SOME VIEWS ON CULTURE

IOB, FGSIB

FALL 2000

CLIFFORD GEERTZ ON CULTURE

- **WORLDVIEW** OR HOW WE SEE THE WORLD
- **VALUES** OR HOW WE BEHAVE IN THE WORLD
- **ETHOS** OR HOW WE FEEL ABOUT THE WORLD

EDGAR SCHEIN ON ORGANIZATIONAL CULTURE

- LEVEL ONE: **ARTIFACTS & CREATIONS** (VISIBLE BUT OFTEN NOT DISCERNABLE)

- LEVEL TWO: **VALUES** (GREATER & LESSER LEVELS OF AWARENESS)

- LEVEL THREE: **BASIC ASSUMPTIONS** (TAKEN FOR GRANTED; PRECONSCIOUS)

SCHEIN IDENTIFIES TWO TYPES OF PROBLEMS

- PROBLEMS OF INTERNAL INTEGRATION

- PROBLEMS OF EXTERNAL ADAPTATION & SURVIVAL

PROBLEMS OF INTERNAL INTEGRATION

- LANGUAGE
- BOUNDARIES
- POWER & STATUS
- INTIMACY
- REWARDS & PUNISHMENT
- IDEOLOGY

PROBLEMS OF EXTERNAL ADAPTATION

- STRATEGY or primary task, core mission and latent functions of the group
- GOALS or concrete reflection of core mission
- MEANS OF ACCOMPLISHING GOALS or division of labor, structure, rewards, etc
- MEASURING PERFORMANCE or information and control systems
- CORRECTION or remedial & repair mechanisms