

## **2. Strategy, Structure and Organisational Culture**

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### **Introduction**

Strategy is concerned with deciding the nature, domain and scope of an organisation's activities (essentially, what it is like, its values, the areas it covers and the direction it is going in), and the way its success will be evaluated. The pattern of activities in strategy arises from the acquisition, allocation and commitment of a set of resources and capabilities by the organisation, in an effective match with the challenges of its environment, and from the management of the network of relationships with and between stakeholders.

Strategic planning is vital to ensure that your organisation follows the most effective course towards its mission. Animal protection societies are bombarded with an increasingly wide and complex set of demands, and can easily become reduced to reactive 'fire-fighting' organisations. This invariably slows down progress towards mission.

## Definitions

Strategy can be defined in many ways, including the following useful examples: -

‘Strategy is the pattern of activities to be followed by an organisation in pursuit of its long-term purpose’, including its ‘placing’ within the movement. In simple terms: ‘Where we are now, where we want to go and how we intend to get there’.

‘An agreed-upon course of action and direction that helps manage the relationship between an organization and its environment. The goal is to achieve alignment or synergy so that an optimal flow of resources to the institution is achieved.’

‘Strategy can be defined as the process of identifying, protecting, leveraging and renewing the strategic capabilities of an organisation through its definition of purpose its organisation and processes, and its choice and support of people.’

What most definitions have in common is: -

- An understanding/assessment of the organisation’s resources and capabilities
- An understanding/assessment of the external environment
- From these, a decision on the best way to use and apply the former to achieve an agreed aim in the latter.

## The Importance of Strategy

Strategy formulation is a vital function of NGO management. A well-focussed and defined strategy is necessary to ensure optimal progress towards mission and vision is achieved - in the same way as a route map (or sea chart) is needed, to ensure the most direct route is taken between home and destination. Also vital are effective ways to monitor, review and realign strategy in the fast-changing animal protection environment.

Social goals make it more difficult to determine priorities, set measurable targets and evaluate performance. This does not mean it is impossible, just that it is not easy (or often natural) to do this. Also, there is a marked tendency for the ‘mission driven’ to consistently broaden their focus and workloads. These factors make it even more important to have a well-defined strategy.

## What Constitutes a Strategy?

Strategy can combine some or all of the below factors: -

- **Vision** (see below)
- **Mission Statement** (see below)
- **Core Values** (see below)
- **Goals and Objectives**
- **Critical Success Factors** – what the organisation must get right to succeed in its mission
- **Positioning** – Similar to brand. Building a valued and preferred position in the minds of your target audience (how you would like them to describe you)
- **Brand/Reputation** – Developing and communicating powerful and meaningful differences between your offerings and those of your competition

In a middle to large-sized organisation the strategy section would, in reality, probably incorporate several sub-strategies covering key departments e.g. campaign strategy, educational strategy, fundraising strategy, financial strategy and IT strategy.

**Operational planning** is agreeing the practical plans to implement the strategy. This is dealt with separately.

### ***Strategic Planning Terminology and Hierarchy***

There is a great deal of inconsistency in how the following terms: strategic issue, goal, and objective, are used. The following is a useful reference/guide that can be applied in the interests of establishing a common vocabulary:

**Strategic issue** – A problem or opportunity that the organisation wishes to address or take advantage of.

**Goal** – Specific, measurable statements of what will be done to address strategic issues.

**Objective** – An activity that will help you accomplish a goal. Objectives, sometimes called tactics, are framed in action plans that detail:

- Responsibility
- Timeline
- Resources
- Assessment/evaluation

### ***Establishing Boundaries***

In an animal protection organisation context, it is vital that strategy includes boundaries and limits, and aims for focus and prioritisation. The temptation is to include every issue and problem (that might potentially be addressed). However, this is likely to be counterproductive in practice. The underlying objective should be to maximise mission fulfilment, given available resources – and this does not mean tackling everything. It means harnessing resources and leveraging these to best effect.

### **Vision and Mission**

The vision and mission are the starting points of any strategy. We all need a vision of who we are, and what we are aiming for. Then we need to decide what steps we will take to climb towards our ultimate goals.

Some animal protection societies have both a mission and a vision, although many have only a mission statement. Briefly, the difference is as follows: -

- **Mission Statement** – A declaration of an organization's purpose; its raison d'être.
- **Vision** – A realistic, credible, attractive future for your organization.

The mission is important because it can engage both the hearts (culture) and minds (strategy) of the organisation's staff and the board. A good mission that is used well can be inspirational and develop a strong, shared organisational culture. It helps to ensure that employees' are emotionally tied to the organisation, and that their goals are synchronised with those of the organisation.

The vision is a longer-range vision of success and, as such, can be a powerful engine driving an organisation towards excellence. However, for most smaller animal protection societies, a mission alone is probably sufficient. Indeed, it is debatable whether having

both a vision and a mission dilutes and confuses what should be a powerful message of intent (particularly for external audiences).

The following guidance on developing a mission has been adapted from HSUS guidance (on its Web Site). The complete version can be found at:  
[http://files.hsus.org/web-files/HSI/E\\_Library\\_PDFs/eng\\_ht\\_form\\_org.pdf](http://files.hsus.org/web-files/HSI/E_Library_PDFs/eng_ht_form_org.pdf)

### ***Developing a Mission Statement***

A mission statement sets forth the fundamental purposes for which your organisation has been formed. It should cover: -

- Purpose – why the organisation exists – goals and objectives.
- Programme – how you will achieve your purpose
- Principle – what your values are

The mission statement should be: -

- ***Understandable*** – to the general public
- ***Brief*** – short paragraph
- ***Realistic*** – in terms of your financial and human resources
- ***Specific*** to provide a framework for your developing objectives and programmes
- ***Broad*** enough to stand the test of time, so it does not need to be reworked frequently
- ***Accurate*** reflection of the boards intent and understanding
- ***Operational*** (state the expected outcome)

### **Building a Strategy**

#### ***Building a Strategy***

Strategy formulation is a vital function of NGO management. However, strategic management should not be mystified. It is simply developing and advancing the work and concerns of the organisation as a whole, within the constraints and demands of its wider environment. It is often little more than ‘enlightened common sense’.

