



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BMBS4004 – Managing People and Teams

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

Agenda for today

 9.30am – Recap and questions

 10am – Understanding Workplace Behaviour

 10.45am – Break

 11am – Understanding Organisational Culture

 12pm – Lunch

 12.45pm – Organisation Design and Understanding Change

 1.45pm - Break

 2pm – Managing Change Effectively

Learning outcomes

01

Understand the business environment in which the people profession operates, including the key issues that affect it.

02

Understand how people's behaviour in the workplace affects and shapes culture.

03

Understand the importance of effective management of change.



Recap quiz

What does PESTLE stand for?



What are Gearspace's two organisational goals?



What is the difference between a product and a service?



Give one way that technology could improve collaboration.

Learning outcome 2

Understand	Understand how people's behaviour in the workplace affects and shapes culture.
Define	Define what is meant by 'workplace culture' and why it will be important to foster an appropriate and effective workplace culture in Gearsan Ltd to support achievement of their organisational goals. (AC 2.1)
Explain	Explain how Gearsan Ltd functions as a whole system and how the work and actions of the people professionals at Gearsan Ltd could impact the organisation. (AC 2.2)

What do we mean by behaviour?



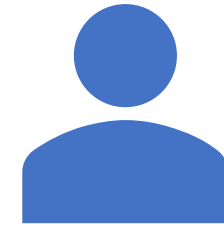
What do we mean by behaviour?



Workplace behaviour refers to the way employees act, interact, and conduct themselves within a work environment.



It includes an individual's attitudes, actions, communication, work ethic, and relationships with colleagues, managers, customers, and other stakeholders.



What shapes employee behaviours?



Factors Influencing Behaviour

Leadership

Values

Policies

Rewards

Communication

Colleagues

Positive Workplace Behaviours

Collaboration

Respect

Accountability

Customer
focus

Inclusion

Negative Workplace Behaviours

Bullying

Resistance

Poor communication

Absenteeism

Conflict

Activity

In pairs, work your way through the behaviours on the worksheet and note whether they support or damage culture.



Once you have completed this, discuss the following:

Which behaviours have the biggest impact on organisational culture?

Can one person's behaviour influence the wider team culture? How?

Which damaging behaviours are most difficult for managers to address?



What is Organisational Culture? (CIPD, 2025)

There are many academic definitions of organisational culture, including Balogun and Johnson's 'the way we do things around here'.

Edgar Schein described three levels of organisational culture:

artefacts that may reflect culture (for example, symbols and language)

norms and values about appropriate attitudes and behaviours (espoused or real)

underlying assumptions and beliefs (conscious or unconscious).

Edgar Schein's Three Levels of Culture - Examples

👁️ 1. Examples:

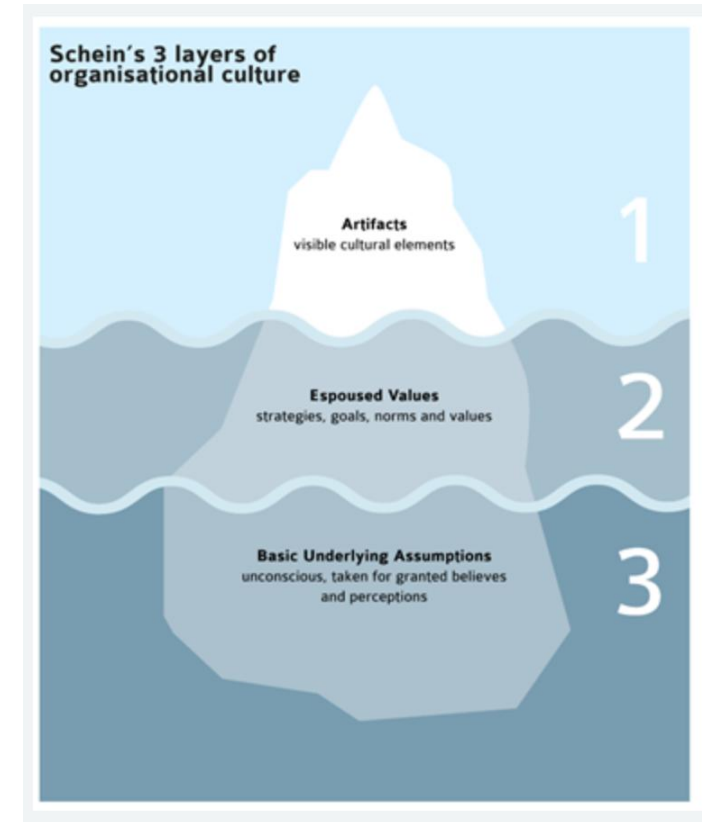
- Dress code and uniforms and office layout
- Workplace rituals and celebrations
- Language and communication styles
- Policies and procedures

