

ORGANISATIONAL CULTURE

THE COMPETING VALUES FRAMEWORK

ENQA leadership development programme 2021
Seminar One, 2-4 June

Harry de Boer

OUTLINE

10:00 – 10:40 Introduction on culture and explaining the exercise

10:40 – 11:00 Individual exercise on culture own QA organization

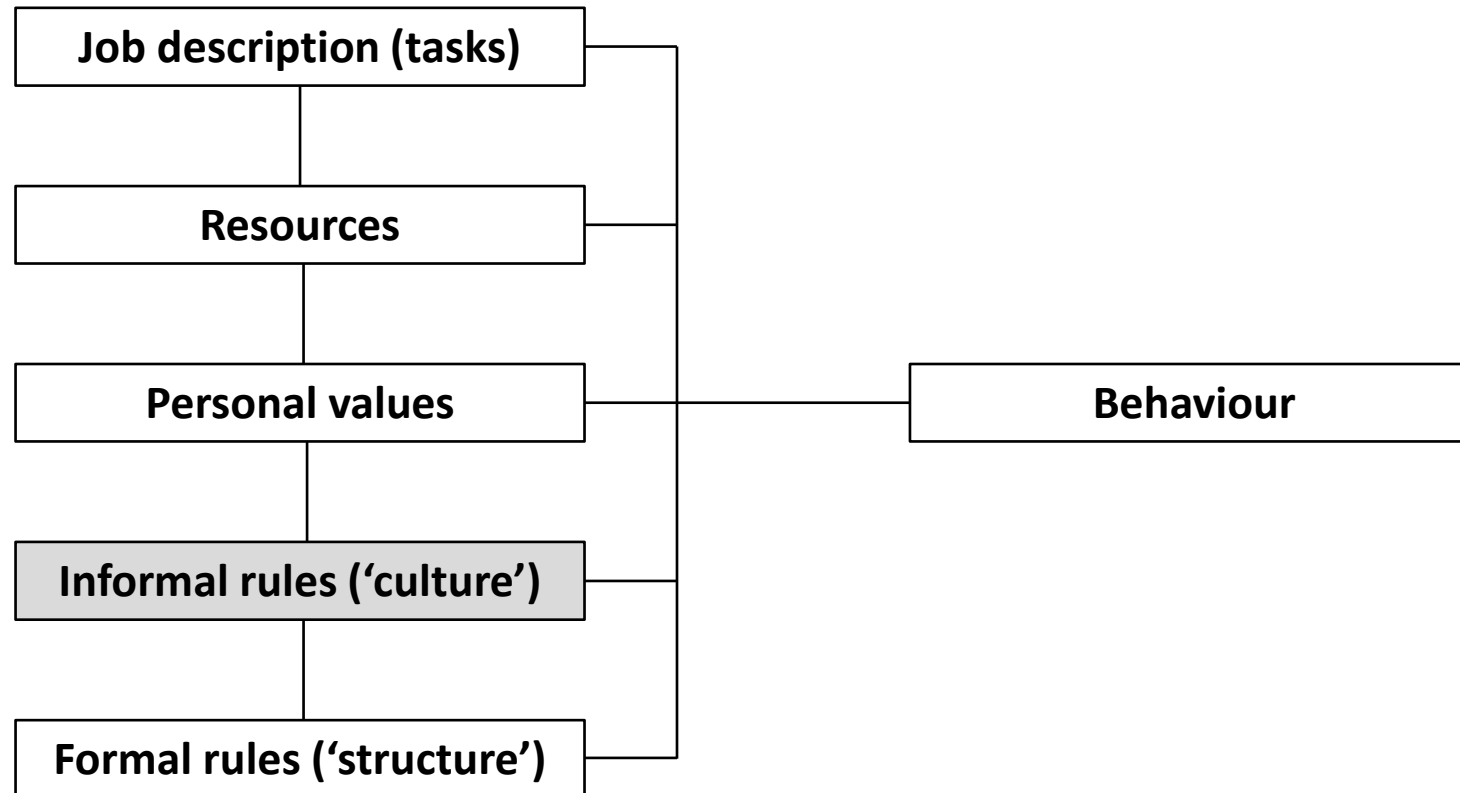
11:00 – 11:40 Groups discuss and explain cultures to each other in break away rooms

