



# 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**

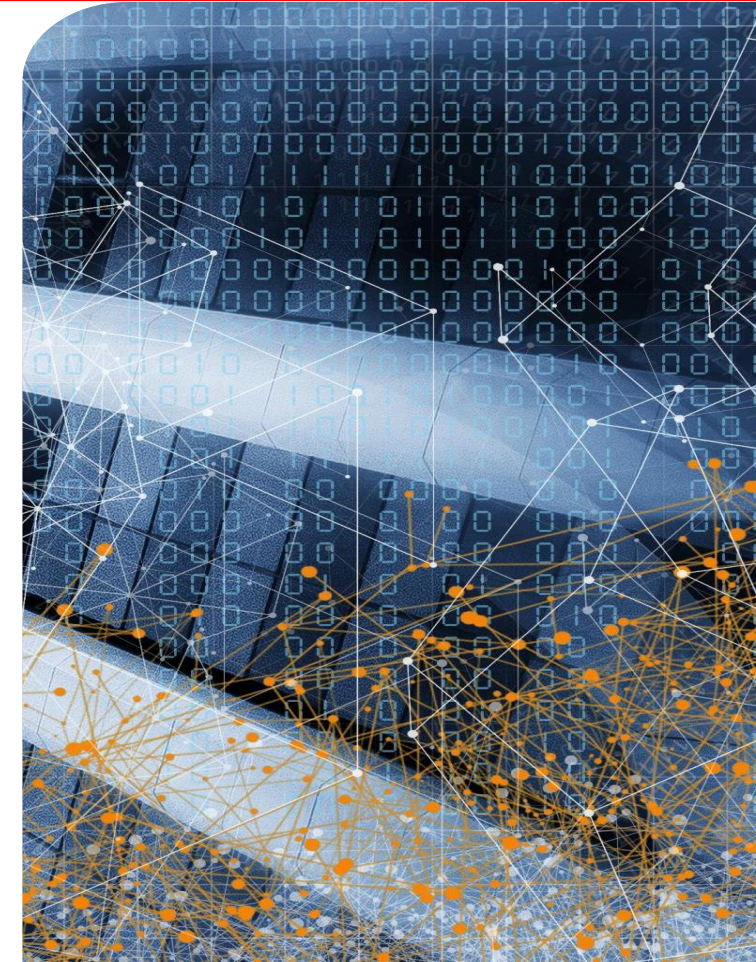
Failure to embrace change can lead to decline or extinction, exemplified by the dotcom crash.

