

culture

- culture is systems of attitudes and meanings
 - shared norms
 - “the way we do things around here”
 - values
 - “the things we care about”
 - assumptions
 - what I can expect of others
- out of this, a focus on meaning-in-use
 - “hello” as a greeting
 - “hello” as a mark of friendliness and community

culture

- culture is “taken for granted”
 - generally isn’t expressed (except perhaps in training)
- past, present, and future
 - culture is the accretion of ways of doing things and experiences that result
 - it frames how we think of new situations
 - opportunities for technological innovation?
 - opportunities to increase customer satisfaction?
 - opportunities to crush our competitors?

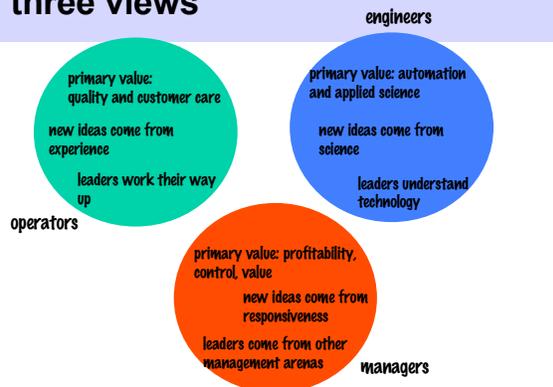
culture and history

- organizations “follow paths” through time
 - broad need to seek consistency and coherence
 - both for organizations and for individuals
 - e.g. how we construct stories and narratives
- past, present, and future
 - culture is the accretion of ways of doing things and experiences that result
 - it frames how we think of new situations
 - opportunities for technological innovation?
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culture and innovation

- how organizations “make sense” of the world
 - new situations, opportunities and challenges
 - where do ideas come from and how are they nurtured?
 - where do managers come from and how are they nurtured?

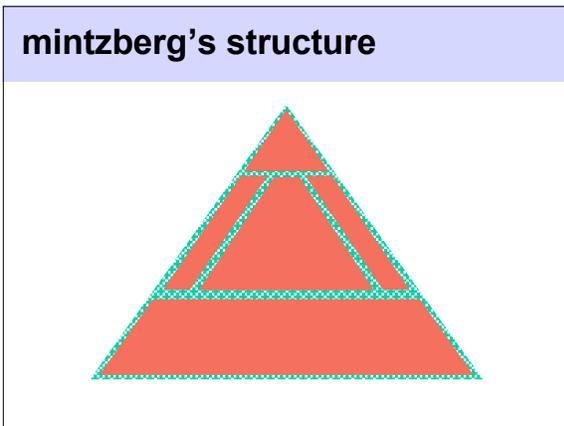
three views



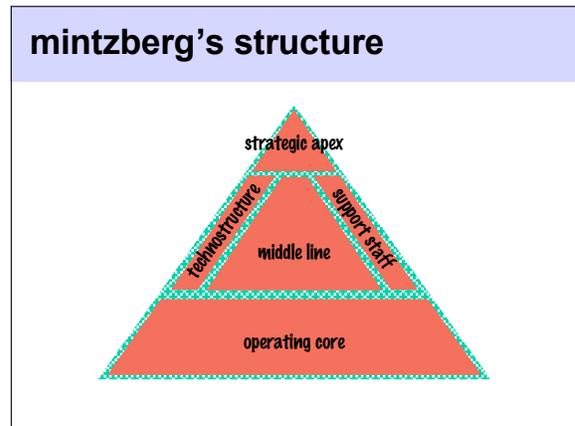
culture is not homogeneous

- culture is not homogeneous
 - different perspectives in an organization at once
 - dominant culture emerges from different elements of organizational practice

mintzberg's structure



mintzberg's structure



five areas

- strategic apex
- middle line
- operating core
- technostructure
- support staff

strategic apex

- people with *overall* responsibility
 - their concerns are global through the organization
- ensures organization serves mission effectively
 - again, a global concern
- duties
 - direct supervision
 - management of boundaries
 - interaction with the environment
 - development of strategy
 - anticipating and responding to change

operating core

- people performing the basic work
 - generally the production of products and services
 - four main functions
 - secure inputs for production
 - transform inputs into outputs
 - distribute the outputs
 - provide direct support to these functions
 - e.g. maintenance, inventory, training

