

Forming Dennison Company Culture Case Study

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The aim of this assignment is to evaluate and discuss the implications of creating, maintaining and changing an emerging culture related to a newly formed organization, in a case study scenario (“Forming Dennison,” 2017). The concept of culture is extremely important to all organizations because of their potential impact upon an employee’s morale and ultimately organizational productivity and profitability. Consequently, all organizational leaders should give considerable thought and attention when planning to develop and/or change a well-established organizational culture. All organizations, companies and work environments have their own unique and specific organizational culture related specifically to their own business (Yukl, 2013). The term culture describes how an organization functions from day to day and is considered the actual shared beliefs, assumptions and work practices of employees regarding that particular organization (Shockely-Zalabak, 2015). Therefore, the goal for this assignment is to evaluate the case study scenario related to the newly formed Dennison Company and its implications as an emerging culture (“Forming Dennison,” 2017).

The Dennison Company was a newly formed organization with a quickly formed leadership team dominated primarily by the influence of one individual. Although, the case study is silent to the issue, it is assumed that there was not much thought given by the leadership team towards the development of an organizational strategic plan, core values or long range mission based upon the overall context of the case study (“Forming Dennison,” 2017). Because of the lack of these critical features needed for organizational effectiveness, the company almost immediately developed an emerging culture that could be described as highly pressured, deadline driven, requiring long hours and micro-managed (Scandura, 2016). Subsequently, the organization almost immediately was placed upon an organizational path that was not sustainable

nor motivating to their employees over the long term and would eventually lead to lower profits and low employee retention (Yukl, 2013).

The original four founders of the Dennison Company assumed that a strong organizational culture would naturally develop as the employees of the organization achieved their profitability goals and objectives (“Forming Dennison,” 2017). Although, an organizational culture could develop independently of leader intervention, it is rather naïve to believe a strong organizational culture would develop without consistent application of the organizational mission, strategic plan and core values. “Strong cultures are based upon on two characteristics, high levels of agreement among employees about what they value and high intensity toward these values. If both are high, a strong culture exists” (Scandura, 2016, p. 370). Furthermore, some possible pitfalls related to this leadership style of organizational development are value misalignment within the organization among the departments, leadership and employees and the misapplication of resources upon activities that are not considered high priority to the organization. However, allowing the Dennison Company employees the opportunity the ability to express themselves through a more relaxed organizational culture, without much leadership intervention could enhance employee creativity and innovation towards accomplishing the organizational goals and profitability objectives (Scandura, 2016).

The personnel manager should not accept Bob’s view that he is solely responsible for the development or building of the organizational culture for the Dennison Company. Nor should he believe by hiring consultants, a strong culture will magically appear (“Forming Dennison,” 2017). Both of these premises are incorrect on Bob’s part because cultures are the shared beliefs and assumptions of the collective employees of the organization. Consequently, these beliefs and assumption are how the employees of the organization perceive and experience the company, as

they know it (Shockely-Zalabak, 2015). The personnel manager should be the leader in helping to develop and facilitate forming the Dennison Company's culture, along with the other organizational leaders. He should utilize educational training materials, along with seminars related to organizational culture development, to help facilitate the learning process of their leadership. Additionally, he should provide organizational assessment tools and assist the Dennison Company leadership with developing their strategic plan, core values and long-term mission for the organizational. The use of consultants would provide assistance by ensuring the best practices and approaches be considered for implementation by organizational leadership. As well, as provide independent analysis and perspective regarding the overall organizational goals and objectives affecting our culture development (Scandura, 2016).

Conclusion

In conclusion, organizational cultures are extremely important and impactful to organizations. They reveal how the employees of an organization experience and perceive the organization from their perspective (Shockely-Zalabak, 2015). In this case study, the Dennison Company's culture was emerging and quickly developing towards a wrong trajectory. However, with the assistance of their personnel manager and possible advice from future consultants, the Dennison Company may develop and become an organization everyone wants to be a part of with intentional focus and organizational leadership with constructing the strong culture the company initially desire ("Forming Dennison," 2017).

References

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