## **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**

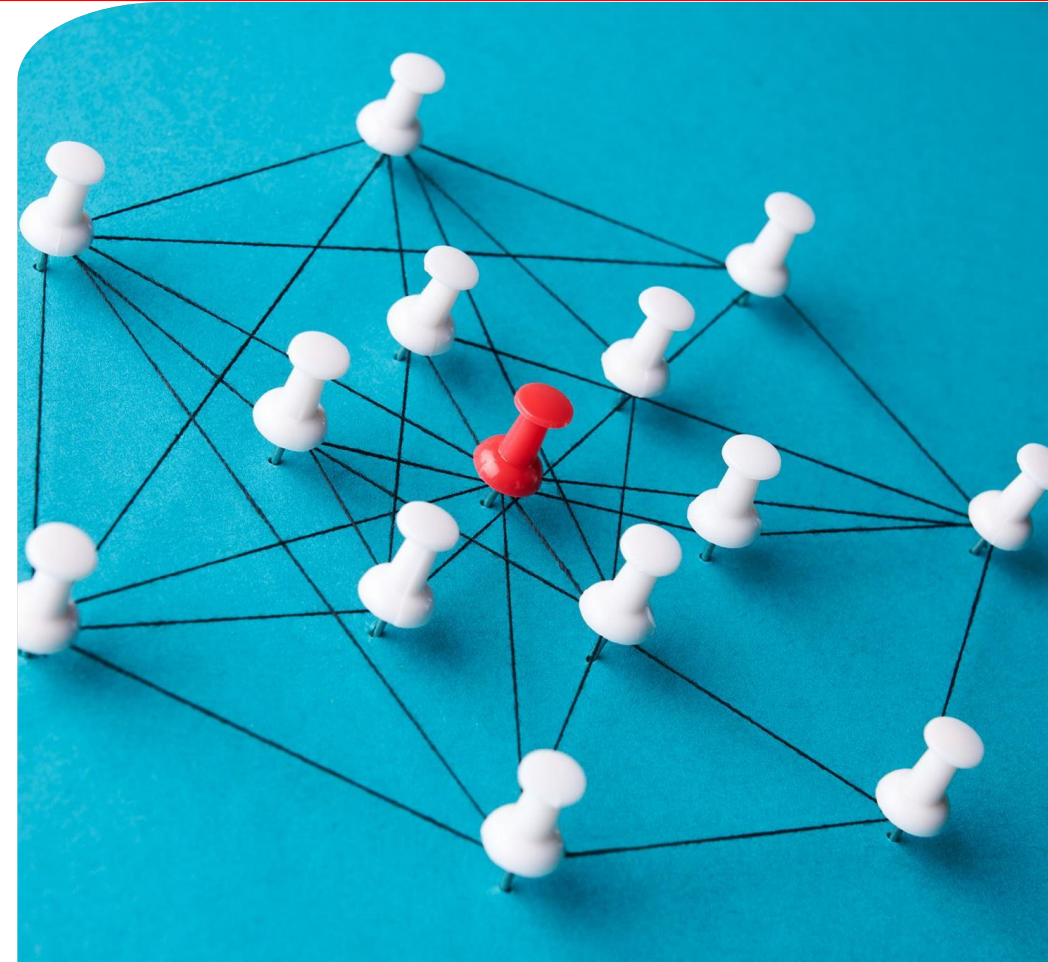
Organizational effectiveness has no single definition, encompassing diverse perspectives from goal attainment to adaptability.

## **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**

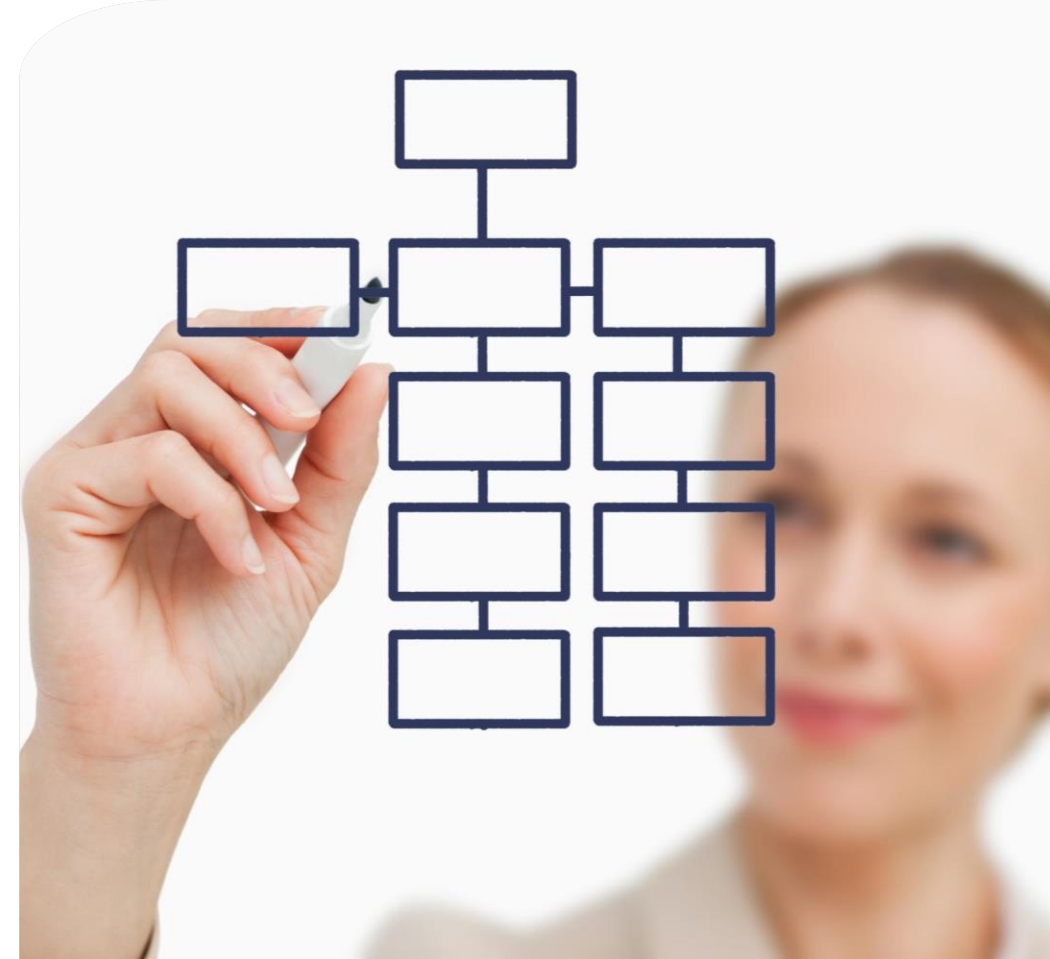
Focuses on efficiency, hierarchy, and standardized procedures viewing organizations as machines.

