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WORK CULTURE LEADS TO DIVERSITY IN DECISIONS

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ABSTRACT

If one looks at different organizations, each appears to be unique in its own way. In some, employees pass the whole day without even a single smile, whereas, in others there is an air of bonhomie and friendliness. Some organization have employees *'talking shop'* even during free time or lunch time in contrast with those where even during working hours there is gossiping and personal talks. Some organizations have active, dynamic and go getters as their employees whereas there are some where complacency, lethargy and conservative approach prevail. Organizational members start thinking, feeling and behaving in a similar manner. It is this which binds **every organization into coherent whole and creates its unique culture.**

Culture is so soft a word and yet so hard on management. Major Problem is defining organizational culture is that it is a concept. It is something which is created and which resides in the minds of the people. It is mainly perception based, therefore it cannot be discovered and verified but can be inferred, conjured, interpreted and defined. Culture can be thought of as a process or a condition. For organizations, culture is simultaneously somewhat stable but constantly evolving as new challenges are encountered. Deeply embedded within the concept of culture is the notion of judgment. Implicit or explicit decisions are made to encourage some values and discourage others. The researcher found the topic very intriguing and interesting, as the success of organizations is quite dependant on the kind of Work Culture they built within the organization. The author proposes to study select industries to assess the impact of Work Culture on decisions taken by different genders, more experienced vs less experienced managers & decisions made by higher level managers and lower level managers.

KEYWORDS*: Organizational culture , talking shop'* **,** *hierarchy structure.*

INTRODUCTION

The origin of the word 'Culture' is revealing. The term has agricultural overtones as in the word 'cultivation'. It meant to prepare the ground, to develop or foster a particular period of growth. Weeds have to be destroyed and the soil tilled in order to refine or improve growth.

BASIC REASONS FOR ORGANIZATION TO HAVE CULTURE

The human mind is capable of innumerable ideas and beliefs and in order to function in society people must select a few to line by. Culture is a necessity because it provides an efficient mechanism to coordinate the activities of employees. Organizational culture is also a necessity because of the limits of managerial power. Running late for meetings, taking long tea breaks, working on weekends and a handful of salary - this is what Indian work culture is mostly about. Employees often fantasize about the prevailing work culture and compare it with the style in other companies. In western countries there is nothing more

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strictly defined than working hours, While in India, reaching late is part of the routine, people stay back till late hours because staying back is a norm and it generally helps employees get good review. The most annoying part of work cultures is that both management as well as employees refuse to adapt to change.

Some common expressions of organizational culture
[i]- Physical artifacts
[ii]- Language, jargons and metaphors,
[iii]- Stories, myths and legends.
[iv]- Ceremonies and celebrations.
[v]- Routines, rites and rituals.
[vi]-Behavioral norms.
[vii]-Shared beliefs and values.
[viii]- Basic assumptions.

Consequences of Culture
- Culture influences how an organization analyzes and solves problems.
- Culture impacts the quantity and quality of innovations developed within the corporation.
- Culture influences how the company will respond to change.
- Culture impacts employee motivation.

Four themes /bedrock of an organizational culture
- The **"I" theme** refers to how individuals are regarded in corporation.
- The **"We" theme** concerns how individuals relate to one another in the organization.
- The **"Them" theme** component refers to how the corporate culture deals with the business environment and in particular the customer.
- The **"It" theme** represents how the corporation feels about what it does.

Methods to convey Work Culture values to employees
As values are an important part of culture these should be conveyed to the employees in the following manner.
[i]- Successful manager uses the socialization process to communicate the corporate culture.
[ii]-Effective managers symbolically communicate the organizational values.
[iii]- The successful manager links values with specific behavior.
[iv]- The effective manager reconciles the inevitable conflicts between values.
[v]- Effective managers use their financial resources to communicate corporate values.
[vi]-Prescient managers assist in the evolution of new values.

Core values to strong work-culture
These researchers identified following core values common to strong cultures
[i]-Action – Orientation
[ii]-Customers – orientation
[iii]- Sticking to what they do best
[iv]-Placing high value on their people
[v]- Encouraging entrepreneurial behavior

Changes that can be induced in Work Culture to make it Healthy
- Flat work hierarchy structure
- Making processes simpler for making quick decisions and fast results.