middle line

- a “chain of command” that ties apex to core
 - why?
 - direct supervision is the basic mechanism, but doesn’t scale
 - essential concern is flow
 - flow up from core to apex
 - information, requests for change, disturbances, proposals
 - flow down from apex to core
 - information, resources, plans, rules, project
- transitions through the chain
 - the mediation from strategic to operating concerns

technostructure

- technostructure is largely analytic
 - analysts who serve the organization by affecting the work of others
 - e.g. through marketing analysis, cost projections, process design, product planning
 - mintzberg gives three examples (there are others)
 - work system analysts
 - e.g. human factors, process design
 - planning and control analysts
 - e.g. quality assurance, accountants, production scheduling
 - personnel analysts
 - e.g. recruiters and trainers
- the people who put “scientific” in “scientific management”!*

support staff

- organizational functions that support primary activities
 - this is *organizational units*, not individuals
 - individual administrative support people are not necessarily in “support staff” structure
 - but the cafeteria, library, and technical support organization are
 - distinguished from technostructure by function
 - support staff largely provides services
 - technostructure largely provides advice

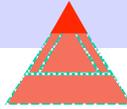
how this breakdown helps

- first, illuminates the other views
 - organism view especially applies to the work at the strategic apex
 - machine view especially applies to the work of the operating core
- second, shows organizational contexts
 - different cultures apply in different units
 - different cultures emerge in organizations in which different parts of the structure are dominant

pressures

- each unit seeks power in its own ways
 - strategic core seeks direct control
 - technostructure seeks standardization
 - operating core seeks to minimize administrative influence
 - middle line seeks autonomy through balkanization
 - support staff seeks influence through collaboration
- different ways to balance these pressures
 - different forms result depending on dominance

simple structure



- dominant element is the **strategic apex**
 - strategic apex strives for centralization, to retain control over decision-making
 - dominant mode of coordination is through **direct supervision**
 - organizations in which this effect dominates exhibit the **simple structure**

machine bureaucracy



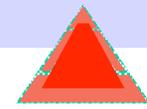
- dominant element is the **technostructure**
 - technostructure favors standardization
 - maximises the leverage of scientific analysis
 - a push towards standards, esp. work processes
 - the form that results is the **machine bureaucracy**

professional bureaucracy



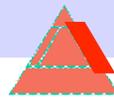
- dominant element is the **operating core**
 - members of the operating core seek to minimise administrative influence
 - maximise people's control over their own work
 - achieve coordination through standardization of skills, not procedures
 - that is, through *what* we do, but with control over *how*
 - a pull for professionalism
 - that is, a reliance on externally-validated skills
 - when this dominances, the result is the **professional bureaucracy**

divisionalized form



- dominant element is the **middle line**
 - must pull power down from strategic apex and up from operating core
 - concentration in each individual unit
 - creates separate fiefdoms ("balkanization")
 - each with their own local control and decision-making
 - this is the **divisionalized form**

adhocracy



- dominance of the **support staff**
 - not when its members are autonomous
 - that wouldn't make sense
 - rather, when their collaboration is needed
 - this is maximised when the organizational structure is highly flexible and variable
 - separate independent units interacting in fluid ways
 - requires more intricate infrastructural support
 - when this pressure dominates, the result is the **adhocracy**
 - "ad hoc" (lit. "towards this")
 - without planning, constituted for a single purpose, improvised...

movie company example

- consider a movie company
 - a small company with a strong director
 - simple structure
 - a larger company with many strong directors
 - divisional form
 - many skilled actors and cameramen
 - professional bureaucracy
 - unskilled labor mass-producing cookie-cutter films
 - machine bureaucracy
 - innovation and creativity
 - the adhocracy

information systems impacts

- what are the roles of information systems in supporting these different pressures?
 - system adoption is different for each group
 - see the Grudin paper
 - organizational technology adoption reflects different dominant concerns

information systems impacts

- examples of these forces at work
 - workflow and process management
 - on a small scale
 - on a large scale
 - tendencies towards centralization and decentralization of information systems functions
 - and the role of data
 - web servers vs web services

next time...

- note -- **no lecture on Tuesday**
- **we'll pick up again on Thursday**
 - finish off culture
 - talk about the midterm
 - it is the following Tuesday, 2/17