6. PROJECT TEAMS

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Project management 101 *by Zavanak*

6.5 Project culture

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What we mean by culture

Culture is the collective programming of the mind which distinguishes the members of one group or category of people from another... Culture should be distinguished from human nature on one side, and from the individual's personality on the other. *Hofstede (1997)*

Collective programming

Values – Cultural priorities *(for example: keep face)*

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Attitudes – A learned tendency to act in a certain way, based on values *(show respect)*

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Behaviours – Actions based on values and attitudes *(never disagree with a superior)*

Corporate culture comes from the shared assumptions, beliefs, goals and values that guide the behaviour of an organisation's people.

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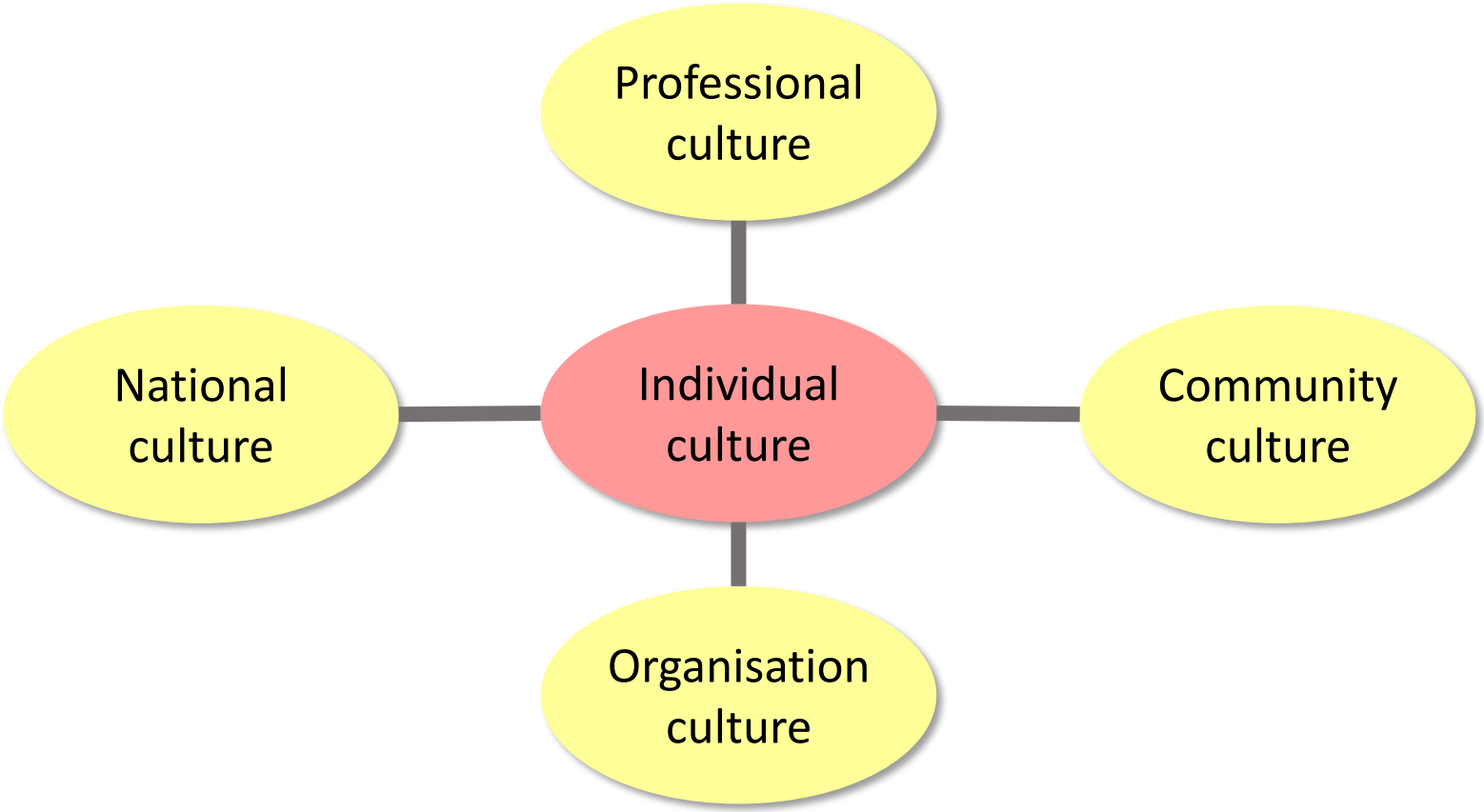
Components of your culture



