



# Does organizational culture matter?

Een verhaal over een workshop in ontwikkeling  
Florian HK Theissen

23 April 2020



# Aanleiding/Inleiding

## *Wat is MATRA en waarom geven Florian en Arjan daar een workshop over organisatiecultuur?*

- NFRP-Matra: subsidie voor versterken rechtsstaat en democratie in de Europese regio
- UL, Netherlands Helsinki Instituut en Hague Academy for Local Governance hebben ingeschreven op deze subsidieregeling en voeren de cursussen uit sinds 2017
  - Administration of Justice
  - Public Procurement
  - Public Finance
- Deelnemers krijgen workshops van (voormalige) politici, (top) ambtenaren, wetenschappers (medewerkers van de drie samenwerkende organisaties)
- Sinds november 2017 geeft Florian daar een workshop, vanaf 2018 samen met Arjan. De reden daarvoor is .....

# 1. Introduction: workshop facilitators

*Een wie is Arjan dan?*



**Name** Arjan VERHOEVEN

**Profession** *Radboud University Medical Center*  
Business manager dept. of ENT and Head and Neck oncology

**Education** Culture, organization and management  
*(VU Amsterdam)*  
  
PhD Thesis: Sense making of shared leadership by clinicians in healthcare delivery organizations

**Organizational culture** Is a part of my everyday work because.....



**Florian H. Karim THEISSEN**

*PROOF Adviseurs*  
Managing Partner

International & European Law/ Legal Theory  
*(Leiden University)*  
  
PhD Thesis: Judicial interpretation of freedom of religion by ECtHR and highest courts in South Africa and Canada

Is a part of my everyday work because.....

# 1. Introduction: What is this workshop about

## *Wat is dan het doel ?*

- Why organizational culture in a course about administration of justice?
- What are your expectations concerning this workshop ?
- What are our intentions concerning this workshop?
- What are your goals for this afternoon ?
- What are our goals this afternoon?



