees derive satisfaction from perfecting their own expertise and/or craft.	D
4.9	Employees are rewarded in terms of good remuneration package and benefits.	E
4.10	Employees who fail to deliver according to the high standards set by the organization will be asked to leave.	E

At the end of this exercise, count the number of boxes you have checked under categories A, B, C, D, and E.

If the majority of your checkboxes are:

**Category A**, your organization is a **power culture**,

**Category B**, your organization is a **role culture**;

**Category C**, your organization is a **task culture**;

**Category D**, your organization is a **person culture**;

**Category E**, your organization is a **market culture**

**Exercise:** Complete the organizational culture assessment checklist and assess the profile of your organization at both a business unit and/or department level. Use the indicators to assess organizational culture to help you in completing this checklist. You can complete the checklist on your own or in groups.

## 6 Indicators to Assess Organization Culture

The following set of indicators provides examples to assess organizational culture and help you in completing the checklist. They identify issues that may be relevant to a business unit and/or organization.

1	<u>Values and goals</u>	
1.1	The organization guards their territory and assets very carefully.	<p>The record keeping environment and culture does not facilitate sharing of information among employees.</p> <p>The organization institute strict access controls in its building premises. For example, use of closed-circuit television (CCTV) for surveillance purposes.</p> <p>The organization imposes strict access controls in its recordkeeping system. For example, users are prompted to change their login password once every few months and they cannot reuse their last three passwords.</p> <p>Use of office laptops and other electronic devices cannot be removed from the organization without seeking necessary security clearance.</p> <p>The organization institutes security clearance checks for external contractors and vendors.</p>
1.2	The organization values cultivating social networks and relationships with stakeholders.	<p>Managers spend a considerable amount of their time socializing and networking within the organization.</p> <p>Managers spend a considerable amount of their time socializing and networking outside the organization.</p> <p>Senior management prefer to grant interviews and/or hire key personnel in an organization based on their professional contacts and/or recommendations from trusted employees.</p> <p>When encountering an unfamiliar situation and problem, employees first turn to what they perceive as a reliable and trusted</p>

		<p>person or who is a resident expert.</p> <p>When encountering an unfamiliar situation and problem, employees usually do not check their organization's existing records infrastructure and/or policy manuals.</p>
1.3	The organization values predictability. The organization is risk adverse and is generally slow to respond to changes in the environment.	<p>Employees tend to rely on past precedents and traditional ways of accomplishing tasks.</p> <p>Employees are reluctant to develop new ways of accomplishing tasks.</p> <p>The organization is not innovative within their field.</p> <p>The organization allows other organizations to develop and try new products and methods.</p> <p>The organization is content to follow the tried and tested methods of its industry partners and /or competitors.</p>
1.4	The organization is process oriented. It pays careful attention to completion of tasks in order to meet business objectives and/or outcomes.	<p>The organization routinely documents and updates their procedural manuals and guidelines.</p> <p>The organization relies heavily upon manuals and guidelines to guide employees in executing their work.</p> <p>The organization sets key performance indicators to align with their business outcome and/or function.</p> <p>Management in the organization institute a reporting system that closely monitors the assignment and completion of tasks.</p> <p>Management carefully assesses how much work has to be done and what has been completed so as to evaluate whether targets can be met.</p>
1.5	The organization values creativity, innovation and variety.	<p>The organization embraces change.</p> <p>The organization actively tries new and novel ideas of accomplishing tasks.</p>

		<p>The organization is not afraid to abandon the rules and regulations of the status quo or the traditional ways of accomplishing tasks.</p> <p>The organization encourages employees to question existing ways and assumptions of accomplishing tasks.</p> <p>The organization encourages employees to develop new ways to accomplish their tasks effectively and efficiently.</p>
1.6	The organization values the expertise and specialist skills of their employees rather than on status or age.	<p>As part of its hiring process, the organization specifically tests and evaluates the professional and/or technical skills of new applicants.</p> <p>Management frequently consults the specialist or technical expert and seeks their comments and feedback.</p> <p>Employees with specialist knowledge and skills are paid just as well if not better than those occupying managerial positions or those who have been in the organization for a long time.</p> <p>Employees need to demonstrate that they achieve a certain level of professional and technical competence such as their ability to conduct research before they can be promoted.</p> <p>The organization frequently organizes discussion forums as a means to allow staff to share their knowledge and expertise with one another.</p>
1.7	The individuality of the employee is of paramount importance.	<p>The records created by the employees largely reside in the respective employee's office computer, LAN and/or website.</p> <p>The employee can download/copy records from his office computer to his/her personal laptop or other electronic devices.</p> <p>The employee is allowed to communicate with colleagues and/or people outside the organization using their own personal email</p>

		<p>account.</p> <p>The organization allows employees to use their own personal laptops for work.</p> <p>The organization encourages employees to initiate projects that meet the organization's overall objectives rather than it being imposed on them by management.</p>
1.8	The employees in the organization value their freedom, in particular their personal time to engage in the activities that fit with their professional interests.	<p>Employees do not need to report or leave work at a specified time, apart from meeting standard obligations such as attending meetings.</p> <p>Employees can telecommute and work from home.</p> <p>Employees are encouraged to provide comments and feedback without fear of censorship and/or negative repercussions.</p> <p>Employees tend to be passionate about their beliefs and freely articulate them.</p> <p>Employees can apply for sabbatical leave to further develop their professional interests and expertise such as to participate in a research project with an external organization.</p>
1.9	The organization is profit orientated.	<p>The organization focuses on maximizing short-term sales or revenue instead of long-term risk management.</p> <p>The organization imposes specific sales targets for its employees as part of its performance review exercise.</p> <p>The organization imposes quantitative indicators to evaluate its current and estimated level of profitability such as debt capital ratio.</p> <p>Technological initiatives are geared towards reducing redundancy and reducing costs.</p> <p>The company's human resource strategy is geared toward filling short-term needs</p>