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- Time management
- Work-life balance particularly for women employees
- Re-skilling employees on regular basis

REVIEW OF LITERATURE

A review of the literature gives the researcher an understanding of the previous work that has been done. It enables the researcher to know the means of getting to the frontier of the field problems under study. It implies locating, reading and evaluating reports of research as well as reports of casual observations and opinions that are related to the researcher's planned project.

The relevant studies both in India and Abroad are significant although studies carried out Abroad cannot be extrapolated to Indian context. However, they do provide an understanding regarding the nature and orientation of research's carried out in different parts of the World. If not completely then at least to some extent information and trends of present demand can be inferred from reviewing literature.

STUDIES ON WORK CULTURE
Foreign Studies

Derr (1978) identified 'power-play' as a secretive mode that could work in the best interest of those, whose sole objective is autonomy and whose desired impression is that of being committed. He stated that this method of conflict management has often been condemned because it unleashes aggressive and hostile feelings, distorts or suppresses valid organisational informations, displaces energies to unproductive purposes and at times, even subverts organisational goals.

Kendall and Hulin (1989); and Locke (1976) found that attitude towards job is measured in respect of both direction and intensity and attitude towards specific job features. Most commonly studied are satisfaction with boss, pay colleagues, promotion prospects, the actual work undertaken and organization in general.

Schuler (1980) surveyed 382 high, middle and low level employees in a large manufacturing firm to test a model of how participation in decision making works. Data support the hypothesis that participation in decision making is

a) positively related to performance reward expectancies and satisfaction with supervisor and work. b) negatively related to perceived role conflict and ambiguity.

Balgir (1983) compared 22 public and private sector organizations from different part of India 144 managers were selected to seek information. He found that the private sector provided challenging work, due recognition for good work done, opportunity for growth and learning freedom to act, and congenial working conditions whereas Public/departmental undertakings offered high job security, moderate chances of promotion, opportunities for growth and development, better organizational policies and administration, apart from providing emoluments to its employees.

Wisdom and Patzig (1987) suggest that different expectations are being formed in public and private sector employees concerning pay and performance. Results of a survey : 4934 private sector and 363 public sector managers revealed that public sector employees generally do not expect to be recognized and rewarded for good performance.

INDIAN STUDIES

Sinha (1974) studied some problems of public sector organizations in India. Two steel firms and two coal firms were taken for study. Bhilai Steel Plant (BSP) and Kurupura Mine of National Coal Development Corporation being Public Sector and TISCO and Tata Calories at Jamadowo private. 3 levels of managers were taken for study. Interviews on basis of two schedules-data were collected on age, education, service experience, need structure, needs for comforts social needs, ego needs, need for self development, satisfiers and dissatisfiers. Data were also collected for office quality, raking of objectives, norms, co-ordination, perceived reasons for low efficiency in public organization delegation, volume of activity, work pressure,

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managers pre-occupation, and reinforcement patterns. Managers of public sector had unfavourable overall image in respect of their firms. Rules and regulations have evolved in such fashion that quick decisions are becoming less feasible, sincere and hard work are less likely to get rewarded and promotion and other modes of recognition are made to depend on seniority. The obvious consequences are dissatisfaction, loss of interest in an identification with the firm and eventually a feeling of incompetency in managers. But still public sector remains attractive source of employment for executives (60% wanted to move out of the present company but majority wanted only to join some public sector).

Tripathi (1981) points out that a number of observers of Indian scene (e.g. Khosla, 1976; Nandy, 1977 ; Nayar, 1977) have reported that flattery is common phenomenon in the Indian Society. Elsewhere it might involve some risk, lest the intention of an ingratiator is disclosed or sensed by the target. But not in the Indian society. It still helps maintain a facade of a pro-social relation which is beneficial to both parties. Infact such a situation is rather conducive to a range of subtle manipulative strategies which are also typical of Indian setting.