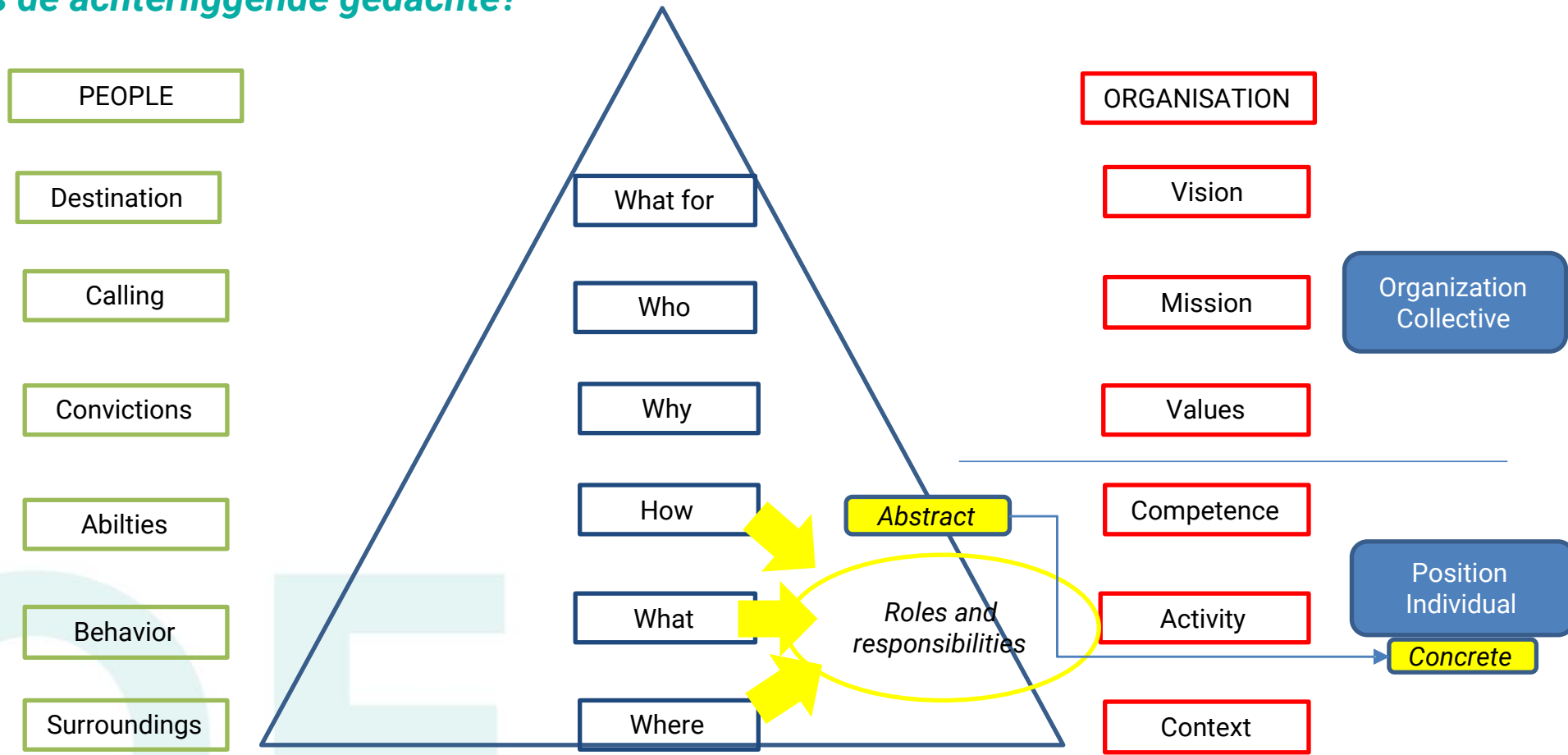
# Program for today

*De opbouw*

12.00-13.00	<b>Lunch</b>	<i>Cafeteria</i>
13.00-13.15	<b>1. Introduction</b>	<i>Faculty room</i>
13.15 -14.00	<b>2. Theory of Organizational culture</b>	<i>Faculty room</i>
14.00-14.45	<b>3. People in organizational culture (Interactive)</b>	<i>Outside (cafeteria if raining)</i>
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# 2. Theory of organizational culture: People and Organizations

*Wat is de achterliggende gedachte?*



# 2. Theory organizational culture: Examples

Work load



Mooie anekdotes?



