CHANGING YOUR CULTURE: ONE STEP AT A TIME

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Culture Defined

- What is your organizations "culture"?
- Or......does your organization have a "culture"?

Session Objectives

- Define culture from an _individual and organization_ perspective
- Identify and understand the _process_ to implement cultural change
- _Develop a change program_

Culture Defined

Refers to <u>system</u> of <u>shared meaning</u> held by members that <u>distinguishes</u> from other organizations.

Culture Defined

- Defines the boundaries.
- *Conveys a sense of identity*.
- *Facilitates commitment* to something larger than self.
- *Social glue* that holds the organization together.
- Control mechanism for employees.

Culture Defined

- Seven elements of Culture
  - Outcome/Result orientation
  - People orientation
  - Team orientation
  - Aggressiveness: Competitive vs easy going.

Culture Defined

- Seven elements of Culture
  - *Innovation & risk taking*
  - *Stability:* focus on the status quo rather than change.
 - *Attention to detail*

Culture Defined

- Are there *other elements* of culture that you can impact your organization??
- How do you see these elements interacting?

Culture and Top Management

- The actions of top management establishes the norms:
  - Whether risk taking is desirable
  - Freedom of managers
  - What actions will pay off in terms of pay raises, promotions and other rewards, etc.
- *How else does "top management" impact the culture of the organization?*

Sources of Culture

People/ MGMT
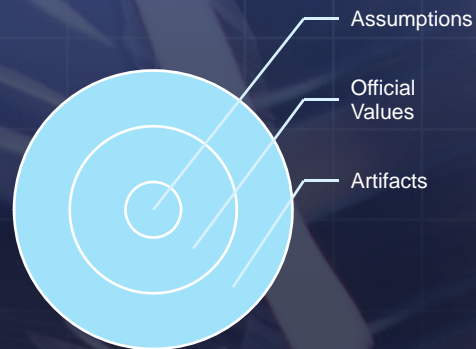
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Work Structure
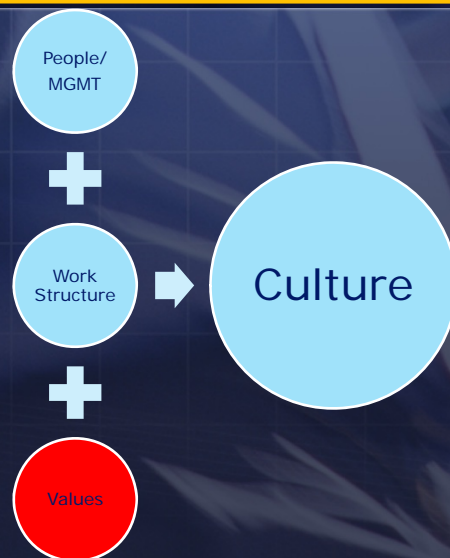
Values

→ Culture

Culture In Action

- Artifacts
  - What's on the bulletin boards
  - How offices are set up
  - How meetings are conducted
  - How people greet each other
- "Official" values
  - Corporate vision statement
  - Written policies
  - Code of ethics

Assumptions

Official Values

Artifacts

Culture in Action

- Assumptions
  - Seldom discussed assumptions behind the actions
  - "That's the way we do things around here."

Assumptions

Official Values

Artifacts
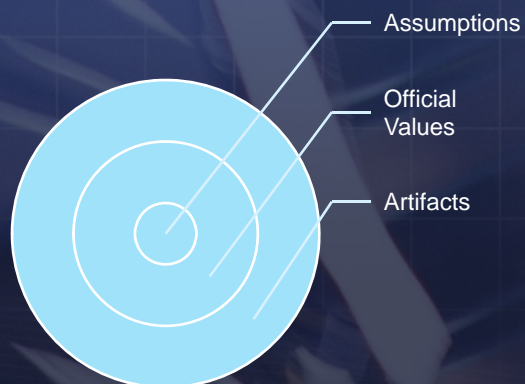
Culture as an Issue

- Can culture be a barrier in the organization?