		rather than retaining talents in the long term.
1.10	The organization is competitive and focuses on increasing their market share in the industry.	<p>The organization conducts and relies on market analysis and reports to examine the growth of their industry such as changing consumer trends.</p> <p>The organization keeps a close watch on the marketing strategies and activities of its competitors.</p> <p>The company relies more on acquisitions than organic growth to increase its market share.</p> <p>The company often sacrifice profit margin (lower price or make some introductory service free) in order to increase market share.</p> <p>The company engages in aggressive capital and talent investment in order to expand their size and range of product/services offered, regardless of cost or risks.</p>
<b>2</b>	<b><u>How employees learn and act</u></b>	
2.1	Employees learn primarily through trial and error and by following the examples of the management.	<p>There is lack of a systematic on-the-job training for new employees.</p> <p>There is a lack of guidelines and procedures to guide employees in their work.</p> <p>Employees learn through observation and strive to emulate the way in which management resolve issues.</p>
2.2	Employees make assumptions and decisions based on their observations and assumptions of what decision makers will do.	<p>Employees tailor their business proposals and projects according to the issues which management tend to focus.</p> <p>Employees will informally consult with their colleagues, particularly those close to senior management, on what management likes and then pitch a project or design a product based on what management would like to see, rather than conducting an objective analysis on the merit of the</p>

		<p>concept.</p> <p>Employees tend to prepare for meetings and discussions with management by anticipating the possible questions asked by management.</p>
2.3	Employees who lack certain skills and competencies need to undergo training.	<p>The organization frequently conducts gap analysis on the competencies required to complete certain tasks or projects and evaluates the existing professional expertise and skills of staff. Staff lacking the necessary knowledge and skills will undergo on-the-job training or attend a workshop/course.</p> <p>Management works closely with the human resource department to identify a list of continuing education and/or business related courses that staff should attend at different stages of their career.</p> <p>As part of the annual performance appraisal exercise, both employees and management will discuss and identify relevant courses/workshops/conferences that the employee should attend within the coming year.</p>
2.4	Employees tend to adopt a linear approach in problem solving. For example, they break down the problem into parts and identify solutions to the parts.	<p>The organization uses a set of standardized tools and/or procedures to identify a set of variables that contribute to problems.</p> <p>Upon identifying the relevant factors that contribute a problem such as redundant business process, employees will be assigned to troubleshoot specific issues and are required report back to management on strategies to mitigate the problem.</p> <p>Employees assigned to the specific task tend to focus their attention to the completion of the task.</p>
2.5	Employees are encouraged to be creative when solving problems.	<p>Employees are encouraged to suggest and try new and untested ideas at work.</p> <p>The allocation of tasks is not clearly defined as the work is largely experimental in</p>

		<p>nature.</p> <p>The organization has well-designed creative work spaces for employees to stimulate, generate and exchange ideas among themselves. For example, discussions rooms may have games and modeling toolkits, flipcharts and writing materials to stimulate random and more focused and in-depth discussions.</p>
2.6	The organization emphasizes the importance of learning through working in teams.	<p>Employees work on a variety of projects and may belong in multiple teams.</p> <p>Employees are allowed to spend a certain percentage of their time to work on group projects that they are passionate about.</p> <p>Employees willingly share their ideas, experiences and expertise with their colleagues in a variety of methods, such as informal discussions or information technologies (e.g., e-mail, web and/or video conferencing).</p>
2.7	Employees learn by immersing themselves in experiences	<p>Employees take the initiative or are interested to find out what their colleagues are working on without being told by management.</p> <p>Employees take the initiative to learn new and diverse methods from other disciplines and/or industries.</p> <p>Employees require no prompting from management and actively sought ways to fulfill their professional and development needs. For example, they apply for sabbatical or study leave to pursue their research interest.</p>
2.8	Employees influence each other through consultation in a collegial environment.	<p>Employees do not simply accept the ideas of their colleagues but frequently question or at times challenge their underlying assumptions. For example, they may utilize opportunities through attending professional conferences and workshops, post messages on listservs to comment on their colleagues'</p>

		<p>professional comments or assessment.</p> <p>Employees are given the independence and free-rein by management to pro-actively identify projects and areas of collaboration with colleagues and industry partners.</p> <p>Employees refine their ideas and hypotheses through a process of constructive debate and criticism with their colleagues.</p>
2.9	Employees learn by keeping a close watch on trends and events in the external environment.	<p>Employees on their own initiative actively monitor information about the socio-economic, political, technological, cultural and demographic trends of their industry through reading relevant journals and newspapers.</p> <p>Employees actively seek feedback and comments from their customers, distributors and suppliers regarding their products.</p> <p>Employees actively seek feedback and comments from their customers regarding their level of customer service.</p>
2.10	Employees act primarily by making assumptions and forecasts on future trends	<p>Employees conduct a detailed market analysis using models and/or software tools to forecast opportunities and trends in the market for example, changing consumer trends and competition from newcomers into the market.</p> <p>Employees conduct a detailed profile and analysis of their organization's strengths.</p> <p>Employees conduct a detailed profile and analysis of their organization's weakness.</p>
3	<b><u>Leadership and decision making process</u></b>	

3.1	The organization is characterized by strong personalities and figure heads who are the key decision makers.	<p>Staff and/or advisory board members are careful about voicing dissenting and/or alternative viewpoints from key decision makers.</p> <p>The key decision makers tend to have a strong charismatic personality and influence with members of the community both within and outside the organization.</p> <p>The key decision makers are the main liaison persons or sources of contact with external organizations.</p>
3.2	The organization does not subscribe to the formation of committees as part of their decision making processes.	<p>The key decision makers have the final say with regard to allocation of resources in the organization.</p> <p>The key decision makers are generally resistant towards the formation of structure and practices which allows for lateral participation and decision making processes.</p> <p>The key decision makers are generally reluctant to relinquish control on the key decision making processes made by the organization and/or control over the resources and assets.</p>
3.3	Decisions are made very quickly and are based on instinct and feelings rather than on careful analysis of facts.	<p>Key decision makers tend to rely on their personal experience and knowledge of the business to make decisions.</p> <p>Key decision makers tend to size up people very quickly for example competitors, clients and employees and make a judgement of the person's capability and/or potential.</p> <p>Key decision makers are quick to recognize patterns and to make quick assessment of the business environment.</p>
3.4	The organization generally does not make decisions based on adherence to policies and procedures.	<p>Policies and procedures are perceived by key decision makers as interference to their ability to control the situation.</p> <p>Employees are generally aware of what is</p>