Numbers



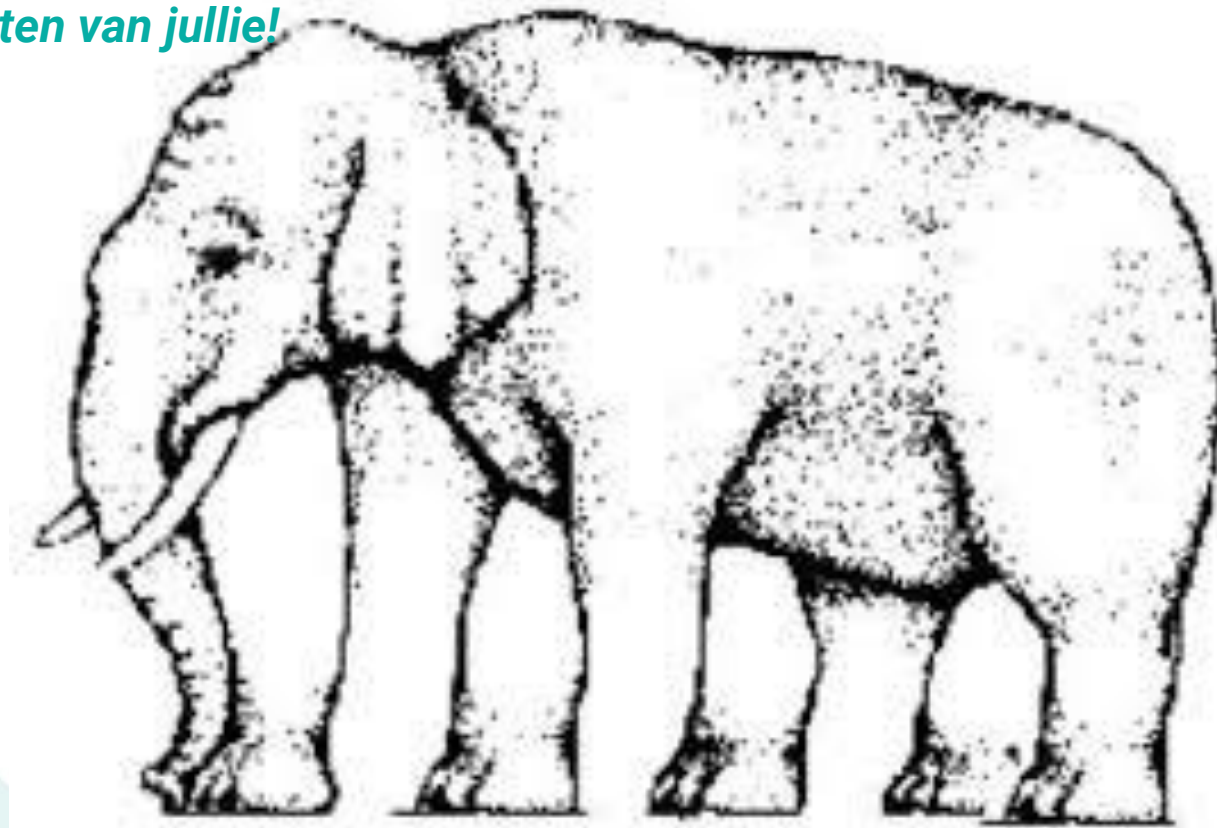
Soup

Personal effectiveness



## 2. Theory organizational culture: Perspectives

*Die kennen de meesten van jullie!*





## 2. Theory organizational culture : Impact

*Die ook?*

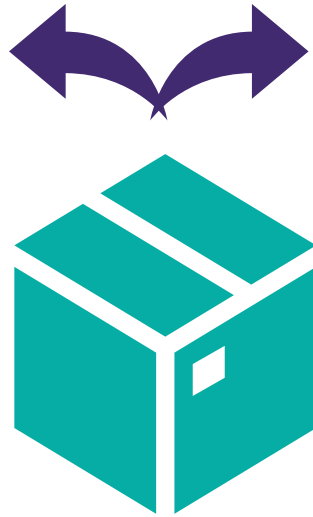


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# 3. People in organizational culture: interactive

*Hoe we de deelnemers laten 'ervaren' wat organisatiecultuur is en doet!*



# 3. People in organizational culture: Questions

- How many think organizational culture matters for your work?
- How many lawyers
  - **How did you decide to study law?**
- How many of the lawyers always wanted to be lawyers?
- Are often dreaming of an alternative carrier
- How many believe they have an optimal work life balance?
- How many do **sports** to wind down?
- How many do contact sports or team sports to wind down
- How many do individual sports/ train alone to wind down
- How many people remember the **way back** to their hotel from here
  - **How do you remember?**
- How many general direction/how many remember details?
- How many of you make a **pro and a con** list before taking a decision?
- How many take the decision based on the pro and con list/ How many trust their gut feeling first when wanting to take a decision?
- How many have regretted not listening to their gut feelings
- How many sometimes 'feel bad' because colleagues or boss do not appreciate them
- Who makes a **shopping list**?
  - **How do you make the shopping list**
- How many use the aisle system? The cupboard system? The making a list when things are finished? All of the above?

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# 3. People in organizational culture: What does this tell us about you?

