

Review and Discussion Questions

Generation Names

- The Greatest Generation born 1901-1924.
- The Silent Generation born 1925-1945. ..
- The Baby Boomer Generation born 1946-1964.
- Generation X born 1965-1979. ..
- Millennials born 1980-1994. ...
- Generation Z born 1995-2012. ...
- Gen Alpha born 2013 2025.

- 1. Organizational culture is a difficult concept to grasp. How would you describe the culture of an office or a manufacturing plant?
- 2. A growing number of local employees work for foreign-owned firms in China. Do you think that these employees are being influenced by the approach to management and the culture of the country that owns the firm? Explain.
- 3. Identify the three socialization stages. Which of these stages is most important for developing high-performing employees? Explain.
- 4. Do you believe diversity plays a significant role in an organization's culture? Why or why not?
- 5. How can a leader or founder help create a strong culture in an organization? Can a leader eliminate culture? Explain.
- 6. Hofstede's research indicates that national cultures exist. Do you believe that in a heterogeneous nation, such as the United States, a national culture that is shared by society does exist?
- 7. To what degree do you believe that workplace spirituality can enhance employee performance?
- 8. Point out three assumptions about the culture of the last (or current) firm at which you were employed. TFSU
- 9. What can a leader do to promote cultural change that helps improve the overall effectiveness of an organization?
- 10. As millions of baby boomers continue to retire, to what extent will mentoring programs become more popular in organizations?

Exercise 1:

I have formed the group for the discussion.

Assessing and Considering Organizational Culture

Listed below are what two researchers refer to as specific manifestations of organizational culture. Enterprises over a period of time illustrate or use these cultural factors to strengthen and perpetuate the culture. Some of the widely publicized firms such as Harley-Davidson, Merck, Nike, Intel, Amazon.com, Oracle, Honda, Nestlé, Hershey, and Coca-Cola have distinct and strongly influential cultures.

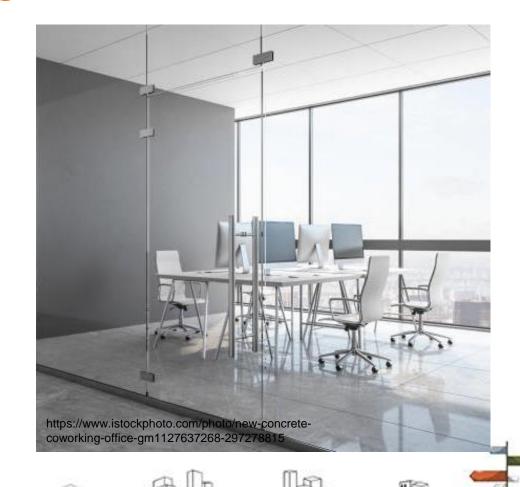
- Rite—A relatively elaborate, dramatic planned set of activities that combines various forms of cultural expressions and that often has both practical and expressive consequences.
- Ritual—A standardized, detailed set of techniques and behaviors that manages anxieties but seldom produces intended, practical consequences of any importance.
- Myth—A dramatic narrative of imagined events, usually used to explain origins or transformations of something; also, an unquestioned belief about the practical benefits of certain techniques and behaviors that is not supported by demonstrated facts.
- Saga—A historical narrative of some wonderful event that has a historical basis but has been embellished with fictional details.
- · Folktale—A completely fictional narrative.
- Symbol—Any object, act, event, quality, or relation that serves as a vehicle for conveying meaning, usually by representing another thing.

- Language—A particular manner in which members of a group use vocal sounds and written signs to convey meanings to each other.
- Gesture—Movements of parts of the body used to express meanings.
- Physical setting—Those things that physically surround people and provide them with immediate sensory stimuli as they carry out culturally expressive activities.
- Artifact—Material objects manufactured by people to facilitate culturally expressive activities.

