

CROSS-CULTURAL MANAGEMENT

WEEK 4

Culture and Organizations

Change

CROSS-CULTURAL MANAGEMENT

Change

Change is a cultural process because it is about changing the way of thinking and doing. It involves :

- Using the existing corporate/business culture to effect structural changes given adopted strategies
- Changing the corporate/business culture as a result of adopted strategies



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Change

The above conceptualizations indicate a common approach:

- Change has a starting point thereupon change as a process is initiated – unfreeze/freeze approach (Lewin)
- Change is initiated as by an act of volition

However:

- Change can be continuous without any starting point
- Change happens independently of anyone's volition

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Change

Worldviews (Laurent):

- Change as a shift – adopted mainly by “doing-oriented” cultures:
what a person does defines the person
- Change as a transformation – adopted mainly by “being-oriented”
cultures: who the person is relationally defines the person

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Approaches (Laurent):

- Instrumental:
as a means for an end
- Social:
for a purpose



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Mechanisms (Schein):



A corporate culture may change through the following modes:

- Natural: as expected, under normal conditions
- Therapeutic: identity shock
- Hybrid: adopting partial identities
- Planned: linear and incremental mode
- Technological: adopting new tech

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Mechanisms (Schein):

- Explosive: exposure of ethically-contestable issues
- Coercive: challenging old assumptions
- Turnaround: setting a clear idea as to what the firm should be
- Rebirth: replacing old values and identity



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Values

Change is a function of values (Cameron & Quinn)

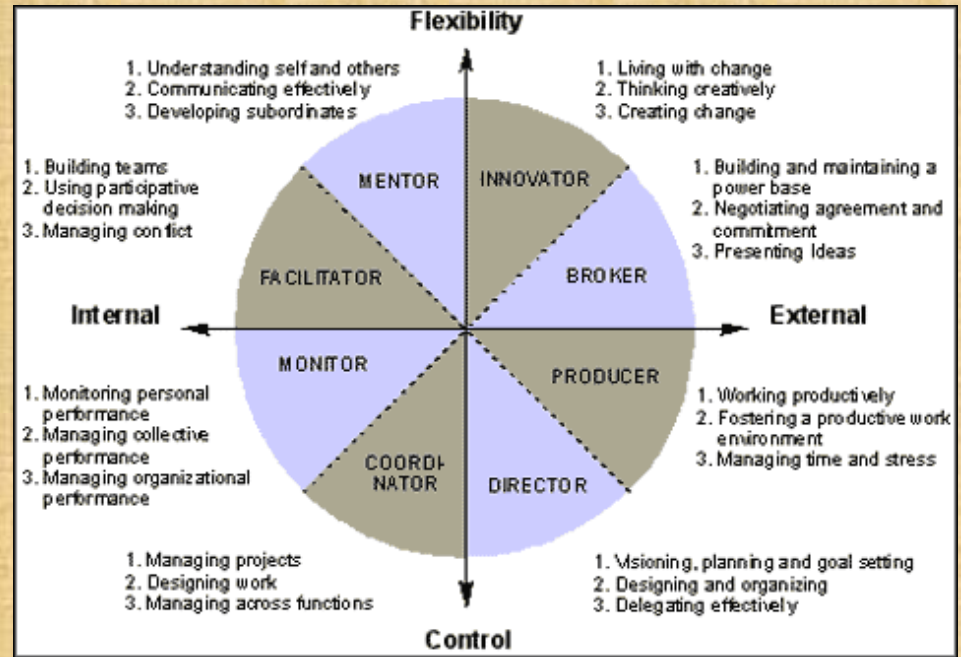


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Values

Change is about a focus on values (Cameron & Quinn):



- Hierarchy culture: focus on tradition, continuity, regulation
- Market culture: focus on profit, productivity, advantage
- Clan culture: focus on flexibility, discretion, team-spirit
- Adhocracy: focus on adaptability and innovation

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Change Readings

- <http://www.forbes.com/sites/stevedenning/2011/07/23/how-do-you-change-an-organizational-culture/>
- http://www.booz.com/global/home/what-we-think/katzenbach_center/kc_culture_and_behavior_change
- <http://www.ctp.uk.com/uploaded/documents/White%20-%20Paper%20-%20CREATING%20CULTURE%20CHANGE.pdf>
- <http://www.culturechange.com/safetycultureassessment.pdf>

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Activities

OCAI survey

Business etiquette quiz

Cases

10.1

10.2