Sinha (1988) studied one public and one private sector steel plant, one public and co-operative sector fertilized company and two major nationalized banks. Samples of managers were interviewed with the help of a schedule, secondary source data was meticulously collected and was supplemented by observation of the functioning of the organization. Taken together they reflected two broad profiles of work culture of soft management and a synergetic work culture. The public sector undertakings belonged to the first and the private sector and co-operative fertilized company to the second.

Bhadury (1991) discusses the impact of work culture on organizational effectiveness and on motivating individual employees. Cultural and social factors relevant to work culture in Japan and India are compared. Work ethos differs from work ethic in that the former is prevalent disposition towards work, while the latter are attitude deemed appropriate, for achieving organizational goals, while ethos implies what is, ethic imply what ought to be. The creation of a new culture must focus on creation of loyalty and discipline at all levels of hierarchy, promotion of co-operative effort and motivation to improve the activation levels of the employees. The importance of leadership motivation through innovation and organizational structure in determining work culture had been emphasized.

OBJECTIVES OF THE STUDY
The following are some of the objectives framed for the study.
➢ To find gender differences, if any, with regard to decision making & other antecedent variable work culture
➢ To find significant difference, if any, between senior level & middle level managers with regard to chosen variable for the study.
➢ To make a comparison between more experienced managers with that of less experienced managers with respect to chosen variables for the study.
➢ To assess the relationship of various dimensions of work-culture with dimensions of Decision-making.
➢ To develop training Module and HR Intervention.

HYPOTHESIS
➢ Male managers do not differ from female managers with regard to decision making & work culture.
➢ Senior level managers do not differ from middle level managers with regard to decision making & work culture.
➢ The managers with more experience differ in decision making in comparison to the managers with less experience.
➢ The perceptions of work culture in existing & preferred conditions are same.
➢ Better work culture tends to enhance decision making ability of managers.

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METHODOLOGY
Statement of the Problem
The present study has been proposed to offer an understanding of decision making in relation & work culture. Decision making has been studied as a consequent variable which is namely work culture of the organization. A collective study of managers both from private as well as public sector undertaking taking into consideration both male as well as female managers in different levels for making a comparative study has been proposed.

Organisations Studied
To accomplish the purpose of the study the data has been collected from a wide range of sources so that a heterogeneous group is reached in order to get unbiased results. A total of 350 questionnaires were distributed in following organizations from Government sector, PSUs, Private sector & Educational Institutions

Responses from all the three categories totalled to about 333 out of which 292 were considered completed in all respects for the purpose of the study. These responses included wide range of samples ranging from big to small companies & highly qualified to graduate managers working in managerial capacity.

Tools Used
Work Culture Measure
Work culture questionnaire used has been developed by Harrison (1993), from his book 'Diagnosing Organizational Culture'. The questionnaire had 15 items with 4 set of responses. Each response corresponds to a type of organizational culture. The four types are **Power, Role, Achievement and Support.**

Question	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Power	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
Role	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B
Achievement	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
Support	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D

Power: Using positional power, hierarchal orientation, arbitrariness & subjectivity prevail in this organization.
Role: Interpersonal relations are given high priority.
Achievement: characterized by success achieving targets and pursuing standards of excellence.
Support: Organization is managed in a participative, consultative and mutually supportive manner.

RESULTS & INTERPRETATION

### Comparison between Male and Female Managers
With respect to Work Culture

Work		Culture	Male Managers		Female Managers		t-Value
			Mean	**SD**	**Mean**	**SD**	
(i)	Power	Existing	42.79	6.44	40.78	8.95	1.593
		Preferred	34.73	7.58	33.48	6.92	1.047
(ii)	Role	Existing	38.42	6.38	37.83	4.55	0.646
		Preferred	39.32	5.81	37.03	5.74	2.421*
(iii)	Achievement	Existing	36.01	5.98	36.32	5.13	0.334
		Preferred	41.44	6.75	40.51	6.31	0.873

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(iv) Support	Existing	33.80	6.44	36.13	5.75	2.377*
	Preferred	38.02	6.85	38.71	6.15	0.640

