

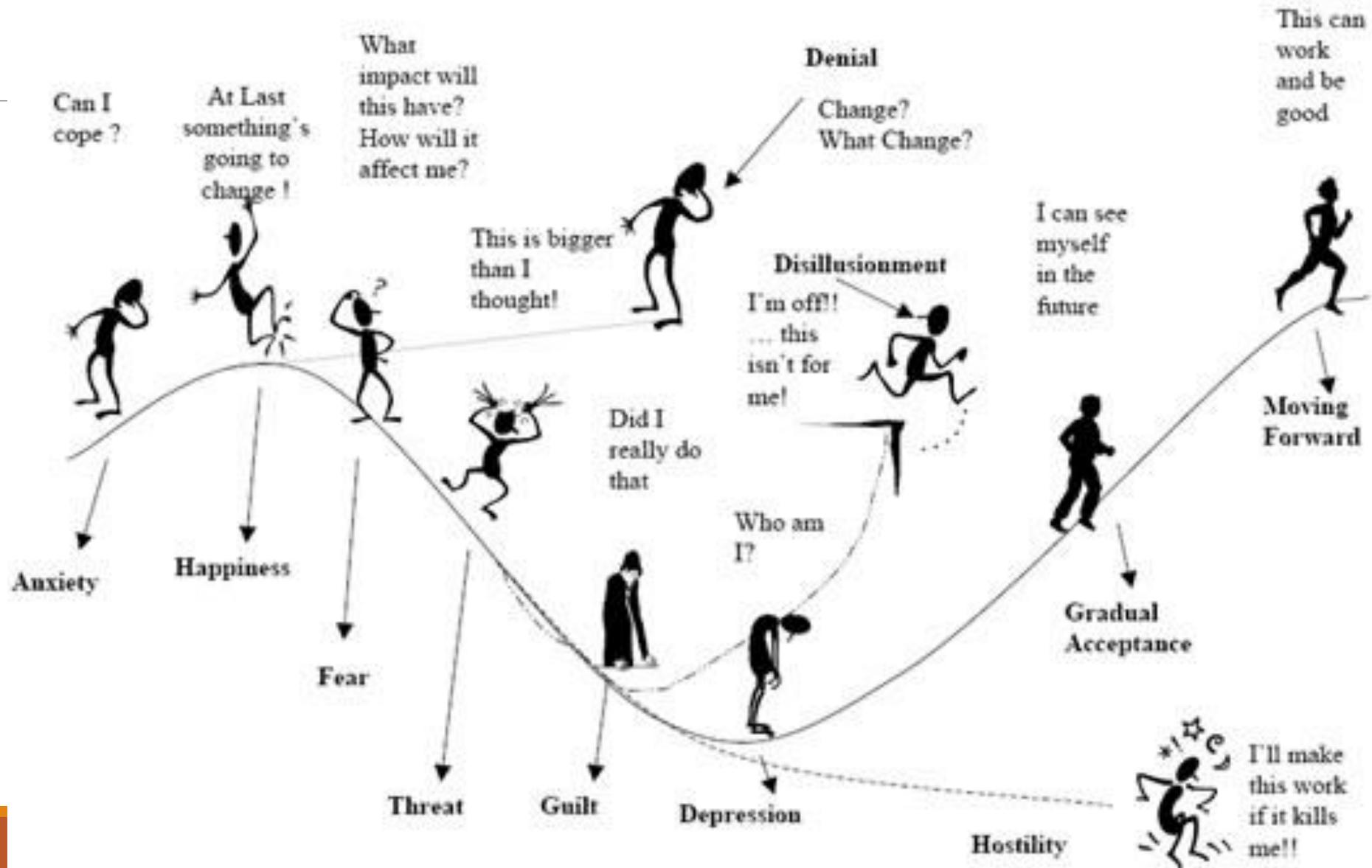


IS YOUR ORGANISATION READY FOR CHANGE |

ERIC KOKKE

GO | SCHOOL FOR INFORMATION

Change is difficult....



Organizational Culture & Change

You have to understand your organizational culture to make a successful change!

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"You seem intelligent, capable, level-headed and mature.
That's a shame because I was really hoping you'd fit in here."

