

## Exhibit 5.8

## The cultural web: some useful questions

### Stories

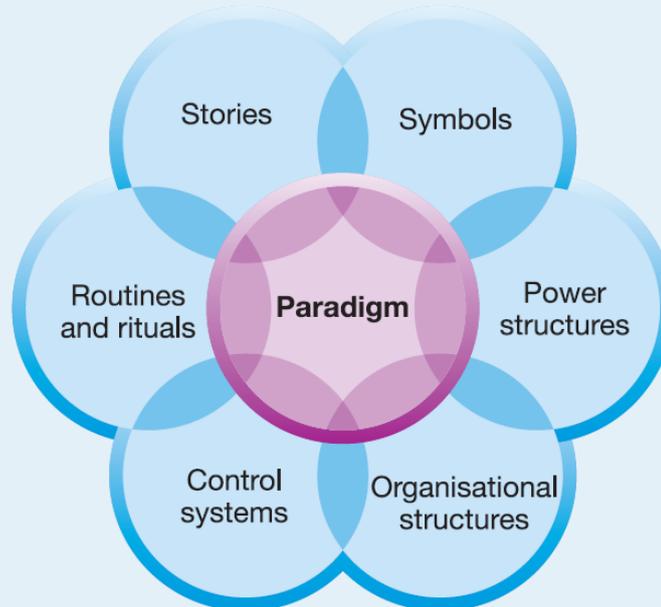
- What core beliefs do stories reflect?
- How pervasive are these beliefs (through levels)?
- Do stories relate to:
  - strengths or weaknesses?
  - successes or failures?
  - conformity or mavericks?
- Who are the heroes and villains?
- What norms do the mavericks deviate from?

### Symbols

- Are there particular symbols which denote the organisation?
- What status symbols are there?
- What does the language and jargon signify?
- What aspects of strategy are highlighted in publicity?

### Routines and rituals

- Which routines are emphasised?
- Which are embedded in history?
- What behaviour do routines encourage?
- What are the key rituals?
- What core beliefs do they reflect?
- What do training programmes emphasise?
- How easy are rituals/routines to change?



### Power structures

- How is power distributed in the organisation?
- What are the core assumptions and beliefs of the leadership?
- How strongly held are these beliefs (idealists or pragmatists)?
- Where are the main power blockages to change?

### Control systems

- What is most closely monitored/controlled?
- Is emphasis on reward or punishment?
- Are controls related to history or current strategies?
- Are there many/few controls?

### Organisational structures

- How mechanistic/organic are the structures?
- How flat/hierarchical are the structures?
- How formal/informal are the structures?
- Do structures encourage collaboration or competition?
- What types of power structure do they support?

### Overall

- What do the answers to these questions suggest are the (four) fundamental assumptions that are the paradigm?
- How would you characterise the dominant culture?
- How easy is this to change?