

# Session 3 – Day 2

## Leadership: Understating Your Culture, Selling, Understanding Others and Yourself

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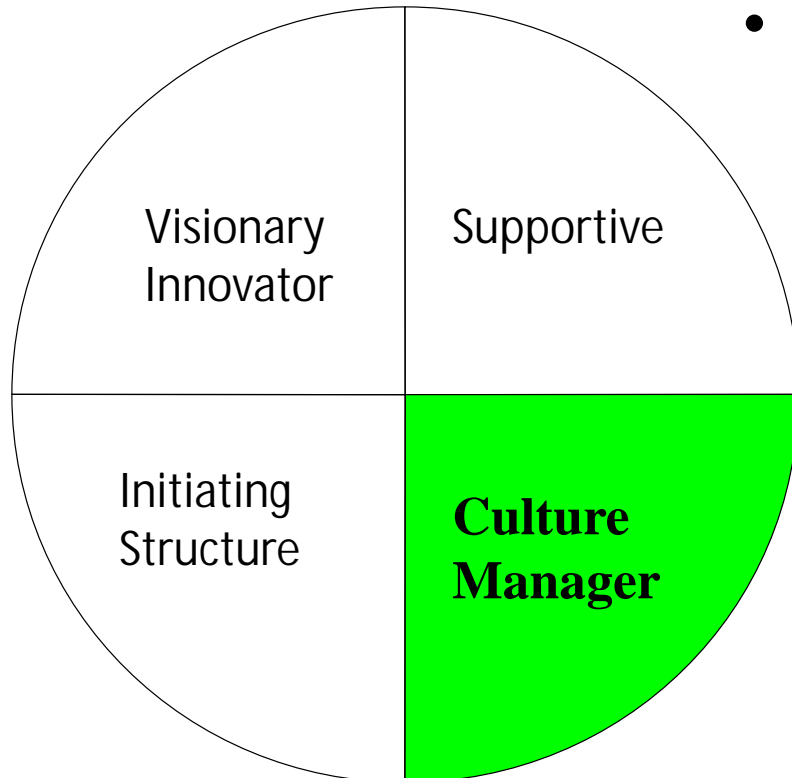
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**Note: the slides appearing  
in the version of this  
presentation may differ  
from the actual slides used  
during the Institute**

# Session 3 -

- Understanding organizational culture
- Selling
- Relating to others and understanding yourself

# Leader as Culture Manager



- “. . . The only thing of importance that leaders do is to create and manage culture. . . If one wishes to distinguish leadership from management . . . *leaders create and change cultures while managers and administrators live within them.*”

Source: *Organizational Culture and Leadership*; Edgar Schein; page 5.

# Leaders Understand the Culture

- Know who reports to you
- Know who you report to
- Know your "customers"

# Do More Than Shake Hands

- What do they know?
- What can they do?
- What direction do they want the organization to take?

# What is Organizational Culture?

“the way we do things”

(Deal and Kennedy)

**CULTURE = ACTIONS & BEHAVIOURS**

# Basics About Culture

Culture provides **meaning, security, and predictability**: a source of **strength** and a **conservative** force



# Keys to Organizational Culture

**Consistency**

**Clear Mission**

**Adaptability**

**Involvement**

# Assessing Organizational Culture

Artifacts: Manifest, Conscious, Hard to Decipher

- Symbols
- Physical environment
- Patterns of dress
- Patterns of communication
- Stories, myths, charters
- Rituals
- Levels of emotionality

# IBM

(Watson Culture)



# Apple

(Jobs Culture)



# Assessing Your Organizational Culture

## Artifacts

Think about the artifacts one sees, hears, notices in your Library.

# Assessing Organizational Culture

*Values—underlying beliefs!*

# Assessing Organizational Culture

## Values:

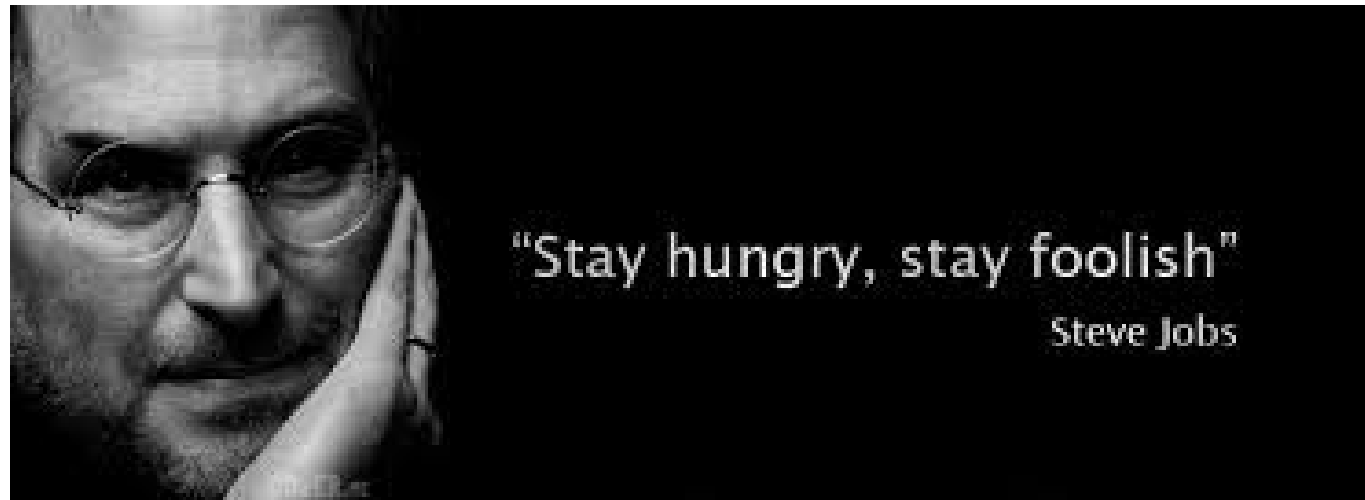
Partly conscious; espoused,  
but violated; explain artifacts

Mission statements

Espoused goals

Preferred means of achieving goals

Answer "why"



# Pattern of Beliefs/Shared Assumptions

- Reality and truth
  - Time
  - Space
  - Human nature
  - Human activity and relations
-



# How Do Members Learn the Culture?

- “Handbooks”
- Making mistakes/rewards and punishments
- Stories, myths
- Formal and informal practices
- Symbols

# How Do You Change Culture?

- Change artifacts
- Confront value gaps
- Reward desired behaviors
- Replace old rituals with new ones
- Model the new culture
- Reformulate the groups
- Bring in outsiders
- Redesign jobs
- Change formal rewards



**Easy,  
Less Impact**

**Hard,  
Impactful**

# References

- *Reframing Organizations*; Lee Bolman and Terrence Deal; Jossey-Bass, San Francisco, 2003.
- *Organizational Culture and Leadership*; Edgar Schein; Jossey-Bass, San Francisco, 1992.