

# Managing Organizational Culture



NOTE: This course is in Cornell University's core curriculum for a management certificate.

*Managing Organizational Culture* is a 2-day workshop originally developed by GROVEWELL for Cornell University's School of Industrial & Labor Relations (SILR). It is part of the Core Curriculum for SILR's Leadership Certificate, the top level of its "Management Development" series. Intended participants in this workshop are supervisors, directors, and managers who are concerned about, or who have been asked to help to change, the culture of their organization or organizational unit.

## Learning / Performance Objectives

The objective of this workshop is to provide managers with *realistic, actionable* ideas about what they can do, and what they can influence colleagues and subordinates to do, to enable the day-to-day practices and procedures of their unit to be more in harmony with its culture. A by-product is that participants become wisely aware that a unit's culture is extraordinarily resistant to change, and that leveraging an existing culture is often more productive and practical than trying to transform it.

## Course Outline

### Section I. What Is Culture?

This question is answered via the 3-hour business simulation *Randömia Balloon Factory*

### Section II. What Is Organizational Culture?

Addressed is the organizational culture concept (a) as applied to work and work relationships in the U.S. or Europe, and (b) as applied to work and work relationships within an organization. Applied is our *Organizational Culture Estimator*, which enables participants to think about organizational culture as anthropologists, interculturalists, and sociologists have been doing for decades.

### Section III. Diagnosing Organizational Culture

Guided by Edgar Schein's *Organizational Culture and Leadership* (1992), participants (1) describe their own culture's artifacts, (2) identify its values, (3) identify its underlying assumptions, (4) evaluate assumptions in light of their own hoped-for practical improvements. Participants decide which assumptions *aid* hoped-for improvements and which *hinder* hoped-for improvements

### Section IV. Managing Organizational Culture

"Aiding" assumptions are addressed first in order to determine specific action steps to promote practical improvements. "Hindering" assumptions are dealt with differently. Emphasized are the costs of time, energy, funds, and good will needed for *genuine* culture change. Rarely is this practical. Participants are encouraged to address objectives that are realistically within their power to attain.

### Section V. Final Activity and Commitments

This section differs for each participant set. At its heart is the intention of generating participant commitment to return to the office and actually apply the action steps generated during Section IV.

## Customization Options

This carefully crafted, standard workshop retains flexibility to adjust to client firm needs.

## Inquiries to...

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