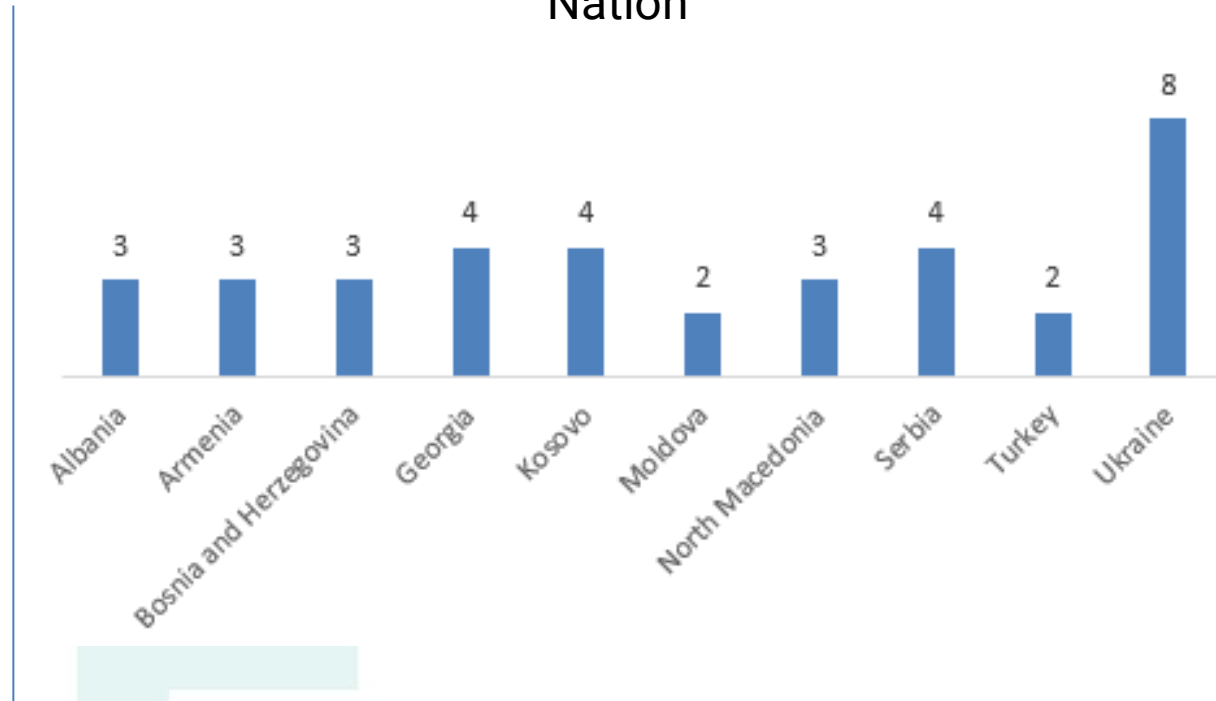
*Wat zeggen de 'feiten'?*

Organisation

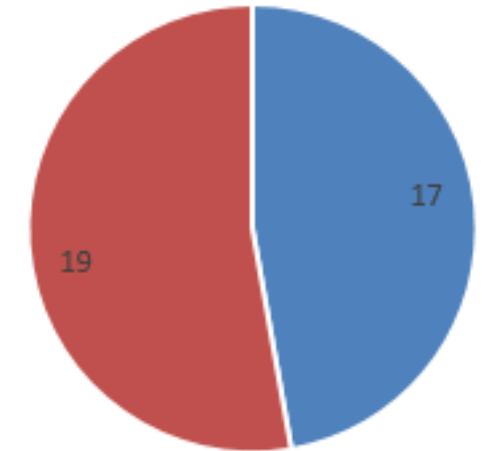


- Judicial
- Ministry/ Agency
- Other

Nation



Gender



- Mr.
- Ms.

### 3. People in organizational culture: What does this tell you about us?

*En zijn dit ook  
'feiten'?*



1978 Cairo, Egypt  
1987-1994 New Delhi, India; Jakarta, Indonesia  
1994 – now Netherlands

1980 Utrecht, the Netherlands  
2001 – 2004 Lived in Indonesia, Curacao, Belize and Guatemala  
2009 – 2010 – Traveled through South America

Status: Married to Claire and father of Aiden and Evan  
Religion: still searching...  
Nationality: Dutch

Favorite music: Rock 'n' Roll, Rock Hard Rock  
Favorite destination: Bali, Indonesia  
Favorite food: Indonesian, Thai, Indian  
Favorite sport (to do): Swimming, jogging, fitness  
Favorite books: Biographies, Historical Novels, Philosophy

Favorite music:  
Favorite destination:  
Favorite food:  
Favorite sport (to do):  
Favorite books:

Charts  
Brazil  
Indonesian, Italian  
Swimming, bootcamp  
Biographies, Historical Novels, Ethnographies



Status: Married to Sandra, no kids .... Yet  
Siblings: Three sisters (Sweden, Germany, Italy)  
Religion: Islam  
Nationality: German

