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People Capability Maturity Model and Anthropology

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People CMM and Anthropology – Buttles 2006



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Topics

- ➔ **Introduction to Anthropology**
- Business Anthropology**
- Anthropological Concept of Culture**
- Organizational Culture**
- The People Capability Maturity Model**
- People CMM and Organizational Culture**



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What is Anthropology?

Holistic Study of Humanity



**Prehistoric
Origins**



**Contemporary
Human
Diversity**





Subfields of Anthropology

Cultural Anthropology

- *study of living people and their cultures*

Biological or Physical Anthropology

- *study of humans as biological organism*

Linguistic Anthropology

- *study of communication and communication systems*

Archaeology

- *study of past cultures*



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Business Anthropology

Research on human behavior in complex organizational structures, utilizing the anthropological culture construct

- Problem Oriented Research

Over **2000** Anthropologists are employed as Business Anthropologists
(Weise 1999)

- Consulting Firms
- Corporate Research Departments
- Academic Institutions

Organizations employing full-time Anthropologists

- Intel
- Microsoft
- General Motors
- Xerox
- IBM



History of Anthropology and Business

1930 - 1960 Industrial Anthropology

- **1931** Hawthorn Project*
 - W. Lloyd Warner, Anthropologist
 - The Committee on Human Relations in Industry (University of Chicago)
- **1941** Society of Applied Anthropology (Harvard)
 - Applied Anthropology journal (now Human Organization)

1960 – 1980 Issues of Ethics

- **Project Camelot**
- **War related Issues**
- **1971** Principles of Professional Responsibility (American Anthropological Association)

1980 – Current Business Anthropology

- **1980s** Culture is key
- **1990s** Globalization of business
 - Design Anthropology
 - Graduate Degrees offered in Business Anthropology
- **2005** EPIC Conference (www.epic2005.com)

* Warner's anthropological contribution to the Hawthorn Studies played a role in the creation of the Human Relations field (Jordon 2003).



Business Anthropologists

What does an Anthropologists bring to the table?

- Holistic Approach
 - small details that make a large difference
- Cultural Relativism
- Cultural Construct
- Research Methods
 - Ethnography
 - Ethnology
 - Rapid Assessment
- Various Theoretical Approaches





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Areas of Anthropological Interest

Organizational Culture
Multinational Organizations
Globalization
Productivity
Change Management
Teams
Cultural Diversity
Product Design and Development (Design Anthropology)
Product Marketing and Positioning
Consumer Behavior
Empowerment
Mergers and Acquisition



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Anthropological Concept of Culture

Culture represents the way of life of a group of people, it is socially transmitted knowledge and behavioral patterns shared by a group of people, and is a complex system composed of learned behavior, ideas, norms, symbols and values that human beings acquire to become members of a society.



Culture is fluid

Culture is **learned, shared**, and is **essential** to human life and is found **universally** throughout the world.



Culture and You

Everyone is part of a **complex cultural system** and as individuals are shaped by that system.

The **enculturation** process begins at birth.

Members of the same culture share knowledge that enables them to behave in ways that are meaningful and acceptable to others (**cultural knowledge**).



**Primary
Culture**



**Regional
Culture**



**National
Culture**



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Organizational Culture: An Anthropological Perspective

