

Such as the basis on which individuals are respected, the basis of the firm's ability to compete, the use of involvement and participation, how and whom makes decisions. Schein believes that the true nature of organizational culture lies at the lowest level, the level of unconscious assumptions.

2.2 Ben and Jerry's organizational culture by Schein's practice

2.2.1 Artifacts and creations (546)

According to Schein, it is difficult to interpret although this level of culture is highly visible, however, because it represents the most superficial cultural phenomena, i.e. only reflections of the true corporate culture, which is also often give vital clues about the underlying values and beliefs. It is therefore useful to distinguish between some of these different signs (Schein, 2004).

Norms

Norms are a code of behavior brought into being by the underlying assumptions and values, and are perpetuated when people observe the norms. In Ben and Jerry's organization, employees are allowed to wear casual clothes: Jeans, shirts and tennis shoes. The entrepreneurs themselves also strive to be ethical leaders and so are their followers; minimize concession to self-interest and emphasize interest for group goals, charity and brand value. They also introduced a strict pay scale ratio of 5 to 1 ratio for its managements.

Language

The language people use can be a valuable indication of culture. They built the preferred kind of organizational culture by decentralization, informal communication, and let the employers involve in company's decision-making process. On the other hand, motivated and encouraged their followers to become

an ethical person and actively involve in social, as “Businesses have a responsibility to give back to the community” and “Do Good by Doing Good”.

Symbols

Status symbols communicate social position and pecking order in the hierarchy, and their grandness gives a good indication about how much importance is attached to hierarchy as an organizing principle. Symbols are likely to be incentive of personal identification and honor to organization. Ben and Jerry's corporate culture overwhelms its main inspiration from their famous mottos, “Peace, Love and Ice-cream” and “If it's not fun, why do it?”. On the other hand, they built their symbols including two details; first they initiated with their personal value (Figure 2.1), second they purposely highlight of being “All Natural” (Figure 2.2) that made by a continued commitment to incorporating wholesome, natural ingredients. Moreover, their creative names from unique flavor combinations such as Chunky Monkey and Economic Crunch are supports to know as Ben & Jerry's.



Figure 2.1 Ben and Jerry's



Figure 2.2 “All Natural”