

Why study organizations?

Tariq Ramadan

Different possible disciplines when studying organizations:

Starting points for studying organizations

Starting Points: Multiple levels of analysis

Contingency approach

<ul style="list-style-type: none"> • Former professor of EUR • Advisor of the city of Rotterdam <p><u>2009</u> News about television show for the Iranian government Fired by EUR and the city of Rotterdam</p> <p><u>Protest by university staff</u> Freedom of speech Academic freedom Position of externally financed professors</p>	<p><u>Why study organizations?</u></p> <ul style="list-style-type: none"> • Need to understand the world in which we live • Organizations are everywhere around us • Predicting and influencing organizations • Important knowledge for everyone, not only for managers
<ul style="list-style-type: none"> • Several disciplines • Several methodologies • Contingency • Multiple levels of analysis • Open systems • Cultural differences 	<p>Psychology: perception, attitudes, emotions Sociology: team dynamics, socialization, power Anthropology: culture, rituals Politics: conflict, coalitions, power Economics: decision making, negotiation Communications: communication patterns Marketing: creativity, knowledge management Women’s studies: power, perceptions</p>
<ul style="list-style-type: none"> • The idea that a particular action may have different consequences in different situations • There is no single solution that is best in all circumstances • Always looking for strategies that are appropriate under those specific conditions • Not take this into the extreme 	<ul style="list-style-type: none"> • Individual level • Team level • Organizational level • Societal level

Elements of organizational structures

Starting points: Open Systems

Centralization

(element of an organizational structure)

Span of Control

(element of an organizational structure)

Mechanistic vs organic structures

(element of an organizational structure)

Formalization

(element of an organizational structure)

<p><u>Organizations as open systems</u></p> <ul style="list-style-type: none"> • Effective interaction is needed between organizations and their environments • Organizations take their sustenance from the environment • Organizations affect their environment through their output 	<ul style="list-style-type: none"> • Span of control • Centralization • Formalization • Mechanistic vs organic structures
<p>Span of control: The number of people reporting to one superior must not be so large that it creates problems of communication and coordination.</p> <p>The amount of people directly reporting to the next level in the organizational hierarchy Dependant on the nature of the task Dependant on the interdependence of employees Tall and flat structures</p> <p>In the past: 20 employees per manager Nowadays: more self-directed teams</p>	<p>Centralization: Always present in some degree, this must vary to optimize the use of faculties and personnel.</p> <p>The degree to which formal decision making authority is held by a small group of people, typically those at the top of the organizational hierarchy Larger organizations need some decentralization Ideal form is dependant on many factors</p>
<p>Formalization</p> <ul style="list-style-type: none"> • The degree to which organizations standardize behavior through rules, procedures, formal training and related mechanisms • Establishment of standardization • Increase of efficiency and compliance • May undermine organizational learning • Some employees prefer formalization, other's don't 	<p>Mechanistic structure</p> <ul style="list-style-type: none"> • A structure with a narrow span of control and high degrees of formalization and centralization • Operates best in a stable environment <p>Organic structure</p> <ul style="list-style-type: none"> • A structure with a wide span of control, with little formalization and decentralized decision making • Operates best in a rapidly changing environment

Departmentalization can be found in these types of organizational structures (6)

Departmentalization

Functional Structure
(Departmentalization)

Simple structure
(Departmentalization)

Three types of divisional structure?
(Departmentalization)

Divisionale Structure
(Departmentalization)

<p>Organizational chart which specifies how employees and their activities are grouped together</p> <p>– Departmentalization has an influence on:</p> <ul style="list-style-type: none"> • The chain of command: the system of supervision among positions and units • The ways employees and managers think about their organization • Coordination by informal communication between employees and among units 	<p><u>Types of structure</u></p> <ul style="list-style-type: none"> • Simple structure • Functional structure • Divisional structure • Matrix structure • Team-based structure • Network structure
<ul style="list-style-type: none"> • Start up phase of organizations • Only few employees • Minimal hierarchy • Employees report directly to the owner • No specialized roles • Highly flexible 	<p>Functional structure</p> <ul style="list-style-type: none"> • An organizational structure that organizes employees around specific knowledge or other resources • Specialization in different areas • Encourages specialization and increases employees' identification with their profession • Less emphasis on products or services • Supports knowledge sharing between experts • Could lead to conflicts between different units
<p><u>Divisional structure</u></p> <p>– An organizational structure that groups employees around geographic areas, clients or outputs</p> <p>– More autonomous units than departments</p> <p>– Accommodates growth easily</p> <p>– Duplication of resources (ICT, marketing, etc)</p> <p>– Less knowledge exchange throughout the organization</p> <p>– Difficult to decide which type of divisions are best</p> <p><u>Three types</u></p> <p>Geographical structure</p> <p>Product structure</p> <p>Client structure</p>	<p><u>Three types</u></p> <ul style="list-style-type: none"> • Geographical structure • Product structure • Client structure

Team-Based Structure
(Departmentalization)

Matrix Structure
(Departmentalization)

Bureaucracy

Network Structure
(Departmentalization)

Joep Dohmen

Bureaucracy:
Advantages/Disadvantages

<p><u>Matrix structure</u> – A type of departmentalization that overlays two organizational forms in order to leverage the benefits between both</p> <p>Two structures in one:</p> <ul style="list-style-type: none"> • Employees belong to a functional department that specializes in certain tasks • Employees belong to a division that specializes in a certain market, area or client type <ol style="list-style-type: none"> 1. Optimization of expertise 2. Focuses employees on their products as well 3. Ideal for project based organizations with fluctuating workloads 4. Increase of goal conflict and ambiguity 5. Two sets of priorities are not always similar 6. Employees have two bosses 	<ul style="list-style-type: none"> • A type of departmentalization with a flat hierarchy and relatively little formalization, consisting of self-directed work teams responsible for various work processes • Structure builds around self-directed work teams • Teams with substantial autonomy • Increasingly popular because of less costs • More ambiguity in employees’ roles
<p><u>Network structure</u></p> <ul style="list-style-type: none"> • An alliance of several organizations for the purpose of creating a product or serving a client • Recognition that every organization has only some core competencies • Often only for a limited period of time 	<p>Max Weber: bureaucracy Meant to be a description, not an evaluation Legal-rational authority Ethos of rationality Fairness as a starting point</p> <p><u>Key elements</u></p> <ul style="list-style-type: none"> • Fixed division of labor • Clearly defined hierarchy of positions • Employees selected on technical qualifications • Employees paid by fixed salaries • Promotion according to seniority and achievement • Separation day-to-day work and management • Separation of work and private life • Written rules for performance and duties
<p>Advantages</p> <ul style="list-style-type: none"> • Systematic, non-arbitrary • Useful for large systems • Rules can be learned and passed to others <p>Disadvantages</p> <ul style="list-style-type: none"> • Overcentralization of power • Threat to individuality • Preoccupation with means, not larger goals 	<p>Joep Dohmen (1999) discovered:</p> <ul style="list-style-type: none"> • MEPs arrange their own rewards • Rewards are higher than for the national parliament • Compensation for meetings MEPs do not attend • Double retirement payments • MEPs don’t pay taxes for their own employees • MEPs often attend parties paid by lobbyists

