

ENVIRONMENT & CORPORATE CULTURE

1. Definition

- Corporate culture can be defined as a network of shared understanding, norms and values that lie beneath the surface of organizational life – Bayer and Trice –
- Corporate culture is the manner in which a body or organization conduct itself
- Corpus = body Culture = way of life
- Corporate culture basically the personality of the organization
 - Not tangible but can be sensed within the organization
 - Differs from organization to organization

2. Types of corporate culture

- Academy Culture
 - Highly skilled employees, stable environment
 - Employee development emphasized
 - E.g. universities, hospital
- Club culture
 - Employees start at the bottom, stay with the organization
 - Highly value seniority
 - E.g. military
- Baseball team culture
 - Employees “free agent” – highly skilled, in great demand by other organizations
 - High risk environment
 - E.g. investment Banking
- Fortress culture
 - Employees unsure when they will be laid off

- Organization frequently undergoes reorganization
- E.g. large car companies

3. Assessing Corporate Culture

- Understanding and assessing your organization's culture can mean the difference between success and failure
- Around here what is really important?
- Around here who get promoted?
- Around here what behaviors get rewarded?
- Around here who fits in and who doesn't?
- "Hail the Chief"!
- "The lower the rung, the greater the flak" – blame and fault-finding –
- Why assess culture?
 - To analyse the gap between the current and desired culture
 - To maximize its ability to attain its strategic objectives
 - To understand if the prevailing culture supports and drives the actions necessary to achieve its strategic goals
 - You may need to change some of its practices and secondary values while keeping a few precious and non-negotiable core values intact.

4. Subcultures

- Seen in large organization
- Can differ
 - By function, (engineering vs. clinical dept.)
 - By their place in hierarchy, (administrator vs. professional)
 - By division
 - By site
 - By geographic region and country
- Core values e.g.

- Caring
- Teamwork
- Professional
- Secondary values e.g.
 - Architecture
 - Décor
 - Slogans
 - Clothing
 - Logos
 - Brochures

5. Unhealthy Corporate Culture

- Symptoms of unhealthy corporate culture
 - There is a great sense of complacency about organizational performance
 - There is lack of sense of urgency in addressing customer needs
 - There is very little innovation in their products or services or the way they serve customers
 - Staff are reactive, taking little initiative to change and improve, and they adopt the “wait for the top” attitude
 - Staff, including senior executives, are very operation-driven and are not business-oriented
 - Leaders are slow in taking action on people for non-performance
 - Leaders do not implement changes but preach about their plans and intentions
 - People accept the deteriorating organizational performance and conveniently attribute it to the economic slowdown

6. Changing Corporate Culture

- Set a clear vision and strategic direction

- Develop clear performance measurements
- Follow up on achievement of goals
- Reward performance on a fair basis
- Create a transparent work environment
- Eliminate company politics
- Develop a strong team spirits
- Building an achievement-oriented culture
 - Current → Desired
- Corporate Culture in Kementerian Kesihatan Malaysia
 - Professionalism
 - Appearance
 - Conduct
 - Knowledge
 - Working in a quality environment
 - Performance
 - Teamwork
 - Horizontal team – with colleagues
 - Vertical team –with superior (boss) and subordinate
 - Caring service
 - External clients
 - Hotline/pusat informasi
 - Suggestion box
 - Walk-in compliant system
 - Incident reporting
 - Siaran mesra
 - Tabung kebajikan pesakit
 - Handling patient
 - Bedside manner
 - Teaching self-reliance
 - Health education

- Managing relatives
- Dignity of patient
 - Decorum
 - Privacy
 - Respect

“Plans don’t accomplish anything. Theories of management don’t matter either, Endeavors succeed or fail, because of the people involved”

– Colin Powell –