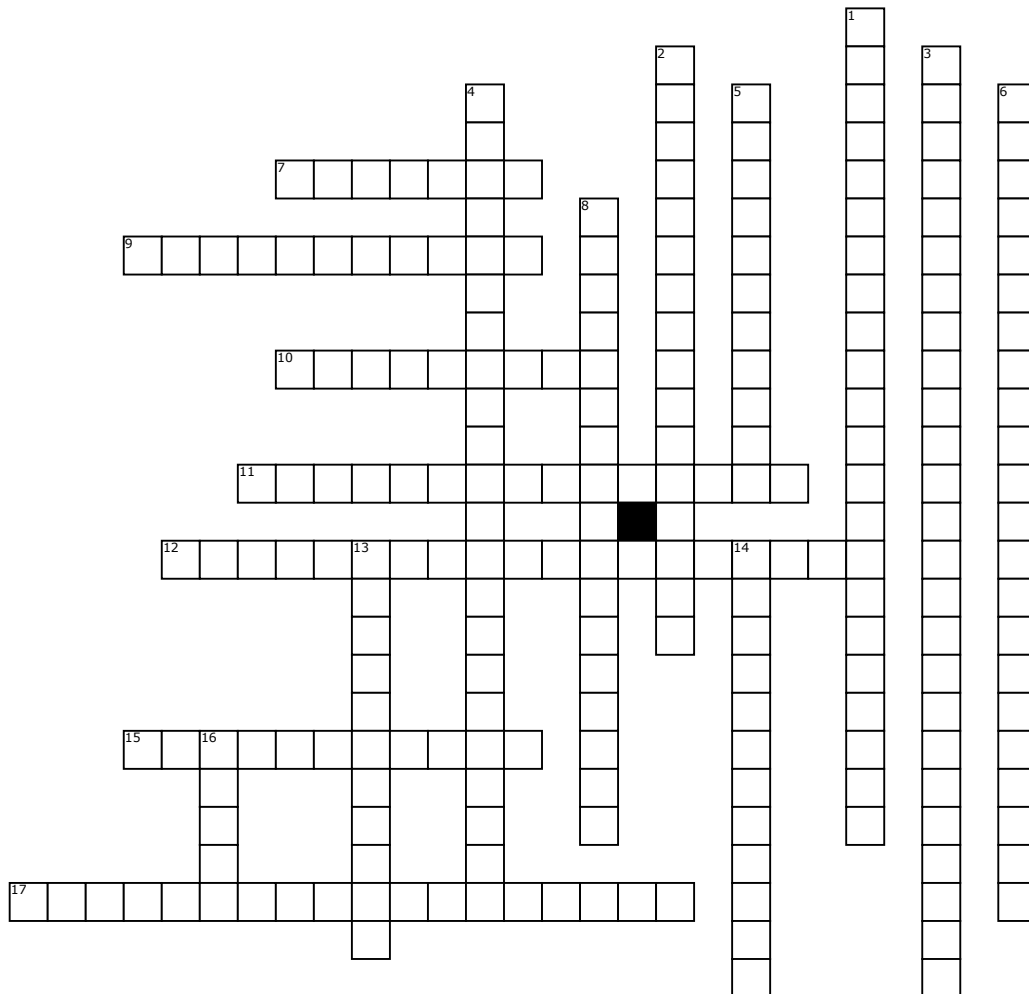


First Union: an office without walls



Across

7. Set of values, norms, guiding beliefs, and understandings shared by members of an organization.

9. develop to reflect the common problems, goals, and experiences that members of a team, department, or other unit share.

10. effective managers often use this tactic which is based on personal characteristics and building relationships.

11. severe errors in judgement that all humans are prone to and that typically lead to bad choices.

12. culture in which managers care deeply about all stakeholders; strongly value people and processes that create useful change.

15. power sharing, delegation of power or authority to subordinates in an organization.

17. deciphering who influences, manipulates, or has the ability to do so describe what type of relationships?

Down

1. culture in which managers care mainly about themselves, their immediate work group, or some product associated with that group; value the familiar management process more than change initiatives.

2. level of corporate culture that includes; assumptions, beliefs, attitudes, and feelings.

3. method of quickly bringing about culture change, focuses on the human and social aspects of the organization as a way to improve its ability to adapt and solve problems.

4. "whole system in the room" brings together participants from all parts of organization, often including stakeholders from outside the organization as well, in an off-site setting to discuss problems or opportunities and plan for change.

5. culture with primary focus on the involvement and participation of organization's members and on rapidly changing expectations from the external environment.

6. activities to acquire, develop, and use power and other resources to influence others and obtain the preferred outcome when there is uncertainty or disagreement about choices.

8. level of corporate culture that involves; ceremonies, stories, slogans, behaviors, dress, and physical setting.

13. is a political tactic and one of the key factors affecting influence relationships in organizations.

14. promotes the idea that people who work together can work as a team.

16. ability of one person or department in an organization to influence other people to bring about desired outcomes.

Word Bank

organizational politics
power relationships
organizational development
large group intervention
subcultures
soft power

reciprocity
underlying values
power
empowerment
observable symbols
constructive culture

cognitive biases
culture
non-constructive culture
team building
clan culture