Assignment

Fill in the questionnaire (Now & Future)

Score the result in the diagram

Connect the dots (Now & Future)

A.	A good boss is:	Now score	Future score
	1.	Strong, decisive and firm, but fair. He/she is protective, generous and indulgent to loyal subordinates.	
	2.	Impersonal and correct, avoiding the exercise of his authority for his own advantage. He/she demands from subordinates only that which is required by the formal system.	
	3.	Concerned with and responsive to the personal needs and values of others. He/she uses his position to provide satisfying and growth- stimulating work opportunities for subordinates	
	4.	Egalitarian and capable of being influenced in matters concerning the task. He/she uses his authority to obtain the resources needed to complete the job.	

B	People who do well in the organization are:	Now score	Future score
1.		Conscientious and responsible, with a strong sense of loyalty to the organization.	
2.		Technically effective and competent, with a strong commitment to getting the job done.	
3.		Effective and competent in personal relationships, with a strong commitment to the growth and development of people.	
4.		Shrewd and competitive, with a strong drive for power.	

C.	The organization treats the individual as:	Now score	Future score
	1.	A co-worker who has committed his/her skills and abilities to the common cause.	
	2.	Though his time and energy were at the disposal of persons higher in the hierarchy	
	3.	An interesting and worthwhile person in his/her own right.	
	4.	Though his time and energy were available through a contract with rights and responsibilities for both sides.	

D.	People are controlled and influenced by:	Now score	Future score
	1.	Communication and discussion of task requirements leading to appropriate action motivated by personal commitment to goal achievement.	
	2.	Personal exercise of economic and political power (rewards and punishments).	
	3.	Intrinsic interest and enjoyment to be found in their activities and/or concern and caring for the needs of the other persons involved.	
	4.	Impersonal exercise of economic and political power to enforce procedures and standards of performance.	

E .	It is legitimate for one person to control another's activities if:	Now score	Future score
	1.	His/her role prescribes that he is responsible for directing the other.	
	2.	He/she has more knowledge relevant to the task.	
	3.	He/she has more authority and power in the organization	
	4.	The other accepts that the first person's help or instruction can contribute to his/her learning and growth.	

F.	The basic task assignment is the:	Now score	Future score
	1.	Personal wishes and needs for learning and growth of individual organization members.	
	2.	Resource and expertise requirements of the job to be done.	
	3.	Personal needs and judgement of those in authority.	
	4.	Formal divisions of functions and responsibilities in the system.	

G .	Work is performed out of:	Now score	Future Score
	1.	Respect for contractual obligations backed up by sanctions and loyalty toward the organization or system.	
	2.	Enjoyment of the activity for its own sake and concern and respect for the needs and values of the other persons involved.	
	3.	Satisfaction in excellence of work and achievement and/or personal commitment to the task or goal.	
	4.	Hope of reward, fear of punishment, or personal loyalty toward a powerful individual.	

H .	People work together when:	Now score	Future Score
	1.	They are required to by higher authority or when they believe they can use each other for personal advantage.	
	2.	Coordination and exchange are specified by the formal system.	
	3.	The collaboration is personally satisfying, stimulating, or challenging.	
	4.	Their joint contribution is needed to perform the task.	

I.	Conflict is:	Now score	Future score
	1.	Suppressed by reference to rules, procedures and definitions of responsibility	
	2.	Controlled by the intervention of higher authorities and often fostered by them to maintain their own power.	
	3.	Resolved by open and deep discussion of personal needs and values involved.	
	4.	Resolved through full discussion of the merits of the work issues involved.	

J.	Decisions are made by the:	Now score	Future score
1.		Person whose job description carries the responsibility.	
2.		Persons most personally involved and affected by the outcome.	
3.		Person with the higher power and authority.	
4.		Persons with the most knowledge and expertise about the problem.	

Types of culture?

POWER CULTURE

Rays of power and influence spread out from a central figure or group. There may be a specialist or functional structure but central control is exercised largely through appointing, loyal key individuals and interventionist behaviour from centre. Personal influence goes over procedures or purely logical factors.

Types of culture

ROLE CULTURE

Often referred to as a bureaucracy, it works by logic and rationality. Its pillars represent functions and specialisms. Departmental functions are delineated and empowered with their role e.g. the finance dept., the design dept etc. Work within and between departments (pillars) is controlled by procedures, role descriptions and authority definitions.