## **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.



# Drawbacks and Concerns of Culture-Excellence



## Research Credibility Issues

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

## Oversimplified Culture-Performance Link

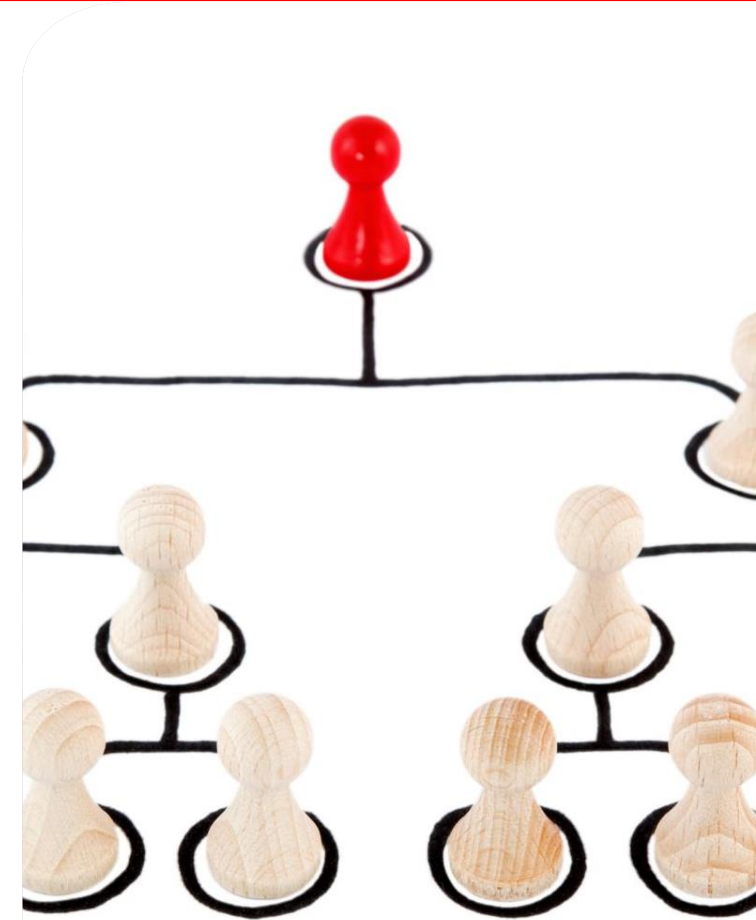
The model assumes a simple culture-performance link, ignoring complexities like subcultures and external factors.

