FULBRIGHT UNIVERSITY VIETNAM

PUBLIC MANAGEMENT

SESSION 8

Organizational Culture

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- Organizational Culture: One of the most important factors that affect public management.

- Path dependent nature

- Common value, belief, attitude, behavior – collective nature

- Comparative Research

Working Culture

"Culture is to a group what personality or character is to an individual" and "[t]he essence of a culture is the paradigm by which people operate" (Shein, 2010)

Google Inc.

Subsidized massages, afternoon volleyball breaks, bowling alleys and basketball courts

Recruit extraordinary people who will best contribute to their innovative office vibe.

The People Operations department strictly uses data and analytics to make the most accurate people management decisions.

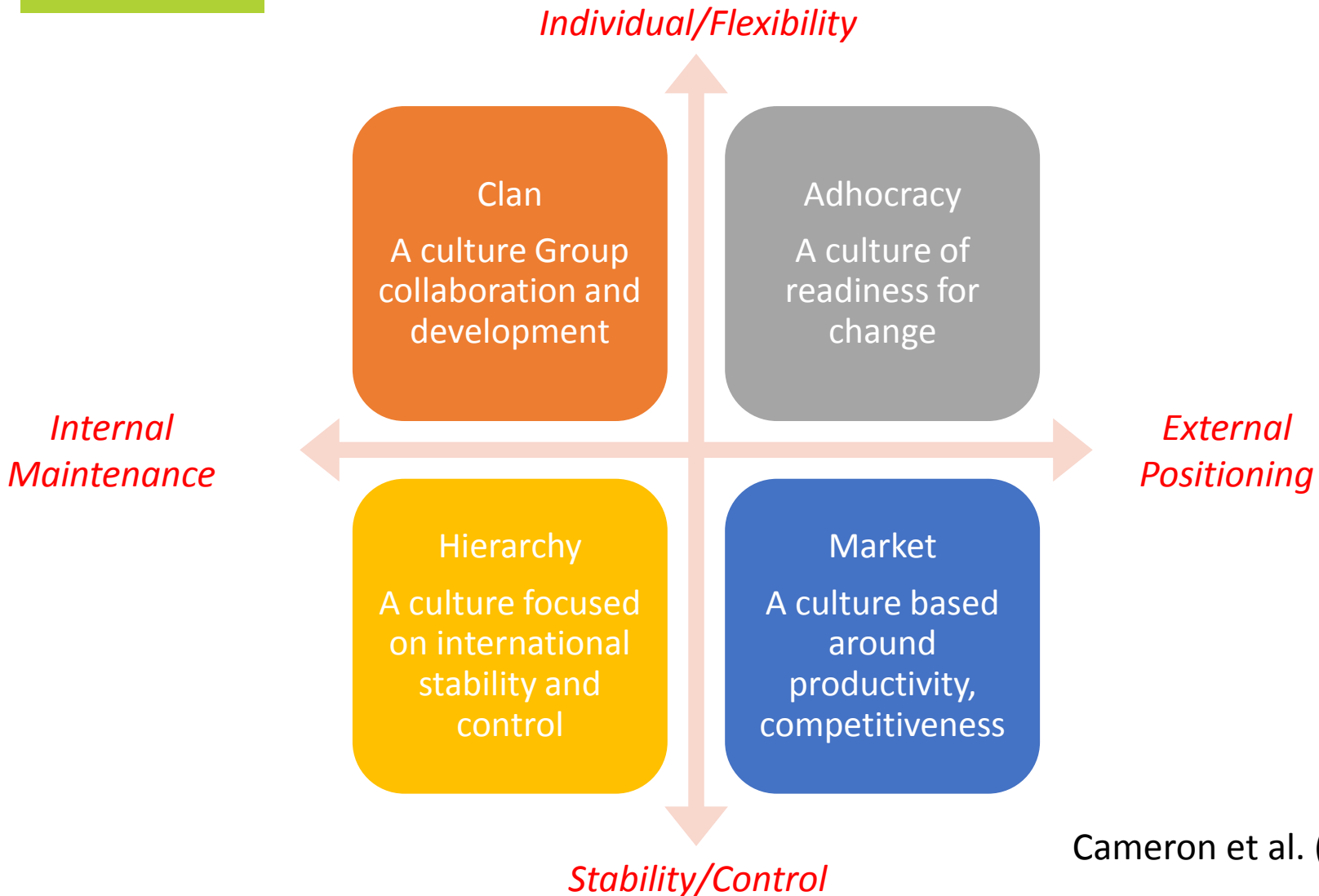Google is what one would call a "flat" company, with smaller number of middle managers and an upper management.