Research and analysis are the building blocks of strategy formulation. The key elements needed are an analysis of the organisation’s resources and its own particular strengths and an analysis if its operating environment. Thus, you are carrying out both an ‘internal’ (within the organisation) and ‘external’ (outside the organisation) analysis. This is necessary to determine the organisation’s ‘best fit’ within its ‘industry’ (i.e. the role that will help it to achieve most for animals). This is known as ‘effective strategic fit’ in management terminology – meaning a good match between the organisation and its environment.

#### ***Internal Analysis***

The internal analysis considers the organisation’s resources (both financial and human) and its ‘distinct (or core) competencies’. A common and simple tool for this is the **SWOT** analysis that examines: -

***Strengths*** – key strengths, core competencies/capabilities or (especially) unique advantages (‘Unique Selling Points’)

**Weaknesses** – weaknesses in the organisation – things it does less well and/or cannot cope with

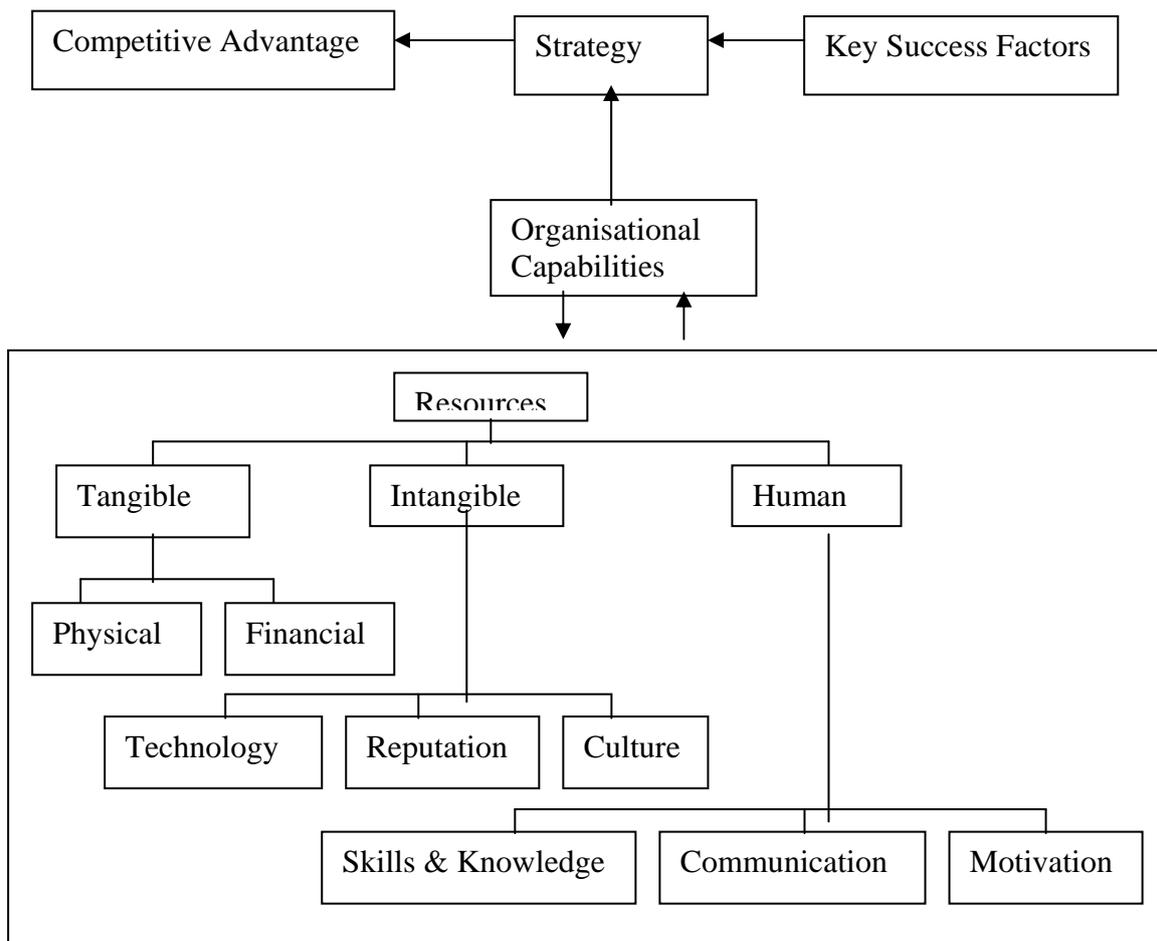
**Opportunities** – opportunities that may arise for the organisation

**Threats** (or *Challenges - SWOC!*) – potential threats to the organisation and its work

A SWOT analysis can be charted on paper or simply prepared from a brainstorming session (popular as it throws up many and varied ideas).

**Resources and Capabilities**

The diagram below helps to identify likely areas for core competencies.



*Resources, Capabilities and Competitive Advantage  
(After Grant 1995)*

**External Analysis**

The second part of this analysis is of the external situation affecting the organisation. This involves an analysis of an organisation’s position in the movement, competition or collaboration decisions, relevant external environmental factors (political, economic, social, cultural, geographical, legislative etc.), educational, service provision and/or campaign environments and objectives.

A common and simple tool for this external analysis is the **STEEP**V analysis that examines the following factors, as relevant: -

- Social
- Technological
- Economic
- Environmental
- Political
- (Personal) Values

An example of the type of things to consider is: -

<b>Social</b>	<b>Technological</b>	<b>Economic</b>	<b>Environmental/ Animal</b>	<b>Political</b>	<b>Values</b>
Changing attitudes	Available technology	Available funding	Opportunity to improve conditions/status	International and regional position	Opportunity to change
Changing treatment of animals	Technology used by competitors	Cost and prices	Feasibility of ban(s)	Country position	Corporate social responsibility
Changes in responsible ownership	Technology potential in work	Impact of Euro	Current policies and situation	Existing laws and standards	Organisational culture
Changing donor/supporter habits	Industry advances due to technology	Exchange rates	Funders policies	Enforcement	Growth of concern
Changing expectations of stakeholders		Future trends and impact	Competitors work and plans	Political acceptability/possibilities	Ethical investment
		Competitors funding		Government funding opportunities	Ethical investment funders?
				Industry lobbying	

What and how much you need to do depends on an initial ‘quick and dirty’ analysis – for example, if your talents lie in neutering, then you have no need to carry out an international political analysis!! Similarly, if your talents and capacity point to international campaigning, then you should not waste time on identifying local groups and laws...

