

Aetna - Some definitions

ORGANISATIONAL BEHAVIOUR

The study and understanding of individual and group behaviour and patterns of structure in order to help improve organisational performance and effectiveness.

ORGANISATIONAL CLIMATE

Relating to the prevailing atmosphere surrounding the organisation, to the level of morale, and to the strength of feelings or belonging, care and goodwill among members. Organisational climate is based on the perceptions of members towards the organisation.

ORGANISATIONAL CULTURE

Organisational culture defined by Bower (1966) as 'the way we do things around here' encompasses the norms and value system of an organisation. Organisational culture includes shared values, unwritten rules and assumptions within the organisation as well as the practices that all groups share. Corporate cultures are created when a group of employees interact over time and are relatively successful in what they undertake. Trice and Beyer (1984) extended Bower's definition as: 'the system of ... publicly and collectively accepted meanings operating for a given group at a given time'. Hofstede (1994) describes corporate culture as 'the psychological assets of an organization, which can be used to predict what will happen to its financial assets in five years time'.

STRONG CULTURE

An organisational culture with a consensus on the values that drive the company and with an intensity that is recognisable even to outsiders

ADAPTIVE CULTURE

An organisational culture that encourages confidence and risk-taking amongst employees, has leadership that produces change, and focuses on the changing needs of customers

EMPLOYEE INVOLVEMENT

An umbrella term that is inconsistently and imprecisely used to embrace a diverse range of management processes involving participation, communication, decision making, industrial democracy and employee motivation.

BELIEF SYSTEM (FORMAL)

The explicit set of organizational definitions that senior managers communicate formally and reinforce systematically to provide basic values, purpose, and direction for the organization.

ORGANISATIONAL IDEOLOGY

Based on the beliefs, values and attitudes of the individuals, determines the culture of the organisation and provides a set of principles which govern the overall conduct of the organisation.

VALUES

Values are at the heart of corporate culture. They are made up of the key beliefs and concepts shared by an organization's employees. Successful companies are clear about these values and their managers publicly reinforce them. Often values are unwritten and operate at a subconscious level.

ESPOUSED VALUES

What members of an organisation say they value.

ENACTED VALUES

Values reflected in the way individuals actually behave.

ASSUMPTIONS

Deeply held beliefs that guide behaviour and tell members of an organisation how to perceive and think about things.