

Chapter 13 Organizational Culture and Change

Chapter Learning Objectives

- Discuss the layers and functions of organizational culture.
- Summarize the methods used by organizations to embed their cultures.
- Describe the three phases of organizational socialization.
- Discuss the external and internal forces that create the need for organizational change.
- Describe Lewin's change model and the systems model of change.
- Review the 10 reasons employees resist change.
- Identify alternative strategies for overcoming resistance to change.

Opening Case

In the Pit

This case profiles the Toronto Symphony Orchestra (TSO), and chronicles the significant changes it has encountered recently in its fight for survival. Many internal and external forces for change are at work in this situation. The orchestra appears to have been through the unfreezing stage and the change stage. One of the big changes is the new CEO. Now the TSO is headed for the refreezing stage. The new CEO seems to be fully aware of the difficulties that lie ahead and appears to anticipate the need to deal with resistance to the changes. Given its 'near-death' experience, all stakeholders will be watching Andrew Shaw as he guides the TSO into the next stage of its history.

Chapter Summary

Foundation of Organizational Culture

Organizational culture is the set of shared values, beliefs, and implicit assumptions that underlie a company's identity. There are three fundamental layers of organizational culture, as shown in **Figure 13-1**. The three layers are observable artifacts, espoused/championed values and basic underlying assumptions.

Observable artifacts consist of the physical manifestations of an organization's culture such as dress, myths and stories. *You might spend some time on the terrible incident at Sitel Canada provided in the text.*

Espoused values. **Values** are enduring beliefs in a mode of conduct or end-state. Espoused values are the stated values and norms that are preferred

Chapter 1leading Change

Donald F. Harvey,Donald R. Brown



Chapter 1 Leading Change:

Leading and Managing Change for School Improvement Yildiz, Nadire Gülçin, 2024-02-19 With the changing nature of education school leaders and administrators must acknowledge the dynamic nature of schools so that they can effectively take up the challenge of leading their institutions From ever evolving safety policies to the implementation of new educational technologies schools are being challenged to adapt to social issues health crises environmental factors and more that make the successful operation of schools difficult It is important for these leaders to incorporate modern ideas about the complex nature of schools to have a better understanding of these dynamic school environments *Leading and Managing Change for School Improvement* provides a thorough understanding of the ways in which schools are continuously changing and what must be done so that educational leaders can effectively manage these changes The book also assesses different environments within which schools are established promotes positive school culture and ascertains ways of making schools more effective Covering topics such as professional development school improvement and school culture this reference work is ideal for administrators faculty school leaders researchers scholars academicians practitioners instructors and students

The Theory and Practice of Change Management John Hayes, 2025-11-27 Using a managerial approach this best selling textbook equips you with the practical tools and academic knowledge to manage organizational change

Managing Change Mark Hughes, 2010-08-13 *Managing Change A Critical Perspective* explores how and why change occurs in organizations and how the change process can be managed effectively Complete with an appendix featuring twenty popular change management techniques it is an ideal core textbook for change modules on HR and business degree programmes at both undergraduate and postgraduate level It offers a critical perspective challenging the main assumptions and ensuring that the complexity of the subject is understood and appreciated This fully updated 2nd edition of *Managing Change A Critical Perspective* includes new chapters on perspectives power and politics ethics agents and agency HRM and evaluation Its revised structure reflects strategic group and individual change and a revised final chapter evaluates the practice and theory of change management Online supporting resources include annotated weblinks for students an instructor's manual complete with commentary on questions and cases in the book and lecture slides and additional case studies for tutors

Leading Change in Your World Mark A. Smith, Larry M. Lindsay, 2004 This Guide is designed to augment the study of *Leading Change in Your World* as a study guide In *Leading Change in Your World* Drs Lindsay and Smith present an innovative change model predicated on the idea that world changing leadership starts from the inside out Step by step students learn valuable leadership strategies that will challenge them to become change agents followed by encouragement to lead the way to positive change in the world

Handbook of Project-Based Management, Fourth Edition Rodney Turner, 2014-03-31 The Most Complete Current Guide to Project Based Management Thoroughly revised and reorganized *The Handbook of Project Based Management Fourth Edition* focuses on the role of the global project manager in today's high