🧠 2. Examples

- Diversity, equity and inclusion statements
- Mission and vision statements

🧠 3. Examples:

- "Managers should make all important decisions."
- "Employees who work long hours are more committed."
- "Taking risks leads to failure."
- "Challenging senior staff is unacceptable."
- "Learning from mistakes helps us improve."



Charles Handy's Subcultures (1993)

- Subcultures are smaller cultures that develop within an organisation. While they share some aspects of the overall organisational culture, they may have their own values, behaviours, and ways of working.
- How might workplace behaviours differ in each subculture?

Subculture	Characteristics
Power-oriented groups	Decisions centred around influential individuals; informal networks are important.
Role-oriented groups	Focus on rules, procedures, and defined responsibilities. Often found in administration and compliance functions.
Task-oriented groups	Focus on achieving objectives and solving problems. Common in project teams.
Person-oriented groups	Emphasis on individual needs, expertise, and autonomy. Often found among specialist professionals.

How Behaviour Shapes Culture

Behaviour	Impact on Culture
Sharing knowledge	Collaboration
Supporting colleagues	Inclusion
Ignoring policies	Poor compliance

How Leaders Influence Culture

Role modelling

Communication

Decision making

Reward systems

Strong Vs Weak Cultures



A **strong culture** exists when employees understand, accept, and consistently demonstrate the organisation's values and expectations.



A **weak culture** exists when there is little agreement about organisational values, or when employee behaviours do not reflect the stated values.

Practical Example: An organisation says it values teamwork, respect and inclusion

What type of culture is demonstrated if:

- Employees actively support one another?
- Managers model inclusive behaviours?
- Collaboration is common across departments?

What type of culture is demonstrated if:

- Departments operate in silos?
- Managers ignore organisational values?
- Employees are unsure of expectations?

Culture During Growth and Expansion



EXISTING
EMPLOYEES



NEW RECRUITS



NEW LOCATIONS

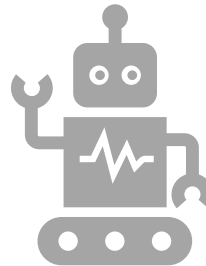


ENTERING NEW
MARKETS

Activity: Case Study Discussion



What culture currently exists?



What behaviours support it?



What challenges might occur during expansion?

What is Organisation Design? (CIPD, 2025a)



Organisation design, or re-design, focuses on aligning the shape and structure of an organisation with its strategy. It involves:



reviewing what an organisation wants and needs



analysing the gap between where it is and where it wants to be



designing organisational practices that bridge that gap.



