



How to optimize the organisational culture change and development of Twitter

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Executive summary

Since Musk became CEO in November 2022, all the reforms carried out by Twitter have been radical, especially in the field of organisational culture reform. The current high-pressure and "hard core" organisational culture has replaced the past humanized and relaxed organisational culture, but the reform has resulted in a large number of problems: a large number of brain drain; Resulting in frequent system failures; It has also brought great turbulence to income.

In order to ensure a smooth transition of the enterprise, unite in the development process, recruit and retain more talents, and achieve the overall performance goals of the enterprise, it is necessary to improve and optimize in the field of cultural change and development. After optimization, it can enhance the organisational cohesion of Twitter, improve its overall performance, and attract more talents to work on Twitter.

The author proposes some optimization suggestions: First, promote Twitter leaders to gradually transform and develop their organisational culture and fulfill their respective responsibilities. The second is to promote Twitter employees' recognition of the changed organisational culture through coaching. The third is to establish a performance appraisal system including a new organisational culture.

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1 Introduction

Edgar Schein pointed out that organisational culture is a basic norm developed by a specific organisation when dealing with issues arising in the external environment and internal processes (Edgar Schein,1980). It is a cultural characteristic used to guide organisational members to observe, think, and feel related issues. The organisational culture change and development is the overall innovation of the original organisational culture carried out by enterprises to adapt to the change of the situation, and promote the change of employees' behaviors and concepts (Asli Goksoy, 2016, p231).

Since Twitter was acquired by Musk in 2022, the CEO has been assumed by Musk. Musk, together with the small team brought from Tesla, has carried out radical organisational culture changes, completely subverting the humanized and relaxed organisational culture within Twitter. Although organisational culture change can help organisations adapt to new challenges and opportunities, Twitter's organisational culture change has brought some problems, such as a large number of employees in key positions choosing to resign under Musk's 'hardcore' culture, and so on (Danny D'Cruze, 2022).

Therefore, it is necessary for this article to analyse how Twitter optimises its organisational culture change and development from the perspective of human resource management.

2 Organisational Overview

The organisation selected for this report is Twitter. Twitter is an internationally renowned social network and microblogging service company, headquartered in the United States, founded by Jack Dorsey, BizStone and Noah Glass in 2004 (Encyclopaedia Britannica, 2023). In October 2022, Tesla CEO Musk completed the acquisition of Twitter and served as the CEO of Twitter. Since Musk took office, he has laid off at least eight times. According to CNN, as of February 2023, the number of Twitter employees has been reduced from more than 7000 to about 2000 (Chris Isidore, 2023).

When Musk came to power, Twitter dissolved the board of directors, and Musk became the only director of the company. At present, human resources management is promoted by Musk personally (EFE News Service, 2022). On 10 November 2022, Kathleen Pacini, the head of human resources and talent management at Twitter, resigned. In the past, members of the human resources team lost a lot. The main task of human resources management is to lay off people and handle the resignation procedures (Phil Albinus, 2022).

3 Main Discussion

3.1 What is the priority area that needs improving in Twitter?

Twitter has always been known for its humanised and relaxed organisational culture (Oremus Will, 2022). Employees can freely share ideas, plans and jokes on the internal Slack service. In addition to any vacation or personal vacation for employees, the company has also established a "Days of Rest" system of one day per month. The "Days of Rest" is paid vacation, which aims to help reduce employees' fatigue. Since Twitter was acquired by Musk in 2022, "Days of Rest" have been cancelled, and all employees have been required to sign a commitment letter to accept "long-term and intensive work" in the future; A Twitter engineer tweeted a few public debates with him, and Musk's final reply was "he has been dismissed" (Kay Grace; Hays Kali, 2022). It is obvious that the acquired Twitter is undergoing a huge change in organisational culture, replacing the previous culture of the past with the current high-pressure and "hardcore" organisational culture (The Daily Telegraph, 2022). However, the organisational culture change this time is not successful and has not been thoroughly studied and gradually promoted. The radical change has brought adverse consequences to the entire organisation.

3.1.1 It brought about a large number of brain drain.

This includes those who have been laid off and those who have voluntarily resigned. For engineers, many of them are talents with a lot of practical experience and problem-solving ability. After they are laid off, it takes a lot of time to recruit and cultivate them. Without carefully investigating who should be laid off and who should be retained, they suddenly carry out radical changes, resulting in a large loss of engineers in all fields (Siddiqui Faiz; Nix Naomi; Oremus Will, 2022). For the management talents, many of them resigned voluntarily because they could not adapt to the new organisational culture. For example, on Thursday, November 2022, the chief information security officer of Twitter Lea Kissner announced his resignation and resigned one of the company's most important positions. Meanwhile, Yoel Roth, the head of integrity and security, Damien Kieran, the chief privacy officer, Kathleen Pacini, the head of human resources, and so on successively resigned one by one. These executives have a lot of management experience and public resources, and their resignation has a great impact on Twitter's organisational culture and business development (Brian Fung, 2022).