Types of culture

TASK (PROJECT TEAM) CULTURE

Imagine this culture as a net with small teams of cells at the interstices. It is very much a small team approach to organisations.

The emphasis is on results and getting things done. Resources are given to the right people at whatever level who are brought together and given decision making power to get on with the task. Individuals empowered with discretion and control over their work. The task and results and the main focus and team composition and working relationships are founded on capability rather than status.

Types of culture

PERSON CULTURE

The individual is the central point. If there is a structure it exists only to serve the individuals within it. If a group of individuals decide to band together to do their own thing and an office or secretary would help - it is a person culture.

The culture only exists for the people concerned; it has no super-ordinate objective.

Is your organisation ready for change?

Which description fits you... x Nieuw tabblad
https://www.mentimeter.com/s/0f2e18fa7385a445abe28ae296ff0b80/e75dafdb110b

Go to **www.govote.at** and use the code **79 22 04**

Which description fits your organisation best?

 Mentimeter



Votes: 0

What kind of organisation is more likely to be able to deal with change?

Go to **www.govote.at** and use the code **79 22 04**

What is essential for successful change?



Successful Changemanagement

Vision

Skills

Incentives

Resources

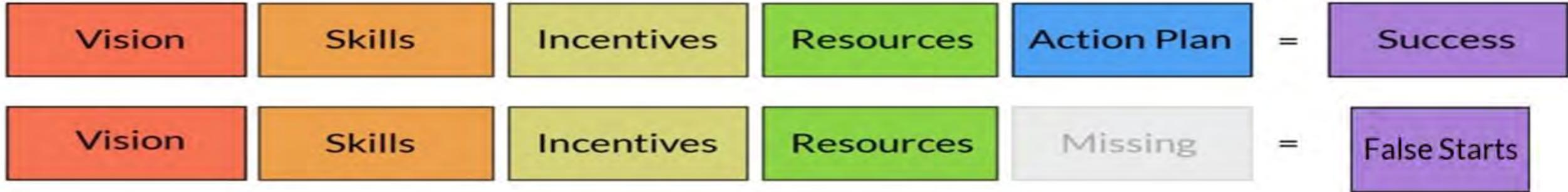
Action Plan

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Success



Unsuccessful Changemanagement



We must do something about this problem. Here is the program we want to implement.

We do not have the skills to make this program work.

Thank God! It is about time that we are dealing with this problem.

Things are going well; why change them?

Tried this at a previous company, but it did not work.

This is the first time I've heard that the boss is concerned about this issue.

This change is the most useful thing we can do to improve our efficiency without a major downsizing effort.

How will these changes affect our bonuses?

Our culture will not support this approach.

The proposed system is not the right one. I have a better idea.

I want to leave this group. Taking on this project will delay my move.

If we become more efficient, jobs will be lost.



Unsuccessful Chngemanagement



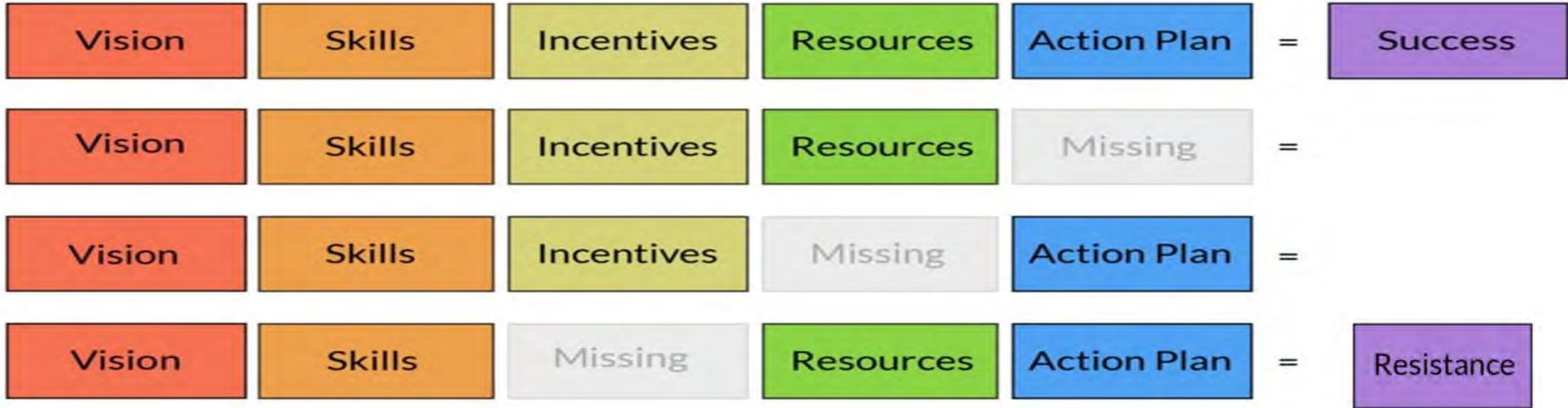
VORWÄRTS!



