

Junaki podjetja kot kazalniki organizacijskih silosov

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Raziskovalno vprašanje (RV): Organizacijske kulture, ki pretirano nagrajujejo junaško vedenje, temeljijo na implicitni predpostavki, da si mora vsak zaposlen prizadevati biti junak. To vodi v uničenje možnosti za razvoj pozitivnega organizacijskega razvoja in zdrave skupinske identitete. Naša raziskovalna hipoteza pravi, da je kultura junakov običajno povezana z mentaliteto silosa. Ta paradigma "junaka in silosa" med drugim povzroča izolacionizem, napuh in medfunkcijsko zamero, saj razkraja solidarnost in empatijo.

Namen: Naš namen je opraviti sistematičen pregled znanstvenih člankov, ki omogočajo vpogled v paradigmo Hero-Silos. Dokazati želimo, da sta mentaliteta silosa in kultura junaka običajno povezani in ju lahko celo štejemo za dve plati iste medalje.

Metoda: Sistematični pregled znanstvene literature bo opravljen v naslednjih zbirkah: Scopus, ProQuest Dissertations & Theses Global, Web of Science, Google Scholar, Base (Open Access), Springer Nature, JSTOR, ScienceDirect, SAGE, Wiley Online Library, Latindex in Scielo.

Rezultati: Pričakujemo, da bomo odkrili nekaj novih vzorcev, ki bodo osvetlili povezavo med kulturo junaka in mentaliteto "silosa". Pričakujemo, da bomo ugotovili, da en dejavnik krepi drugega. Na primer; če se organizacijski silosi krepijo z mentaliteto junaka, se učinek močno poveča; zaradi povečanega izolacionizma, napuha in medfunkcijska odpora je ogroženo celotno podjetje.

Organizacija: Raziskava bo osvetlila, kako je dinamika junaka in sila podobna ledeni gori, kar bo menedžerjem dalo orodja za prepoznavanje problema in preučevanje vprašanj organizacijske kulture z druge perspektive.

Družba: Ugotovitve dokazujejo, da je miselnost junaka-Sila nezavedni pojav, ki negativno vpliva na delovno okolje. Prepoznavnost tega problema bo pripomogla k povečanju

produktivnosti ter k večji zavzetosti/motivaciji zaposlenih, kar bo posledično izboljšalo uspešnost in dobro počutje v organizacijah.

Originalnost: Upamo, da bomo prispevali k razvoju te teme na lokalni, regionalni in evropski ravni.

Omejitve/nadaljnje raziskovanje: Omejitev naše študije je, da predvidevamo relativno majhno količino ustrezne literature o preučevani temi. V prihodnosti bi radi raziskavo empirično razširili na organizacije, kar smo že počeli v neakademske namene.

Ključne besede: kultura junakov, mentaliteta silosa, vzpostavljanje ekipe, organizacijska kultura, vodenje.

Dr. Nadia Molek je asistentka z doktoratom na Fakulteti za organizacijske študije v Novem mestu. Diplomirala je iz antropologije na Facultad de Filosofía y Letras na Universidad de Buenos Aires. Na isti fakulteti je tudi doktorirala iz antropologije. Njeni raziskovalni interesi vključujejo: identitetne procese, migracije in mobilnost, transnacionalizem, medgeneracijske odnose, trajnostni razvoj, trajnostno pedagogiko, trajnostni turizem, dediščino, raznolikost in vključevanje; dobro počutje in duševno zdravje na delovnem mestu.

Mag. Juan Esteban de Jager je študiral antropologijo na Facultad de Filosofía y Letras Universidad de Buenos Aires. Po več kot dveh desetletjih dela na izobraževalnem področju in v turizmu se je začel zanimati za organizacijsko kulturo v okoljih modrih ovratnikov. Trenutno dela v ladjedelnici kot tehnik/svetovalec za kulturo podjetja. Raziskoval je tudi etnomuzikologijo.

Company Heroes as an Indicator of Organizational Silos

Research Question (RV): Organizational cultures that overly reward heroic behavior operate on the implicit assumption that everyone should aspire to be a hero. This leads to breaking down the possibility to develop positive organizational development and a healthy team identity. Our research hypothesis states that hero culture is usually correlated to a silo mentality. Among other dysfunctionalities, this “Hero-Silos” paradigm causes isolationism, hubris and inter-functional resentment, as it corrodes solidarity and empathy.

Purpose: The purpose of this presentation is to carry out a systematic review of scientific papers that provide insights of this Hero-Silos paradigm. We want to demonstrate that silo mentality and hero culture usually come hand in hand and may even be considered two sides of the same coin.

Method: A systematic review of scientific literature will be conducted in the following databases: Scopus, ProQuest Dissertations & Theses Global, Web of Science, Google Scholar, Base (Open Access), Springer Nature, JSTOR, ScienceDirect, SAGE, Wiley Online Library, Latindex, and Scielo.

Results: We expect to detect some emerging patterns that shed light on the correlation between hero culture and silo mentality. We expect to find that one factor potentiates the other: for instance; when organizational silos are reinforced by a hero mentality, the effect is severely exacerbated; it puts the whole business at risk through aggravated isolationism, hubris and inter-functional resentment.

Organization: The research will shed light on how the dynamic Hero-Silo resembles an iceberg, giving managers tools to identify the problem and to examine the problems in organizational culture from another perspective.

Society: The findings evidence that the Hero-Silo mentality is an unconscious phenomenon influencing the work environment negatively. The visibility of this problem will help to increase productivity as well as to elevate the engagement/motivation of the employees, which will consequently enhance the performance and wellbeing within organizations.

Originality: We hope to make a contribution to the development of the topic locally, regionally and in the European context.

Limitations / further research: As a limitation of our study, we foresee a relatively small amount of relevant literature on the studied topic. In the future we would like to expand the inquiry empirically to organizations, which is something we have been doing for non-academic purposes.

Keywords: Hero culture, silo mentality, team building, organizational culture, leadership.

Nadia Molek is an assistant researcher at the Faculty of Organisation Studies. She graduated as an anthropologist from the Facultad de Filosofía y Letras at the Universidad de Buenos Aires. She completed her doctorate in Anthropology in the same house of studies. Her research interests include: identity processes, migrations and mobilities, transnationalism, intergenerational relationships, sustainable development, sustainable pedagogy, sustainable tourism, heritage, diversity and inclusion; wellbeing and mental health at the workplace.

Juan Esteban de Jager studied Anthropology at the Facultad de Filosofía y Letras, Universidad de Buenos Aires. After having worked over two decades in the educational field and in tourism, he took an interest for organizational culture within blue-collar environments. He is currently working in a shipyard, working as technician/ company culture consultant. He shares several interests with Nadia, especially in the fields of organizational culture and tourism. He has also conducted research on ethnomusicology.
