



LEADING ORGANIZATIONAL CHANGE

Seeing yourself as a change agent

GRANDMA'S ROAST







ORGANIZATIONS AND CULTURE

Name 5 policies or practices in your organization that make no sense.

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ORGANIZATIONS AND CULTURE

Until I came to IBM, I probably would have told you that culture was just one among several important elements in any organization's makeup and success — along with vision, strategy, marketing, financials, and the like... I came to see, in my time at IBM, that culture isn't just one aspect of the game, it is the game. In the end, an organization is nothing more than the collective capacity of its people to create value.

— Louis V. Gerstner, Jr., Former CEO of IBM

CONCEPTS OF 'CULTURE' FROM ANTHROPOLOGY

Culture is an instrument serving human biological and psychological needs, e.g. Malinowski's functionalism.

Culture functions as an adaptive-regulatory mechanism. It unites individuals into social structures, e.g. Radcliffe-Brown's structural-functionalism.

Culture is a system of shared cognitions. The human mind generates culture by means of a finite number of rules, e.g. Goodenough's ethnoscience.

Culture is a system of shared symbols and meanings. Symbolic action needs to be interpreted, read or deciphered in order to be understood, e.g. Geertz's symbolic anthropology.

Culture is a projection of mind's universal unconscious infrastructure, e.g. Levi-Strauss structuralism.

THEMES IN ORGANIZATION AND MANAGEMENT RESEARCH

Cross Cultural or Comparative Management

Corporate Culture

Organizational Cognition

Organizational Symbolism

Unconscious Processes and Organization

CONCEPTS OF 'ORGANIZATION' FROM ORGANIZATION THEORY

Organizations are social instruments for task accomplishment, e.g. classical management theory.

Organizations are adaptive organisms existing by process of exchange with the environment, e.g. contingency theory.

Organizations are systems of knowledge. 'Organizations' rest in the network of subjective meanings that organization members share to varying degrees, and appear to function in a rule-like manner, e.g. cognitive organization theory.

Organizations are patterns of symbolic discourse. 'Organization' is maintained through symbolic modes such as language that facilitate shared meanings and shared realities, e.g. symbolic organization theory.

Organizational forms and practices are the manifestations of unconscious processes, e.g. transformational organization theory.

Source: Smircich 1983.

GENDER AND ORGANIZATIONS

- gender influences organizational culture (Marshall, 1993; Mills, 1988).
- organizational cultures are shaped predominantly by men (Marshall, 1993).
- organizations reinforce values of the dominant gender (Klenke, 1996)
- male shaped cultures emphasize hierarchy, independence, top-down communication (Connelly & Rhoton, 1988; Helgesen, 1990; Maier, 1999; Marshall, 1993).
- female shaped cultures, emphasize interpersonal relationships (e.g., Connelly & Rhoton, 1988; Grant, 1988), power sharing (Connelly & Rhoton, 1988; Helgesen, 1990; Rosener, 1990).
- women's advancement produces organizational cultures emphasizing a humane orientation (e.g., Connelly & Rhoton, 1988; Grant, 1988), the sharing of power (Connelly & Rhoton, 1988; Helgesen, 1990; Rosener, 1990), equal opportunity (Loring & Wells, 1972; Powell, 1993), and an orientation toward performance-based criteria for advancement (Rosener, 1990).



