

Role of Culture in Change Management: From Initiation to Internalization

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What Can we change?

Each change will lead to another one... ✓

We can change: ✓

Technology ✓

People ✓

Procedures ✓

Products ✓

Strategy ✓

... ✓

Elements of Culture

Values: defines good/bad

Role Models: success examples

Rituals/Rites: procedures and control mechanisms

Cultural Infrastructure: other factors

demonstrating culture



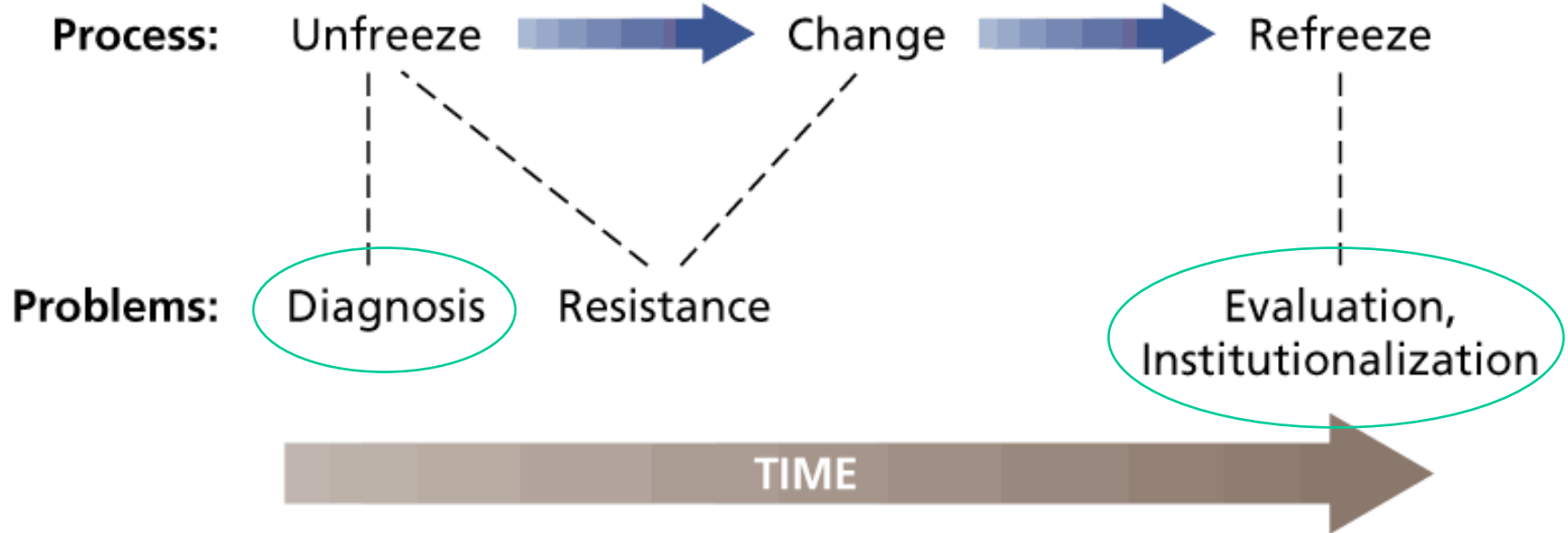
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Culture is Powerful

Culture is powerful:

1. Because individuals are selected and indoctrinated so well.
2. Because the culture exerts itself through the actions of hundreds of thousands of people.
3. Because all of this happens without much conscious intent and thus is difficult to challenge or even discuss.

