



dare to be different

Work Culture & Change Management



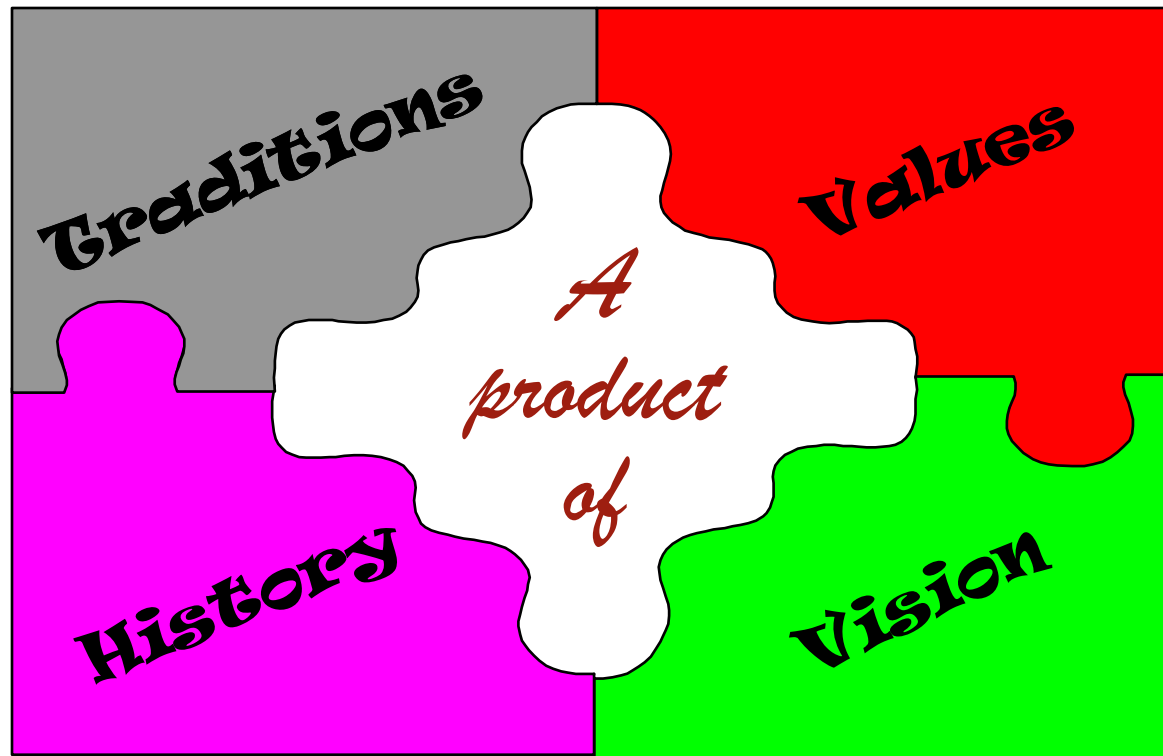
Ashok Grover
30062009

How do we define Culture?

