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Guiding Leadership in the Development and Management of Organizational Culture A Case Study of an Organizational Culture Change Effort

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**Guiding Leadership in the Development and Management of
Organizational Culture
A Case Study of an Organizational Culture Change Effort**

**A Leadership Thesis
Submitted in Partial Fulfillment of the Requirements**

**For
A Master of Arts in Organizational Leadership**

**By
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March 7, 2013

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Abstract

This study analyzes an organization undergoing a cultural change effort. This study utilizes topical literature to review current theory and definitions of organizational culture, mechanisms and considerations for cultural change and the relationship of culture and leadership. Surveys, leader interviews and observation methodologies were employed to obtain feedback, assess the change effort and role of leadership. Specifically, this study sought to answer the following research question: Is organizational culture change occurring within the support teams of the subject organization and what are the implications for leadership? The outcome of this study is an assessment of the culture change effort, recommendations and insights for the organizational leaders.

Purpose of the Proposed Research

In late 2011, the senior leadership of my organization began to work on a purposeful, focused culture change. It made sense. For the previous three years, we had focused on better alignment within our parent organization, building client relationships, hiring new staff, as well as implementing new technology to increase productivity and efficiency. However, it is only recently that I have heard leadership specifically speak of a purposeful culture change. I have been in a leadership role with this organization for seven years and with my knowledge from the MAOL program, I began to think about my role in terms of culture. I also began to wonder why do we need a focused culture change? How did we get here? Have we been on a chosen path that did not lead where we hoped? What will it take to change?

A very simplistic description of culture may be “the way we do things around here”. With every new organization we join, for work, church, school or volunteer, we seek to figure it out. How to succeed. Whom to impress. Where the boundaries lie.

Schein (1985) describes culture as,

A pattern of basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (p. 9)

In terms of organizational culture, two things stand out in this description. First, the words, invented, discovered and developed. These words articulate the span of culture creation from purposeful invention to discovery through experiences and thoughtful

development. Secondly, the concept of the group is present, but not of the leader. I believe, and the literature supports, that the leader is a crucial factor in culture. In discussing how culture forms, Schein states, “one might go so far as to say that a unique function of ‘leadership,’ as contrasted with ‘management’ or ‘administration,’ is the creation and management of culture” (1985, p. 171).

Organizational culture is a broad concept. Everything is culture, from the common vocabulary used within teams to the hierarchy of the organizational chart. It can make people love to come to work be a major cause of employee turnover. Unless you are the founder of your organization, its culture existed before you got there. It is deeply ingrained and difficult to change. Effecting an organizational culture change is hard work. Members at all levels need to be involved. However, if Schein is correct and leadership is about the creation and management of culture, are leaders aware of their responsibility? Do they know what is required to change culture?

Studying an organization currently pursuing a culture change will provide leaders a case study from which they can learn about the change process, effective strategies and leadership. This research focused on the change underway within my organization involving leaders and staff members within the support teams. These teams include the functional areas not responsible for sales. The intention of this research was to study my organization’s current culture change initiative to provide leadership insight into the effectiveness of the change, the role of leaders at all levels and recommendations as the change process continues.

Analysis of Conceptual Context

Organizational, or corporate, culture is a popular and debatable topic of many academic studies and best-selling leadership books. It is a large, seemingly daunting topic. However, studies continue because many believe organizational culture is a key to organizational effectiveness and success. Through this conceptual context, I will explore the theories and definitions of organizational culture, methods and considerations for changing culture, and lastly, the role of leadership.