MUCH

© ICG

Unsuccessful Chngemanagement

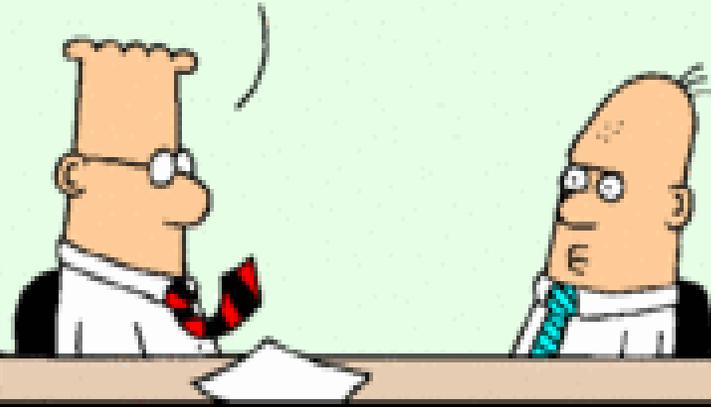


YOUR USER REQUIREMENTS INCLUDE FOUR HUNDRED FEATURES.



www.dilbert.com scottadams@aol.com

DO YOU REALIZE THAT NO HUMAN WOULD BE ABLE TO USE A PRODUCT WITH THAT LEVEL OF COMPLEXITY?



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GOOD POINT. I'D BETTER ADD "EASY TO USE" TO THE LIST.

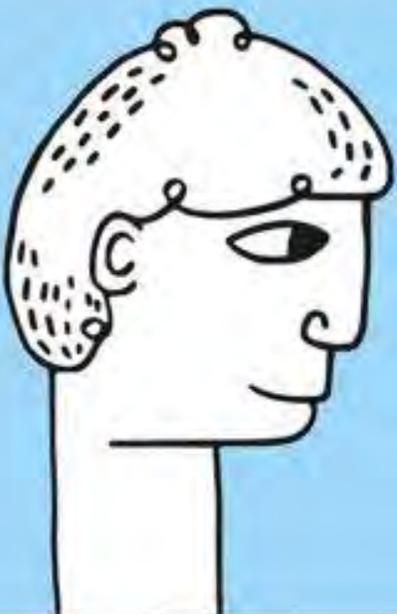


Unsuccessful Chngemanagement





WHO WANTS CHANGE?



WHO WANTS TO CHANGE?



