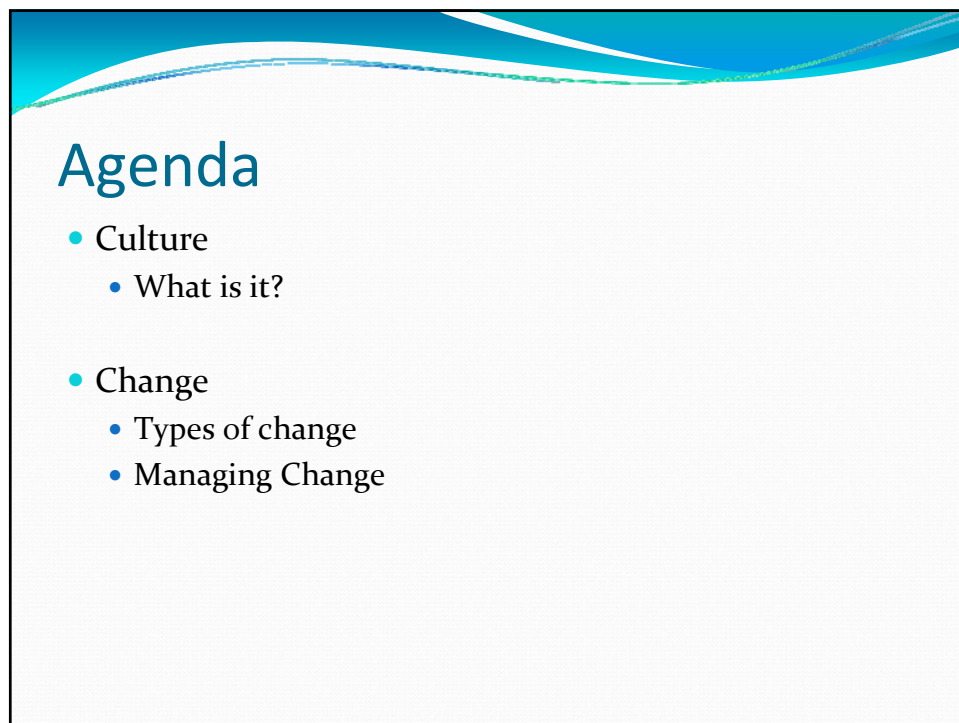
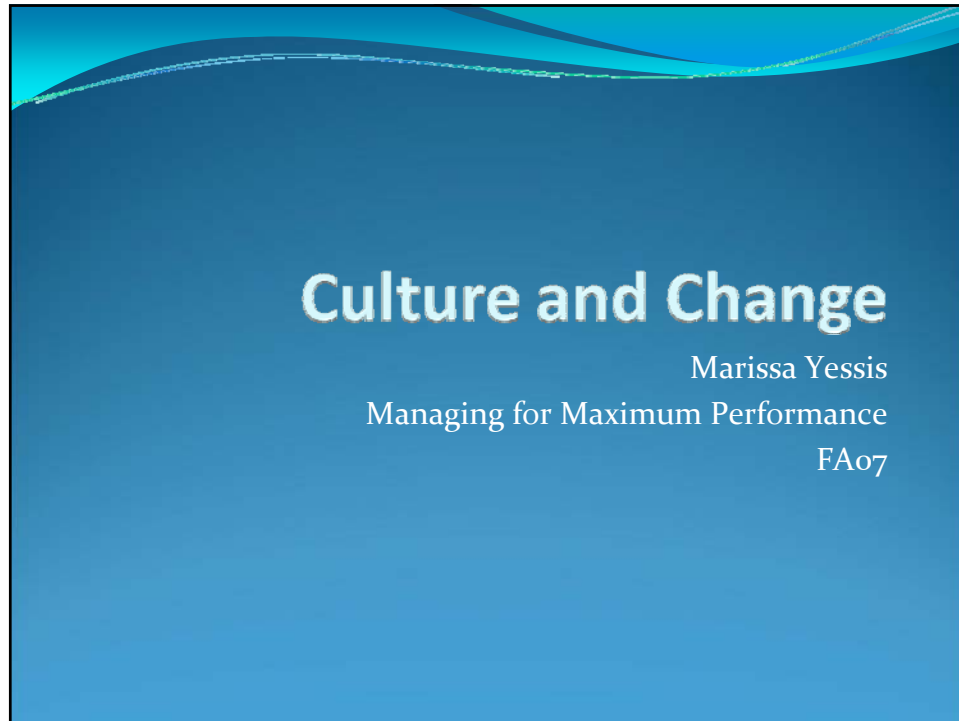


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Definitions of Culture

- **Culture:** Set of important understandings that members of a community share
- **Organizational Culture** is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors
- **Corporate culture:** communicates (directly and indirectly) how people in an organization should behave
- Organizational culture is the **personality** of the organization.
- “The way we do things around here”

Some descriptors of culture

- Family oriented
- Laid back
- Structured
- Fast/slow paced
- Bureaucratic
- Learning

- Why do you enjoy working here?