In considering political factors, you should also include an examination of legislation affecting the work of your organisation i.e. constraints as well as animal protection legislation that could assist your work. Also, you should include any agreed standards, notions of ‘good practice’ and operating imperatives – the rules and norms in the society/environmental in which you will operate.

When considering the animal protection operating environment, the following should be included: -

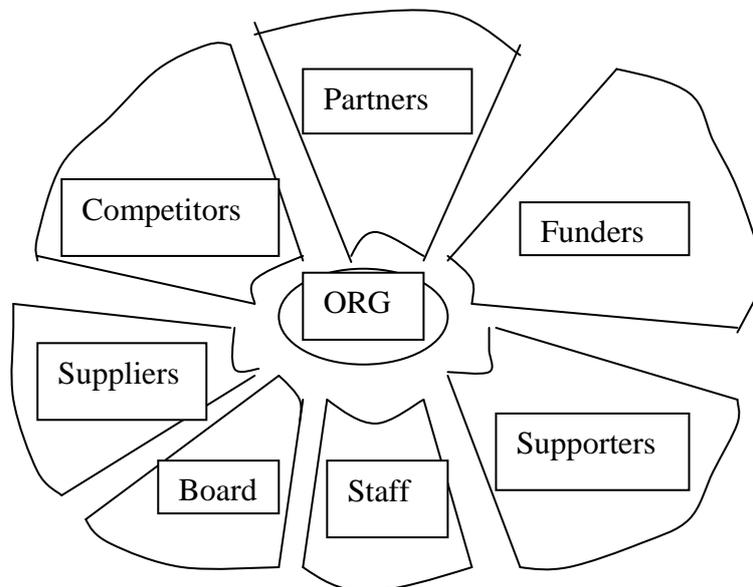
- Competitive or collaboration strategy?
- Different forms of cooperation.
- Joint projects.

- Coalitions and affiliations (see separate chapter on Forging a Movement – Collaboration or Competition).
- Position between organisation and wider social movement.
- Is the cause more important than the organisation?
- How full is the ‘market’ (will you be duplicating the work of others, or is there a real need)?
- What are the industry’s major problems?

### *Stakeholder Analysis*

An important part of strategy analysis is a stakeholder analysis. This examines all major parties with an interest in the organisation, and looks at their perspective. If you are not sure of the views of major stakeholders, a consultation exercise is recommended. This can be either in writing (e.g. by questionnaire) or through personal contact (e.g. using ‘focus’ groups).

The following is a diagram showing likely major stakeholders of an animal protection society.



In animal protection organisations, the largest stakeholder groups is not even represented here – probably because it cannot be consulted. It is, of course, the animals – and just because they cannot be consulted does not mean they should not be considered. In fact, they should be given priority over all stakeholders, as they are the reason for the organisation’s existence. Animals can be considered by an assessment of the numbers of animals involved, the degree of suffering and the potential for reform (and thus alleviation of this suffering). However, the value of a ‘flagship’ campaign or species as part of the overall fight (the step along the way) should not be overlooked. For example, the use of the Panda as a flagship species for animals in danger of extinction has worked very well for the World Wide Fund for Nature (WWF).

The animal protection analysis (Status of Animal Protection Report) is an excellent tool to use in strategic analysis – and will ensure that this important stakeholder group is not overlooked.

### The Movement and its Stages of Development

When considering the position of the animal protection movement in your country, it may be helpful to bear in mind the five stage model of the growth of the movement: -

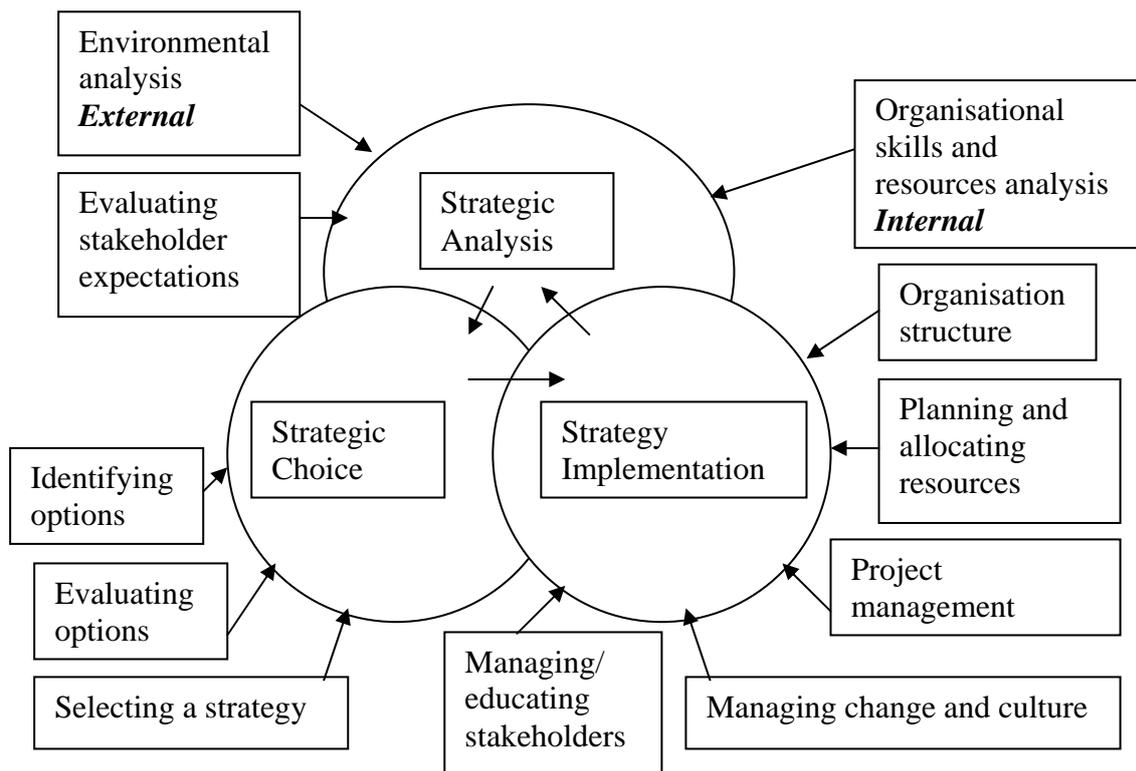
- Acceptance building (broad/softer education)
- Awareness/consensus building (campaigning – harder, more focussed/issue-related education and consumer awareness, and lobbying).
- Legislation
- Action to embed legislation (investigations and exposés, enforcement, legal action/test cases etc.)
- Functioning system of protection

*Adapted from comments by: Kim Stallwood*

This analysis may be useful in an assessment of the most appropriate type of approach given the current state of the movement in your own country (and/or the country in which you plan to work).

