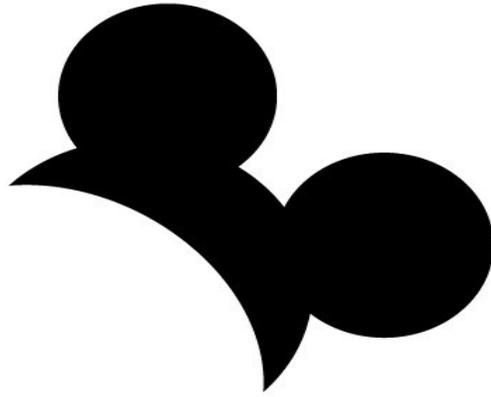


THE EARS OF DISNEY



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RESEARCH PAPER

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ABSTRACT

Organizational culture is one of the key elements that makes and keeps not only employees but clients and customers as well. Disney has been in the forefront of the management and culture for decades and continues to be the example that managers and companies look at. They look at their employees' retention and their management to styles to bring into their own organizations. Organizational culture has a broad range but in this research paper I will focus mostly on Schein's model. Schein's model states organizational culture includes artifacts, values and underlying assumptions. Disney parks are a great example of following these levels of culture. We will dive into their theme park organizational culture and how they successfully apply these standards within their parks and its employees.

ORGANIZATIONAL CULTURE

Organizational culture encompasses a wide range of ideas from many researchers that have tackled the idea for decades. Each with their own ideas, level of understanding and achieving it within your organization. Some have been successful as others have been replaced and/or added upon as the culture and the times have changed. The general consensus is what organizational culture is overall, and that a shared way of being, acting and interpreting life in the organization. ^[1] Organizational culture isn't something that is just created then forgotten about. It is something that must be understood and constantly nurtured as the people and company changes and/or grows.

Schein describes organizational culture in 3 aspects, artifacts, values and underlying assumptions. Artifacts are what can be observed, felt, and heard as an individual enters a culture. ^[1] In other words, they are the physical components of an organization a what you are able to take in. What sort of ceremonies do you see occurring? What sort of symbols are around you? How are people interacting with you and each other? All of these questions go hand in hand with Schein's first level of organizational culture.

The second level towards Schein model are the values that an organizational culture holds. These can be considered an organization's goals, ideals, norms, standards and moral principles, when can be determined through questionnaires. ^[1] These values can include personal and company wide, espoused and enacted values that each individual within an organization understands. What are these company's values? How are they hiring employees that will hold onto these values? How are their employees holding up to these values within the organization towards employees and costumers/clients? How can managers make sure that these ideas, norms

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and standards are being conveyed correctly to their employees? With Schein you can't move onto the next and last stage with understanding this one.

The third and last level is where the true essence and understanding of organizational culture occurs, underlying assumptions. This level includes the “unspoken” rules and unconscious behavior that are usually taken for granted and maybe hard to spot from people within the organization. ^[1] Those with even the deepest levels of understanding organizational culture, can find it difficult to truly see this level in an organization. Understanding this level and realizing that an organization can be a “close-knit team” and it one on the outside entering in may have a level of difficult fitting into the culture right away. These assumptions are deeply rooted into the organization that even the ones within could miss it.

The success of a company might not be correlated with the company's organizational culture and it doesn't have to. But depending on how it is incorporated into the company, and its employees it can be and that is what is happening with organizational culture over the chosen company for the paper parks. The uniqueness that is the company organizational culture is why it continues to bring past, present and new costumers and employees to their company everyday.

ORGANIZATION

Walt Disney was a creator who along with his brother opened up Disney Brothers Cartoon Studio in 1923.^[2] They originally created or re-established cartoons for the larger market and became successful at it after the creation of a mouse named Mickey. They struggled in the beginning but after years of ups and downs they had finally stating seeing the outcome that they wanted. With the success of what they had created so far they were able to expand and grow in live action shows and movies. Disney has created music, movies, resorts, TV shows theatre,

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books, networks, cruise lines and more. If its some sector of the entertainment industry Disney has some sort of hand in it.

After the gaining success of the Disney company so far Walt Disney and his brother opened their first park in California in 1955 called Disneyland, where he imagined families could come and forget about the troubles and worries and just have fun. From there the Disney corporation opened up its next park Walt Disney World in 1971 located in Florida.^[2] From the success of these two parks 4 more were built around the world, one in France, two in China, and one in Japan. These parks are what has made Disney the household name that it has become. But it isn't jus the parks that have made the company what it is today. Their music and movies with different companies such and LucasfilmsLtd and Marvel has projected Disney into bringing not only Disney lovers but comic book lovers and other adults to take a second look into the company.^[3] Not just for their kids entertainment but for themselves as well.

Disney has many parts of their company but it's the theme parks that allow the consumer inside of the companies' mind and thought process in a way. They are able to see the values and culture that the company hold which is usually only reserved for an employee after they are hired and there for a while. Each park is different in its own right especially culture wise across the world but the organizational culture rings true no matter which park you are in around the world. Each park encompass that passion and dedication Disney holds dear for their employees and costumers. Disney is one of the largest corporations in the world and has been in the top 5 if not the number 1 spot for the happiest place to work or places people want to work.^[3] With those numbers its no surprise that the company continues to grow in legacy with their organizational culture.

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Disney is the leading company around the world not only for leadership and motivation and job satisfaction, it is also the leader in organizational culture. Each company is different and each company would not be successful if they adopted the ways of Disney but there is a standard and a success rate that not many other companies have established with their employees and consumers at the level or rate that Disney has for several decades.

WHERE OB AND ORGANIZATION CROSS

Utilizing organizational culture as the main focus of this research paper, it will dive into the Disney Company and what makes their organizational culture work. It will touch upon their goal and values within the company as a whole and within the parks. How they incorporate Schein's three levels into their organization and what other corporations can learn from them.

Artifacts can range from what you see to what you hear and feel which is what Disney relies on for their customers who they refer to as guest. Their employees also referred to as cast members are the front of these artifacts from how they act all the way down to what they are wearing. With focusing on Walt Disney World park aspects each individual cast member from each section is designated a particular costume that fits the theme of that location. This provides an artifact that engages the guests to see how deeply embedded the culture is. Next is smell. Smell is a powerful sensory and each location around the globe at each park smells different on purpose and even different sections within the park has a distinct smell specific to the park section itself.

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