<p>What are the motivations to belong to groups or teams?</p>	<p>Types of teams (7)</p>
<p>Team Effectiveness</p>	<p>Team Effectiveness: Team development (5 stages)</p>
<p>Team Design (Effectiveness)</p>	<p>Organizational and team environment (Effectiveness)</p>

<p>Types of teams</p> <ul style="list-style-type: none"> • Departmental teams • Production, service or leadership teams • Self-directed work teams • Advisory teams • Task force (project) teams • Virtual teams • Communities of practice 	<p>Motivations to belong to groups or teams:</p> <ul style="list-style-type: none"> • Social reasons, such as social bonding • People identify themselves through their group affiliations • Accomplishment of tasks that cannot be accomplished alone
<ul style="list-style-type: none"> • Forming <ol style="list-style-type: none"> 1. Discover expectations 2. Evaluate value of membership 3. Test boundaries of behavior • Storming <ol style="list-style-type: none"> 1. Conflict with proactive behavior 2. Compete for team roles 3. Influence goals or means 4. Establish norms and standards • Norming <ol style="list-style-type: none"> 1. Roles established 2. Team objectives agreed 3. Cohesion develops • Performing <ol style="list-style-type: none"> 1. Task oriented, committed; 2. Efficient coordination 3. High cooperation and trust; 4. Conflicts resolved quickly <ul style="list-style-type: none"> • Adjourning 	<p>Team Effectiveness: The extent to which a team achieves its objectives, achieves the needs and objectives of its members, and sustains itself over time.</p> <p>Model of team effectiveness</p> <ul style="list-style-type: none"> • Organizational and team environment • Team design • Team processes
<p>Organizational and team environment</p> <ul style="list-style-type: none"> • Rewards systems: team rewards • Communication systems: information sources • Physical space: layout of an office • Organizational environment: external environment • Organizational structure: should be supportive • Organizational leadership: support for managers 	<p>Team design</p> <ul style="list-style-type: none"> • Task interdependence • Team size • Team composition

Team Size
(Team design - Effectiveness)

Task interdependence
(Team design – Effectiveness)

Team processes
(Effectiveness)

Team Composition
(Team design – Effectiveness)

Team cohesiveness
(Effectiveness)

Team Norms
(Effectiveness)

<p>Task interdependence</p> <p>The extent to which team members must share common inputs to their individual tasks, need to interact in the process of executing their work, or receive outcomes/rewards that are partly determined by the performance of others</p>	<p>Team size</p> <ul style="list-style-type: none"> • Maximum of a certain amount of employees • Optimal team size is dependant on several factors • Number of people required to complete the work • Amount of coordination needed • Large enough to provide the necessary competencies • Small enough for efficient coordination • Small enough for meaningful involvement of each member
<p>Team composition</p> <p>Homogeneous team</p> <ul style="list-style-type: none"> • Teams that include members with common technical expertise, demographics, ethnicity, experiences or values <p>Heterogeneous team</p> <ul style="list-style-type: none"> • Teams that include members with diverse personal characteristics and backgrounds (for example: cultures) • Deep-level diversity versus surface-level diversity • Heterogeneous teams are often more effective 	<p>Team processes</p> <ul style="list-style-type: none"> • Team development • Team norms • Team roles • Team cohesiveness • Organizational citizenship of teams • Networks of team members
<p>Team norms</p> <p>The informal rules and shared expectations that groups establish to regulate the behavior of their members</p> <p>Team norms</p> <ul style="list-style-type: none"> • Norms make teams function more effectively • Certain natural conformity to team norms • Norms are established at the start • Later on, norms are difficult to change 	<p>Team cohesiveness</p> <p>The degree of attraction people feel toward the team and their motivation to remain members</p> <p>Important factors</p> <ul style="list-style-type: none"> • Member similarity, cultural differences and team size • Member interaction • Somewhat difficult entry • Team success • External competition and challenges

Self-directed work teams

Team Member Network

Challenges to self-directed work teams
Cross-cultural issues:

Conditions for high-performance self-directed work teams:

Conditions for high-performance virtual teams

Virtual Teams

<p>Networks of team member</p> <ul style="list-style-type: none"> • Personal contacts are very important • Informal structures in organizations • Several linking roles <ul style="list-style-type: none"> – Within teams – Between teams <p>Article of Cross et al. Overview of possible linking roles</p>	<p>Cross-functional work groups organized around work processes that complete an entire piece of work requiring several interdependent tasks, and that have substantial autonomy over the execution of those tasks</p> <p><u>Starting points</u></p> <ul style="list-style-type: none"> • Optimization of their social and technological systems • Teams should have sufficient autonomy to control key variances in the work process
<p>Conditions for high-performance self-directed work teams:</p> <ul style="list-style-type: none"> • Responsible for an entire work process • Sufficient autonomy • Control key variances (interruptions in the work process) • Operate under joint optimization: balance between social and technical systems 	<p>Challenges to self-directed work teams</p> <p>Cross-cultural issues:</p> <ul style="list-style-type: none"> • difficult to implement in high power distance cultures • Management resistance: managers do not have ‘hands-on’ control • Employee resistance: require more skills and sometimes more work
<p>Teams whose members operate across space, time and organizational boundaries and who are linked through information technologies to achieve organizational goals</p> <p>Differences with traditional teams</p> <ul style="list-style-type: none"> • These teams do not work in one physical area • These teams depend primarily on ICTs for communication and coordination 	<p>Conditions for high-performance virtual teams</p> <ul style="list-style-type: none"> • Several communication channels to compensate for the lack of face-to-face communication • Structured tasks instead of ambiguous tasks • Smaller team size than conventional teams • Cross-cultural awareness among team members • Some face-to-face interaction is needed when the team forms

Team Trust (team building)

Team Building

Decision Making

Foundations of trust (3)