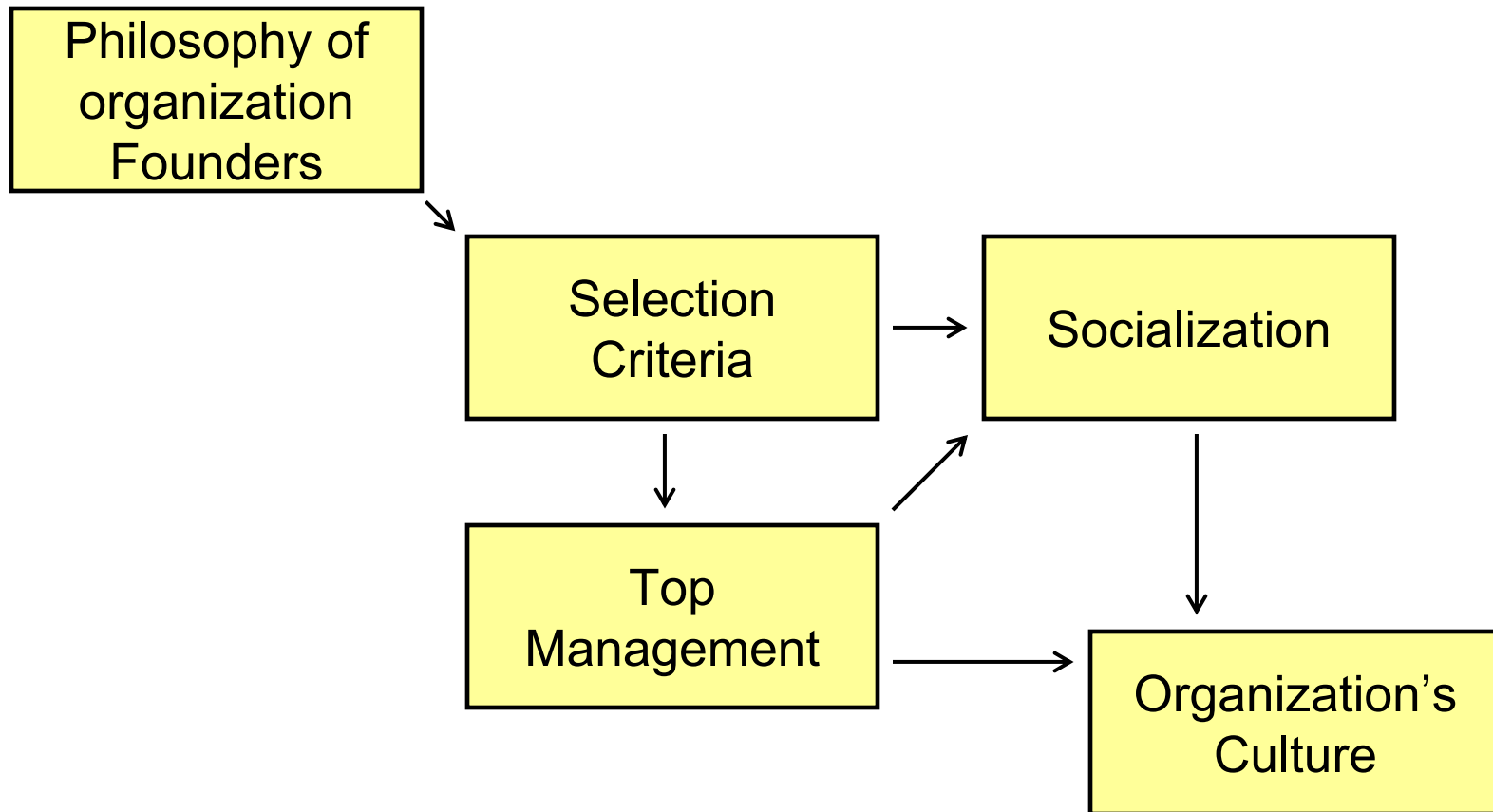
Corporate culture is how every employee knows she or he must act...

...even if no one is watching.

Culture



Flow of Culture



7 Characteristics of Culture

As explained by

Professors Ken Thompson

(DePaul University)

and

Fred Luthans

(University of Nebraska)

Culture = Behavior

1

- Behaviors that represent the general operating norms in your environment.
- A norm of accountability will help make your organization successful.
- A norm of spectacular customer service will sell your products and engage your employees.
- Tolerating poor performance or exhibiting a lack of discipline to maintain established processes and systems will impede your success.

Culture is Learned

- People learn to perform certain behaviors through either the rewards or negative consequences that follow their behavior.
- When a behavior is rewarded, it is repeated and the association eventually becomes part of the culture.
- A simple thank you from an executive for work performed in a particular manner, molds the culture..

Culture is Learned Through Interaction

3

- Employees learn culture by interacting with other employees. Most behaviors in organizations involve other employees.
- An applicant experiences a sense of your culture, and his or her fit within your culture, during the interview process.
- An initial opinion of your culture can be formed as early as the first phone call from the HR department..

Sub-cultures form through Rewards

4

- Employees have many different wants and needs.
- Sometimes employees value rewards that are not associated with the behaviors desired by managers for the overall company.
- This is often how subcultures are formed, as people get social rewards from coworkers or have their most important needs met in their departments or project teams..

