

## DAY 3

- Culture (ethos) and Change
- *Activity: organizational culture questionnaire*
- Group communication (*la mise en commun*)
- *Activity: communication questionnaire*
- Group building (forming, storming, performing)
- *Activity: the Belbin questionnaire*

## CULTURE AND CHANGE

### *Cultural communities*

Typical views on culture: Ball et al. for instance see culture to be 'the sum total of the beliefs, rules, techniques, institutions, and artifacts that characterize human populations'.

Cultural community: Therefore, a cultural community is a grouping, a cultural unit, which is characterized by the sum total of beliefs, rules, techniques, institutions and artifacts.

## CULTURE AND CHANGE

Formation: Such communities are formed through the:

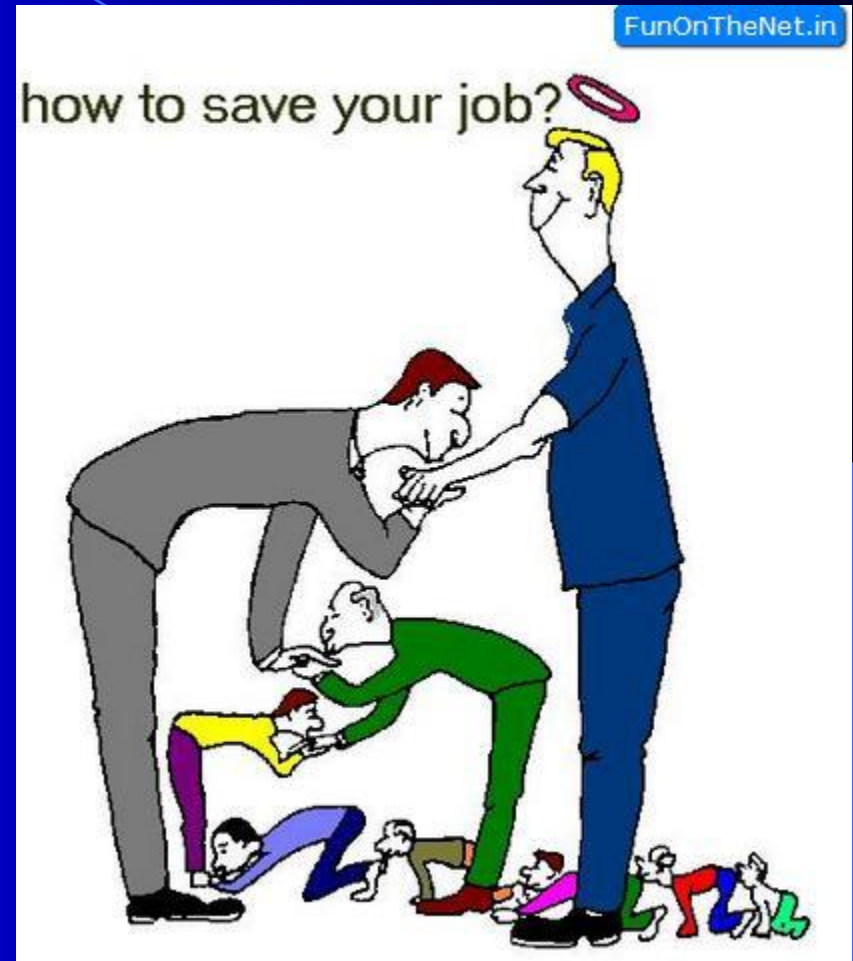
- ✓ Establishment of an essential identity.
- ✓ Representation and expression of similarity and difference.
- ✓ Construction of values, ideals of excellence, and norms of behavior.

Consequence: These aspects allow distinctions between an “us” of the cultural community and a “them” that which lies outside of the community.

## CULTURE AND CHANGE

### *Corporate culture*

Corporate culture:  
Considering the total of beliefs, rules, techniques and artifacts of hospitality organizations, such institutions display corporate culture.



## CULTURE AND CHANGE

Cultural strategies: Making distinctions between “us” and “them” is the result of a number of cultural strategies adopted by the organization which mainly includes:

- ✓ *A focus on “us”*: imagining the community to have particular endowments which give it a sense of superiority – “we are the best” discourse.