11:40 – 12:00 Groups present main outcomes and general discussion

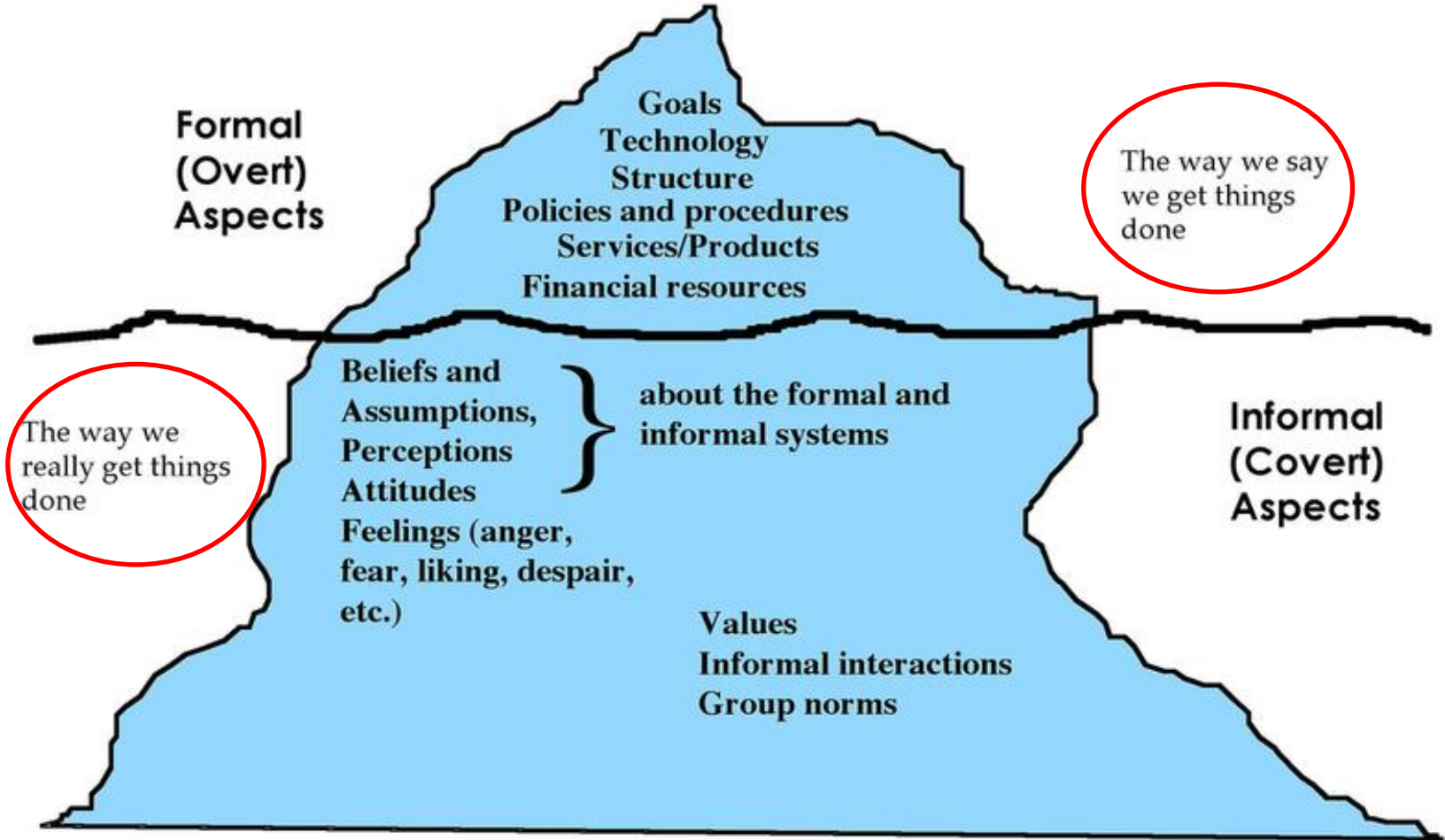
ORGANISATIONAL CULTURE

- “Culture”: a pattern of shared basic assumptions; it refers to a group or community which shares common experiences that shape the way its members understand the world; a set of behavioral and emotional expectations
- Beliefs, values and learned ways of coping with experience as the correct way to perceive, think and feel
- Culture provides stability and predictability – manifested in informal rules, frequently taken for granted: ‘the way we do things over here’
- Organizational culture is a strong part of people’s working and social lives. It influences their views, their values, their humor, their hopes, their loyalties, and their worries and fears.
- It is one of the determining factors of how group members react, respond and develop
- Sometimes cultures can overshadow individual beliefs; strong peer pressures; expected to fall in line and support the group’s norms and values