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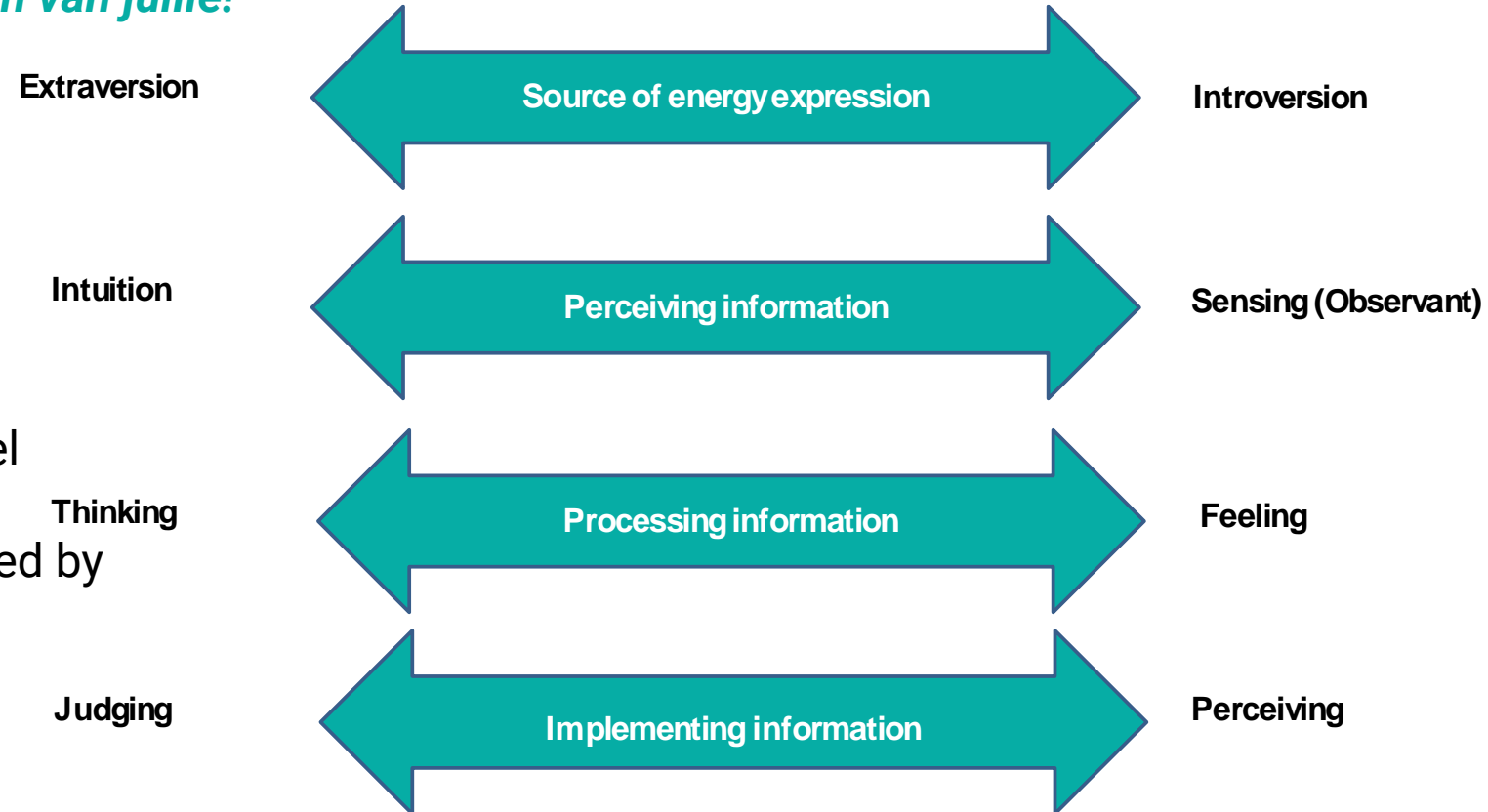
# 4. Personal preferences in organizational culture