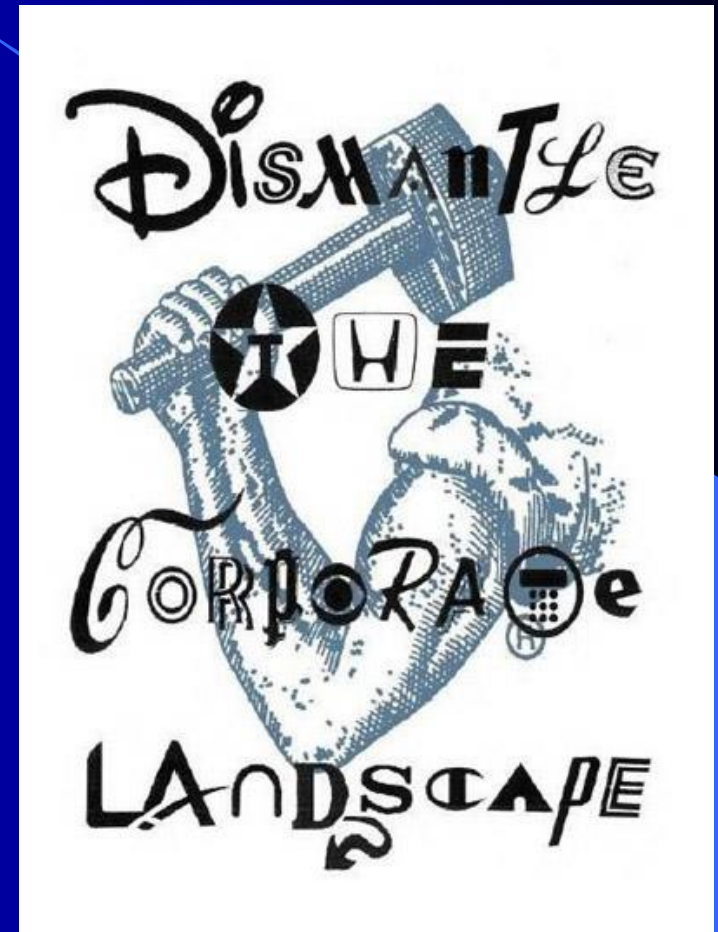
## CULTURE AND CHANGE

- ✓ *A focus on “them”*: expressing the “other” as inferior by naturalizing, stereotyping and objectifying the “other” as competitor and arch-enemy



## CULTURE AND CHANGE

Corporate culture seems to be drawing exclusively on the idea that culture as the precondition for success and that managers need to fix culture as a distinct entity, as a monoculture.



## CULTURE AND CHANGE

However, a top-down imposition of a desirable culture makes that collaboration and integration are contrived and the values to be shared are imposed from above.

Empirical findings tend to confirm this tendency and to conclude that corporate culture as a management tool has not been as impressive as one has been led to think despite the hierarchical structures on hospitality outlets.



## CULTURE AND CHANGE

Culture revisited: Therefore, culture should be seen as a way of perceiving, thinking and doing.

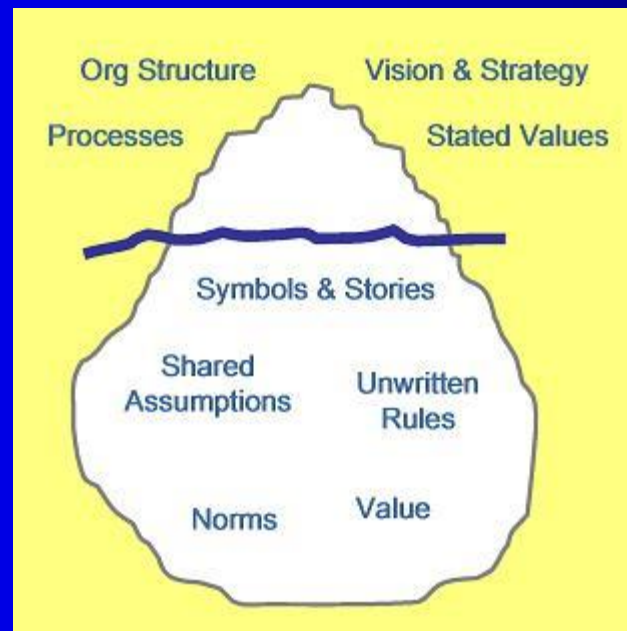
This view, consistent with an open systems perspective, emphasizes the constitution of open, plural, and changing cultural units that interact with their environment

What characterizes cultures then are change and mobility.