		<p>expected of them implicitly through reading the cues of key decision makers.</p> <p>Decision making process tend to be centred on ability of employees and/or key decision makers to leverage on their social influence and hence lends itself to be less structured in nature.</p>
3.5	The management in the organization prefers verbal communication and personal contact and generally does not document decisions.	<p>Management spent a large proportion of their time attending meetings and making telephone calls.</p> <p>Decision making is centred on verbal contact and discussions rather than via emails, memos and formal business proposals.</p> <p>Management in organization do not solely rely on corporate records within the organization but also tap on their own contacts, networks and other information channels separate from the organization's recordkeeping system.</p>
3.6	The organization values adherence to rules and procedures rather than on relying upon influential figures.	<p>When encountered with an unfamiliar situation, employees would first check on whether the organization has an existing policy or procedure.</p> <p>If the employees encounter a situation which the organization has never experienced before, employees are expected to work with the relevant business units in drafting policies and procedures.</p> <p>The <i>modus operandi</i> which guides the decision making process is not to reinvent the wheel since there are existing policies and procedures to ensure consistency.</p>
3.7	Decision making process is formal in nature and is characterized by levels of approval.	<p>Employees are expected to submit proposals and reports to their immediate supervisor, which is subsequently channeled to the senior management for approval and endorsement</p> <p>Employees cannot proceed with a business</p>

		<p>plan without seeking clearance and approval from management.</p> <p>There are standardized forms and templates to seek approval for specific business activities such as for procurement and for hiring staff.</p>
3.8	The organization is hierarchically structured and has departments and committees.	<p>The organization operates on a command and control environment with clearly specified reporting lines.</p> <p>The organization establishes committees and/or working groups if there is a need for collaboration and lateral communication among functional business units.</p> <p>The organization chart forms a pyramid structure with decisions being centrally controlled by senior management.</p>
3.9	The organization has clearly specified roles and responsibilities with regard to allocation of tasks.	<p>The organization has job descriptions which documents the roles and responsibilities of employees</p> <p>There is a clear specialization of job functions and responsibilities. For example, those with professional expertise in finance and accounting report under the finance department while those with background in engineering report under the engineering department.</p> <p>Senior management will assign work and/or tasks based on functional responsibilities and competence of the department and/or business unit.</p>
3.10	The organization documents decisions and communicates to their employees through written documentation.	<p>Instructions from management to staff are conveyed through written documentation such as emails and memos</p> <p>Matters discussed and decisions made during meetings are documented in the form of minutes and are circulated to relevant staff.</p> <p>Staff seek advice from management through written records such as reports and emails.</p>

3.11	Strong team based approach in decision making.	<p>Team collectively defines strategies and guidelines in defining work processes</p> <p>Decision making process is participatory in nature and individuals within the team can influence the decision making process.</p> <p>Strong sense of team identity and there is a strong sense of collective ownership.</p>
3.12	Authority is based on the knowledge and competence of individuals. Authority is not solely based on an individual's position in the organization.	<p>Professional knowledge and expertise of employees are valued over length of employment in the organization.</p> <p>Centralization of decision making process is generally resisted among employees</p> <p>Employees are empowered to make recommendations and to offer alternatives, based on their professional knowledge and competency.</p>
3.13	Assignment of tasks to employees is based on a system of consensus between the manager and staff.	<p>Managers defines the goals of the project in consultation with its members</p> <p>Employees generally have the freedom on how they should approach their work to meet the objectives of the organization.</p> <p>Managers encourage employees to have a sense of curiosity about their work since the objectives and goals of the project are new to the industry and/or profession.</p>
3.14	Subscribes to a more open and deliberative form of discussion rather than a top-down system of command.	<p>The organization relies on creative uses of communication and information technologies such as wikis, blogs, online webinars to share comments and knowledge among employees.</p> <p>There is an open environment for feedback, communication and critical thinking which allows employees to learn from mistakes.</p> <p>Managers tend to assume the role of a facilitator to stimulate spirited discussion and debate among employees.</p>

3.15	Focus on defining the problem and the objectives of the project and/or task rather than adhering to job descriptions.	<p>Employees take an interest in assessing, brainstorming and defining the problem.</p> <p>Employees take a keen interest in coming up with new products, ideas and concepts.</p> <p>Employees tend to operate outside standardized job descriptions and actively offer suggestions and ideas. They enjoy and thrive in solving problems.</p>
3.16	System of hiring is generally made collectively.	<p>There is a collective involvement of multiple stakeholders such as professional, administrative staff and special interest groups in the hiring and dismissal of employees.</p> <p>As part of the hiring process, relevant stakeholders in the organization provide feedback about the candidates applying for the position to the hiring committee.</p> <p>Potential candidates are required to meet with different groups of stakeholders on an formal or informal basis as part of the hiring process.</p>
3.17	Discourage top-down approach in decision making.	<p>The organization makes an effort to be inclusive and to include diverse viewpoints from various stakeholders during the decision making process such as formation of committees.</p> <p>The organization makes an effort to include viewpoints from stakeholders through multiple feedback channels. For example, emails or social media forums.</p> <p>Stakeholders can lobby and sign a petition if they disagree with decisions made.</p>
3.18	The organization actively consults a variety of stakeholders as part of the decision making process.	<p>The organization makes an effort to consult both internal and external stakeholders through public opinion polls.</p> <p>There are specific committees or business units within the organization to connect, engage and solicit feedback from external stakeholders. For example, specific business</p>

		<p>units which handles fund raising or grant applications with external organizations.</p> <p>The organization actively conducts focus group meetings and organizes advisory groups and task forces as part of its information gathering exercise.</p>
3.19	Management tend to interact and manage employees on an individual basis.	<p>Management takes a keen interest in the professional development of staff</p> <p>Management respects the professional expertise of staff and actively seeks their comments in terms of formulating new strategies and directions.</p> <p>Management tend to perceive staff as their equals largely because of the professional and subject matter expertise of staff.</p>
3.20	Employees are not expected to act on things which conflicts with their values and/or goals.	<p>There is a general openness and discussion with regard to controversial issues that employees have strong opinions about.</p> <p>Employees have the choice not to participate in projects which does not align with their professional and/or research interests.</p> <p>Incoming employees would have conducted a prior assessment of the organization's overall professional and/or research strategy and to assess whether their skills and interest aligns closely with the organization.</p>
3.21	Management are assertive, decisive, result oriented and set high standards.	<p>Management actively creates new business and income streams for the organization.</p> <p>Management does not hesitate in dismissing staff due to failure in meeting targets or benchmarks set by the organization.</p> <p>The organizations embark on an aggressive marketing strategy such as repacking and rebranding products and finding creative avenues to market and sell products and/or services.</p>

