

## Culture Change Models

A People & Culture White Paper

## Changing Organisational Cultures

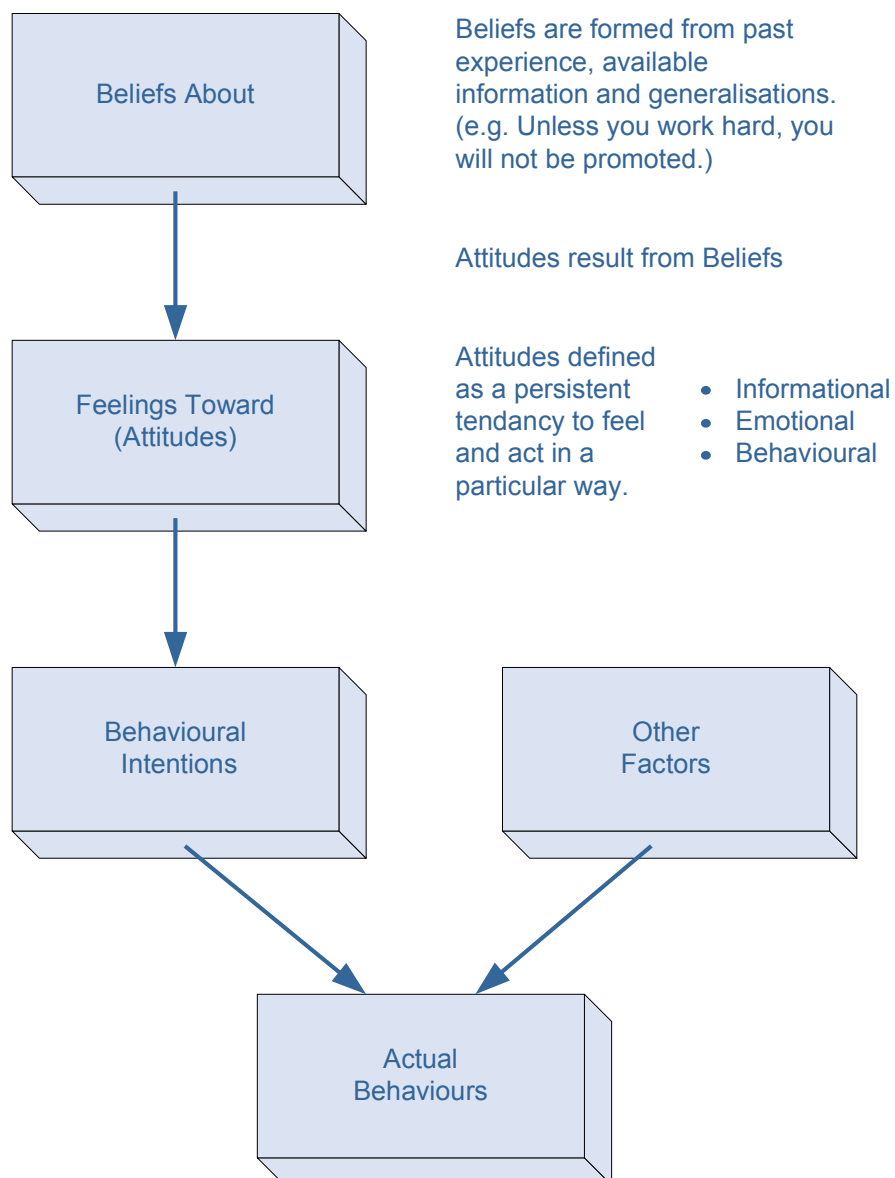
*“I came to see that organisational culture isn’t just one aspect of the corporate game, it is the game.”*

