"Here I am, now where am I?"

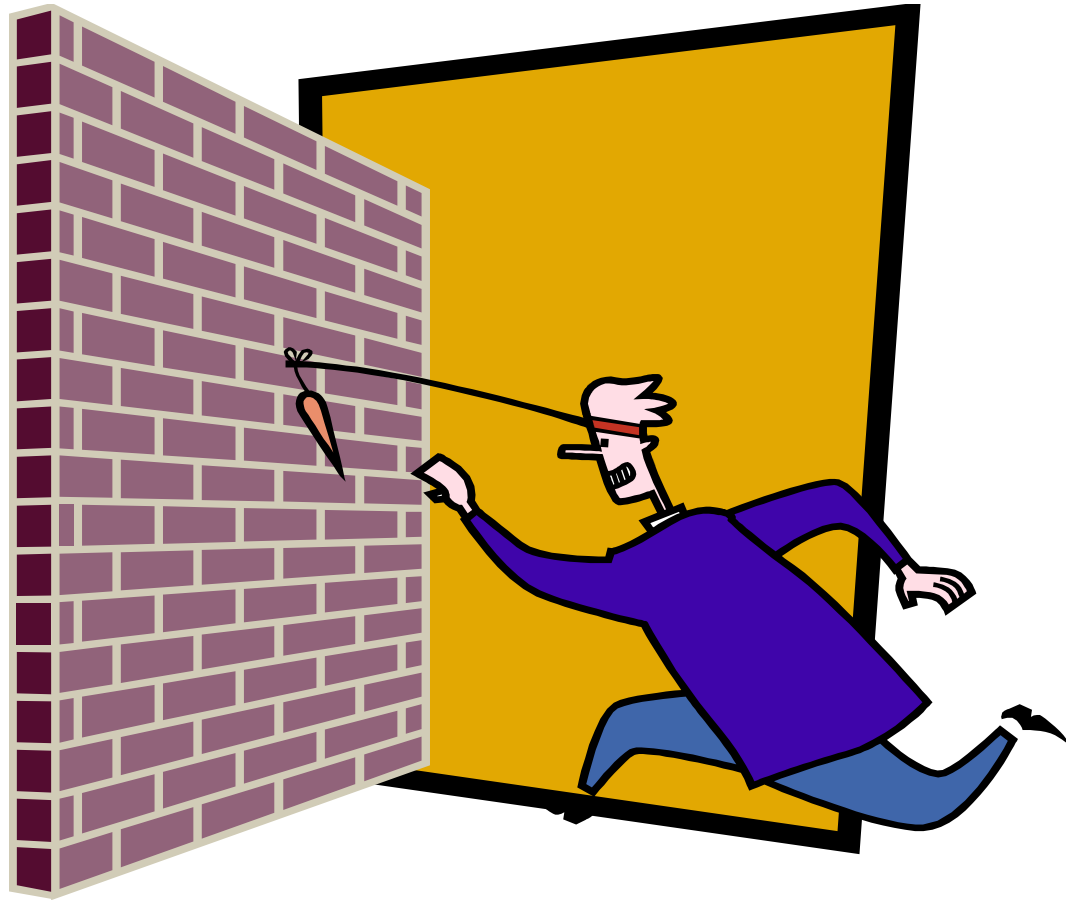## Quickly Assessing Organizational Culture

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

Project Management Symposium

November 15, 2013

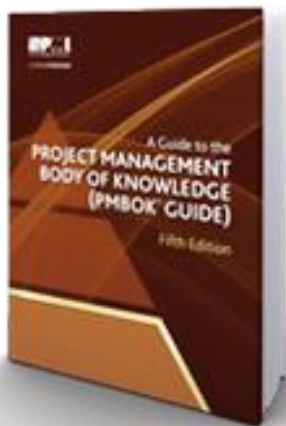# "I did not see that coming."

Tim Jacks, Ph.D.

