As I was reading this week’s chapters, I thought of the challenges mature firms might face vs. the ones a young firm will face. While young firms face start-up challenges, such as learning how to work with each other, they have the incentive to succeed as a means to prove their worth in the industry. Older firms know how to work with each other, but they face the challenge of becoming relaxed and complacent.

      Schein used DEC as an example of a young company that grew into a mature one. During DEC’s younger stages, it had many obstacles to overcome. Overcoming these obstacles allowed the company to realize what values and standards of their group worked and which did not. (Schein, Pg. 45) The values that worked were later put into “formal statements” ensuring that these values would stay with the company. As the older generations would retire, the newer generations would be taught these values. An important thing to note is that each value has a purpose and reason and that purpose and reason should be formally written down as well. Writing it down, management can help teach future generations the importance of these values. The same way schools use case studies to understand different issues, DEC should assign “case studies” to each value.

      My current group is definitely in a combination of stages. While part of the current group (P.M. Maintenance Techs) was also part of the mature group, another part is stuck in the formation stage. There has been a huge issue with high turnovers within the department and as a result the group dynamic never makes it to the maturity stage. The “old-timers” have a solid foundation but lack the leadership to encourage and drive the younger generation into making it into the mature group stage. The current situation is that the group is in the “fight or flight” label that Schein referenced in the text. (Schein, Pg. 72)

References:

Schein, E. H. (2017). *Organizational culture and leadership*. Hoboken: Wiley.