### The Strategy Process

The following is a model of the strategic process: -



An important aspect highlighted by the above diagram is that strategy is formulated after consideration of a broad range of factors, including stakeholders' views. Once a strategy has been formulated, it may be necessary to manage stakeholder expectations and educate stakeholders about the adopted strategy. When mission fulfilment is the over-riding concern, it is clearly not possible to satisfy all stakeholders' expectations. However, where possible, stakeholders need to be brought along, and given the opportunity to

appreciate the reason for the chosen strategy and the opportunity it provides to maximise gains for the animals. This is particularly important for major donors and funders.

## **Organisational Values**

Organisation (Core) Values are enduring beliefs that your organisation, and the people who inhabit it, hold in common and endeavour to put into action. Core values guide your organisation's board, staff and volunteers in performing their work. Core values can be relatively informal yet still enduring. Values lead individuals within organisations to believe that some goals or ends are legitimate or correct and other goals are illegitimate or wrong. Core values are often expressed in a statement of values. In the animal protection movement, there may be a number of separate Core Values, for example: -

- Animal protection policies
- 'Ways of working' (the 'way we do things around here')
- Ethical investment policies
- Ethical fundraising policies

Core values are a distinct belief system, with explicit values. The major values may even be encapsulated in the organisation's mission statement. They are framework/boundaries against which to take decisions.

Many animal protection organisations have already formulated core values in these areas, and may be willing to share these (to help other organisations wishing to formulate their own). Indeed, the larger organisations have booklets setting out their animal protection policies, and some are even included on the organisation's Web Site.

## **Brand**

An animal protection organisation needs to build a strong brand, in the same way as does a commercial organisation. Both the society's name and logo are tied to brand. A successful brand in animal protection terms is one that is always brought to mind when an animal protection problem is presented – for example, donors wishing to help, or people making legacies to the cause, will think of the brand as the one to fulfil their needs (and deliver for animals). To build and communicate a strong brand an organisation needs to: -

- Communicate a strong, coherent brand promise to all audiences
- Follow and deliver the brand promise
- Make regular – and well publicised – animal protection advances and achievements

Commercial companies often use five key brand components to help them explain, communicate and live by their brand: -

- Brand promise
- Brand rationale – an explanation of the brand promise
- Brand attributes – a series of words or phrases that you want to be associated with your organisation (as inspired and implied by your brand)
- Tagline or strap-line – memorable shorthand for the brand promise
- Graphic element – the visual element of the brand

These can be equally helpful to animal protection societies, with the latter usually being a memorable and eye-catching logo.

## Strategic Review

A strategic approach does not mean being inflexible. In the ever-changing animal protection environment, an organisation needs to keep abreast of changes to both its internal capabilities and its external environment – and make any necessary changes to its strategy - if it wishes to retain strategic advantage

Animal protection organisations need to keep monitoring emerging events and its environment. This will mean the need to develop: -

- General awareness of the broader strategic options and orientations of the sector.
- Greater awareness of the plans and actions of its competitors and collaborators.
- Greater awareness of the political environment in which it operates.
- Ability to ‘think strategically’ about aspects of its day-to-day responsibility.

However, for some, the scope for strategic review may be quite limited – especially more focussed and practically-orientated work (e.g. sheltering)

The below are important aspects of strategic review: -

- **Driving forces** – Factors that impact your organisation and initiate change. Driving forces can be anticipated and unanticipated, controllable and uncontrollable. They can include a major threat or pressure from the external environment, an emerging opportunity, an internal crisis or setback, or new leadership
- **Environmental scan** – A process for discovering and documenting facts and trends in the external environment that might impact the institution’s future

## Structure and Systems

### Introduction

Structure is the arrangement by which various organisational activities are divided up, and how efforts are coordinated. Structure is pivotal between task and process. An organisation needs to be appropriately structured for the circumstances in which it finds itself and – particularly – the tasks it has decided to carry out. It follows, therefore, that strategy should be determined first, followed by the organisational structure.

### Need for Structure

Structure helps people in the organisation to work together effectively. The more effective the structure, the more effective the working relations between people and departments. Structure underpins how power and accountability, internal and external, operate within the organisation: it determines how responsibilities are allocated and enables effective participation.

Any organisation needs defined responsibilities, communication channels, agreed procedures etc. There is no ideal structure, just various options from which to choose the most appropriate. The most obvious divisions are departmental or functional groupings. Structure should indicate the pattern of reporting relationships. It can be captured in an organisational chart. Indeed, if it cannot easily be captured in such a chart, or if there are

too many complexities or crossed lines in this, then the structure is too unclear to be workable in practice.

Other structural features include the cycle of staff meetings, committee meetings, information systems, rules and procedures etc.

There are some distinct NGO (non-governmental organisation) mindsets on structure: -  
'We want to keep this informal. As few rules as possible.'  
'We don't have a structure – everyone mucks in and we all have an equal voice.'  
'Voluntary organisations have to be flexible. All this hierarchy gets in the way of this.'

There are many negative consequences of structural deficiencies including: -

- Low morale – people not knowing what's expected of them and lacking responsibility and autonomy.
- Excessive meetings.
- Late and inappropriate decisions.
- Conflict and departmental divisions.
- Lack of coordination.
- Inadequate response to changing circumstances.
- Rising costs.

Larger organisations can devolve quite a bit of responsibility, given an appropriate structure, broad strategic and policy orientation, guidelines for good practice in service delivery and budgetary controls. A small organisation is unlikely to develop the same level of budgetary and reporting systems and controls as a larger one and nor indeed is this necessary.

