

# Ignite A Cohesive Culture

## Diagnosing and Changing Organizational Culture

Kim Cameron and Robert E. Quinn

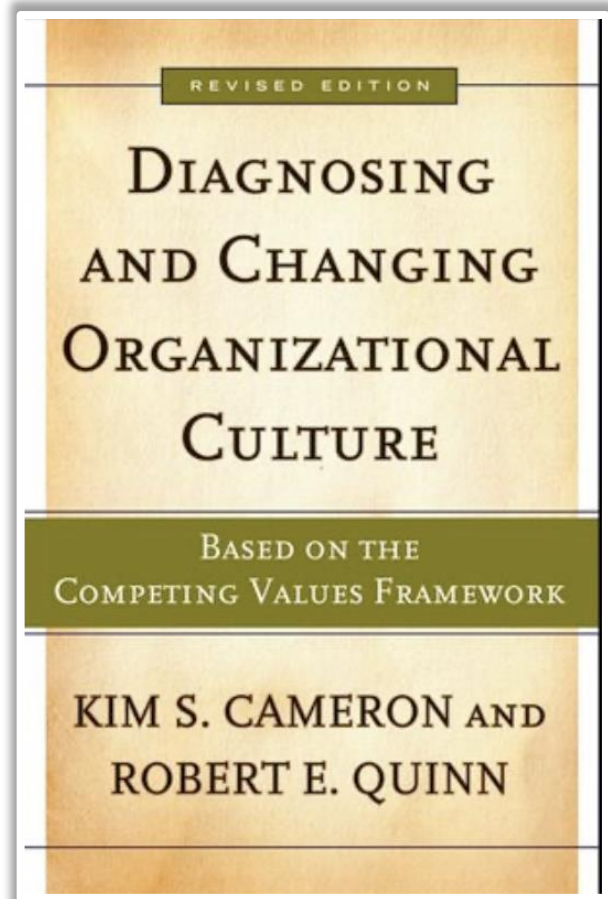


### A Culture Trying to be Understood

"Imagine feeling outnumbered and unfamiliar with the subjections and discriminatory acts that's invading your honor and duty to serve, feeling unwanted, feeling anger, feeling disappointment, and feeling like your at fault for being black and being a woman in what is primarily known as a male dominated organization. I know that this organization has written policies prohibiting such acts, so I'm here thinking what are my options to fight this and how to find the people that will act as my legal support system. My mind is cycling through moments of hopeless thoughts, knowing that I may only have me to rely on, because just based on the color of my skin you can effortlessly tell I was far away from home. I am not afraid to legally fight their cultural subjections to the organization's standards, but it's looking like they will do everything in their power to ensure that their plan to mistreat me in this schoolhouse is successful.

I discreetly went to the other side of the base to speak with my component liaison with no intentions of connecting the dots to realize that their cultural influence that interrupts the organization's, rolls in strong numbers and their connection to each other is endless, I'm thinking "what am I going to do?" At this moment, it's clear, I am in this fight with them on my own, ill equip base on the color of my skin, ill equip base on my gender, and ill equip base on my component. As I sit in the liaison's office awaiting his return, I could hear his conversation through the walls from the other office. I'm shaking, my heart's racing, I'm nervously feeling as though he's having a conversation with one of the leaders I'm doing the complaint on. As my heart continues to race, I make my way closer to the wall where his voice echoes, I can hear the conversation a lot better as he wraps it up, letting the person on the other end of the line know that they will talk about this later over drinks and figure out how their going to cover this up and ensure my unsuccessful departure from the schoolhouse. I frantically make my way back to my seat and hid my anxiety as I leaned over to pretend that I'm retying the boot on my right foot.

He re-entered the room with a smile as he vocalizes the documents I will need to put together to bring to him to



*Keys to flourishing in trying times....*

review and identify if there is a case as he also instructs me to set up a meeting with my leader today to address the situation. I'm walking out of the room, mentally and emotionally panicking as I'm thinking to myself, I'm outnumbered and there is no one from my community in sight. As I'm making my way back over to the other end of the base, I'm driving and getting closer, I'm breaking down in tears, my hands are shaking and I'm thinking to myself, "what are their plans to get to their end goal?". As I'm parking, I'm cleaning up my face to present myself with little to no fear. As I walk to the office, my head aches, I took one last breathe of fresh air filling the depths of my nervous system with the courage required to handle my anxiety. My palms are sweating as I'm walking into my leader's office and by his facial expression, I know he knows. His secretary tells me that I will meet with him tomorrow, I quietly exhale just a little so that he doesn't hear or give him any type of leverage to imagine that the culture in his community is winning over the organization's."