3.22	<p>Organization demands a lot of the employee's time and personal commitment.</p>	<p>Employees work long hours to cater to requests from valued or high net worth clients and customers such as spending time in entertaining customers</p> <p>Employees are required to make frequent changes to business plans, proposals and models due to changes in business environment such as new offer from a potential buyer or requests from clients. These changes or requests are usually time-sensitive.</p> <p>Employees spent the bulk of the day meeting with potential clients to clinch deals and at the end of the day preparing administrative and paper work and/or studying for mandatory exams required in their profession.</p>
3.23	<p>Decision making process is very much externally oriented in terms of catering to the demands of customers as well as analyzing the strengths and weaknesses of its competitors.</p>	<p>The organization is in tune with changes in the external environment which affects their current business such as new government regulations, trade restrictions and political stability of their country and their investors.</p> <p>The organization actively uses environmental scanning tools and techniques to develop new business strategies or directions. For example, the use of PESTL (political, economic, social and technological) analysis.</p> <p>The organization is in tune with latest research and development projects on the industry and is willing to fund external organizations on joint research projects or partnerships.</p>
3.24	<p>Managers in the organization are good at negotiating deals and counter strategies.</p>	<p>Managers are careful in disclosing information during the process of negotiation such as instituting strict access controls on the number of people who have access to a particular project.</p> <p>Managers quickly respond with multiple strategies, counter offers and are open to explore multiple avenues and options in</p>

		<p>negotiating with multiple stakeholders.</p> <p>Managers are politically astute and aware of individuals who are not members of the negotiation team but who can influence business decisions.</p>
3.25	Decision making is hard-nosed and is characterized by pragmatism rather than idealism.	<p>The organization is open to outsourcing business functions and activities, even to other countries, should this decision lower operating costs</p> <p>The organization only invests in areas or sectors where they believe that they have a comparative advantage and/or competence.</p> <p>The organization assesses the financial viability of their lines of business and should the business adversely affect the financial viability or the profit margin, the key decision makers would not hesitate to liquidate the assets of their organization.</p>
<b>4</b>	<b><u>System of incentives and disincentives</u></b>	
4.1	Employees who are trusted by decision makers are given more responsibilities, resources and greater sense of latitude by the organization.	<p>Employees as part of their socialization process in the organization are able to identify those who are close to the decision makers in the organization and/or those with informal power and influence.</p> <p>Employees in the organization tend to hoard information since this put them in a privileged position.</p> <p>Employees who are trusted by the decision makers handle the key portfolios or projects.</p>
4.2	Employees who are perceived as not being loyal by the core group and/or inner circle and/or who make too many mistakes will be marginalized or even removed from their position.	<p>Employees who are perceived by the decision makers as not being an important member of the inner circle are deliberately denied access from recordkeeping or information channels on key projects.</p> <p>Employees who are marginalized or who fail to perform are denied opportunities in</p>

		<p>training and/or career advancement by management.</p> <p>Employees that are marginalized by management are required to report to an additional level of reporting structure.</p>
4.3	<p>The organization institute measures to reward staff in terms of increase in authority and outward sense of influence such as a bigger office space.</p>	<p>There are systematic guidelines and procedures to rank individual employees' performance.</p> <p>The recordkeeping system in the organization track personal details of employees such as the annual evaluation of their work performance and the training they attended. These records will be used as part of the promotional exercise to assess staff's performance.</p> <p>Staff who are promoted are accorded more authority in terms of the decision making process. For example, they can approve the expenditure and expenses of a business unit.</p>
4.4	<p>Employees who do not conform to the organization's policies and procedures will be dealt in accordance with the organization's rules and regulations.</p>	<p>The organization has a documented list of some common misconduct, offences, violation of duties and the penalties imposed upon employees.</p> <p>There are standard procedures on how supervisors should take action or counsel staff if there are issues of misconduct or unsatisfactory work performance.</p> <p>The supervisor or human resource department in the organization will issue a letter to the staff explaining the misconduct or violation of duties as well as the penalty or disciplinary action imposed on the affected employee.</p>
4.5	<p>Employees are motivated by opportunities for professional development and freedom in their work as well as the perks and benefits meted out by the organization.</p>	<p>Employees are motivated to create new ideas and products.</p> <p>Employees are motivated to act as mentors and facilitators to new employees and to work with colleagues in a collaborative environment.</p>

		Employees enjoy substantial staff benefits such as a comprehensive health insurance, child care arrangements and stock options.
4.6	Employees are motivated by the challenge of working in a dynamic environment that offers variety and to solve specific problem/tasks.	<p>Employees are motivated that they will be recognized for an outstanding product or research in their industry.</p> <p>Employees feel that they have a personal stake and commitment in terms of the overall objectives and goals of the team.</p> <p>There are no strict rules on when employees can report or leave from work, apart from standard obligations such as attending meetings. For example, the card access of the organization allows employees the flexibility to enter or leave their office at any time.</p>
4.7	Employees value the right to choose how to develop their professional competencies and abilities.	<p>Employees are free to work with other colleagues in multidisciplinary research projects, if it is of their interest.</p> <p>Employees try to reconcile the demands in terms of other aspects of their job such as administrative duties to focus on areas of their professional interest.</p> <p>Employees do not require prompting from management to apply for external funding and grants or even to tie-up with the industry to pursue their professional and/or research interests.</p>
4.8	Employees derive satisfaction from perfecting their own expertise and/or craft.	<p>Employees are motivated by recognition from the professional community for example, awards for their research.</p> <p>Employees derive satisfaction from disseminating the results of their projects to the professional community and to the industry</p> <p>Employees are motivated to take the results of their findings and to further develop, test and built on it.</p>

4.9	Employees are rewarded in terms of good remuneration package and benefits.	<p>Employees are given a relatively generous bonus on a yearly basis.</p> <p>Employees enjoy generous corporate expense accounts.</p> <p>Employee' transport and/or meal allowance is covered should they work late in the office.</p>
4.10	Employees who fail to deliver according to the high standards set by the organization will be asked to leave.	<p>A substantial portion of the employees' salary is based on commission and ability to meet sales targets and/or quotas</p> <p>Employees who fail to meet targets or standards will first be put on probation and then either fired or asked to leave, if their performance does not improve.</p> <p>The organization expects employees to work late and to be contactable after office hours to meet deadlines.</p>

## 7 Recordkeeping Behaviour and Strategies to Promote Records Management

This section outlines the recordkeeping behaviour and the strategies to promote records management in each of the five types of cultures.<sup>4</sup> Although it is possible for an organization to change its culture, such as a change in senior management, it is far more realistic for records professionals to be aware of the culture of the organization and to formulate strategies in promoting records management within each of this culture.

