Organizational culture: the iceberg metaphor

Cultural Iceberg

Formal (Overt) Aspects

The way we say we get things done

Goals
Technology
Structure
Policies and procedures
Services/Products
Financial resources

The way we really get things done

Beliefs and Assumptions, Perceptions Attitudes } about the formal and informal systems

Feelings (anger, fear, liking, despair, etc.)

Values
Informal interactions
Group norms

Informal (Covert) Aspects

Created by Stanley N. Herman. TRW Systems Group, 1970