

INTERNAL FACTORS		EXTERNAL FACTORS	
Concerns the organization	Concerns members (managers and employees)	Concerns society	Concerns the segment (industry, type)
The paradigm (what is the objective of the organization, its mission and values)	Gender	Crisis or recovery	Competitive conditions in the industry/market (growth and positive results or the opposite)
Control systems (tight control or loose rein)	Age	Unions and other interest groups' strength and influence	The development of the organization's products
Structure (how the organization is organized)	Education, knowledge, and experience	The local community (depending on the organization's role in this)	
Symbols (logo, design, etc.)	Language (nice/coarse, cautious/direct, professional language, etc.)		
Rituals and routines	Values and attitudes		
Stories and myths (e.g. about how the organization came to be, about its founder, etc.)			
Leadership style			

FIGURE 8.7
Factors that may affect the culture of an organization.