### **Choice of Structure**

The choice of structure will depend on a number of factors including the organisation's culture, function and mission, its size, its budget and the personalities involved. The options range from a bureaucracy to a collective structure. It follows that structure should not be static, but should be reviewed to take account of important strategic changes. Upsizing and downsizing should also be strategic and measured, with impact upon strategy and thereby structure taken into account.. The need to have unity and consistency of values and purpose is common to all structures.

Different types of organisation will need different structures. An organisation that has a number of different core functions may find it advantageous to separate these functions, in order to enable the different cultures and approaches needed to operate. In particular, a professional manager could be employed to head up the service delivery arm, and a charismatic leader for the advocacy arm. Also, the service delivery arm could incorporate the necessary standards and controls without imposing these on the campaigns team to the detriment of creativity. However, there would need to be clear systems to achieve organisational coherence and maximum use of expertise through the organisation.

There is often a need for a strong functional approach in certain sectors of animal protection organisations such as: fundraising, human resources, accounting and IT (Information Technology). In all these functions, considerable expertise is needed, and a striving towards professionalism.

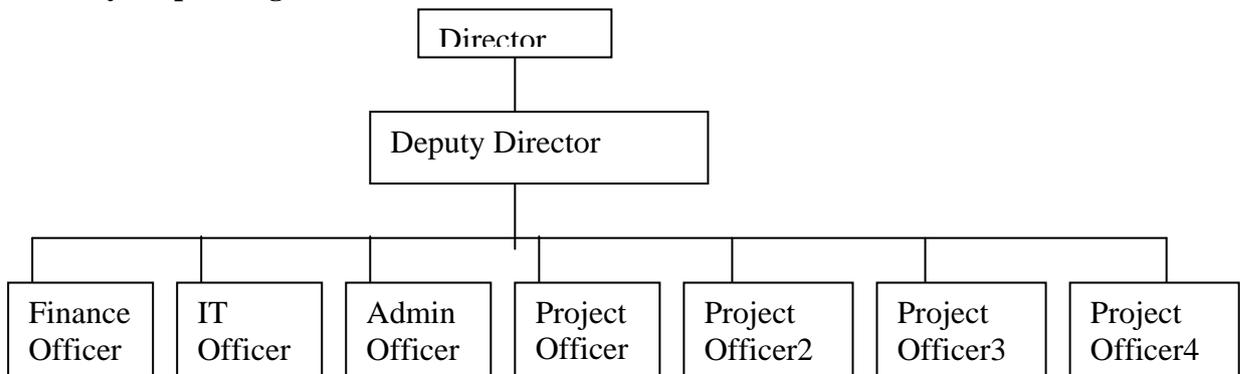
Where an organisation is not a single-issue group, the research and dissemination of issue-related expertise will be necessary. Whether to have separate issue-related departments will depend on the size of the organisation and its strategic focus. For example, a small campaigning group may select one or two flagship campaigns and therefore not need issue-related departments. However, a large generalist international or national organisation would benefit from issue-related expertise, so departments based on issue would be more likely.

The number of people a manager can control varies according to many factors, including: the manager’s temperaments, skills and abilities, the staff’s temperament, skills and abilities, the nature and complexity of the work being undertaken, the time the manager has to be spend on strategy and planning as well as day-to-day supervision etc. Availability of procedures and precedents also has an impact.

A general rule is that, under ideal circumstances, no Chief Executive should have more than four to six departmental heads reporting directly to him/her. This may be more if the remit of each department head is small and the scope of their work fairly simple. Managers further down the chain of command can lead greater numbers of staff. Once again the optimum number will depend on the scope and complexity of the task. For example, whilst a single boss could effectively manage a large team (say 30+) of staff employed in simple and uniform data processing duties, a manager of consultants/project analysts carrying out complex duties should have far fewer staff reporting to him/her (maximum six to ten).

