

PMGT 611 WBS 2.2 PM Crosstalk

“Organizational Culture”

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Anatomy of Project Organizations

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Include research regarding the company for which you work in relation to the topics in the following questions. Be sure to include a defense of your answers.

1. What are the espoused values and beliefs of the companies?
2. Use the worksheet in Figure 3.6 of the textbook to assess the Web page. What does the Web page reveal about the culture of this organization? Would this culture be conducive to effective project management?

## Introduction

This week's reading assignments deals with organization structure and culture. In this PM Crosstalk, I will discuss the culture of two companies: Lincoln Electric and Publix. I chose these companies not because of their similarity to my organizations work, in aircraft maintenance, but rather because they are so different in what they do and the service/product(s) they provide.

Before we begin, we should refresh our understanding of organizational culture. Organizational culture refers to the system of shared norms, beliefs, values, and assumptions which binds people together, thereby creating shared meanings (Larson & Gray, 2014, pg. 81).

## Lincoln Electric

### I. Physical Characteristics



**Figure 1: Lincoln Electric Facilities Map**

- Lincoln Electric is headquartered in Cleveland, Ohio, on the Lincoln Electric Campus, and employs a workforce of 10,000 combined between domestic and international operations.
- Corporate offices share the main campus building with R&D, Equipment Manufacturing, and Consumables Manufacturing. Offices are located on all floors with the senior executives located on the upper floor.

- In 2011, Lincoln Electric constructed a 2.5 megawatt wind turbine which generates up to 10% of the energy used by the Company's operations. This shift to clean provides an annual savings of approximately \$500,000 (Lincoln Electric, n.d.).
- Expanding into the world of automation, Lincoln Electric has opened its new Automation Center of Excellence adjacent to its Cleveland world headquarters. The state-of-the-art, 100,000-square-foot facility is designed to showcase the company's comprehensive robotic welding solutions and investment in one of the fastest growing areas of welding.

## **II. Public Documents**

- At the heart of everything Lincoln Electric does is their vision statement: We are a global manufacturer and the market leader of the highest quality welding, cutting and joining products. Our enduring passion for the development and application of our technologies allows us to create complete solutions that make our customers more productive and successful. We will distinguish ourselves through an unwavering commitment to our employees and a relentless drive to maximize shareholder value (Lincoln Electric, n.d.).
- In a statement released during the 2015 Annual Report, Lincoln Electric committed itself to remain focused, innovative, and driven. As a strategy to achieve this goal, they introduced their 2020 Vision and Strategy: We are mobilized around a growth strategy, a commitment to operational excellence, and achieving best-in-class results for our customers, employees, and shareholders. Our 2020 Vision & Strategy's commercial and operational initiatives engage employees in a dynamic environment that offers individuals the opportunity to be part of a team that is innovating next-generation solutions, expanding the Lincoln Electric brand globally, growing through acquisitions, and driving continuous improvement through our operations on a daily basis (Lincoln Electric, n.d.)

## **III. Behavior**

- Lincoln Electric has been a leader in cutting and welding technology for over 100 years. Today, Lincoln manufactures its products in more than 40 countries around the world. Lincoln Electric utilizes a matrix organization structure which overlays a horizontal structure with the more traditional vertical management structure.
- Lincoln Electric maintains a compensation policy based on piece work and profit sharing. Originally put into place by James Lincoln, performance pay has been the source of much debate and case study. No matter which side you take, the success of Lincoln Electric and dedication by its employees cannot be argued.
- Lincoln senior management continue to convey the Company's unique legacy and culture to new audiences at speaking venues such as the Chautauqua Institution and Brigham Young University's Marriott School of Management.

## **IV. Conclusion**

- What does the Web page reveal about the culture of this organization?  
Lincoln Electric's webpage is very impressive. It reveals the impressive and humble beginnings of a business started by two brothers. It shows the organization's global business plan and their continued growth from portable hand-held work into the arena of automation. It reveals their commitment to the environment and wellbeing of each employee.
- Would this culture be conducive to effective project management?  
A solid foundation and growth plan into the world of automation, combined with a focus on the environment and safety make this an organization conducive to effective project management.

## **Publix**

### **Values and Beliefs**

There's value in our mission: You could walk into a Publix blindfolded and know where you are even before you take the blindfold off! Why is that? What's so different about Publix? It smells like fresh baked bread. It sounds friendly and welcoming. It just feels different. Our stores are special because of our people, products, services and the overall shopping experience.

Publix values and beliefs go far beyond the support of their mission to be the premier food retailer in the world, they truly work to make a difference in their communities and in the lives of their communities. Publix has been an avid supporter of the United Way, Special Olympics, Feeding America, March of Dimes, numerous other organizations who need a friend when times are hard. This level of commitment says nothing about the mission, it says everything about the people who make that mission happen.

Sustainability means balancing the needs of humanity with the needs of the living earth. It's meeting today's demands without compromising what's essential for tomorrow. That's why Publix got into a Green Routine® in 2001—long before being eco-savvy was chic. We started making smarter choices to enrich the quality of life of our associates, our customers and our planet.

### **I. Physical Characteristics**

- The Corporate headquarters in Lakeland consists of our three main offices and several smaller facilities. Divisional offices are located in Atlanta, Jacksonville, and Miami. Publix main headquarters building is a modern three story glass office building encompassing departments from Benefits to Strategy Support.

### **II. Public Documents**

- At the heart of everything Publix does is their mission statement: Our mission  
Our mission at Publix is to be the premier quality food retailer in the world (Publix, n.d.).  
To that end, we commit to be:

- Passionately focused on customer value,
- Intolerant of waste,
- Dedicated to the dignity, value and employment security of our associates,
- Devoted to the highest standards of stewardship for our stockholders, and
- Involved as responsible citizens in our communities.

### **III. Behavior**

- Everything Publix does, from communications to decision-making is all to support their customer service mission and public relations campaign. On September 29, 2015, Publix Super Markets Charities announced the donation of \$4 million to more than 80 Habitat for Humanity affiliates across the Southeast. Now, we're happy to welcome families into their new Habitat homes funded by the donation.

### **IV. Folklore**

- Our founder George Jenkins was once asked what he thought he would be worth had he not given so much away. Humbly, he answered, "Probably nothing." Folklore are the traditional beliefs, customs, and stories of a community, passed through the generations by word of mouth. George Jenkins has certainly passed into folklore by passing down his belief in people and their communities. As a result, Publix continues to be recognized as one the best organizations to work for and certainly one of the most charitable.

### **V. Conclusion**

- What does the Web page reveal about the culture of this organization?  
Publix web page is as inviting as each of their food stores. The webpage focuses on their employees and customers and indicates how each decision they make is in support of their idea of customer service. The culture and values passed down from their founder live and thrive today. As a result, Publix continues to reach out and help their communities because they are part of the community, not merely another business. The employees embrace their culture, because the culture is practiced and believed, from the top down.
- Would this culture be conducive to effective project management?  
Yes. Effective project management begins with a clear understanding of what you want to do, or what you are trying to create. Publix knows who they are and what they want to achieve. Combine this focus with clear and concise communications, and you have a dream environment for any project manager.

### **References**

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