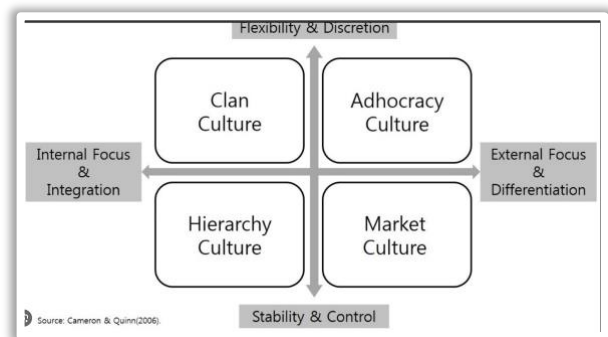
### Seeking to Understand The Culture

As you've read through my experience of a corrupt culture, where there are a few leaders knowingly conducting whatever the transaction may be, but more importantly, the leaders who don't really care about stopping corruption or don't want to know about it; people at the very top tend to be quite good at this and it creates an environment in which corruption is quite likely to happen in an organization. So, How do organizations characterize their own internal culture to mitigate such issues, and how do they use that characterization to better understand how to change it? First off, anyone wanting to create or manage an effective organization needs to understand the dynamics of leadership and the intricacies of superior subordinate relationships, that is how the book "Diagnosing and Changing Organizational Culture" enlightened my perspective on how human energy can be directed and organized, and how it functions in a certain societal order, and how the common individual personality traits/behaviors/characteristics can interfere/intervene on the well-being and health of an organization. This book plays a critical role in leading change with culture, resourcing organizations with validated instruments for diagnosing organizational culture and management competency, providing a theoretical framework for understanding organizational culture, and a systematic strategy for changing organizational culture and personal behavior. It is intended to be a workbook in the sense that you can complete the instruments and plot your own culture profile in the book itself.

I'm intrigued at how the authors, Quin and Cameron found that most organizations develop a dominant culture style and rarely do they ever have only one dominant culture type, often, the culture profile is a mix of four organizational culture types, which are Clan, Adhocracy, Market, and Hierarchy along with a Competing Values Framework (CVF), a practical tool that helps to analyze not only the individual but also the organizational culture, and to help plot a course for the organizational culture change that is a necessary part of any sweeping strategic initiative. The CVF seems to be very helpful for getting one's arms around the competing values in an organization. If your interested in that sort



*If you get the culture right, most of the other things will take care of itself - Tony Hsieh*



Competing Values Framework.

of analysis, either directly or in terms of how it can interact with other sorts of analyses, definitely check this book out.



## References

Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework (rev ed.). San Francisco: Jossey-Bass.

de Vries, M. K. (2004). Organizations on the Couch: A clinical perspective on organizational dynamics. *European Management Journal*, 22(2), 183-200.  
[https://www.researchgate.net/profile/manfred-kets-de-vries/publication/222698647\\_organizations\\_on\\_the\\_couch\\_a\\_clinical\\_perspective\\_on-the-couch-a-clinical-perspective-on-organizational-dynamics.pdf](https://www.researchgate.net/profile/manfred-kets-de-vries/publication/222698647_organizations_on_the_couch_a_clinical_perspective_on-the-couch-a-clinical-perspective-on-organizational-dynamics.pdf)



Hamedoglu, M. A., & Potas, N. (2012). Organizational narcissism scale (ONS). *Engineering Management Research*, 1(2), 53.  
<https://pdfs.semanticscholar.org/848d/5f7c5a0886e3e9d8ae198fbe7b64d0c2b43b.pdf>

Nibbs, N. (2023, Jan 29). Post Early Experience of Corruption within Organizational Culture [Discussion board post]. University of the Virgin Islands.  
<https://3.Basecamp.com/4201158/projects/30789758>

