



Organisational Culture and Change Management

Building adaptive teams to navigate
transformation successfully





Introduction and Module Overview

Introduction to Organizational Change

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Drivers of Organisational Change

Globalization, technology, and competition drive rapid and unpredictable organizational change today.

Consequences of Failing to Adapt

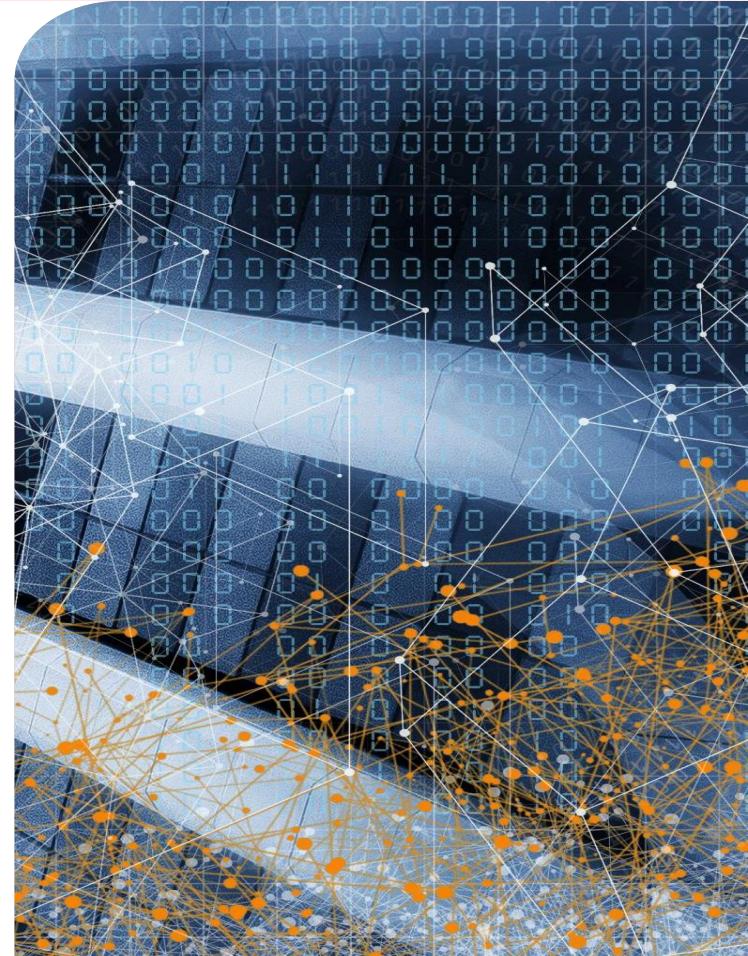
Failure to embrace change can lead to decline or extinction, exemplified by the dotcom crash.

Importance of Organisational Culture

Cultural resistance often causes change initiatives to fail, making culture key to success.

Foundations for Change Management

Studying change theories and models helps managers implement effective and sustainable change.



Module Aims and Learning Outcomes

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Understanding Organizational Effectiveness

The module explores definitions and evaluations of organizational effectiveness using classical and modern approaches.

Organisational Culture Insights

Students learn about the nature, limitations, and cultural perspectives in organizations, emphasizing the 1980s cultural shift.

Change Management Approaches

The module teaches planned and emergent change strategies and frameworks for selecting appropriate interventions.

Practical Application and Skills

Emphasis on case studies and theoretical foundations prepares students to diagnose challenges and implement change effectively.





