

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
<i>Organizational Culture in a Directorate</i>	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
<i>Cultural Interfaces between the Department and the Directorate</i>	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

<i>Ritualized Interface between Department and Directorate</i>	140
<i>The Ritual in the Two Organizational Cultures</i>	142
The Ritual in the Directorate	142
The Ritual in the Department.	143
The Ritual as Organizational Dead Lock	144
<i>The Study of Cultural Interfaces</i>	145
Using the Spiral in the Interpretation of Culture.	145
<i>How to Reach an Overall Cultural Interpretation</i>	146
<i>The Methodological Principles of Symbolism</i>	147
<i>An Ongoing Process of Interpretation</i>	148
 Chapter 6	
Comparison between Cultural Perspectives	149
Differences between the Two Perspectives	150
<i>Theoretical and Methodological Differences</i>	150
Analytical Framework	151
Analytical Mode.	152
Analytical Method	153
Analytical Result	154
Analytical Insight	155
<i>Differences in Empirical Application</i>	157
<i>Summary</i>	160
Similarities between the Two Perspectives.	160
<i>Culture as Pattern</i>	161
<i>Culture as Relations between Depth and Manifestations</i>	163
<i>Summary</i>	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