- Barrier to change:
  - Occurs when environment is dynamic & and strong culture *worked well in past (yes/no)*.
- Barrier to diversity:
  - Pressure on employees to conform. Diversity likely to diminish in strong cultures- people want to fit in

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Easiest

Short Term

Physical
(processes,
tools,
structures

Ability to Influence or Chance

Ability to Influence or Chance

Most
Difficult

Long Term

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Culture and Change

- Physical and processes are easy to change..........

- What's not is the behavioral and cultural aspects

Culture and Change

- *How do you react to Change within your organization?*
  - Exercise

Change

"This is a waste of time."
"Why change if it was working just fine before?"
"If it ain't broke, don't fix it."
"They never tell us what's going on!"
"How soon will this happen?"
"How will this impact me?"
"Will I receive new training?"
"What's in it for me."
"I doubt they are really serious about this."

Natural reaction to change: **Resist**
Awareness of need to change: critical ingredient and must come first

Cultural Change

- Why is change difficult?

The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades.

John P. Kotter Leading Change

Cultural Change

- Turf Wars/Power
- What is the value of change?
- Status quo provides a certain level of stability/predictability
- Loss of job security
- Poor communication
- Ingrained habits
- Organization lacks adequate rewards
- Viewed as more work with fewer resources
- *Lack of culture that puts a premium constant process improvement*

It is not necessary to change. Survival is not mandatory. W. Edwards Deming

Change Management

- Benefits of Change
  - Reduced cost
  - Cooperative partnerships
  - Creation of a higher level of service
  - Delivering services more efficiently
  - Meeting the needs of user groups

Change Management

- When can change be easily managed
  - Threat of organizational failure
  - Raises the perceived value of change, regardless of effects
  - Permits "zero-based" look at long-standing practices
  - Easier to take holistic view
- People have more incentive to be objective and keep the organization going, rather than protecting their own interest
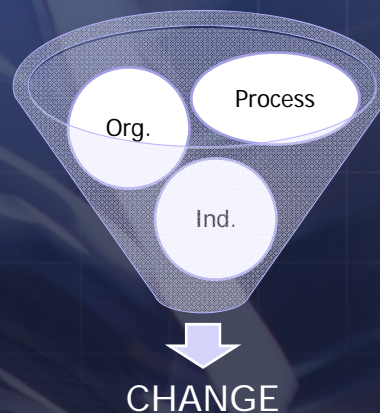

In order to change we must be sick and tired of being sick and tired.

Change Management

- Remember change...
  - Is a *process,* not an event
  - Is made by *individuals*, then *organizations*
  - Is *a highly personal experience*
  - Involves *gradual* growth

Org.   Process

Ind.

CHANGE

The Eight-Stage Model of Planned Organizational Change

Process

- Increase Urgency
- Build the Guiding Team
- Get The Vision Right
- Communicate for Buy-In
- Empower Action
- Create Short Term Wins
- Don't Let Up
- Make Change Stick

Stage 1: Increase Urgency

Raise a feeling of urgency so folks say– "let's go"!

What Works:
- Show others the need for change
- Use valid information and data
- Never underestimate complacency, fear and anger

Stage 2: Build the Guiding Team

- Form a group that has the capability to guide the change process

What Works:
- Showing enthusiasm and commitment
- Modeling trust and teamwork

Stage 3: Get The Vision Right

- Create the right vision and strategies to guide action

What Works:
- See -literally- possible futures
- Vision so clear- it can be articulated in one minute or written on 1 page

Stage 4: Communicate for Buy-In

What Works:
- Simple communication not technical
- *Know what your folks are "feeling"*
- Speak to anxieties, fear, confusion, anger

How Employees Learn Culture

- Stories – Depicting the past events of the organization.

- Rituals – Repetitive activities reinforcing the values of the organization.

- Material Symbols – Conveying social equality, desired organizational behavior, etc. by the top management.