The organization *is* viewed as a complex culture with

- structure
- rules of behavior
- reward systems
- goals

An organizational culture is ***NOT***

- perfectly integrated
- clearly bounded
- an isolated entity

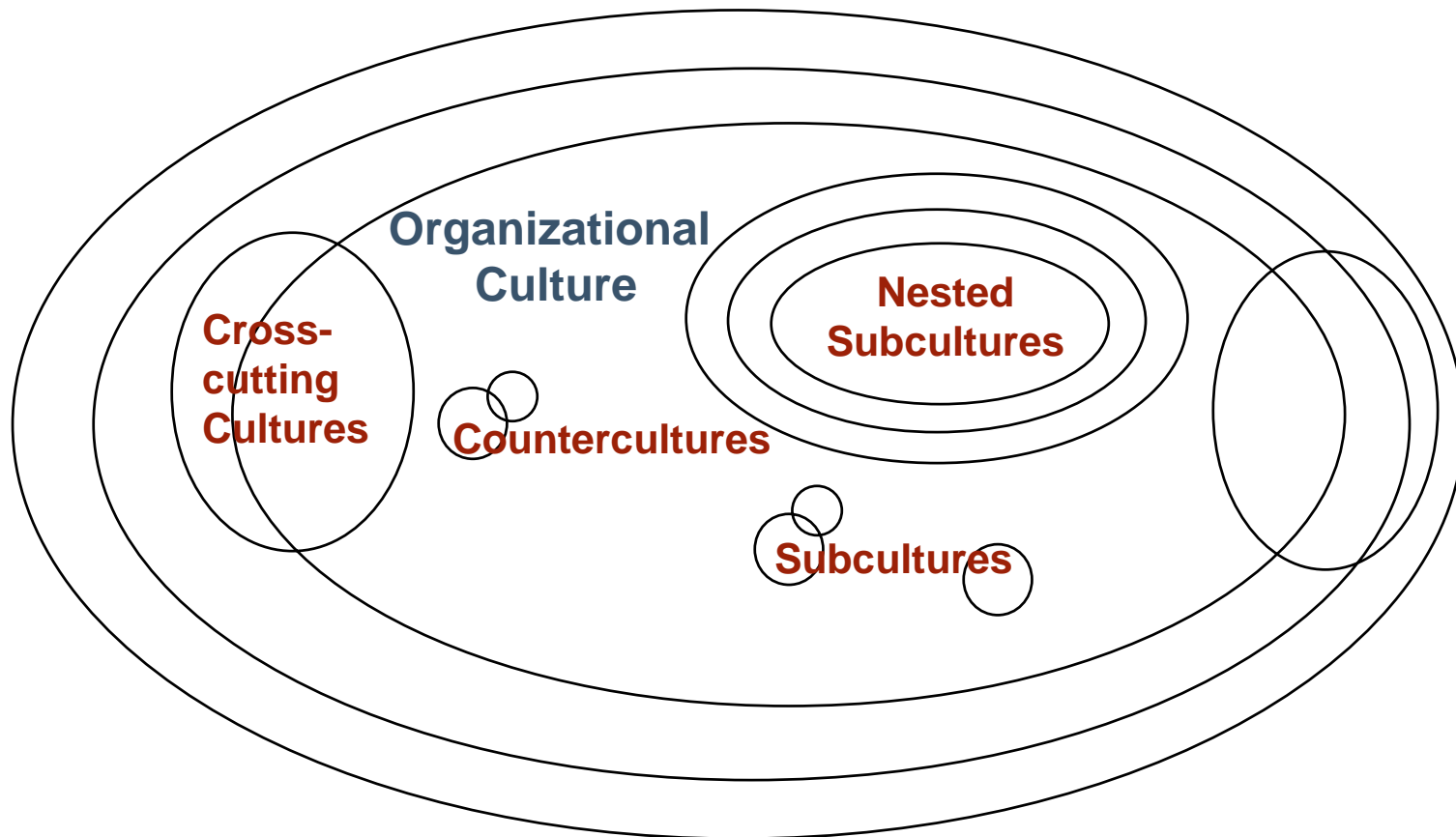
The organization is part of a larger cultural system

- regional culture
- national culture
- industry





Organizational Culture - 2



After (Jordon 2003:87)



Organizational Culture Breakdown

Subcultures

- Organizational Units
- Empowered Workgroups

Nested Subcultures

- Consulting Division
 - Capability Maturity Model Integrated (CMMI)
 - Accounting

Crosscutting Cultures

- Gender
- Ethnic
- Administrative staff
- Occupational cultures (Engineers, Accountants, etc.)