Problem identification – decision making

Rational choice decision making process

<p><u>Team building</u> Any formal activity intended to improve the development and functioning of a work team</p> <p><u>Types of team building</u></p> <ul style="list-style-type: none"> • Goal setting • Role definition • Interpersonal processes • Problem solving 	<p><u>Team trust</u> A psychological state comprising the intention to accept vulnerability based on positive expectations of the intent or behavior of another person</p> <p><u>Foundations of trust</u></p> <ul style="list-style-type: none"> • Calculus-based trust: dependent on punishment • Knowledge-based trust: predictability of behavior • Identification-based trust: common values
<p><u>Foundations of trust</u></p> <ul style="list-style-type: none"> • Calculus-based trust: dependent on punishment • Knowledge-based trust: predictability of behavior • Identification-based trust: common values 	<p>A conscious process of making choices among one or more alternatives with the intention of moving toward some desired state of affairs</p> <p>Dominant paradigm: rational choice</p> <p>A deeply held view that people should and do make decisions based on pure logic using all necessary information</p>
<p>Rational choice decision making process</p> <ul style="list-style-type: none"> • Identify problem or opportunity • Choose the best decision process • Develop alternative solutions • Choose the best alternative • Implement the selected alternative • Evaluate decision outcomes 	<p>Problem identification</p> <ul style="list-style-type: none"> • Stakeholder framing: no full assessment • Perceptual defense: blocking of bad news • Mental models: assumptions and expectations • Decisive leadership: appearance versus analysis • Solution-focused problems: formulating problems and solutions at the same time

Causes of escalating commitment:
(decision making)

Evaluation decision outcomes – decision making

Problems with teams (1)

Employee Involvement in Decision Making –
Possible Effects

Problems with teams (2)

How to minimize social loafing?

<p>Evaluation decision outcomes</p> <p><u>Postdecisional justification</u></p> <ul style="list-style-type: none"> Justifying choices by unconsciously inflating the quality of the selected option and deflating the quality of the discarded options <p><u>Escalation of commitment</u></p> <ul style="list-style-type: none"> The tendency to repeat an apparently bad decision or allocate more resources to a failing course of action 	<p>Causes of escalating commitment:</p> <ul style="list-style-type: none"> Self-justification Prospect theory effect Loosing a certain amount is more disliked than gaining the same amount Perceptual blinders Closing costs
<p>Employee involvement in decision making</p> <p>The degree to which employees influence how their work is organized and carried out</p> <p>Possible effects</p> <ul style="list-style-type: none"> Better problem identification Better solutions generated Most likely to select the best alternative Stronger commitment to the decision 	<p>Process losses</p> <p>Resources (including time and energy) expended toward team development and maintenance rather than the task</p> <p>Social loafing</p> <p>A situation in which people exert less effort (and usually perform at a lower level) when working in groups than when working alone</p>
<p>Minimizing social loafing</p> <ul style="list-style-type: none"> Formation of smaller teams Specialization of tasks Measurement of individual performance Increase job enrichment Selection of motivated employees 	<p>Time constraints</p> <p>Teams need more time to make decisions than individuals</p> <p>'Keeping minutes and wasting hours'</p> <p>Evaluation apprehension</p> <p>When individuals are reluctant to mention ideas that seem silly because they believe that other team members are silently evaluating them</p>

Learning

Problems with teams (3)

What are the three ways of learning as well as their three combinations?

Three discussions about learning:

Personal styles or preferences in learning

What are the three theories of learning?

<p>Group think The tendency of highly cohesive groups to value consensus at the price of decision quality</p> <p>Group polarization The tendency of teams to make more extreme decisions than individuals working alone</p>	<p>Relatively permanent change in behavior (or behavioral tendency) that occurs as a result of a person's interaction with the environment</p> <p>Two types of knowledge</p> <ul style="list-style-type: none"> • Explicit knowledge: knowledge that can be communicated to others • Tacit knowledge: action-oriented knowledge below the level of consciousness
<p>Three discussions about learning:</p> <ul style="list-style-type: none"> • Cognition versus behavior <p>– Is learning something that is visible?</p> <ul style="list-style-type: none"> • Cognition versus social environment <p>– Is learning something that you can do on your own?</p> <ul style="list-style-type: none"> • Cognition versus emotion <p>– Is learning something rational?</p>	<p><u>Three ways of learning:</u></p> <ol style="list-style-type: none"> 1. Practice 2. Research 3. Creation <p><u>Combinations of these three</u></p> <ul style="list-style-type: none"> • Using research for practice: action research • Using research for creation: initiate new activities • Using creation for practice: co-creation
<p>Three theories about learning</p> <ul style="list-style-type: none"> • Learning through reinforcement • Learning by observing • Learning through experience 	<p>Personal styles or preferences in learning</p> <ul style="list-style-type: none"> • Looking at others • Participate • Knowledge • Practice • Discover

General aims of coaching

Coaching

What are the five dilemmas of coaching?

General method coaching

Positive thinking and the Christian right in the U.S.

Coaching: Individual vs. Organization

<p>Coaching</p> <p>Method for giving advice to individuals or teams in the context of the organization, aimed at learning and working independently</p> <p>One of the most popular approaches to learning</p> <p>Also used as a leadership style</p> <p>Often used in education</p>	<p>General aims of coaching</p> <ul style="list-style-type: none"> • Focus on personal qualities of the client • Stimulating these qualities • How to deal with work related issues • How to work in a certain context • What can the client do him/herself?
<p>General method coaching</p> <p>Working problems are often related to thinking, values, history, experiences, etc.</p> <p>These problems can be solved by conversation and reflection</p> <p>No advice is given, the client decides what to do or what to think</p> <p>The coach serves as a 'thinking partner'</p>	<p>Five dilemma's</p> <ul style="list-style-type: none"> • Individual versus organization • Person versus professional • Target versus process • Hierarchy versus independent work • Learning versus achieving
<p>Individual versus organization</p> <ul style="list-style-type: none"> • Reflective learning of individuals • Goals of organizations • Differences between internal and external coaches • Dilemma for both • Not too much focus on individuals • Not too much focus on organizational needs 	<p>Positive thinking (2)</p> <ul style="list-style-type: none"> • Christian right in the US • Most successful preachers are positive thinkers • Traditional issues have become less prominent • Business-oriented approach to Christianity • Positive message about God • God wants people to be rich and successful • Building of megachurches

<p>What are the distinction between culture? (2 types)</p>	<p>Criticisms of positive thinking in regards to the Christian right in the U.S.</p>
<p>Some elements of organizational culture:</p>	<p>Anthropological definition of culture:</p>
<p>Organizational Culture</p>	<p>Differences between culture and structure:</p>