Foundations of Organizational Effectiveness

Defining Organizational Effectiveness

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Conceptual Complexity

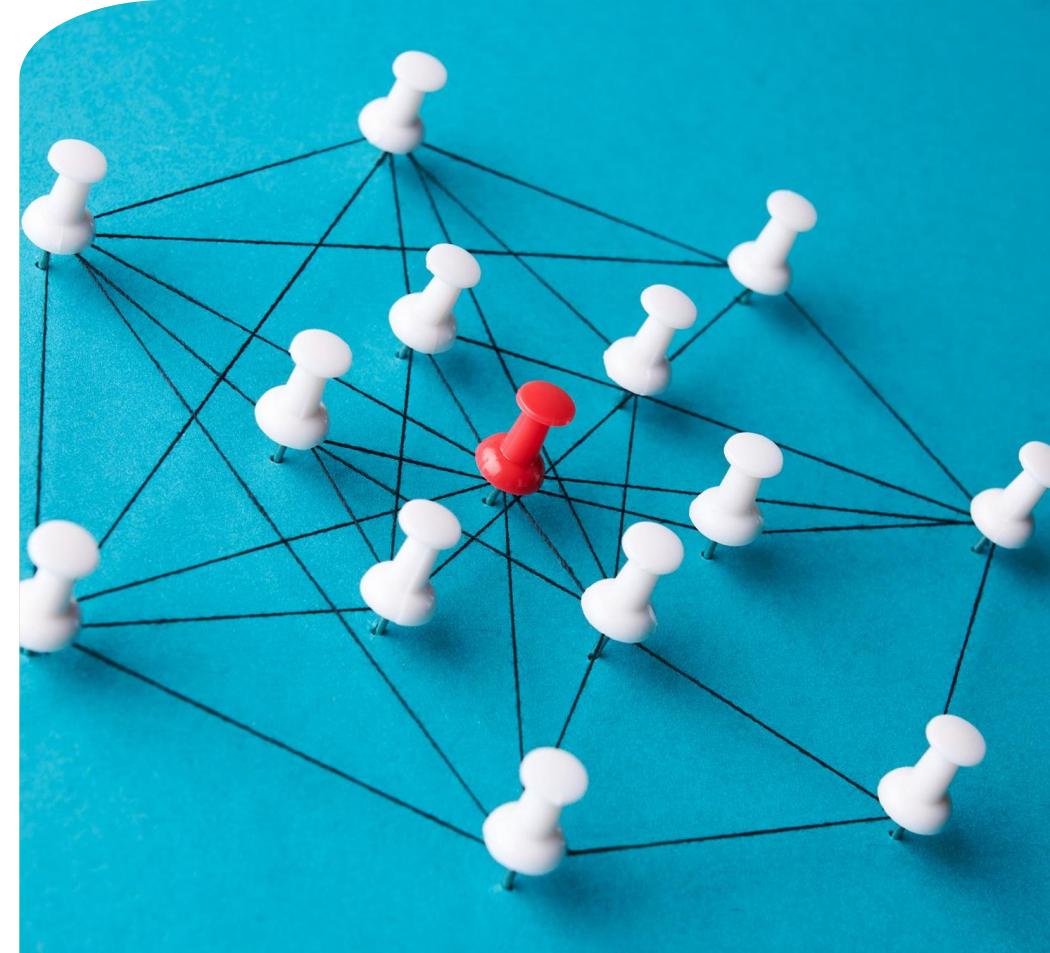
Organizational effectiveness has no single definition, encompassing diverse perspectives from goal attainment to adaptability.

Multi-Stakeholder Perspective

Effectiveness integrates profitability, social responsibility, and stakeholder satisfaction, balancing multiple interests.

Process and Outcome Focus

Understanding effectiveness requires examining leadership, structure, culture, and performance outcomes holistically.



