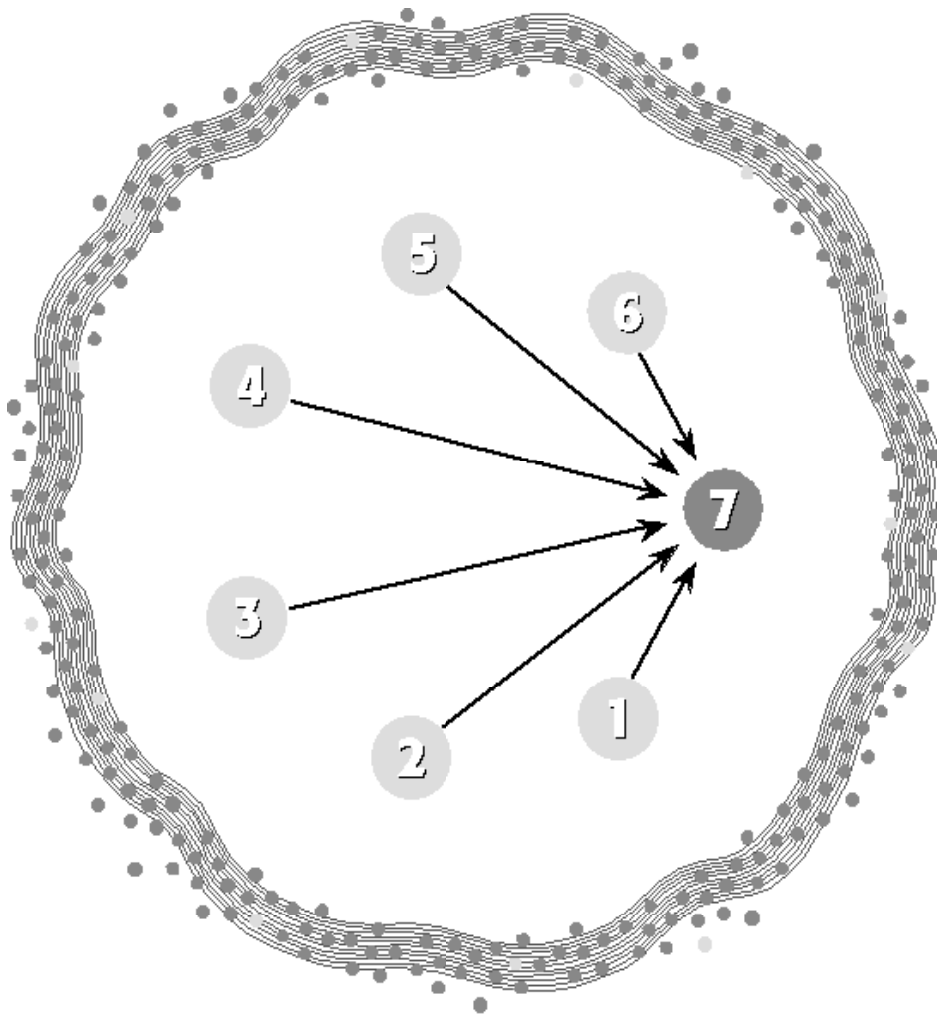


Organizational Culture

Ralph H. Kilmann

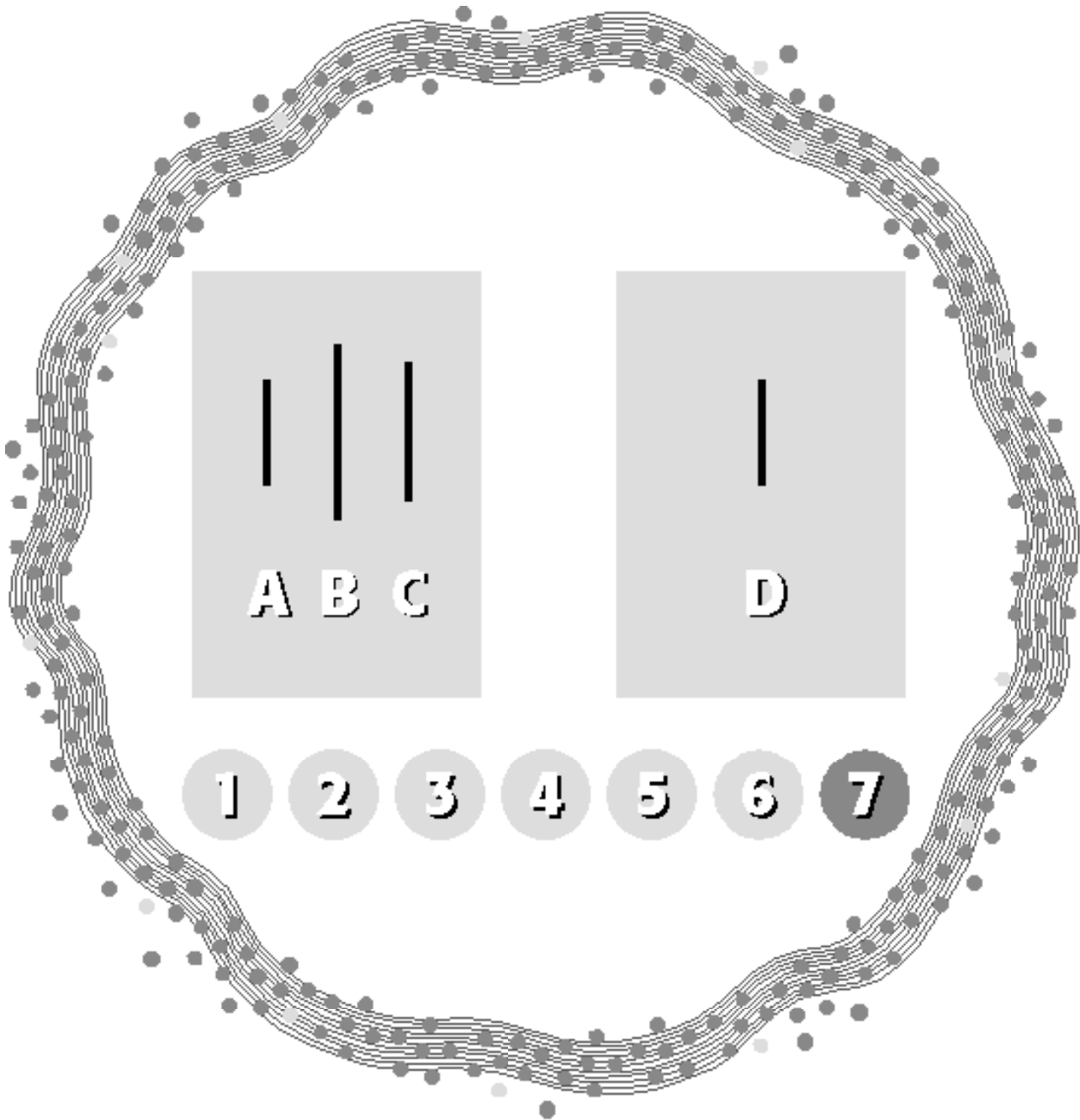


Learning Organizational Culture

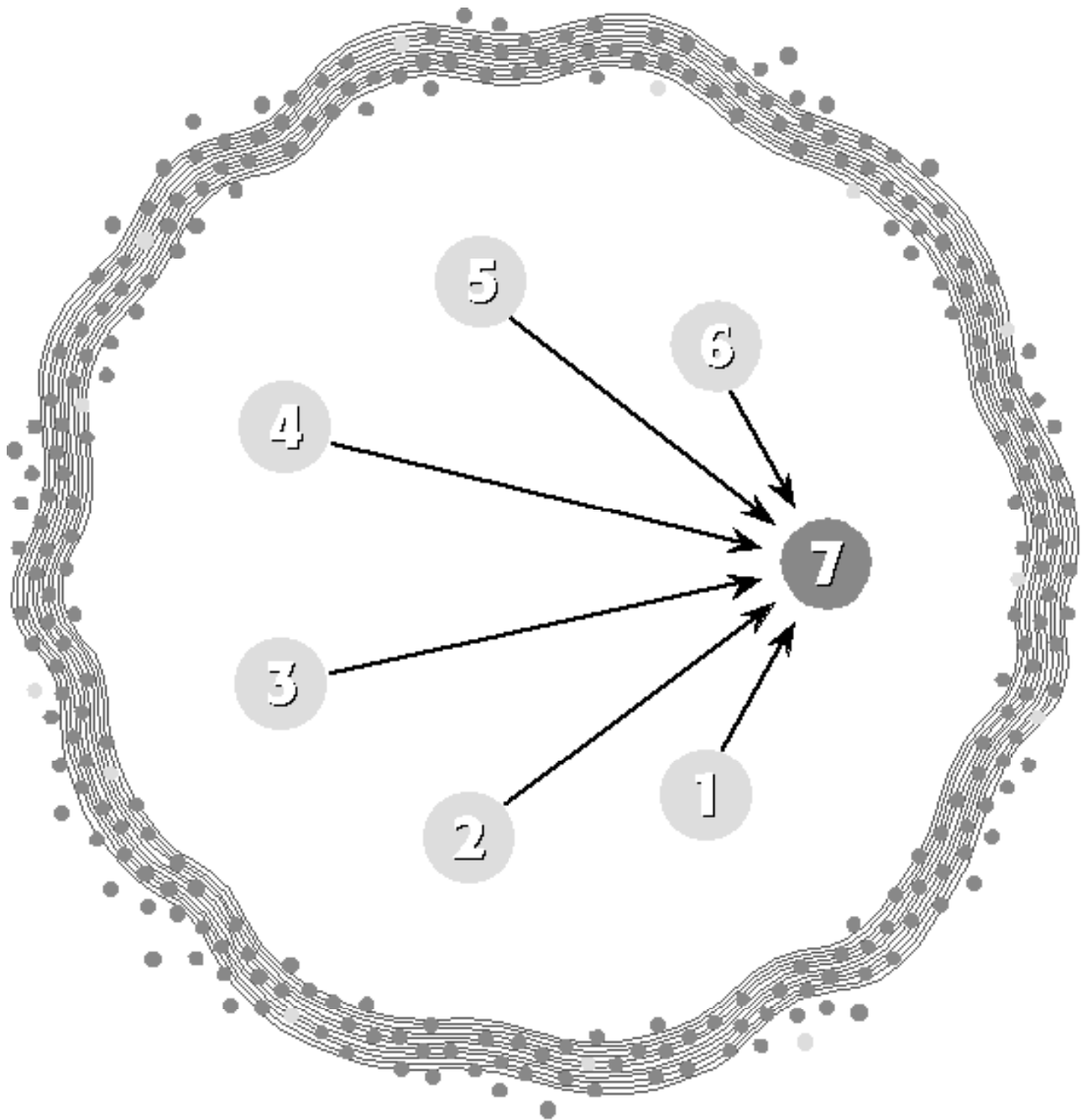
- “Cultures are shared, interrelated sets of emotionally charged beliefs about how things work, values that indicate what’s worth having or doing, and norms that tell people how they should behave.”

Harrison M. Trice and
Janice M. Beyer, 1993
*The Culture of Work
Organizations*

Experiments in Reality



Group Pressures to Conform



NEGATIVE Cultural Norms in Business Organizations

- **Do Not Trust Across the Boundaries
(Departments, Age, Gender, Race,
and All Other Possible Distinctions)**
- **Don't Disagree with Your Boss**
- **Don't Rock the Boat; Don't Make Waves**
- **Don't Be the Bearer of Bad News**
- **Look Busy Even When You Are Not**
- **Do Not Confront People or Problems**
- **Blame (and Punish) Others When
Things Go Wrong**
- **Wait for Everyone Else to Change and
Hope for the Best**
- **Keep Wounds Open; Live in the Past**

