HANDY’S CLASSIFICATION OF CULTURAL TYPES

POWER CULTURE:
- culture relies on central figure
- central figure communicates outwards – no system of feedback
- found in small organizations
- quick decision making
- can respond to change and outside threats
- hard to maintain once the business starts to expand
- vigorously pitted against change
- constrains flexibility
- unnecessary costs incurred

ROLE CULTURE:
- most common and readily recognized
- presumption of logic and rationality
- based on job/role rather than personalities
- complements traditional hierarchical structure
- impersonal
- suppress individual efforts to improve
- no thought required to work in role culture
- change relatively slow and only brought about by fear
- can adapt but this ability restricted and will thus face problems surviving a dramatic change
- e.g. civil service

Most suitable when:

- Business environment stable
- In large organizations

TASK CULTURE:
- management’s basic concern – continuous and successful solution of problems
- basis of performance judgment – results and problems solved
- flexible structure – can be tailored according to task in hand
- organization more loosely bound than role culture
- individual knowledge rather than rank and position
- jobs described on the basis of results achieved
- suitable for rapidly changing organizations where groups are established for short term basis
- often associated with matrix structure
- e.g. entertainment industry

PERSON CULTURE:
- structure and culture built around individuals
- uncommon for entire organization – exists within small areas in an organization
• culture for educated+articulate individuals coming together for a common interest – e.g. use of some common office service – but operate independently