

# The Creation of Culture in Emerging Organizations

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# Research Motivation

- **Dissatisfaction with culture in businesses**
- **Realization that entrepreneurs recognize the creation of culture too late**
- **Culture is a resource** (Barney, 1991; Brush, Greene & Hart, 2001)
- **Cultural innovation is rarely addressed** (Schumpeter, 1949)
- **Frustration with the concept of work-life balance in emerging organizations**

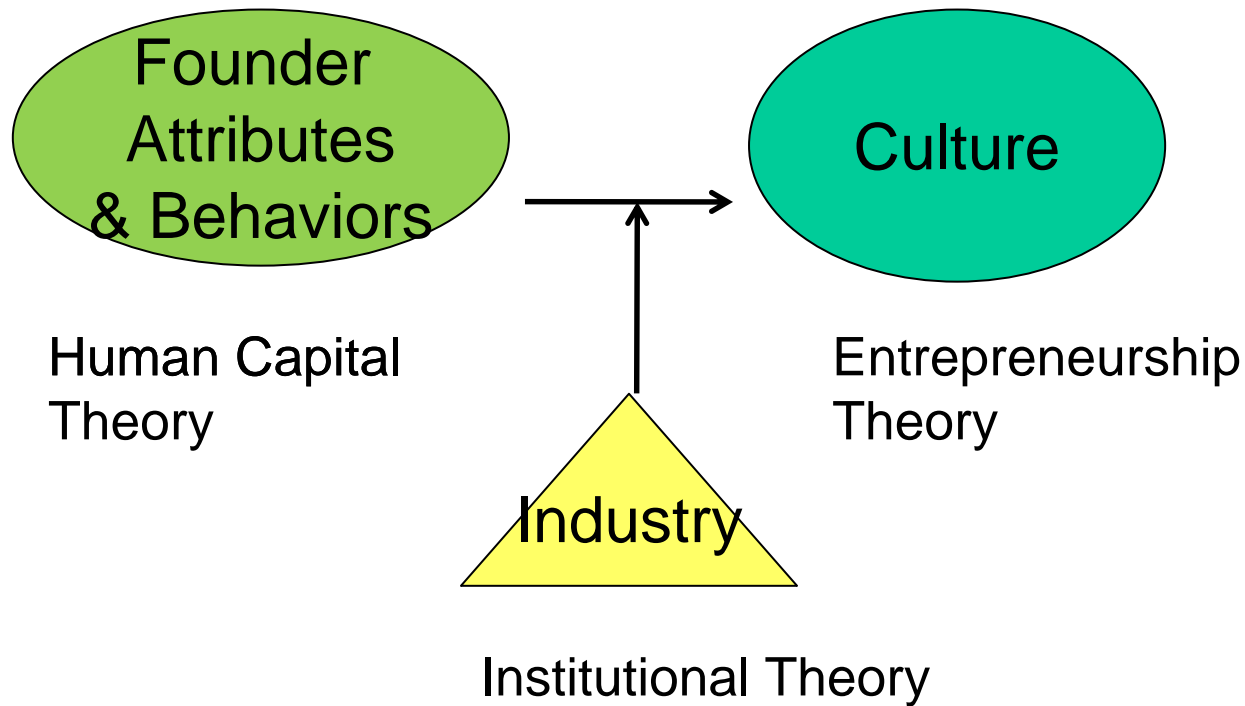
**OBJECTIVE- Research leading to practice-  
a healthy working life in a healthy  
emerging business**