* p < .05

Figure 4.1.5
Bar Diagram showing Comparison between Male and Female Managers
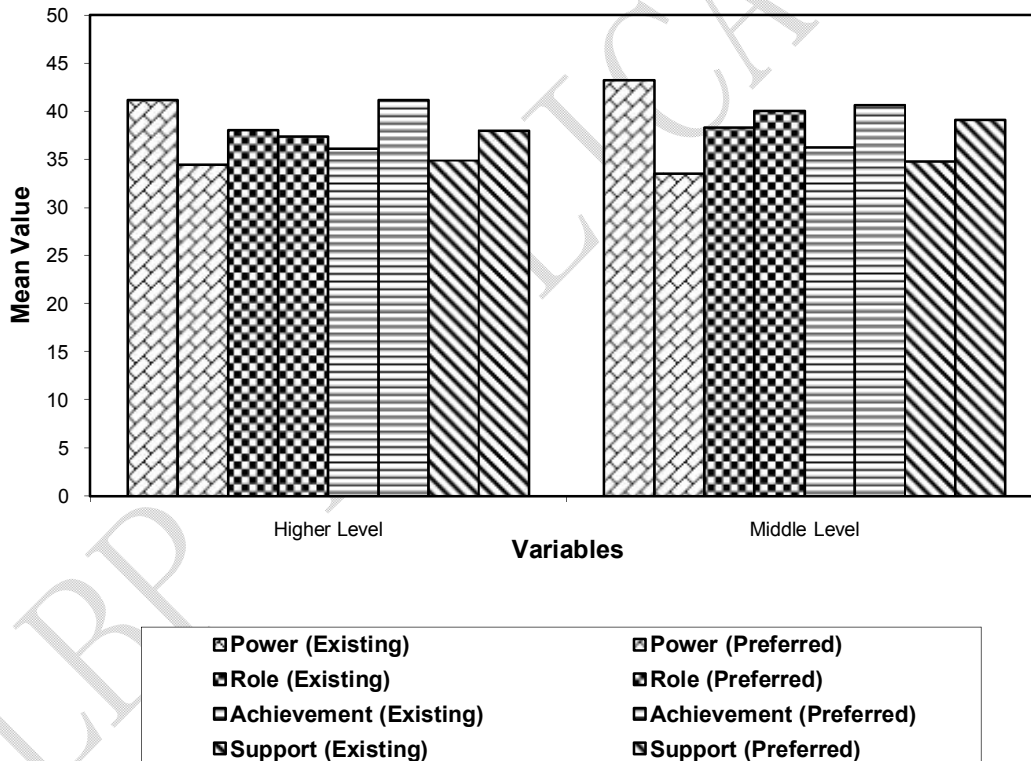**With respect to Work Culture**
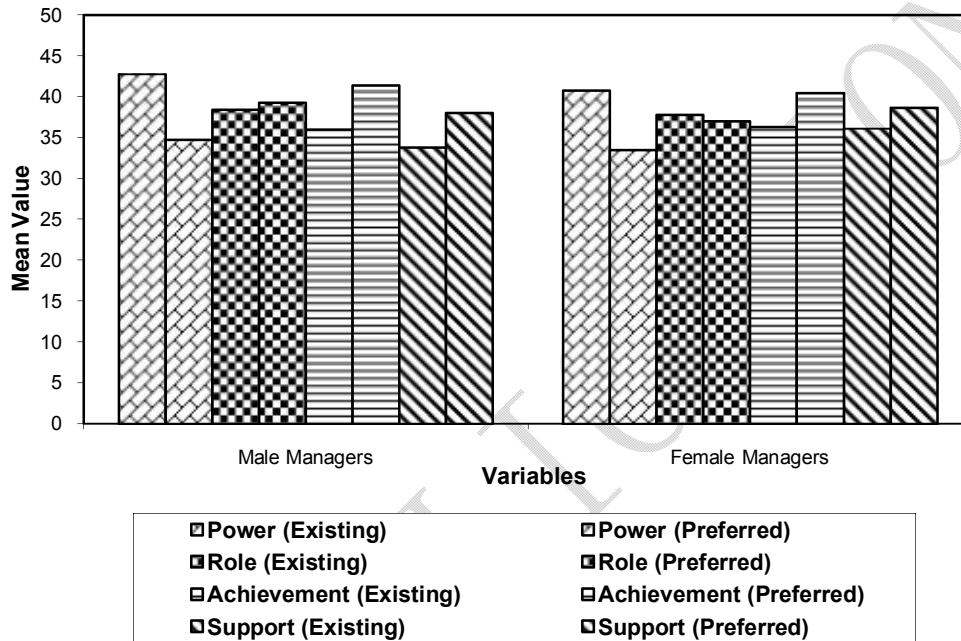
Work culture is the chosen variable under the study which had four dimensions, each of which had respondent's views about existing culture and the one preferred by the respondent.   The general observations based on the scores are that in case of both **Male & Female Managers**, the mean scores in relation to Power (existing) are higher as compared to mean scores for preferred power, being 42.79 & 40.78 as compared to preferred power 34.73 & 33.48 respectively, whereas in case of Role, Achievement and Support, the mean scores for preferred Role, Achievement and Support are higher as compared to the existing ones. In terms of t-value, a significant difference is observed between Male & Female Managers on the dimension of preferred Role, t-value being 2.421. Similarly, a significant difference is also observed between Male & Female Managers with respect to existing support, t-value being 2.377. Although not as high but considerable difference is also observed with respect to existing and preferred Power between Male & Female Managers, t-value being 1.593 & 1.047 respectively on the dimensions of existing Role. Existing & preferred Achievement and preferred Support, no significant differences were found between Male & Female Managers.