## 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

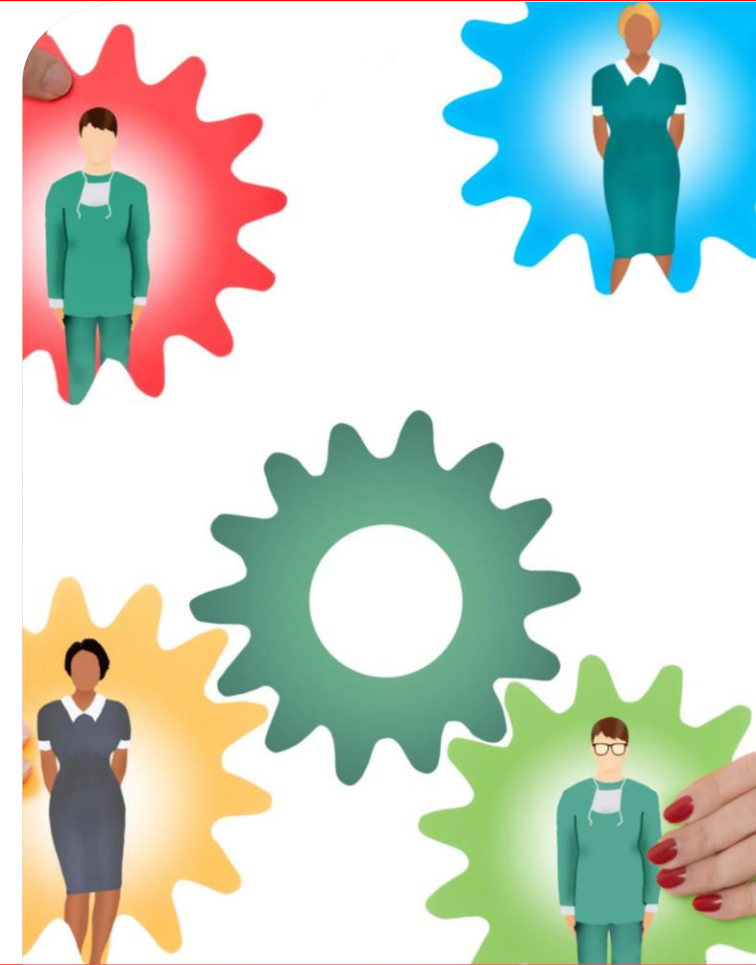
Schein and Hofstede models explain culture from visible artifacts to deep-seated assumptions shaping organizational life.

## 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



## Lewin's Change Model

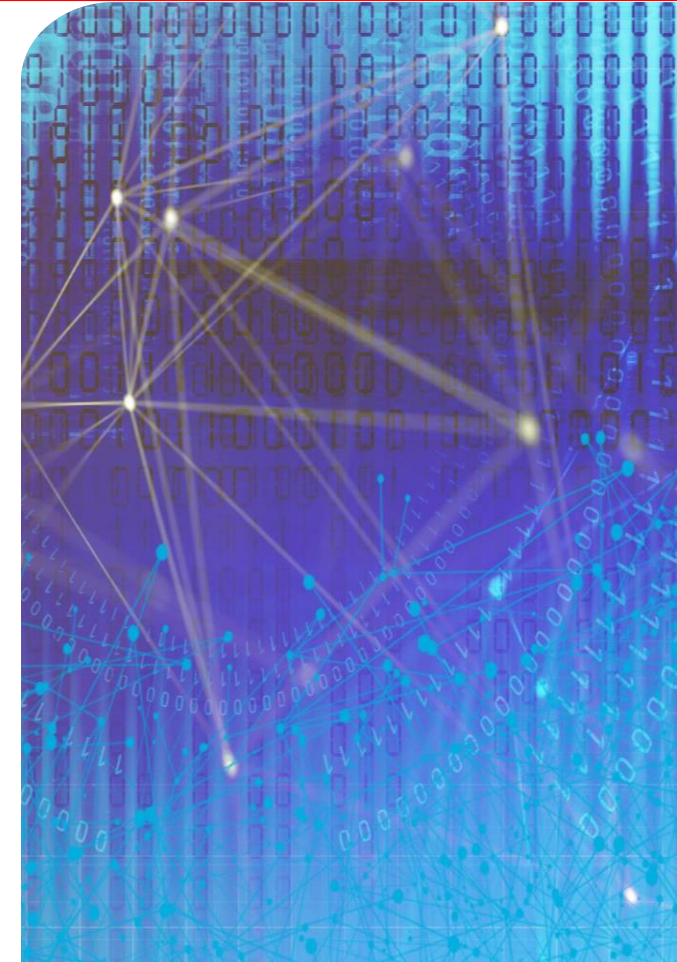
Lewin's model includes Field Theory, Group Dynamics, Action Research, and a Three-Step process for structured change.