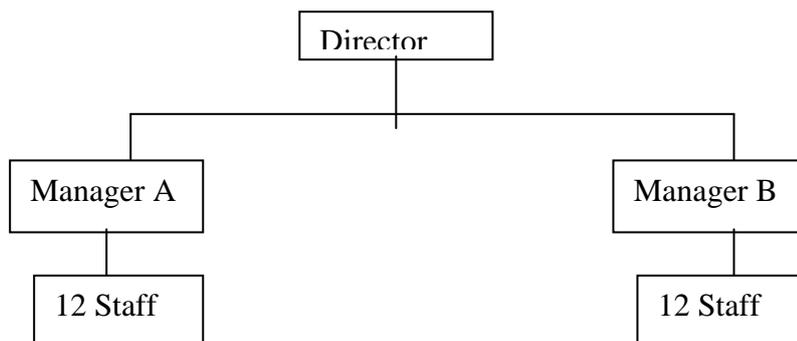
**Examples of Structures**

**Messy Reporting Structure**

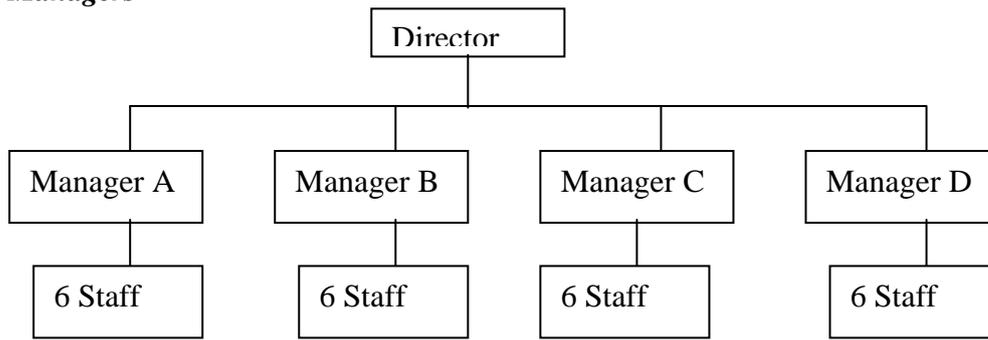


*Structure for 24 workers using:*

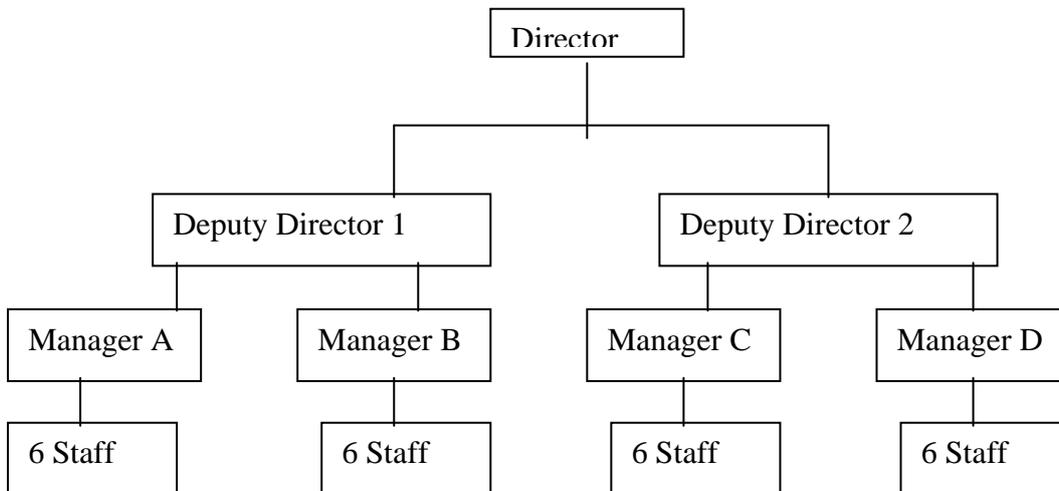
**2 Managers**



**4 Managers**

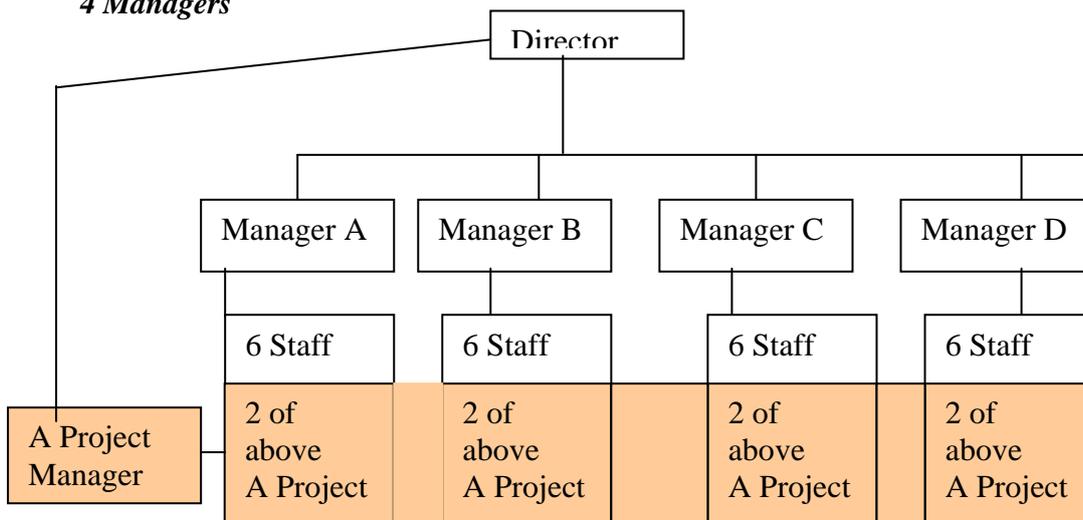


**2 Deputy Directors and 4 Managers**



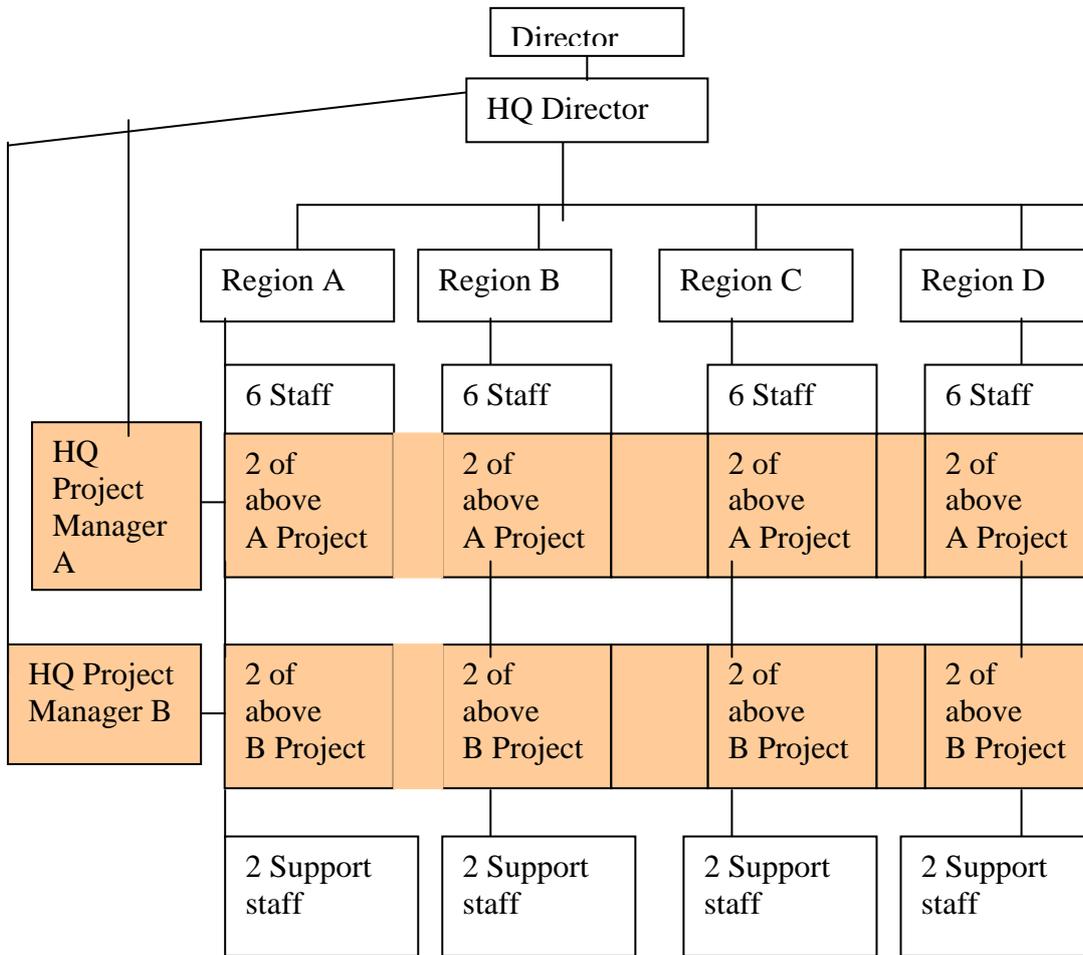
**Matrix Management**

**4 Managers**



**Regional Management (With Project Matrix)**

**4 Managers**



There is an ongoing debate about whether to organise work around different functional, departmental or geographical areas – particularly in cases of complex international organisations. In practice, most have a combination of the two, in a format similar to matrix management. For example, both the International Fund for Animal Welfare (IFAW) and the World Society for the Protection of Animals (WSPA) have functional departments in their headquarters office, but they also have regional and/or national offices, which liaise with the appropriate headquarters functions.