Organizational Culture

“Culture matters because it is a powerful, latent, and often unconscious set of forces that determine both of our individual and collective behaviors, ways of perceiving, thought patterns, and values. Organizational culture in particular matters because cultural elements determine strategy, goals, and modes of operating. (Schein, 1999, p. 14)

The debatable nature of this topic begins with its foundation and definition. What is organizational culture? What is not? General theory on the topic focuses on the idea that culture is either a variable or a metaphor (Martin, 2002). Cameron and Quinn (2011) acknowledge this as the difference between the sociological, meaning culture is something an organization has, and the anthropological, meaning culture *is* the organization. The sociological/variable theory that culture is something an organization has implies that culture is malleable. It is the property of the organization to be managed and changed. This functionalist viewpoint supports the concept that strong cultures produce positive outcomes (Martin, 2002). The anthropological/metaphor theory

suggests culture is a lens, or a tool for understanding organizations. Smircich (1985) suggests the word 'culture' is a new term for the old problem in which organizations seek the ideal arrangement of internal components with external issues. Additionally, Martin (2002) points out that the metaphor theory presents a scope issue. If culture is a lens by which to study an organization, is everything culture? Is anything not culture?

While there are two generally accepted theories of organizational culture, there are many definitions. Look again at Schein's definition (1985),

A pattern of basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (p. 9)

Schein's definition highlights the idea that culture is something shared by a group through common experiences. Something occurred and the group's response worked in such a way to validate the response as the appropriate behavior for future situations.

Sathe and Davis provide similar definitions of organizational culture (Martin, 2002); however, the idea that culture arises from shared ideas or values is another source of debate in the literature on culture. In *Organizational Culture: Pieces of the Puzzle*, Martin (2002) highlights the following definitions that support the concept of culture as shared values:

- Sathe (1985), "Culture is a set of important understandings (often unstated) that members of a community share in common." (p. 396).

- Davis (1984), “[Culture is] the pattern of shared beliefs and values that give members of an institution meaning and provide them with the rules for behavior in their organization” (p. 396).

Johnson & Johnson, the multinational manufacturer of medical devices, pharmaceutical and consumer goods, provides an excellent example of the power of shared cultural values. In 1982, the company experienced a product-tampering crisis. Seven people died in the Chicago area after consuming Tylenol laced with cyanide. “When the altered pills were discovered, the CEO was on vacation and did not return to put the company emergency plan into action. Later, when reporters asked why he had not cut short his vacation to handle the matter personally, he responded that the company’s guiding principals were so strong that employees knew what to do without him being on site to direct their actions” (Neuhauser, Bender, & Stromberg, 2000, p. 82). This is a powerful example of deeply ingrained shared values. A crisis like this could have been chaos and the end of Johnson & Johnson.

The definitions presented espouse that groups create culture that dictates group behavior. Sathe’s definition specifically calls out a related important element, that culture is “often unstated”. Assumptions, beliefs, and understandings are not typically visual. An organization may display their beliefs on posters, but for beliefs to become part of a culture these definitions suggest those beliefs must be internalized. The poster is irrelevant. What matters is how members act based on the internalized beliefs. This invisible element is what makes culture so complex and mysterious. “Culture does not reveal itself easily. It is clearly there, but to articulate it and describe it takes great patience and effort” (Schein, 1985). Cameron and Quinn argue, “people are unaware of

their culture until it is challenged, until they experience a new culture, or until it is made overt and explicit” (2011, p 19).

Not all who study organizational culture agree with the concept of culture as shared values. In contrast, Martin (2002) provides the following rebuttals:

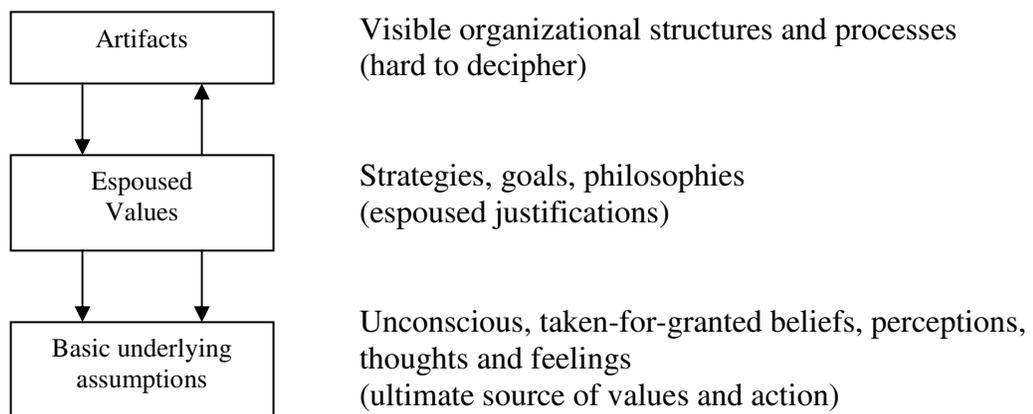
- Feldman (1991), “Culture does not necessarily imply a uniformity of values. Indeed quite different values may be displayed by people of the same culture...I suggest that we look to the existence of a common frame of reference or a shared recognition of relevant issues” (p. 396).
- Anonymous reviewer (1987), “Culture is a loosely structured and incompletely shared system that emerges dynamically as cultural members experience each other, events, and the organization’s contextual features” (p. 396).