- Language – Acceptance and preservation of culture.

Remember this...

Tell Me	I will forget
Show Me	I might remember
Involve Me	I will never forget
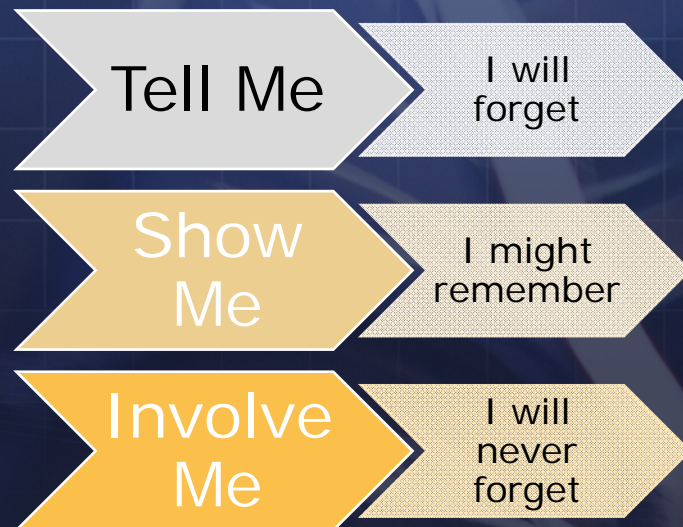
Stage 5: Empower Action

Deal effectively with obstacles blocking action.

What Works:

● Find folks with change experience who can state "we won and you can too"

"Change is the law of life and those who look only to the past or present are certain to miss the future." John F. Kennedy

Stage 6: Create Short-Term Wins

- Produce short-term wins to energize the change helpers, enlighten pessimists, defuse cynics

What Works:
- Early wins that come fast
- Wins that are visible to as many people as possible
- Wins that speak to powerful players whose support you need but do not yet have

Stage 7: Don't Let Up

Continue with wave after wave of change, not stopping until the vision is a reality

What Works:
- Looking for ways to keep the urgency up
- As always- show 'em, show 'em, show 'em

Stage 8: Make Change Stick

- Be sure the changes are embedded so they the new way of operating
- What Works:
  - Staff meetings
  - Organizational Goals
  - Who does the evaluation and how?
  - Internal and external stakeholders
  - Public Notice

Stage 8: Make Change Stick

- Effective management of the *people* dimension of change requires managing five key phases
  - *Awareness* of the need for change
  - *Desire* to make the change happen
  - *Knowledge* about how to change
  - *Ability* to implement new skills and behaviors
  - *Reinforcement* to retain the change once it has been made

Change- Simplified

VISION	SKILLS	INCENTIVES	RESOURCES	ACTION PLAN	
VISION	+ SKILLS	+ INCENTIVES	+ RESOURCES	+ ACTION PLAN	=CHANGE
	+ SKILLS	+ INCENTIVES	+ RESOURCES	+ ACTION PLAN	=CONFUSION
VISION	+	+ INCENTIVES	+ RESOURCES	+ ACTION PLAN	=ANXIETY
VISION	+ SKILLS	+	+ RESOURCES	+ ACTION PLAN	=GRADUAL CHANGE
VISION	+ SKILLS	+ INCENTIVES	+	+ ACTION PLAN	=FRUSTRA-TION
VISION	+ SKILLS	+ INCENTIVES	+ RESOURCES		=FALSE STARTS

Reminders........

- Too often leaders launch their initiatives by calling a meeting then expect people to "buy-in"
- Most leaders *under-communicate* their change vision by a factor of 10
- *Inconsistent behavior* by a manager fuel the cynicism and frustration
- *Build a guiding coalition* that represents all levels of the organization
- Celebrate incremental improvements

Summary

- To be effective as a change agent, consider and understand:
  - The system or context
  - Yourself
  - What it takes to motivate and involve others
  - Empower employees

Thank you!!!!

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