











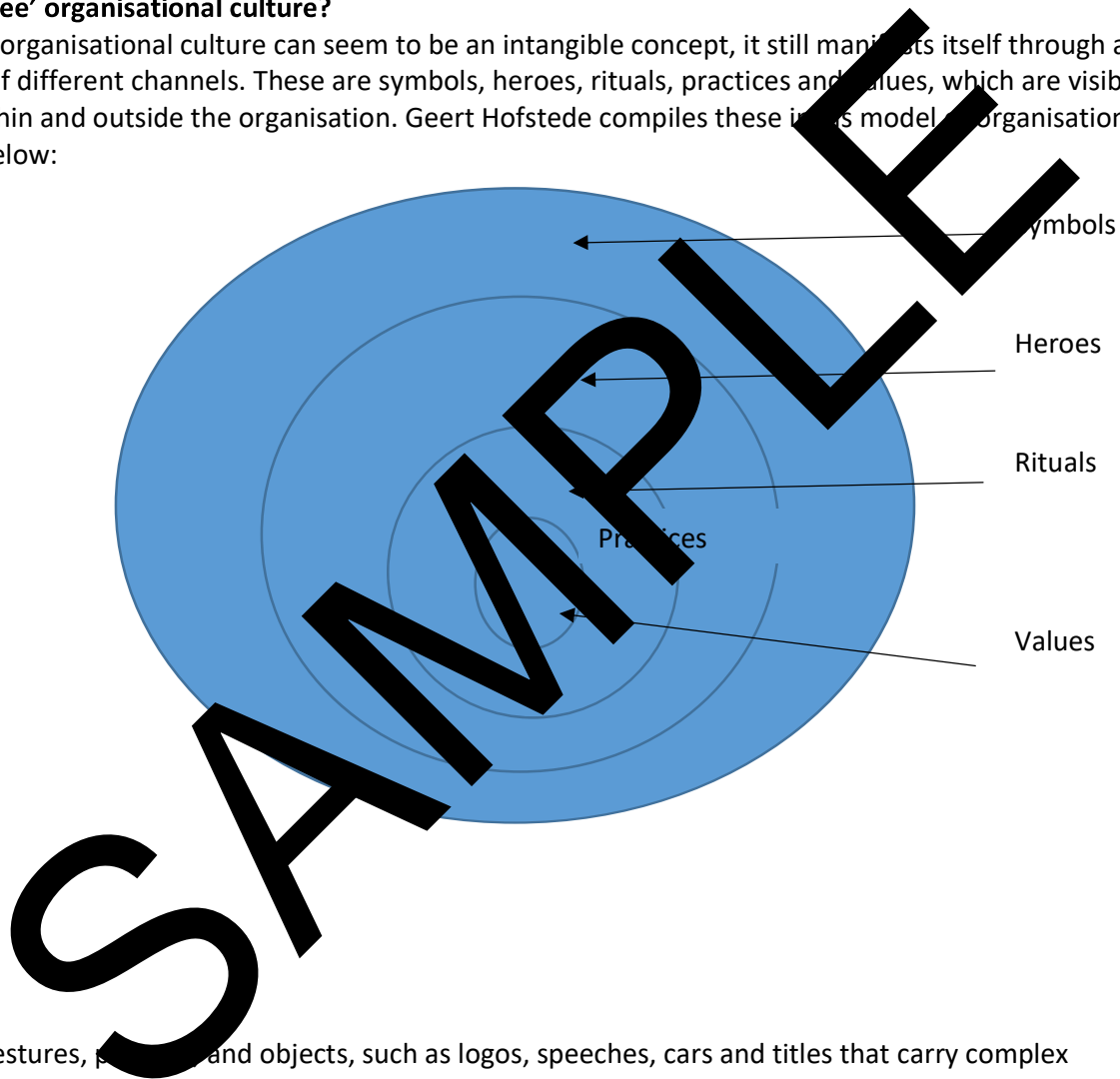


Although there remains no common definition, theorists do agree that organisational culture is influenced by a multitude of factors. The history of the organisation and the societal culture in which the organisation is situated are cited as major influences. Other important factors include the structures of power and control within the organisation, its vision and mission, and the type of business conducted.

Question

**Can we 'see' organisational culture?**

Although organisational culture can seem to be an intangible concept, it still manifests itself through a number of different channels. These are symbols, heroes, rituals, practices and values, which are visible to those within and outside the organisation. Geert Hofstede compiles these into his model of organisational culture below:



**Symbols**

Words, gestures, pictures and objects, such as logos, speeches, cars and titles that carry complex meanings for the people within the organisation. Symbols appear on the outer layer of the diagram as they are the most easily eroded or replaced.

**Heroes**

People who are associated with the organisation, either at the present time or in the past, who act as role models for current employees. They may be leaders, strong personalities or respected individuals who portray admired values and behaviours.

**Rituals**

Activities undertaken within the organisation which may not be essential for achieving organisational objectives but act to consolidate cultural values and social acceptance within the group. They are often