<p>Criticisms</p> <ul style="list-style-type: none"> • New religious messages to attract new publics • Only for commercial reasons • Churches seem to be developed on the basis of market demands • 	<p>Main distinction</p> <ul style="list-style-type: none"> • High culture • Everyday culture
<ul style="list-style-type: none"> • Culture is a system of meaning that guides the construction of reality among its members • Culture defines which behaviors are expected, taken for granted, desirable and undesirable • Pattern or system of beliefs, expectations, ideas, values, attitudes and behaviors • shared by members of the organization • that evolve over time • tend to collectively differentiate it from other organizations 	<ul style="list-style-type: none"> • How work is organized and experienced • How authority is exercised • How people are and feel rewarded and controlled • Values and work orientation of staff members • Scope for individuality and expression • Rules and expectations in interpersonal relations • Etc.
<ul style="list-style-type: none"> • Vision and mission of the organization • Departments and their functions • Relations between departments • Hierarchical lines and responsibilities • Important staff members and their formal roles 	<ul style="list-style-type: none"> • Idea gained attention since the 1980's • Culture is seen as critical to performance • Practitioners claim that it exists and develops • Culture would pervade everything that the organization does • Culture is not in the ideals, vision and mission in corporate marketing materials • Some elements might be detected in there

Artifacts
(Layers of culture)

Layers of culture (5)

Distinction between personal and organizational values:
(Layers of culture)

Values
(layers of culture)

Organizational values should fit images or
stories of the organization

Distinction between espoused and enacted values:
(layers of culture)

<p>Layers of culture</p> <p>Distinction: outside elements vs. deeper elements</p> <ul style="list-style-type: none"> • Fundamental assumptions • Values • Behavioral norms • Patterns of behavior • Artifacts 	<p>Artifacts</p> <p>The observable symbols and signs of an organization's culture</p> <p>Examples</p> <ul style="list-style-type: none"> • Organizational stories and legends • Rituals and ceremonies • Organizational language • Physical structures
<p>Values</p> <p>Long-lasting, stable beliefs about what is important in several situations, that guide decisions and actions</p> <p>Examples</p> <ul style="list-style-type: none"> • Openness to change vs. conservation • Self-enhancement vs. self-transcendence • Individualism vs. collectivism 	<p>Distinction between values:</p> <ul style="list-style-type: none"> • Personal values <p>– Values of individuals</p> <ul style="list-style-type: none"> • Organizational values <p>– Shared values in teams, organizations, departments, etc.</p> <p><u>Value congruence</u> People and organizations have the same values Often seen as desirable</p>
<p>Distinction</p> <ul style="list-style-type: none"> • Espoused values <p>– Values people say they use</p> <ul style="list-style-type: none"> • Enacted values <p>– Values that guide people's decisions and behaviors</p> <p><u>Value congruence</u> Especially important for managers Incongruence leads to doubts about integrity</p>	<ul style="list-style-type: none"> • Corporate storytelling • Organizations need a strong story about itself • These stories should inspire employees and guide values and behaviors • One story can be representative for what the organization wants to stand for

The importance/functions of a strong organization culture:
(1 of 3)

Organizational values and internal branding:

Contingencies of organizational culture:

The importance/functions of a strong organization culture:
(2 of 2)

Strong versus Weak cultures:
(1 of 3 listed)

Types of culture:

<ul style="list-style-type: none"> • Internal branding • Way to assure that values of employees are consistent with the 'brand promise' • Strategy to guarantee a culture capable of supporting and reinforcing the brand • Employees should be 'living the brand' • Concept for synchronizing the external marketing strategy with internal values and behaviors • Example in the article of Bergstrom et al. 	<p>A strong organizational culture is seen as a competitive advantage</p> <p><u>Strong culture</u></p> <ul style="list-style-type: none"> • The organization's values and assumptions are widely and deeply held by the employees • Values are institutionalized into artifacts • Values are resistant to change
<p>Functions of a strong culture</p> <ul style="list-style-type: none"> • Control system <p>– Embedded form of social control</p> <ul style="list-style-type: none"> • Social glue <p>– Makes employees feel part of the organization</p> <p>– Need for social identity of employees</p> <ul style="list-style-type: none"> • Sense-making <p>– Assists the process of sense-making and understanding</p> <p>– Easier for employees to understand what is expected of them</p>	<p>Contingencies</p> <ul style="list-style-type: none"> • Cultures should be appropriate for the organization's environment • Strong mental models blind employees to new opportunities and unique problems • Strong cultures suppress dissenting subcultural values
<ul style="list-style-type: none"> • Strong versus weak cultures • Hard versus soft cultures • Formal versus informal cultures 	<p>Strong versus weak</p> <ul style="list-style-type: none"> • Extent to which the core values are shared among organizational members • Degree of commitment to these core values. • Could lead to more or less behavioral consistency • Could lead to members showing their uniqueness

Hard versus Soft cultures:
(2 of 3 listed)

What is an alternative to a strong culture?

Organizational socialization

Formal versus informal cultures:
(3 of 3 listed)

What are two perspectives on culture?

Stages of socialization:

<p>Adaptive culture</p> <ul style="list-style-type: none"> • An organizational culture in which employees focus on the changing needs of customers and other stakeholders, and support initiatives to keep pace with those changes 	<ul style="list-style-type: none"> • Hard versus soft • Soft cultures emerge in organizations that pursues multiple and conflicting goals • Employees choose to pursue a few objectives which serve personal or sectional interests • Employees are accountable for their mistakes, but not rewarded for good performance • Examples: public sector, welfare
<p>Formal versus informal</p> <ul style="list-style-type: none"> • Formal components of organizational culture • Roles, responsibilities, accountability, rules, regulations, etc. • They set the expectations of every member • They indicate the consequences if the expectations are not fulfilled 	<p>Organizational socialization</p> <ul style="list-style-type: none"> • Leads to higher job satisfaction • Leads to better performing employees • Process of learning and adjustment • New employees try to understand the organization • New employees also need to adjust • New employees learn to identify with the organization
<p>Pre employment socialization</p> <ul style="list-style-type: none"> • All learning prior to the first day of work • New employees rely on unreliable information about what it is like to work in the organization • Postdecisional justification makes expectations higher <p>Encounter</p> <ul style="list-style-type: none"> • Test expectations to the organizational reality • Possible experience of ‘reality shock’ <p>Role management</p> <ul style="list-style-type: none"> • Process of adjustment to the new environment • Awareness of new organizational values • New relation between home and work • New relationships with colleagues <p>Socialization outcomes</p>	<ul style="list-style-type: none"> • Functionalist perspective • Symbolist perspective

What is the symbolist perspective on culture?

What is the functionalist perspective on culture?