Organizational Culture

- "Organizational Culture is the basic pattern of *shared assumptions, values, and beliefs, considered the correct way of thinking about and acting on problems and opportunities* facing the organization. Organizational culture defines what is important and unimportant in organizations." (McShane and Von Glinow)

- Like DNA, linked to performance

- An organization's culture is reflected in what is valued, the dominant leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organization unique' (Cameron and Quinn, 2011:22)

- Examples: Coca-Cola, Disney, General Electric, Intel, McDonald's, Microsoft, Toyota, etc.

Competing Values Framework

Individual/Flexibility

Internal Maintenance

Clan

A culture Group collaboration and development

Adhocracy

A culture of readiness for change

Hierarchy

A culture focused on international stability and control

Market

A culture based around productivity, competitiveness

External Positioning

Stability/Control

Cameron et al. (2008)

Geert Hofstede's national culture

- Dutch anthropologist Geert Hofstede's classification.

- **Power distance**: relates broadly to the degree of equality/inequality in a society. Refers to the relationship between senior officials & subordinates and in particular the status of the former.

- **Uncertainty avoidance**: the extent to which members of a culture feel threatened by uncertain or unknown situations.

- **Individualism versus collectivism**: the culture that pertains in societies where the ties between individuals are perceived to be loose versus one where people are seen to belong to strong, cohesive groups, which throughout people's lifetime continue to protect them in return for unquestioning loyalty.

- **Masculinity versus femininity**: societies where gender roles are clearly distinct versus those where gender roles overlap.