tech hyperconnected environment of continuous improvement and innovation Rodney Turner editor of the International Journal of Project Management explains how to implement a proven structured approach to achieving performance improvement through strategic change This practical resource describes how to align project goals with organizational goals maintain governance and manage project performance and process An all new case study runs throughout the book demonstrating real world applications of the concepts presented Coverage includes Leading change Beneficial change Project governance Program and portfolio management Governance of the projectbased organization Organizational capability Scope Project organization Stakeholders Quality Cost Time Risk Process models Start up Execution and control Close out *The Handbook of Project-based Management* J. Rodney Turner,2008-10-15 Discover How to Dramatically Improve the Processes of Project Based Management in Any Organization One of the most influential books ever written on the development of project management The Handbook of Project Based Management has been completely revised for a new generation of students and practitioners The Third Edition now features a major change in focus from delivering corporate objectives to achieving strategic change including embedding corporate change after a project is completed Filled with over 150 illustrations The Third Edition of The Handbook of Project Based Management contains A rigorous guide to project management practice for the twenty first century Complete tools for managing project performance and process New to this edition new focus on achieving strategic change new information on the project life cycle new applications to different industries new material on strategic design stakeholders and organizational capability shift in emphasis from administrative procedures to governance Inside this Cutting Edge Guide to Twenty First Century Project Management The Context of Projects Projects for Delivering Beneficial Change Project Success and Strategy The People Involved Managing Performance Scope Project Organization Quality Cost Time Risk Managing the Process Project Process Project Start Up Project Execution and Control Project Close Out Governance of Project Based Management Project Governance Program and Portfolio Management Developing Organizational Capability Governance of the Project Based Organization International Projects

Managerial Leadership Peter Topping,2001-12-22 Effective management in today s competitive business environment requires solid leadership skills skills for which companies often don t provide adequate training Managerial Leadership fills that void providing a four tiered approach that helps professionals from all walks of life develop both strong management and leadership skills Top leadership models and frameworks tools for assessing leadership strengths techniques for handling change and growth and more make Managerial Leadership a veritable learning laboratory [Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management](#) Bahadir Inozu,Dan Chauncey,Vickie Kamataris,Charles Mount,NOVACES, LLC,2011-10-13 PROVEN STRATEGIES FOR REVOLUTIONIZING HEALTHCARE SYSTEMS If I had to sum up this book in one word the word would be brilliant This is one of the most insightful books on TOC not just for healthcare that I have ever read BOB SPROULL author of The Ultimate Improvement Cycle Maximizing

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The Process Improvement Handbook: A Blueprint for Managing Change and Increasing Organizational Performance Tristan Boutros, Tim Purdie, 2013-10-15 Today s business environment demands faster responses better service and increased agility The Process Improvement Handbook reveals how to design effective process improvement structures organizations and cultures to meet those needs Focusing on specific process improvement knowledge areas this practical work establishes the foundation required to create maintain and measure processes while equipping practitioners with the necessary skills to deliver consistent successful outcomes This definitive resource introduces a body of knowledge for anyone looking to improve their operating environment The result is process self sufficiency extensibility sustainability higher quality and overall speed that increases competitive advantage The principles explained in this book encapsulate everything needed to be more process mature and to enable process excellence from start to finish

Managing Change Sandra J. Hale, 1989 **Managing Organizational Change** Bill Leban, William V. Leban, Andy Klein, Romuald A. Stone, 2005-08-26 Description Organizations must evolve to keep up with today s dynamic and competitive environment This book explores a set of concepts theories and techniques that address the successful planning and implementation of change across an organization It focuses on why a company needs to change what can be changed and how to appropriately plan and implement that change The authors also explain how individuals groups and the organization can improve their ability to move through the change process The text was written to help the reader be more comfortable with the uncertainties of change Chapter Format The beginning of each chapter provides highlights of the chapter Chapter at a Glance a Vignette to provide a real world perspective on the subject areas addressed and a brief summary of what will be covered in the chapter Chapter Perspective The main text of each chapter covers concepts theory and techniques that apply to the subject areas covered and include brief real world examples that relate to that content At the end of each chapter there are readings and cases 22 total readings and cases that allow for discussion of the application

of the concepts theory and techniques covered For each reading and case the authors have provided a focus questions and linkage to the chapter This format enables the reader to focus on key topic areas and to then apply them to real world situations This combination of content and application enables the reader to draw upon their own experiences and therefore results in optimal learning Chapter Appendix Content Chapter 1 The pace of economic global and technological development coupled with hyper competition in today s world makes Confronting the Realities of Change an inevitable feature of organizational life Chapter 2 If we really want to Understand How Organizations Should View Change we need to use change models that can guide managers in planning and implementing change Chapter 3 We can use four Dimensions of Change Management strategy resources systems and culture to plan and implement a desired and feasible future state Chapter 4 Leadership is critical to the success of any change initiative By understanding differences between management and leadership attributes of transactional and transformational leadership styles and key factors in Leading Change you can better understand what needs to be done to successfully lead change Chapter 5 Managing the Evolution of Change means that you will need to understand the rational reasons for change and the behavioral states that one goes through how different levels of the organization move through change and how employees and management can work together during change Chapter 6 Change initiatives often flounder because not enough attention is given to Developing and Communicating a Shared Vision Chapter 7 In this chapter you will explore Aligning Strategy and Culture and how important it is for the beliefs guiding values and behavior norms of the organization to support the goals and objectives of the strategic change initiative Appendix A Historical Seeds of Change Management provides an overview of the evolution of organizational change from the late 1940 s to present Appendix B The Managing Change Questionnaire Subset MCQ Answer Key with Comments

