



Culture Change - Is it all at Sea?

Susanne Clarke – Bournemouth University
Heather Dobby – Cobham Aviation Services UK

sclarke@bournemouth.ac.uk



@SClarkeSusanne



Service
Excellence

@SClarkeSusanne

Culture Change

- A Journey, not an event
- Defined by collective values and habits
- Can happen by design or default
- Successful change needs to focus on mind-sets & Heart-sets with a clear articulation of purpose.

Change Tools

- Leadership Tools - Inspiration
- Management Tools - Information
- Power Tools - Intimidation

Steve Denning (2011).

Typology of organisational Culture

Where do we fit?



Typography of organisational culture

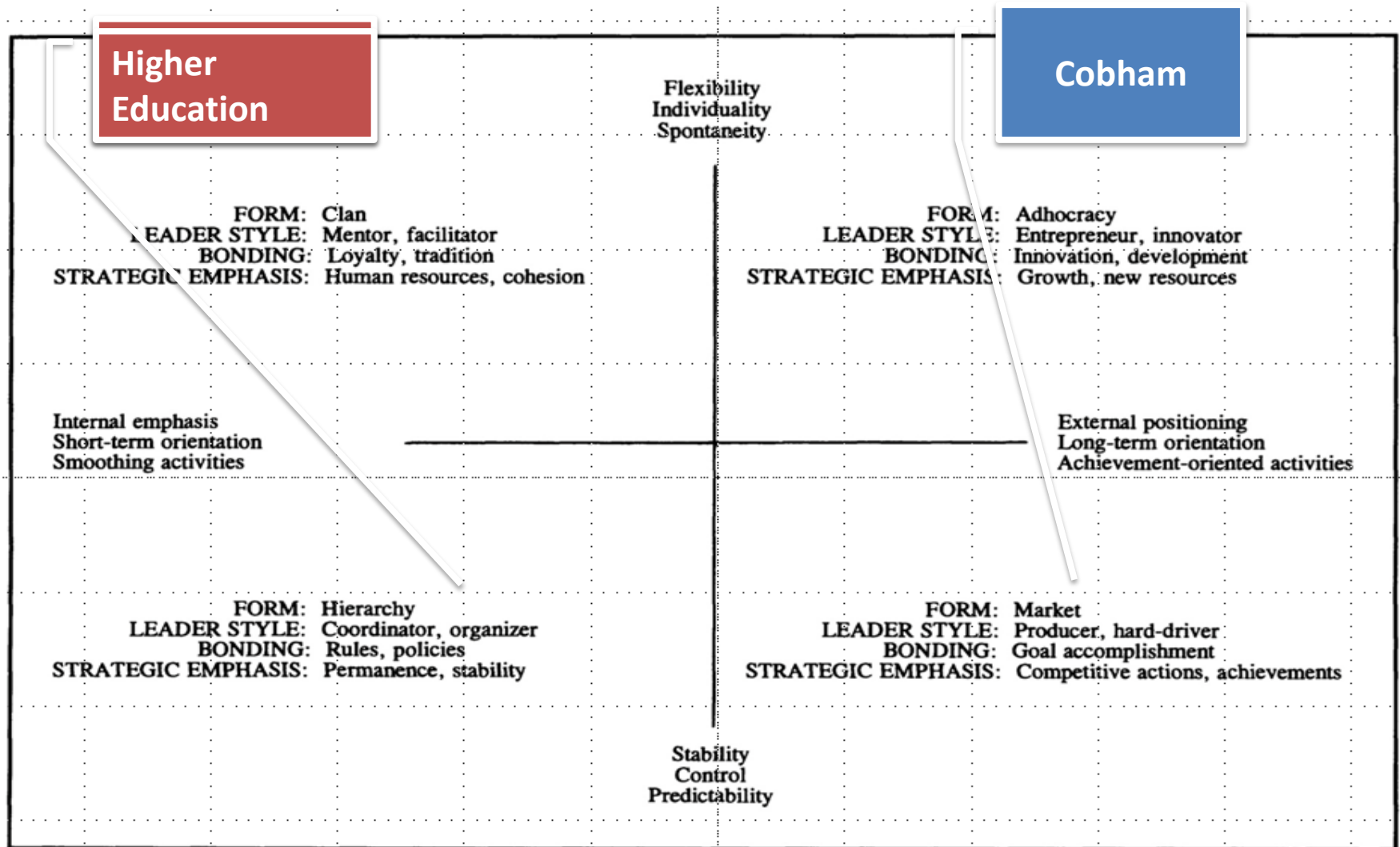


FIGURE 1. A model of cultural congruence for organizations. @SClarkeSuzanne

Cameron and Ettingdon (1988)

Observed Difference

Command and Control

- Pros – people tend to do what they are told
- Cons – stifles creativity:-
 - People get used to being told what to do.
 - Attracts skills sets and encourages behaviours that are rule driven.