The Change Process



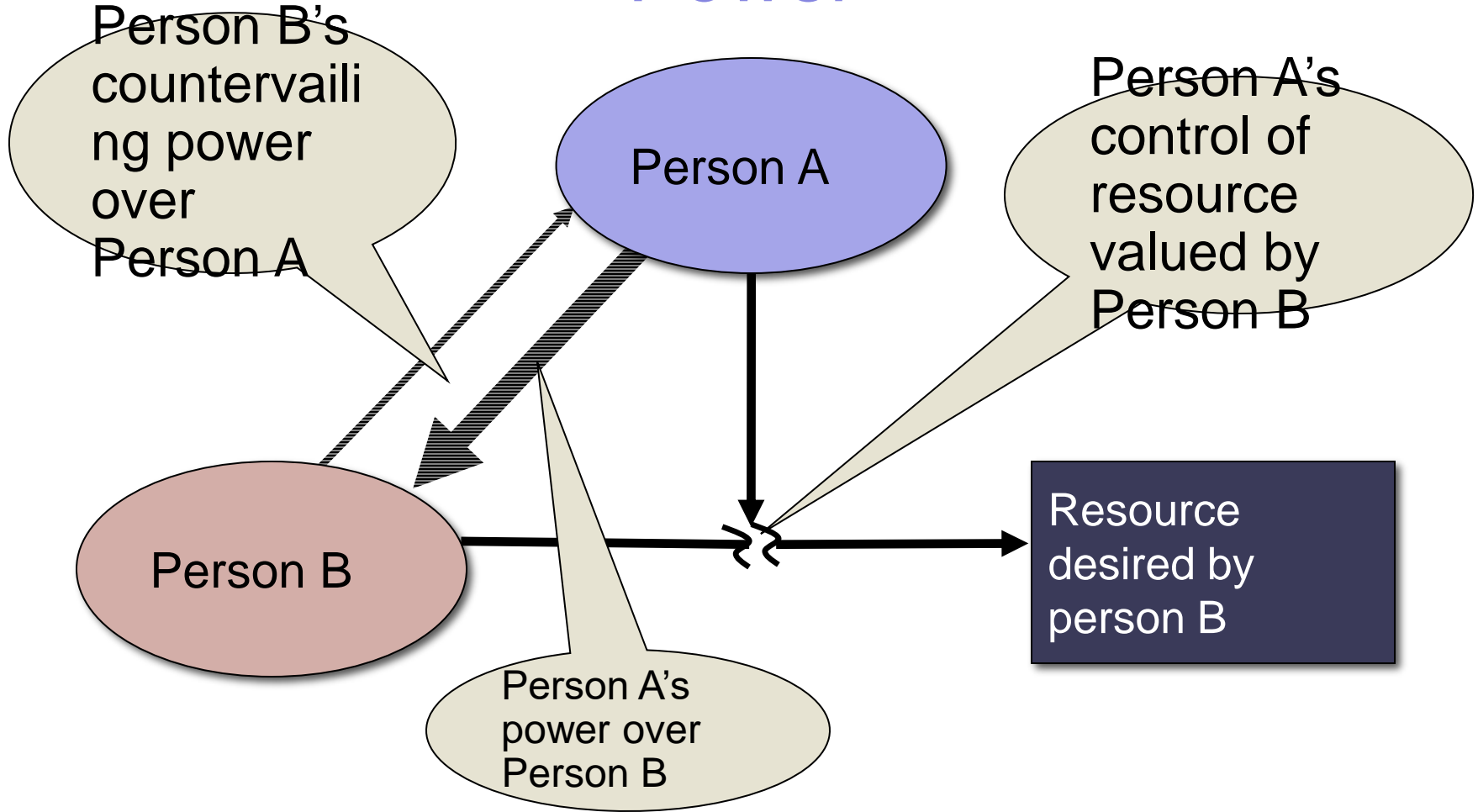
Power, Politics and Culture in Diagnosis

- Who defines what needs to be changed?
- Who has the power to make the decision or influence it?
- Whose interests should be kept in mind?