- **Long-term versus short-term orientation**: the fostering of virtues oriented towards future rewards versus one that fosters virtues related
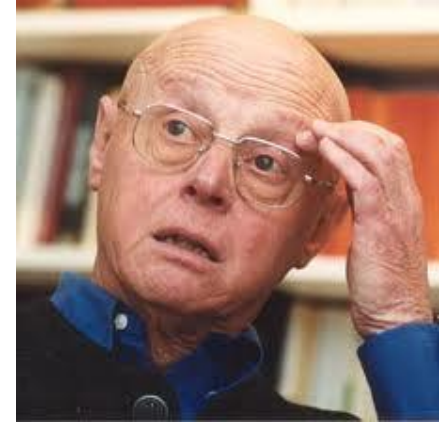
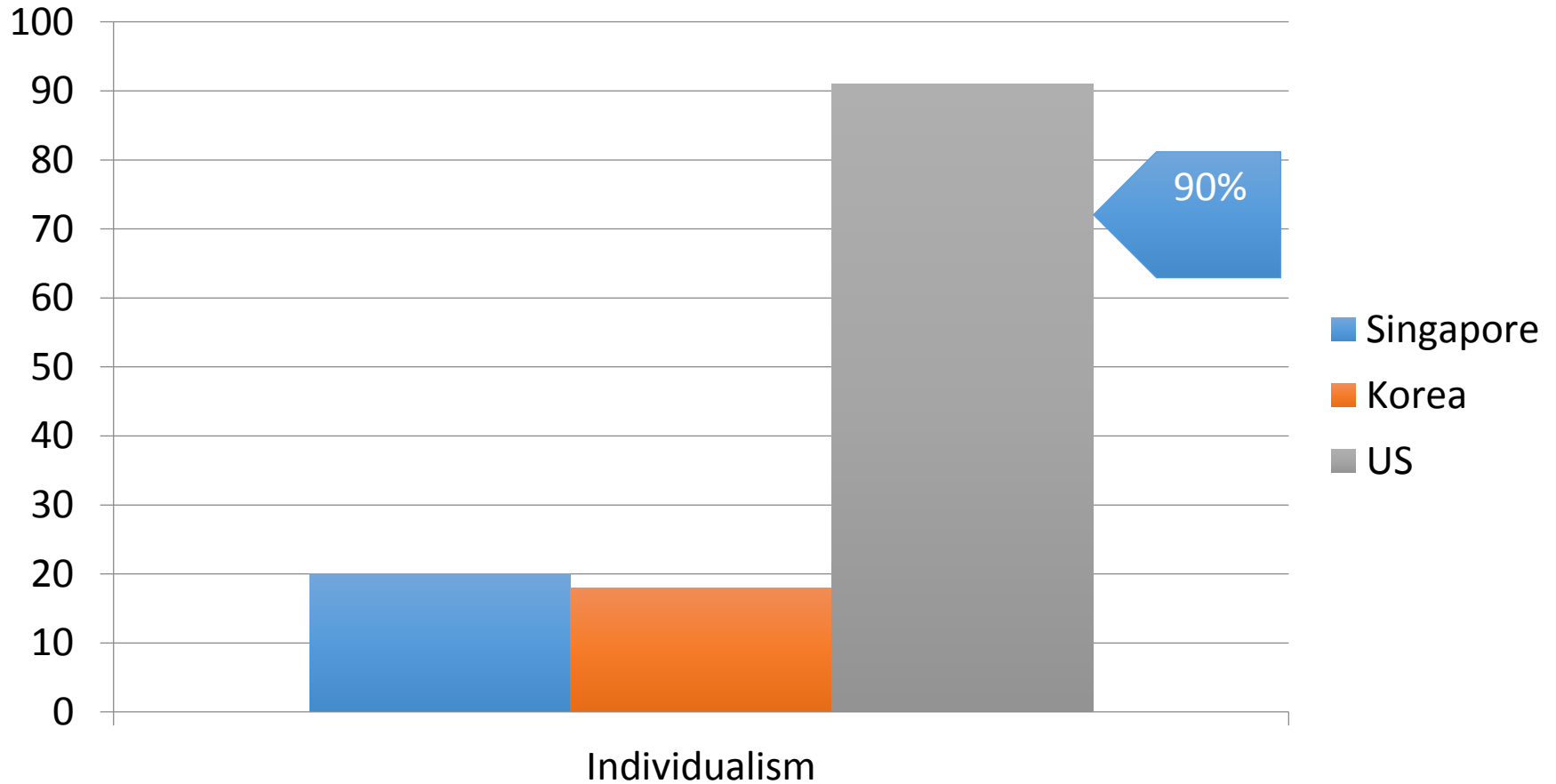Think about your country's case and apply to bureaucratic culture
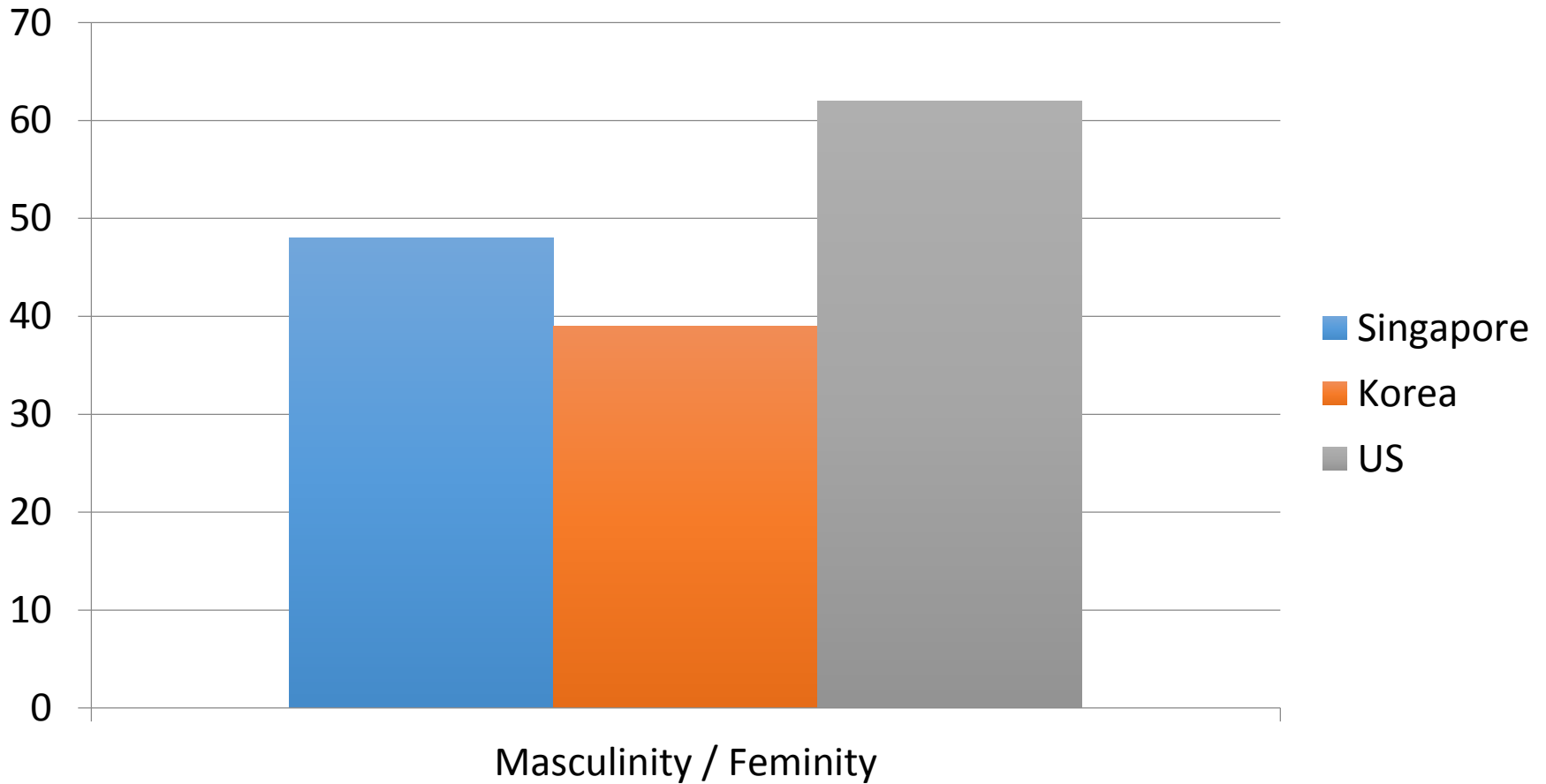
Power Distance index