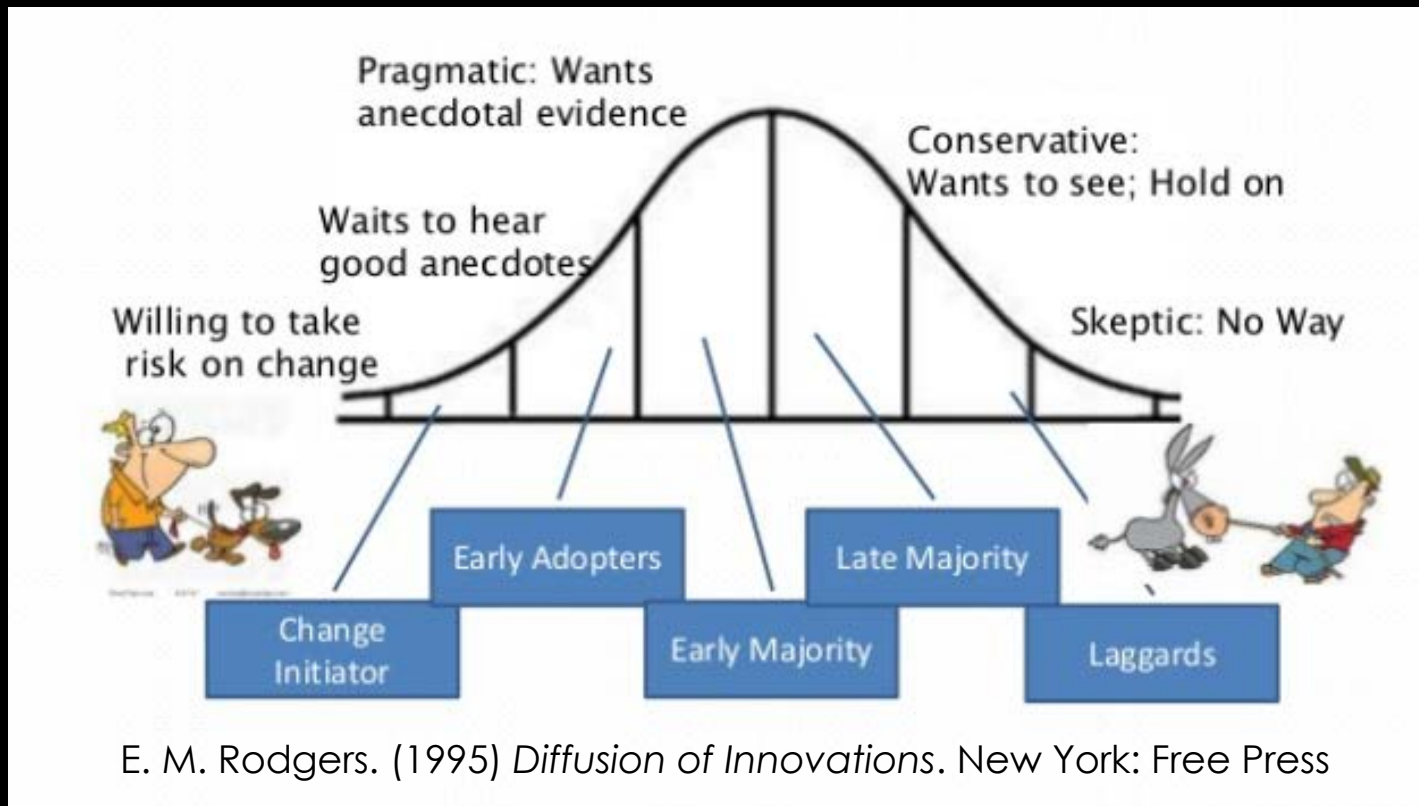


ORGANIZATIONAL CHANGE

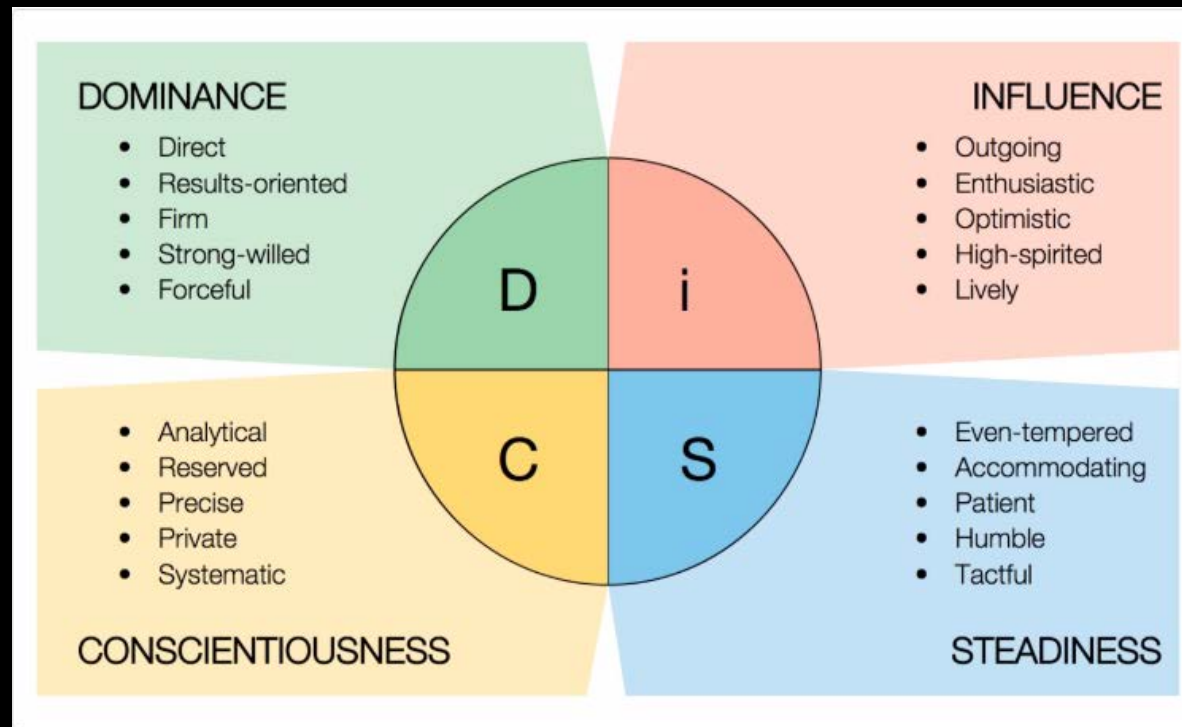
Name 5 things that you would like to change about your organization.