While there is a range of opinion on the context of organization culture, there is broad acknowledgement that culture exists. Even those who disagree with the concept of shared values acknowledge a commonality, experience or framework that guides members’ behavior. Sergiovanni & Corbally (Martin, 2002) offer a definition that incorporates shared values, common meaning and adds the material “things” that represent culture. They define culture as,

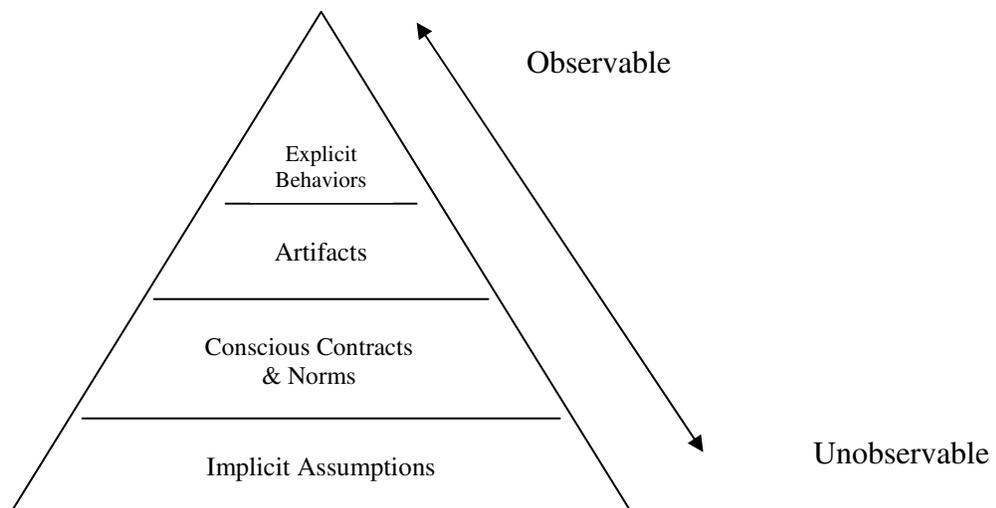
the system of values, symbols, and shared meanings of a group including the embodiment of these values, symbols, and meanings into material objects and ritualized practices...The ‘stuff’ of culture includes customs and traditions, historical accounts be they mythical or actual, tacit understandings, habits, norms and expectations, common meanings associated with fixed objects and established rite, shared assumptions and intersubjective meanings (p. 396).

Schein as well as Cameron and Quinn present cultural models that include both the values or experience (invisible) and materials or artifacts (visible). Regardless of definitions, these models help to articulate in a visual medium the layers of culture. It can be easy to focus simply on what one can see of culture, like dress code and office space. These models are a good tool to communicate the relationship between the visible cultural elements (like dress code) in reference to the invisible elements (values and beliefs).