Factors Resulted from Culture

- Power
- Politics

Power



Sources of Power in Organization

- Legitimate
- Reward & Coercive
- Expert
- Referent

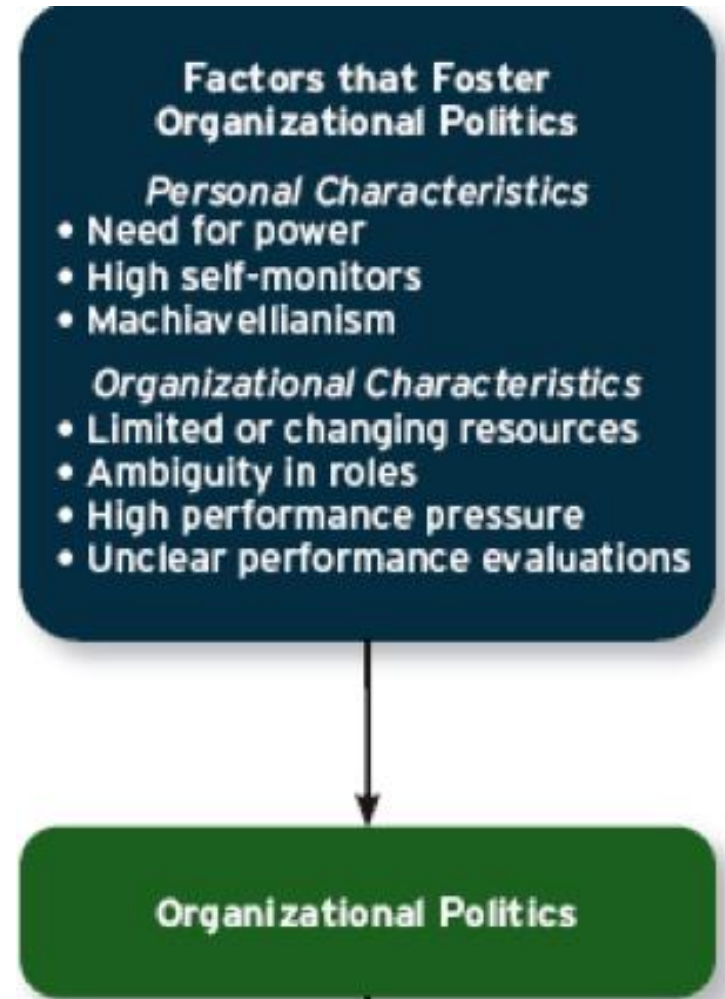
Whose Power?

- Culture Matters:
 - What do we value?
 - How do we define success?
 - Is politics accepted?
 - ...

Politics

- The pursuit of self-interest in an organization, whether or not this self-interest corresponds to organizational goals.
- Political activity is self-conscious and intentional.

The Organizational Politics Process



Culture & Politics

- Informal Communication Channels
 - Informal communication system
 - Spreading news that shows uncertainty and anxiety in the organization.
 - Your task – open communication – providing relative information through formal communication channels
 - Prevent: Spies, Gossips ...



Making Change Last 😊

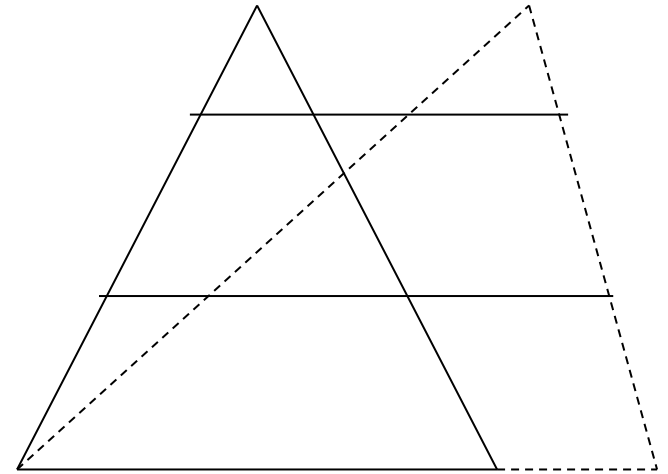
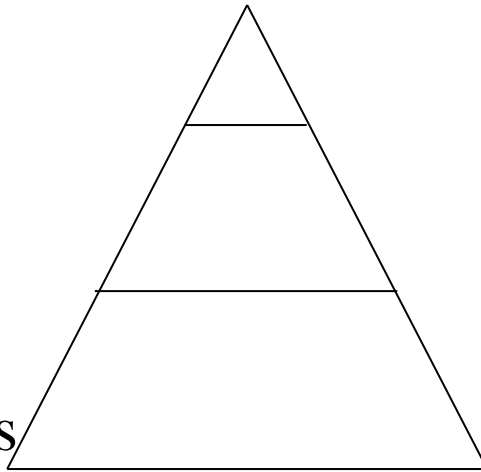
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Institutionalization