## CULTURE AND CHANGE

Activity: culture questionnaire

Purpose: To determine culture



## *What's in it for the hotelier?*

*The hotelier is to be cautious with culture:*

- a) Culture is a way of thinking and doing, applicable to the hospitality organisation itself and all its stakeholders*
- b) The globalisation of the hospitality industry renders it multicultural*
- c) Moulding the hospitality organisation into one monoculture is not the way forward; respecting and celebrating difference is a more viable alternative*

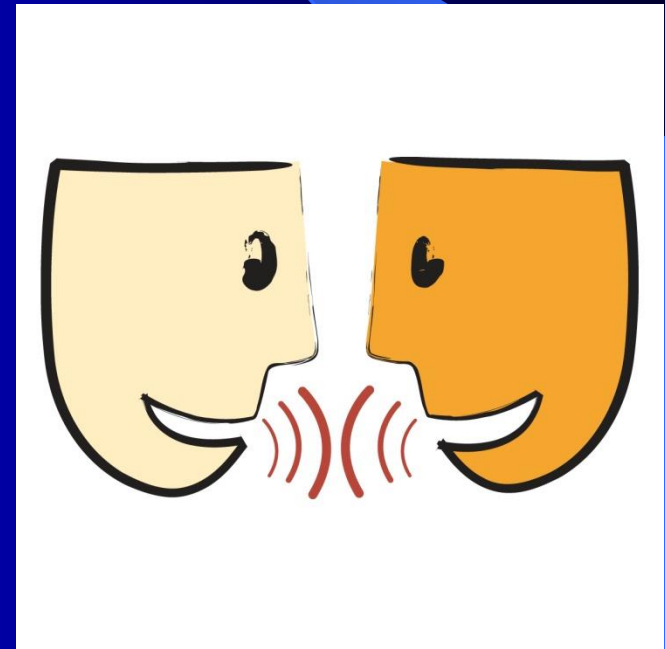
## COMMUNICATION

Communication: Typically, communication is considered to be the exchange of messages between people for the purpose of achieving a commonly understood purpose or meaning.

## COMMUNICATION

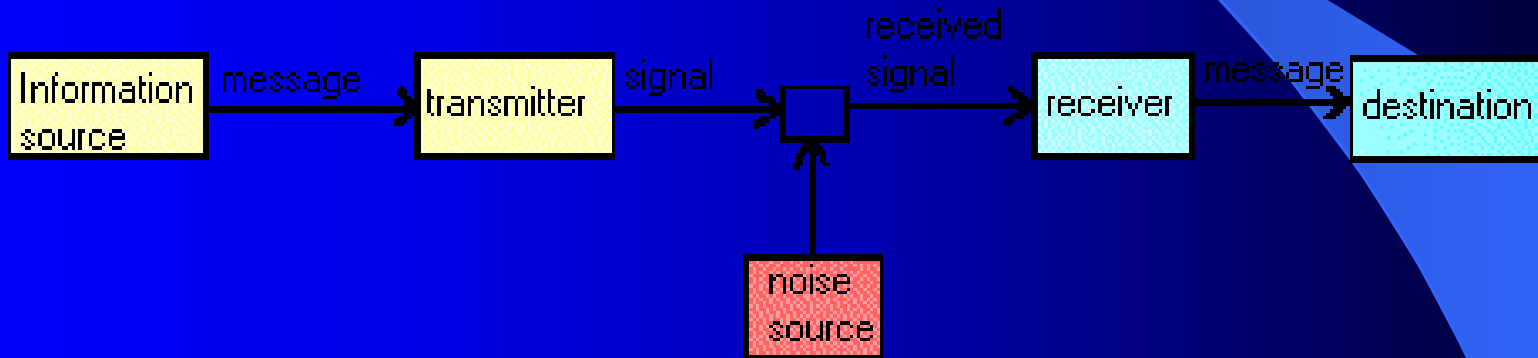
Types: Typically, means of communication include:

