

WESTRUM'S ORGANIZATIONAL CULTURE

The organizational culture predicts the information flow in an organization. Good information answers the questions that need to be answered in a timely manner and the receiver can effectively use it. Good information flow is critical to be safe and effective in high-tempo and high-consequence environments.

Culture	Pathological	Bureaucratic	Generative
Description	Fear and threat make people hoard, withhold or distort information for political or personal reasons.	Protect departments that maintain their "turf," and their own rules.	Focus on the mission and the performance to accomplish their goals.
Orientation	Power oriented	Rule oriented	Performance-oriented
Cooperation	Low cooperation	Modest cooperation	High cooperation
Approach to the messenger	Messengers "shot"	Messengers neglected	Messengers trained
Risks handling	Responsibilities shirked	Narrow responsibilities	Risks are shared
Bridging	Bridging discouraged	Bridging tolerated	Bridging encouraged
Failure handling	Failure leads to scapegoating	Failure leads to justice	Failure leads to inquiry
Approach to novelties	Novelty Crushed	Novelty leads to problems	Novelty implemented