

# Communication As Culture



**BEULAH HEIGHTS UNIVERSITY  
ZAKIA TOMLIN-HARDEN  
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Key Elements of Culture:

Organizing

Decision Making

Influence Processes

Values

Beliefs

Behaviors



Let's  
*Talk*  
Culture

**How to define your culture?**

**By the way things are done.**

**-AND-**

**How you choose to communicate about them.**

# Organizing Culture



 According to Schockley-Zalabak (2015) “Leaders can shape organizational culture” (p.49).

- By shaping work relationships
- By defining work processes
- By establishing work roles
- By developing healthy work practices
- By reinforcing organizational values
- By enabling two way communication

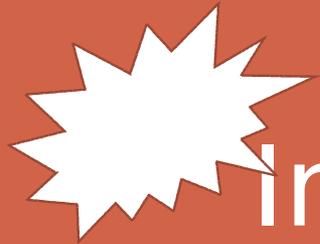
# Decision-Making

## How can leaders make sound decisions?

According to Schein (2010) “Leaders are the first representation of their culture” (p.379). Also:

- Leaders must understand their own culture
- Leaders must detect incompatibilities of past cultures
- Leaders must articulate realities of goals and vision
- Leaders must perceive solutions to their problems
- Leaders must communicate everything





# Influence Processes



QUESTIONS ABOUT THE **INFLUENCE PROCESS** IN ORGANIZATIONS FOCUS ON HOW INDIVIDUALS **IDENTIFY** WITH THEIR ORGANIZATIONS, HOW ORGANIZATIONS ATTEMPT TO **SOCIALIZE** MEMBERS, HOW **COMMUNICATION RULES** EMERGE TO **DIRECT BEHAVIOR** AND, HOW **POWER** IS USED (SHOCKLEY-ZALABAK, 2015, P.41).

HENCE, TO INFLUENCE LEADERS MUST FIRST, IDENTIFY, SOCIALIZE, COMMUNICATE, AND THEN THEY CAN GAIN **POWER!**

# Lead by Example- VALUES



## How to Lead:

- By strong discipline
- By standing for something
- By being fair and honest

According to Northouse (2013) “Followers will not only foster a culture that stands on certain beliefs and values, they will also strive to identify their own moral compass”(p.111).

## How to Be A Leader:

- Be consistent in your personal and professional life
- By knowing what your value system is
- Challenging others to do the same

Therefore, any leader in this organization must be influential in their role not because of what they are but who they are (Northouse, 2013).

one person with a  
**belief**  
is equal to a  
force of ninety-nine  
who have only  
**interest.**

# Beliefs



## WHAT ARE YOUR CORE BELIEFS?

SHOCKLEY-ZALABAK (2015) STATES “OUR IDENTITY CAN BE DESCRIBED AS RELATIVELY STABLE CHARACTERISTICS THAT INCLUDE OUR CORE BELIEFS, VALUES, ATTITUDES, PREFERENCES, AND DECISIONAL PREMISES”(P.42)



## Behavior is Culture!

Culture = behaviors

Culture= interactions

Culture=social norms

Culture= environment

Culture=Influence

Leaders must define their culture through several communication processes (Schein,2010).

Influence

Interactions

Social Norms

Environment

BEHAVIOR

# Culture Is Everything



According to Shockely-Zalabak (2015) “Organizational culture reflects the shared realities and shared practices in the organization and how these realities create and shape organizational events” (p.46).

# Cultivate Your Culture



**WITHIN AN ORGANIZATION, THE SHARED BELIEFS, VALUES, RULES, NORMS, SYMBOLS AND TRADITIONS THAT ARE COMMON TO A GROUP OF PEOPLE IS CALLED THE CULTURE (NORTHOUSE, 2013, P. 384).**

## **KEEP COMMUNICATION OPEN BY:**

- ORGANIZING THE STRUCTURE OF BUSINESS PRACTICES**
- DEVELOPING GOOD DECISION-MAKING SKILLS**
- DEFINE YOUR VALUES**
- ESTABLISH YOUR BELIEFS**
- CREATE YOUR BEHAVIOR**



**IN DOING SO YOU ARE COMMUNICATING TO OTHERS YOUR CULTURE.**

# References



- Northouse, P. (2013). *Leadership theory and practice* (6th ed.). Thousand Oaks, CA: Sage Publications
- Schein, E. H. (2010). *Organizational Culture and Leadership* (Vol. Fourth edition). San Francisco: Jossey-Bass. Retrieved from <http://proxygsu-bhu1.galileo.usg.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=335269&site=eds-live&scope=site>
- Shockley-Zalabak, P. (2015). *Fundamentals of organizational communication*. (9th ed.) New York, NY. Pearson