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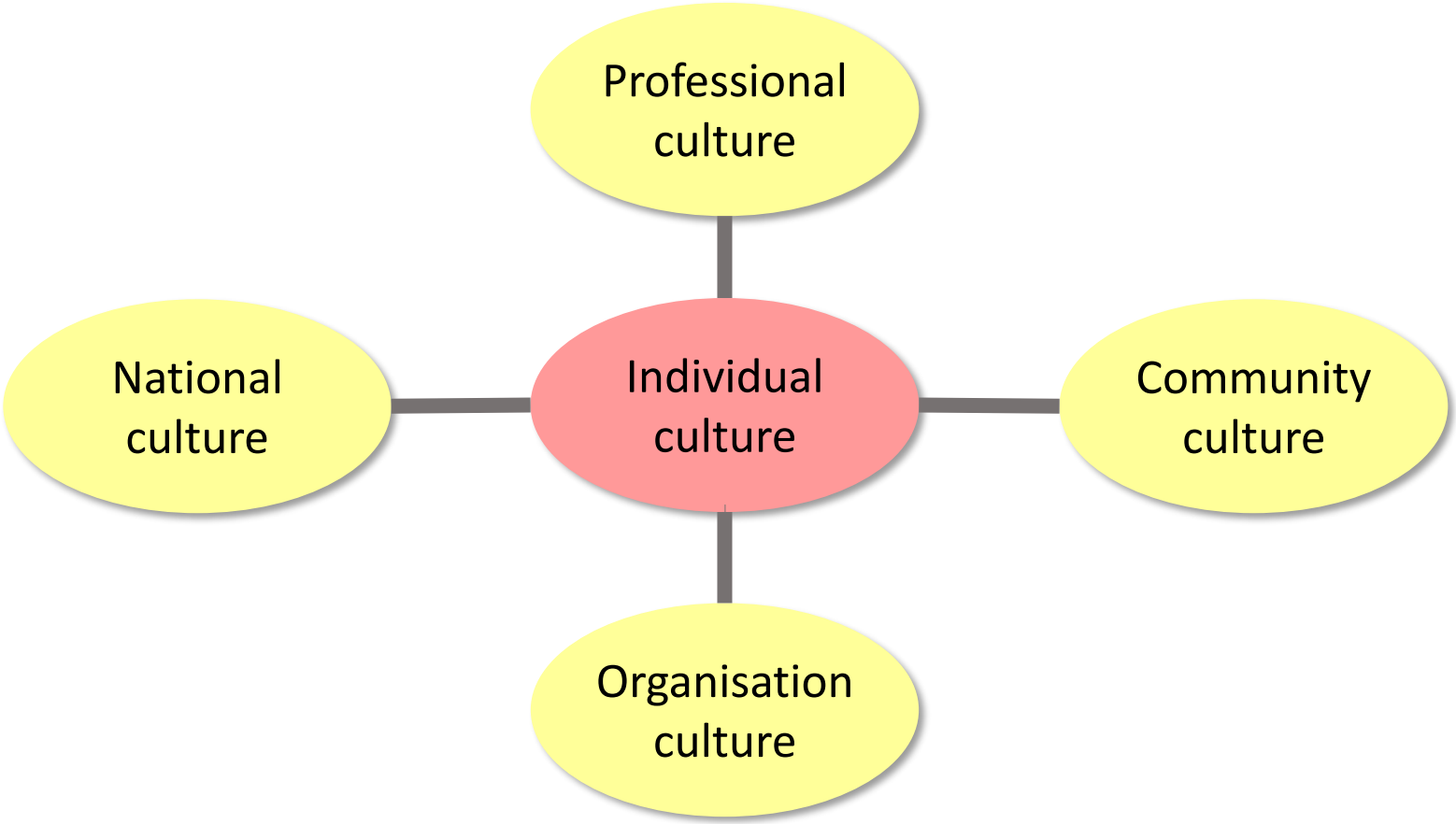
Jo Smith, Project Engineer



