

ALIGNING CULTURE, STRUCTURE, AND HR TO STRATEGY

To implement strategy effectively, **organizational culture, structure, and HR practices** must be aligned like strands in a rope.

- **Culture** - shared assumptions that guide behavior
 - **Structure** - defines roles, responsibilities, and reporting lines
 - **HR practices** - how talent is hired, developed, and rewarded
 - **Leadership** is key in aligning all three to drive performance.
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ORGANIZATIONAL CULTURE

3 Levels of Culture (Edgar Schein):

1. **Observable artifacts** - physical signs (logos, dress code, office layout)
2. **Espoused values** - explicitly stated (mission, policies)
3. **Basic assumptions** - deep, unconscious beliefs

How Employees Learn Culture:

- **Symbols** - visuals like logos or uniforms
 - **Stories** - company legends or founder tales
 - **Heroes** - role models inside the org
 - **Rites & rituals** - ceremonies/events
 - **Socialization** - onboarding processes
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TYPES OF ORGANIZATIONAL CULTURE (Competing Values Framework)

1. **Clan Culture** - family-like, teamwork, employee development
2. **Adhocracy Culture** - innovation, risk-taking, flexibility
3. **Market Culture** - results-driven, competition, profits
4. **Hierarchy Culture** - structure, procedures, efficiency

Importance - Culture affects **systems** (like policies) and **outcomes** (like satisfaction and performance).

CULTURE CHANGE PROCESS

Tools for changing culture:

- **Formal statements**
 - **Slogans & stories**
 - **Leadership behavior**
 - **Physical environment**
 - **Rewards**
 - **Performance systems**
 - **Structure & procedures**
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PERSON-ORGANIZATION FIT (P-O Fit)

- Match between individual values/personalities and the org's culture
 - Poor fit → lower performance and job satisfaction
 - Important to research the company before interviews
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FEATURES OF ORGANIZATIONS

Schein's 4 Core Features:

- **Common purpose** - shared goal
- **Coordinated effort** - teamwork
- **Division of labor** - specialization
- **Hierarchy of authority** - who reports to whom

Other Key Features:

- **Span of control** - number of direct reports (narrow vs wide)
- **Authority** - includes accountability and delegation

- **Centralization** - decision-making power (central vs decentralized)

Organization Chart:

- **Vertical hierarchy** - chain of command
 - **Horizontal specialization** - division of work
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TYPES OF ORGANIZATIONAL STRUCTURE

1. Traditional Structures

- **Simple** - flat, few layers, usually in startups
- **Functional** - grouped by departments (e.g., HR, Finance)
- **Divisional** - by product, customer, or region
- **Matrix** - dual lines of authority (e.g., functional + project-based)

2. Horizontal Structure

- Cross-functional teams, reduced layers, collaboration-focused

3. Boundaryless Structures

- **Hollow** - outsources non-core functions
 - **Modular** - assembles product chunks from outside suppliers
 - **Virtual** - uses tech to work with remote teams/orgs
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CAREER READINESS: UNDERSTANDING & ADAPTABILITY

Understand the Business - Know how your role fits into the bigger picture

Questions to Ask:

- What do colleagues value?
- How does your boss define success?
- Are your values aligned with the team?

Be Adaptable - Embrace change with:

- Optimism
- Proactive learning