Clan/Hierarchy

- Pros- people tend not to do what they are told
- Cons – stifles creativity:-
 - Laissez faire attitude to following rules – encourages control and increased bureaucracy
 - Strong sub-cultures thrive.

Are we really that different ??

A quick quiz

Who said This – Cobham or BU?

- “I don’t see why we need to this – the ‘old’ way is tried and tested”
- “Changes are being made, but nothing changes!”
- “You don’t understand what we do”
- “They can’t be trusted to manage change well”
- “The senior team Lego© Serious Play preparing for change workshop was amazing – we learned so much”

Who said This – Cobham or BU?

- “There is too much change – can’t we leave things to bed-in?”
- “Just tell me what to do”
- “Just ignore it – they will give up soon!”
- “There was no communication – no one tells us”
- “Is this all about redundancies?”
- “What change – news to me!”

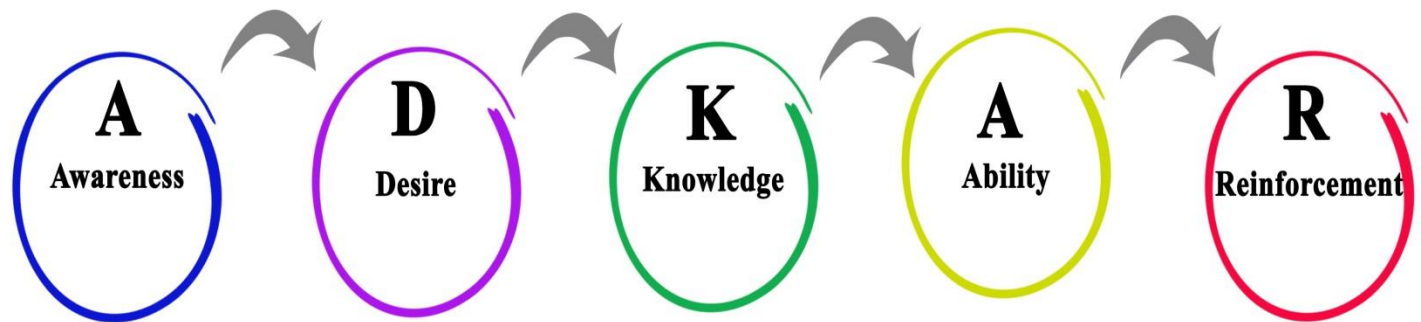
Continuous Improvement

Transforming our performance



ADKAR

A change model



Our BU values

- Strive for **excellence** in everything we do

- Value and respect diversity and act to ensure that we are **inclusive**

Excellence

Inclusivity

Responsibility

Creativity

- Take **responsibility** for the impact of our actions and focus our activity as a learning community on making a positive contribution to society

- Be imaginative, innovative and **create** solutions to problems

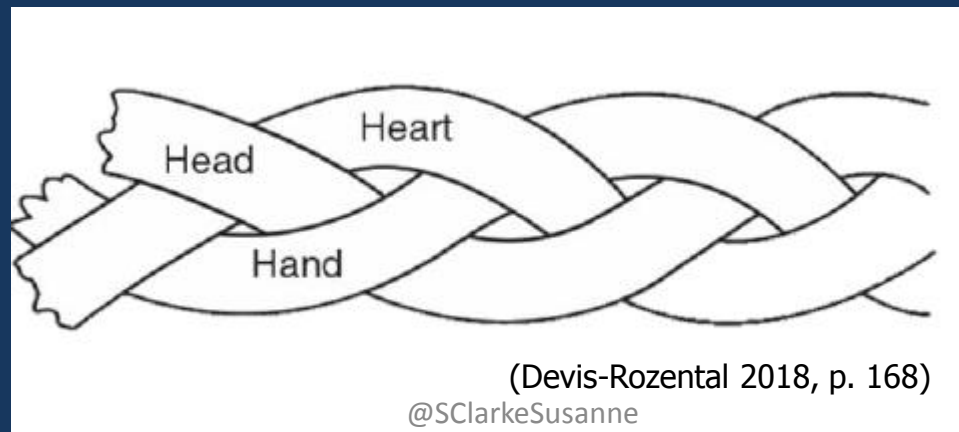
Values

- Differentiate BU from other institutions
- Provide the framework of how we engage with all stakeholders
- Influences and shapes BU's culture
- Inspire us to action
- Give us a direction
- Help us achieve our goals

