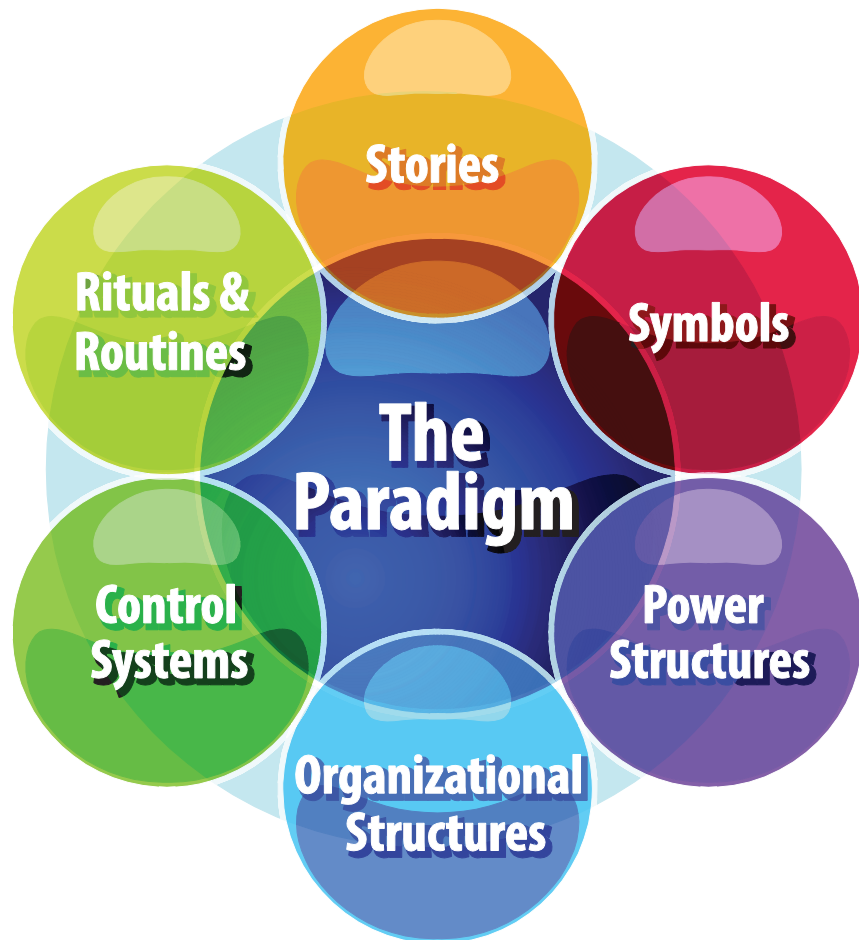


# The Culture Web



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# Organization Culture

...Represents the collective values, beliefs and principles of organizational members and is a product of history.

– David Needle

Culture is how organizations “do things”

– Robbie Katanga

Organizational culture is the sum of values and rituals which serve as “glue” to integrate the members of the organization

– Richard Perrin

A pattern of shared basic assumptions learned by a group as it solved its problems of external adaption and internal integration...A product of joint learning.

– Edgar Schien



## Seven Characteristics of Organizational Culture

1. Innovation (Risk Orientation)
2. Attention to Detail (Precision Orientation)
3. Emphasis on Outcome (Achievement Orientation)
4. Emphasis on People (Fairness Orientation)
5. Teamwork (Collaboration Orientation)
6. Aggressiveness (Competitive Orientation)
7. Stability (Rule Orientation)

John McLaughlin; *Business 107: Organizational Behavior*

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## Six More Characteristics of Culture

1. Shaped by People
2. Negotiated
3. Difficult to change
4. Interpreted differently by diverse employees
5. Can be weak or strong
6. Ideally supports a positive, productive environment

Susan M. Heathfield; *Your Environment for Employees at Work*

## Engagement is...

Is the extent to which employees are motivated to contribute to the company's success, and to apply discretionary effort to accomplish tasks important to the achievement of the company's goals.

– Bob Ebers, *Workplace Stars*

**GOOD WORK  
DONE WELL  
WITH OTHERS  
EVERY DAY**

David Zinger