People shape the Culture

- Personalities and experiences of employees create the culture of an organization.
 - If most of the people in an organization are very outgoing, the culture is likely to be open and sociable.
 - If doors are open, and few closed door meetings are held, the culture is unguarded.
 - If negativity about supervision and the company is widespread and complained about by employees, a culture of negativity, will take hold..

Culture is Negotiated

- One person cannot create a culture alone.
- Culture change is a process of give and take by all members of an organization.
- Formalizing strategic direction, systems development, and establishing measurements must be owned by the group responsible for them. Otherwise, employees will not own them..

Culture is Difficult to Change

- Culture change requires people to change their behaviors.
- It is often difficult for people to unlearn their old way of doing things, and to start performing the new behaviors consistently.
- Persistence, discipline, employee involvement, kindness and understanding, organization development work, and training can assist you to change a culture..

Strong or Weak Culture

- In a strong work culture, most people in the group agree on the culture. When it is weak, they do not.
- A weak organizational culture can be the result of many subcultures of the organization.
- Each department or work cell may have its own culture. Within departments, the staff and managers may each have their own culture..

Uncovering your Organization Culture



Culture Interpretation by diverse employees

- Other events in people's lives affect how they act and interact at work too.
- Although an organization has a common culture, each person may see that culture from a different perspective.
- Additionally, employees' individual work experiences, departments, and teams may view the culture differently..

Purpose & Process Model

How the Work Culture is affected!

Hi	Frustrated	Energized
Lo	Disengaged	Unfocused
	Lo	Hi

Purpose

Process

A World Without Change

- You live in the same house with the same family next to the same annoying neighbors.
- You never read a new book.
- Your children *never* grow up.
- You eat the same meal everyday of your life.
- You do the same work every day at a job that is forever the same for a boss who is also always the same..

Culture vis-à-vis Change Management

- Only organizational changes that fit into your company's culture will succeed.
- Changes not fitting into the culture will fail and not achieve desired results.
- Hire employees who fit into the corporate culture. Do not try to fit a square peg into a round hole!

Change – Let's face it !