ORGANISATIONAL CULTURE



CULTURAL ICEBERG

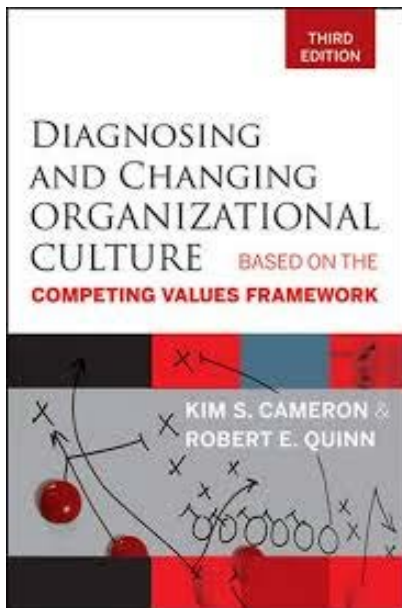


Created by Stanley N. Herman. TRW Systems Group, 1970

COMPETING VALUES FRAMEWORK (CVF)

The effectiveness of an organization depends to how well it deals with two tensions that every organization faces:

1. Flexibility versus stability
2. Internal control and external orientation



NEW HORIZONS IN MANAGEMENT
Series Editor: Cary L. Cooper

CVF

Flexibility

Human Relations: collaborate quadrant – the team

Sustaining the organization and its culture through participant engagement and the development of human capital

Open systems: create quadrant – the entrepreneurs

Creating the future through innovation, entrepreneurship, and the creation of new intellectual capital

Internal focus

Internal process: control quadrant – the bureaucracy

Operating the organization efficiently and smoothly through the continuous improvement, smoothing processes and relying on technological capital

Rational goal: compete quadrant – the competitors

Expanding the organization through attentiveness to customers, aggressively competing, fast response, and acquiring financial capital

External positioning

Stability

CVF: the 4 Cultures in a nutshell

THE COMMUNITY CULTURE

Cohesion, morale, commitment, human resources, mutual support

THE ENTREPRENEURIAL CULTURE

Flexibility, creativity, responsive to change, risk taking

THE BUREAUCRATIC CULTURE

Clear lines of authority, respecting authority (compliance), adherence to rules, predictability

THE COMPETITIVE CULTURE

Clarity of goals and tasks, efficiency, task orientation, competitive

community

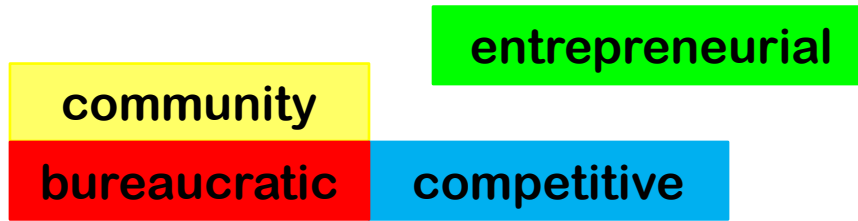
entrepreneurial

bureaucratic

competitive

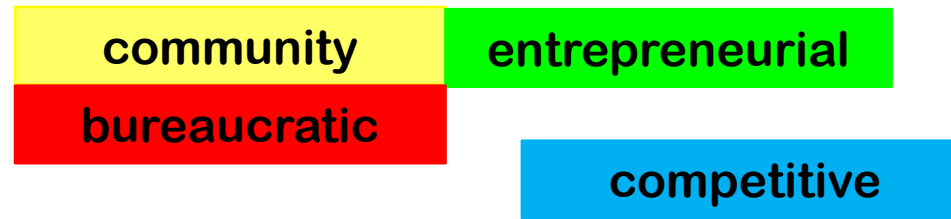
COMMUNITY – flexibility, internal focus

- A friendly place to work where people share a lot of themselves
- A calm working atmosphere that feels like an extended family
- The organisation is held together by shared values, loyalty and/or tradition
- A high level of staff commitment
- The contributions and qualities of each individual are recognised
- Teamwork, collaboration and participation are highly valued
- Colleagues are consulted on how they think and feel idea before decisions are taken
- Problems are shared and discussed and compromises are sought in the best interests of the group



