

Leadership and Change

BMPF7023

Module 2

Day 2

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives

www.uwtsd.ac.uk



Learning Outcomes

- critically evaluate the influence of organisational culture in the context of change initiatives;
- critically examine the complex nature of challenges for the leadership role within times of organisational change;
- identify and critically analyse a range of strategies for leading change in the context of challenges to the organisation from within.

Culture Recap



Organizational Culture is
NOT what's Written on the
Walls as Posters
It is what is Spoken, Felt and
Done between the Walls on
the Floor!

– Amby



YourQuote.in

CIPD Research (May 2014)



“The overall message from our research is that **culture is not static**; it can be affected by internal and external events, small and large. And, **if not attended to and reinforced**, it **can take on a life of its own** and **your values and purpose can become diluted** and even lost over time.”

Bill Sutton (Stanford University) has suggested that productivity could decrease by 40% when workers experience bullying:

- **A toxic culture decreases productivity by 40%**
- **Rude cultures damage productivity by \$14,000 per employee per year**
- **An effective culture increases productivity by 20%**
- **A positive culture boosts results by 30-40%**

Culture is often the reason why 70% of all mergers, acquisitions and organisational change projects fail.

[About the Organizational Culture Assessment Instrument \(OCAI\) \(ocai-online.com\)](http://ocai-online.com)

Johnson and Scholes Cultural Web Activity



Culture, covid and change

"For all the benefits of Zoom and Microsoft Teams, the one thing technology can't do is shape a company's culture. But if a company has a strong culture, it will continue to dictate how people work even if everything happens virtually. Strong cultures are a similar force to national culture, family upbringing or personality: it explains why you do what you do, even when no one is watching.

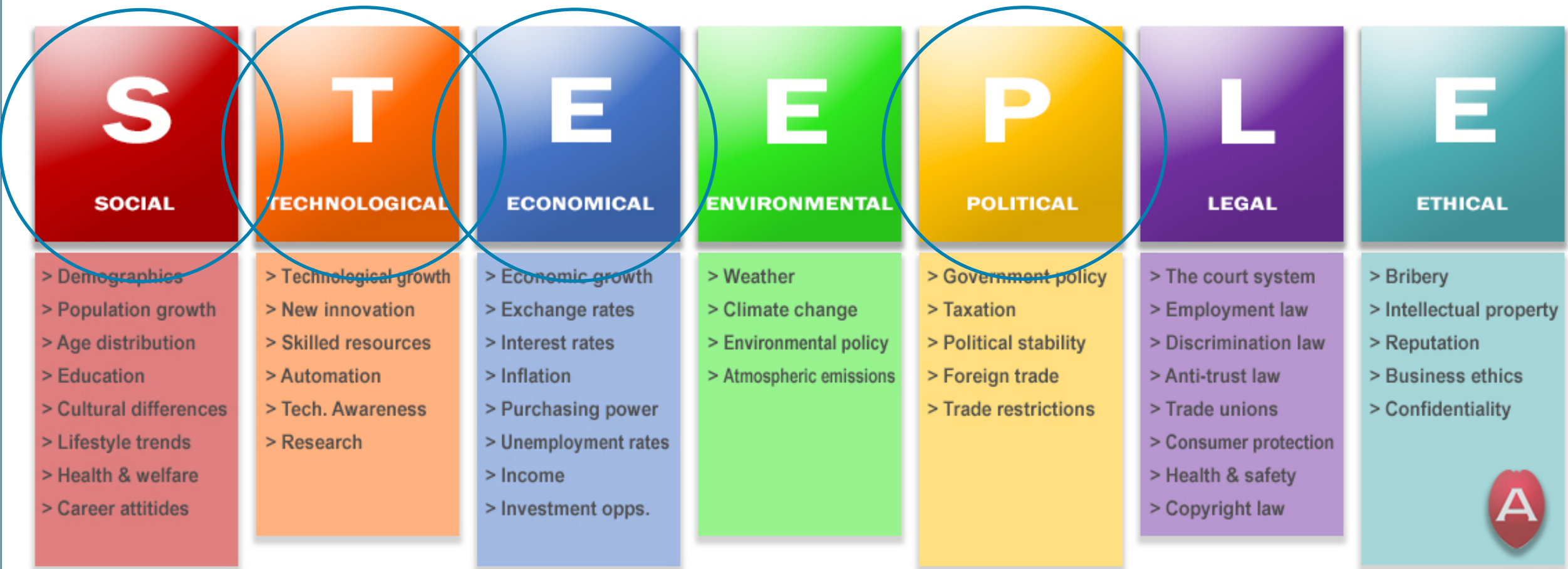
Culture is shaped by the leadership, and crises are opportunities to lead."

Culture, covid and change

"In short, we probably didn't need a pandemic to know what more adaptive and healthy cultures look like. But it is often hard to change when you are not forced to do it. The problem is, it's also hard to change when you are actually forced to do it – because you are under pressure and stressed, because it may be too little too late, and because you are not genuinely persuaded that you really need to change.

But ultimately, the fundamental role of great leadership is not to adapt to changes – but to create them."

Dr Tomas Chamorro-Premuzic (2020) [People Management](#)



What Political and Economic factors impact upon the work WAST undertakes



Cohort 1



Go to www.menti.com and use the code 4843 1682

What Political and Economic factors impact upon the work WAST undertakes

Mentimeter



What Social and Technological factors impact upon the work WAST undertakes?

Cohort 1



Go to www.menti.com and use the code 4843 1682

What Social and Technological factors impact upon the work WAST undertakes?

Mentimeter



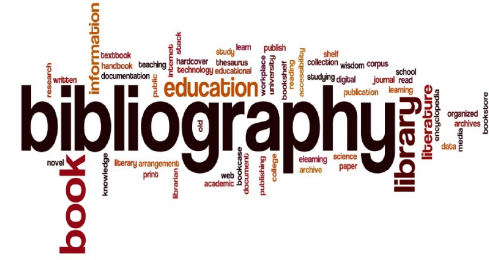
Activity

Complete
the
questionnaire
issued

Cohort 2



Research activity



Research activity

- Schein's three levels of culture
- Handy's model of organisational culture
- Roger Harrison's model
- Geert Hofstede's cultural dimensions