In any organisation with international offices, the location and role of offices is an important part of strategic and structural choice e.g. Will offices be regional centres or national? Will they network with existing regional/national organisations or not? Will they be service delivery, campaigning, educational and/or fundraising? Other key considerations are to whom these offices will report, how they link into headquarters functions, and the degree of autonomy they are granted. In general, the management trend is towards greater decentralisation – but this may or may not be appropriate for every organisation. An international campaigning organisation will need to take into account the international political environment for animal protection when determining its structure.

Another distinction between international organisations is that some are international throughout (e.g. WSPA and IFAW), whereas others are essentially national organisations

with an international department of wing, that works internationally using the parent organisation's skills and experience (for example, the UK's RSPCA and the HSUS (Humane Society of the United States)). These are clearly structured differently, with the latter linking into key functions of the parent organisation.

### **Approached to Coordination**

There are various approaches to coordination, which are more or less necessary depending on structure and remit. These include: -

- Rules, programmes and procedures  
(procedures for dealing with routine activities)
- Remits and referrals  
(who needs to be consulted and levels/extents of responsibility)
- Setting targets and goals  
(These set achievement aims but allow flexibility of method.)
- Creating slack resources
- Creating self-contained tasks
- Investment in vertical information systems  
(Central coordination and direction cannot occur unless those in charge have full information)

The systems employed should be the minimum necessary to achieve the task effectively, in order to avoid unnecessary bureaucracy. They should, however, be universally known and accepted, to make their use simple and seamless rather than obstructive. Lack of systems can be both disruptive and time-consuming e.g. no uniform system of document distribution leading to nobody knowing who else has received copies of the paper, and not knowing whether the copy they receive is for them alone etc. The same is true of e-mail systems, where much time can be wasted through constantly copying to a wide number of recipients. Systems and rules can in effect minimise workloads and reduce systemic irritations.

A staff manual of procedures is recommended. This can be compiled and given to all staff and new staff members. The process of compilation is an excellent opportunity to examine and consult on existing systems, with a view to simplifying these and ensuring that systems are well known – and supported/followed - throughout the organisation.

Choose always the way that seems the best, however rough it may be. Custom will soon render it easy and agreeable.  
*Pythagoras*

## **Organisational Culture**

### **Introduction**

The culture of an organisation is a set of norms, values and beliefs. These have developed over time, unplanned and emergent. However, the culture of an organisation is something that can have an enormous impact on the way in which an organisation operates, and its effectiveness. It is also something that can be assessed and, if necessary, changed over time. Organisational culture interventions are notorious for their difficulty and duration,

but if culture change is needed this should not deter an organisation from embarking on the process of change. Indeed, it may be the key to its survival.

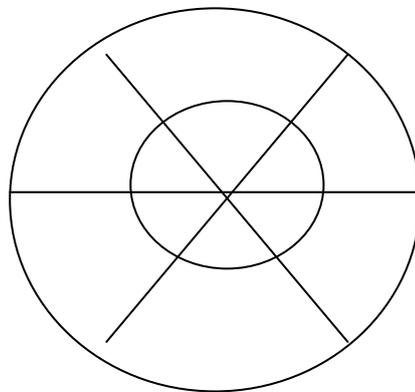
Different cultures are reflected in different organisational structures and systems. Indeed, it is important that structures and systems are appropriate to the organisation's culture. Also, different people prefer different organisational cultures.

### **Key Cultures**

Management theory (Harrison) defines four key cultures: -

#### ***Power***

A power culture is frequently found in small campaigning societies. It involves a powerful central character or leader. Its structure is depicted by a web: -

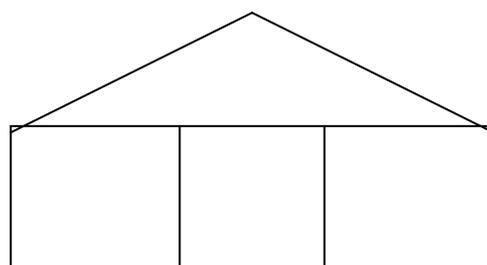


Power culture usually operates informally, with few rules and procedures. Control is exercised by the centre and decisions are taken on the basis of power and influence.

Size is a problem for power cultures, as the web can break if it becomes too large and complex. Then, the only way the organisation can remain web-structured is to develop other 'spin-off' organisations, each web-structures in their own right.

#### ***Role Culture***

Role culture is what was previously known as a 'bureaucracy'. The structure can be depicted as a Greek temple: -



Work is coordinated by a manager, or small number of managers, at the top of the structure. The pillars are strong functional departments. The work of these departments is coordinated and controlled by: -

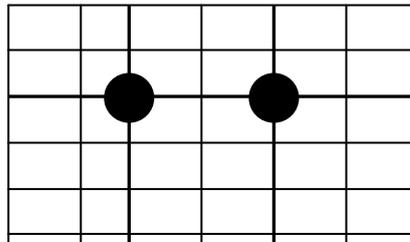
- Procedures governing roles e.g. authority definitions and job descriptions.
- Procedures for communications e.g. document distribution and circulation rules.
- Rules for settlement of disputes e.g. appeal to lowest crossover points.

With ultimate coordination and control by senior manager(s).

Position power is the major power source in this culture: personal power is not welcomed, and expert power only appreciated 'in its proper place'. Rules and procedures are all encompassing. The success of this culture depends on appropriate allocation of roles and responsibilities. Also, a stable environment is necessary for this culture to work – Greek temples tremble when the ground shakes, and collapse under an earthquake. Role culture is frustrating for individuals who are power orientated or want control over his or her own work and the way in which it is done.

