

UNCOVERING AND SHAPING ORGANIZATIONAL CULTURE

Leadership on Demand

THE UNIVERSITY OF ARIZONA

Leadership
Programs



AGENDA

- What is Organizational Culture?
- Elements of Organizational Culture
- Activity: “The Way We Do Things”
- Shaping Culture
- Discussion and Wrap-Up

WHAT IS ORGANIZATIONAL CULTURE?

The values and behaviors that contribute to the unique social and psychological environment of an organization.

- Expectations
- Experiences
- Philosophy
- Values
- Shared attitudes
- Beliefs
- Customs
- Written and unwritten rules

ELEMENTS OF ORGANIZATIONAL CULTURE

- **Purpose:** values, reason for existence
- **New Members:** process for joining, acclimation
- **Norms/Practices:** group rituals, informal roles, fun
- **Stories:** heroes, shared experiences, language
- **Leadership:** tone, change, feedback

"THE WAY WE DO THINGS"

- Norms and Practices
 - If someone came fresh to our group, what would they notice?
 - How would we characterize how people interact with our group?
- Purpose and Values
 - What do we say we value in our organization?
 - Do we always live up to these values, or are different values sometimes displayed in what we do?
- Assumptions
 - What views and attitudes do we take for granted?
 - What assumptions underlying our work are simply not questioned?

STRATEGIES FOR SHAPING CULTURE

- Creating a shared vision
- Role modeling
- Making people feel significant
- Creating a community
- Building trust
- Validating differences
- Nurturing collaboration
- Creating open channels of communication

PAIR AND SHARE

1. In terms of shaping organization culture what does your organization do well?
2. What does your organization not do well?
3. What can you do as the leader of the organization or a member of the organization to positively enhance your organizational culture? If you are not the leader of your organization, what could the leader do?

THANK YOU!

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