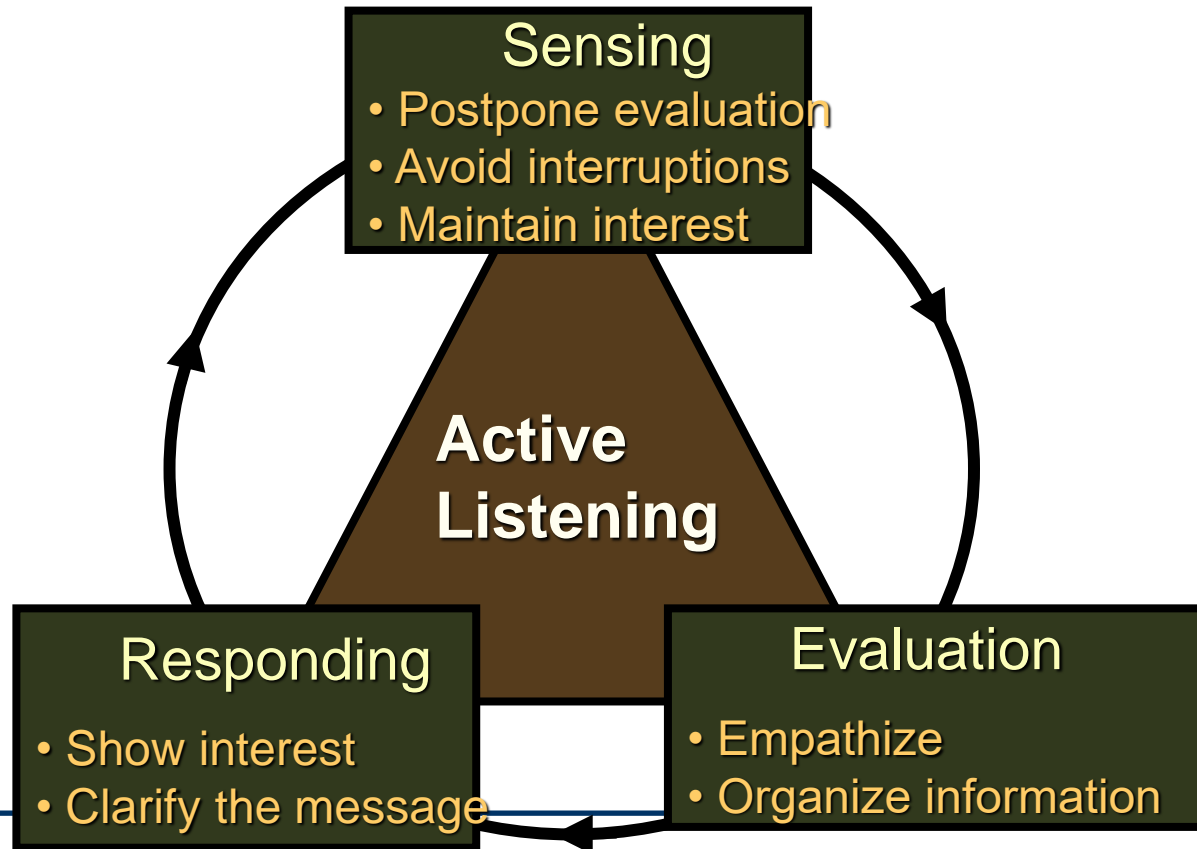
Artifacts &
Behaviours
Espoused
Values
Basic
Assumptions



Comes last, not first: Most alterations in norms and shared values come at the end of the transformation process.