Why Organisation Design Matters



EFFICIENCY



COMMUNICATION



ACCOUNTABILITY



CUSTOMER
SERVICE

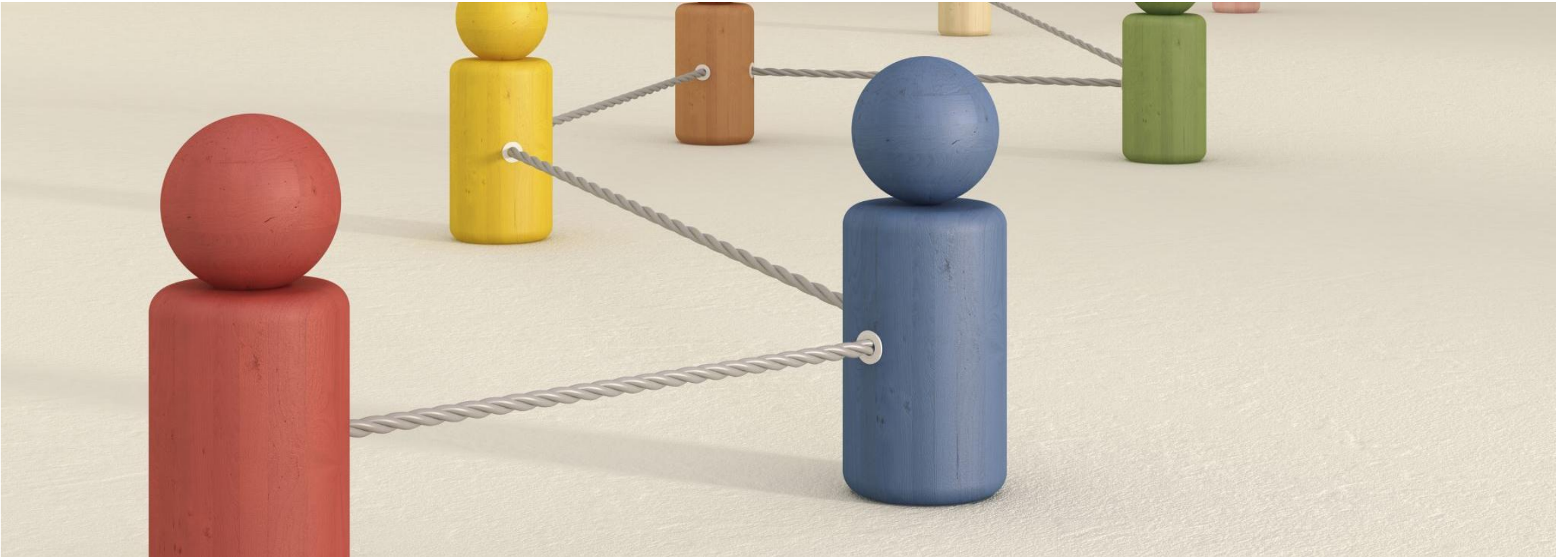


GROWTH

Common Structures



CIPD Recommended Design Models

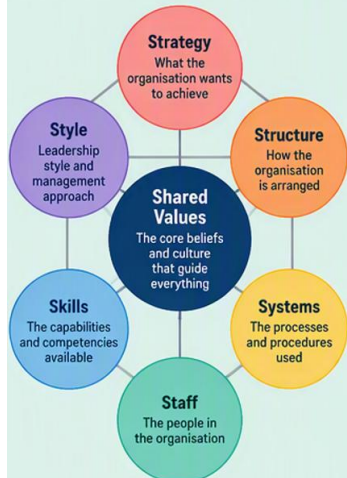


Models

McKinsey's 7-S Model

A framework for organisational effectiveness

Developed by McKinsey & Company in the 1980s, the 7-S model helps organisations understand how seven internal elements need to be aligned to achieve their goals. It can be used to analyse the current situation, identify areas for change and ensure that different parts of the organisation work together.



Galbraith Star Model

A framework for designing and aligning the organisation

Developed by Jay Galbraith in the 1970s, the Star Model shows how five key elements need to be aligned to deliver organisational strategy. It emphasises that performance is best achieved when all elements work together, with strategy at the centre.



Burke-Litwin Model

A framework for understanding organisational change

Developed by Warner Burke and George Litwin in the 1990s, this model shows how organisational performance is influenced by a wide range of internal and external factors. It highlights the relationships between these factors and helps identify where change may be needed to improve performance.



- In groups, you will be allocated one of the models to research.
- Following this, you will apply it to Gearsplan and explain how it functions as a whole system.
- You will the talk through your findings with the class.

How Organisation Design Affects Culture

Organisational design influences organisational culture by determining how people are grouped, communicate, collaborate, and make decisions. The design of an organisation can encourage behaviours such as teamwork, innovation, control, empowerment, or flexibility.

Two organisations have the same values statement: *"We value collaboration and innovation."*

- Organisation 1 has a tall hierarchy with many management levels.
- Organisation 2 uses cross-functional project teams and devolved decision-making.

Which organisation's design is more likely to support those values? Why?

What Role do People Professionals Play?

People professionals contribute to organisational design by ensuring that organisational structures, roles, and workforce arrangements support business objectives, enable effective performance, and meet the needs of employees and stakeholders.

If your organisation was growing rapidly and opening new sites across the UK, what organisational structure would you recommend and how could people professionals support its implementation?

Learning outcome 3

Understand	Understand the importance of effective management of change.
Explain	Explain why it is important that any changes made to achieve the two new organisational goals are planned and effectively managed. (AC 3.1)
Consider	Consider the importance and role that the people professionals at Gearspace Ltd could play during the changes related to achieving the new organisation goals. (AC 3.2)
Discuss	Discuss how the changes related to achieving the new organisation goals could impact people working at Gearspace Ltd. (AC 3.3)

Why Organisations Change?