Schein’s Levels of Cultures (1999, 1985):



Cameron and Quinn’s Elements of Organizational Culture (2011):



In *Defining and Assessing Organizational Culture*, Bellot's (2011) analysis identifies several prevailing themes that summarize the theories and definitions presented. First, whether studied as a variable or metaphor, there is agreement that culture does indeed exist. Second, "cultures are inherently fuzzy in that they incorporate contradictions, paradoxes, ambiguities and confusion" (p. 30). The intangible, underlying assumptions and unobservable values make the study of organizational culture complicated and interpretive. There is no singular answer. Organizations are human systems and thus complex and ever changing. Third, "organizational culture is socially constructed, the product of groups not individuals, and based on shared experiences" (p. 30). Groups or teams make up organizations. While individuals carry with them their beliefs and experiences, it takes a group of individuals to influence each other, share experience and create a culture. Lastly, "each organization's culture is relatively unique, malleable, and subject to continual change" (p. 30). Organizations are constantly evolving, creating new products, finding new customers, or developing new strategies. Culture may change to affect a new strategy or it may be the lens through which new strategies are evaluated. Organization culture, like societal culture, both develops and changes over time.

Changing Organizational Culture

"To become effective, productive, and satisfying to members, organizations need to change" (Anderson, 2010, p 3).

Change is nearly constant in modern society. While an organization's culture is deeply rooted, it is not and should not be immune to change. "As Lewin (1952) noted

long ago, if one wants to understand a system, one should try to change it” (Schein, 1985).

Cameron and Quinn (2011) support that idea that corporate culture evolves with the organization over time from founding to maturity. Schein (2010) specifically proposes ten culture change mechanisms that follow the life of an organization. At the beginning, new organizations inherit much of their culture from their founder. For example, in a letter to potential investors, Facebook founder Mark Zuckerberg’s influence is clear as he describes “the Hacker Way”.

We have cultivated a unique culture and management approach that we call the Hacker Way...an approach to building that involves continuous improvement and iteration. Hackers believe that something can always be better, and that nothing is ever complete. They just have to go fix it – often in the face of people who say it’s impossible or are content with the status quo (Zuckerberg, 2012).

Zuckerberg’s background and influence are clear. In addition, these statements give outsiders perspective into the shared beliefs and resulting culture of Facebook. You can hear the pride in their organization reading this statement. With references to “continuous improvement” and “nothing is ever complete”, one could infer that employees are encouraged to challenge the process and try new things.

As an organization begins to grow, it experiences culture change as general evolution, adapting to its external environment and internal structure. Going public, diversifying, or buying a competitor are all evolutionary activities that influence corporate culture. At this early life stage, Schein (2010) highlights specific evolution, whereby an organization develops the distinct culture and competency that distinguishes

it from others in the same industry. The third mechanism, specifically related to young organizations is the promotion of insiders to affect change. Leadership understands the change required and looks for individuals within the organization to make it happen. This does not mean it is easy, but the idea is organization members will be more accepting of the change because the leader is “one of us.”

Midlife organizations can take advantage of a similar concept with the recognition of subcultures. Van Maanen and Barley (1985) define a subculture as a, subset of an organization’s members who interact regularly with one another, identify themselves as a distinct group with the organization, share a set of problems commonly defined to be the problems of all, and routinely take action on the basis of collective understandings unique to the group (p. 38)

Subculture diversity is a strength of midlife organizations (Schein, 2010). Schein’s fourth mechanism suggests change can occur by purposefully selecting members from a subculture for leadership. The newly promoted leader will naturally orientate the overall organization’s culture towards the subculture they just came from.

An alternative for changing a midlife organization is technology. This fifth mechanism is the most distinct in its ability to change behavior. It could be a gradual evolution or a “deliberate, managed introduction of specific new technologies to change member behavior, which will, in turn, require them to reexamine their present assumptions and adopt new values, beliefs, and assumptions” (Schein, 2010, p 284). As an example, my organization implemented new systems to gain efficiency and increase capabilities. Upon implementation, everyone was expected to embrace the new technology. This transition was difficult for some in the organization very familiar with

the old way of doing things or those less comfortable with technology. Training was required and measurements captured user acceptance. This is a change effort that continues today as some members are still hanging on to old processes.