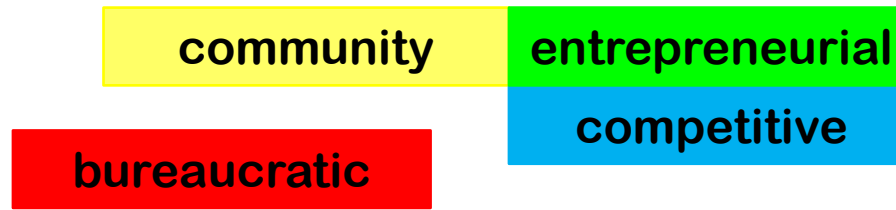
ENTREPRENEURIAL – flexibility, external focus

- A dynamic, innovative and creative place to work
- A commitment to experimentation and innovation
- Flexible hours and considerable freedom from everyday constraints
- Individual initiative is encouraged and staff members operate autonomously
- A diversity of views and skills amongst staff is valued
- An informal working environment
- Open to change: new projects, ideas, information and ways of working
- Striving to be on the cutting edge of innovation



COMPETITIVE – stability, external focus

- A results-oriented, hard-driving organisation
- Staff are competitive and focused on the achievement of goals and results
- The glue that holds the organisation together is an emphasis on success
- The organisation is fast moving, deal making, risk taking and image enhancing
- Excellent performances are encouraged and rewarded
- A high energy working environment with limited opportunities for reflection
- An assertive organisation that is quick to take advantage of opportunities that arise in its environment
- Pushing ourselves (almost) to the limit to be successful



BUREAUCRATIC – stability, internal focus

- A well-structured place with adequate information and monitoring systems
- Thorough analysis typically precede taking new lines of action
- Decisions of superiors are respected, seldom questioned and usually implemented without discussion
- Clear roles, responsibilities, objectives and standards
- The organisation works in terms of clear regulations and operating processes
- Adequate time to complete complex projects correctly
- The organisation delivers the expected results dependably (reliable)
- For most of the staff employment is secure and predictable

Exercise Organisational Cultures

How would you characterise the culture of your organisation / unit?

Explain and discuss your organisational culture to the others in the group

Choose one or two interesting observations you want to share with the whole group

Ranking the cards

- **Open the web tool**
- **Sign in (details in a moment)**
- **After having signed in, the welcome section explains the basic structure**
- **Fill in your name at the bottom of this welcome page**

Ranking the cards

The game consists of 32 cards with a statement that applies to a greater or lesser extent to your organisational unit. You are asked to arrange these cards in a systematic way.

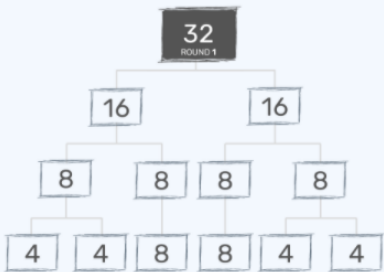
The game exists of five rounds. In every round, you will have to divide a number of cards into those that are less applicable to your unit, and those that are more applicable to your unit.



Round 1: first read the 32 statements, then divide the 32 statements in two piles of 16 – less and more characteristic


ROUND 1/5

- Highlight all more characteristic
- Highlight all less characteristic



Start by reading the statements carefully.

Mark half of these cards as **less** and half of them as **more** characteristic for your organisation unit. This means you can select 16 cards in each category.

Use  to undo a selection and press 'Submit' when you're done to move on to the next round.

The organisation works in terms of clear regulations and operating processes

A friendly place to work where people share a lot of themselves

Staff push themselves to the limit (and beyond) to be successful

Thorough analysis and careful thought typically precede taking new lines of action

Teamwork, collaboration and participation are highly valued

A high energy working environment with limited opportunities for reflection

Clear roles, responsibilities, objectives and standards

A commitment to experimentation and innovation

LESS

MORE


SUBMIT

Round 2: 16 statements, marked in round 1 as less characteristic, divide these in two piles of 8 by the same logic – less and more characteristic

ROUND 2/5

These cards are the ones that you marked as less characteristic

Mark half of these cards as **less** and half of them as **more** characteristic. select 16 cards in each category.


Use  to undo a selection and press 'Submit' when you're done

Round 3, 4 and 5 the same logic

ROUND 3/5

These cards are the ones that you marked as more characteristic.

