Cultures and Recordkeeping

Eric Ketelaar

all employees: responsible and accountable for keeping accurate and complete records of their activities (ISO 15489)

top management
RK professionals
IT professionals
HRM professionals
GM professionals

...more than technology...

Organisational memory INTERFACE people

Organisational Memory
- information processing system
- social knowledge system
Eric Ketelaar - Cultures and Recordkeeping

Problem:
- Information processing system
  - How much
  - How expensive?
  - How big?
  - How long?

Problem:
- Social knowledge system
  - Who?
  - What?
  - How?
  - Why?

Information processing system:
- Measuring
- Counting
- Observing
- Digital: yes/no

Social knowledge system:
- Meaning
- Discussing
- Interpreting
- Analog: scale

Quinn’s Competing Values Approach

- Organisational psychology
- Organisational anthropology
**Mintzberg's Configurations:**

<table>
<thead>
<tr>
<th>Mutual Adjustment</th>
<th>Human Relations Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Staff</td>
<td>Open Systems Model</td>
</tr>
<tr>
<td>Adhocracy</td>
<td>Entrepreneurial</td>
</tr>
<tr>
<td>Professional Bureaucracy</td>
<td>Internal Process Model</td>
</tr>
<tr>
<td>Direct Supervision</td>
<td>Entrepreneurial</td>
</tr>
<tr>
<td>Strategic Apex</td>
<td>External</td>
</tr>
<tr>
<td>Standardization Skills</td>
<td>Standardization Workprocesses</td>
</tr>
<tr>
<td>Operating Core of Specialists</td>
<td>Technostructure</td>
</tr>
<tr>
<td>Machine Bureaucracy</td>
<td>Machine Bureaucracy</td>
</tr>
</tbody>
</table>

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**Power Distance Index (PDI)**

1. Malaysia: 104
2. USA: 40
3. Netherlands: 38
4. Australia: 36
5. Denmark: 18

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**Uncertainty Index (UAI)**

<table>
<thead>
<tr>
<th>Country</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greece</td>
<td>112</td>
</tr>
<tr>
<td>Guatemala</td>
<td>101</td>
</tr>
<tr>
<td>Netherlands</td>
<td>51</td>
</tr>
<tr>
<td>Australia</td>
<td>43</td>
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<tr>
<td>Malaysia</td>
<td>46</td>
</tr>
<tr>
<td>Denmark</td>
<td>51</td>
</tr>
<tr>
<td>Singapore</td>
<td>8</td>
</tr>
</tbody>
</table>

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**Cultures and Organizations.**

Geert Hofstede

*Software of the Mind. Intercultural Cooperation and its Importance for Survival*
