

## **Development In Business Simulation & Experiential Exercises, Volume 18, 1991**

### **ACCOMMODATING ORGANIZATIONAL CULTURE: AN EVALUATION OF MANAGEMENT DEVELOPMENT DELIVERY MODES IN VARYING ORGANIZATIONAL CULTURES**

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#### **ABSTRACT**

Management development sessions directed at developing leadership, delegation and teambuilding skills were conducted in three firms with distinctly different organizational cultures. Case studies, simulations, and experiential exercises were used. It has found that effectiveness varied according to the closeness of "fit" between delivery mode and organizational culture.

#### **DISCUSSION**

Management development programs focusing upon (a) leadership, (b) delegation, and (c) teambuilding were conducted in three organizations: (1) a protective services organization which could be generally characterized as a paramilitary organization; (2) a sales organization characterized by its high-energy atmosphere and internal individual competitiveness; and (3) a high-tech firm engaged in intense international competition characterized by an attempt to foster the strong collaboration believed to bring about innovation and deal with continuous change.

All three asked for basic management development programs that included the above topics. All three said that their managers needed improved "people skills." And, all three wanted to develop better management "teams."

The issue, therefore, was not the appropriate topics, but rather the best ways to address the topics. The effectiveness of delivery mode was greatly influenced by the existing culture. Further, the impact of the culture transcended the fact that organizational culture may give rise to specific areas of organizational needs. Finally, the effect of culture was not simply on which case, simulation, or exercise should be used, but also on whether cases, simulations, or exercises should be used.