## 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

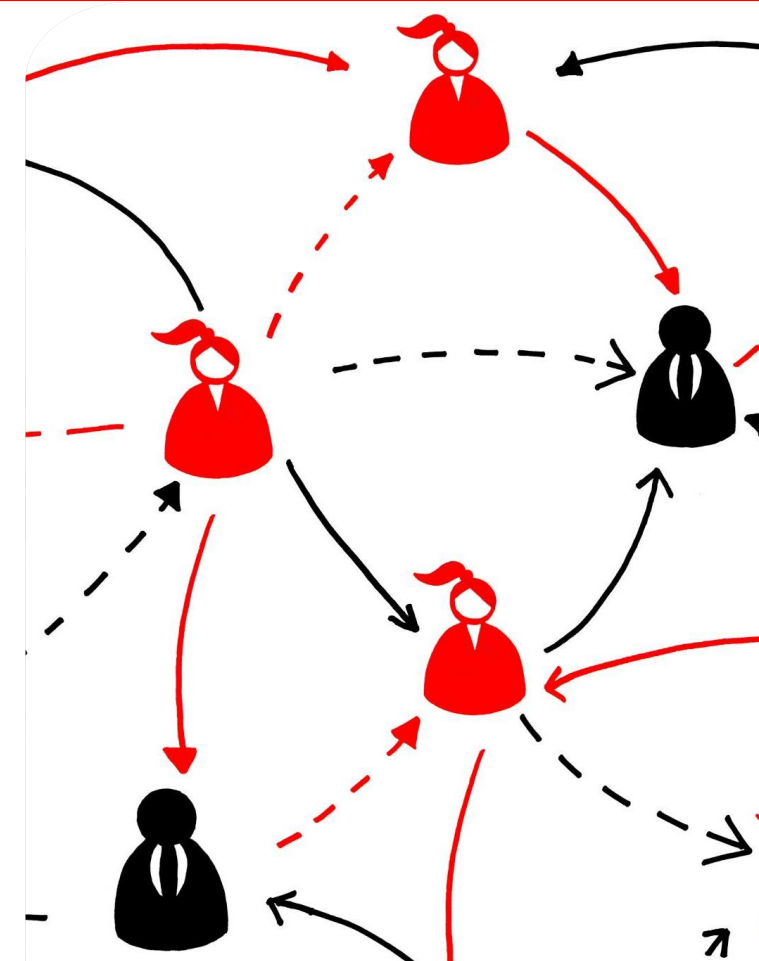
The approach emphasizes decentralized decisions, iterative adjustments, and political-cultural awareness.