Approaches to Organizational Effectiveness

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Classical Approach

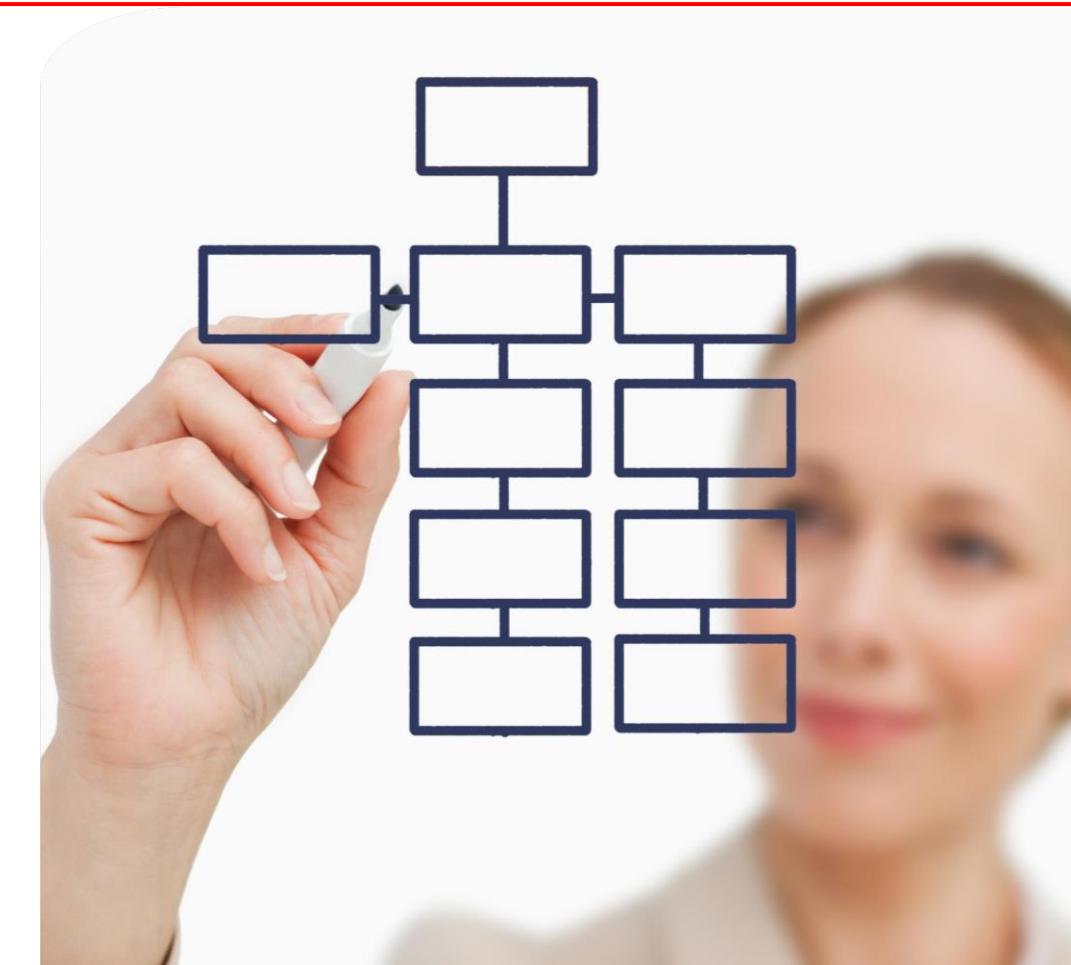
Focuses on efficiency, hierarchy, and standardized procedures viewing organizations as machines.

Human Relations Approach

Emphasizes social and emotional aspects, employee motivation, and participative management.

Contingency Approach

Suggests organizational structure depends on environment, technology, and size for effectiveness.





Culture and Excellence in Organizations

The Culture-Excellence Approach

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Origins and Impact

The Culture-Excellence approach emerged in the 1980s to improve quality and flexibility in Western firms.

Key Attributes of Excellence

Attributes include bias for action, customer closeness, autonomy, people productivity, and value-driven leadership.

Innovative Organizational Models

Models like Shamrock organization and strategic alliances promote agility and knowledge-based workforces.

Critiques and Legacy

Critics cite flaws in methodology and culture assumptions, yet influence on modern management persists.





Research Credibility Issues

Methodological flaws and data concerns weaken the credibility of the Culture-Excellence research findings.