Leadership approach – Management of culture
(1 of 3)

Difference approaches to the
management of culture:

Corporate communications approach – management
of culture
(3 of 3)

HR Approach – management of culture
(2 of 3)

<p>Functionalist perspective</p> <ul style="list-style-type: none"> • Suggests that organizational culture can be manipulated • Leaders create a ‘strong culture’ around unique ideas, values and symbols • Values can be discussed, selected, communicated and implemented • Culture is something the organization ‘has’ • Favored by senior management 	<p>Symbolist perspective</p> <ul style="list-style-type: none"> • Culture is embedded in the organization • Culture is often non-rational and invisible • Culture exists simultaneously in multiple variations • Distinctive values of an organization are deeply embedded • Culture is something the organization ‘is’ • Culture cannot be manipulated such as structure • Favored by social scientists
<ul style="list-style-type: none"> • Leadership approach • HR approach • Corporate communications approach 	<p>Leadership approach</p> <ul style="list-style-type: none"> • Leader communicates the vision, mission, values and expectations across large internal audiences • Leader implements reward-and-control systems consistent with these • Desired results are maintained over time until they become traditions, practices and norms
<p>HR approach</p> <ul style="list-style-type: none"> • Emphasis on the socialization process for new employees • Selection of employees with the right ‘fit’ • Desired behaviors are rewarded • Employees who resist this culture are removed • Gradualist or developmental approach 	<p>Corporate communications approach</p> <ul style="list-style-type: none"> • Identify gaps between how leaders, stakeholders and employees view the organization • Integrated marketing communications (house messages, PR, marketing) • Messages tailored around a shared communications platform • Management of corporate identity by enlisting collaboration and participation at all levels

<p>Subcultures (1 of 6 major challenges to the management of culture)</p>	<p>Six major challenges to the management of culture:</p>
<p>Resistance (3 of 6 major challenges to the management of culture)</p>	<p>Emergent Cultures (2 of 6 major challenges to the management of culture)</p>
<p>Mergers (5 of 6 major challenges to the management of culture)</p>	<p>Founding Hero (4 of 6 major challenges to the management of culture)</p>

<p>Six major challenges to management of culture</p> <ul style="list-style-type: none"> • Subcultures • Emergent cultures • Resistance • Founding hero • Mergers • Globalization 	<p>Subcultures</p> <ul style="list-style-type: none"> • Every large organization is a mosaic of subcultures • More or less present in every organization • Subcultures can be very different • Consequences for identification with the organization • Especially problematic in global organizations
<p>Emergent culture</p> <ul style="list-style-type: none"> • Culture emerges spontaneously from within the organization • Challenges faced by employees • Repeated practices become traditions • Could lead to management problems 	<p>Resistance</p> <ul style="list-style-type: none"> • Culture change can meet much resistance • From employees or other stakeholders • Culture management is seen as cosmetic change • Runs into resistance and invites ridicule • These efforts often fail (about 70%) • Shows that culture is stable and not easily managed
<p>Founding hero</p> <ul style="list-style-type: none"> • Culture can be tied to the example of the founder • In many smaller organizations, but also larger ones • What happens to Apple when Steven Jobs departs? • Problems with identification when the 'hero' leaves 	<p>Mergers</p> <ul style="list-style-type: none"> • Mergers and acquisitions • More than half result in a loss of shareholder value • More than half occur due to cultural issues • More or less similar problems as with culture change

Civil Servant 2.0 and the new delimas caused by new applications:
(i.e. Twitter, blogs, YouTube)

Globalization
(6 of 6 major challenges to the management of culture)

What is conflict and what are the two types?

Requirements for governments in the world of 2.0:

How to minimize socioemotional conflict?

What are two types of conflict found within the organization?
(not latent or observable)

<p>Globalization</p> <ul style="list-style-type: none"> • International corporations with global positioning • New subsidiaries may bring in new organizational cultures • Relation with different national cultures • More complexity, less room for identification 	<p>New dilemma's</p> <ul style="list-style-type: none"> • Are civil servants allowed to discuss issues online? • Are ministers responsible for this? • What is the added value? <p>Different positions</p> <ul style="list-style-type: none"> • Completely irrelevant activities • New ways to become more responsive
<p>Requirements for governments</p> <ul style="list-style-type: none"> • Transparent organization • Flexible ways of working • Individual civil servants on the web • Using communities for knowledge creation 	<p>The process in which one party perceives that its interests are being opposed or negatively affected by another party</p> <p>Two types</p> <ul style="list-style-type: none"> • Observable, manifest conflict • Latent conflict
<p>Constructive conflict</p> <ul style="list-style-type: none"> • Occurs when team members debate their different perceptions about an issue in a way that keeps the conflict focused on the task rather than people • Central topic in the article of Amason et al. <p>Socioemotional conflict</p> <ul style="list-style-type: none"> • A negative outcome that occurs when differences are viewed as personal attacks rather than attempts to resolve an issue 	<p><u>Emotional intelligence</u></p> <ul style="list-style-type: none"> • Employees are better able to regulate their emotions during debate, which reduces the risk of escalating perceptions <p><u>Cohesive team</u></p> <ul style="list-style-type: none"> • When employees work together for a long time, there will be more knowledge of each other and more trust <p><u>Supportive team norms</u></p> <ul style="list-style-type: none"> • When teams encourage openness, it will be easier to talk about conflicting norms and ideas

What are some of the sources of conflict?

What are the 5 stages of conflict?

What are the four types of conflict?

What are some of the “general” sources of conflict?

What are the two personal orientations in conflict?

What are the three views of conflict?

<p><u>Perceived conflict</u></p> <ul style="list-style-type: none"> Someone becomes aware of the conditions for conflict <p><u>Felt conflict</u></p> <ul style="list-style-type: none"> Begin to personalize conflict, emotions get involved <p><u>Manifest conflict</u></p> <ul style="list-style-type: none"> Conflict becomes overt <p><u>Confrontations and problem solving</u></p> <ul style="list-style-type: none"> Conflict aftermath <p><u>Participants experience consequences</u></p>	<p>Many sources of conflict:</p> <ul style="list-style-type: none"> People see things differently People want different things People have different thinking styles People have different personalities People have ideological differences People have different goals People have different constraints
<p><u>General sources of conflict</u></p> <ul style="list-style-type: none"> Incompatible goals Differentiation of values Task interdependence Scarce resources Ambiguous rules Communication problems 	<p>Types of conflict</p> <ul style="list-style-type: none"> Intra personal Inter personal Intra group Inter group
<p>Traditional</p> <ul style="list-style-type: none"> Belief that all conflict should be avoided <p>Human relations</p> <ul style="list-style-type: none"> Belief that conflict is natural and inevitable outcome in any group <p>Interactionist</p> <ul style="list-style-type: none"> Belief that conflict is a positive force and necessary for a group to perform effectively 	<p>Win-win orientation</p> <ul style="list-style-type: none"> The belief that conflicting parties will find a mutually beneficial solution to their disagreement <p>Win-lose orientation</p> <ul style="list-style-type: none"> The belief that conflicting parties are drawing from a fixed pie, so the more one party receives, the less the other party will receive

In regards to interpersonal styles when dealing with conflict, what are the four dimensions?