Vision Skills Incentives Resources Action Plan = Success

Vision Skills Incentives Resources Missing =

Vision Skills Incentives Missing Action Plan =

Vision Skills Missing Resources Action Plan =

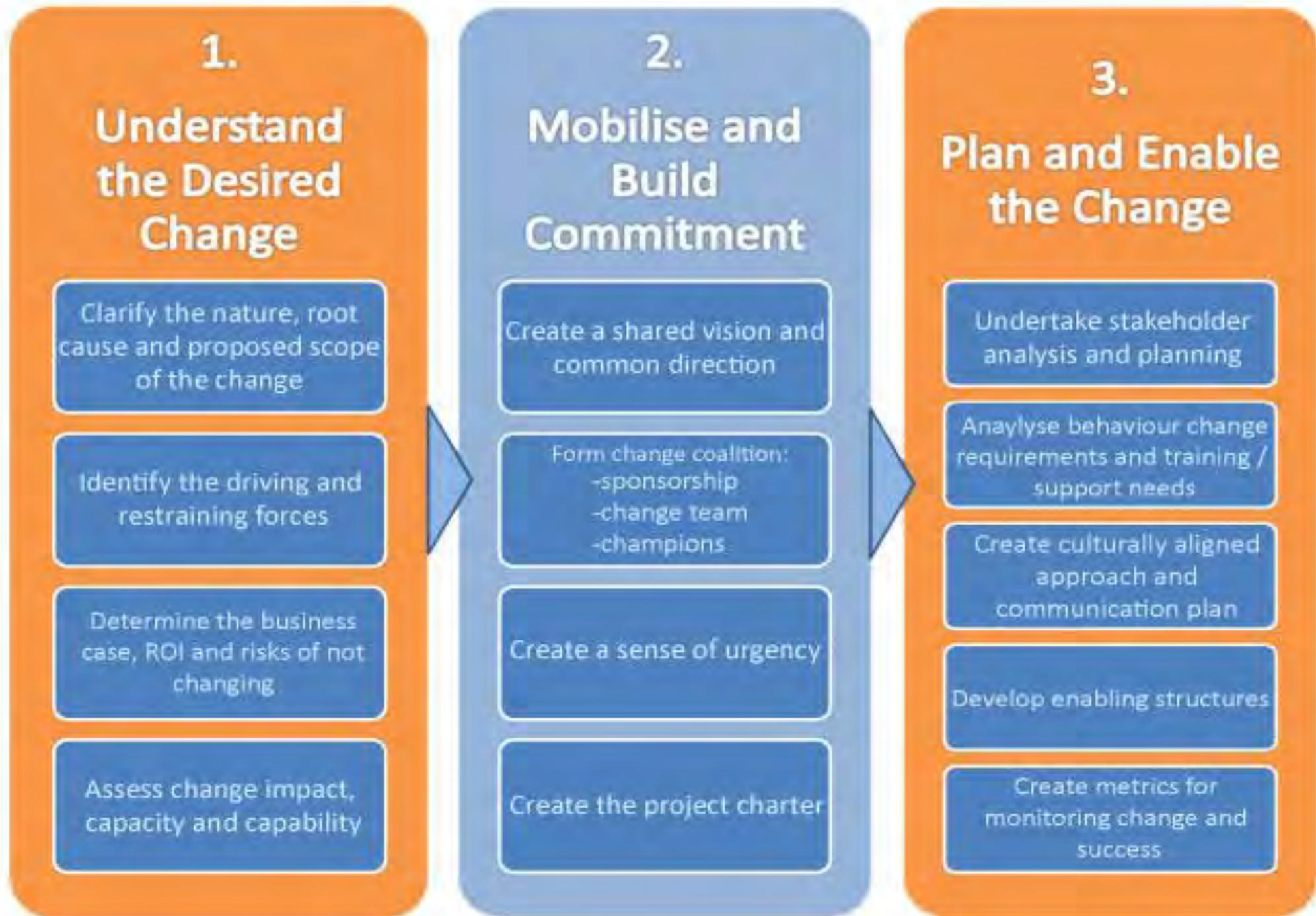
Vision Missing Incentives Resources Action Plan =