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Comparison between Higher Level and Middle Level Manager
With respect to Work Culture

Work	Culture	Higher Level		Middle Level		t-Value
		Mean	SD	Mean	SD	
Power	Existing	41.17	6.98	43.26	8.97	1.444
	Preferred	34.45	7.24	33.56	7.42	0.698
Role	Existing	38.05	5.63	38.34	5.59	0.299
	Preferred	37.38	5.70	40.04	5.86	2.645**
Achievement	Existing	36.10	5.06	36.26	6.58	0.151
	Preferred	41.19	6.70	40.66	6.27	0.477
Support	Existing	34.90	6.41	34.82	5.90	0.076
	Preferred	37.96	6.37	39.10	6.83	0.985

$** \ p < .01$

Figure 4.2.5
Bar Diagram showing Comparison between Higher Level and
Middle Level Manager with respect to Work Culture

⊠Power (Existing)	⊠Power (Preferred)
⊠Role (Existing)	⊠Role (Preferred)
☐Achievement (Existing)	☐Achievement (Preferred)
⊠Support (Existing)	⊠Support (Preferred)

The two levels – Higher Level & Middle level, when compared on the dimension of Work Culture, showed a significant difference on Preferred Role, wherein the t-value is 2.645. No significant difference was observed on other dimensions. Mean values showed, however, no significant difference on any dimension. Interestingly, Managers at both levels showed a higher mean value in case of existing power & existing Role as compared to preferred Power & preferred Powers, where as the mean values for both levels were higher for preferred Achievement & existing support. It implies that Managers at both levels were satisfied with existing Power & Role, but wanted a change in existing Achievement & existing Support. Though not

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significant but a trend is revealed on existing power, t-value being 1.444 where middle level managers scored higher than their counterparts.

Comparison between More Experienced and Less Experienced Managers with respect to Work Culture

Work	Culture	More Experienced		Less Experienced		t-Value
		Mean	SD	Mean	SD	
(i) Power	Existing	41.66	8.38	42.19	6.68	0.427
	Preferred	34.32	7.47	33.90	7.07	0.348
(ii) Role	Existing	38.33	5.36	37.86	5.98	0.484
	Preferred	37.82	5.88	38.95	5.85	1.149
(iii) Achievement	Existing	36.08	5.67	36.27	5.51	0.209
	Preferred	41. 81	7.03	39.78	5.54	1.971*
(iv) Support	Existing	35.44	6.99	34.00	4.73	1.504
	Preferred	38.47	6.85	38.14	6.05	0.316