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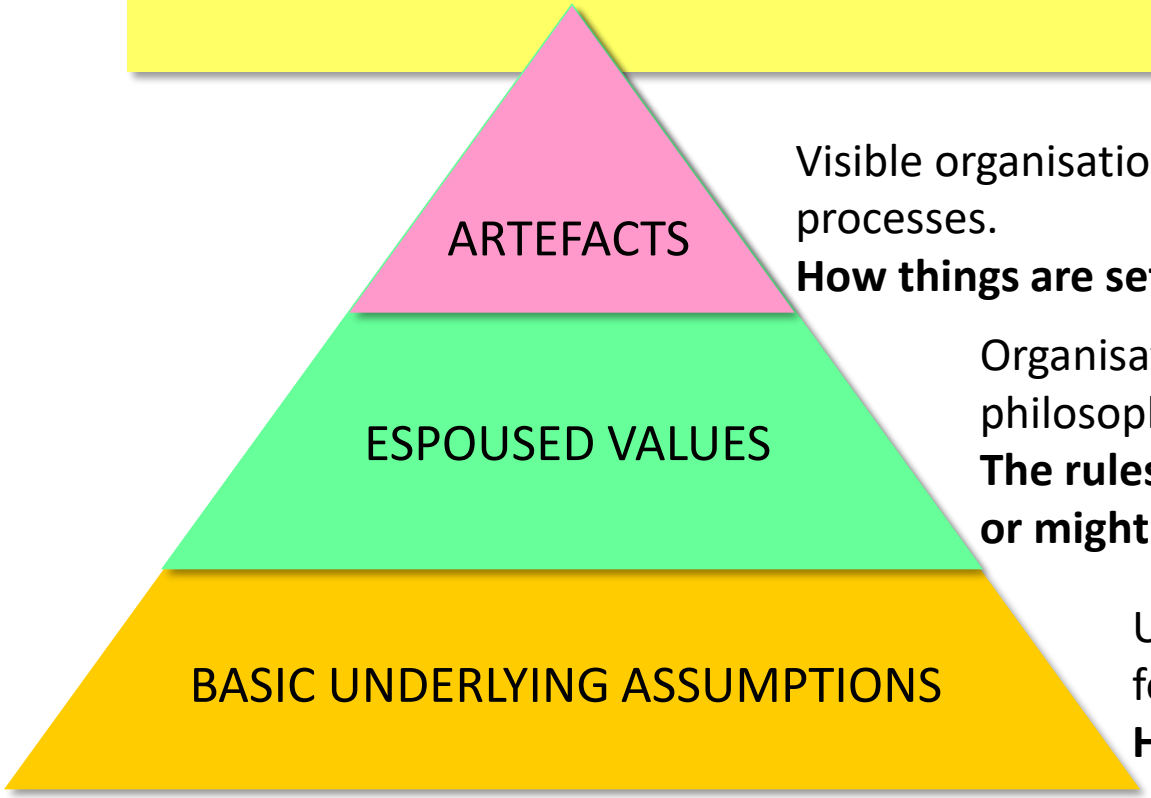
Organisational culture

Organisational culture is ‘a pattern of shared basic assumptions that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel’.

Schein (1992)



Visible organisational structures and processes.
How things are set up

Organisational strategies, goals and philosophies.
The rules of the game (which we might or might not follow)

Unconscious beliefs that are taken for granted.
How we do things around here

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Organisational culture

- Sites
- **Departments**
- Projects
- **Management level**
- Length of service
- **Education level**
- Professions and trades
- **Union affiliations**
- Social groups

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Being sensitive to culture in projects

Monitoring and controlling approaches need to understand team cultures.

Some cultures accept remote monitoring; others expect personal presence.

Many ‘soft’ aspects need to be tracked.

- **Commitment of the project team to the goal**
- How clear and effective the communication is
- **Efficient data and information sharing**
- Respect for different cultures
- **Effective conflict resolution**

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