Countercultures

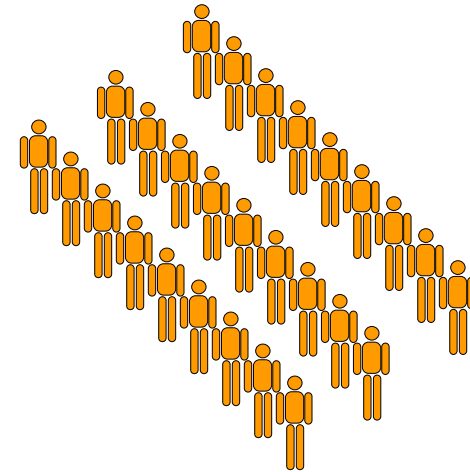
- Cultural Deviance



Adding to the Organizational Mix

The workforce of an organization represents a mix of complex cultural systems

- ethnic
- gender
- educational background
- regional culture
- national culture



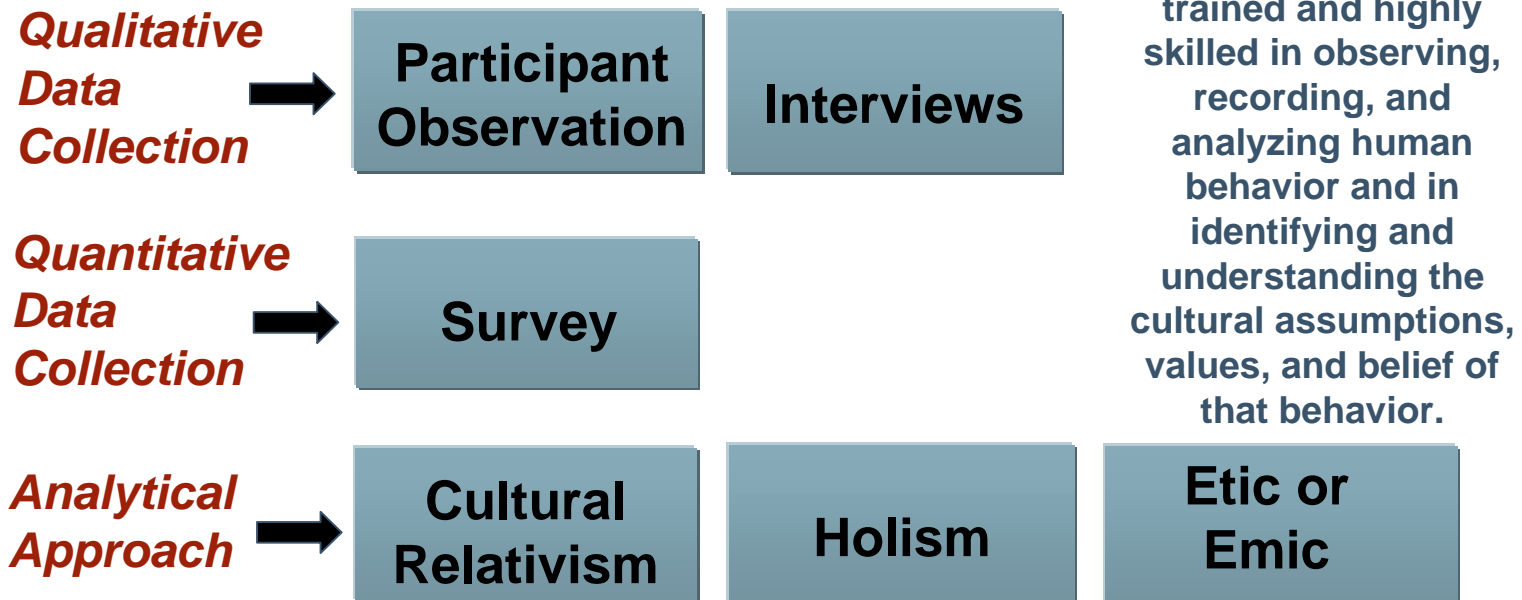
Adding to the complex mix:

