**Organisational Culture**

**Important:** Exercise to determine the main elements of your organisational culture. The exercise is focused on clarification and not on evaluation. You are not trying to say if something about the culture in you organisation is good or bad at the moment, you are gathering data. List only relevant things.

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|  | **Some Examples** | **Your Brainstorming** |
| **Artefacts of Organisational Culture** | | |
| **Physical Structures** | * Strong hierarchical structures represented in building structures, big offices for the top management a closed walls for low ranking employees * Open work spaces * Paintings on the walls / Motivational posters * Workplace is a friendly environment for families and friends, people are invited to walk around and see the institution |  |
| **Language** | * There is formality in the organisation, people are addressed accordingly to the level they hold in the structures * Only English is accepted as the vehicular language, others are frown upon * Written formal communication is favoured * Insulting others is accepted and overlooked |  |
| **Symbols** | * Note: there are nonverbal and verbal symbols * Flags, statues of founders, crosses, the Star of David… * Non-verbal can be gestures and signals * Every person in the organisation dressed the same |  |
| **Relevant Norms** | * Note: there are formal (rules) and informal norms (behaviours that are generally and widely conformed to). * You need to check in every time you arrive to work and check out when you leave * Coffee breaks are to be had in different places according to your position in the organisation * Not speaking loud in public spaces * If you use something from the kitchen you should clean it and not expect others to do it for you |  |
| **Rituals and Ceremonies** | * When someone is invited to the organisation he is invited for a cup of coffee and explained the purpose of the organisation and who works in it * Each day there is a prayer before people start to work * Hugging instead of shaking hands when you meet people is accepted |  |
| **Stories and Legends** | * Stories of founding members are shared continuously * Key figures in your organisation are remembered and exalted * There are no stories we can link to in our organisation |  |
| **Organisational Culture** | | |
| **Shared Values** | * Loyalty, commitment, Efficiency, Honesty, Open-mindedness, Good Humour, Education, Courage, Creativity, etc. * See [Mars Group Exercise](https://docs.wixstatic.com/ugd/a2f086_f37578a48aae4164a239537922190893.pdf) |  |
| **What is considered good/bad and right/wrong?** | * Only managers can give their opinion on relevant matters, lower level employees at badly looked at when they do so. * Helping team members when they are struggling is good but only if you get your job done before |  |
| **Conscious Beliefs** | * We belief men and women are different and should be treated differently * We belief focus should be in the individual not in the group * We belief in the American Dream * We share same religious beliefs |  |
| **Unconscious Beliefs** | * Beating our competition is our real goal * Complying with the Universal Declaration of Human Rights is the minimum conditions to be met in the organisation * We commit ourselves to the clients and then to society |  |
| **Ideal prototypes of behaviour** | * Hard-working person * Has integrity and always says the truth * Has mind-set of maximizing shareholder value first * Is a spiritual person, prays every day * Comes early to work and leaves late * Thinks first on colleagues and then on him/herself * Has strong ethics and moral values |  |