## Myers Briggs Type Indicators – MBTI (1)



*Die kennen de meesten van jullie!*

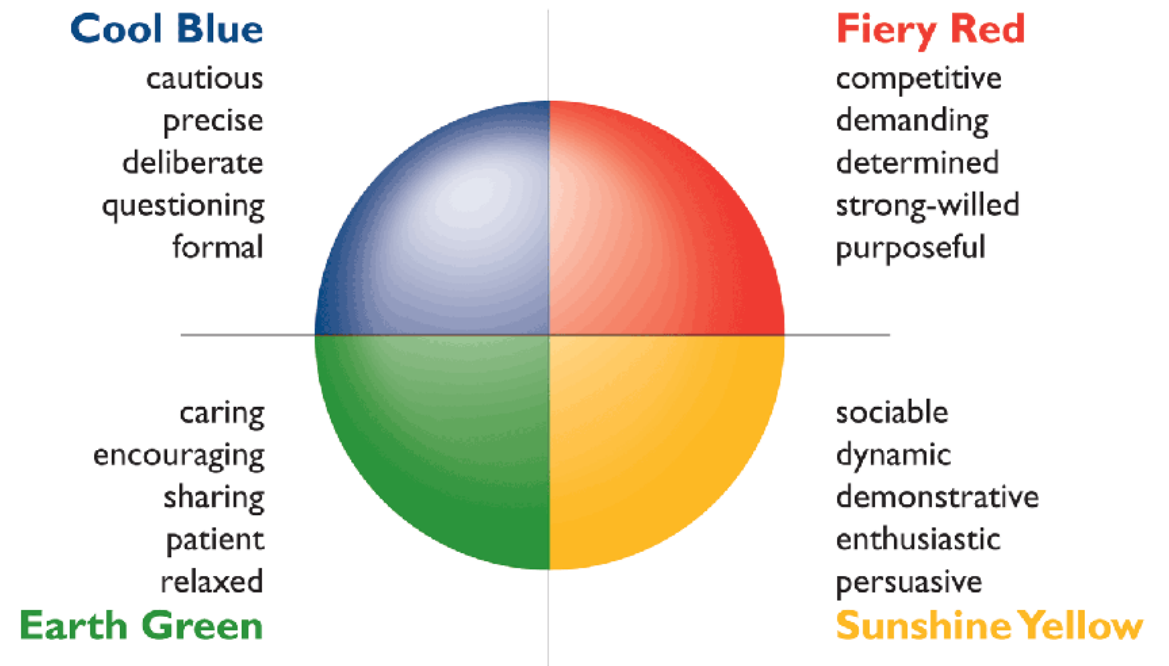
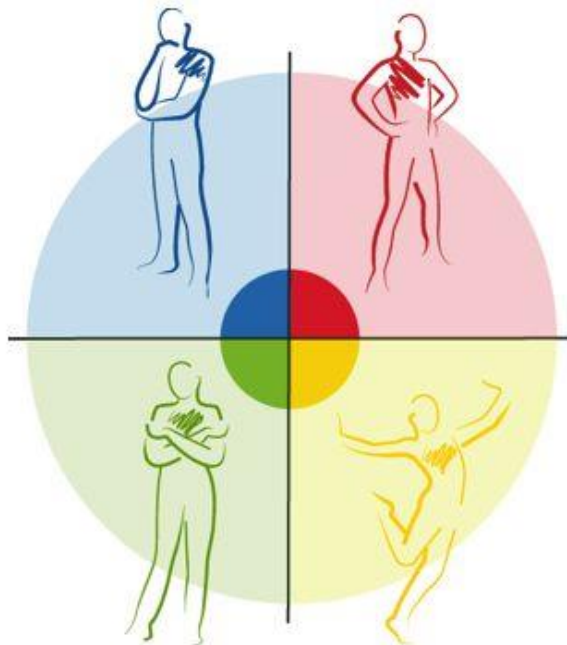
- Katharine Cook Briggs and daughter Isabel Briggs Myers
- Based in on the typological theory proposed by Carl Jung
- Aimed at helping women find suitable occupations in WWII



# 4. Personal preferences in organizational culture: Insights (1)

*Die ook?*

- Andi en Andy Lothian, father and son
- Based in on the typological theory proposed by Carl Jung
- Based on the notion that people make organizations what they are?



# 4. Personal preferences in organizational culture: Let's test it

*Hoe we de deelnemers laten 'ervaren' wat organisatiecultuur is en doet!*

- **Interactive**
  - **Role play and observation**
    - Two pairs, opposite (N)F / (S)T
    - One is the manager; one is the employee (going on vacation)
  - **Group discussion**

<https://www.16personalities.com/free-personality-test>

<b>ISTJ</b> Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.	<b>ISFJ</b> Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.	<b>INFJ</b> Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.	<b>INTJ</b> Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.
<b>ISTP</b> Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.	<b>ISFP</b> Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.	<b>INFP</b> Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.	<b>INTP</b> Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.
<b>ESTP</b> Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.	<b>ESFP</b> Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.	<b>ENFP</b> Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.	<b>ENTP</b> Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.
<b>ESTJ</b> Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.	<b>ESFJ</b> Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.	<b>ENFJ</b> Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.	<b>ENTJ</b> Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

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## 5. Organizations and organizational culture