- organizational culture of their previous position



Understanding Organizational Culture: Ethnographic Approach

Ethnography = Culture Writing





Ideal Culture vs Real Culture

IDEAL Culture

The way things are supposed to be done

- written rules
- unwritten norms

REAL Culture

The way things are actually done

Participant Observation



Reveals Gaps between Ideal Culture and Real Culture



People CMM Appraisals



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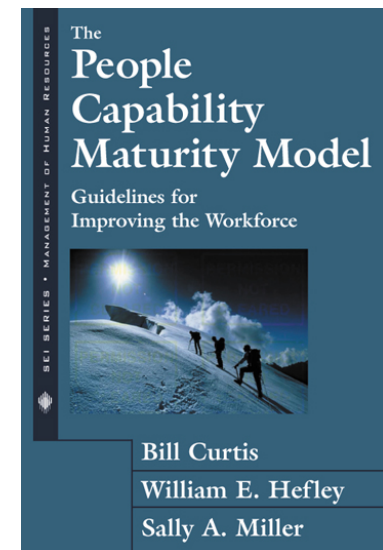


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People CMM: Introduction

The People CMM is a roadmap for implementing workforce practices that continuously improve the capability of an organization's workforce.

- Develop workforce required to execute business strategy
- Characterize maturity of workforce practices
- Set priorities for improving workforce capability
- Integrate improvements in process and workforce
- Become an employer of choice



Curtis, Hefley, & Miller (2001)