The instructor will divide the class into groups of five or six to discuss each of the manifestations in terms of: (1) a firm the students have worked in, and (2) a popular firm such as the widely publicized enterprises listed above. The groups should also discuss the following:

- How managers can influence the cultural factors listed above.
- Which of the factors listed apply to the school/university they are now attending.
- 3. Why culture can influence the morale of employees.

The exercise can be completed in one or two classes (45–90 minutes). After the group discusses the questions and issues in the first class, a second class can be used to review each of the group's considerations and findings.



Exercise 2: Determining Your Diversity Quotient (DQ)

 Lee Gardenswartz and Anita Rowe are well-known and highly regarded diversity management trainers and advocates. They have developed a number of interesting approaches to managing diverse work groups. Listed below is a short, nine-item diversity quotient scale. Take the short questionnaire and score your own answers.



Diversity Questionnaire

Directions Indicate your views by placing a T (true) next to any of these nine statements you believe is true.

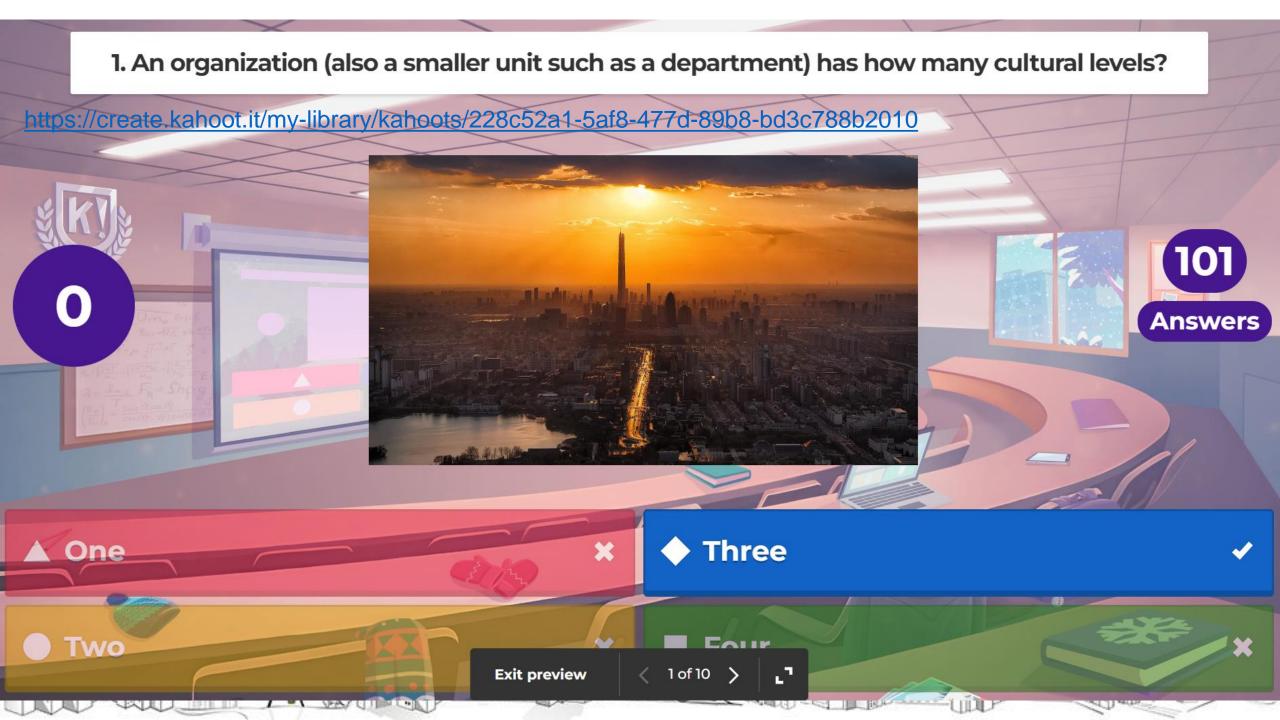
- 1. I know about the rules and customs of several different cultures.
- 2. I know that I hold stereotypes about other groups.
- 3. I feel comfortable with people who are different from me.
- 4. I associate with people who are different from me.
- 5. I find working on a multicultural team satisfying.
- 6. I find change stimulating and exciting.
- I enjoy learning about other cultures.
- 8. When dealing with someone whose English is limited, I show patience and understanding.
- 9. I find that spending time building relationships with others is useful because more gets done.

