

Contents

Introduction	1
Chapter 1	
Culture in Organization Theory	5
Position within Organizational Theory	7
<i>Culture as a New Metaphor</i>	8
<i>Culture as a New Approach</i>	9
<i>Contribution to Organizational Theory</i>	9
Cultural Diversity	10
<i>Variable or Metaphor</i>	10
<i>Integration, Differentiation and Ambiguity</i>	11
<i>Rationalism, Functionalism and Symbolism</i>	13
Rationalism	14
Functionalism	15
Symbolism	15
Choice of Competing Perspectives	16
<i>Functionalism and Symbolism</i>	16
<i>Empirical Field of Study</i>	18
Choice of Focus	18
Empirical Material	19
Chapter 2	
A Functionalist Perspective	21
The Functions of Organizational Culture	21
<i>The Functional Existence of Culture</i>	21
<i>The Functional Explanation of Culture</i>	23
<i>The Functions of Organizational Culture</i>	23
The Levels of Culture	25
<i>Three Levels of Culture</i>	25
Artifacts	26
Values	28
Basic Assumptions	29

<i>Internal Relations between the Levels of Culture</i>	31
<i>The Cultural Paradigm</i>	32
Relations between Cultural Levels and their Functions	33
<i>Sorting out Cultural Data</i>	34
<i>The Specific Functions of Organizational Culture</i>	36
External Adaptation	36
Internal Integration	38
A Functionalist Analytical Model: The Funnel	40
<i>Subcultures in Organizations</i>	40
<i>A Clinical versus Ethnographic Method</i>	42

Chapter 3

Functionalist Diagnosis of Organizational Culture	43
Artifacts and Values in a Department	44
<i>The Artifact Level: A Stratified Paper Pyramid</i>	45
Artifacts: Means	46
Artifacts: Power and Status	48
<i>The Value Level: Means</i>	49
Cross-organizational Collaboration between Sections	50
Shared Attitudes	50
Best Possible Service to the Minister	51
<i>The Value Level: Power and Status</i>	52
Equality between Sections	52
Everyone is Equally Good at Carrying out Assignments	52
<i>Summary of the Value Level</i>	53
Basic Assumptions in the Department	53
<i>The Method of the Analysis of Basic Assumptions</i>	54
<i>Nobody Does it Better than We Do!</i>	54
<i>The Members of the Organization are at the Center!</i>	55
<i>This Belongs to Us!</i>	56
<i>The Organization's Members are Able and Ready to Passively Adapt Themselves!</i>	57
<i>There is only One Truth, which Can Be Discovered from Within</i>	58
<i>The Organization Members Constitute a Family which Works</i>	59
The Cultural Paradigm	59
<i>The Core of the Cultural Paradigm</i>	59
<i>Consistency and Inconsistency of the Cultural Paradigm</i>	61
Tracing Backwards from Basic Assumptions	62
<i>Relations between Basic Assumptions and Values</i>	63
<i>Inconsistency between Values and Basic Assumptions</i>	64
<i>Consistency between Values and Basic Assumptions</i>	65

<i>Unclearly between Values and Basic Assumptions</i>	66
<i>A Mixed Culture</i>	67
<i>The Effects of Artifacts in Relation to Values and Basic Assumptions</i>	68
Integrating Effects of Artifacts	69
The Conflict-creating Effect of Artifacts	70
The Effects of Artifacts	70
Consequences for the Functionalist Funnel Model	71
<i>The Diagnosis of Organizational Culture</i>	72

Chapter 4

A Symbolic Perspective	75
Symbolism	75
<i>The Creation of Meaning</i>	76
<i>Symbols: The Expression of Meaning</i>	76
<i>Symbols in a Semiotic Context</i>	77
The Multidimensional Reality	78
<i>Culture as System</i>	78
<i>A Multiplicity of Interpretations</i>	79
Webs of Meaning	80
Symbols	82
<i>Physical Symbols: Objects</i>	83
<i>Behavioral Symbols: Rituals</i>	85
<i>Verbal Symbols: Myths, Sagas and Stories</i>	86
Myths	87
Sagas and Stories	88
Patterns between Symbols	89
<i>World View and Ethos</i>	89
<i>Metaphors and Metonyms</i>	90
<i>The Actant Model</i>	91
Relations among Key Symbolic Expressions	93
<i>Key Symbolic Expressions</i>	93
<i>Associative Relations between Symbolic Expressions</i>	94
A Methodological Model for Interpretation	95
<i>The Spiral</i>	95
<i>Thick Description</i>	97
Summary	99

Chapter 5

A Symbolic Interpretation of Culture	101
Organizational Culture in a Department	101

<i>Meeting Rituals</i>	102
The Meeting's Permanent Rules	102
Interpretations of Ministerial Meetings	104
Distance to Everyday Life	106
<i>A Further Cultural Interpretation</i>	108
<i>Myths and Tradition</i>	109
Old Traditions of Interacting with the Minister	109
Myth: What Ministers Take an Interest in	109
Myth: What once Solved Problems	110
A World of Order	110
<i>Metaphors: House, System or Machine</i>	111
The 'House'	112
The 'System'	112
The 'Machine'	112
<i>A Spiral of the Department</i>	113
<i>Criss-crossing the Webs of Culture</i>	115
The Minister's Household	115
The System's Task-force	116
The Symbolic Multiplicity of the Department	116
Organizational Culture in a Directorate	117
<i>'Process' as Dominant Metaphor</i>	118
The Internal Processes	119
The External Processes	120
The Metaphor as Bridge-building	121
<i>'Experimenters' and 'Seedlings'</i>	121
'The Local': Expressions and Connotations	121
Clusters of Connotations	122
The Directorate's Local Role: Expressions and Connotations	123
<i>'Natural Cycle' in the Directorate</i>	124
<i>The A-team and the B-team</i>	126
<i>Myths about Labelling</i>	129
<i>A Cultural Pattern: A Conceptual Map</i>	130
<i>A Spiral of the Directorate</i>	131
<i>Criss-crossing the Webs of Culture</i>	133
Differences in World Views	133
The Symbolic Multiplicity in the Directorate	134
Cultural Interfaces between the Department and the Directorate	135
<i>Culture and Organizational Environments</i>	136
<i>Pamphlet Rituals: A Case Story</i>	136
The Making of a Pamphlet	137
Irritation as Indirect Conflicts	137
Phases of the Ritual	139

Ritualized Interface between Department and Directorate 140

The Ritual in the Two Organizational Cultures. 142

 The Ritual in the Directorate 142

 The Ritual in the Department. 143

 The Ritual as Organizational Dead Lock. 144

The Study of Cultural Interfaces 145

Using the Spiral in the Interpretation of Culture. 145

How to Reach an Overall Cultural Interpretation. 146

The Methodological Principles of Symbolism. 147

An Ongoing Process of Interpretation. 148

Chapter 6

Comparison between Cultural Perspectives 149

Differences between the Two Perspectives 150

Theoretical and Methodological Differences. 150

 Analytical Framework 151

 Analytical Mode. 152

 Analytical Method 153

 Analytical Result 154

 Analytical Insight 155

Differences in Empirical Application 157

Summary. 160

Similarities between the Two Perspectives 160

Culture as Pattern. 161

Culture as Relations between Depth and Manifestations 163

Summary. 164

Appendix 1

Organizational Diagrammes 167

Appendix 2

Interviews and Observation Data. 169

 Interviews 169

 The first series of interviews: 169

 The second series of interviews: 170

 Interview with External Informants 170

 Observations. 170

References 171

Index 181