The secret to protecting trade secrets: How to create positive secrecy climates in organizations
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Defining and Describing Organizational Culture and Climate

- Climate is generally defined as the characteristics of the total environment in a school building (Anderson, 1982; Miskel & Ogawa, 1988)
- Renato Tagiuri described the total environment in an organization as composed of four dimensions:
  - Ecology
  - Milieu
  - Social System
  - Culture

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Ecology
Physical and Material Factors

BUILDING AND FACILITIES
- Facilities
- Age of building
- Size of building
- Design of building
- Accessibility for individuals with disabilities
- Equipment and furniture
- Condition of building

TECHNOLOGY
- Scheduling/Sequencing Inventions
  - Bell schedule
  - Scope & Sequence of Curriculum
- Information/Communication Inventions
  - Books
  - Computers
  - Video
  - Film
  - Chalkboard
- Pedagogical Inventions
  - Student grouping
  - Instructional techniques
  - Testing

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Milieu of the School
Human Social Systems Factors

- Skills
- Motivation
- Job satisfaction/rewards
- Status
- Feelings
- Values
- Morale
- Size of the group
- Race, ethnicity, and gender issues
- Socioeconomic level of students
- Education levels attained by teachers
- Leadership

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Social System
Organization of the School
Organizational Structure Factors

Organization of:
- Communication patterns
- Control mechanisms
- Patterns of hierarchy/collegiality
- Planning practices
- Formal structure (departments, emphasis on rules)
- Instruction
- Supervision
- Administration
- Support Services
- Pupil personnel services
- Decision-making practices
Culture of the School
Psychosocial Characteristics

- Assumptions
- Values
- Norms
- Ways of thinking
- Belief systems
- History
- Heroes/heroines
- Myths
- Rituals
- Artifacts
- Art
- Visible and audible behavior patterns
The Importance of Organizational Culture

- Ouchi compared and contrasted Japanese and U.S. management practices
- He applied Japanese practices in the U.S. and, using McGregor's concept of Theory X and Y, called it Theory Z
- Theory Z accepts the concepts of Human Resources Development (HRD)
Organizational Culture and Climate Compared and Contrasted

- Culture refers to the behavioral norms, assumptions, and beliefs of an organization.
  - “the way things are done around here” (Kilmann et al., p. 5)

- Climate refers to perceptions of persons in the organization that reflect those norms, assumptions, and beliefs.