Leo Gerstner

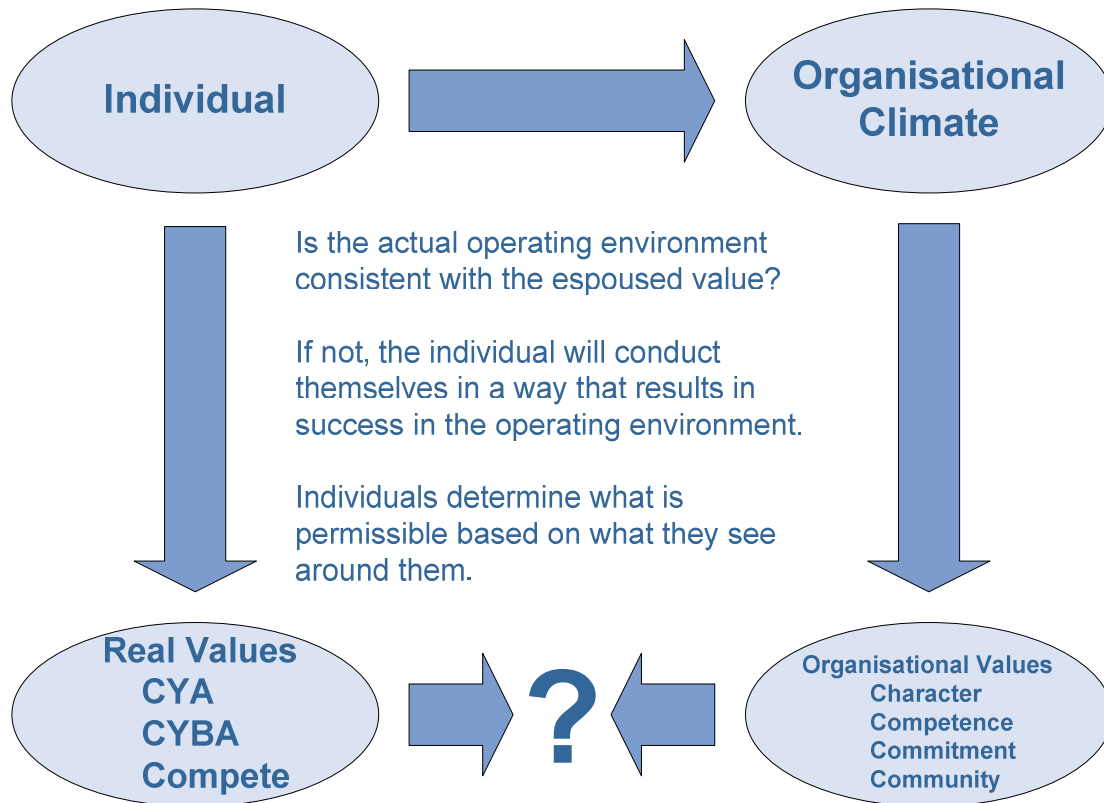
*“Culture change is a process and as such, it is always work in progress.”*

Neville Richardson  
CEO Britannia Group

Cultural Change is dependant on behavioural change:



For a change in an individual's behaviour to take place, their personal values and the organisation's values must be synchronised.



Across an entire organisation, this requires an integrated approach to ensure the organisational climate is 'user friendly' to the development of the desired behaviours:

	<b>Willing to change</b>	<b>Able to change</b>
<b>Individual</b>	Interested in, attracted to and enjoys the desired behaviour	Can do what is required (coaching)
<b>Team</b>	How others respond when the behaviour is exhibited	Team can capitalise on behaviour of members (tools)
<b>Organisation</b>	Individual / team behaviours recognised and rewarded	Behavioural obstacles are removed (processes, procedures, structures)

## Leading Culture Change

*“The phrase ‘management of change’ suggests an endpoint and destination but this is rarely the case. Organisations need to be much more concerned with the management of changing.”*  
Deal and Kennedy 1982