Swiss watch Industry

1968

- T/O US \$ 8 Billion
- 1600 companies
- Employees 300,000
- Market Share 82%

1972

- T/O US \$ 3 Billion
- 600 companies
- Employees 200,000
- Market Share 11%

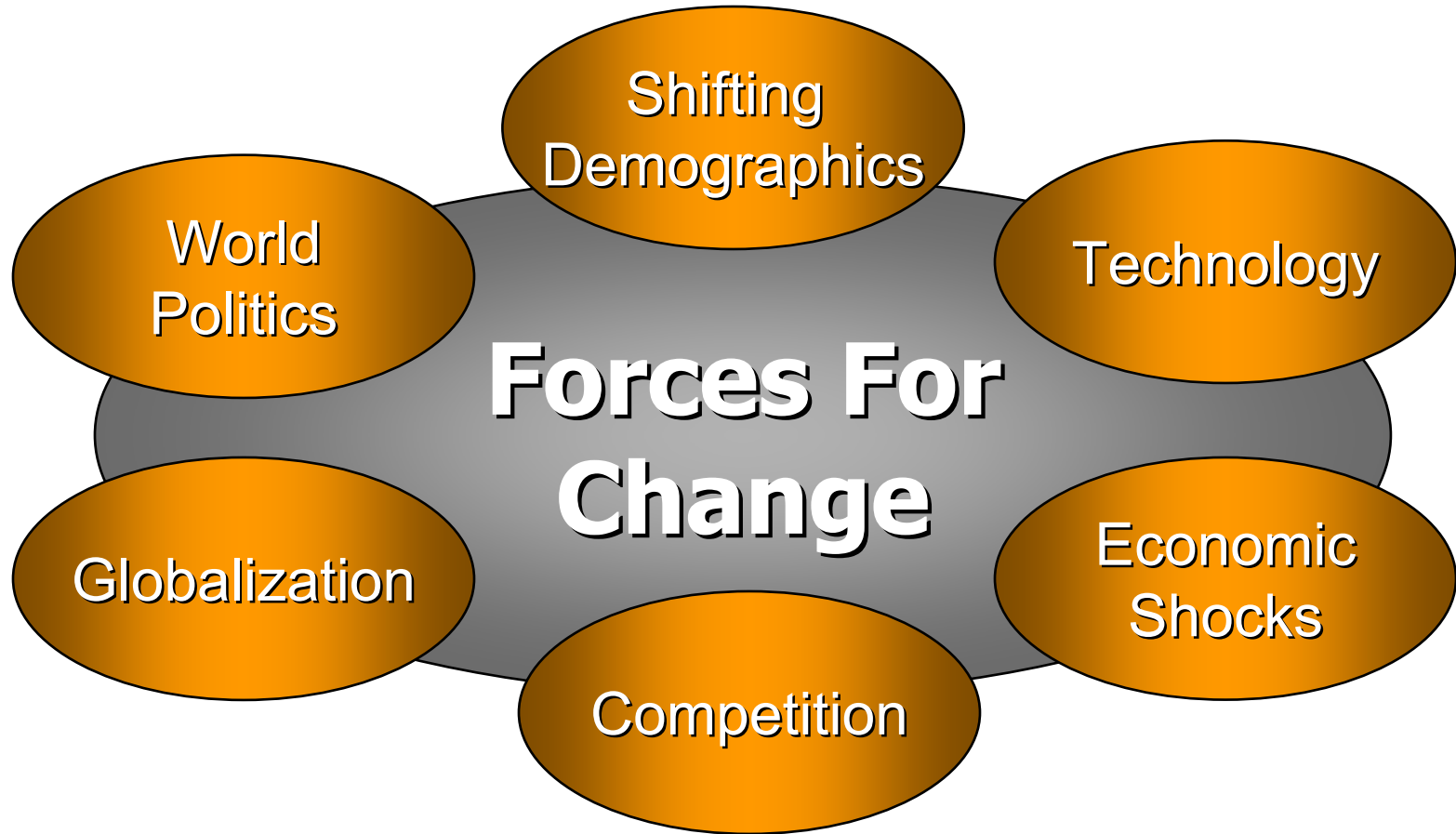
Change & Change Management

- Adoption of a new idea or behavior by an organization.
 - Organizations need to continuously adapt to new situations if they are to survive and prosper.
 - Constant change keeps organizations agile.
 - Indicative of “learning” organizations..

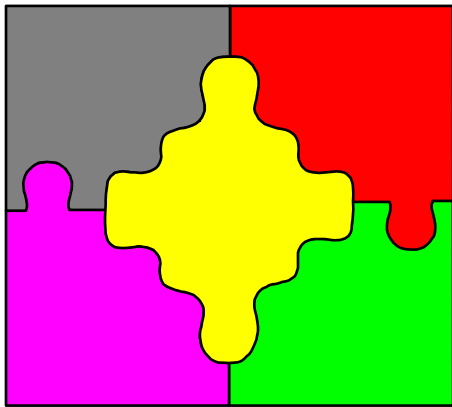
BUT when you say Change, they say:

- *“This is a waste of time.”*
- *“Why change if it was working just fine before?”*
- *“If it isn't broken, 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.”*

