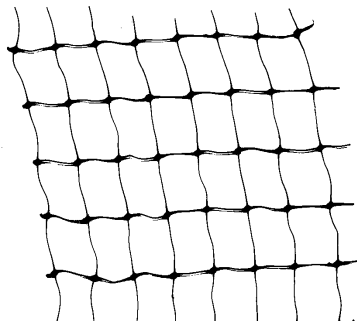
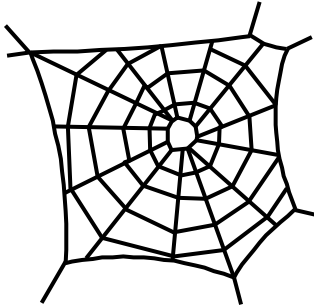
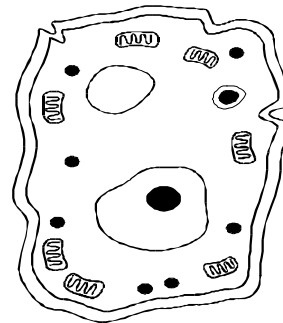


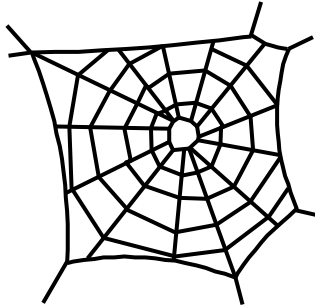
Organisational Cultures**Zeus****Athena****Apollo****Dionysus****Organisational Cultures:**

- Contain the levers of change and influence
- Help to explain and predict behaviour
- Help new recruits find their feet quickly

Charles Handy, in his books, "Understanding Organisations" and "The Gods of Management", developed a typology of organisational culture, using the exaggerated characteristics of Greek gods together with a helpful symbol or diagram.

The next few pages outline each of the four cultures and their characteristics

Zeus—The Power Culture



Why the choice of god / symbol?

Zeus was the all powerful god, with a mercurial temper and absolute authority to do as he pleased.

The spiders web symbolises Zeus in the centre and power/influence radiating out from there. In other words the further away from the centre the less power and influence is present.

- Zeus is always in control
- Power retained at the centre
- Mercurial behaviour common
- Easy for staff to be marginalised
- Progress is by patronage (under Zeus' wing)
- Zeus is prone to Fad and Whim (very temporary)
- Force is met with force
- Zeus may have a blind spot—if he doesn't see a problem!
- Exhilarating ride for those who don't mind volatility and low job security

Some Examples

Family Businesses
 Robert Maxwell
 Margaret Thatcher
 Mohammed Al Fayed
 The Mafia
 Tony Blair (in later years)

Apollo—The Role Culture



Why the choice of god / symbol?

Apollo was a god of logic, order and reason, where everything was analysed carefully before action was taken.

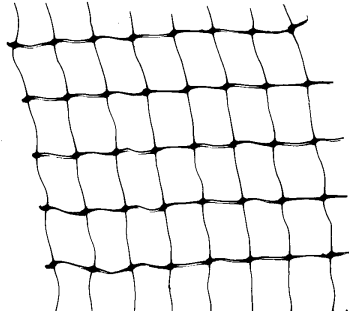
The temple symbolises the classic management structure or bureaucracy, with a top management team supported by functional departments (sometimes referred to as silos)

- The job, not the person has primacy
- Loyalty is rewarded
- Promotion tends to be vertical
- Impersonal in its language
- Hierarchical in its structure
- Jobs have floors and ceilings (to separate them for grading purposes)
- Avoidance of risk is a key activity
- Committees are normal
- Paper rules OK
- Strategies and plans assume critical importance and status
- Long time scales are the norm
- Therefore the culture is slow to respond to events
- Highly efficient at core tasks
- Consistent in its quality of repetitive tasks due to its reliance on protocols

Some Examples

- Civil service
- Banks
- Insurance companies
- Nursing?
- Payroll Departments

Athena—The Task Culture



Why the choice of god /symbol

Athena was among other things, the goddess of war, and therefore valued skill. She placed a premium on assembling the right forces and getting the job done.

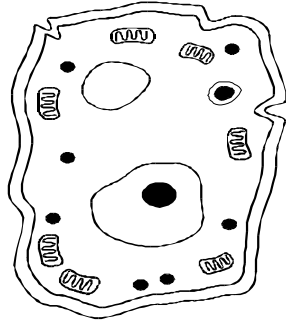
The grid or matrix symbolises the various points in an organisation where the people, the equipment, the resources and the authority to act locally, come together. It implies devolved management.

- Team focused
- Problem orientated
- Makeup of the team is determined by the tasks, not by status or length of service
- Responsibility to act is devolved
- Organisation has an overall strategy which provides a context for the teams' work
- Teams self manage
- Multiple teams with staff belonging to several at the same time
- Teams are constantly forming/ reforming
- Life cycle of team matches problem/task
- The focus is on action
- Measured by results not process
- Culture is able to respond rapidly due to fluid structure
- Organisation structure invisible until required

Some Examples

SAS
 Advertising/Media
 NHS Clinical Directorates
 Expeditions
 IT Departments
 Consultancies

Dionysus—The Individual culture



Why the choice of god / symbol

Dionysus was a god of many interests but the common theme is on individualism and the pursuit of artistic self expression, in short he was a law unto himself.

The amoebic 'blob' symbolises the lack of structure in this culture, with no obvious relationships between the component parts (or people).

- No obvious structure
- Coalition of individuals
- Mutual trust and respect
- Mutual benefit in being together
- Fierce protection of professional freedom
- Admin is low priority
- Leaving / joining is low key affair
- No sense of corporacy
- Indivisible under threat
- Dionysians are curious!
- No line management relationships between the members

Some Examples

- Academia
- Partnerships
- Professional Groups
- Medicine
- Research bodies