3.1.2 It led to frequent system failures.

Musk thought that he would force the remaining people to work overtime to improve their work efficiency and maintain the Twitter platform, but the radical change caused engineers not enough to cope with unexpected problems, so Twitter There are a lot of service failures on Twitter. In December 2022, the Twitter platform service was interrupted for several hours and more than 10000 users could not log in. On 8 February 2023, many users around the world reported that they could not tweet or send messages to other users on Twitter, and some found that they could not follow new accounts, and even some were cancelled accounts (PRARTHANA PRAKASH, 2023). On 6 March, Twitter encountered an embarrassing technical failure, temporarily interrupting links to external websites and even Twitter's own pages, and the problem lasted for about 45 minutes (JON BROODKIN, 2023).

3.1.3 It brought great turbulence to the revenue.

The advertisers who originally brought a lot of revenue to Twitter are hesitant, and some advertisers are fleeing. According to the data of Media Matters, the research center, half of the top 100 advertisers on Twitter have stopped advertising on the platform, including Chevrolet, Ford and Chipotle (Zavarise Isabella, 2022). Although Twitter provided special offers to advertisers in December 2022, it was not enough to prevent its revenue and earnings from declining. According to statistics, in December 2022, due to the massive loss of advertisers after the acquisition of Elon Musk, Twitter's revenue and adjusted revenue fell by about 40% year-on-year (JON BROODKIN , 2023).

3.2 What are the benefits of improving this priority area?

3.2.1 Enhance the organisational cohesion of Twitter.

According to Lewin model, the change of organisation should first be unfreeze and unfreezing applies to companies to deal with and resolve their views on the upcoming changes and their natural resistance to changes (Esther Cameron and Mike Green, 2012, p277). It is difficult to unfreeze the idea of changing employees only by administrative means. It must be optimized the ways and methods of change, and use flexible methods to increase employees' recognition of the change and development of enterprise organisational culture. For example, after the new Microsoft CEO Satya Nadella took office in 2014, he sent an email to all employees and put forward his own ideas (Satya

Nadella, 2014). At the leadership meeting, the establishment of a more unified "single Microsoft" culture was discussed in depth, and major cultural changes were proposed, that is, to recognize innovation and promote its development. At the same time, he was interviewed by authoritative media to create an atmosphere and publicize the changes of Microsoft (Bryant Adam, 2014). All these made employees quickly cooperate with the cultural change of the organisation, and organisational cohesion is also guaranteed.

3.2.2 Improve the overall performance of Twitter.

Compared to the performance of individual roles and responsibilities and the completion of projects, when employees work together, support each other, and accept long-term missions, the organisation as a whole will succeed (Dave, 2019). Therefore, by optimizing the organisational culture change of Twitter, integrating the new values, ethics and codes of conduct advocated by the new Twitter (Such as active and efficient work, freedom on Twitter not subject to manual censorship and so on) into Twitter's performance appraisal system in a gradual rather than radical way, encouraging and guiding employees to work according to the new goals and systems can promote the overall performance.

3.2.3 Attract more talents to work on Twitter.

A good corporate organisational culture can play a siphon effect and attract excellent talents to work in the enterprise (Ayme Zemke, 2022), while a fragmented organisational culture will make the human resources department lose the basic criteria when selecting candidates. If Twitter, under the leadership of Musk, can make good use of its fast-paced, energetic, and innovative culture in Tesla (Business Strategy Hub, 2023), and integrate it with the original people-orientated organisational culture of Twitter (Cloey Callahan, 2022), rather than arbitrarily split the original organisational culture, it will make the new Twitter organisational culture more attractive to talents.

4 Conclusions

According to previous discussions, the organisational culture reform implemented by Twitter after Musk took office was radical, chaotic, disorderly, and fragmented. To ensure a smooth transition of the company, unite people in the development process, recruit and retain more talents, and achieve the overall performance goals of the company, improvements and optimization are needed. The change and development of organisational culture is a necessary measure for enterprises to solve internal development problems (Mats Alvesson; Stefan Sveningsson, 2015, p50). Obviously, Twitter needs to be optimized in the field of cultural change and development.

4.1 In terms of unifying the thinking of employees.

Musk took authoritative administrative measures to interfere with the minds of employees, which itself did not work. Twitter should unify organisational culture and employee thinking through multiple means, which requires time and skill, and is not simple and crude. If Twitter forcibly promotes these 'hardcore' cultures, the remaining employees are also very unstable. It will cause more employees to resist, and a situation of fragmentation may arise (Shapland Mark, 2022).

4.2 In terms of layoffs and recruitment.

Twitter should stop large-scale and significant layoffs. Twitter should try its best to retain these business backbones, avoid frequent system problems, and re-establish its good image, attracting more advertisers to invest and more users to register for Twitter Blue (The Sunday Telegraph, 2022). At the same time, Twitter should promptly recruit talents who recognize Twitter's new culture, enrich and improve the talent team for key positions, and ensure the orderly development of the business.