Lastly, midlife organizations may experience culture change with the introduction of an outside leader(s). This can occur on a small or large scale. A new mid level manager may come into the organization and shake up the existing subculture. At a larger level, it may be the introduction of a new CEO. This type of change can include an entire leadership turnover as the new CEO brings in his or her own people into the organization. If the new leader is successful, organizational members will eventually adopt the new cultural elements and once again, the assumptions and beliefs become ingrained and transparent.

Culture change becomes more difficult as organizations mature. Consider the effort required to influence the values and assumptions in an organization like the Ford Motor Company, which has existed since 1903. The last four of Schein's change mechanisms focus on mature organizations and suggest that change requires a significant event (2010). One mechanism that can be either positive or negative is change via mergers and acquisitions (M&A). Essentially one of three things will happen. The two separate cultures will find a way to assimilate together, one culture will eventually dominate the other, or the cultures prevent successful transition and the businesses eventually separate.

Unfortunately, some mature organizations experience culture change when a scandal highlights a discrepancy between what they say and what they do. Schein argues that mature organizations "develop espoused values and ideals about themselves that are

increasing out of line with the actual assumptions by which they operate” (2010, p. 289). He provides an example of a product development group with an espoused value of making decisions based on research and market analysis when in actual practice one manager’s intuition dominated decision-making. Change did not occur until one of their products failed in such a way the company had to publicly acknowledge the cultural decision-making discrepancy.

Turnaround, or transformation, is another change mechanism for mature cultures. An organization may experience a hardship that leads to a turnaround or a leader may utilize several of the preceding mechanisms to affect a cultural turnaround. What makes this mechanism different is that everyone needs to be involved. The dysfunctional cultural elements must become clear to all to create a compelling case for change. Leaders must articulate the future vision and reward behavior accordingly, but may not need to dictate how to get there. The amount of direction required depends on the organization and its environment.

Lastly, Schein proposes that organizations experience culture change through destruction and rebirth. This may or may not mean the actual failure of the business and rebuilding. It could mean removing key employees. “Old cultural elements can be destroyed by eliminating the people who “carry” those elements, but new cultural elements can only be learned if the behavior leads to success and satisfaction” (Schein, 2010, p. 312). Bankruptcy is another method. While typically not favorable, it can provide the organization a clean slate from which to build a new, more successful culture.

Schein’s cultural change mechanisms provide an understanding of the evolutionary nature of change in relation to an organization’s lifecycle. However, once

an organization recognizes the need for change, how does it happen? Lewin's three-phase model of change is an ideal approach for organizational culture change. The change process using this model involves unfreezing, moving and refreezing (Anderson, 2010). Unfreezing requires members to let go or unlearn those beliefs or behavior the organization has identified for change. A cultural assessment may accompany this step to identify what specifically needs to change. Next, in the moving phase, the change takes place. This may include publishing the new values, holding training sessions or other methods of communication. Lastly, with the change introduced, the new state must be frozen. Systems should be in place to recognize and rewards actions and behaviors consistent with the change. This model is an ideal representation of organizational culture change because "it explains that to embrace something new, something else must be left behind. The organization must be "freed" from prior practices and must work to sustain the change when it is implemented" (Anderson, 2010 p. 67).

While change is frequent today, that does not mean it is easy. It is human nature to struggle with and resist change. It elicits fear, denial, finger pointing and bargaining. Fears range from the loss of power, personal identity or group membership to incompetence (Schein, 2010). It is a difficult journey.

No group of people in any part of the world has ever been known to live through cultural change happily or quietly. Most people will gripe, complain, and resist their way through the entire process. We are truly creatures of habit. (Neuhauser et al., 2000, p. 16)

Conner (1992) suggests there are two kinds of resistance: ability resistance and willingness resistance. Ability resistance surfaces when people do not have the skills or

knowledge to perform in the new culture. This is the easier of the two to manage. Leaders can provide training and coaching to build the necessary skills. Willingness resistance is a lack of motivation. Managing willingness resistance is more difficult than ability resistance. If someone is clearly resisting, but ability or willingness is not clear, assume it is willingness resistance. Conner (1992) recommends getting the resisters involved in the change effort. Give them responsibility and rewards for participating. “It is important to remember that to change, a person must both be willing *and* able to do so. These qualities represent two links of a chain and, as the saying goes, a chain is only as strong as its weakest link” (Conner, 1992, p. 128).