Anchoring Change in a Culture

Requires a lot of talk: Without verbal instruction and support, people are often reluctant to admit the validity of new practices.

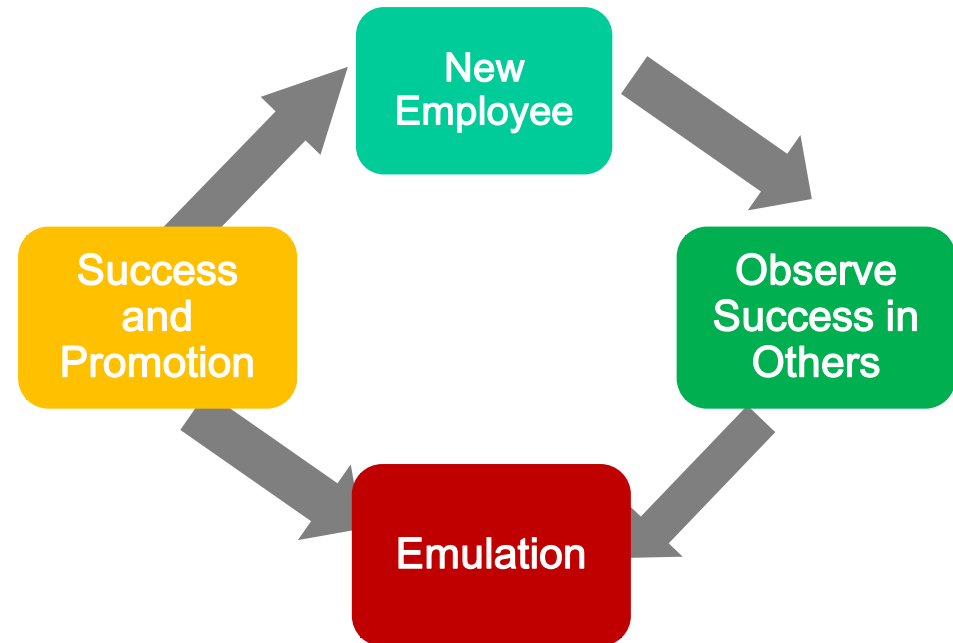
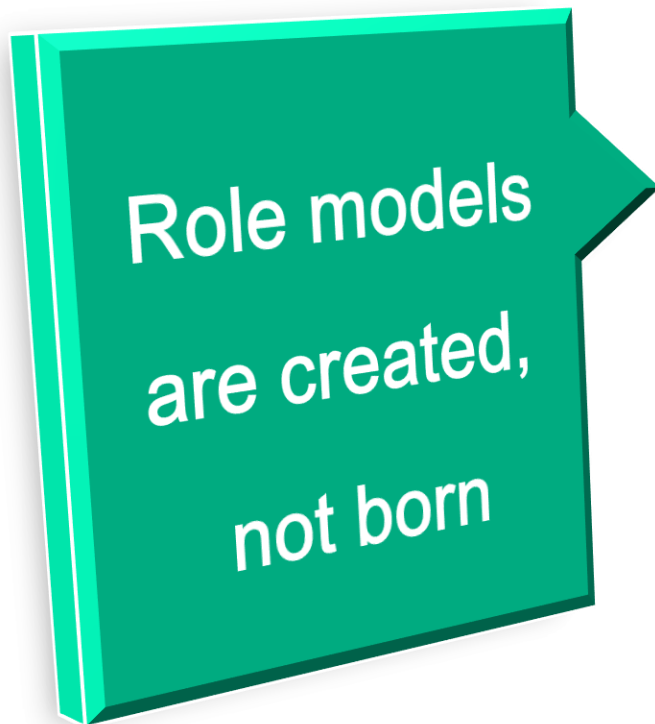


Anchoring Change in a Culture

- **Many involve turnover:** Sometimes the only way to change a culture is to change key people.

Anchoring Change in a Culture

Makes decision on succession crucial: Promote those compatible with the new practices



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Questions & Comments?
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