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Types of Cultures

- **Academy Culture:** highly skilled employees, stable, tend to remain in organization and work way up; universities, hospitals, large corporations
- **Baseball Team Culture:** “free agents” in high demand can easily work elsewhere; advertising, investments, technology
- **Club Culture:** fit into the group; promote from within; military
- **Fortress Culture:** not sure when fired; opportunities for highly skilled; common to see reorganizations and mergers

Other categories of Culture

- **Tough-person, macho:** employees take high risks and get quick feedback
- **Work-hard/play hard:** employees take few risks and get quick feedback
- **Bet your company:** large risks, slow feedback
- **Process:** low risk, low feedback, more concern for how job is done, not outcome

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Characteristics of Cultures

- Strong
 - Clear values
 - Clear beliefs on how to succeed
 - Different parts of org have similar beliefs on how to succeed
 - Rituals of day to day org life are organized and consistent with company goals
- Weak
 - No clear values
 - No clear beliefs on success
 - No agreement on important success factors
 - Those who personify the culture are destructive and don't build on common understandings
 - Rituals of day to day are disorganized or at cross purposes

Architect Your Culture

- Architect a Culture of Excellence
 - Use your word wisely
 - Be accountable
 - Focus
 - Mine the Gold
 - Strive for Balance
 - Lighten Up

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Identifying Culture

- 7 characteristics to capture essence of culture
 - Individual autonomy
 - Structure
 - Support
 - Identification
 - Performance-reward
 - Conflict tolerance
 - Risk tolerance

Culture and Change

- Your organizational culture influences your organizational change
- Culture of learning, growth and process development will lend itself more to change
- Culture of history and stability may have more resistance
- Knowing your culture can help you be effective at managing change

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- “Only cultures that can help organizations anticipate and adapt to environmental change will be associated with superior performance over a long time”

• 1000advices.com

- “A culture that knows change is inevitable and an opportunity, not a threat, then I think you have the potential to have a company that can grow to a very large size”

• Fred smith, FedEx founder

Definitions of Change

- Change:
 - Alteration
 - Transformation
 - to make different
 - to give a different position, course, or direction to
 - to make a shift from one to another

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Change

- Crises, either naturally arising, or created by the organization's leader, provide the catalyst for change
- Even those resistant to change must change
- Change is everywhere
- CHANGE WILL HAPPEN

Types of Change

- Technological changes
 - New equipment
 - New processes
- Environmental changes
 - Non-technological changes external to company
- Internal changes
 - Changes within the company: personnel, budget, policies

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Types of change at UCSD

- Technical
 - Move away from paper processes to online
 - E-Check
 - E-Bill
 - Direct Deposit online
 - Loan counseling online
 - Payment plans online
- Environmental
 - World is becoming more technologically savvy and customers expect from vendors
- Internal
 - 50% turnover in past 2 years including director

Managing Change

- To be able to change effectively, you have to have a high degree of trust and outstanding communications capability.

• Fred Smith, FedEx founder

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Lewin's Model for Change

- Unfreezing: breaking down the forces supporting old behavior
- Presenting a new alternative: clear and attractive option
- Refreezing: reinforce the new behavior

Unfreezing: Resistance to Change

- FEAR
 - Of the unknown
 - Affect income
 - Skills and expertise will not be needed
 - Lose power
 - More work
 - Lose work social groups

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Unfreezing:

Breaking down resistance

- Build trust
- Discuss upcoming changes
- Involve the employees
- Ensure reasonability of changes
- Avoid threats and negative approaches to introducing change
- Stick to reasonable time schedule of implementation

Presenting a New Alternative

- Offer clear and attractive option representing new patterns of behavior
- Explain benefits to employees—why they should change
- Address employee fears
- Communicate
 - To employees
 - To customers
 - To process partners

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Refreezing

- Changes be reinforced by formal and informal reward systems
- Praise often
- Notice the little changes
- Train and explain
 - Bring employees along instead of cutting them out

Leading Change

“Unless managers have changed something, they have not earned their paychecks”

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Leading Change

- Managers should always be looking to change and to anticipate change
 - 8 steps to leading change
 - Establish a sense of urgency
 - Create the guiding coalition
 - Develop a vision and strategy
 - Communicate the change vision
 - Empower broad-based action
 - Generate short-term wins
 - Consolidate gains and produce more change
 - Anchor new approaches in the culture

Tips from Who Moved My Cheese?

- Change happens
- Anticipate change
- Monitor change
- Adapt to change quickly
- Change
- Enjoy Change

- It's your choice!

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Conclusions

- Culture and change are related but do not have a cause and effect relationship
- Culture is the way we do things
 - Know what is important to you in a culture
 - Know how to develop and change the culture you manage
- Change is inevitable, necessary and can be fun
 - Communicate the why, the how and the benefits
 - Listen to resistance and address within reason

Questions?

Thank you!

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