* p < .05

Figure 4.3.5
Bar Diagram showing Comparison between More Experienced and
Less Experienced Managers with respect to Work Culture
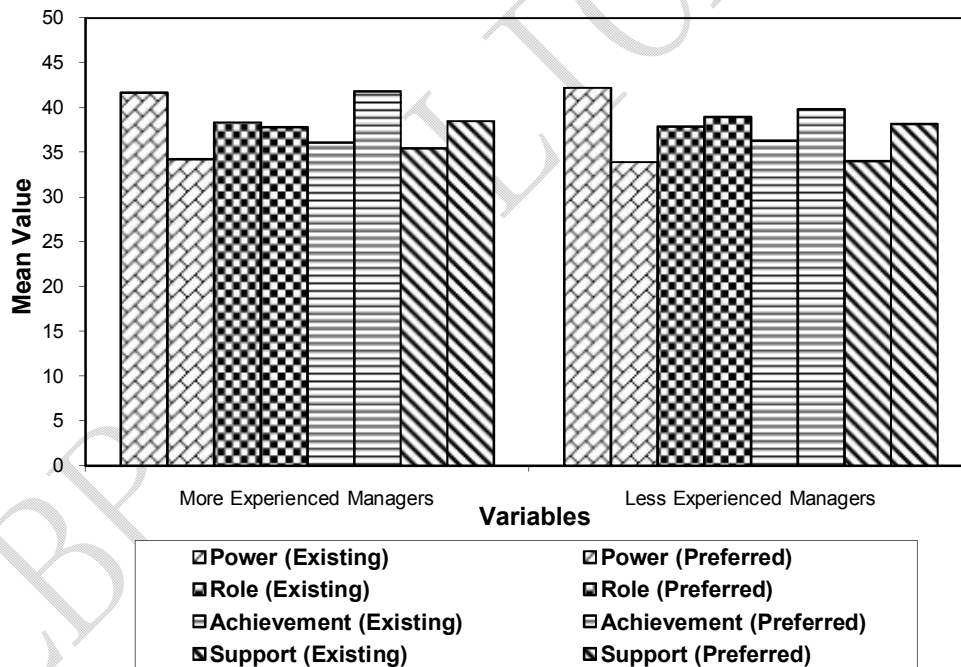
On being compared the mean score in case of more experienced Managers on the parameters of preferred achievement was higher being 41.81 as compared to mean score of less experienced Managers being 39.78. On all other dimensions, there was no significant difference. The t-value test, showed a significant difference on the dimensions of preferred Achievement the t-value being 1.971. On all other dimensions, no significant difference was observed.

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DISCUSSION

The work culture measure, namely power, refers to the presence of positional power, hierarchal orientation, arbitraries and subjectivity in the organization. When male managers were compared with female managers, although, there was no significant difference between the two but male managers were higher in terms of mean values indicating that **Power & Politics are the domain of male managers where as female managers generally avoid these.** On being compared, the higher level and middle level managers showed no significant difference in terms of existing and preferred power. Similarly the more experienced managers did not differ significantly from less experienced managers. In terms of Role which refers to the existence of interpersonal relationship. The female managers differed significantly from their counterparts where preferred role was concerned, t-value being 2.421 with also a higher mean value, the male managers preferred a change in existing role whereas female managers seemed content with existing role. However the higher level managers did not differ significantly from middle level managers in terms of existing role but differed significantly with regard to preferred role, t-value being 2.645. Interestingly in case of more experienced and less experienced managers, the less experienced managers indicated that they were looking for a change in the existing role where as the more experienced managers were content with existing role. The third measure is Achievement which is characterized by success achieving targets and pursuing standards of excellence. On this measure the male managers did not differ significantly from female managers. Even the mean values were more or less same. Similarly the higher level managers did not differ from middle level managers on existing or preferred achievement. However the more experienced managers or less experienced managers differed significantly on preferred achievement indicating that more experienced managers were not happy with the existing achievement and were looking for more in terms of standards of excellence, in comparison to less experienced managers who seemed happy with existing achievement. The last measure on this dimension is support which refers to an organization which follows participative and consultative approach. When male managers were compared with female managers it was an amazing revelation that women were so high on existing support in comparison to their counterparts. The difference was significant, t-value being 2.377. However higher level managers did not differ significantly from middle level managers. Similarly the more experienced managers did not differ significantly from less experienced managers, though the more experienced managers seemed content with existing support.

