Sustaining Cultural Change for Operational Excellence

Jim Bamford
University of Huddersfield
“Culture eats Strategy for Breakfast!”

Peter Drucker

Three Levels of Organisational Culture

The Cultural Web

Approaches to Culture Change

Leadership and Behavioural Integrity
Organisational Culture

‘Culture is a fuzzy term with a wide range of uses.’

A set of shared assumptions that guide what happens in organisations by defining appropriate behaviour for various situations
– (Ravasi & Schultz, 2006)

A cognitive framework, which consists of attitudes, values, behavioural norms and expectations
– (Greenberg & Baron, 1997)

A set of shared meanings, beliefs, behaviours, attitudes, symbols, assumptions and values that characterise a particular group or organisation – (Hofstede et al, 1990)

The ethos of the organisation – (Mead, 1949)

A programmed way of perception derived from the beliefs and values – (Hall, 1995)

A shared set of norms and behavioural expectations characterising a corporate identity
– (Grindle 1997)
Organisational Culture

Schein (2017)

A pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.
Three Levels of Culture

Schien (2017)

Artefacts
What you see, hear and feel as you interact with the organisation.

Espoused Values
What the organisation ideally wants to be like and the way it presents itself in public.

Underlying Assumptions
The jointly learned values and beliefs that work so well that they are taken for granted and are non-negotiable.
Conclusions about Culture

- Culture is stable and difficult to change
- Important parts of the culture are invisible
- Culture cannot be measured by only looking at behaviour and espoused values
- Culture should be viewed as a multi-dimensional construct

Schien (2017)
The Cultural Web

Johnson et al (2018)
The Cultural Web: NHS Case Study

How Culture can be viewed

Something that the organisation is:
- a metaphor for describing the organisation rather than something that is readily identifiable or separate from it.

Something that the organisation has:
- aspects or variables that make up an organisation which can be isolated, described and manipulated.

Smircich (1983)
Can Organisational Culture be changed?

Organisational culture can be changed by top management.

It is possible to change organisational culture, but it is very difficult.

Culture is beyond control.

Alvesson & Sveningsson (2008)
Approaches to Culture change

Alvesson & Sveningsson (2008)

- Reframing everyday life.
- Grand technocratic project.
Models of Cultural Change


➤ Clear Strategic Vision
➤ Top Management Commitment
➤ Change recruitment, selection & redundancy policies
➤ Promotion of people symbolising the desired culture
➤ Leadership which communicates the desired cultural values
➤ Change Systems, procedures, personnel, reward, and appraisal policies
Culture Change: Navigate Case Study

➢ Basis of new staff appraisal system
➢ Part of new recruitment and selection process
➢ Included in induction training for new staff
➢ Basis of grievance, disciplinary, and performance management frameworks

How are we going to use NAVIGATE?

We will embed the framework into all our key human resources (HR) practices, including:

Joint performance development reviews (JPDs)

Navigate will sit alongside and complement the existing knowledge and skills framework. JDH documentation and guidance has already been amended to include the competency framework and the ongoing training programmes for managers (frameworks) and staff (frameworks) will be updated to include the changes.

Recruitment and selection

It is vital that we recruit new staff who are not only the best candidates for the jobs on offer but that are able to demonstrate that they can work with our core values and behaviours.

Any new vacancies that are advertised will need to have an improved and refined person specification drawn up by the recruiting manager, which incorporates, where appropriate, the core behaviours needed for the job role. Criteria from a new Navigate will be incorporated into selection testing tools and techniques and managers will be able to get advice from the HR team on how these changes will be introduced. The content of future recruitment and selection training programmes will be reviewed and revised in due course.

Induction training

The core of the corporate "welcome" part of a new employee's induction has already been revised to make sure it includes information on Navigate and the guiding management principles that underpin.

Later development will see us looking at the policy and practice implications that Navigate poses for such matters as discipline, grievance and performance capability issues. The development of a personal responsibility framework is under way and this will encourage employees to take responsibility for improvements to service, individual performance at work, personal responsibility for health and safety and clinical governance issues.

Each of these developments will be the subject of ongoing consultation with managers, staff and the trade unions.

Further information and advice can be obtained from the HR and workforce development team within...
Leadership of Cultural Change

‘Be the change you want to see in the world’

Mathatma Ghandi

➨ Widely recognised that Leadership is a key factor for successful change management

➨ It is not enough to merely make sure that you are saying the right things

➨ Culture change begins when leaders start to model the behaviour they want the organisation to emulate
Behavioral Integrity

Do you ‘walk the talk?’

➢ The perceived pattern of alignment between your words and deeds (Simons et al., 2015)

➢ Managerial fads and organisational change efforts are leading to an increasing divergence between managers’ words and deeds (Simons, 2002)
Role models a clear and considerate communicative style

Creates a climate where individuals are empowered to make decisions and succeed

Role models positivity during times of change

Challenges the status quo

Champions, initiates, pilots and evaluates improvements

Devolves decision making to the appropriate level

Respects the views and opinions of others even if they are different from their own
Key take away points:

➤ Underlying Assumptions can be difficult to identify, but can be crucial for sustainable culture change

➤ Multi – dimensional tools such as the Cultural Web offer many advantages when trying to define an organisation's culture or change it

➤ There are models for cultural change that offer many benefits to organisations pursuing large scale or cultural change

➤ Leader / Leadership Behavioural Integrity is critical to secure employee performance and support for change and address Underlying Assumptions
References