# 5. Organizations and organizational culture: Elements

*Hoe zit het in elkaar?*



Symbols

*Words, actions and things*

Power

*Control and  
influence*

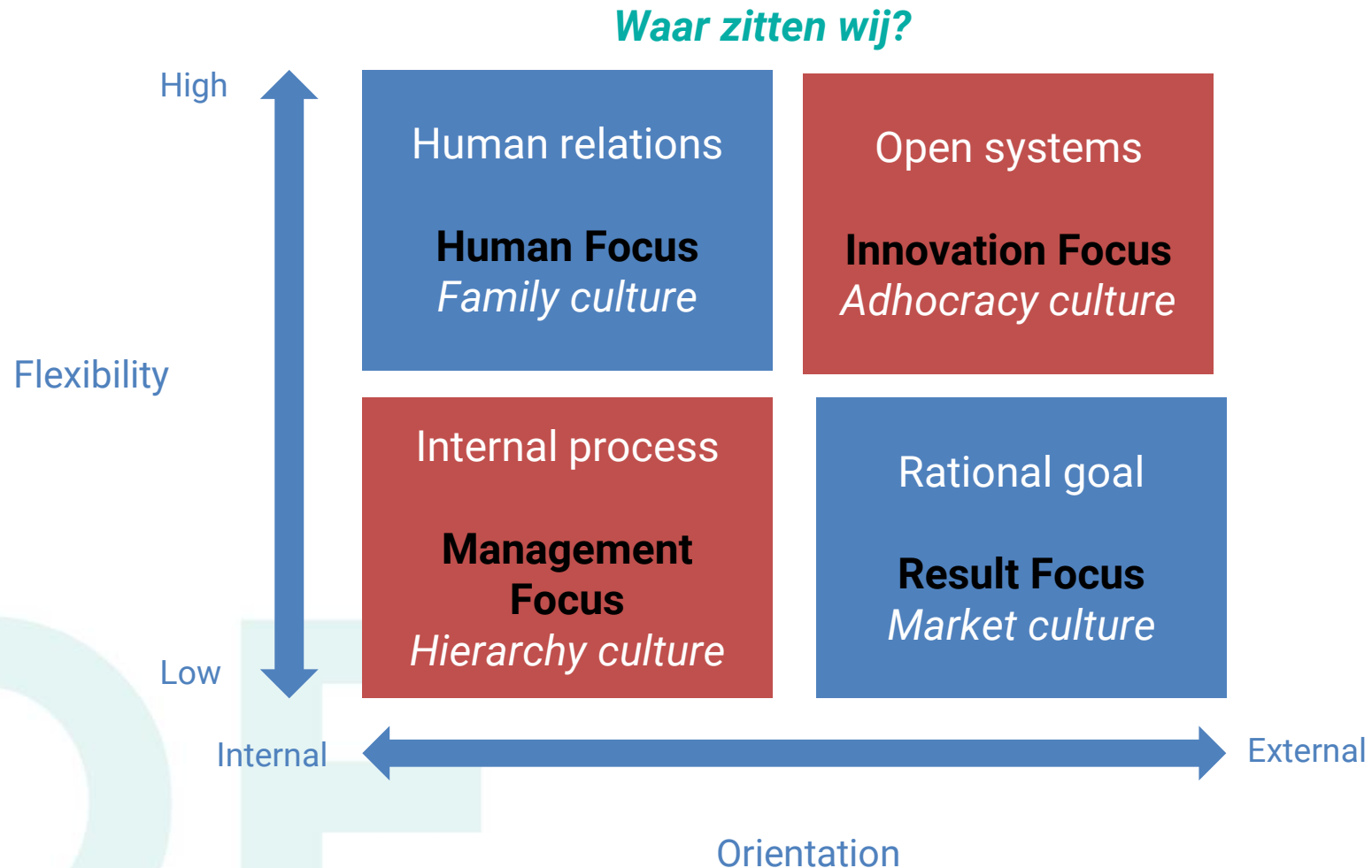
Culture

*Experience and  
meaning*

Identity

*Connection and  
imaging*

# 5. Organizations and organizational culture: Types of organizations



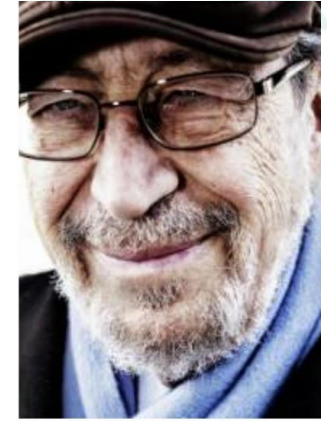
# 5. Organizations and organizational culture: Dissecting organizational culture

- Edgar Henry Schein (\*1928)
- MIT Sloan School of Management

- Three levels
  - Artifacts
  - Espoused beliefs
  - Underlying assumptions



*Hoe zit het in elkaar?*



- “The human mind needs cognitive stability and any challenge of a basic assumption will release anxiety and defensiveness”.



