

Case Study #2 Forming Dennison

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### **How would you describe the emerging culture of Dennison?**

In this case study, it is apparent that informing the new Dennison company. There was never an emerging culture concept introduced. Although, as the assumed president of the company, Bob was only interested in building an influential culture different from the other companies he and the others had left. Of course, there was no mention of what those cultures were in order to distinguish a starting point of difference.

Schien (1990) posits organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of a business. Influencing the way people interact, the context within the knowledge, the resistance they will have towards changes, and ultimately the way they share or do not share knowledge. The writer goes on to state, organizational culture represents the collective values, beliefs, and principles of its organizational member's management style, and national culture. That includes vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs, and habits.

### **What Assumptions About Culture Are Exhibited by the Founders?**

One of the assumptions the founders made was that the personal manager knew more about culture being an expert in developing culture from other jobs. However, with the Dennison company, the work was exhausting; most employees averaged seventy hours per week. The excitement was intense, and visitors to its makeshift headquarters noted a sense of energy. The founders assumed the new hires were on the same level of culture by the four founders, but they were less clear about what they wanted for Dennison. The expert on the culture, at some point, was trying to explain the problem instead of finding a solution. Connecting the culture of the employees and having their input into the company, they were employed by being of value.

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**What is meant by an influential Culture? What are the strengths and pitfalls of this view?**

Strong cultures have organizational values and beliefs widely shared with a significant influence on people's behavior for their job (Newstrom, 2006). It encompasses the ability to influence and motivate its members to act in an approved manner in the organization, with an agreement on the part of members, regarding the importance of the organizational values (Schein, 2004).

However, there are strengths and pitfalls (Grodnitzky 2017) posits. There are four components to an organization's culture beliefs, behavioral rules, traditions, and rituals. The degree to which these components are present or absent determines the strength or weakness of the culture. The strength of any culture comes from the degree of agreement among its people about the importance of specific beliefs, behavioral rules, traditions, and rituals. These are the things in a culture that determine how things get done. However, there are pitfalls in a culture when its beliefs, behavioral rules, traditions, and rituals are not apparent to its members, or there is incongruence between stated values and behavior, for a variety of reasons as within the Dennison company. The writer goes on to state; culture is healthy when there is cohesion around beliefs, behavioral rules, traditions, and rituals. Strong cultures typically feature their beliefs, behavioral rules, traditions, and rituals in public displays so that employees can use these cultural elements for decision making throughout the organization. Strong cultures include more than one strong leader who articulates beliefs, behavioral rules, traditions, and rituals aligned with customer needs, strategic direction, and competitive environment with an organizational commitment to operating its business as directed by the culture.

**What should the personnel manager do? Is he responsible for building the culture as Bob suggests? What role should external consultants serve?**

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Start with hiring people who fit the type of culture then setting them free to meet the client's needs developing products and services, being able to deal with the challenges they face allowing the culture to emanate everything they do. The pitfall of failure is to try and please everybody. Therefore, identify the core values, real not imagined, instill them in the employees. Leading to an organizational culture of strategies and ultimately more productive.

Kanter (2019) posits the importance of the manager's role is the development and maintenance of organizational culture. He or she describes the types of culture that exist and manager characteristics that are essential to facilitating a healthy workplace. Many managers do not deny the importance of organizational culture in employee satisfaction; few fail to realize the direct impact they have in shaping it. Frequent believed that cultures are predetermined; however, this is a false assumption. Managers at all levels must be aware of their roles and responsibilities in upholding positive workplace environments that can increase employee satisfaction. Dissatisfaction is the primary cause of turnover and can have detrimental cost and environmental effects on the agency.

The writer goes on to state there are four critical components of culture trust and trustworthiness, empowerment and delegation, consistency, and mentorship of which are considered the role of managers in turning these into positive cultural traits. Managers are always under the magnifying glass, with each action carefully scrutinized by their subordinates. They must exercise caution when making decisions, ensuring that fairness and equitability exist among staff and that ethical standards are continual. The four cultural components viewed as managerial traits must always coexist regardless of the type of culture. Managers must put support systems and other mechanisms into place that allow employees the

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opportunity to empower themselves and to flourish, thus increasing their effectiveness as well as that of the organization.

Therefore, by suggesting that the hiring of an external consultant was a good idea. Since Bob was especially interested in building an influential culture that was different from the companies, he and the others had left. The establishment of an influential corporate culture in a growing company was one of the first things the founders wanted their clients to see and talk about versus the ones they had left. According to (Grensing 2018), high culture is something desired by most businesses; its attainment can be transitory. Besides, merely stating that a company has the right culture does not make it so, as many management consultants point out. It is the alignment between stated culture and observed behaviors that defines the strength of a firm's culture. An outside perspective is particularly critical when dealing with cultural issues. However, consultants need to be aware when they focus on a company's culture, the types of discussions necessary to evaluate cultural issues can be susceptible. External consultants are nonbiased observers of feelings and perceptions that might otherwise be hidden. "Employees are less likely to tell their person that the culture is not inclusive or that communication is not open and honest. In the writer's conclusion, consultants find that in many organizations, there is a gap between the proclaimed culture and what the culture exists. Therefore, the influential piece of the culture, to the most substantial extent, the culture as it exists, not as it appears. The best way to measure it is to look at the way people behave, not what they say, but what they do. An external consultant would be beneficial to the owners, personal managers, employees, and, most of all, the life of the organization.

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