Missing Skills Incentives Resources Action Plan = Confusion

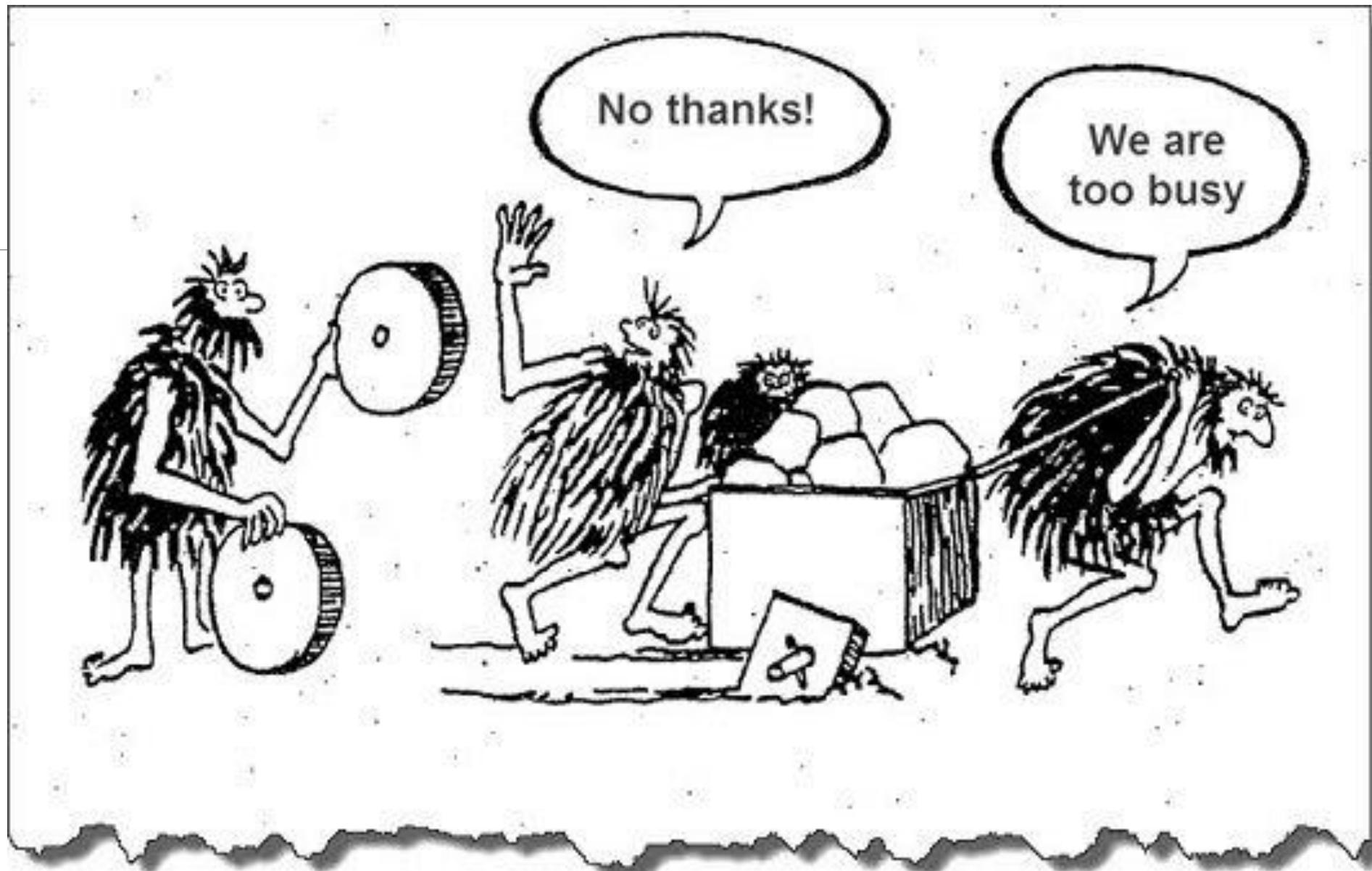
OK, THERE IS A SMALL CHANGE...
RED BAG HAS THE SANDWICHES
GREEN BAG IS YOUR PARACHUTE