- ✓ Written communication
- ✓ Oral communication
- ✓ Non verbal communication
- ✓ Body language
  - ✓ Proxemics
  - ✓ Paralanguage
  - ✓ Object language



COMMUNICATION

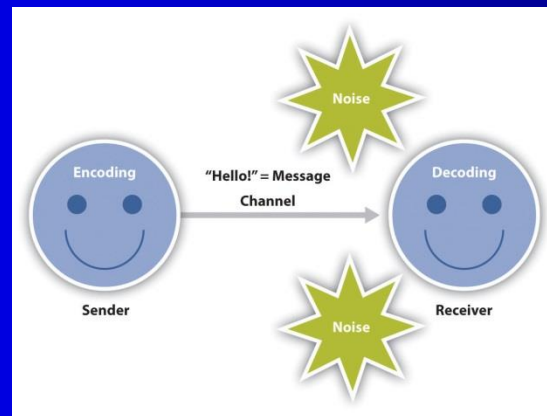
Shannon-Weaver model



## COMMUNICATION

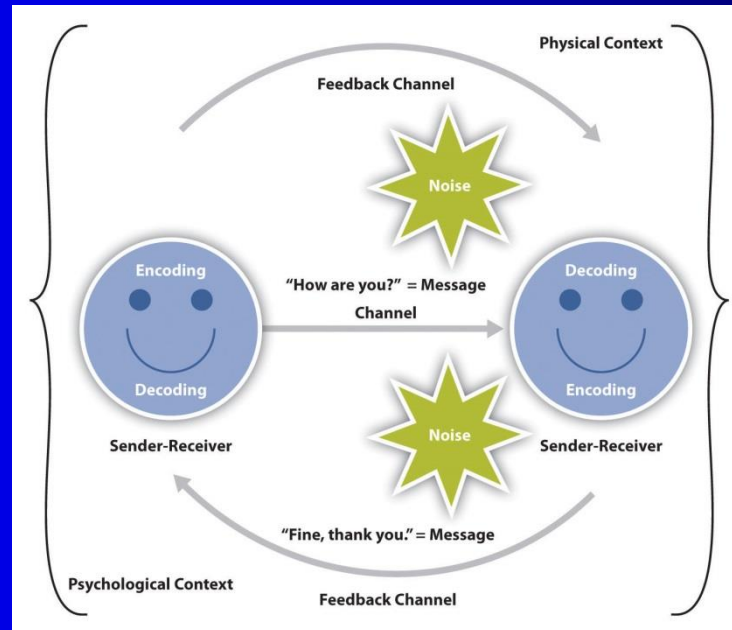
Types: The occurrence of feedback loops or not allows the distinction between:

- ✓ *One-way communication*: When the process does not allow feed back, with the risk that miscommunication may not be corrected until it is too late.



## COMMUNICATION

- ✓ *Two-way communication:* When the process explicitly includes feedback. To be effective it requires that careful attention be paid to the communication process, in particular if several layers of the organization are involved.





## COMMUNICATION

### *Critique of the model*

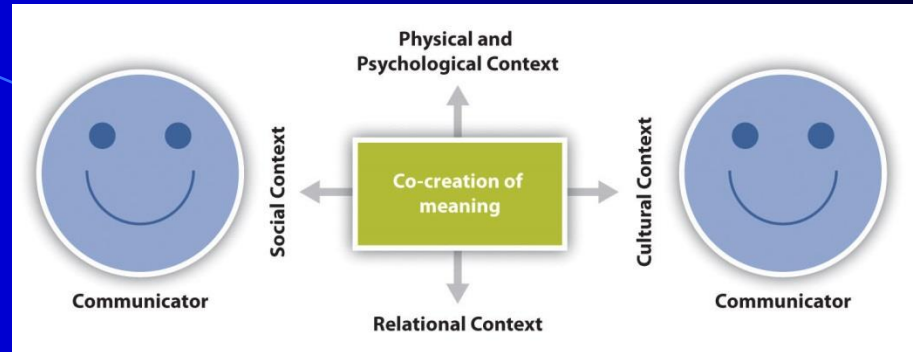
1. The transmission model places undue emphasis on what is exchanged rather than what meaning is exchanged, which may be affected by the dispositions and relationships of participants, context, and chosen channel

## COMMUNICATION

2. The model considers communication as an exchange of words and sentences whose meaning is assumed to be known beforehand whereas communication is about the active construction of meaning rather than the use of ready made linguistic templates

## COMMUNICATION

### Relational approach



Consequence: Communication should be seen as the attempt to find or establish a commonality; it is about a '*mise en commun*'.