Interpretation

The more true responses you have the more adaptable and open you are to diversity.

If you have five or more true responses, you probably are someone who finds value in cross-cultural experiences.

If you have fewer than five true responses, you may be resistant to interacting with people who are different from you. If that is the case, you may find that your interactions with others are sometimes blocked.



Case 2.1: Organizational Culture Can Help Reduce Burnout in Hospitals

Questions

- 1. Assume you are in charge of socializing the newly hired nurses at a local hospital. What steps would you take to ensure that they understand the hospital's organizational culture? How would you help them understand how to manage stress on a daily basis so as to prevent burnout later in their careers? Explain.
- 2. Hospital environments are more stressful in nature than the work environments found in many other organizations. What are some of the unique challenges that hospitals face when attempting to create a supportive organizational culture that helps employees reduce and manage their stress levels?
- Think about your university or an organization for which you have worked. Using the intervention strategies discussed in the text, provide examples of how the university or organization attempted to create a certain type of organizational culture. Was it successful (or unsuccessful) in creating the desired culture? Explain.

Case

Case 2.1: Organizational Culture Can Help Reduce Burnout in Hospitals

There are more than 5,600 hospitals in the United States that admit a total of approximately 35 million patients each year, so it is no surprise that there is a great amount of pressure on physicians, nurses, staff, and hospital administrators to provide top quality care with the utmost urgency and accuracy. The services these health care professionals provide are invaluable and the decisions they make can have a lasting impact on patients and their families.

on potiests and theor transition.

on potiests and theor transition, and physicians text to dee channel of an extund of featurable privated of work streas? Does this exhaustion impact the quality of their work? A 2010 research study foreasted not how by the engagement of health care provides can affect the quality of care patients receive. A key finding of the study identified burnout as the primary came of poor quality identified burnout as the primary came of poor quality has according to the position of the study identified burnout as the primary came of poor quality has action, feelings of hopelessenses, and increased chances of making a mistake. The study found that hospital stuff were constantly pushed to their physical, emotional, and mental limits by exposure to chronic keep deprivation, certem selemants on their time and study to the contract of the properties of the properties of the contract of the properties of the propert

management cucaration for doctors, nurses, and start.

Each hospital has a unique culture that can either help
or hinder employees' ability to cope with the stresses of
working in such a fast-paced environment. The followmig section provides a brief overview of how three hospitals in the United States are helping their staffs manage

ree Hospitals with Supportive rganizational Cultures

Baltimore-based Johns Hopkins Hospital is a prime example of an organization that offers a supportive culture for its doctors, nurses, and other health care

providers. U.S. Nova & World Report has ranked the hospital in the po? S-Rest Hospital; for more than 25 consecutive years. The yearly rankings have consistently shown high levels of partient staffaction as well as statistical data showing low levels of infection, provider errors, and death. Even though Johns Hoghan is known for having some of the most gifted doctors and concendents in the world. It is continuously alang steps concluses. For example, a mentooship program encoulerable and the staff of the proposed of the proposed special proposed of the proposed of the proposed special proposed of the proposed of the proposed special proposed of the proposed of the proposed of the learning and probabilities for employees to participate in term development, earn wellness incurievies for a healthy lifestyle, and give back to the community by area. Johns Highlands also offers grant benefits, stoning job security, and financial help for registered nurses relocating to work at the hospital.

securing to write at the cooperation of the properties of populational cultums is the Amstronge County Memorial Hospital (ACMII) in Kittanning, Pennsylvania, With more than 850 employees, ACMII is a tight-hair and supportive community united in its goal to provide patients with the best care possible. While offering its employees standard benefits such as medical, dental, and tile insurance. ACMI also provided discounts at many local businesses, hosts annual dimere celebration and holds artifles and pay millies to board morale and take employees' minds away from the daily stress they encounter.

