Course Learning Outcomes for Unit I

Upon completion of this unit, students should be able to:

1. Analyze cultural influence between the social system and individuals within that social system.
2. Compare and contrast cultures that have nesting relationships (e.g., macrocultures, subcultures, microcultures).

Reading Assignment

Chapter 1:
The Concept of Organizational Culture: Why Bother?

Chapter 2:
The Three Levels of Culture

Chapter 4:
Macrocultures, Subcultures, and Microcultures

In order to access the resource below, you must first log into the myWaldorf Student Portal and access the Business Source Complete database within the Waldorf Online Library.


Unit Lesson

What Is a Learning Organization?

Chris Argyris and Donald Schôn (1996) described a learning organization as an organization with the "ability to see things in new ways, gain new understandings, and produce new patterns of behavior—all on a continuing basis and in a way that engages the organization as a whole" (p. xix). Essentially, learning organizations are those that are able to adjust their ways of thinking and behavior in order to learn and change (Friesenborg, 2015).

In this course, you will learn skills for leading people at the team or organization level to adapt the ways they think and behave in a learning organization. The skill to lead change is a critical skill for leaders in any occupation or industry, both now and as we move into the future. Despite its importance, though, the process for becoming a learning organization remains largely misunderstood (Friesenborg, 2015). Learning organizations are envied. They are not common. This course is devoted to equipping you with the knowledge and skills to lead your organization's culture toward becoming a learning organization.

In this unit, we will discuss the culture within organizations. The organization's culture is what determines whether the organization has thought-behavior patterns that are dysfunctional or healthy. The organization's culture determines whether it is a dysfunctional organization or a learning organization (Argyris & Schôn, 1996; Friesenborg, 2015). Culture is important within the organization or any other social system (Schein, 2010).
This text is about the concept of culture and its influence on thinking and behavior. It explores how culture shapes underlying assumptions, influencing the way individuals think and behave. The text further discusses how culture not only affects the organization culture but also the larger macroculture, which shapes the social systems nested within it. It emphasizes the idea that learning occurs through culture, a process called acculturation. The text also highlights the capacity of individuals, particularly within small to intermediate-sized social systems, to influence culture, which has a tendency to perpetuate itself unless challenged by the influence of one or more individuals.
As indicated in the model above, the word organization may be substituted with the name of any social system, showing how culture flows between the individual and any social system. In addition to organizations, examples of other social systems include American society as a whole, an athletic team, a class at school, the school as a whole, a professional association, a church, and a family (Friesenborg, 2015).

Take a closer look at the socio-cultural learning model as it applies to American society as the social system. In this case, substitute American society in place of organization on the left side of the model. American society influences individuals who live within the culture, but individuals also have varying levels of influence and may shape American culture. Famous individuals, such as revered American presidents, civil rights leaders, and famous musicians and actors, have influenced American society. These are all positive examples, but powerful individuals with toxic characteristics can also infect the social system through their influence on the culture as culture flows between the individual and the social system (Friesenborg, 2015).

In this way, you as the leader can help shape the culture to lead change. You are the individual, and while the organization influences the ways you think and behave, you have the opportunity to mutually influence the culture that flows between you and the organization (Friesenborg, 2015).

Moving Forward

In this unit, we have just scratched the surface of culture. Throughout this course, you will learn how to detect and influence culture. For me, this learning was life-changing, transforming the way I lead in teams and organizations, while also transforming the way I approach relationships as a spouse, parent, and friend. I hope you find this learning to be equally impactful in your life.

References


**Suggested Reading**

**Waldorf’s Academic Integrity Policy:**

The Waldorf University Academic Integrity Policy is critical to your success as a graduate student. Read the policy, which is available in *Waldorf’s Online Programs Catalog* at the following link: http://www.waldorf.edu/Download-Information. For quick access to this policy after clicking the link, either: (a) view the Table of Contents under the “Academic Information” heading or (b) simultaneously click the “Control” key and the “F” key on your keyboard for the “find” feature, and type “Academic Integrity Policy.”

**A book that is integrated throughout this course:**


**APA Manual:**

It is recommended that you to purchase the most current edition of the *Publication Manual of the American Psychological Association (APA)*, as it will be used in courses throughout your master’s degree program.

**Database search & APA resources:**

Introduction to the Waldorf Online Library
http://waldorf.libguides.com/wol

Purdue OWL
https://owl.english.purdue.edu/owl/section/2/10/

Specifically, the excellent APA PowerPoint located at: https://owl.english.purdue.edu/owl/resource/560/17/

**Waldorf Library Tutorial #1:**

The following video presents the *Basics of Database Searching* *(begin watching at time-stamp 1 min., 40 secs.; 57-minute recorded webinar).*

https://columbiasouthern.adobeconnect.com/_a1174888831/p4c0i44tcvl/?launcher=false&fcsContent=true&p bMode=normal

**Waldorf Library Tutorial #2:**

The following materials address *Concerning Citations: APA, Academic Integrity, and Resources*. The first presentation is a Prezi, which you can navigate through at your own pace. The second presentation is a recorded webinar you can watch.

Prezi – Additional Supporting Material (to accompany the following webinar):
http://prezi.com/okeeu7ihy6x6/concerning-citations-apa-and-academic-integrity/

Recorded webinar *(begin watching at time-stamp 1 min., 33 secs.; 57-minute recorded webinar):*
https://columbiasouthern.adobeconnect.com/_a1174888831/p69hpik2cy4/?launcher=false&fcsContent=true& pbMode=normal