Barbara Strang, PMP

Jo Ellen Moore, Ph.D., PMP

"Here I am, now where am I?"
Quickly Assessing **Organizational Culture**

What is organizational culture?

- Jointly shared description of an organization from within
- Shaped by common experiences of members
- The way things get done around here
- Affects the way people interact with each other

Enterprise Environmental Factor (EEF)
- ➢ *Not under the control of the project team*
- ➢ *Can affect how you conduct the project*

Sound familiar?

Organizational Culture Disaster

"In most organizational change efforts, it is much easier to draw on the strengths of the culture than to overcome the constraints by changing the culture."
Edgar Schein, professor MIT Sloan School of Management

We tend to think we can separate **strategy** from **culture**…

… but in most organizations strategic thinking is deeply colored by tacit assumptions about who they are and what their mission is.

Bokeh and Culture

In photography, bokeh is the aesthetic quality of the blur in the out-of-focus area of an image. Sometimes this pleasing and sometimes it is unpleasant and distracting. It is different from sharpness. Sharpness is what happens at the point of best focus. Bokeh is what happens away from the point of best focus. Bokeh describes the appearance, or "feel," of out-of-focus areas. Bokeh is *not* how far something is out-of-focus, bokeh is the character of whatever blur is there. (Ken Rockwell)
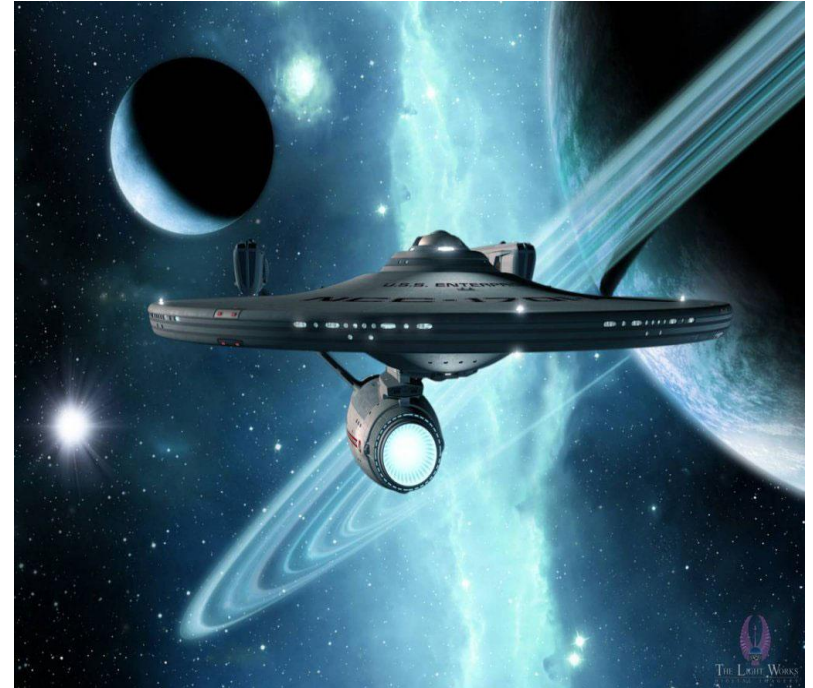
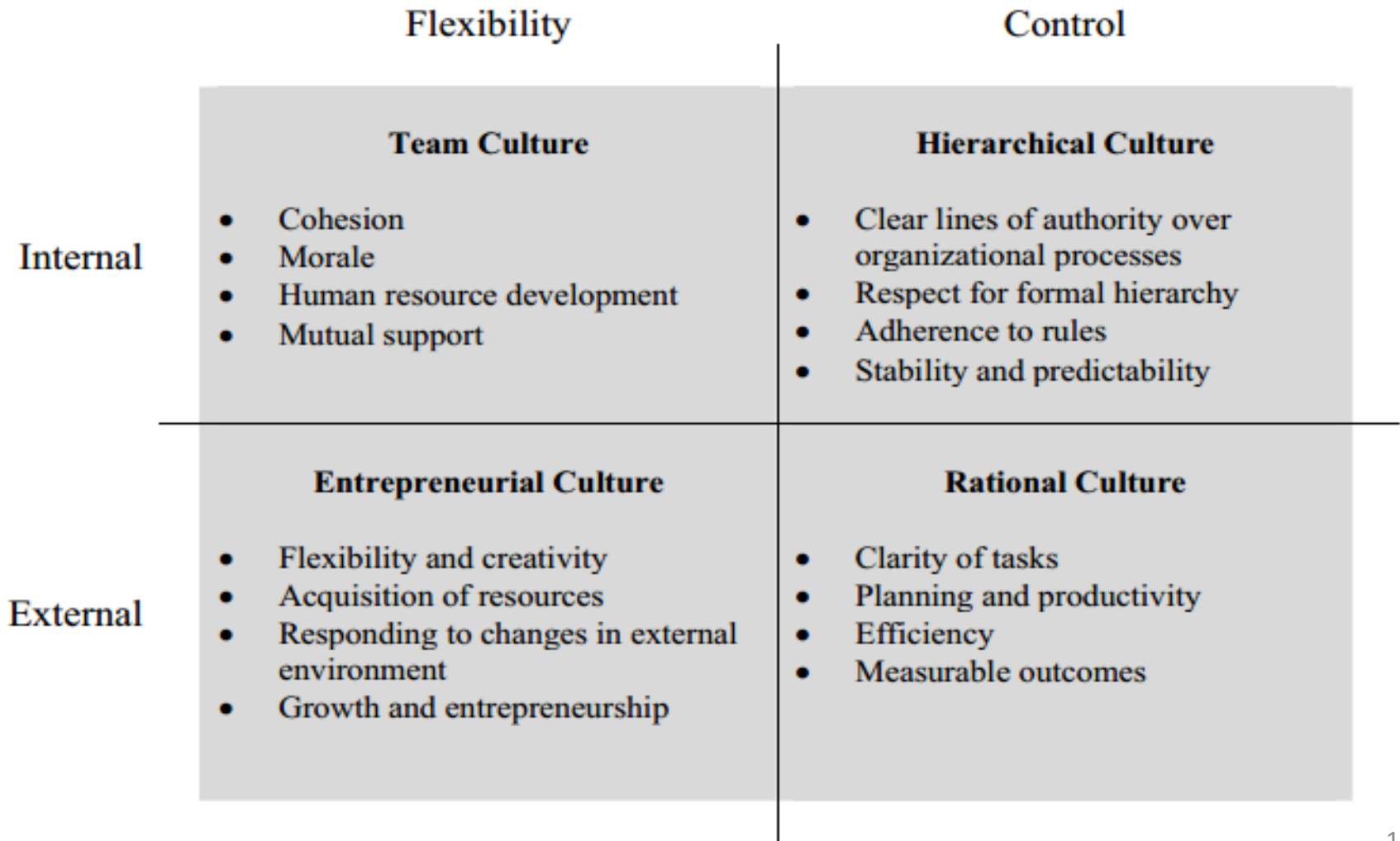"If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening."

http://www.culturedyn.com/FamousQuotesonCulture.htm

The Quest…

… to bring culture into focus

What can we **ask**, what can we **observe**, to quickly assess culture?

The Competing Values Framework

	Flexibility	Control
Internal	**Team Culture** • Cohesion • Morale • Human resource development • Mutual support	**Hierarchical Culture** • Clear lines of authority over organizational processes • Respect for formal hierarchy • Adherence to rules • Stability and predictability
External	**Entrepreneurial Culture** • Flexibility and creativity • Acquisition of resources • Responding to changes in external environment • Growth and entrepreneurship	**Rational Culture** • Clarity of tasks • Planning and productivity • Efficiency • Measurable outcomes

Characters Welcome!

More Stories Encouraged!

With special thanks to Southern Illinois University Edwardsville School of Business