Generally, it is more difficult for records professionals to manage records in a power and person culture since employees working in these culture tend to operate on an informal basis and perceive little need to create and maintain records as part of their decision making process. In addition, employees in power and person cultures tend to have difficulties in distinguishing between the personal and corporate records of the organization. In a power culture, recordkeeping is not a routine business activity since

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<sup>4</sup> Elizabeth Shepherd and Geoffrey Yeo. "Analyzing the Context for Records Management." In *Managing Records: A Handbook of Principles and Practice*, 30-71. London: Facet Publishing, 2003. The authors utilize Charles Handy model on four different types of cultures. The authors state that "different types of organization require different approaches to records management" and that "no single approach is right for all organization" (p.45).

decisions are made verbally and through personal contact. Consequently, records professionals need to personally service the record management needs of key decision makers and influential personalities within the organization. This is because in a power culture, the influential individuals have the final say with regard to the allocation of resources and in making decisions.

In a person culture, records professionals need to work with professionals on an individual basis and to provide them with on-going advice on how to better manage their records. They also need to target employees who provide administrative and secretariat support to this group of professional staff.

A role culture is generally more receptive towards records management initiatives since business procedures, decision making processes and communication among employees is based on written documentation. A role culture also exists in organizations where there is a business need to maintain confidentiality of information for a considerable period of time. However, organizational silos tend to exist in this organization. As such, it is important for records professionals to seek senior management approval for records management initiatives and to obtain the necessary buy-in from middle managers and line supervisors from the respective business units. A role based culture which operates on a hierarchical structure requires the records management program and the position of the records professionals to be placed in a relatively senior and important position within the hierarchy so as to ensure better compliance of records management policies and program. For example, the records management program in a role culture should ideally be placed under a business unit with a legislative and regulatory mandate and function. If the records management is not accorded a relatively an important position within the bureaucracy, records professionals need to effectively engage with the relevant stakeholders from the existing accountability structures in a role culture, who can exercise influence in the bureaucracy. Records professionals have to invest considerable time and effort in cultivating relevant stakeholders as champions for records management and to enlist their support and buy-in for records management initiatives.

A task culture requires records professionals to work closely with members from various project teams and to pro-actively identify champions and enlist their support. Since the decision making process tends to be largely consensus driven, it is important for records managers to work closely with employees on an individual basis and in some cases, provide one-to-one training sessions as a means to cultivate a relationship with employees and to obtain their support. Records professionals should exercise care in terms of defining recordkeeping requirements and integrate these requirements with the business activities of employees. This is because this group of employees may not necessarily conform to specific records recordkeeping requirements, unless it best supports their preferred style of working and serves their business needs. In such a culture, records professionals should be prepared of any information technology or information management initiatives to facilitate organizational sharing and learning and to work with the relevant stakeholders to incorporate recordkeeping requirements. In addition, records professionals should ideally work with the relevant stakeholders before the project work commences and to find a way to embed recordkeeping requirements. This enables the records professionals to be prepared in the event that the project team

suddenly dissolves and there is a need to determine which business unit should take ownership and custody of the records created by the disbanded project team.

Lastly, in a market culture, records professionals needs to position records management as a means for the organization to increase their competitive advantage, to better respond to requests from their customers and to meet regulatory requirements imposed on them by external organizations.

In all five types of culture – power, person, role, task and market cultures, records professionals should pay careful attention to staff who perform administrative support and secretariat duties. This group of staff are tasked with managing records on behalf of senior staff within the organization. Moreover, employees generally approach administrative and support staff for help in working through a records management procedure or requirement. Records professionals should provide continuous support and records management training to administration support staff and to cultivate them as champions for records management initiatives.

<b>Recordkeeping Behaviour in Power Culture</b>	<b>Strategies to Promote Records Management in Power Culture</b>
<p>Decision making process tends to be communicated orally rather than through written documentation.</p> <p>Little adherence to established policies and procedures since personal contacts and social influence largely determine how things get done in the organization.</p> <p>Key decision makers tend to rely on their own personal networks and other information channels, separate from the organization's recordkeeping system.</p>	<p>Promote records management as a means for employees to better respond and meet the expectations and requests of influential personalities and key decision makers in the organization.</p> <p>Promote records management as a means to promote the heritage and achievements of the organization.</p> <p>Specifically service the recordkeeping needs of influential personalities and key decision makers in the organization.</p> <p>Promote records management as a means to institute better controls with regard to security of information.</p> <p>Records professionals need to lobby for support from influential personalities within the organization, including those who are close and trusted by the key decision makers. Be mindful of the existence of informal networks and coalitions within an organization which are</p>

	not documented in the organizational chart.
<b>Recordkeeping Behaviour in Role Culture</b>	<b>Strategies to Promote Records Management in Role Culture</b>
<p>The organization has documented policies and procedures to guide employees in their business processes.</p> <p>The organization has standardized documentary forms and templates for specific business activities.</p> <p>The process of seeking approval from management and communication of decisions made by management to employees is done via written documentation.</p>	<p>Ensure that goals and strategies of records management programs and initiatives are aligned not only with organizational wide goals but also support the work processes of respective departments. Records professionals need to develop a business case on how records management initiatives can support and not radically change the strategic directions and business processes of the organization.</p> <p>Develop organizational-wide policies and procedures in records management.</p> <p>Promote records management beyond the senior management level and to ensure that key messages are channeled to the line managers and supervisors in the departments. This is to ensure that the message does not get distorted. Pitch records management messages differently to different groups of senior management and executive staff based on their immediate priorities and interests.</p> <p>Work with senior management and relevant business units such as human resources department to develop a system of reward and recognition for staff and departments who comply and exceed targets and performance indicators relating to records management. Keep senior management informed of departments who do well and those who fail to comply with records management initiatives.</p>
<b>Recordkeeping Behaviour in Task Culture</b>	<b>Strategies to Promote Records Management in Task Culture</b>
Employees actively utilize social media as	Promote records management in terms of