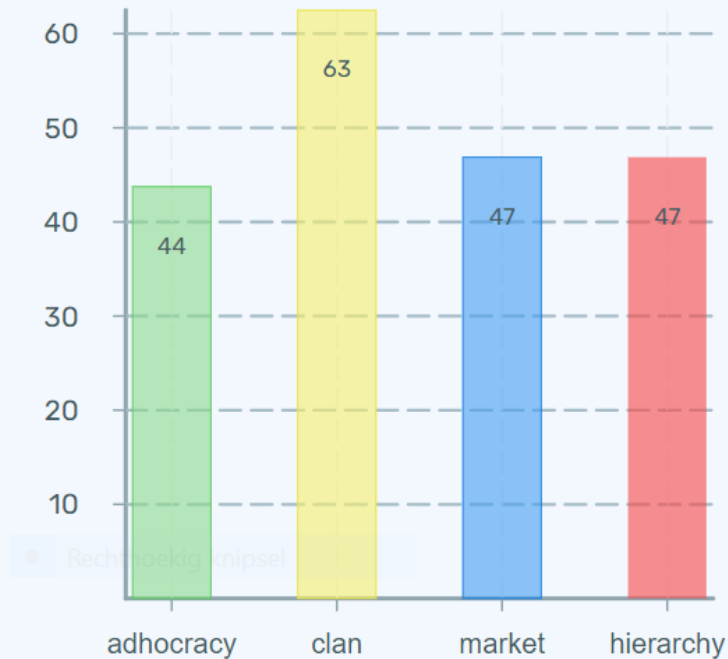
Mark half of these cards as **less** and half of them as **more** characteristic. You will then select 16 cards in each category.

Use  to undo a selection and press 'Submit' when you're ready.

Outcome: Existing Culture of your Unit (1)

THE EXISTING CULTURE OF YOUR UNIT

That's it! You're done. Here are your results. The diagram shows the culture of your unit. The height of a bar indicates its relative importance (see legend). The results are automatically shared with your coach. You can save yourself a copy in PDF format by clicking the button at the bottom of this page.



- < 35 this culture does not or hardly exist(s) in your unit
- 35 - 50 this culture exists to a limited extent
- 50 - 65 this culture is visible in your unit
- > 65 this culture is clearly visible (dominant) in your unit

Outcome: Explanation Culture of your Unit (2)

EXPLANATION OF YOUR RESULT

Here you can find the justification of your outcome. It concerns the ranking of the cards. On the far left you will see the statements that you think are least characteristic of your unit. On the far right are the statements that you find very characteristic of your unit. Click the numbers to reveal the statements belonging to it.

LEAST CHARACTERISTIC FOR MY ORGANISATION MOST CHARACTERISTIC FOR MY ORGANISATION

| 1 | 2 | 3 | 4 | 5 | 6 |
|--|---|--|---|---|---|
| Individual initiative is encouraged and staff members operate autonomously | Excellent individual performances are encouraged and rewarded | Clear roles, responsibilities, objectives and standards | | | |
| Open to change: new people, projects, ideas, information and ways of working | A well-structured organisation with adequate information and monitoring systems | The organisation is held together by shared values, loyalty and/or tradition | | | |

Colour relates to type of culture

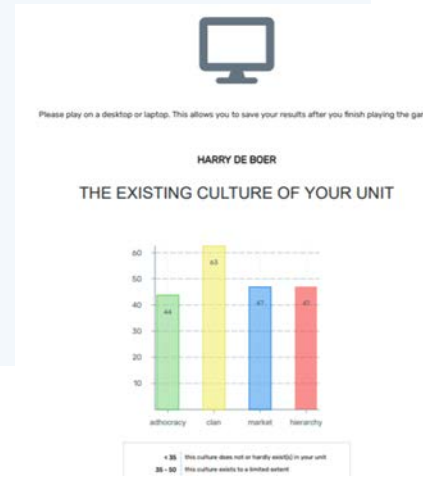
Finally: save the outcome on your computer

Several options: choose "safe as pdf"

Click the button below to save your results as PDF. Save in portrait or landscape layout depending on your device. After that, you're good to sign out. Thanks for participating!

DOWNLOAD AS PDF

SIGN OUT



AIUUKKEN 2 pagina's

Bestemming

Pagina's

Opmaak

Meer instellingen

Ranking the cards

- Go to this website (in your browser):
- <https://ranking-the-cards.firebaseio.com>
- Sign in
 - Email: enqa@ldpcheeps.com (not capital sensitive)
 - Password: rtc2021

1. Play the game individually

2. Explain and discuss your outcome to the others in the group

3. Choose one or two interesting observations your group wants to share with the whole group