Anxiety triggered by change can affect anyone involved in a change effort. In the context of cultural change, it can become even more traumatic when people are expected to give up old, firmly held beliefs and values in favor of new beliefs and values. Leaders in a very hierarchical organization may fear a loss of power if the culture shift requires moving to more streamlined organizational structure. Think back to Schein’s mechanism of change through technology. Any member of an organization may fear appearing incompetent as they learn a new application or software program. Anytime you are faced with learning something new, it likely feels overwhelming at first. This is also referred to as learning anxiety (Schein, 2010) which one could relate to ability resistance.

Leaders should not feel hopeless in the face of resistance or anxiety. They have many tools at their disposal. First, recognition is the key for themselves and their teams. Leaders are not immune to resistance or anxiety. You must address and resolve your concerns in order lead your team through a change. If you do not acknowledge the change and members’ feelings about it, you cannot hope to work through it. Managing

resistance and learning anxiety requires leaders to create psychological safety (Schein, 2010). There are many tools to increase members' psychological safety, but the most effective methods utilize a combination of tools. Here are just some of tools leaders should consider to address and reduce resistance and anxiety.

- Create a compelling/shared vision (Schein, 2010; Kouzes & Posner, 2007)

If members understand the reason for change and can visualize the big picture impact to the organization and themselves, motivation to assist the change effort increases and resistance decreases. Schein argues that members must believe they will be “better off if they learn the new way of thinking and working” (2010, p. 305). Additionally, members will adopt new processes or behaviors even more quickly when they have input. Axelrod suggests creating a critical mass of people to advance a change (2000).

Developing a critical mass means creating a group of people who will influence the middle of the [bell] curve. You can't do this by selecting ahead of time who these people will be, but you can create inclusive processes for the whole organization and let the critical mass emerge (Axelrod, 2000, p. 54).

- Training

Have you ever been asked to change the way you do something but not provided direction on how to do it? Training is fundamental to reducing learning anxiety and ability resistance. It demonstrates support for the members asked to change and should be one element of a change effort.

- Coaching and feedback

Learners need time, resources, coaching and feedback to know how they are doing.

Think of any professional sports team. The players continuously practice and receive

coaching and feedback on their skills and performance. Just like athletes, members of corporate cultures need coaching and feedback to increase acceptance of new ideas, acknowledge actions consistent with the change and/or guidance for further improvement.

- Systems and structures consistent with the new way of thinking & working

Imagine a manufacturing organization changes from a culture focused on maximum output to maximum quality, but continues to recognize members for their level of output. The disconnect between desired behavior and recognition will likely impede the change effort. People repeat what is rewarded. Leaders can reduce resistance and anxiety and increase acceptance of a culture change effort by updating reward systems and using them to recognize behavior consistent with the change effort.

All organizational change efforts require preparation and commitment to execution and follow through. A culture change is no different. It may actually be one of the more difficult changes to implement. While the information presented thus far indicates leadership is important during culture change, next we will review the relationship between culture and leadership.

Organizational Culture & Leadership

The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead. (Schein, 1993, p. 366)

The literature on organizational culture establishes a clear link with leadership. In the MAOL program, Kouzes and Posner's, *The Leadership Challenge* (2007), serves as the fundamental leadership text. This book identifies Five Practices of Exemplary Leadership: model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart. Kouzes and Posner may focus on leadership as opposed to organizational culture, but if Schein (1985) is correct in that leadership is the creation and management of culture, then *The Leadership Challenge* provides MAOL students, and all leaders, a foundation for understanding basic cultural elements. The practices encourage leaders to clarify their own values and then establish shared values within their team. "To effectively model the behavior they expect of others, leaders must first be clear about their guiding principles" (Kouzes & Posner, 2007, p. 15). While there is debate, many references to organizational culture begin with the idea of shared values. Clarity of values allows leaders to set the example in terms of expected behavioral norms. For example, Walmart's corporate website (<http://www.walmartstores.com/>) highlights the values of its founder Sam Walton. Walton had three basic beliefs: respect for the individual, service to the customer, and striving for excellence. These basic beliefs continue to drive the actions of this company and the behavior its employees fifty years after its founding.