<p>a means to actively share and disseminate information among team members.</p> <p>There is no standardized policy and procedure to govern the work of employees since the work is largely experimental in nature.</p> <p>The organization hardly uses standardized documentary forms and templates.</p>	<p>how it can add value to knowledge creation, knowledge sharing and innovation.</p> <p>Ensure the active involvement of records management and incorporation of recordkeeping requirements when the team is in the process of being formed. Once the project commences, team members may be reluctant to abide by recordkeeping requirements and procedures.</p> <p>Understand the possible organizational dynamics and turf battles that can exist among different project teams and the larger department. Need to obtain buy-in not only from senior management but also from employees working in teams since the task culture is largely consensus-driven. Need to connect and work with employees at a personal level and if necessary provide them with records management coaching and training on an individual basis or in small groups.</p> <p>Ensure that recordkeeping requirements are well-integrated with the information management systems of the project teams so that recordkeeping requirements are not perceived as a hindrance to creativity and collaboration.</p> <p>Develop a comprehensive records management policy which includes the use of social media. Address implications on the use of social media in relation to privacy, security and records management considerations. Address issue on system of governance and accountability structures on different groups of stakeholders on the administration and use of social media.</p> <p>Formulate creative and innovative strategies to persuade and convince staff to abide by records management policies and procedures.</p>
<p><b>Recordkeeping Behaviour in Person</b></p>	<p><b>Strategies to Promote Records</b></p>

Culture	Management in Person Culture
<p>Employees have difficulties in distinguishing between their personal records and the corporate records of the organization. This is partly because employees enjoy a high degree of independence and autonomy in their work.</p> <p>Employees can download and/or copy records from their office computer into their personal computers and/or other electronic devices and work from home.</p> <p>Employees utilize social media as a means to disseminate information on issues relating to their professional interest and as a means to collaborate and exchange views with other like-minded professionals.</p>	<p>Like the task culture, records managers need to work with employees on a personal level and if necessary provide one-to-one training sessions on records management on an individual or small group level.</p> <p>Also need to be aware of employees within the organization who provide secretariat and administrative support to employees. Work closely with this group of employees on how to manage the corporate records of the business unit.</p> <p>Since the professionals within this organization view administrative tasks as a burden, records management should be promoted as a means for them to not only support cross collaboration work but as means to be more efficient and productive in their professional and/or personal interests.</p>
Recordkeeping Behaviour in Market Culture	Strategies to Promote Records Management in Market Culture
<p>Employees tend to make multiple versions to their records such as business plans and proposals because of changes in the business environment.</p> <p>There are generally strict access controls on information and recordkeeping system containing privileged and personal information about business clients and competitors.</p> <p>Employees utilizes end user software applications such as spreadsheets for financial reporting, budgeting purposes as well as for financial forecasts. The use of these spreadsheets tends to be endemic and there are generally no proper version and</p>	<p>Pitch records management as a means to effectively respond to time-sensitive challenges imposed on the organization from the external environment and to enhance its competitive advantage such as effectively addressing requests from customers.</p> <p>Promote records management as a means to mitigate operational risks and to effectively meet regulations imposed on them from financial regulatory bodies.</p> <p>Pitch records management as a means for business units to function effectively as a cost centre for example, savings in storage space.</p>

access controls. <sup>5</sup>	Align records management initiatives to activities where there is a need to closely monitor both quantitative and qualitative analysis and indicators for accurate forecasting.
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<sup>5</sup> Victoria Lemieux, “Archiving: The Overlooked Spreadsheet Risk.” European Spreadsheet Risks Interest Group Conference. 2005. Available at <http://arxiv.org/ftp/arxiv/papers/0803/0803.3231.pdf>. See also Greville. J. Croll, “Spreadsheets and the Financial Collapse” 30 August 2009. Available at <http://arxiv.org/ftp/arxiv/papers/0908/0908.4420.pdf> (last accessed on 12 June 2011).

**Promoting records management is dependent on understanding the organizational culture:**

Meet and obtain regular feedback on records management initiatives with managers and line supervisors.

Identify champions on records management among staff and recruit them to promote the benefits of the records management program. Pay attention to administrative and secretariat support staff and cultivate them as champions for the records management initiative.

Lobby and exercise influence on records management issues through both official and unofficial channels of communication and networks. Be aware of gatekeepers, informal networks and coalitions within an organization.

Look beyond the job description, organizational structure, policies and procedures of records management in your organization. Conduct a gap analysis of how you perceive your role as a records manager and/or archivist is in the organization *vis a vis* that of how you are perceived by the employees in your organization. The perception may vary among different social groups and /or subcultures. If there is a gap in perception and expectation of your role with that of your stakeholders, analyze the reasons behind this gap in understanding and promote records management in a manner which can add value to the work of your stakeholders.

Be aware of the language used by different groups of stakeholders in defining a record, how they perceive a recordkeeping system and the images associated with records management. Understand how records management is being communicated and perceived by your stakeholders. You may have to develop different strategies for different groups in terms of bridging this gap in perception.

Identify a common interest with your stakeholders based on the sharing and feedback sessions, and align this with records management initiatives and strategies. Understand that records management messages may need to be adjusted to different social groups and/or target audiences.

Do not expect immediate feedback from a group regarding a records management initiative. Understand the formal and informal channels of communication within an organization and keep an eye on possible distortion of messages arising from promotion of records management strategies and initiatives.

## 8 Exercises

### 8.1 Exercise 1

You are the records manager of a municipal government and have to implement an EDRMS in two departments. In the first department, you observe that there are a number of secretaries and administrative staff involved in collating of minutes and amendments to by-laws which are submitted to City Council. The majority of these secretaries and administrative staff have been in the organization for a number of years and have a certain level of apprehension in using a new technology. The majority of the records are kept in hard copy and staff are very familiar with the business processes. The staff report to a manager who has just been appointed to this position six months ago. The manager had previously worked in a government agency that has implemented an extensive EDRMS system.