Technology

Competition

Customer
needs

Legislation

Economic
pressures

Types of Change

Organisations experience strategic, structural, technological, cultural, people and process change.

These changes help organisations adapt to internal and external factors and remain competitive in a changing environment.

Match the following changes to the type of change:

- A company introduces AI-powered customer service software.
- A business restructures into regional divisions.
- A new CEO introduces values focused on innovation.
- An organisation launches operations in Asia.
- A manufacturer redesigns its production process.

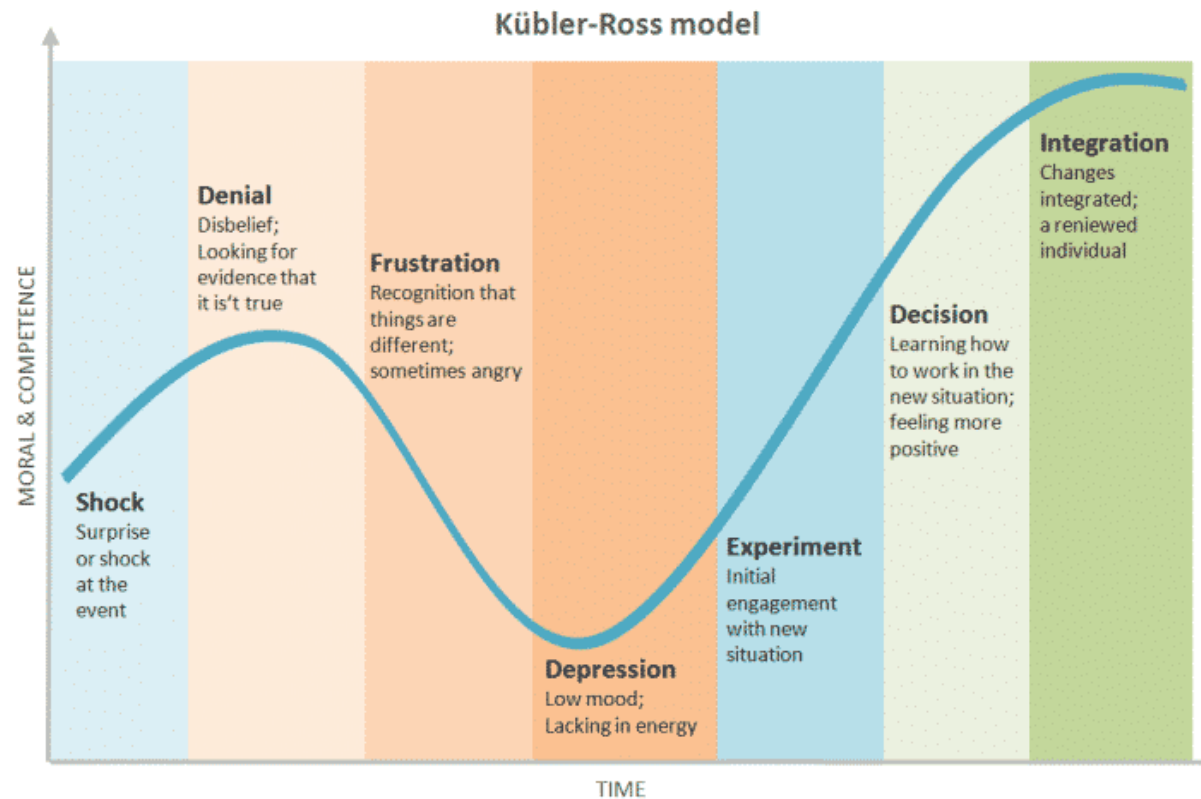
Planned Vs Emergent Change

 Planned Change	 Emergent Change
Proactive	Reactive
Planned in advance	Responds to events
Clear objectives	Objectives may evolve
Structured implementation	Flexible adaptation
Examples: New HR system, restructuring, expansion	Examples: New legislation, economic downturn, competitor actions

Reactions to Change?



Kubler Ross Curve



Why Employees Resist Change?

