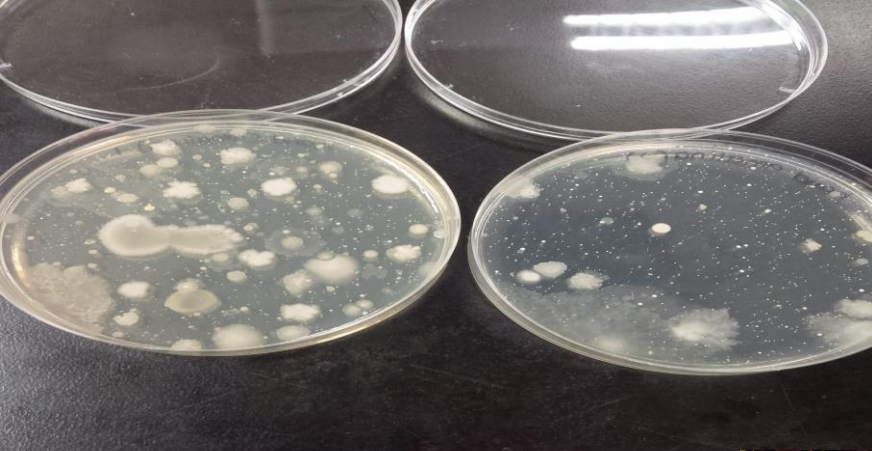


Team management x leadership x organisational culture 101

Stephen Gray

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CULTURE ???



- Culture is learned
- Culture is shared
- Culture *includes* and *excludes*
- Implicit to insiders, Explicit to outsiders
- We belong to multiple cultures
- There are multiple ingredients

Culture is powerful in its impact but invisible and to a considerable degree unconscious.
In that sense, culture is to a group what personality or character is to an individual

Edgar H. Schein 2004



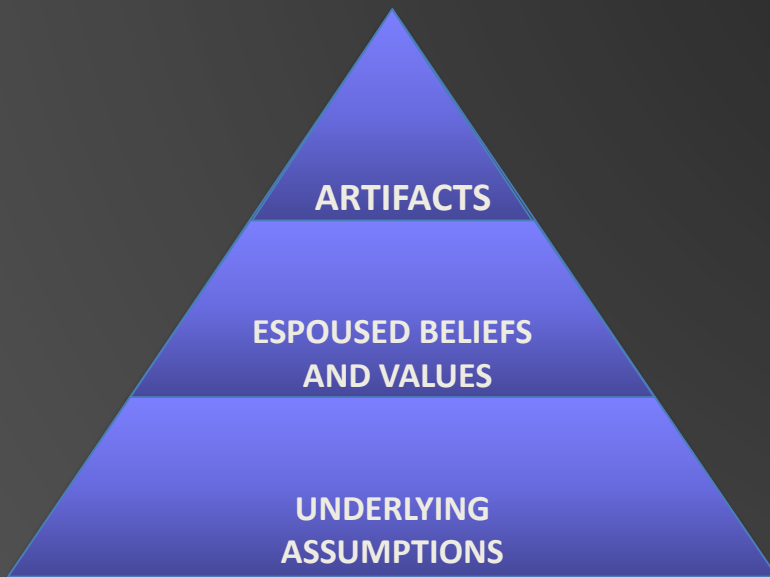
Photo Credit: speakerpedia.com

Schein's Levels of Culture

Visible structures
and processes

Strategies, goals,
philosophies

Unconscious, taken for
granted beliefs, perceptions



Balkanization is characterized by strong and enduring boundaries between different parts of the organization, by personal identification with the domains these boundaries define, and by differences of power between one domain and another.