In the second department, there are a number of independent professionals, who are employed on a contract basis working on dedicated and specialized projects for the municipality. They work in a number of project teams and create a number of records in the department's shared drive which resides on a LAN. Correspondences with external parties outside the department and with other organizations are mainly in the form of emails and hard copy records. This group of professionals report to a general manager who is also a specialist in the field and who has worked in the organization for a number of years. The manager frequently consults with the various project teams and is the main liaison person with senior management. There is a small pool of administrative staff to support the professionals in their work.

Using what you have learnt about organizational cultures, identify the types of cultures and the issues and challenges you will possibly encounter in developing an EDRMS in the two departments. Discuss some of the possible strategies you will adopt to provide a more receptive response in implementing an EDRMS at the two departments.

### 8.2 Exercise 2

You are the records manager of a university and have to develop a records management program for an academic department. The department concerned has a number of faculty members working on various research projects, some of which involved collaboration with staff from other academic departments as well as with professionals in the industry. The faculty members also engage a number of graduate research assistants both within and outside the academic department to assist them in their research projects. Each of these research projects have their own information management systems and websites. In addition, the faculty staff, their research partners and graduate research assistants frequently communicate with each other through emails, wikis, and web conferencing technology. The faculty members also have teaching commitments and are aware of the need to maintain student records as required by the administration. The department has a small pool of administrative staff who are responsible for matters relating to enrolment, graduation of students and to assist both the student body and the faculty members.

Identity the type of culture that exist in the academic department and highlight some of the challenges and issues you will encounter in developing a records management program. Explain some of the possible strategies you will adopt to promote better awareness of recordkeeping issues and compliance in recordkeeping.

## 9 Additional Resources

There are many excellent resources and a large body of literature relating to organizational culture. The following list offers a selection of available resources from the archival, information science and organizational management literature. Many of the sources listed here also include bibliographies that will lead the reader to a broader network of resources.

### 9.1 Archives and Records Management

**Author:** Bearman D.

**Title:** Diplomats, Weberian bureaucracy, and the management of electronic records in Europe and America

**Publication Details:** *American Archivist* 55 (1), 2003

Bearman's article is one of the earliest in the archival literature urging archivists to study organizational cultures so as to have a better appreciation of the electronic records management framework within different organizational contexts. Bearman contrasts the European tradition of archival theory and organizational practice in managing electronic records with that of the American tradition. Unlike European archivists who subscribed to the belief that employees can be guided by organizational policy, Americans tend to place greater faith in technological solutions rather than on organizational policy and people to implement an electronic system. In addition, German speaking European archivists believe that employees can classify electronic records in the same manner as they have done in the paper based environment. Bearman cites a number of possible reasons to explain the differences in recordkeeping practices. Firstly, he believes that most employees in Europe stay in their jobs for a longer period of time as compared to Americans. Bearman claims that in American organizations, the emphasis is on results rather than on work procedures. Secondly, most European organizations tend to exercise control through a hierarchical structure whereas American organizations tend to enjoy a greater form of autonomy. Bearman postulates using Hofstede's research on four dimensions of organizational culture and Mead's characteristics of bureaucracies as a tool to understand areas of similarities and differences in the channels of communication and the recordkeeping system of different countries. Bearman urges the study of "organizational cultural differences" so as to "understand historical archival practices and to predict what might be effective records management strategies in different contexts" (p. 179). He also stresses the need to be sensitive to variations of corporate cultures even within a national context.

**Author:** Gunnlaugsdottir, J.

**Title:** As you sow, so you will reap: Implementing ERMS

**Publication Details:** *Records Management Journal* 18(1), 2008

This article was based on a research conducted in eight organizations from different sectors (government, manufacturing industry, construction and financial institute) in Iceland on the implementation of its Electronic Records Management System (ERMS).

The main argument put forth by this article is that implementing an ERMS is not an end in itself but involves a process of change management.

**Author:** Ketelaar E.

**Title:** The difference best postponed? Cultures and comparative archival science

**Publication Details:** *Archivaria* 44, 1997

Ketelaar subscribes to Hofstede's dimension of measuring national cultures as a means to examine cross-national and national differences. He highlights that there within Europe, there are two types of archival system – the Registratur and non-Registratur system which exist not only within specific national contexts but can also co-exist within one country. Ketelaar emphasizes that understanding cultural similarities and differences enriches archival science as it provides a basis on why a particular archival system or methodology may work in specific social and cultural contexts but not in others.

**Author:** Trace C.

**Title:** What is recorded is never simply 'what happened': Record keeping in modern organizational culture

**Publication Details:** *Archival Science* 2(1), 2002

Trace's main contention is that records are signs and modes of representation and arise out of specific organizational concerns and underlying socio-technical factors that shape the record creation and recordkeeping process. She disputes that records simply reflect decision making processes and cites the literature from law enforcement work where community and administrative pressure to discourage arrest of juveniles changed the nature of incident reporting, affected the physical size and form of records and the overall recordkeeping system.

**Author:** Yakel E.

**Title:** The way things work: Procedures, processes, and institutional record

**Publication Details:** *American Archivist* 59(4), 1996

Like Bearman, Yakel stresses on the need to examine organizational culture as a factor which influences records creation and recordkeeping practices. Yakel contends that archivists should shift their focus from the study of records to a contextual examination of how organisations work and the organizational dynamics in records creation. Archivists should re-evaluate their role as interpreters of records, the records creating process and the administrative history. She also believes that organizational theorists and sociologists have recognized the importance of understanding records creation and recordkeeping practices as a tool to analyze organizational culture and life.

## 9.2 Information Management

**Author:** Curry, A. and C. Moore

**Title:** Assessing information culture—an exploratory model

**Publication Details:** *International Journal of Information Management* 23(2), 2003

The authors develop a model for assessing information management and a measurement tool to assess the strengths and weaknesses of information management in the context of the National Health Office at Scotland. The authors do not view information culture and organizational culture as two separate entities. Instead, organizational culture must be “well enough developed so that an information culture can be nurtured” (p. 99).