Oversimplified Culture-Performance Link

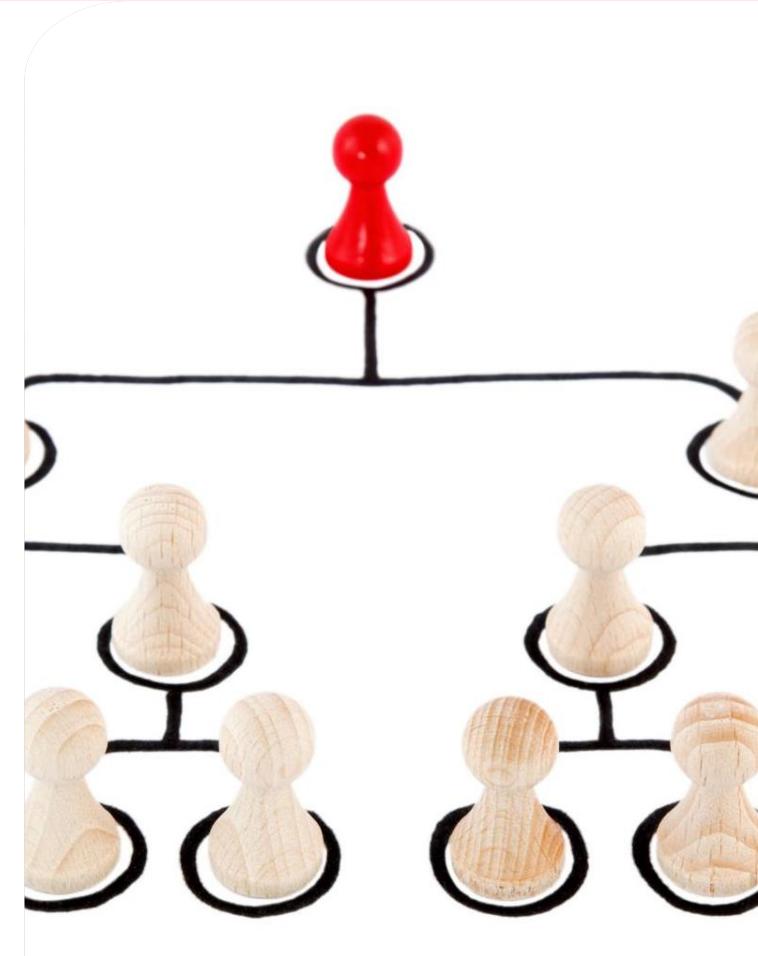
The model assumes a simple culture-performance link, ignoring complexities like subcultures and external factors.

Hierarchical Disparities Impact

The approach often fosters hierarchy, job insecurity, and competition between core and peripheral employees.

Challenges in Cultural Change

Implementing culture change is difficult, requiring ongoing effort and facing resistance within organizations.





Understanding Organizational Culture

Nature and Elements of Culture

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Organizational Culture Definition

Culture includes shared values, beliefs, norms, and assumptions that influence behavior and decisions in organizations.

Cultural Models and Layers

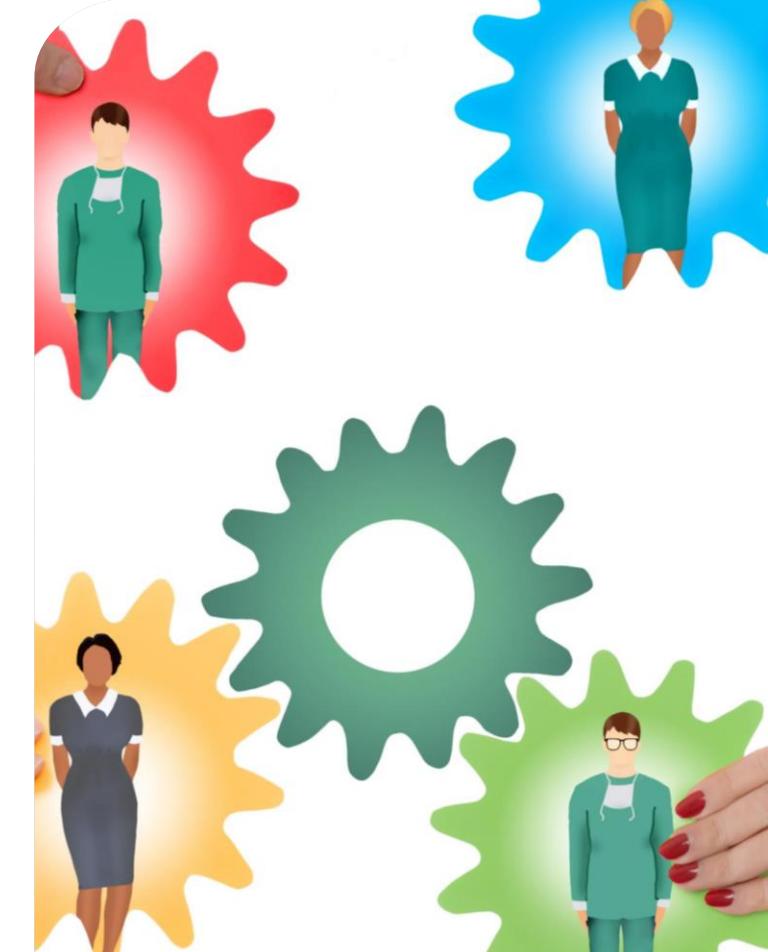
Schein and Hofstede models explain culture from visible artifacts to deep-seated assumptions shaping organizational life.