What are the competencies in conflict?
What is the problem with these competencies?

What is conflict management?

Interpersonal styles

Structural Framework
(one of the four frameworks for conflict management)

What are the four frameworks
for conflict management?

Competencies in conflicts

- Analytical insight
- Assertiveness
- Empathic ability
- Responsibility
- Handling diversity
- Adaptation skills
- Tact / diplomacy

- Not many people have all the competencies needed to handle conflict effectively.

Four important dimensions

- Importance of the content
- Importance of the relation
- Assertiveness
- Cooperation

	Low importance (content)	High importance (content)
Low importance (relationship)	Avoid	Fight
High importance (relationship)	Adapt	Compromise

Interventions that alter the level and form of conflict in ways that maximize its benefits and minimize its dysfunctional consequences

- Conflicts are not an episode, they always continue
- Conflict needs management, not always a solution
- Some conflicts could serve the purpose of the organization

Frameworks for conflict management

- Structural framework
- HR framework
- Political framework
- Symbolic framework

Structural framework

- Authorities resolve conflicts
 - Managers design a structure to solve the problem
- Clarification of organizational goals
- Management of the external environment
- Development of a structure appropriate to task
- Clarification of the lines of authority
- Focus on the task and facts, not on personality and emotions
- This approach is useful in case of low ambiguity and low uncertainty

<p>Political Framework (one of the four frameworks for conflict management)</p>	<p>HR Framework (one of the four frameworks for conflict management)</p>
<p>What are negotiations?</p>	<p>Symbolic Framework (one of the four frameworks for conflict management)</p>
<p>What are four behaviors of negotiation?</p>	<p>What are the four situational influences on negotiations?</p>

<p>HR framework</p> <ul style="list-style-type: none"> • Building relationships • People are at the heart of the organization • Managers are responsive to gain loyalty • The emphasis is on support and empowerment • Empowerment through participation • Creation of a supportive climate • This approach is useful when employee commitment is high or when employee morale is low or declining 	<p>Political framework</p> <ul style="list-style-type: none"> • Develop power by bargaining • Managers deal with the politics of organizations • Managers understand agenda's of several groups • Managers use power carefully • Managers emphasize what groups have in common, • Managers build external enemies • This approach is useful where resources are scarce or declining or when there is goal and value conflict
<p>Symbolic framework</p> <ul style="list-style-type: none"> • Development and communication of shared values • Managers view vision and inspiration as critical • Employees will give loyalty to an unique organization that makes them feel that their work is important • These leaders tend to be very visible and manage by walking around • This approach is useful when goals and information are unclear and where there is high cultural diversity 	<p>Two or more conflicting parties attempt to resolve their divergent goals by redefining the terms of their interdependence</p> <ul style="list-style-type: none"> • Not an obscure practice, everyone negotiates daily • Settings can be very diverse • Looking for the area of potential agreement
<p><u>Situational influences on negotiations</u></p> <ul style="list-style-type: none"> • Location: familiarity with the environment • Physical setting: physical distance has an influence on how the other party is perceived • Time passage: longer negotiations lead to more commitment to reach an agreement • Audience characteristics: knowledge of the audience about the outcomes or the process 	<p>Negotiation behaviors</p> <ul style="list-style-type: none"> • Preparation and goal setting • Gathering information • Communicating effectively • Making concessions

Time Orientation
(cultural difference of negotiations)

What are some of the cultural differences
found when negotiating?

Fate and personal responsibility
(Cultural difference of negotiations)

Space Orientation
(cultural difference of negotiations)

What is a third part resolution?

Face and face-saving
(cultural difference of negotiations)

Cultural differences

- Time orientation
- Space orientation
- Fate and personal responsibility
- Face and face-saving

Time orientation

Polychronic culture

- Start and end at flexible times
- Breaks when it seems appropriate
- Comfortable with a high flow of information
- Expect to read others' thoughts and minds
- Sometimes talk overlaps
- Take lateness not personally

Monochronic culture

- More or less the reverse

Space orientation

- Sitting arrangements
- Opposite/next to each other
- Handshakes and intimacy
- Functional/professional
- Social/polite
- Friendship/warmth
- Love/intimacy
- Sexual arousal
- Touching in general

Fate and personal responsibility

- Are we able to master the course of our lives or are our lives orchestrated by forces beyond our control?

Face and face-saving

- Different meanings
- Ideas of status and power
- Respect
- Personal dignity
- Related to collectivism-individualism

Third party resolution (1)

Any attempt by a relatively neutral person to help the parties resolve their differences

Three types

- Mediation
- Arbitration
- Inquisition

Arbitration
(third party resolution)

Mediation
(third party resolution)

Role of communication

Inquisition
(third part resolution)

Hierarchy of communication

Media Richness Theory - Role of Communication

Mediation

- Third party has high process control
- Third party has low decision control

- Parties make their own decision
- Form of process management
- Often seen as the best option
- Often used in divorces, etc.

Arbitration

- Third party has low process control
- Third party has high decision control

- Often used to solve conflict between employees
- Often used in the final stage of a conflict
- Often used in legal matters, etc.

Inquisition

- Third party has high process control
- Third party has high decision control

- Similar to the mediator in terms of process
- Similar to the arbiter in terms of decision making
- Very traditional view of management

New technologies make coordination easier

They also create new types of conflict

Email

- Ineffective medium for communication ambiguous and complex issues
- Ineffective medium for communicating emotions
- Flaming: the act of sending an emotionally charged email message to others
- Reducing politeness and respect for others

Media richness theory

The data-carrying capacity of a communication medium, including the volume and variety of information that can be transmitted during a specific time

Distinctions

- Rich media send messages in different ways
- Rich media allow for immediate feedback
- Rich media are customized to the receiver

Hierarchy of communication:

- Face-to-face
- Video conference
- Telephone
- Instant messaging
- E-mail
- Weblogs
- Newsletters
- Financial statements

Rich Media

Cultural differences in communication

What are the differences in attitudes?
(emotion)