The authors highlight that failure in information systems projects is primarily a cultural issue and that there is a “cultural gap that exists between different stakeholders in an organization, i.e., those developing and implementing and those actually using it” (p. 93). The authors argue for need for a shared culture in order for information systems to be successful and that ‘new organizational structures must be adopted with a shared cultural stance’ (p. 93). The authors suggest two components of this shared culture in information management – culture should view information as a “critical resource” in the decision making process and to help an organization to achieve its overall strategic plans and that IT should be perceived as a tool that can be exploited (pp. 93-94). The authors also argue that the information culture of an organization is dependent on organizational culture and that these two concepts do interact and intersect with each other.

**Author:** Oliver, G.

**Title:** Investigating information culture: A comparative case study research design and methods

**Publication Details:** Archival Science 4, 2004

Oliver highlights the lack of literature relating to organizational culture and recordkeeping. Her research was based on a comparative case study on the interaction between organizational culture and information management from three universities based in Australia, Hong Kong and Germany as well as one of the ISO15489 records management standard sub-committee comprising representative from recordkeeping agencies based on Europe, North America and Australia. Oliver’s theoretical framework is anchored on the information continuum model from Australia and Hofstede’s dimension of national culture. Oliver’s definition of organizational culture encompasses national, occupational and corporate culture. She contends that information culture, which is the “attitudes towards and values of information,” played a contributing role in implementation of international standards and framework (pp. 308, 310).

### 9.3 Organizational Management

**Author:** Bloor, G. and P. Dawson

**Title:** Understanding professional culture in organizational context

**Publication Details:** Organization Studies 15(2), 1994

The authors’ study of the home care service in Australia reveals the co-existence of a number of subcultures – the dominant subculture of the medical staff, enhancing subculture which supports the status quo, orthogonal subcultures of the physiotherapists and occupational therapists which “accept the basic assumptions of the primary cultural system regarding the need for high standards of professional practice but also hold some that are unique and in conflict with those of the dominant medical subculture” and the

“dissenting subculture” advocating alternative methods to achieve organizational goals as represented by the social workers (pp. 284-285). The authors postulate that the interrelationship between professional subcultures and organizational cultures are constantly shaped and changed by the general societal culture, values and beliefs arising from an organization’s historical context, organizational environment and the operating system of the organization (p. 292).

**Author:** Hofstede, G.

**Title:** Culture’s consequences: Comparing values, behaviors, institutions, and organizations across nations (2nd ed.)

**Publication Details:** Thousand Oaks, Calif.: Sage Publications, 2001

Hofstede adopts an anthropological perspective of culture and he defines culture as “a collective programming of the mind: it manifests itself not only in values, but in more superficial ways: in symbols, heroes and rituals” (p. 1). Hofstede for most part of this book refers to culture as “national culture.” In terms of the term “collective,” Hofstede subscribes to the belief that this is a learned process and that societies and organizations have ways of channeling this collective programming through generations. Culture can be manifested in term of values, which is invisible until it manifest itself in behaviour whereas symbols, heroes and rituals are visible manifestations of culture and are subsumed under the term practices.

Based on the survey conducted within subsidiaries of a large multinational company (IBM) in 72 countries, Hofstede develops five dimensions of culture – power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, long versus short-term orientation. Power distance deals with issues relating to the decision making style of superiors and staff manner of handling disagreements with their superiors. Uncertainty avoidance is a person’s level of uncertainty about the future and is manifested in the form of technology, rules and rituals. Individualism stands for a society in which the ties between individuals are loose”, whereas collectivism “stands for a society in which people from birth onwards are integrated into strong, cohesive in-groups which throughout people’s lifetime continue to protect them in exchange for unquestioning loyalty” (p. 225). Masculinity versus femininity deals with the different biological differences on work and social goals. Masculine societal norms have distinct gender roles where men are said to be “assertive, tough and focused on material success” whereas women are considered more nurturing and are “concerned with the quality of life” (p. 297). Feminine societal norms are where “social gender roles overlap” and both men and women are “concerned with the quality of life (p. 297). Long term orientation are values and virtues associated towards future rewards and place greater emphasis towards perseverance and thrift, whereas short term orientation values virtues associated with the past and present such as respect for tradition (p. 359).

In terms of organizational culture, Hofstede defines it as “differences in collective mental programming found among people from different organizations, or parts thereof, within the same national context” (p. 373). Hofstede views national culture as being manifested in values whereas organizational culture is manifested in practices. He also cautions

readers and researchers not to confuse national and organizational cultures as these are two separate concepts.

Hofstede develops six dimensions of organizational cultures -process versus results orientation; employee versus job orientation; parochial versus professional; open versus closed systems; loose versus tight control and normative versus pragmatic (p. 398). Hofstede argues that “organizational cultures will be partly predetermined by nationality, industry, task, and market, partly related to organizational variables such as structure and control systems, and partly unique products of idiosyncratic features such as organization’s history or the personality of its founder” (p. 401). Hofstede also acknowledges the concept of organizational subcultures which exist beneath the apparently homogenous surface of organizational cultures. This would include the professional, administrative and customer interface subcultures. He also recognizes the role of occupational cultures which are values that can be acquired upon entering an occupation through the process of socialization in school, an apprenticeship and in professional associations.

Although Hofstede acknowledges Morgan’s stance that management can never control culture, he believes that with management support, organizational cultures can be “somewhat manageable” (p. 409). Top management can strategize and provide support in terms of allocating monetary and human resources to initiate cultural change.

**Author:** Morgan, G.

**Title:** Images of organization

**Publication Details:** Thousand Oaks, Calif.: Sage Publications, 2006

One of the important points which Morgan emphasizes in his book is the use of metaphors to describe organizations which acts as tool for us to think and perceive the nature and characteristics of each type of organization. In his book, Morgan describes organizations as machines, organisms, cultures, political systems and psychic prisons. The imagery of each of these organizations helps one to understand the dynamic interplay of relationships and channels of communication within each organizational framework.

Morgan defines culture as “pattern of development reflected in a society’s system of knowledge, ideology, values, laws and day-to-day ritual” (p. 116). Morgan postulates that to understand organizations as cultures, one needs to study the shared systems of meaning, frames of references and how these are created, communicated and sustained (p. 137).