

**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?

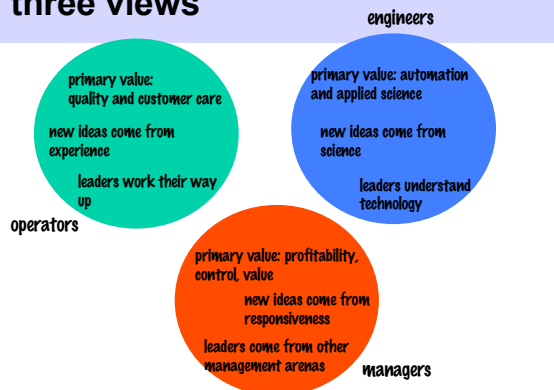
**culture and history**

- 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?
    - opportunities to increase customer satisfaction?
    - opportunities to crush our competitors?

**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?

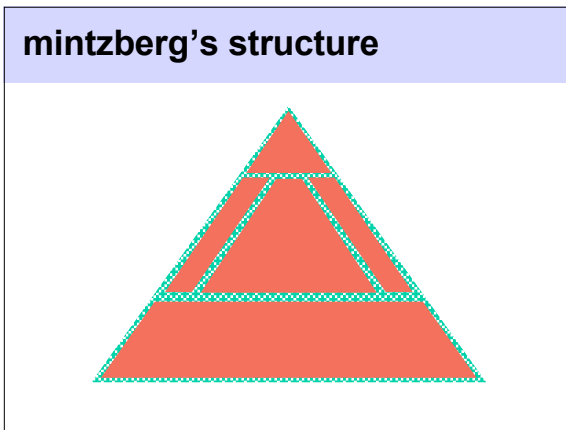
## three views



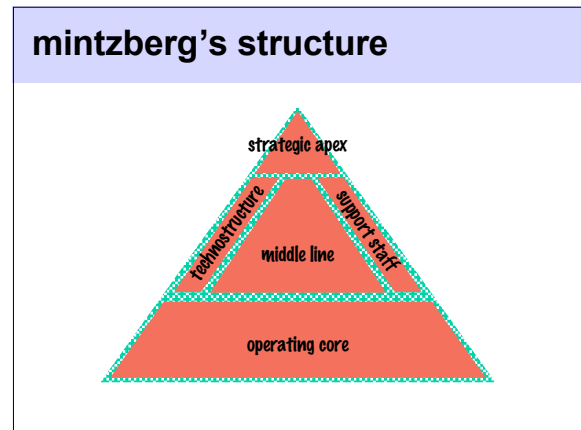
## culture is not homogeneous

- 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

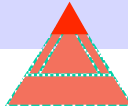
## how this breakdown helps

- 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



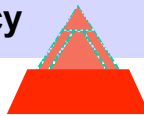
- dominant element is the **strategic apex**
  - strategic apex strives for centralization, to retain control over decision-making
  - dominant mode of coordination is through **direct supervision**
  - organizations in which this effect dominates exhibit the **simple structure**

## machine bureaucracy



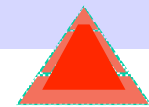
- dominant element is the **technostructure**
  - technostructure favors standardization
    - maximises the leverage of scientific analysis
  - a push towards standards, esp. work processes
  - the form that results is the **machine bureaucracy**

## 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