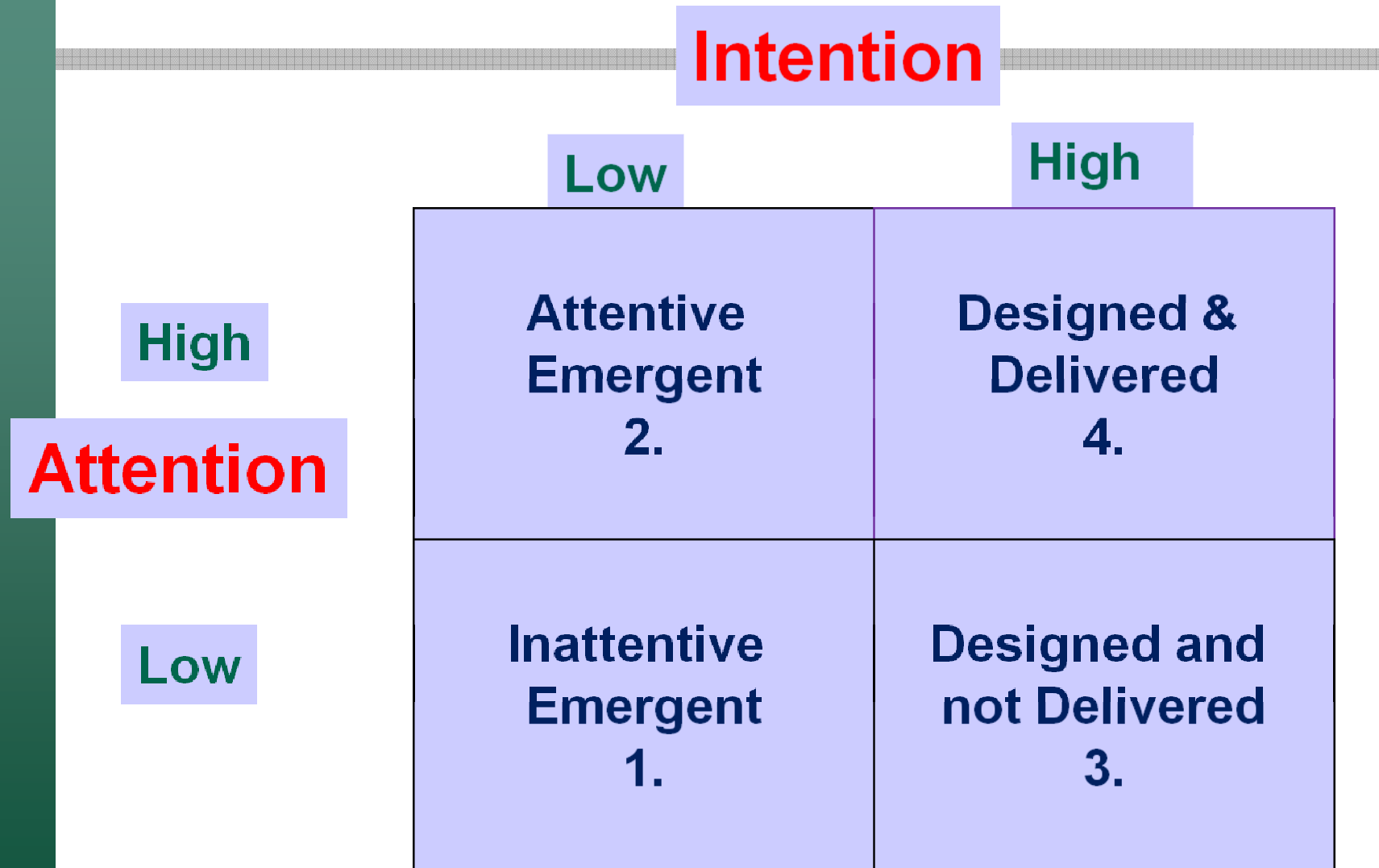
# Literature Summary

<b>Schein (1988)</b>	<b>Attributes</b>	<b>CVR (1999)</b>	<b>Attributes</b>
Organization & environment	Dominant or submissive, harmonizing	Dominant org. characteristics	Familial or competitive
Nature of human activity	Dominant pro-active, harmonizing, passive fatalistic	Leadership style	Efficiency or results oriented or nurturing, or innovative
Nature of reality & truth	Definition of truth	Management of employees	Teamwork or individual ,
Nature of time	Orientation and relevant time units	Organizational glue	Loyalty, rules & policies, innovation
Nature of human nature	Humans as good, neutral or evil?	Strategic emphasis	Human development, resources, stability
Nature of human relationships	Relating to each other, power	Criteria for success	Concern for others, winning
Homogeneity vs. diversity	Innovation v. conformity		

# Research Framework



# Research Questions



5 Derived from Alvarez, 1999; Bird, 1989; Pfeffer & Salancik, 1978



# Research Questions

- 1. Does allocation of time to specific activities vary by attention and intention?**
- 2. Does allocation of money to specific budgetary items vary by attention and intention?**
- 3. Does commitment to social and community activities vary by attention and intention?**
- 4. Will alignment of culture with entrepreneur's vision vary by attention and intention?**



# Examples

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- 1. Shady Lane- Inattentive Emergent**
- 2. Designer Jewelry- Attentive Emergent**
- 3. Architectural Design- Designed & Not Delivered**
- 4. Horse Nutraceuticals- Designed & Delivered**



# Exploratory Research Approach

- **Experimental design- computer simulation**
- **Respondents design and launch virtual business**
- **Sample of 20 entrepreneurs**
- **Stratified by industry and gender**
- **Treatment (intentional) & control (emergent)**
- **Steps:**
  - Individual pre-test
  - Individual experiment
  - Group debrief
  - Individual post-test





# Questions and Discussion