## 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



## **Contingency Approach to Change**

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

## **Dimensions of Change**

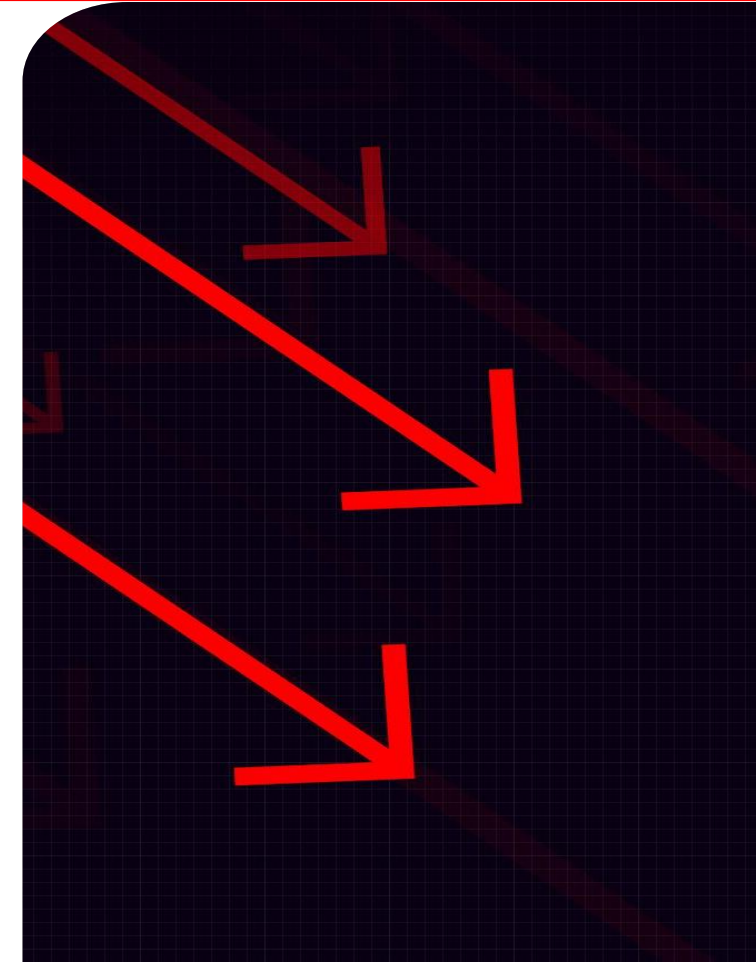
Change is categorized by scale, speed, and focus, shaping different organizational scenarios.

## **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

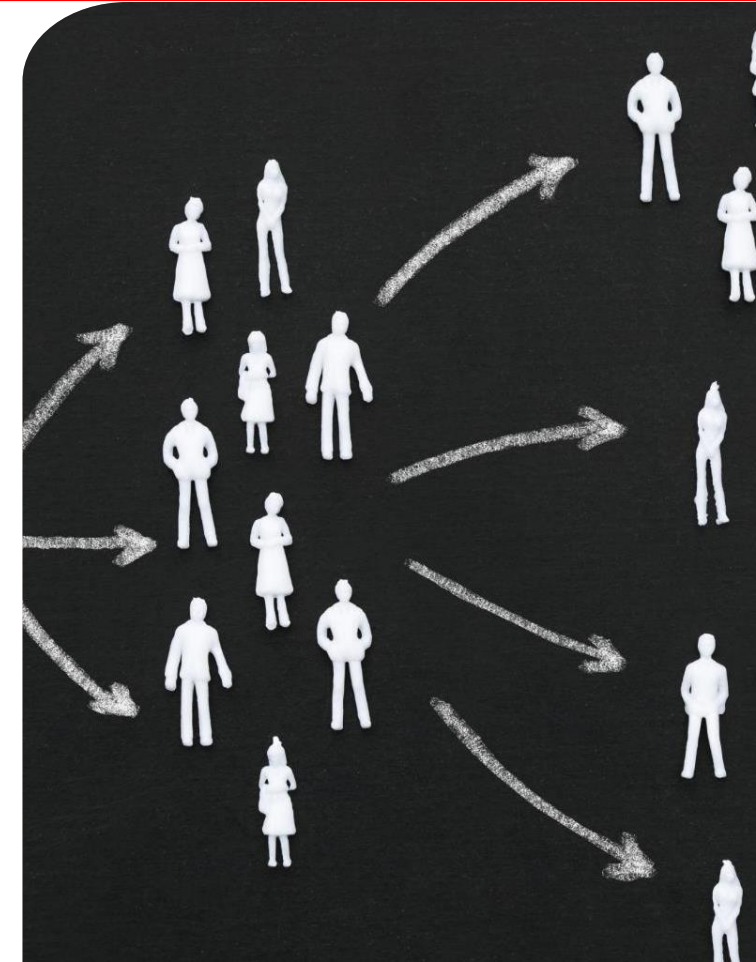
Integrating planned and emergent change approaches within a contingency framework strengthens change management strategies.

## 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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