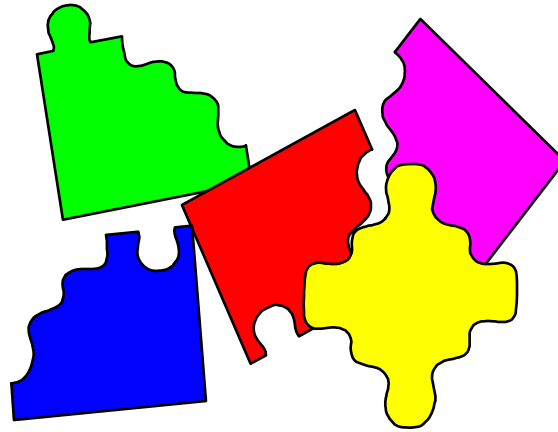
Forces for Change



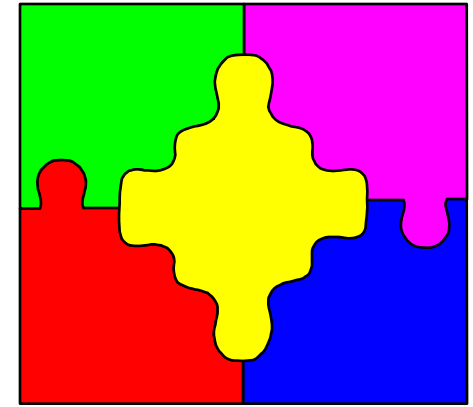
Lewin's 3 step Change process



Unfreezing



Changing



Refreezing

Unfreezing Old behavior creates motivation to learn.

Rate of Change

When the rate of change outside exceeds the rate of change inside, the end is in sight”

- Jack Welch

Change Enablement – Best Practices

Leadership Capacity

Leaders' values and behaviors are aligned with the business vision; leaders possess the skills to drive the change process to completion, and accept the responsibility for doing so.

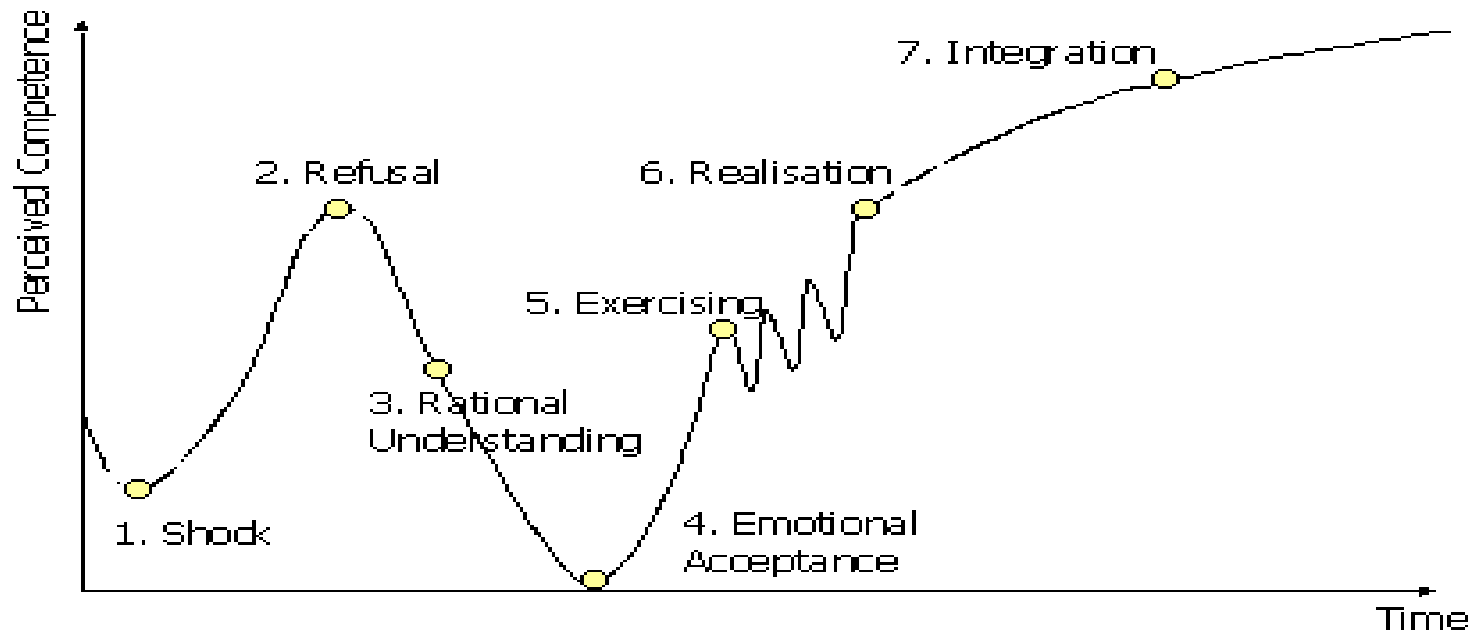
Team & Individual Capacity

Actions have been taken to increase individuals' and teams' ability to enact the business vision and operate effectively in the new environment.