Functions of Culture

Culture reduces uncertainty, guides problem-solving, and fosters cohesion within organizational members.

Cultural Diversity

Subcultures and national cultures coexist, reflecting varied identities and influencing organizational practices.



Changing Organisational Culture

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Challenges of Culture Change

Organisational culture is deeply rooted and emotionally significant, making change difficult and often met with resistance.

Six-Step Change Model

Cummings and Worley's model includes vision, leadership commitment, behavior modeling, system modification, membership management, and compliance.

Criticism of Change Programs

Many programs oversimplify culture, underestimate subcultures, and ignore external influences impacting change success.

Keys to Successful Transformation

Patience, transparency, and reinforcement are essential as cultural shifts are gradual and unpredictable.





Approaches to Managing Change

Planned Approach to Change

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Lewin's Change Model

Lewin's model includes Field Theory, Group Dynamics, Action Research, and a Three-Step process for structured change.

Organization Development Values

OD emphasizes empowerment, openness, and continuous learning through participative and collaborative interventions.

Criticism and Limitations

The Planned approach is criticized for linearity and limited use in turbulent environments needing rapid transformation.



Emergent Approach to Change

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Continuous Adaptive Process

Change is viewed as ongoing and adaptive, shaped by environment and internal dynamics without fixed steps.

Decentralized Decision-Making

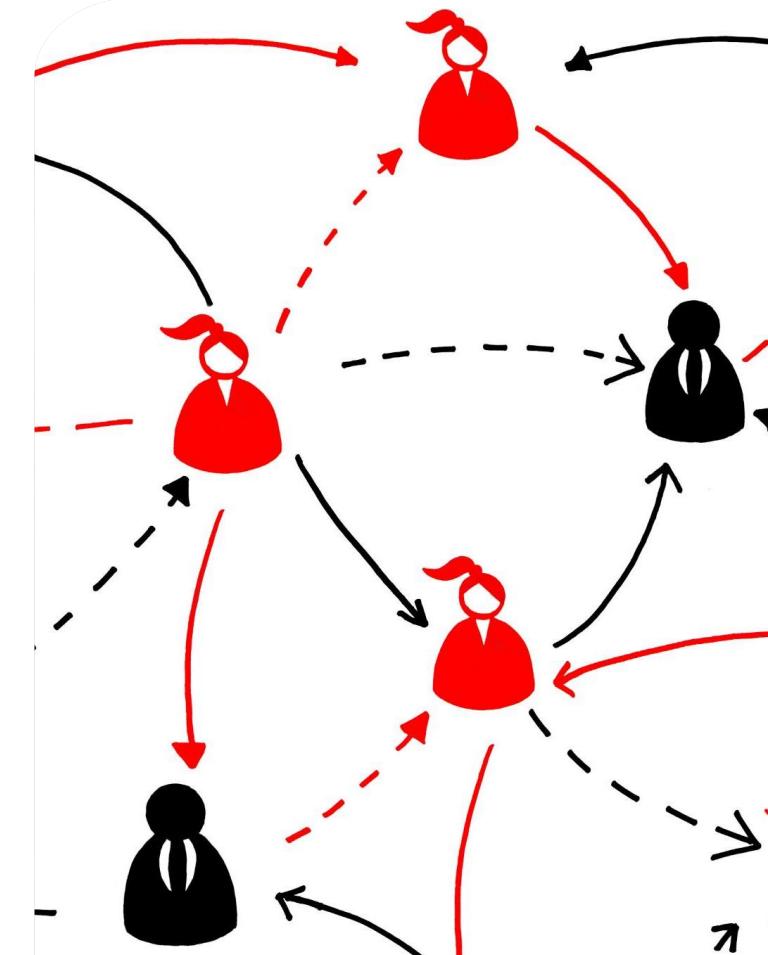
The approach emphasizes decentralized decisions, iterative adjustments, and political-cultural awareness.