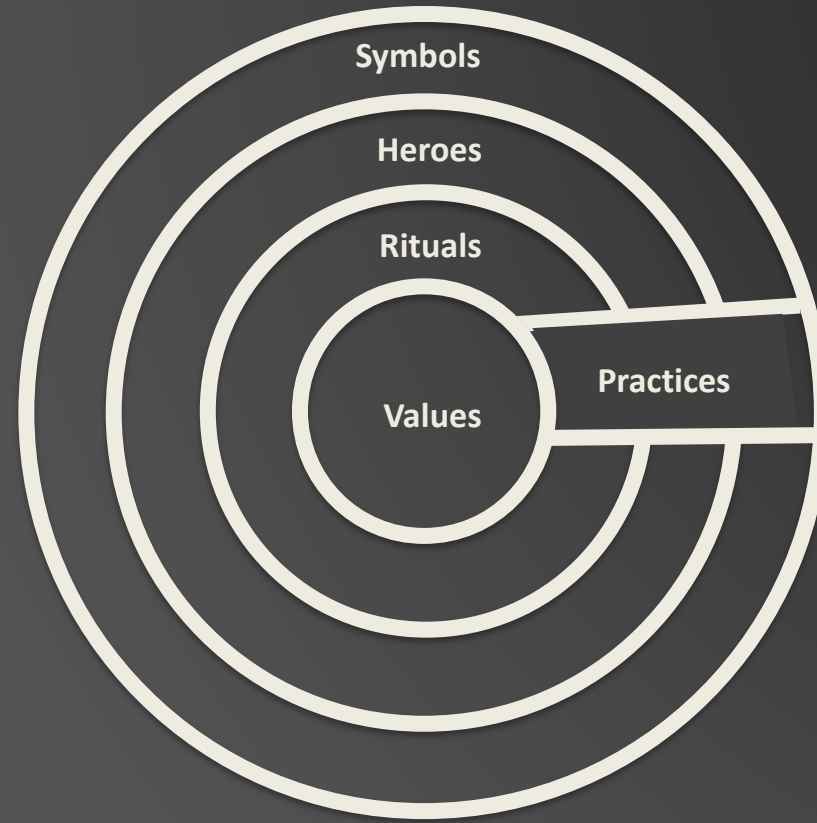
Hargreaves 2010

Culture is the collective programming of the mind
which distinguishes the
members of one group or category of people from
another.