Cultural Capacity

The organization has assessed the alignment of the current culture with the change process and built new values and behaviors as appropriate to support it.

Phases in Change Management



Who survives?

It is not the strongest of the species that survive, nor the most intelligent, but the most responsive to change.


- Charles Darwin
1809-1882

Some Hard Facts!

- In most organizations, two out of three transformation initiatives fail.
- Managing change is tough; but...
- There is little agreement on what factors influence transformation initiatives the most..

Issues Involved

- Most of the change management gurus have focused on soft issues like
 - Culture
 - Leadership
 - Motivation
 - Mindset



Still two out of
three
initiatives fail..



WHY

?

Issues Missing

The Hard side of Change Management

- What is missing is a focus on the hard factors.
- A 225-company study during 1992-94 revealed a consistent correlation between the outcomes of change programs and four hard factors..

The Hard Side of Change Management
by Hal Sirkin, Perry Keenan and Alan Jackson of Boston Consulting Group
Harvard Business Review October 1, 2005

The Four Factors

- **D**uration of the project, if it has a short life span; otherwise, the amount of time between review of milestones.
- **I**ntegrity, i.e. project team's ability to complete the initiative on time. Depends on their skills and traits relative to project requirements.
- **C**ommitment to change as displayed by the top management (C_1) and affected employees (C_2).
- **E**ffort required over and above the usual work..

The Four Factors

1

- **D**uration of the project, if it has a short life span; otherwise, the amount of time between review of milestones.
 - *Time between project reviews*
 - *Less than 2 months* *1 Point*
 - *2 to 4 months* *2 Points*
 - *4 and 8 months* *3 Points*
 - *More than 8 months* *4 Points*

The Four Factors

2

- **Integrity**, i.e. project team's ability to complete the initiative on time. Depends on their skills and traits relative to project requirements.
 - *Team led by a Highly capable leader, respected by peers and at least 50% of the team members' time assigned to the project* 1 Point
 - *Lacking on all above dimensions* 4 Points

The Four Factors

3a

- **Commitment to change as displayed by the top management (C_1)**
 - *If senior management has, through actions and words, clearly communicated the need.* 1 Point
 - *If managers perceive the senior executives to be reluctant to support the change.* 4 Points

The Four Factors

3b

- **C**ommitment to change as displayed by the affected employees (C_2).
 - *If employees are eager to take on the change initiatives* 1 Point
 - *If they are just willing* 2 Points
 - *If they are reluctant* 3 Points
 - *If they are strongly reluctant* 4 Points

The Four Factors

4

- **Effort** required over and above the usual work.
 - *If the project requires less than 10% extra work by employees* 1 Point
 - *If it is 10% to 20% extra* 2 Points
 - *In case of 20% to 40%* 3 Points
 - *And, if it is more than 40%* 4 Points

Calculating Project Score

DICE Score

$$= D + (2 \times I) + (2 \times C_1) + C_2 + E$$

The lowest possible score

$$= 1 + (2 \times 1) + (2 \times 1) + 1 + 1 = 7$$

The highest possible score

$$= 4 + (2 \times 4) + (2 \times 4) + 4 + 4 = 28$$

...and Interpreting it!

Win
Zone

- Score between 7 and 14
 - The project is very likely to succeed.

- Score higher than 14 but lower than 17
 - Risks to the project's success are rising, particularly as the score approaches 17.

Worry
Zone

- Score over 17
 - The project is extremely risky.
Upto 19 points, the risks are very high.
Beyond 19, the project is unlikely to succeed.

Woe
Zone

What is the
DICE Score
of your projects in hand

?

Partner in your progress



www.Skillscape.net
Resource Development Consulting

Competency Evaluation & Mapping ♦ Development of sound HR Systems
Exit Feedback Management ♦ On-Board Feedback Management
360 Degree Feedback ♦ Employee Satisfaction Surveys
Balanced Score Card Training & Implementation
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