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HOW ORGANIZATIONS CHANGE



DISC STRENGTHS AND ORGANIZATIONAL CHANGE



WHERE DO DISC STRENGTHS MATTER IN THE ORGANIZATIONAL CHANGE PROCESS?

i INFLUENCE

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

s STEADINESS

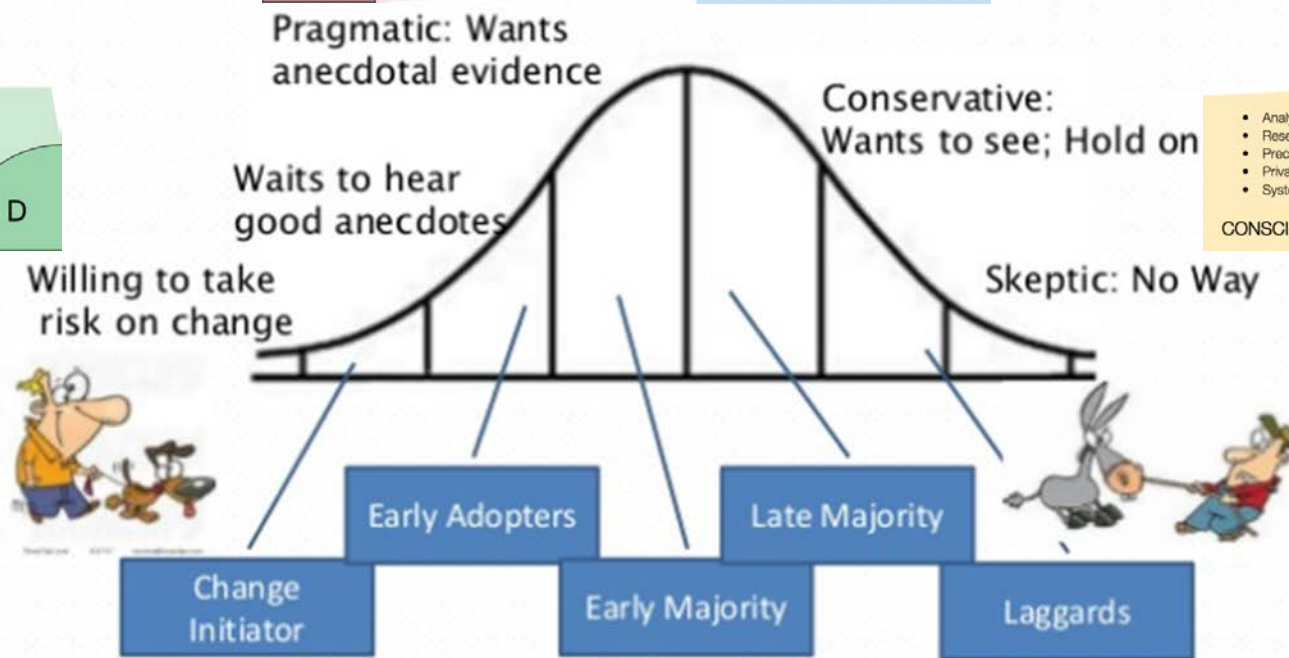
- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

D DOMINANCE

- Direct
- Results-oriented
- Firm
- Strong-willed
- Forceful

C CONSCIENTIOUSNESS

- Analytical
- Reserved
- Precise
- Private
- Systematic





PLANNING FOR ORGANIZATIONAL CHANGE

Choose one of the organizational issues that you identified and design a plan around the following queues:

- Identify a model of change that could be implemented on a limited scale (hint: look for an easy win).
- Name the “change initiators” that you think would champion this change.
- Determine how you will measure the results of the change to win over the “early adopters.” How will you make your case?
- Name the “early adopters” who you think are open to change and will respond positively to positive anecdotes.
- Define how you will scale the early successes into more units (hint: slow and easy wins the race).
- Name the “pragmatists” who will be can be early testers of the change.



PLANNING FOR ORGANIZATIONAL CHANGE

- Develop a plan to document your successes. How will you compose and disseminate your “story.”
- Name the “conservatives” who can carry this forward into the institutional culture.
- Think about how the new changes will become part of the organizational culture. What structures and policies need to change in order for it to be sustainable?
- Some will resist to the end. Devise a plan to deal with the laggards. How will you limit their influence and mitigate the damage they might do?
- Thinking about your DISC strength, define a role for yourself in the change process you have just outlined.
- Share your plan with your group and describe your role.



TOWER BUILDING

- Divide into two groups.
- Name one of the group members as observer (they will receive an instruction sheet)
- Using the material provided for you, build the highest tower you can.
- Observers report out.
- Group reflection on the tower building process.