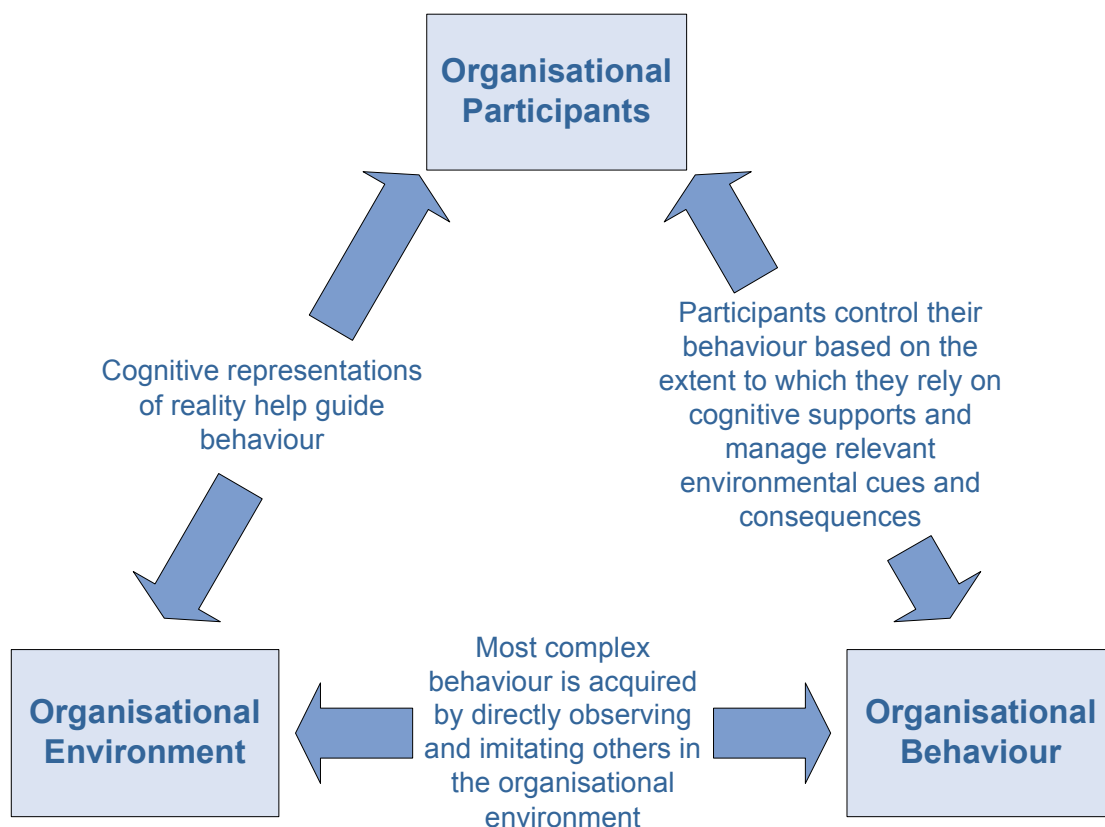
*“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things; because the initiator has for enemies all those who have done well under the old conditions, and only lukewarm defenders in those who may do well under the new.”*  
Niccolo Machiavelli  
The Prince, 1532

Effectively challenging the culture of an organisation requires that the organisation’s leaders take active control of the process and attend to the following primary and secondary mechanisms:

Leading Culture Change	
Primary	Secondary
<ul style="list-style-type: none"> <li>▪ What leaders pay attention to, measure and control</li> <li>▪ Leaders reactions to critical incidents and organisational crisis</li> <li>▪ Deliberate role modelling, teaching and counselling by leaders</li> <li>▪ Criteria for allocation of rewards and status</li> <li>▪ Criteria for recruitment, selection and excommunication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organisation’s design and structure</li> <li>▪ Organisational systems and procedures</li> <li>▪ Design of physical space and buildings</li> <li>▪ Stories, legends, myths and parables about important events and people</li> <li>▪ Formal statements of organisational philosophy, creeds and charters</li> </ul>

## Organisational Cognition Model

Ultimately, any organisation's culture is developed on a daily basis by a complex interplay of organisational values, reward and recognition (both formal and informal!) and personal behaviours. This process continues whether an organisation is aware of its culture or not.



The challenge therefore, is to identify whether an organisation's current culture is sufficiently in line with its plans for development, and where gaps exist, to find a way to develop new, more positive behaviours to support it in the future. This must be done by successful role-modelling from the top of an organisation first, in order to create a new 'mental model' of reality to which other participants can be converted.

## Summary

Changing culture requires changes in behaviour. The following model developed by Fred Luthans and Robert Kreitner illustrates the process of changing an individual's behaviour.