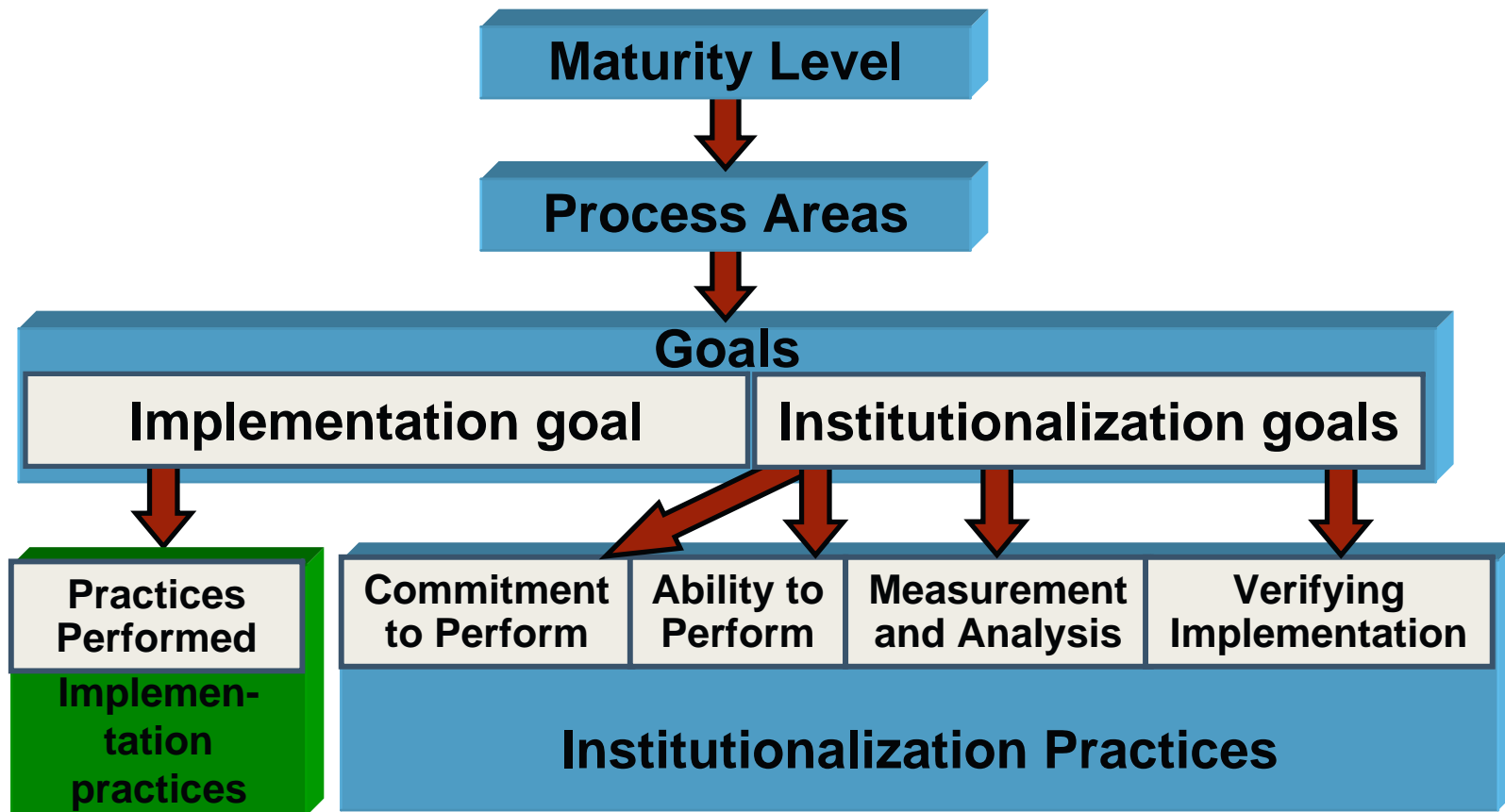


People CMM Threads

Levels	People CMM Threads			
	Developing competency	Building workgroups & culture	Motivating & managing performance	Shaping the workforce
5 Optimizing	Continuous Capability Improvement		Organizational Performance Alignment	Continuous Workforce Innovation
4 Predictable	Mentoring Competency Based Assets	Competency Integration Empowered Workgroups	Quantitative Performance Management	Organizational Capability Management
3 Defined	Competency Development Competency Analysis	Workgroup Development Participatory Culture	Competency Based Practices Career Development	Workforce Planning
2 Managed	Training and Development	Communication & Coordination	Compensation Performance Management Work Environment	Staffing



Two Types of Goals and Practices





People CMM and Organizational Culture

Anthropological Culture Construct: Recap

- Culture is socially transmitted knowledge (**cultural knowledge**)
- Is found in **shared behavioral patterns**
- Includes shared **norms, symbols, and values**

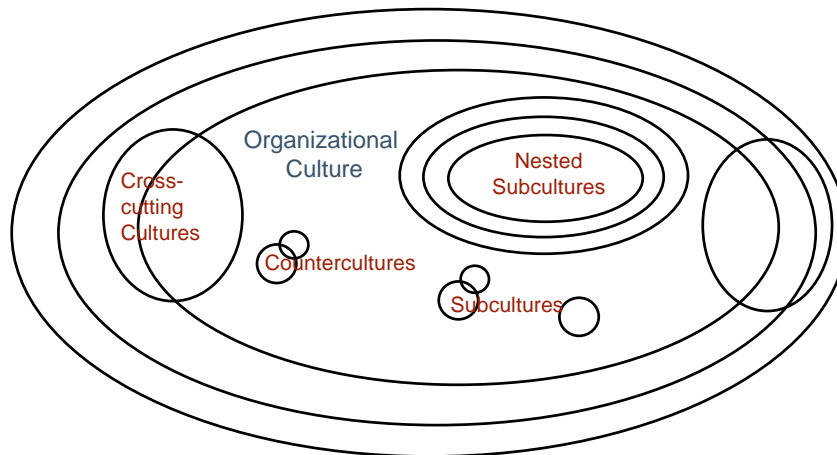
How the People CMM transforms organizational culture

- Implementation goals, practices, and activities contribute to the
 - creation of **cultural knowledge**
 - development of **shared behavioral patterns, norms, symbols, and values**
- Institutionalization goals and practices
 - ensure institutionalization of implementation goals, practices, and activities
 - illustrates support and participation by the organization
- Staged introduction of goals and practices



People CMM and Organizational Culture

Level	Focus	Cultural Focus
2 Managed	Unit Level Management Basic Practices	Subculture Subculture, Organizational Culture Subculture, Organizational Culture
3 Defined	Organization Level Workforce Competencies	Organizational Culture Subcultures, Organizational Culture Subculture, Organizational Culture





Concluding Comments

- Recognizing the complexity and fluidity of an organizational culture, its subcultures, cross-cultures, nested subcultures, and counter-cultures should be considered when implementing any improvement program.

The People CMM model:

- provides organizations an avenue for imparting cultural knowledge, learned behavior, and ideas that can lead to the development of a shared organizational culture.
- can help organizations reduce the gaps between the Ideal Culture and Real culture.
- can further the alignment of the organizational culture with the business goals and strategy.



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