

## Culture

### | Apple |

#### Organisational Culture:

- Apple's culture changed over time as the company grew and its strategy changed.
- Apple classically exhibited an "Unorthodox (Revolutionary) Culture that typified Apple" – going against conventional wisdom.
- Initially fun, unique and eccentric yet competitive in nature – under Jobs
- Integrationist theories describe the early Apple well, while differentiationist theories describes the Apple vs. Mac situation.
- Difficult to resist - pressure to conform for social acceptance and to fit in

#### Identification of Organisational Culture:

##### **1. Observable Symbols**

- Informal (casual) dress code - Staff Wear Jeans and Sneakers (*staff wore jeans and sneakers, suits and ties were rarely seen*)
- logo symbolises culture marked by radical change, innovation & underground press = counter cultural movement, Jobs wants to redefine the present through innovation
- Leadership - Steve Jobs, Steve Wozniak, John Sculley, Del Yocam
- Physical Layout (Office Environment) - Rooms Named after Creative Artists

##### **2. Communications:**

- Office Environment: Classical and Rock Music Played, Rooms Named after Creative Artists
- Interaction: Informal, *Laid Back*, *Cocky Attitude*, Believe self righteously that their mission is to bring computer literacy to the masses

##### **3. Practices and Behaviours:**

- Informal dress code
- Office Environment: Classical and Rock Music Played
- Services: Fruit Juice, Masseur, Indiana Jones Tickets
- Personnel Behavior: Lack of attention given to Apple II
- Emphasized individual achievement, entrepreneurialism, commitment and devotion to the company

##### **4. Values, Assumptions, Feelings, Beliefs:**

- Dissatisfaction of Apple II Division Employees
- Aesthetic values were important → design of the product, working environment
- Apple employees believed they were self righteous → strongly embedded company mission of them bringing "computer literacy to the masses"
- Pervaded by evangelical spirit

#### Effects of Conflicting Culture:

- High Turnover
- Increased costs
- Reduction Motivation Amongst Apple Employees
- Detracted from Commitment

### **Integrationist Theories:**

Characterized by consensus on external adaption – agreement of the organization's goals & missions and on the strategy of how to achieve them

- Describes the Initial Apple Culture – culture appears to be organization wide on the surface
- Culture in Apple is part of a deliberate strategy by Steve Jobs.
- *Devotion to the company* - unified single culture created by the value system of management

Dominant/Strong Culture (Unified)

- *Emphasized individual achievement, entrepreneurialism, and commitment*
- *devotion to the company*
- Strong Culture of Fun and Youth

Benefits organizational performance because it perhaps helps the employees be more creative in their jobs. If they are happy and relaxed, they will be committed to the team

### **Differentiationist Theories**

An organisation is characterised by a differentiationist culture when it comprises a cluster of separate sub-cultures related to particular task or responsibility. After Sculley became the President and CEO of Apple, we start seeing a different approach to the company's culture.

Describes the Apple Vs Mac Situation (conflict between subcultures)

Jobs valued Mac more, therefore he focused meetings on Mac while Apple II was making the profits. Such behavior causes conflict between the two divisions as Apple II employees may feel that they are being unfairly treated and hence become demotivated.

- Interaction and communication between sub-cultures are limited
- loyal to own product division and completely disregarded others
- No consensus on common interests
- Employees of Apple II are especially affected → reactions of disenchantment and resentment for Mac as they get all the attention
- As Apple gets bigger, divisions begin to develop their own individual sub-cultures.

Jobs

- Innovation, Creativity
- Mac - Unorthodox Culture, Young, Hip, Cool, Exciting (Jobs)

Sculley

- How quickly can we bring down inventories and control expenses
- Apple II - Corporate in Nature, "Dull and boring" – felt undervalued by Jobs (Sculley)

### **Critical Theories**

Focuses on how employees are affected by culture and how power is embedded in the culture. There is subtle form of managerial control in Apple e.g. by Del in Apple II.

Apple II

- Apple II division was headed by Del → became increasingly corporate in nature, which is contrary to the original Apple culture: passion and emphasizing the technology.

- Jobs refers to Apple II as the “dull and boring product division” → dismissive of them
- Employees in Apple II division were depressed about the current culture and they felt hopeless because Jobs did not care about Apple II as much (only interested in his division)

#### Mac (Jobs)

- Most of the power seems to lie with the Mac division & Jobs
- Benefits from the culture are mainly experienced by those working under the Mac division → acts as detriment of the rest of the organisation .