POSITIVE Cultural Norms in Business Organizations

- **Be Helpful and Supportive of Other Departments and Work Groups**
- **Treat Everyone with Respect**
- **Assume Good Intentions**
- **Be Willing to Take on Responsibility**
- **Congratulate Those Who Suggest New Ways of Doing Things**
- **Keep an Open Mind; There Are Always Two (or More) Sides to the Story**
- **Don't Avoid Difficult Problems**
- **Give Clear, Direct, and Specific Feedback**
- **Put the Past Behind You; Encourage Others to Forgive and Forget**

NEGATIVE Cultural Norms in University Classrooms

- **Come to Class Late and Leave the Room Whenever You Feel Like It**
- **If Someone Says Something Interesting or Inspiring in Class, Make Fun of Him**
- **Tell Your Instructor Exactly What She Wants to Hear**
- **Only Ask Your Instructor a Question If You Already Know the Answer**
- **Don't Disagree with Your Instructors; They Know Everything!**
- **Don't Come to Class Prepared; Someone Else Will Have Done the Readings and Analyzed the Cases**

NEGATIVE Cultural Norms in University Classrooms (+)

- **Only Do the Minimal Amount of Work; You Are Not Here to Learn – You Are Here to Get Grades and Your Degree**
- **Don't Volunteer for Anything; If You Keep Quiet, Someone Else Will Surely Volunteer to Get Things Done**
- **If, Despite Your Disinterest, You Are Still Chosen to Do Something, Feel Free to Let Others Down; Someone Else Will Always Do the Required Work**
- **If You Are Bored, Read a Newspaper, Chat with Your Neighbor, or Leave the Room to Get Some Food and Drink**

POSITIVE Cultural Norms in University Classrooms

- **Come to Class on Time and Only Leave When It Is Over (or On a Break)**
- **If Someone Says Something Interesting or Inspiring in Class, Give Applause**
- **Tell Your Instructor What You Believe – Using Supportive Communication**
- **Only Ask Your Instructor a Question If You Don't Know the Answer**
- **Disagree with the Professors; They Can Learn from Different Perspectives and Experiences – If Your Opinions Are Presented in a Supportive Manner**
- **Review All Materials Before Class**

POSITIVE Cultural Norms in University Classrooms (+)

- **Do the Necessary Amount of Work to Maximize Your Learning Throughout the MBA Program**
- **Volunteer for Necessary Group Tasks and Activities; Get Actively Involved in Doing Your Share of the Work**
- **If You Choose (or Are Chosen) to Do Something, Get It Done to the Best of Your Ability – Don't Let Others Down**
- **If You Get Bored, It's Your Fault; Ask Questions or Switch the Discussion to a More Relevant (and Interesting) Topic**

Managing Your Group's Culture Consciously and Deliberately

- 1. Surfacing Negative Norms**
- 2. Establishing Positive Norms**
- 3. Identifying Culture-Gaps**
- 4. Closing Culture-Gaps by Designing
and Using a Sanctioning System**
- 5. Sustaining a Positive Culture in
Your Group**



Closing Culture-Gaps

A SANCTIONING SYSTEM:

- 1. What Will You Do When Victories Occur – When Members in Your Group Behave According to the Positive Norms?**
- 2. What Will You Do When Violations Occur – When Members in Your Group Behave According to the Negative Norms?**

**Be Sure Your Group Breaks the
UNCONSCIOUS CONSPIRACY**

Examples of Sanctioning Systems

- **Negative Sanctions**
 - **Stares, Frowns, and Groans**
 - **Verbal Reprimands**
 - **Assignment of Unpleasant Work**
 - **Financial Penalties (Poor Grades)**
 - **Public Ridicule**

- **Positive Sanctions**
 - **Smiles, Cheers, and Applause**
 - **Compliments and Praise**
 - **Assignment of Valued Work**
 - **Financial Bonuses (Good Grades)**
 - **Peer Recognition**