A third hospital, Akron General Medical Center (AGMC) in Ohio, helps is staff and employees manage stress by providing free medical services to employees and their families within the hospital system, union revenue and their families within the hospital system, union revenue and their families within the hospital system, union revenue and their insurance, discounts at local bestinesses and exterior discounts at local bestinesses and effective schedules to handle adoption related experience and exterior. Action General activity recrusts a deverse staff as improve the quality of services they device the staff in the province of the specific services and excellent services are sufficient to the specific services and the specific services are sufficient to the specific services and the specific services are sufficient to the specific services and the specific services are sufficient to the specific services and the specific services are sufficient to the specific services and the specific services are sufficient to the specific services and services are sufficient to the specific services and services are sufficient to the specific services are sufficit services are sufficient to the specific services are sufficient

educational and professional development classes that allow employees to learn about everything from sports and physical therapy to dealing with trauma

and physical therapy to dealing with trauma.

Taken together, Johns Hopkins Hospital, Atron General Medical Center have created supportive cultures and work environments that help their doctors, nurse, administrators, and other staff combat job burnout, pursue a healthy work life balance, alleviate stress, and provide a higher level of quality of care for patients.

ntervention Points for Creating Cultu

The five intervention points for creating culture change discussed earlier in the chapter provide a height framework to understand how each of the three hospitals mentioned above creates and maintains their unique ment leaders communicate the desired behaviors (e.g., delivering high quality health care, heigh apportive of co-workers' needs, balancing work-life priorities, practing stress management techniques, and so forthly conting stress management techniques, and so forthly the continue of the continue of the continue of the stress management techniques, and so forthly tion as well as by tole-modeling the desired behaviors on a daily basis.

on a daily basis.

Not only is it important for managers and leaders to set clear expectations, but it is crucial that all hospital employees understand the reasoning behind them. When doctors, names, and other employees understand that the prediscional development approximates auxiliary to the control of the control of

Socialization is a key component of culture creation in all three hospitals. During the recruimment plause, ACMH makes it clear that they value diversity in their staff and each hospital provides residites job previews that allow potential employees to rother uncertainty and determine whether there is a strong person-organization fit (prior to accepting a position). The effective mention program established at Johns Highlien encourages program control of the control of the program of the proposed process in similarcook with the recognition dimenses and parties given to ACMH englopees who are celebrating professional and personal miseasone. The variety of

perks offered by AGMC demonstrate the hospital's ded ication to ensuring all employees can maintain a gree work-life balance. Employees whose goals and values no longer align with the hospitals' are removed either voluntarily (dewing for another organization) or involuntarily (being fired due to performance levels that fail to

In sum, managers and leaders need to continually intervene at key points to reinforce the positive aspects of their organizational cultures. The three hospitals above have positive and supportive cultures that help their doctors, nurses, administrators, and other employees manage the stress that frequently accompanies their jobs of roguldine nuisents with excellent service and cross

c Questio

hired numes at a local hospital. What steps would you take to ensure that they understand the hospital's organizational culture? How would you hely them understand how to manage stress on a chip basis so as to prevent brumout later in their cuerce? Epsthair 2. Hospital environments are more stressful in nature than the work environments out in many other organizations. What are some of the unique challenges that hospitals face when attempting to create a sup-

1. Assume you are in charge of socializing the newly

 Think about your university or an organization for which you have worked. Using the intervention strategies discussed in the text, provide examples of how the university or organization attempted to create a certain type of organizational culture. Was it successful (or unsuccessful) in creating the desired culture? Explain.

reduce and manage their stress levels?

set Witten by Billary Bowlen, San Marcin, Tavas (2012), Adapt Far Facts on LS: Revisita 2012, American Hamping Association See Hamping Committee (1988), American Committee



Thank you