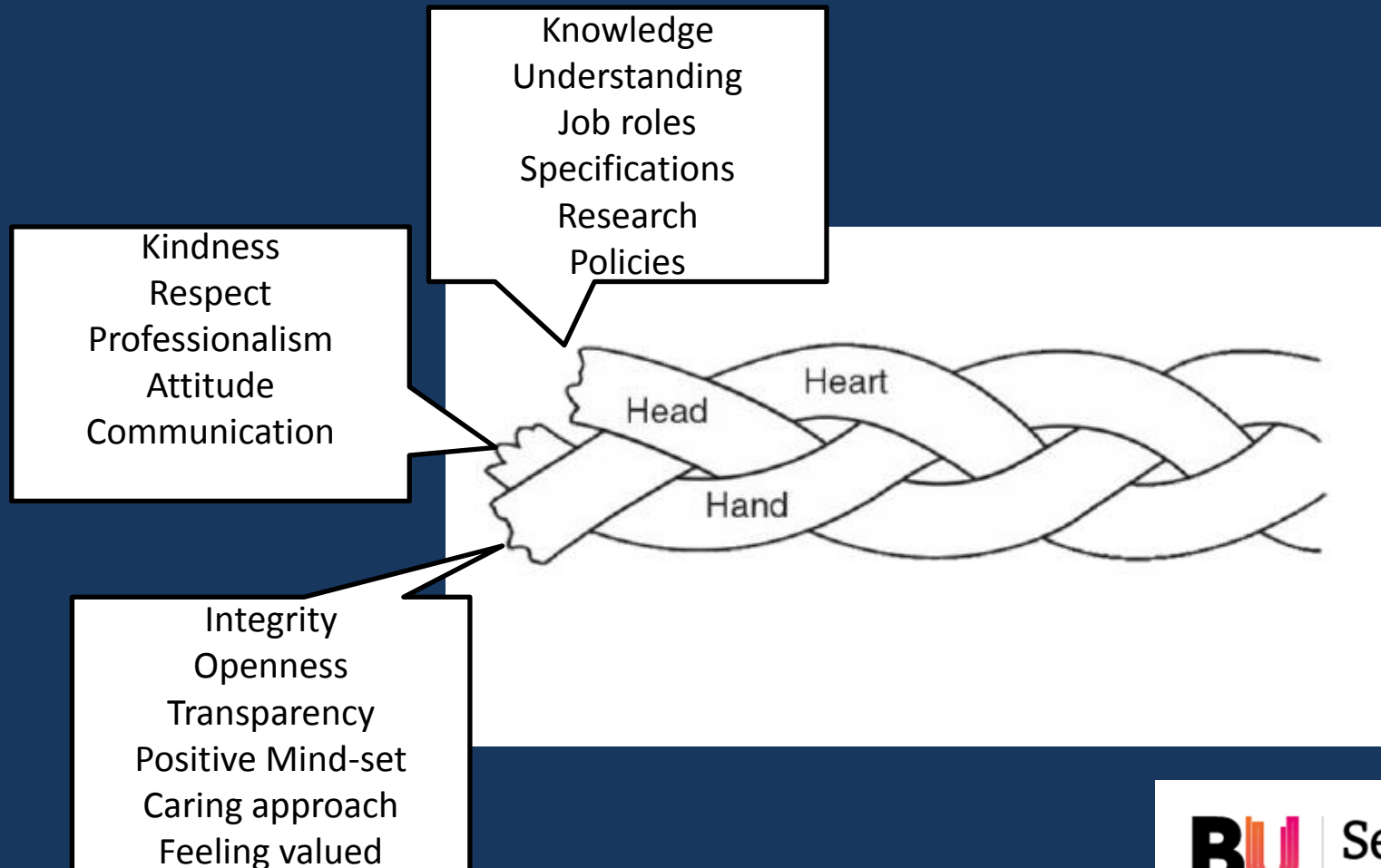
Applying Socio Emotional Intelligence (SEI) with an Embodied relational Understanding



(Galvin and Todres 2008)



Living our BU values with an embodied relational understanding



Are we really that different?