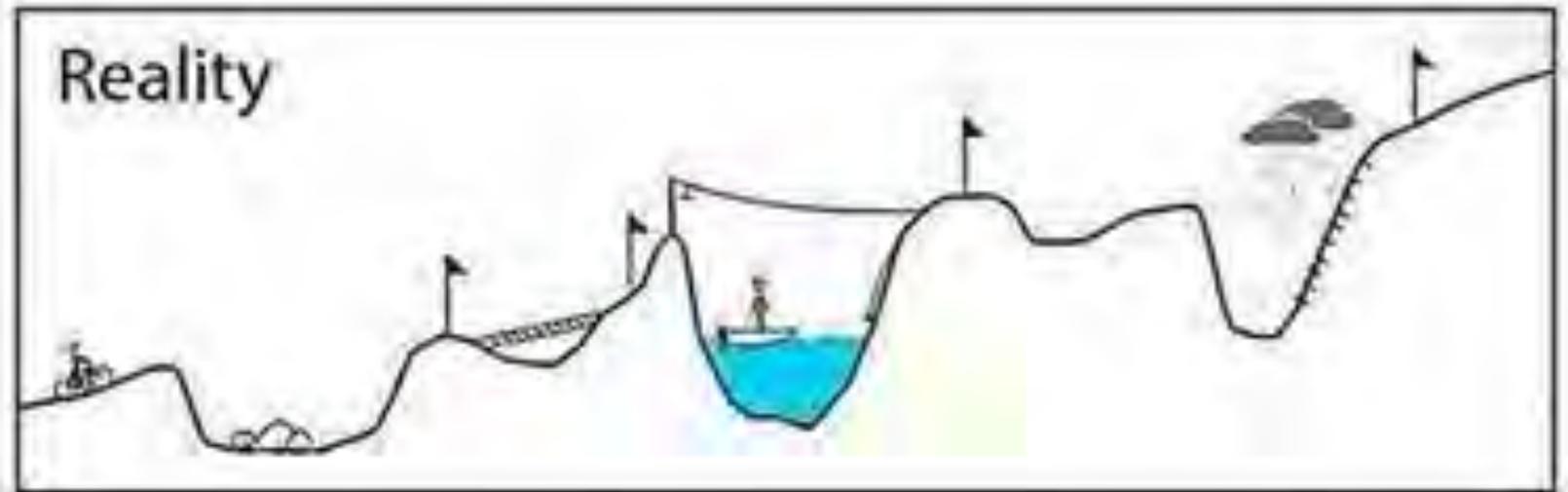
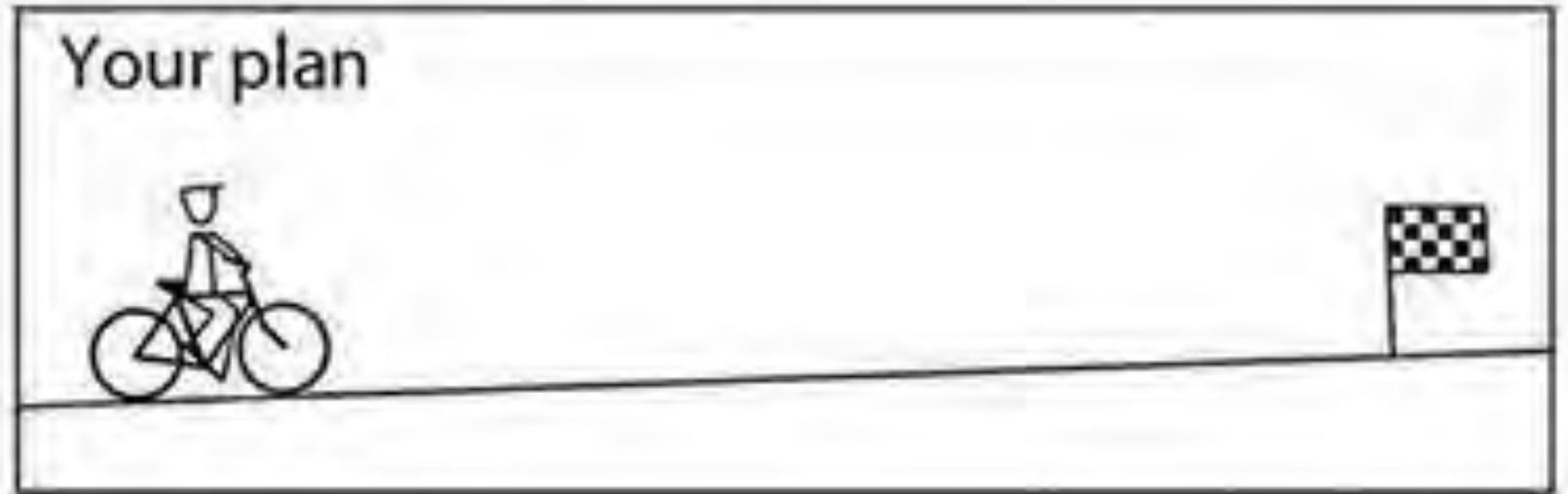
Tips



Listen



Be realistic



Questions?

Have a look at the presentation again?

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