Effective communication occurs only when the organization and its stakeholders have something in common – be it the business purpose – and this is not only known but also understood as such.

## COMMUNICATION

Activity: Communication questionnaire

Purpose: To understand communication effectiveness



## *What's in it for the hotelier?*

*Since communication is not a simple transmission of a code, the hotelier is to appreciate that communication is a constant effort of understanding and being understood and that the less stereotypes and assumptions are used the more communication will be effective in the sense of acknowledging a commonality characteristic of a relationship between hotelier and stakeholders.*

## TEAM BUILDING

### Groups

Groups: a group may be seen as two or more interdependent individuals who interact and influence each other in a collective pursuit of a common goal.



## TEAM BUILDING

Group roles: common group member roles include

- ✓ *Group task roles* that help a group accomplish its goals
- ✓ *Group maintenance roles* which help foster group unity
- ✓ *Self-oriented roles* that are related to the personal needs

## TEAM BUILDING

### Groups

- little communication
- no support
- lack of vision
- exclusive cliques

### Teams

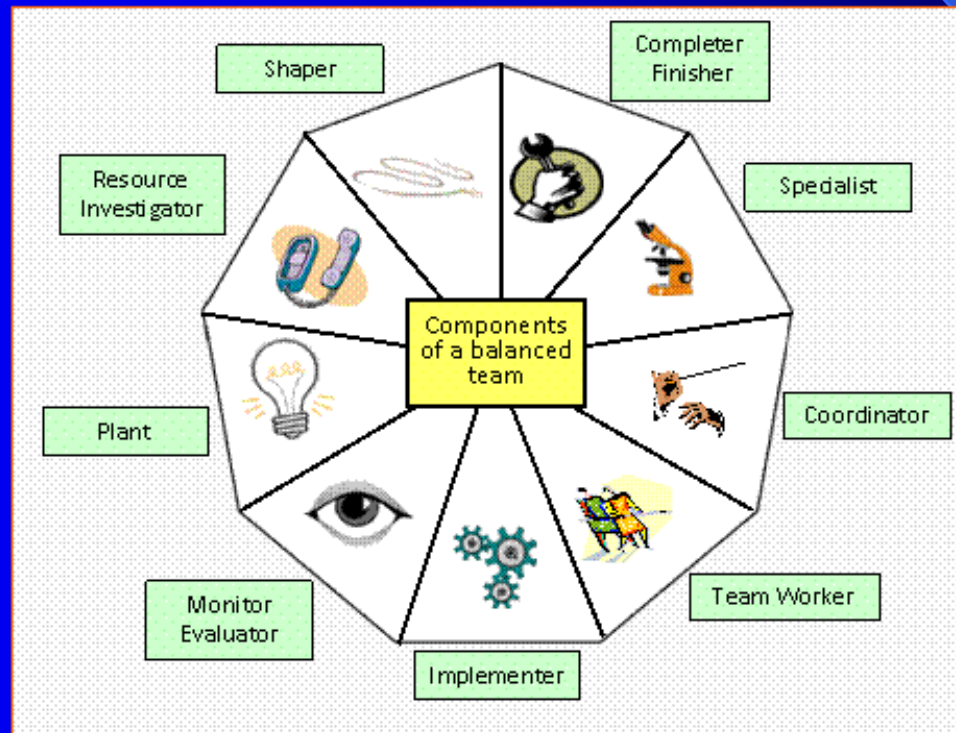
- plenty of opportunity for discussion
- plenty of support
- discovery supported by openness
- work groups combine easily into teams



## TEAM BUILDING

Activity: Belbin questionnaire

Purpose: To understand the behavioral role played in a team



## *What's in it for the hotelier?*

*By the way they are organized, hospitality outlets operate in teams and not groups; it is therefore important to enhance team spirit by identifying the behavioral roles that team members play next to their functional roles or job descriptions*

## TEAM BUILDING

Activity: CASE STUDY

Purpose: To understand the role played in a team through case description

