Three Cultures of Management
Schein

Three cultures
• Operators
• Engineers
• Executives

Operators
• Success depends on people’s knowledge, skills, learning ability, and commitment
• Required knowledge and skill are local and based on the organization’s core technology
• Operators must be able to deal with surprises and be able to learn
• Operators must be able to work as a collaborative team
Engineers
- Optimistic
- Stimulated by puzzles
- Prefer people-free solutions
- The perfect world is one with elegant machines without human intervention
- Are safety oriented
- Prefer simple, linear cause and effect, quantitative thinking

Executives
- Focus on financial survival to carry on the company
- Finance is war with competitors
- Isolated and alone in a war zone
- Cannot get reliable data from subordinates, must rely on instinct and judgement
- Hierarchical
- Organization as a team, but accountability is individual

Executives, cont’d
- Risks extend only to the point of not losing control
- Organizations as impersonal, therefore run by rules and regulations
- Value of relationships is lost as managers rise
- Attracted to challenge, responsibility, and accomplishment
- Perfect organization runs like a well oiled machine, with only occasional maintenance
Executives, cont’d

- People are necessary evil, overhead, with little intrinsic value
- An organization needs no people, only activities that are contracted for