

## **Corporate Culture Exercise** (2 1/2-4 pages)

Fill in the following rubric (use both the write-up and the pictures):

**JUST ANSWER THE QUESTIONS COMPLETELY, NOT AN ESSAY**

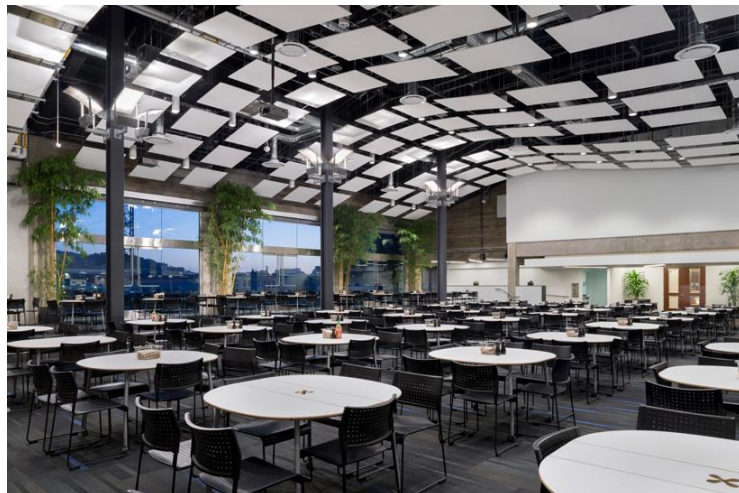
1. What is the name, location, type of business, and business structure (privately held, stock held, profit, non-profit).
2. What is the goal (driving force) of the business; what do the owners want as their return? (remember for-profit businesses' goal is not to serve customers. That is perhaps part of their strategy).
3. What elements of appearance and physical setting, including traffic pattern do you see in the pictures and from the write-up? 3a. What does this tell you about the goals of the business, whom management values, etc.?
4. What does the company say about itself (this is ad slogans or which groups they support) and what does that tell you about what management thinks is important?
5. How does the company greet strangers and what does that tell you about what management thinks is important?
6. How are people compensated and what does that tell you about what management thinks is important?
7. What do employees say about their workplace (interviews) and what does that tell you about what management thinks is important?
8. How do employees and managers spend their time, how do they dress and what does that tell you about what management thinks is important?
9. Do you see any glass ceilings to promotion and success (that is, where you see people like yourself (at all?; in what jobs?; how often promoted?))? This is about prejudice.
10. What is their business strategy (model) to succeed?
11. What is their strategy in dealing with employees to make sure they succeed according to their business model?

### **United Charities: "United We Stand"**

United Charities is a non-profit organization that was founded by Eleanor Roosevelt, wife of the President Franklin Roosevelt, in 1950. Her idea was that if one could put together lots of people who support lots of charities, it may be possible to raise even more money than the individual charities alone. One could also minimize administrative costs of having many separate charities. Many specific charities like the March of Dimes, the Heart Association, Big Brothers/Big Sisters, etc. went their own way as separate organizations, so United Charities began to concentrate more on funding smaller community-based arts and social welfare agencies in each of the cities where they have an office.

The goal of the company is to raise as much money as possible and create vital links to local charitable organizations. Their focus is therefore two interrelated activities. They need people who are committed, energetic, and are good communicators. They are the key to the success of both aspects of the organization's activities. A lot of volunteers in each community are recruited to help in meeting their goals. At the same time, the complexity of the organization requires some experienced managers. United Charities therefore has a young, diverse Board of Trustees (Directors) drawn from each of the cities where the organization operates.

The home office or corporate headquarters is a building outside of Washington DC in Bethesda, Maryland (see pictures below). It is there that overall plans are hatched, financial auditing functions are carried out, and organizers for campaigns nation-wide and especially in the local areas are located. The building is laid out, so that people of every job description interact. The CEO spends as much time in the general office (“the pen”) as in his modest office (see picture page). He and the female CFO are expected to encourage all the workers.



The Board judges the performance of the home office staff, including the C(hief) E(xecutive) Officer and C(hief) F(inancial) O(fficer), based on annual fund-raising goals, and outside assessments of the effectiveness of the programs they fund. The home office is an incredibly busy place. The general office workers are in the “pen” where they are constantly on the phone or on their computers writing reports, e-mailing local centers, or

creating new pitches for funds. Often they and the small manager corps go out to various locations where their branches are found. Creativity is highly valued. Formal meetings of the CEO, CFO and managers happen in the Conference Room, but they have created an “Incubator” where any combination of general staff, local staff, even volunteers, can meet in small groups and work on new ideas. There is a general lunchroom (above) where all the employees eat and interact. The CEO is often seen dining with staff and volunteers. The Board also created a nice lounge where employees can take breaks and get a nice cup of coffee, tea, or a fruit smoothie.

Since a lot of people from the community and local centers visit, the reception area is open and welcoming. Two receptionists, who tend to be more senior office workers, rotate daily. They are there to help visitors find the right place to go, and work in pairs, so they can escort visitors to their destinations.

Because the Boards has such high expectations, they feel that working together means there should be great rewards and not too much of a gap between the salary and benefits of the general workers, the few managers, and the CEO and CFO. They all get the same gold standard health plan, child care benefit, and contributions to their 401 (c) (3) retirement savings plan. Everyone gets a base salary. The average general worker earns \$50,000, the managers \$70,000, and the CEO and CFO \$300,000. Depending on how well an employee meets their performance goals these figures can increase significantly. The average general worker gets a bonus of \$3,000 each year, CEO and CFO can almost double their salaries. If targets have not been met, however, no bonuses are given.

Employees tend to like working there. One said, "it is such a great set of causes, and they make it feel more like a family than a big hierarchical company. The pay is good." Others, however, complained that the annual targets were set too high, so that most years they do not get a bonus at all. The work is really intense and tiring. Another complained that there was too much traveling. One general office worker said the only way to be promoted is to go to one of the local centers, but she did not want to pull her kids out of a school they really enjoy.

[see pictures next page]

**United Charities** *United We Stand*



Corporate headquarters



Ceo and Board of Directors



Incubator



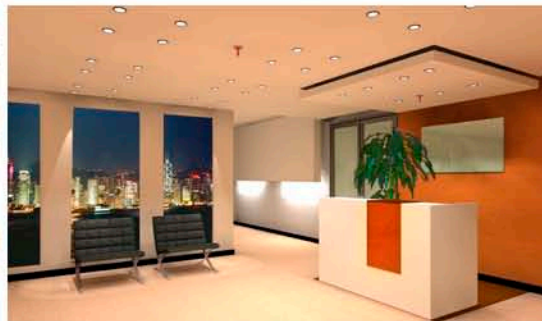
CEO office



Lounge



Conference room



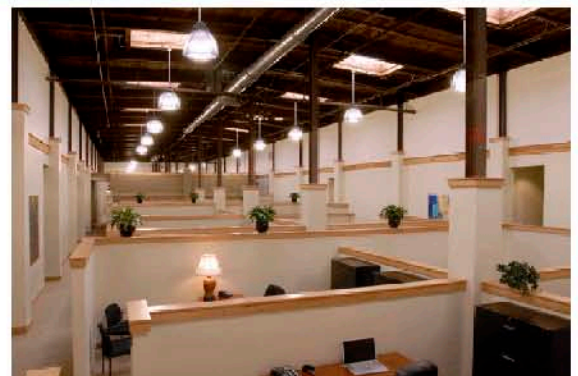
Reception



CFO



General office workers



general office