4.3 In terms of internal organisational coaching.

Twitter should promptly conduct coaching for new and old employees to make them realize that they are in a fast, volatile and crisis era. If they do not change with the times, they may be abandoned by the times. During the coaching process, it is also necessary to cultivate employees' ability to continue learning, create an organisational culture of continuous learning, and enhance employees' sense of identity with the transformation and development of organisational culture.

4.4 In terms of performance management.

In any organisation, culture is shaped by several pillars: leadership, governance, policies and processes, and execution. These pillars are key drivers of organisational performance. Therefore, organisations must allocate and assume responsibility for cultural management at the administrative level, and establish clear key performance indicators (The Guardian, 2021). Twitter should formalize and concretize the changes and development of its internal organisational culture, enhance employees' sense of identity with the changes and development of organisational culture, and make the new corporate culture deeply rooted in employees' awareness. organisations must not impose the culture and values of senior executives or bosses on performance standards and rules, nor should they arbitrarily change predetermined performance standards and guidelines. At the same time, Twitter should also change its current state of excessive reliance on its small teams selected from Tesla, and should mobilize the enthusiasm of all employees to improve the overall performance of the organisation (ALEX HEATH, 2022).

5 Recommendations

5.1 Promote Twitter leaders to carry out organisational culture transformation and development step by step and perform their respective duties.

For the transformation and development of organisational culture, it is first necessary to promote smooth communication channels, even cross level communication, between leaders and employees, regularly explain the importance and necessity of change to employees, and minimize their negative resistance to change, so that change can be better promoted (Brent D. Timmerman, 2019, p7). Besides, the CEO should focus on "going out and forward". This role should focus on the strategic business planning of the company or the top-level design of organisational culture change and development, focussing on establishing close links with the external environment, government, and market. The COO should focus on "internal". This role is the specific implementer of organisational culture change and development (Brent D. Timmerman, 2019, p155).

Of course, there are still many difficulties in the operation of the human resources department with this suggestion. From establishing PayPal and SpaceX to operating one of the most disruptive automotive companies in the world, Elon Musk has achieved many impressive achievements. His maverick approach, his strong push to implement all ideas, and his meticulous management of any field of the enterprise have brought challenges to Twitter's human resources department (Tom Popomaronis, 2021). If the human resources functional department wants to change Musk's behavior, it is estimated that it is difficult to achieve it. This requires the human resources department to establish a scientific and effective system, regularly communicate with Musk, and reach consensus with corporate leaders, in order to smoothly and effectively promote the transformation and development of Twitter's organisational culture.

5.2 Through coaching, promote Twitter employees' recognition of the changed organisational culture.

organisational coaching focuses on promoting positive transformation through cultural change and strengthening leadership. It should be consistent with the goals of management, using different forms of organisation (Shonna Waters, 2021). For new

employees, it is recommended that the Human Resources Department add training on the core values of organisational culture, company principles, and systems to the induction training course, clarifying what employees should and should not do, what behaviors are rewarded, and what behaviors are punished. For existing employees, it is recommended that Twitter executives regularly organize training or seminars on corporate culture to continuously deepen their understanding of new corporate values, subtly affect their thinking and behavior habits, and enable them to consciously think and do things in accordance with the new organisational culture. For senior executives, it is recommended that CEOs and COOs regularly organize discussions on organisational culture change and development, so that managers attach greater importance to the construction of corporate culture, and jointly promote the smooth advancement of organisational culture change.

The disadvantages of this proposal are that it takes a long time and has a slow effect. A significant amount of time will be spent organizing coaching by human resources departments, executives, CEOs, and COOs. The cost of coaching itself is also relatively high, especially adding coaching on organisational culture change and development based, which requires trainers to reset the framework and system. The duration may be very long and there may be situations where the cost performance ratio is not high.

5.3 Establish a performance appraisal system that includes a new organisational culture.

When evaluating employees, Twitter should integrate the new values, ethics, and codes of conduct after the organisational culture change into the evaluation system as a part of the multiple evaluation indicator system. Of course, performance appraisal cannot be determined by leaders themselves, nor can it be simple and crude. Instead, it is necessary to shift from traditional form-filling performance appraisal to frequent and effective dialogue between managers and employees, in which employees' understanding and practises of organisational cultural change are grasped. At the same time, the performance results of employees should also be determined by evaluating their knowledge, skills, and contributions to the organisation (Stor Marzena, 2023, p165).

The biggest obstacle to this proposal is that the operation of the human resources department is relatively difficult, and quantitative performance indicators such as

performance and contribution to the organisation are easy to set. However, it is difficult to incorporate qualitative indicators such as new values, ethics, and standards of conduct into the performance appraisal system after the organisational culture reform.

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