Kanter and Kotter Frameworks

Practical guidance includes Kanter's vision and urgency, and Kotter's steps to embed cultural change.

Strengths and Criticisms

Promotes adaptability and resilience but faces criticism for ambiguity and coordination challenges.





Framework for Change

A Framework for Change

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Contingency Approach to Change

Change strategies must align with specific contextual variables for effective implementation.

Dimensions of Change

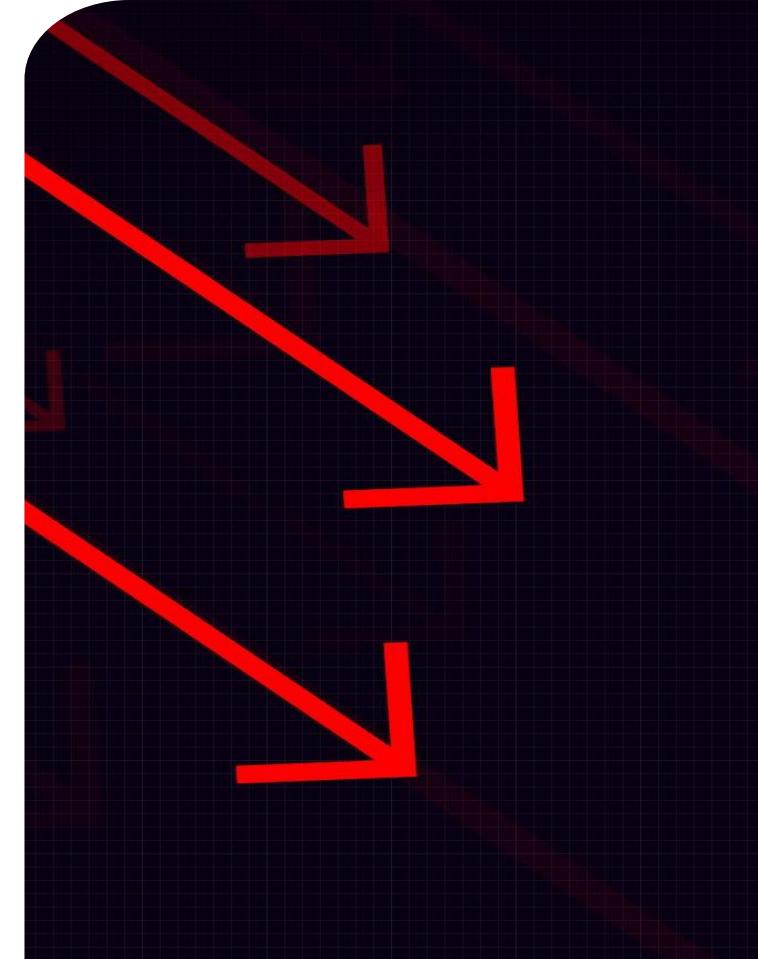
Change is categorized by scale, speed, and focus, shaping different organizational scenarios.

Managerial Choice and Flexibility

Managers can influence environment and arrangements, applying equifinality for flexible strategies.

Integrated Tailored Approaches

Combining models enables tailored change plans balancing urgency, participation, and sustainability.



Key Takeaways and Future Directions

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Interdependence of Culture and Change

Organizational culture and change management work together to drive effectiveness but may also create resistance to transformation.

Planned and Emergent Approaches

Integrating planned and emergent change approaches within a contingency framework strengthens change management strategies.

Managerial Competencies

Managers need cultural awareness, strategic agility, and political acumen to effectively navigate complex change environments.

Future Hybrid Models

Future trends embrace hybrid models that blend flexibility, cultural adaptability, continuous learning, and stakeholder engagement.



COURSE END

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Thank you for your participation.

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