Fear of job loss

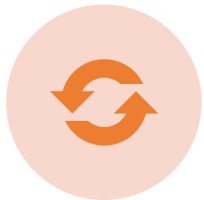
Lack of information

Lack of involvement

Habit

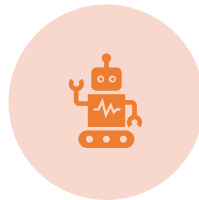
Question: Why might employees resist a move to hybrid working?

Current Change Challenges (CIPD, 2026)



Managing continuous change

Organisations are experiencing multiple, overlapping changes rather than single change projects, making it harder to maintain momentum and employee engagement.



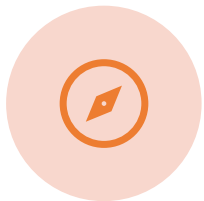
Adapting to new technologies

The rapid growth of AI, automation, and digital transformation requires organisations to continually develop skills and support workforce adaptation.



Responding to economic uncertainty

Economic pressures, changing labour markets, and financial constraints mean organisations must remain agile while balancing performance and employee wellbeing.



Building change readiness and resilience

Employees and managers need the confidence, capability, and resilience to adapt effectively to ongoing change.



Engaging people and sustaining commitment

Successfully embedding change depends on clear communication, involvement, and maintaining trust throughout the change process.

What is Change Management?

- Change management is a structured approach that helps an organisation move from its current state to a desired future state, while supporting employees and stakeholders through the transition (CIPD, 2024).
- Why might organisational change initiatives often fail when leaders focus on processes and systems but ignore the people affected by the change?