1. Honour the Strengths of your Existing Culture:
2. Make Cultural Intervention your first resort:



@SClarkeSusanne





THE
ANGEL

OD Focus

BUILDING THE CLAN CULTURE

OD Role: Employee champion

Means: Responding to employee needs

Ends: Cohesion, commitment, capability

Competencies: Morale assessment; management development; systems improvement.

BUILDING THE ADHOCRACY CULTURE

OD Role: Change agent

Means: Facilitating transformation

Ends: Organisational renewal

Competencies: Systems analysis; organisational change skills; facilitation

BUILDING THE HIERARCHY CULTURE

OD role: Administrative specialist

Means: Reengineering processes

Ends: Efficient infrastructure

Competencies: Process improvement; customer relations; service needs assessment.

BUILDING THE MARKET CULTURE

OD Role: Strategic business partner

Means: Aligning OD with business strategy

Ends: Bottom-line impacts

Competencies: General business skills; Strategic analysis; Strategic leadership

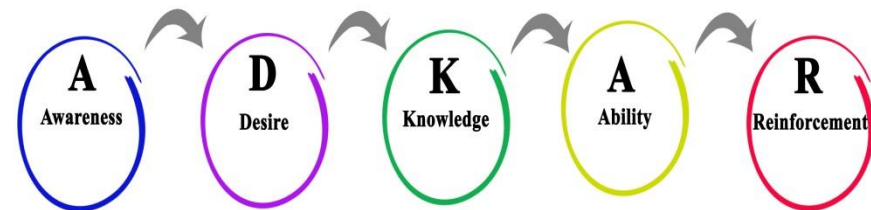
A Scenario

- You are invited to observe an executive team meeting.
- You notice that the leader of that team is not role modelling the behaviours that align with the organisational values. Others in the meeting are reluctant to speak out.
- The leader later complains to you about the team failing to present new ideas (Creativity and new ideas is a key element of the new corporate mission)

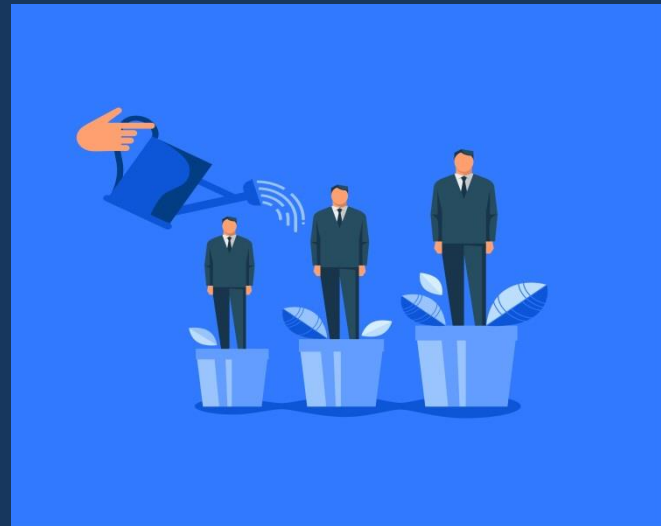
Applying SEI with an Embodied relational Understanding



(Galvin and Todres 2008)



Nurture



References/Information

- Devis-Rozental, C., 2018. *Developing socio-emotional intelligence in higher education scholars*. London: Palgrave.
- Todres, L. and Galvin, K. T., 2008. Embodied interpretation: A novel way of evocatively re-presenting meanings in phenomenological research. *Qualitative Research*, 8 (5), 568-583.
- Denning, S. 2011. How Do You Change An Organizational Cutlure?. Forbes <https://www.forbes.com/sites/stevedenning/2011/07/23/how-do-you-change-an-organisational-culture>.
- Cameron, K and Ettington, D. R., 1988. The conceptual foundations of organisational culture. In: Smart, J. S., *Higher education: Handbook of theory and research*. 356-396. New York: Agathon.
- Hiatt, J., 2006. ADKAR: a model for change in business, government and our community. Prosci Learning Centre Publications, Colorado.
- Prosci: WWW.Prosci.com



thank you!