Emotion

Emotional Model

Cognitive Model

<p>Cultural differences in communication</p> <ul style="list-style-type: none"> • Explicit language • Non verbal communication • Gaze and visual behavior • Interpersonal space • Gestures 	<ul style="list-style-type: none"> • Rich media are better in ambiguous and non-routine situations • Rich media are better in cross-cultural situations, when communication styles differ • When a communicator has more experience with a receiver, less rich media are needed
<p>Psychological, behavioral and physiological episodes experienced toward an object, person or event that create a state of readiness</p> <p><u>Two dimensions</u></p> <p>Low activation: bored, calm, relaxed</p> <p>High activation: aroused, fearful, excited</p> <p>Low evaluation: unhappy, distressed, bored</p> <p>High evaluation: happy, enthusiastic, relaxed</p>	<p><u>Differences with attitudes:</u></p> <p>Attitudes are judgments</p> <p>Emotions are experiences</p> <p>Attitudes involve logical reasoning</p> <p>Emotions operate as events, without our awareness</p> <p>Attitudes are more or less stable</p> <p>Emotions are brief experiences</p>
<p>Cognitive model</p> <p>Perceived environment</p> <p><u>Cognitive process</u></p> <ul style="list-style-type: none"> • Beliefs • Feelings • Behavioral intentions <p>Behavior</p>	<p>Emotional model</p> <ul style="list-style-type: none"> • Perceived environment • Emotional episodes • Behavior <p>Relation with the cognitive model</p> <ul style="list-style-type: none"> • Emotional episodes could influence feelings • Which will influence behavioral intentions

Job Satisfaction

Differences in the act of “emotion” amongst different cultures:

Benefits of high job satisfaction

Exit-Voice-Loyalty-Neglect (EVLN) model

What is organizational commitment and how is it related to Organizational citizenship?

What is organizational citizenship?

<p>Cultural differences</p> <ul style="list-style-type: none"> • The word emotion does not have the same meaning in every culture • Different categorizations and labels for emotions • Different meanings of emotions • Different display rules of emotions 	<p><u>Job Satisfaction:</u> A person's evaluation of his or her job and work context</p> <p>Measurement problems Openness of employees about these evaluations Relation with economic conditions Differences between countries in how these views are expressed</p>
<p>Exit-Voice-Loyalty-Neglect (EVLN) model</p> <p>Exit</p> <ul style="list-style-type: none"> • Leaving the organization <p>Voice</p> <ul style="list-style-type: none"> • Attempts to change a dissatisfying situation <p>Loyalty</p> <ul style="list-style-type: none"> • Waiting for a problem to work itself out, get resolved by others (suffer in silence) <p>Neglect</p> <ul style="list-style-type: none"> • Reducing work effort, paying less attention to quality, increasing absenteeism and lateness 	<p>Benefits of high job satisfaction</p> <p><u>Happy workers are sometimes more productive</u></p> <ul style="list-style-type: none"> • General attitudes do not always predict behaviors • Job performance leads to job satisfaction when it is linked to certain rewards <p><u>Happy workers lead to happy customers</u></p> <ul style="list-style-type: none"> • Positive mood of employees • Less exit, more experienced employees
<p>Organizational citizenship Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization More than thirty different types</p> <p>Article of Foote Effects of team commitment Survey research</p>	<p>Organizational commitment The employee's emotional attachment to, identification with, and involvement in a particular organization</p> <p>Specific form: continuance commitment A calculative decision to remain with an organization because quitting would be costly</p>

Motivation:

How do organizations build organizational commitment?

What are the four factors influencing behavior?
(motivation)

What are the three factors of motivation?

Why is it more difficult to motivate employees during current times?

What are the effects of motivation?

<ul style="list-style-type: none"> • Justice and support • Shared values • Trust • Organizational comprehension • Employee involvement 	<p>Motivation Forces within a person that affect his or her direction, intensity and persistence of voluntary behavior</p> <p>Three factors</p> <ul style="list-style-type: none"> • Direction: goal-directed • Intensity: amount of effort • Persistence: continuing for a certain amount of time
<p>Three factors</p> <ul style="list-style-type: none"> • Direction: goal-directed • Intensity: amount of effort • Persistence: continuing for a certain amount of time 	<p>Four factors influencing behavior</p> <ol style="list-style-type: none"> 1. Motivation 2. Ability 3. Role perceptions 4. Situational factors <ul style="list-style-type: none"> • These can influenced by managers • Motivation seems most difficult to manage
<p>Effects of motivation</p> <p><u>Task performance</u></p> <ul style="list-style-type: none"> • Behavior that supports organizational objectives <p><u>Organizational citizenship</u></p> <ul style="list-style-type: none"> • Behavior that extends beyond the employee's normal tasks <p><u>Less counterproductive work behaviors</u></p> <ul style="list-style-type: none"> • Behavior that is potentially harmful to the organization <p><u>Higher job satisfaction</u></p> <p><u>Higher work attendance</u></p>	<p>Motivating employees is more challenging than before</p> <ul style="list-style-type: none"> • Changes in the employer-employee relationship in general: globalization, restructuring, etc. • Flattened organizational structures that lead to less supervision and monitoring • New generations of employees that bring different expectations to the workplace

What are the theory of needs?
(motivation)

What is the 4 drive theory and
what are the 4 drives?
(Motivation)

Guidelines for increasing motivation:

Expectancy theory of motivation
(motivating employees)

Characteristics of effective goals –
motivating employees

Goal setting – motivating employees

<p>Four drive theory Innate and universal drives No hierarchy between these drives</p> <p>Four drives Acquire: seek and control objects and experiences Bond: form social relationships and commitments Learn: satisfy curiosity, understand the world Defend: protect ourselves physically and socially</p>	<p>Theory of learned needs Need for achievement <ul style="list-style-type: none"> Accomplish challenging goals through own effort Need for affiliation <ul style="list-style-type: none"> Seek approval from others, conform to their wishes and expectations Need for power <ul style="list-style-type: none"> Exercise control over others and maintain leadership positions </p>
<p>Expectancy theory of motivation</p> <ul style="list-style-type: none"> Effort: the individual's actual exertion of energy Effort to performance expectancy: the individual's perception that his effort will result in a certain level of performance Effort to outcome expectancy: the perceived probability that a specific behavior or performance level will lead to a specific outcome Outcome valence: the anticipated (dis)satisfaction that an individual feels toward an outcome 	<p>Guidelines for increasing motivation Increase the effort to performance expectancy <ul style="list-style-type: none"> For example: training Increase the effort to outcome expectancy <ul style="list-style-type: none"> For example: higher rewards Increase outcome valence <ul style="list-style-type: none"> For example: individual reward systems <p>Article of Van Riel on stimulating strategically aligned behavior</p> </p>
<p>Goal setting</p> <ul style="list-style-type: none"> The process of motivating employees and clarifying their role perceptions by establishing performance objectives Role perceptions should be correct Goals should be motivating Feedback is needed in many cases 	<p>Characteristics of effective goals</p> <ul style="list-style-type: none"> Specific goals Relevant goals Challenging goals Goal commitment Goal participation Goal feedback

Sources of feedback:
(2)

Feedback and the characteristics
of effective feedback

Types of financial rewards:

Importance of financial rewards:

Competency based rewards:
(1 of 3 types of financial rewards)