Why Effective Change Management Matters

Engagement

Reduced
resistance

Better
outcomes

Faster
adoption

Risks of Poor Change Management



REDUCED
MORALE



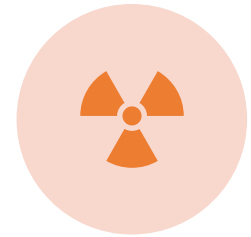
INCREASED
TURNOVER



POOR
PERFORMANCE

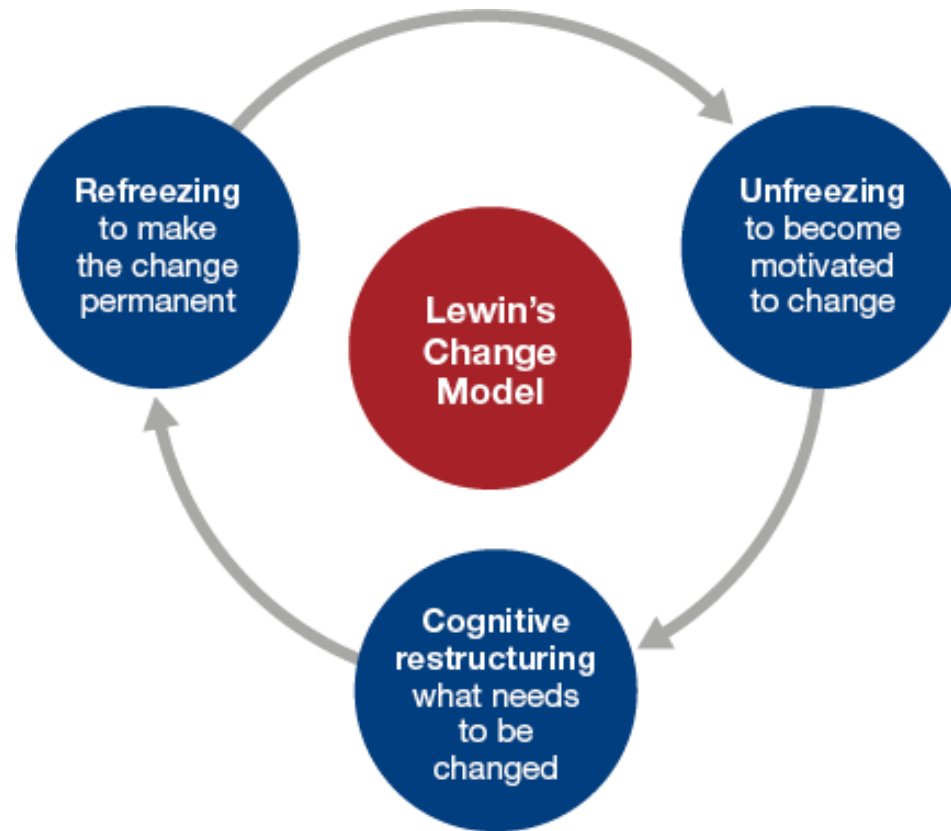


PRODUCTIVITY
LOSS

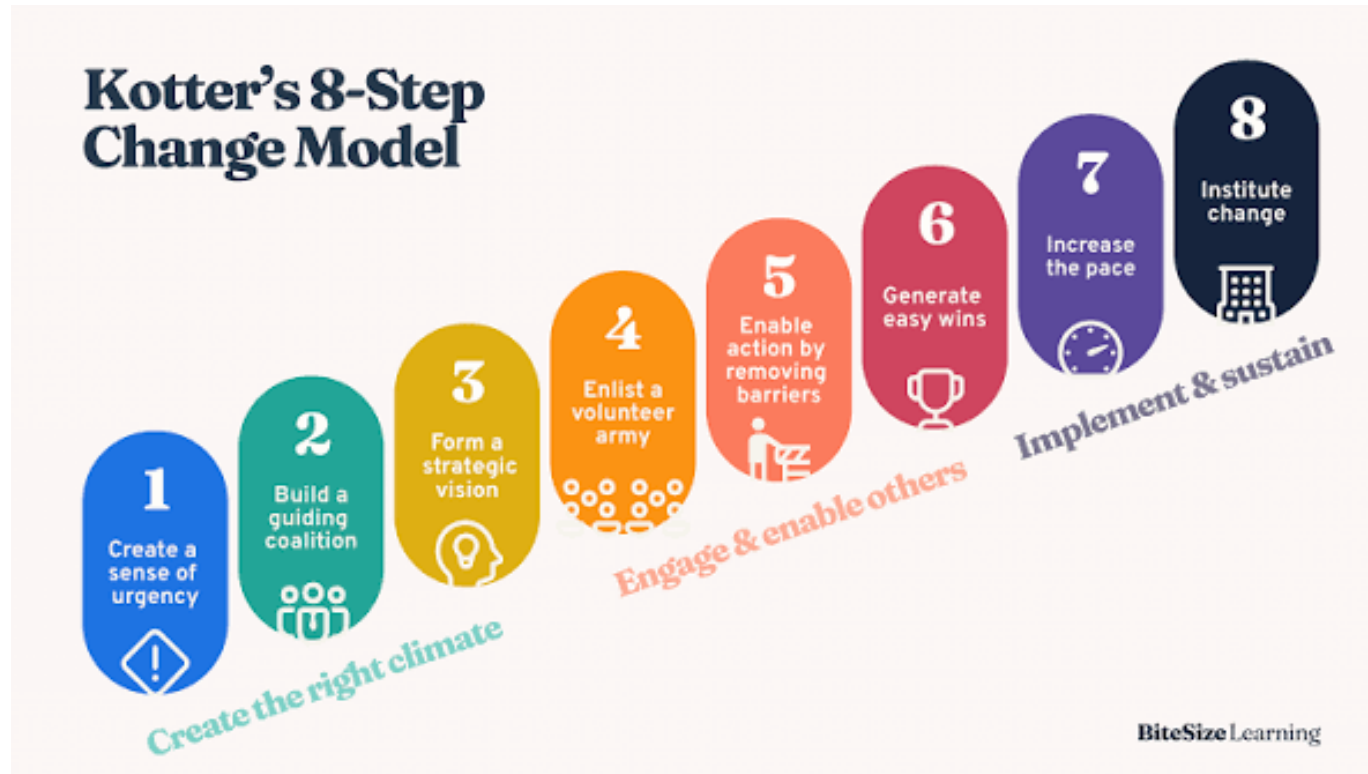


CONFLICT

Lewin's Change Model



Kotter's 8-Step Model



Role of People Professionals in Change



Communication



Training



Consultation



Employee
support



Monitoring
engagement

Activity: Practical Example

Scenario: A company introduces a new digital ordering system.

Identify:

- What could go wrong?
- How could HR support the change?

Recap

- ✓ Employee behaviour shapes organisational culture
- ✓ Leaders play an important role in creating and maintaining culture
- ✓ Organisation design influences communication and performance
- ✓ Change is inevitable in modern organisations
- ✓ Effective change management reduces resistance and improves outcomes
- ✓ People professionals support organisations through change

Assessment Application



Any questions?



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