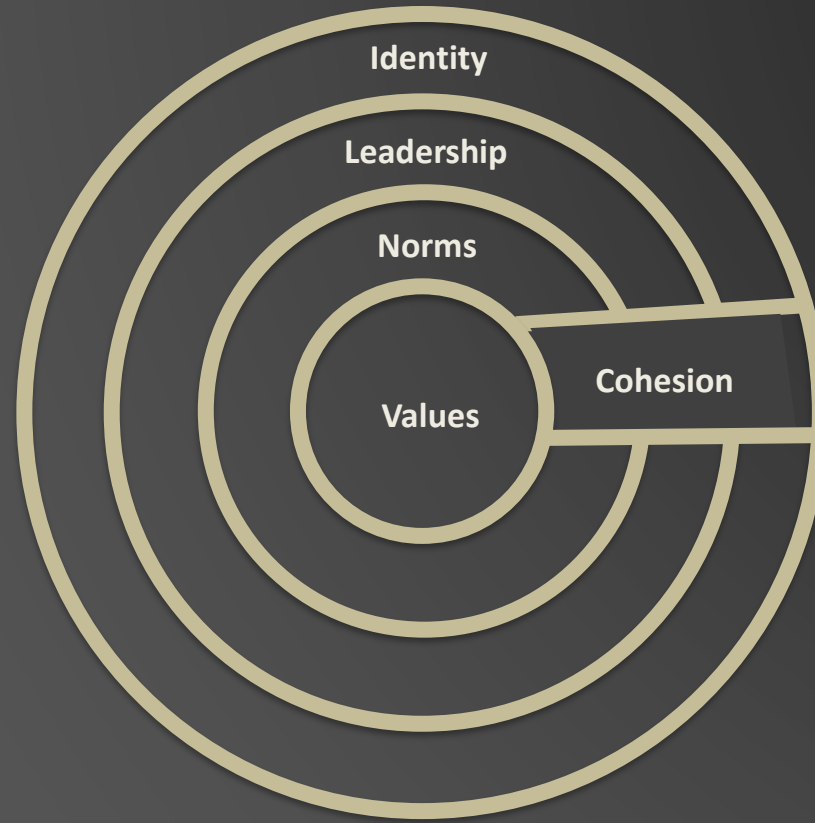
Geert Hofstede 2010



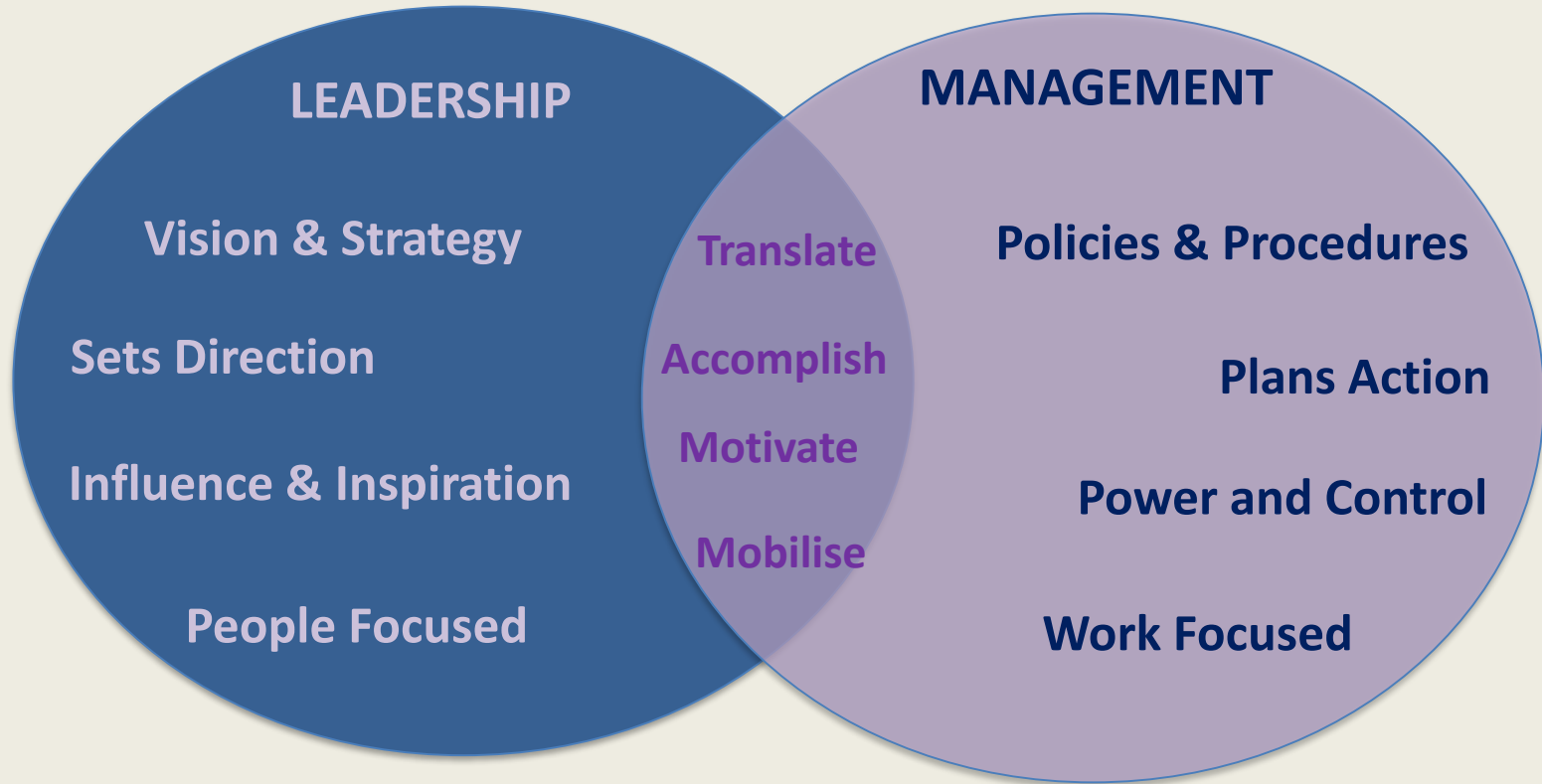
Hofstede's Manifestations of Culture



My adaptation of the onion for H.E.



Leadership vs Management



Can a manager or leader manipulate culture?

Values: Identify them and make them overt

Norms: Understand them
Don't confuse behavioural issues

Leadership: Know thyself

Identity: Who and why?

Cohesion: Informed by all layers of culture

Thank you

Questions?

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