74%
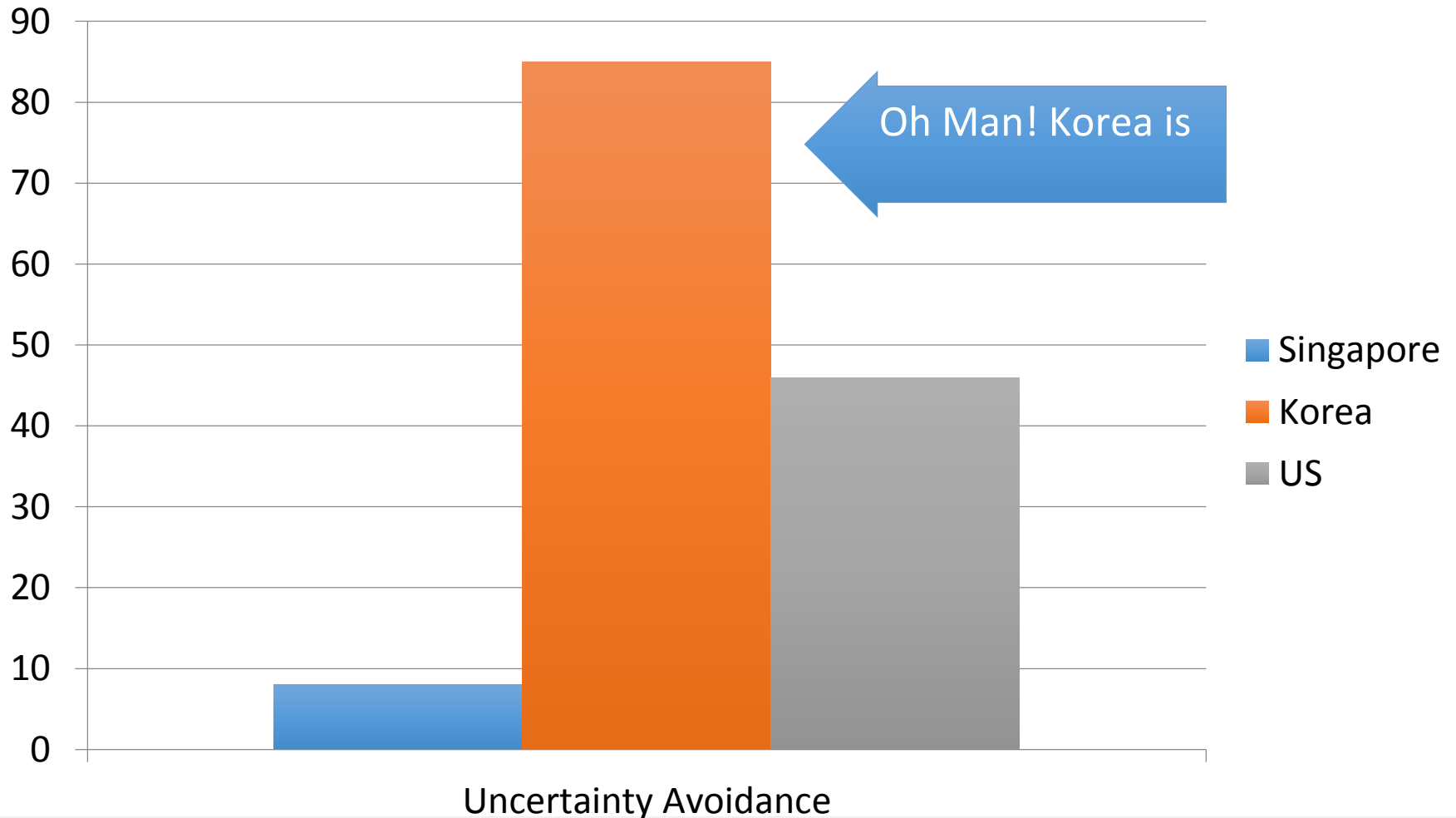
Power Distance Index

- Singapore
- Korea
- US

What does this mean?
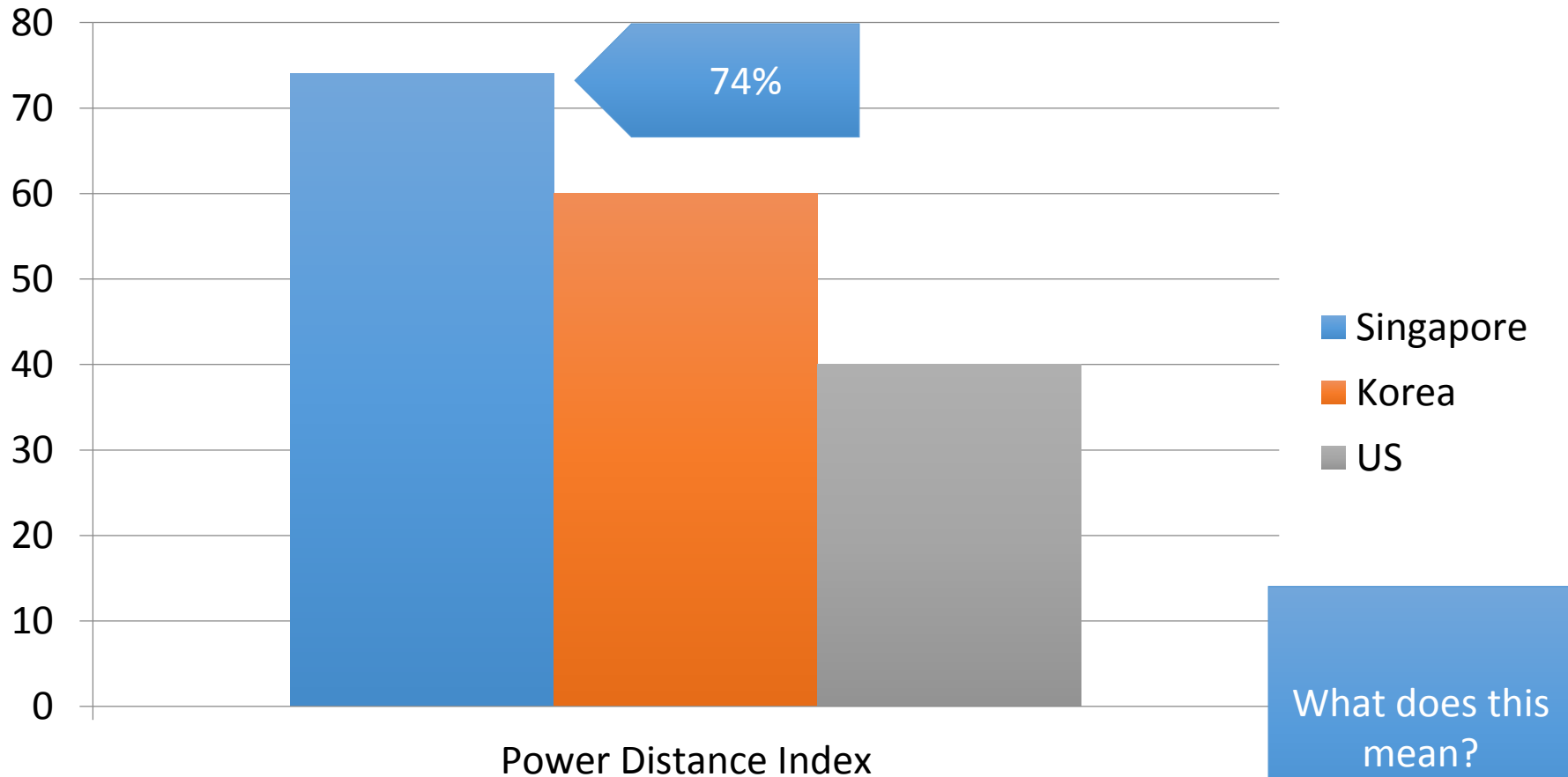
Individualism

Masculinity / Faminity

Uncertainty avoidance

Oh Man! Korea is

Long Term orientation

Vietnam's Score

Bar chart of Vietnam's scores:
- Power Distance: 70
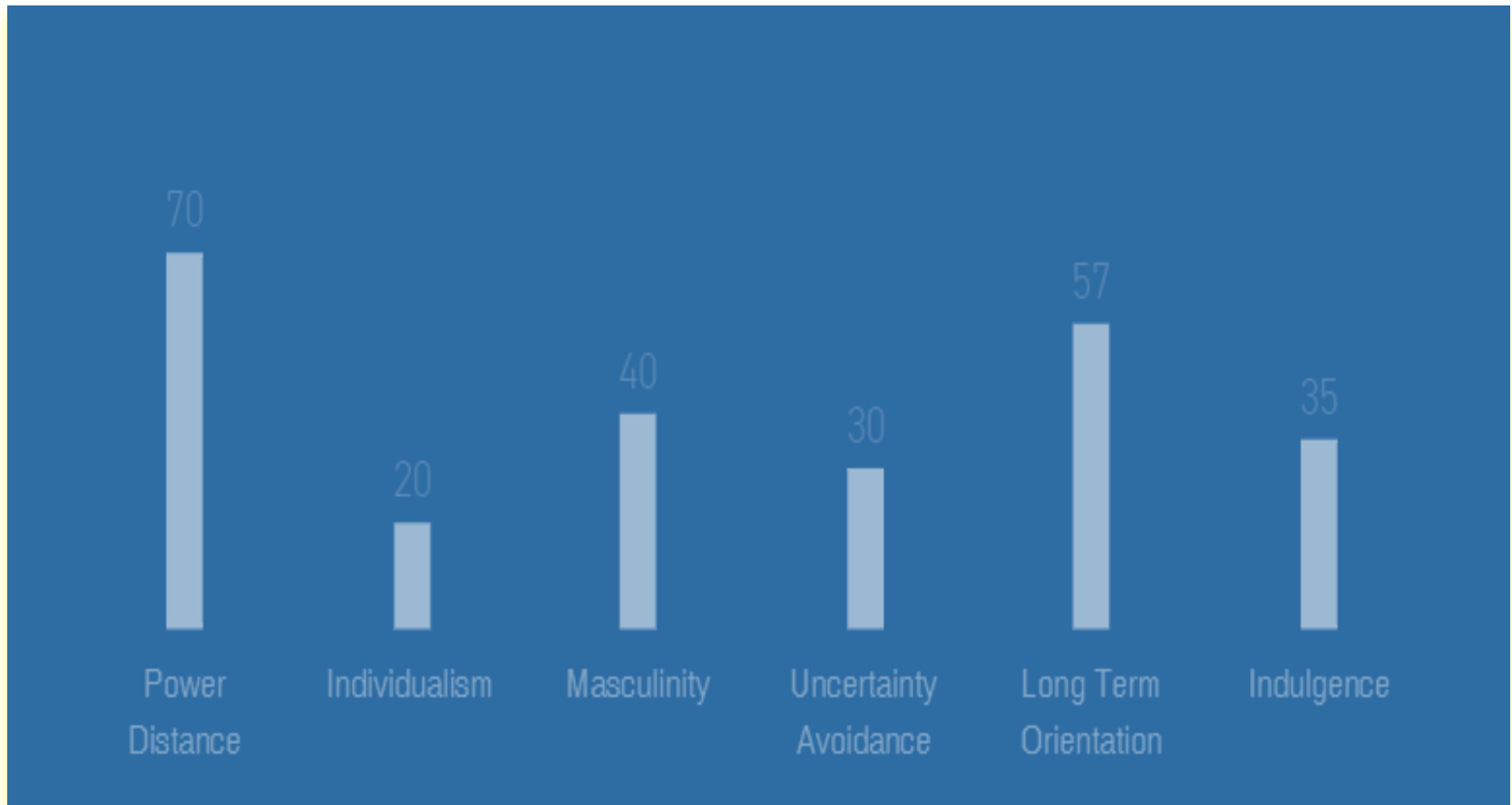- Individualism: 20
- Masculinity: 40
