

# PHILIP CHASE: AN ORGANIZATIONAL POWER



**Culture of the School**  
**Psychosocial Characteristics**

Assumptions	Norms/ethics
Values	Myths
Norms	Etiquette
Ways of thinking	Artifacts
Self system	Role
History	Visible and invisible behavior patterns

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**Defining and Describing Organizational Culture and Climate**

Climate is generally defined as the characteristics of the total environment in a school building (Anderson, 1982; Miskel & Ogawa, 1982)

Renato Taggart described the total environment in an organization as composed of four dimensions:

- Ecology
- Matrix
- Social System
- Optique

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**Ecology**  
**Physical and Material Factors**

<b>MISSION AND FACILITIES</b>	<b>TEACHERS</b>
Facilities	Teacher/learning relations
Size of building	Site location
Design of building	Range of Services of Curriculum
Necessity for interaction with children	Material/curriculum interaction
Equipment and furniture	Staff
Structure of building	Programs
	Time
	Financial
	Physical location
	Human resources
	Material resources
	History

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# PHILIP CHASE: AN ORGANIZATIONAL POWER

Culture is the shadow of...

the leader...

## Culture of the School Psychosocial Characteristics

- Assumptions
- Values
- Norms
- Style of thinking
- belief systems
- History
- Personnel
- Myths
- Customs
- Artifacts
- Art
- Visible and audible behavior patterns

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## Defining and Describing Organizational Culture and Climate

- Climate is generally defined as the characteristics of the total environment in a school building (Anderson, MB2, Mäkelä & Ogawa, 1988)
- Renato Taguiri described the total environment in an organization as composed of four dimensions:
  - Ecology
  - Media
  - Social System
  - Culture

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## Ecology Physical and-Material Factors

- Ecology and priorities
- Facilities
- Age of building
- Size of building
- Design of building
- Accessibility for individuals with disabilities
- Equipment and materials
- Condition of building
- Historical
- Structural
- Architectural features
- Light
- Sound
- Visual Quality of Experience
- Material/Environmental Interaction
- Style
- Complexity
- Value
- Historical
- Ecological features
- Material design
- Structural features
- Lighting

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# Defining and Describing Organizational Culture and Climate

- Climate is generally defined as the characteristics of the total environment in a school building (Anderson, 1982; Miskel & Ogawa, 1988)
- Renato Tagiuri described the total environment in an organization as composed of four dimensions:
  - Ecology
  - Milieu
  - Social System
  - Culture

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# Ecology

## Physical and Material Factors

### BUILDING AND FACILITIES

- Facilities
- Age of building
- Size of building
- Design of building
- Accessibility for individuals with disabilities
- Equipment and furniture
- Condition of building

### TECHNOLOGY

#### Scheduling/Sequencing Inventions

- Bell schedule
- Scope & Sequence of Curriculum

#### Information/Communication Inventions

- Books
- Computers
- Video
- Film
- Chalkboard

#### Pedagogical Inventions

- Student grouping
- Instructional techniques
- Testing

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# Milieu of the School

## Human Social Systems Factors

- Skills
- Motivation
- Job satisfaction/rewards
- Status
- Feelings
- Values
- Morale
- Size of the group
- Race, ethnicity, and gender issues
- Socioeconomic level of students
- Education levels attained by teachers
- Leadership

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# Social System

## Organization of the School

### Organizational Structure Factors

Organization of:

- Communication patterns
- Control mechanisms
- Patterns of hierarchy/collegiality
- Planning practices
- Formal structure (departments, emphasis on rules)
- Instruction
- Supervision
- Administration
- Support Services
- Pupil personnel services
- Decision-making practices

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# Culture of the School

## Psychosocial Characteristics

- Assumptions
- Values
- Norms
- Ways of thinking
- Belief systems
- History
- Heroes/heroines
- Myths
- Rituals
- Artifacts
- Art
- Visible and audible behavior patterns

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# The Importance of Organizational Culture

## Theory Z: William Ouchi (1981)

- Ouchi compared and contrasted Japanese and U.S. management practices
- He applied Japanese practices in the U.S. and, using McGregor's concept of Theory X and Y, called it Theory Z
- Theory Z accepts the concepts of Human Resources Development (HRD)

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## Organizational Culture and Climate Compared and Contrasted

- Culture refers to the behavioral norms, assumptions, and beliefs of an organization
  - "the way things are done around here"  
(Kilmann et al., p. 5)
- Climate refers to perceptions of persons in the organization that reflect those norms, assumptions, and beliefs

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