Job status based rewards:
(1 of 3 types of financial rewards)

<p>Any information that people receive about the consequences of their behavior</p> <p>Characteristics of effective feedback</p> <ul style="list-style-type: none"> • Credible • Specific • Relevant • Timely • Sufficiently frequent 	<p>Sources of feedback</p> <p><u>Nonsocial sources</u></p> <ul style="list-style-type: none"> • Statistics about waiting customers, purchases, etc. • Customer surveys <p><u>Social sources</u></p> <ul style="list-style-type: none"> • Supervisors, colleagues, clients, etc. • 360 degree feedback from a full circle of people • Coaching: thought partners
<p>Importance of financial rewards</p> <ul style="list-style-type: none"> • Pay back for contribution of employees • Symbol of success • Form of reinforcement and motivation • Reflection of employee performance 	<p>Types of rewards</p> <ul style="list-style-type: none"> • Job status based rewards • Competency based rewards • Performance based rewards
<p><u>Job status based rewards</u></p> <ul style="list-style-type: none"> • Rewards based on the status of the job • Job evaluation to rate the worth of jobs • Some jobs require more skills, competencies, etc. • Maintain feelings of fairness • Motivate employees to compete for promotions 	<p><u>Competency based rewards</u></p> <ul style="list-style-type: none"> • Rewards based on the mastered skills and knowledge • These employees can perform more diverse tasks • Leads to improvement of work force flexibility • Product quality and service can improve • Consistent with the need for ‘employability’ • Problems with measurement of skills

Ways of improving reward effectiveness:

Performance based rewards
(1 of 3 types of financial rewards)

Job characteristics model
(job design)

Job design

Critical psychological states
(job design)

Core job characteristics:
(job design)

Performance based rewards

- Individual rewards
- Team rewards
- Employee stock ownership plans
- Stock options and profit sharing plans
- Sometimes weak connections between individual effort and rewards
- Specifically for CEO's and employees in the banking sector

Improving reward effectiveness

- Strong links between rewards and performance
- Increase the relevance of rewards
- Only team rewards for interdependent jobs
- Only use rewards that are valued
- Think about unintended consequences

Job design is important to keep employees motivated
Which tasks are assigned to a certain job?
What is the interdependency with other jobs?

- Main characteristic of job design is job specialization
- An extreme form is scientific management
- Detailed procedures and detailed division of tasks
- Reducing 'labor waste' and motivatio

Job characteristics model

- Core job characteristics
- Critical psychological states
- Outcomes

Core job characteristics

- Skill variety
- Task identity
- Task significance
- Autonomy
- Job feedback

Critical psychological states

- Experienced meaningfulness
- Experienced responsibility
- Knowledge of results

Self Leadership – Job design

Improving motivation through job design

A great deal of change took place between 1850-1900:

During a merger of two entities (change) there were four problems mentioned during the week 6 lecture, what were they?

Change occurs in 4 areas:

Important types of change

<p>Improving motivation through job design</p> <p><u>Job rotation</u></p> <ul style="list-style-type: none"> • The practice of moving employees from one job to another <p><u>Job enlargement</u></p> <ul style="list-style-type: none"> • The practice of increasing the number of tasks employees perform within their job <p><u>Job enrichment</u></p> <ul style="list-style-type: none"> • The practice of giving employees more responsibility for scheduling, coordinating and planning their own work 	<p>Self leadership</p> <p>Influencing oneself to establish the self direction and self motivation needed to perform a task</p> <ul style="list-style-type: none"> • Process • Personal goal setting • Constructive thought patterns • Designing natural rewards • Self monitoring • Self reinforcement
<ol style="list-style-type: none"> 1. Hierarchy: changes during a merger, which may cause conflict. 2. Intercultural: Language issues, cultural issues, the values of both companies will change. 3. New Products: New concepts and products that people will need to adapt to – some organizational members will not be able to adapt to these changes. 4. Results/Strategy: When new plans and strategies are implemented, will organizational members be able to perform in the way that is expected? 	<p>1850-1900</p> <ul style="list-style-type: none"> • More food, more prosperity • Feeling of ownership disappeared • Less interesting work • Alienation • Karl Marx called it: exploitation • Communists called for bottom-up change
<p>Important types of change</p> <ul style="list-style-type: none"> • Planned change – initiated by managers • Spontaneous change – initiated by employees • One common view about change • Several views about change 	<p>Changes in...</p> <ul style="list-style-type: none"> • The economy (emerging markets) • Politics (EU/NL policies) •

Unfreezing
(one of the three stages of the force field analysis model)

Force field analysis model and its three stages:

Culture Change – 4 strategies for merging different culture

What are 4 strategies used to strengthen organizational culture?

<p>Kurt Lewin</p> <ul style="list-style-type: none"> Managers create driving forces for change Restraining forces maintain the status quo <p>Three stages</p> <ul style="list-style-type: none"> Unfreezing the current situation Changing the situation Refreezing so that the desired state remains 	<p>Unfreezing</p> <ul style="list-style-type: none"> Creating an urgency for change Customer driven change Other external forces Urging change without external forces <ul style="list-style-type: none"> Reducing the restraining forces Communication Learning: employees need new skills Employee involvement in decision making Stress management Negotiations <p>Article of Frahm et al. on change receptivity in the first phases of a change process</p>
<ul style="list-style-type: none"> Need for changing organizational culture For example in mergers and acquisitions Difficult process which does not always succeed Need for research about the possibilities for this change Bicultural audit A diagnosis of cultural relations between companies prior to a merger and a determination of the extent to which cultural clashes are likely to occur 	<p>Strategies for merging different cultures</p> <p><u>Assimilation</u></p> <ul style="list-style-type: none"> Employees embrace the new cultural values <p><u>Deculturation</u></p> <ul style="list-style-type: none"> Imposing a new culture on the acquired company <p><u>Integration</u></p> <ul style="list-style-type: none"> Create a new culture that preserves the best features of the previous ones <p><u>Separation</u></p> <ul style="list-style-type: none"> Remain distinct entities with minimal exchange
<p><u>Actions of founders or leaders</u></p> <ul style="list-style-type: none"> Symbolize the new culture Model the new culture through subtle actions and decisions <p><u>Culturally consistent rewards</u></p> <ul style="list-style-type: none"> Reward employees for culturally consistent behaviors Reward managers who help employees understanding the culture <p><u>Selecting and socializing employees</u></p> <ul style="list-style-type: none"> Hire people whose values are consistent with the culture Inform new staff about the meaning of the culture <p><u>Aligning artifacts</u></p> <ul style="list-style-type: none"> Share stories supporting the culture Celebrate goals to support the culture Inhabit buildings that reflect the culture 	