# 5. Organizations and organizational culture :

*Wat is dit en wat symboliseert het?*

## An example



# 5. Organizations and organizational culture: National culture

- <https://www.hofstede-insights.com/product/compare-countries/>

Power/Distance –

Individualism –

Uncertainty Avoidance –

Long term orientation

Indulgence

*Ook leuk!*

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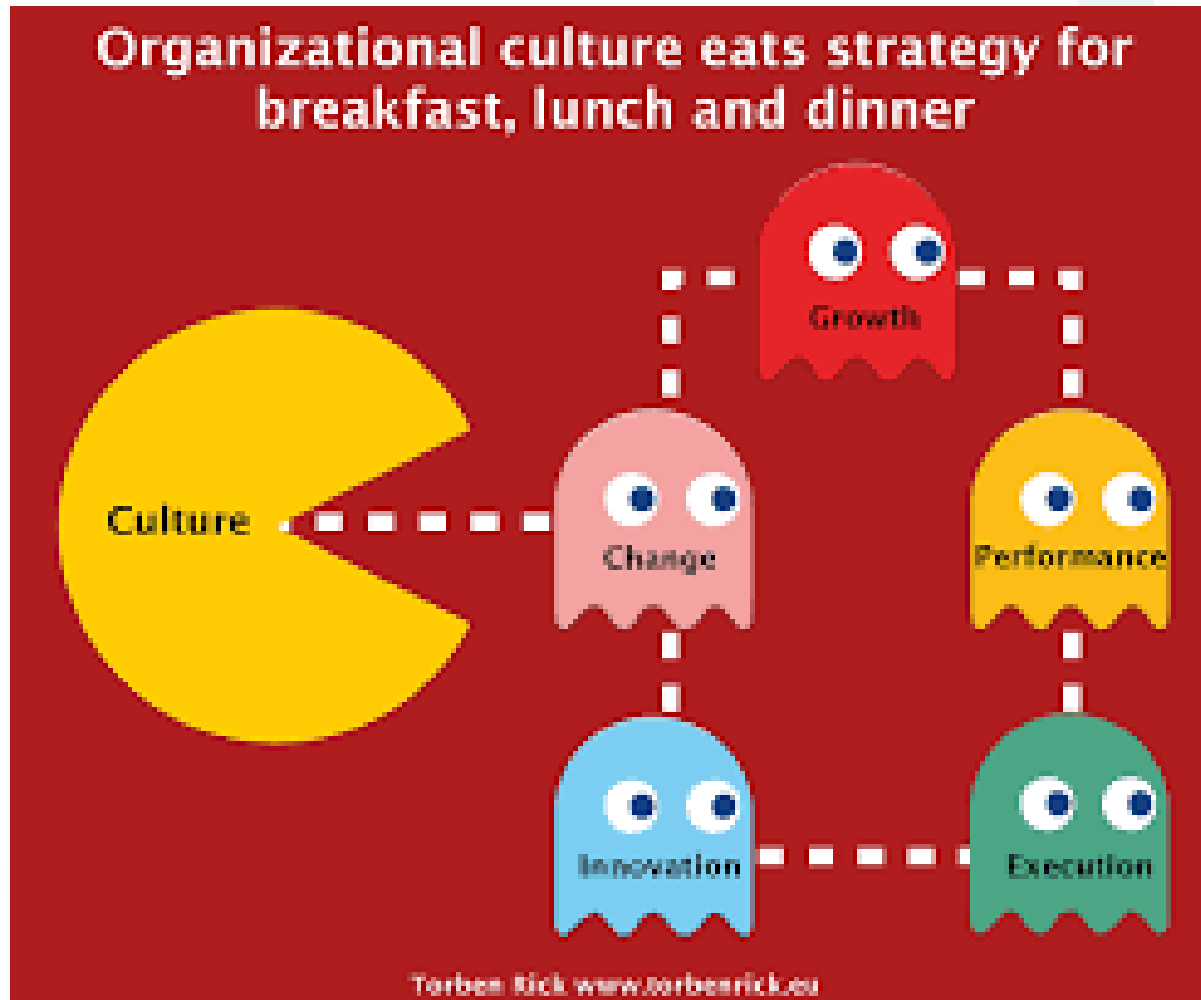
# 6. Lessons learned in organizational culture: Impact of culture

- Did we meet your goals?
- Did we meet our goals?
- What is culture?
- (How) do people create culture?
- (How) are you affected by culture?
- (How) do you (co) create culture?
- Influence and culture are two side of the same coin.
- **Culture matters!**



# 6. Lessons learned in Organizational culture: Impact of culture

*Nooit vergeten?*



# 6. Lessons learned in Organizational culture: Impact of cultureInteractive

## *De grand finale!*

- Lets watch the reality of organizational culture.....  
.....[Outside](#)