Efficacy of Change Management: Processes to construct enduring organizational culture

Virtual Lightning Talk presented by:
Ellen Ramsey, Ph.D. & Kristen Migliano, Ph.D.

LYNN
UNIVERSITY

May 2020

The Problem:
Deloitte's "Catalyze culture change in the workplace for sustained results."

"By identifying the structural elements that form and inform culture, an organization can isolate and activate those that will best enable strategic objectives. It's critical that organizations take on culture proactively to maximize this alignment with business strategy; culture will develop and evolve organically over time whether or not leaders cultivate it intentionally" (Deloitte, 2020, par. 6).

From the founding values to future strategy…

LYNN
U N I V E R S I T Y

Source: Deloitte. (2019). Ready, set, activate! Catalyze your culture for sustained results.

The Problem:
Artificial Intelligence:

- Interpersonal relationships among team members
- Mental health issues at the workplace
- The recruitment process
- Training paradigms
- Improving employee onboarding experiences

LYNN
UNIVERSITY

Source: Deloitte Insights. (2019, Sept). Automation with intelligence: Reimagining the organization in the 'Age of With.'

Source: Thomas, Zoe (April 19, 2020) Coronavirus: Will Covid-19 speed up the use of robots to replace human workers?

Applying the Framework:

Narrow your Scope

Develop vision, mission, and values
Identify the community for desired culture
Interpret levers that influence their behavior
Define core behaviors to enable activation

- Develop
- Identify
- Interpret
- Define

Tell the Culture Story

- Storytelling
- Bringing Behaviors to life
- Leaders and Employees

LYNN UNIVERSITY

Source: Deloitte. (2019). Ready, set, activate! Catalyze your culture for sustained results.

Source: Groysberg, B., Lee, J, Price, J., & Yo-Jud Cheng, J. (2018, Jan-Feb). The Culture Factor.

Applying the Framework:

Ideate
Initiatives

Build &
Execute a
"Sprint Plan"

Measure,
Iterate,
Repeat

Source: Goodman, M. (2018). Systems thinking: What, why, when, where, and how?

Source: Lucas, F. (2018, Aug). Ideation in design thinking: The zone of infinite creative possibilities.

Source: Markovitz, D. (2019, Jan). The art of change. *Industry Week*.
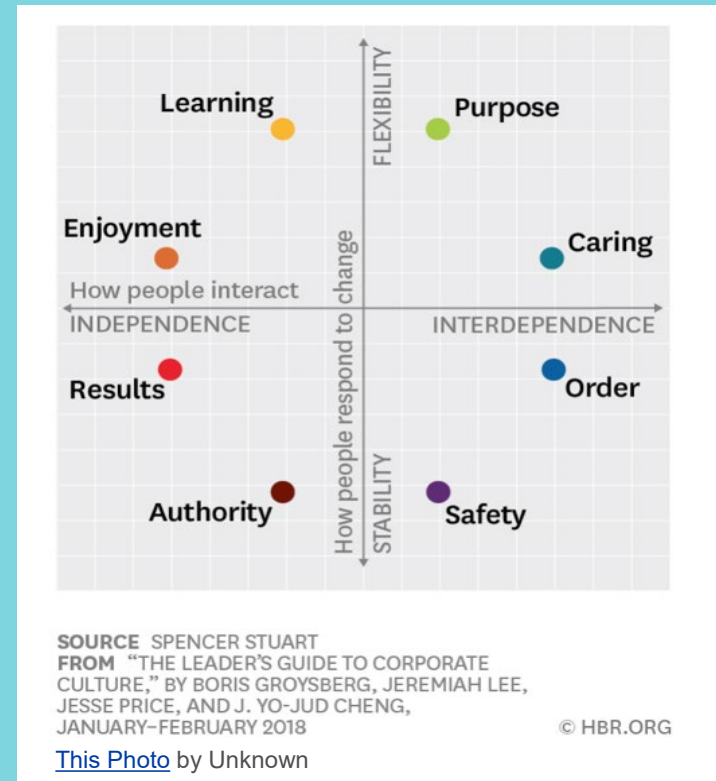
LYNN
UNIVERSITY

The Hypothesis:

Key attributes of both group culture and individual leadership styles.

I. How people interact (independence to interdependence)

II. Their response to change (flexibility to stability).

SOURCE SPENCER STUART
FROM "THE LEADER'S GUIDE TO CORPORATE CULTURE," BY BORIS GROYSBERG, JEREMIAH LEE, JESSE PRICE, AND J. YO-JUD CHENG, JANUARY–FEBRUARY 2018   © HBR.ORG

This Photo by Unknown

Decades of experiences analyzing the following:

Organizations

Executives

Employees

Researchers

Source: Kuppler, T. (2013, Nov). The 9 Clear Steps to Organizational Culture Change.

The Research Proposal:

This study proposes to evaluate employees' perceptions of organizational culture change while embracing the new role of A.I. on the industry.

It will measure how employees and customers connect in "Insightful Engagement" in an industry newly infused with A.I.

Source: Deloitte Insights. (2019, Sept). Automation with intelligence: Reimagining the organization in the 'Age of With."

Source: Martin, C. (2019, Jan). How to take the pulse of your organizational agility.

LYNN
UNIVERSITY

Recommendations for Further Research:

Catalyze culture change in the workplace for sustained results, specific to these:

Healthcare

E-Commerce

Crisis Management

LYNN
UNIVERSITY

Literature Review

Deloitte. (2019). Ready, set, activate! Catalyze your culture for sustained results. Retrieved from https://www2.deloitte.com/us/en/pages/human-capital/articles/culture-change-in-the-workplace-for-sustained-results.html

Deloitte Insights. (2019, Sept). Automation with intelligence: Reimagining the organization in the 'Age of With.' Retrieved from https://www2.deloitte.com/us/en/insights/focus/technology-and-the-future-of-work/intelligent-automation-technologies-strategies.html

Goodman, M. (2018). Systems Thinking: What, why, when, where, and how? Retrieved from https://thesystemsthinker.com/systems-thinking-what-why-when-where-and-how/

Groysberg, B., Lee, J, Price, J., & Yo-Jud Cheng, J. (2018, Jan-Feb). The Culture Factor: The leader's guide to corporate culture. Harvard Business Review. Retrieved from https://hbr.org/2018/01/the-culture-factor

Kuppler, T. (2013, Nov). The 9 Clear Steps to Organizational Culture Change. TLNT. Retrieved from https://www.tlnt.com/the-9-clear-steps-to-organizational-culture-change/

Lucas, F. (2018, Aug). Ideation in design thinking: The zone of infinite creative possibilities. Retrieved from https://webdesign.tutsplus.com/articles/ideation-in-design-thinking--cms-31557

Markovitz, D. (2019, Jan). The art of change. *Industry Week.* Retrieved from https://www.industryweek.com/leadership/article/22027061/the-art-of-change

Martin, C. (2019, Jan). How to take the pulse of your organizational agility. Retrieved from https://www.partnersinleadership.com/insights-publications/can-your-organization-handle-change/

Thomas, Zoe (April 19, 2020) Coronavirus: Will Covid-19 speed up the use of robots to replace human workers? Retrieved from https://www.bbc.com/news/technology-52340651

LYNN
UNIVERSITY