Influencer: The New Science of Leading Change, Second Edition (Paperback) Joseph Grenny, Kerry Patterson, David Maxfield, Ron McMillan, Al Switzler, 2013-04-23 CHANGE YOUR COMPANY CHANGE THE LIVES OF OTHERS CHANGE THE WORLD An INFLUENCER leads change An INFLUENCER replaces bad behaviors with powerful new skills An INFLUENCER makes things happen This is what it takes to be an INFLUENCER Whether you re a CEO a parent or merely a person who wants to make a difference you probably wish you had more influence with the people in your life But most of us stop trying to make change happen because we believe it is too difficult if not impossible We learn to cope rather than learning to influence From the bestselling authors who taught the world how to have Crucial Conversations comes the new edition of Influencer a thought provoking book that combines the remarkable insights of behavioral scientists and business leaders with the astonishing stories of high powered influencers from all walks of life You ll be taught each and every step of the influence process including robust strategies for making change inevitable in your personal life your business and your world You ll learn how to Identify high leverage behaviors that lead to rapid and profound change Apply strategies for changing both thoughts and actions Marshal six sources of influence to make change inevitable Influencer takes you on a fascinating

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Deborah Norville, anchor of *Inside Edition* and bestselling author [The General Statutes of Kansas: Sections 1-3220; chapters 1-79; Admission to Poor. The constitution of Kansas](#) Kansas, Charles Frederick William Dassler, 1876

Management Foundations and Applications, Google eBook John R. Schermerhorn, Paul Davidson, David Poole, Alan Simon, Peter Woods, So Ling Chau, 2012-02-02. *Management Foundations and Applications* 1st Asia Pacific edition is a more concise version of the popular text *Management* 4th Asia Pacific edition, which is also published by Wiley. The 15 chapters of this edition cover key topics typically taught in a 12 or 13 week teaching semester. Joining the author team and enhancing this edition's critical analysis of management theory and applications are the best-selling authors from another of the Wiley's undergraduate introductory management texts, *Management: Core Concepts and Applications* 2nd Australasian edition. Davidson et al. This text has a strong emphasis on the importance of the Asian region to contemporary Australian and New Zealand organizations, both during the crisis and in its aftermath. Of course, *Management Foundations and Applications* 1st Asia Pacific edition also retains the features that make its larger parent text so popular with students and lecturers: A balanced coverage of small to medium-sized enterprises and larger multinational corporations; an emphasis on the need for business activities to be sustainable in the terms of preserving the welfare of future generations; the *Career Readiness Workbook* at the end of the book, which includes a range of individual and group activities to encourage the practical application of management theory. With its clear insights into the dynamics of management in the workplace of today and future, *Management Foundations and Applications* 1st Asia Pacific edition provides a sound basis for

the contemporary undergraduate study of introductory management *An Experiential Approach to Organization Development* Donald F. Harvey, Donald R. Brown, 2001 A book that makes the complex and fascinating world of managing people easy to grasp and enjoyable to study In this new sixth edition of their successful book Don Harvey and Don Brown give you an integrated and comprehensive view of the field of organization development Whether you are an introductory student a novice in the field or a practicing manager these authors make it simple to understand and utilize the newest approaches concepts and techniques User friendly practical and realistic *An Experiential Approach to Organization Development Sixth Edition* presents both conceptual and experiential approaches as it focuses on the real world of organization development Exciting examples and innovative applications show you how OD is applied in today s organizations and what it takes to manage in a changing world In addition you ll find The most up to date coverage of important topics such as the learning organization managing diversity empowerment changing the corporate culture and self managed work teams Thorough coverage of open systems and contingencies Self learning experiential exercises that take theories and principles and bring them to life in team activities *Calendar of the University of Manitoba ...* --. University of Manitoba, 1917 **Management** Gary Dessler, 1998 This text in management follows a planning organizing leading and controlling framework It features brief cases on diversity entrepreneurship and strategy at the end of each chapter *Laws of the Territory of Iowa* Iowa, 1912 *Acts and Resolutions Passed at the Several Sessions of the Territorial Legislature of Iowa, 1840-1846* Iowa, 1912 *Acts and Resolutions Passed at the ... Session of the General Assembly of the State of Iowa* Iowa, 1912

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