

## Matrix based on Schein's (1992) view of culture of an organization

For Schein nothing matters more than a leader's ability to be able to read the culture all three levels. The leader needs to be continually asking questions about the meaning of the cultural artifacts that exist and finding ways to create cultural symbols and artifacts to influence culture. If necessary, some symbols and artifacts may need to be destroyed to influence change.

Artifacts and Creations	Visible but often not decipherable
Values	Greater level of awareness
Basic Assumptions	1. Things taken for granted 2. Invisible and pre-conscious 3. Relationship to environment 4. Nature of human nature 5. Nature of human activity 6. Nature of human relationship

Schein uses five questions to prompt a discussion that might reveal basic assumptions. Schein's five dimensions to understanding organizational culture is provided below:

1. The organization's relationship to its environment.
2. The nature of reality and truth, the basis for decisions.
3. The nature of human nature.
4. The nature of human activity.
5. The nature of human relationships.

Schein provides the researcher with concepts for interpreting each of his questioning dimensions.

When trying to examine an organization's culture using questioning framework similar to that of Schein and Carlson, the researcher must attempt to identify the critical events that represent the organization's culture in terms of attitudes, beliefs, and values.