Other studies carried out in this field reveal several interesting findings. Such as Schuler (1980) after surveying 382 different level employees concluded that decision-making is positively related to performance records and experiences and negatively with role conflict Koopman (1990) established the relationship of information technology and decision-making. Sinha (1973) studied work-culture problems in public sector organisations in India. He concluded that inspite of such problems, 68% executives, still preferred jobs only with public sector undertakings. Bhadury (1991) discussed, in his study the impact of Work Culture on organisational effectiveness and motivation of employees.

CONCLUSIONS FOR H.R. INTERVENTION

➢ Based on the findings of work culture dimension the HR could take note of the fact that while controlling the Group Dynamics, wherein Power Games and Politics Prevail – Male managers should be focussed on, because women on an average, avoid Power Games and Politics.
➢ This would help in understanding organizational behaviour and then help H.R. managers in organizational development, where they act as catalysts.
➢ This targeted and segmented control would lead to better management.

LIMITATIONS

No research is devoid of limitations, and this one is no exception.
➢ The sample size could be increased to get better results
➢ The study was confined to Delhi based companies even though some of them had Branch offices outside Delhi as well.

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➢ Only 17 Organizations were selected. The distribution between Government PSU(s), Private sectors and Educational Institutions was not equal.
➢ Comparison between the above said four type of companies was not done.
➢ The study did not consider the educational background and cultural background of the managers.

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APPENDIX

WORK CULTURE QUESTIONNAIRE

Information schedule

Name (Optional) _____   Age _____
Name of the Organization _____
Designation _____
Qualifications _____
Tenure in the Present Organization _____
Tenure in the Present Position _____
No. of dependents (in family) _____
Salary (Annual) _____

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QUESTIONNAIRE

Please check your answers to be sure that you have assigned only one "4" one "2", and one "1" for each phrase in "existing' column and for each phrase in the "preferred" column.

Ranking Key :

4 - The dominant view, or your most preferred alternative.

3 - The next most dominant view or preferred alternative.

2 - The nest most dominant view or preferred alternative.

1 -The least dominant view or least preferred alternative.

1. **Members of the Organization are expected to give first priority to**
Existing preferred

		a. Meeting the needs and demands of their supervisors and other High-level people in organization.
		b. Carrying out the duties of their own jobs, staying within the Policies and procedures related to their jobs.
		c. Meeting the challenges of the task, finding a better way to do things.
		d. Cooperating with the people with whom they work, to solve work and personal problems.

2. **People who do well in the organization tend to be those who**
Existing Preferred

		a. Know how to please their supervisors and are able and willing to use power and politics to get ahead.
		b. Play by the rules. Work within the system, and strive to do things correctly.
		c. Are technically competent and effective, with a strong commitment to getting the job done.
		d. build close working relationships with other by being cooperative, responsive, and earning.

3. **The Organization treats individuals**
Existing Preferred

		a. as "hands" whose time and energy are at the disposal of persons at higher levels in the hierarchy.
		b. as "employees" whose time and energy are purchased through a contract, with rights and obligations for both sides.
		c. as "associates" or peers who are mutually committed to the achievement of a common purpose.
		d. as "Family" or "friends" who like being together and who care about and support one another.

4. **People are managed, directed, or influenced by**
Existing preferred

		a. People in positions of authority, who exercise their power through the use of rewards and punishments.
		b. The systems, rules and procedures that prescribe that people should do and the right ways of doing it.
		c. Their own commitment to achieving the goals of the organization.

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		d. Their own desire to be accepted by others and to be good members of their work group.

5. **Decision-making processes are characterized by**
   Existing preferred

		a. Directives, orders, and instructions that come down from higher levels.
		b. The adherence to formal channels and reliance on policies and procedures for making decisions.
		c. Decisions being made close to the point of action, by the people in the spot.
		d. The use of consensus decision-making methods to gain acceptance and support for decisions.

