

Contents

Acknowledgments	vii
Section 1. Positioning Organizational Culture	1
Introduction	1
What Is an Organization?	4
What Is Organizational Communication?	11
What Is Culture?	16
What Is Organizational Culture?	19
Assumptions	25
Integration of Artifacts, Values, and Assumptions	27
Organizational Culture and You	28
Feature: Does Organizational Culture Really Matter?	30
Summary	32
Section 2. Unpacking Organizational Culture	35
Core Characteristics of Organizational Culture	35
Communicating Culture	40
The Structure of Organizational Culture	53
A Divided View of Organizational Culture	57
Cultural Consensus and Division	64
What Organizational Culture Is Not	69
Feature: Organizational Culture or Organizational Climate?	71
Myths About Organizational Culture	73
Summary	74
Section 3. Lenses for Understanding Organizational Culture	77
The Development of the Organizational Culture Construct	78
The Lens of Symbolic Performance	83
The Lens of Narrative Reproduction	88
The Lens of Textual Reproduction	92

The Lens of Management	94
Feature: The Two Sides of Managerial Views	101
The Lens of Power and Politics	102
The Lens of Technology	113
The Lens of Globalization	118
Summary	124
Section 4. Developing, Managing, and Changing Organizational Culture	127
Culture Formation	128
Cultural Maintenance	129
Cultural Change in Organizations	130
Feature: Two Levels for Addressing Cultural Change	141
Creating a Vision of the Organization and Its Culture	142
Socializing New Employees to the Culture	145
Leadership and Organizational Culture	148
Personal, Professional, and Organizational Ethics	154
Can Organizational Culture Be Managed?	160
Summary	165
The Culture Toolkit: Methods for Exploring Organizational Culture	167
Steps in Conducting a Cultural Analysis	170
Cultural Tools	175
Putting It All Together	195
Summary	197
Appendix	199
References	201
Index	217
About the Author	223