### ***Task Culture***

The task culture is job or project orientated. Its structure can be depicted as a net: -



The matrix organisation is one structural form of the task culture.

Task culture arranges human resources around the project in hand, and lets the team organise themselves (self-determining teams). Influence is based more on expert power than on position or personal power.

This culture is extremely adaptable, and appropriate for task-centred, mission driven organisations - particularly campaigning organisations – as it enhances creativity and motivation. It is flexible and enables reactivity. However, task culture finds it difficult to achieve economies of scale, or to replicate good success amongst different teams.

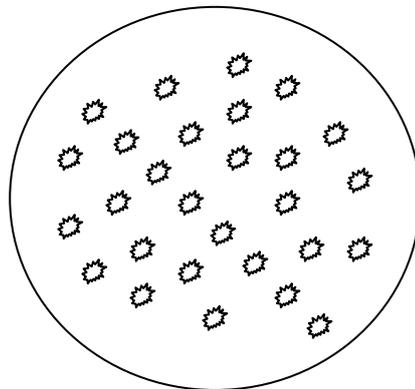
Management control is largely ceded, apart from determination of tasks and the allocation of people and resources. 'Control freak' managers would certainly be out of their 'comfort zone' in this culture!

This system can become strained when the organisation is short of funding or people. Then, the manager can tend to attempt to wrestle back control, and team leaders can begin to compete for funding or staff resources – leading to a breakdown of team mentality and a move towards power or role culture.

### ***Person Culture***

Person culture is rarely found in animal protection organisations. It is where the

individual is the focus of the organisation. Communes and partnerships (e.g. management consultants or architects) sometimes have this culture. It can be depicted by a cluster: -



This would be extremely unusual for an animal protection society, where a mission or aim is central.

### **Determinants of Culture**

There are various factors that contribute towards the development of organisational culture. These include: -

➤ ***History and Background***

➤ ***Owner/Founder***

Often the owner or founder will have an enormous role in establishing its culture, although the impact will wane over time. Organisations dominated by the owner or founder will tend to have a power culture.

➤ ***Size***

Culture often changes as an organisation grows. For example, as the number of staff and functions of an organisation expand, a move towards role culture is often seen.

➤ ***Organisational Environment***

In a rapidly changing environment, task culture may be appropriate. In a static environment, role culture may be preferable. A challenging environment (for example, in times of dictatorship or other challenge, power culture may be appropriate.

➤ ***National Culture***

Different nationalities may work better in different organisational cultures.

➤ ***Function and Purpose***

Different cultures may be appropriate for different functions or purposes. For example, as previously examined, a task culture may be more appropriate for campaigning and role culture for service delivery.

➤ ***Goals or Objectives***

Quality of service delivery is more likely to be achieved under role culture, whereas successful campaigning is more likely under task culture. A power or task culture is more appropriate for growth goals.

➤ **Staff**

Different individuals prefer working under different organisational cultures. It may be counter-productive for an organisation to attempt culture change if key staff would feel uncomfortable or alienated in the desired culture.

➤ **Technology**

The move towards increased use of technology tends to push organisations towards role culture, with associated procedures and protocols.

### **Policies**

An organisation's policies also become part of its culture, and impact strongly on its work. It follows that these should be formulated and agreed carefully, with full staff consultation.

### **Changing Cultures**

Most animal protection organisations will feel that a balance of two or more cultures would be appropriate for their organisation. Management consultants have tools for assessing appropriate organisational culture(s) and staff preferences in this regard. Different organisational cultures can be successful, there is no optimum – appropriateness and 'fit' are the keys. Organisational culture interventions can be complex and time-consuming. However, it is clear from company analyses that if successful companies fail to adapt their culture when the environment changes, then they cease to be successful.

Even without proactive intervention, organisational culture changes over time as organisations grow and progress. When first founded, an organisation tends to revolve around its founder and his/her vision. As the organisation grows, activities need to be 'departmentalised' and organisational systems established. Work is delegated to functional units. This often proves difficult for the founder or first Chief Executive, either because they struggle with the loss of control or because they find themselves ill equipped to deal with their new organisational role. Often these new systems become inflexible, and other cultures break through to cope with a changing environment. Then new systems of communication and coordination are introduced to bridge the various cultures and structures.

Managing an organisation with various cultures, and achieving coherence and integration, is not a simple matter. However, if a manager can recognise the different cultures involved in various parts of the organisation (and the need for these, or the need to change these), then at least he or she will be able to understand the nature of the task and the potential problems involved, instead of grappling in the dark with associated problems and 'solutions'.

### **Further Resources**

🔗 **Web Sites**

***Humane Society of the United States***

[http://files.hsus.org/web-files/HSI/E\\_Library\\_PDFs/eng\\_ht\\_form\\_org.pdf](http://files.hsus.org/web-files/HSI/E_Library_PDFs/eng_ht_form_org.pdf)

<http://www.hsus.org/ace/18478>

*Humane society organisation and operation documents*

**Organizational strategy**

<http://www.family-business-experts.com/organizational-strategy.html>

**Books**

***Strategy Safari: A Guided Tour Through the Wilds of Strategic Management***  
**("Financial Times" S.)**

By: Henry Mintzberg, Bruce Ahlstrand, Joseph Lamprel, Joseph Lampel  
Publisher: Financial Times Prentice Hall  
ISBN: 0273656368

***The Rise and Fall of Strategic Planning***

By: Henry Mintzberg  
Publisher: Financial Times Prentice Hall  
ISBN: 0273650378

***The New, Completely Revised Understanding Organisations***

By: Charles Handy  
Publisher: Penguin Books  
ISBN: 0141017309

***What Is Strategy and Does It Matter?***

By: Richard Whittington  
Publisher: Thomson Learning  
ISBN: 1861523777

***The Strategy Process***

By: James Brian Quinn, Henry Mintzberg, Robert M. James, Joseph B. Lampel (Editor),  
Sumantra Ghoshal (Editor)  
Publisher: Prentice Hall  
ISBN: 0131227904

***The Portable MBA in Strategy***

By: Liam Fahey (Editor), Robert Randall, Robert M. Randall (Editor)  
Publisher: John Wiley & Sons Inc  
ISBN: 0471197084