6. **Assignments of tasks or jobs to individuals are based on**
   Existing preferred

		a. The personal judgments, values and wishes of those in positions of power
		b. The needs and plans of the organization and the rules of the system (seniority, qualifications, etc)
		c. Matching the requirements of the job with the interests and abilities of the individuals
		d. The personal preferences of the individuals and their needs for growth and development.

7. **Employees are expected to be**
   Existing Preferred

		a. Hard-working, compliant, obedient and loyal to the interests of those to whom they report.
		b. Responsible and reliable, carrying out the duties and responsibilities of their jobs and avoiding actions that could surprise or embarrass their supervisors.
		c. Self-motivated and competent, willing to take the initiative to get things done; willing to challenge those to whom they report if that is necessary to obtain good results.
		d. Good team workers, supportive and cooperative, who get along well with others.

8. **Managers and supervisors are expected to be**
   Existing Preferred

		a. A strong and decisive, firm but fair.
		b. Impersonal and proper, avoiding the exercise of authority for their own advantage.
		c. Democratic and willing to accept subordinates ideas about the task.
		d. Supportive, responsive and concerned about the personal concerns and needs of those whose work they surprise.

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9. It is considered legitimate for one person to tell another what to do when
   Existing Preferred

		a. He or she has more power, authority, or "clout" in the organization.
		b. It is part if the responsibilities included in his or her job description.
		c. He or she has greater knowledge and expertise and uses it go guide the other person or to teach him or her to do the work.
		d. The other person asks for his or help, guidance, or advice.

10. Work motivation is primarily the result of
   Existing Preferred

		a. Hope for rewards fear of punishment, or personal loyalty to the supervisor.
		b. acceptance of the norm of providing a "fair day's work for a fair day's pay".
		c. strong desires to achieve, to create, and to innovate and peer pressure to contribute to the success of the organization.
		d. People wanting to help other and develop and maintain satisfying working relationship.

11. Relationship between work groups or departments are generally
   Existing Preferred

		a. Competitive with both looking out for their own interests and helping each other only when they can see some advantage for themselves by doing so.
		b. Characterized by indifference towards each other, helping each other only when it is convenient or when they are directed by higher levels to do so.
		c. Cooperative when they need to achieve common goals. People are normally willing to cut red tape and cross organizational boundaries in order to get the job done.
		d. Friendly, with a high level of responsiveness to requests for help from other groups.

12. Intergroup and interpersonal conflicts are usually.
   Existing Preferred

		a. Deal with by the personal intervention of people at higher levels of authority.
		b. Avoided by reference to rules, procedures and formal definitions of authority and responsibility.
		c. Resolved through discussions aimed at getting the best out comes possible for the work issues involve.
		d. Dealt with in a manner that maintains good working relationship and minimizes the chances of people being hurt.

13. The large environment outside the organization is responded to as though it were
   Existing Preferred

		a. A jungle, where the organization is in competition for survival with others.
		b. An orderly system in which relationships are determined by structures and procedures and where everyone is expected to abide by the rules.
		c. A competition for excellence in which productivity, quality and innovation bring success.

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		d. A community of interdependent parts in which the common interests are the most important.

14. **If rules, systems, or procedures get in the way, people**
    Existing Preferred

		a. Break them if they have enough clout to get by with it or ir they think they can get away with in without being caught.
		b. Generally abide by them or go through proper channels to get permission to deviate from them or have them changed.
		c. Tend to ignore or by-pass them to accomplish their tasks or perform their jobs better.
		d. Support one another in ignoring or bending them if they are felt to be unfair or to create hardships for others.

15. **New People in the organization need to learn**
    Existing Preferred

		a. Who really runs things, who can help or hurt them who to avoid offending, the norms (unwritten rules) that have to be observed if they are to stay out of trouble.
		b. The formal rules and procedures and to abide by them; to stay within the formal boundaries of their jobs.
		c. What resources are available to help them do their jobs; to take the initiative to apply their skills and knowledge to their jobs.
		d. How to the cooperative; how to be good team members, how to develop good working relationships with others.

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