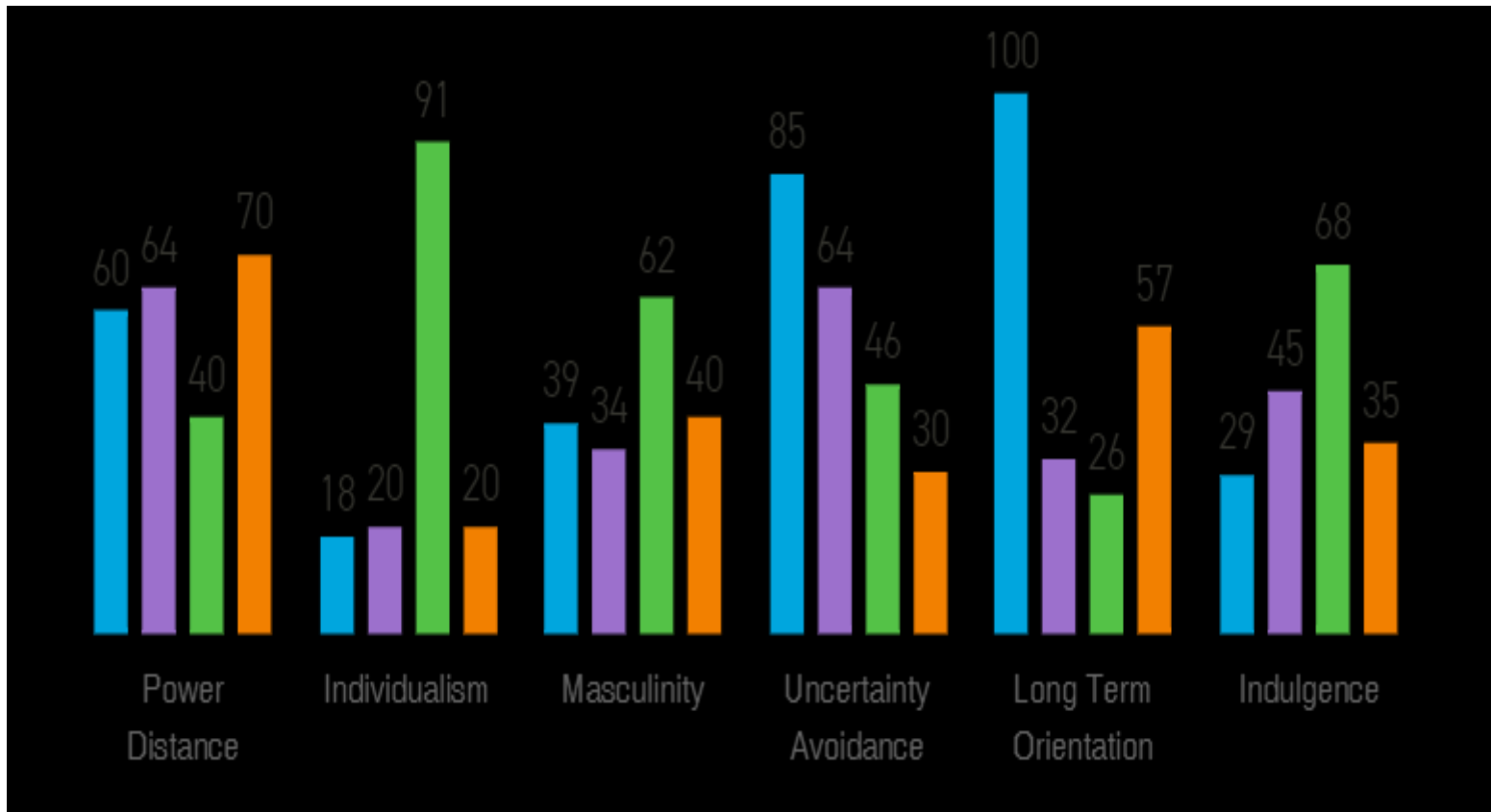- Uncertainty Avoidance: 30
- Long Term Orientation: 57
- Indulgence: 35
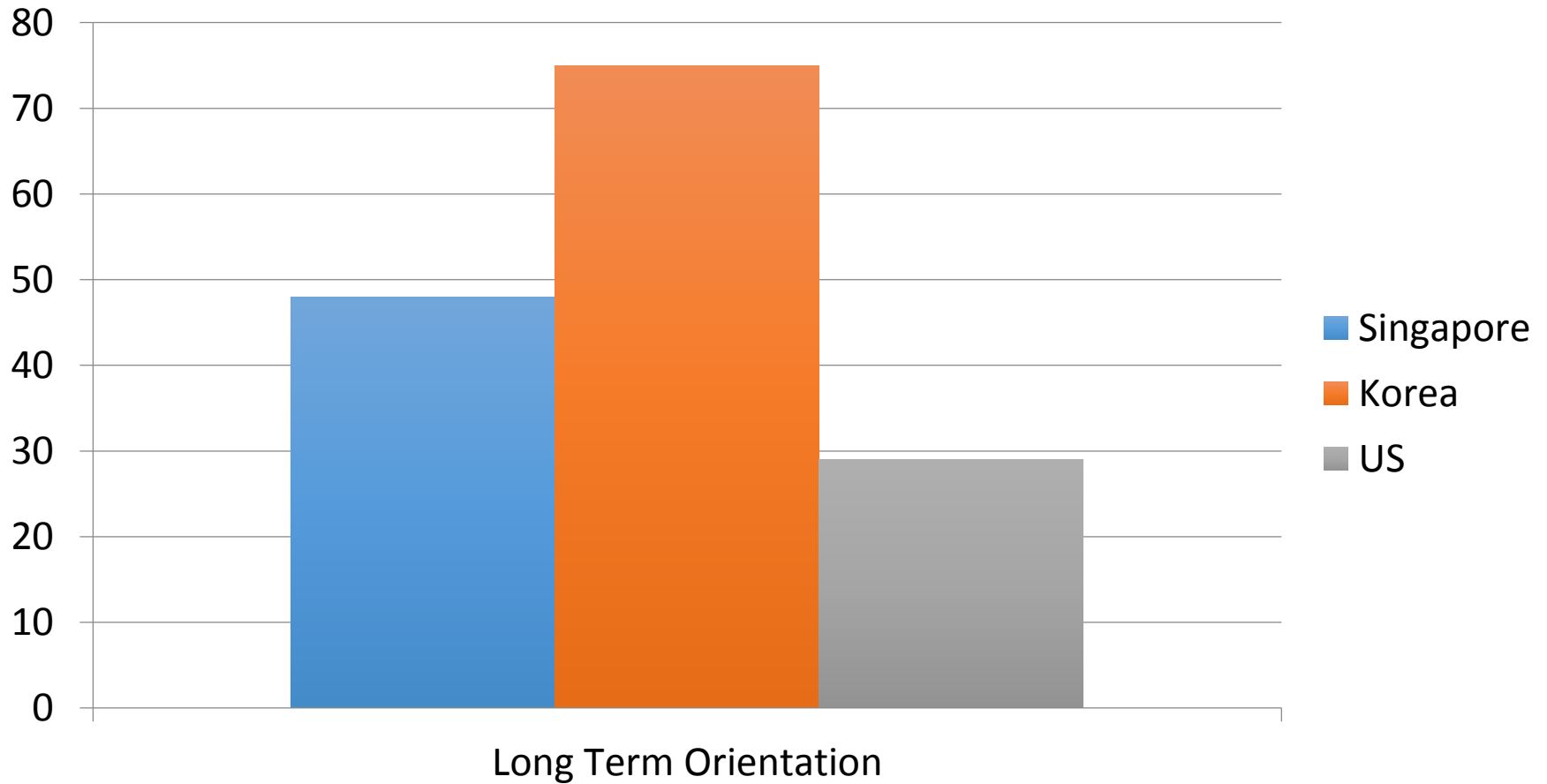
Comparison

South Korea, Thailand, United States, Vietnam

Culture and Leadership

- Leadership and culture must be looked at collectively – neither can be understood by itself

- ". . . the only thing of real importance that leaders do is *to create and manage culture*, and the unique talent of leaders is their ability to work with culture." (Schein, 1997).

- Cultural understanding is essential if leaders are to lead:

    - When leaders create groups and organizations they create cultures.

    - Dysfunction = requirement of leaders to identify the functional and dysfunctional elements and manage evolution and change in order to survive.

    - A strong organizational culture controls organizational behavior and can block an organization from making necessary changes for adapting to a changing environment**

For discussion

Experience with being a "newcomer" and being subjected to the "way we do things around here?"

Any unique factors to your organization's culture?

Experiences with organizational change – success/challenges?

Q&A

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