Case Study Two

Damon Richardson

Beulah Heights University

I would describe the emerging culture at Dennison as being obsessive due to it's consuming demand of it's employees life and the controlling effect that drives employees to sacrifice personal and family time for fear of not being able to meet deadlines. I would also describe the emerging culture at Dennison as lacking job satisfaction judging by one employees summation of the "Dennison above all else" culture, who stated, "I come in on Saturday whether I have work or not. Everyone is here: you have to be seen. Last Saturday I went in my office and played cards with my son" (Shockley-Zalabak, 2015, p. 439).

The founders exhibited several critical assumptions about culture; 1) they assumed that work-life balance is not important to their employees 2) they assumed that employee input into decision making and expectations was not necessary 3) they assumed that building a strong organizational culture was directly linked to a productive and successful company. Ilies and Gavrea (2008) identified four assumptions about organizational culture, two of which are relevant to our case study:

1. The second assumption relates business performance with distinct cultures of   organizations.
2. The third assumption refers to the possibility of identifying particular cultural attributes that facilitate or inhibit good performance, thus helping managers in designing appropriate strategies for cultural change (Ilies & Gavrea, 2008, p. 323).

Strong culture in the context of Dennison seems to mean high levels of commitment and productivity most likely based on the assumption that organizational culture leads to an increase in corporate financial performance. Recent studies show that research concentrated on the link between organizational culture and corporate performance, are mixed or inconclusive, showing that innovative culture had a direct effect on

performance while competitive culture had an indirect effect of performance (Ilies & Gavrea, 2008, p. 325).

The personnel manager should hire the consultants as suggested by Bob. The personnel manager is not primarily responsible for building the culture but he is responsible for implementing the processes that build culture. The external consultants should meet with Bob, Dan, Chet, and David, and revisit the personnel managers question to Bob about what type of culture did he and the others want, in order to determine the best approaches to building such a culture.

<div align="center">References</div>

Ilieş, L., & Gavrea, C. (2008). The link between organizational culture and corporate

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Shockley-Zalabak, P. S. (2015). *Fundamentals of organizational communication knowledge,*

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