

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

Colin A. Carnall



Chapter 1Leading 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

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

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 in Organizations Colin A. Carnall,1995 Offers guidance and techniques for planning implementing and reviewing major organisational changes and suggests how people and organisations can cope with the pressures

Managing Organizational Change Roy McLennan,1989 **Organizational Behavior: Solutions for Management** Paul D. Sweeney,Dean B. McFarlin,2001-08-02 In Organizational Behavior Solutions for Management Paul Sweeney and Dean McFarlin have identified 4 key management skills areas that act as building blocks for successful behavior in management These skills are self insight perceptual skills ability to inspire motivate lead ability to analyze situations and personal flexibility adaptability The authors also feel strongly that successful management of organizational

behavior rests on the problem solving process in fact the 4 skills listed above enable managers to use this process to deal with the people problems they face more effectively If nothing else studying what organizational behavior has to offer as a field should help a person figure out his her strengths and weaknesses *Leadership Education* Frank H. Freeman,Kristin M. Axtman,Mary K. Schwartz,1998 This sourcebook contains descriptions of original leadership course syllabi and programs for use by educators student activity directors and others designing and delivering leadership development courses and programs To be selected for this sourcebook programs must focus on leadership contain details about curriculum objectives format outline learning modules projects activities and evaluation include innovative or unique content method of delivery or audience and have been included in a previous edition The descriptions are divided into five primary sections degree programs graduate and undergraduate academic sources from high school to graduate level cocurricular programs professional programs and community programs Also included are a bibliography of reading material used in the courses and programs two essays describing the design of new campus programs and an index for references to institutions course topics teaching methods and leadership skills and styles JMD Minnesota's STEP Program ,1987 **Acts and Resolutions Passed at the ... Session of the General Assembly of the State of Iowa** Iowa,1913 *Sanitary and Statistical Report of the Surgeon General of the Navy for the Year ...* ,1882 **The Strategic Planning Management Reader** Liam Fahey,1989 **The Revised Reports** ,1911 **Managing Crisis and Change in Health Management** Chris Bennett,1994 **Managing Ambiguity and Change** Louis R. Pondy,Richard J. Boland,Howard Thomas,1988-11-28 Academics from a number of disciplines and several practicing executives discuss how managers can make effective strategic decisions amidst the uncertainties and ambiguity of major transitions be they technological financial regulatory or economic Contributors draw lessons from the experiences of actual companies and they offer maps and models for guiding effective action Empirical studies reveal some proven practices for innovation in the face of adversity and a study in contrasts shows how one company successfully reframed policy in response to a drastic environmental change and how another succeeded by holding to a constant strategic plan in a changing environment **Top-notch Magazine** ,1910 **Managing the Strategy Process** Balaji S. Chakravarthy,Peter Lorange,1991 Laws of the State of Delaware Delaware,1871 *Management with Onekey* Robbins,2004-03 **Index to the Laws of California 1850-1907** ,1908 *Parsons' Practice Manual of the State of New York* ,1925

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