

# What is Organizational Culture Management?

## Worksheet

Organizational culture is the set of shared values, behaviors, and assumptions that characterize how work gets done. Managing culture means intentionally shaping these elements through leadership, symbols, stories, and reinforcement.

## Questions

1. The most powerful way leaders shape culture is by
  - A) Writing a mission statement
  - B) Modeling the values themselves
  - C) Holding all-hands meetings
  - D) Creating a culture handbook
2. A new hire constantly challenges ideas in meetings. In an innovative culture, this is likely
  - A) Punished as disrespect
  - B) Welcomed as healthy debate
  - C) Ignored by leadership
  - D) Seen as a problem
3. What is culture drift?
  - A) Slow employee turnover
  - B) Gradual misalignment between stated and lived values
  - C) Market changes
  - D) New product launches
4. During a crisis, a company's true culture is revealed by
  - A) Its marketing message
  - B) Which stakeholders are prioritized in decisions
  - C) Its organizational chart
  - D) Its employee handbook
5. Company A has a culture of speed and risk-taking ('fail fast'). How might this show up in hiring?
6. Company B prides itself on customer obsession and transparency. An executive makes a decision that hurts customers. What happens?
7. A startup with strong engineering culture is acquired by a larger, bureaucratic company. Why might employees leave?
8. Define: What is organizational culture?
9. Define: Name three layers of culture (artifacts, espoused values, assumptions).
10. Define: Why does culture matter in business?

## Answer Key

1. B) Modeling the values themselves - Employees watch leaders' actions more than words. Visible modeling is the strongest culture signal.
2. B) Welcomed as healthy debate - Innovative cultures value questioning and diversity of thought. Challenging ideas is encouraged.
3. B) Gradual misalignment between stated and lived values - Culture drift occurs when espoused values are no longer reinforced or modeled by leadership.
4. B) Which stakeholders are prioritized in decisions - Crisis decisions reveal authentic values. Who's prioritized (employees, customers, profit, community) shows real culture.
5. Company A recruits people who are comfortable with ambiguity and quick pivots. They look for initiative and experimentation, not perfectionism. Onboarding includes stories of successful 'failure' and learning.
6. Strong culture companies hold everyone, including leaders, accountable to values. This decision would be challenged, reversed, or the executive faced consequences. This reinforces that culture values are non-negotiable.
7. Culture clash: agile autonomy meets rigid process. Employees feel values like innovation and autonomy are no longer lived. Without deliberate culture integration, acquisition often loses top talent.
8. The set of shared values, beliefs, norms, symbols, and assumptions that define 'how we do things here.'
9. Artifacts: visible symbols, rituals, stories. Espoused: stated values. Basic: deep, taken-for-granted assumptions.
10. Strong culture drives employee engagement, retention, decision-making speed, and alignment with strategy.

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