Leaders are front and center, regardless of awareness or acknowledgement. Culture may develop from groups, but the leader is still a central figure, because they hold a unique position of power within the group. They set the tone. Their values and subsequent actions influence or enable their followers. Chatman and Eunyong (2003), highlight the concept labeled the "'hypocrisy attribution dynamic". When an

organization has strong orientation to its shared values, it alerts members to their own behavior and the behavior of others. “When we detect potential inconsistencies between stated values and observed actions, our cognitive tendency to judge others harshly kicks in” (Chatman and Eunyong, 2003). Leaders need to consider all they do as an impact on the culture of their organization. It is not difficult to imagine the impact to an organization when the leadership says one thing but does another. Enron is an extreme example. At a time when executives were selling their stock holdings en masse, employees were encouraged to invest their entire 401(k) retirement account balance in Enron.

All leaders should expect judgment on their behavior, actions and language. You are in an official role to guide a department, business unit or entire organization. What you do and say matters. This spotlight becomes brighter in an organization with strong, shared beliefs. Service to customers is a shared belief at Walmart. Imagine a Walmart store manager ignoring a customer. That store manager should expect judgment by all store associates for failing to act in accordance with a shared belief. Additionally, because of the manager’s official leadership role, he or she must also recognize that his/her failure to abide by the belief gives others license to do the same. For Kouzes and Pozner, this is the *model the way* practice. Leaders are modeling whether they know it or not. The challenge is recognition and conscious, even subtle, choices everyday to reinforce values. Leadership is a powerful position from which one can strengthen or weaken commitment and adherence to an organization’s shared beliefs and culture.

Research Question and Methodology

The primary research question I explored was *is organizational culture change occurring within the support teams of the studied organization and what are the implications for leadership?* In addition, the following related questions were considered:

1. What factors influence members to change? What occurred to influence members who have changed behavior? What barriers exist that prevent others from changing their behavior?
2. What is the role of leadership in the organizational culture change? What expectations do followers have of their leaders? Are leaders aware of their role and impact in this change effort?

To answer these questions, I utilized several methodologies. The first methodology was surveys. I created two surveys, one for leaders and one for team members. My study focused on the change process within the support teams, those areas not responsible for sales. In terms of sampling schemes, I chose to utilize “a set of people who go somewhere or do something that enables them to be sampled” (Fowler, 2002, p. 12). These teams were specifically introduced to the change effort by way of a daylong onsite workshop. Employees at the Minnesota home office location were randomly assigned workshop dates. Each workshop had approximately 20 participants from across departments. The only intact teams that participated in a workshop together were the support departments outside of Minnesota. The organization licensed the workshop content and materials from an external leadership-consulting firm. Twelve employees, including myself, were trained as workshop facilitators. The workshop content focused discussions related to core beliefs, organizational goals, and individual

connection. The leaders and team members within the support teams who participated in a daylong workshop constituted my survey sample.

These surveys provided participants the opportunity to evaluate the change process and the role of leadership. I utilized SurveyMonkey, an online survey service available at <http://www.surveymonkey.com>, to create both surveys. I selected this electronic survey method to encourage participation through its ease of use, minimize non-response, and simplify data collection and analysis. Both the team member and leader surveys were created with minimal ability for the respondent to skip questions. Most questions were formatted with multiple-choice answers. Only questions that asked the respondent to formulate their own answer via a free form text box could be skipped. This design was intentional to facilitate maximum participation. The surveys were designed with the following categories of questions:

- **Demographics:** Two questions were presented to team members to collect information about tenure and support function. Two additional questions were present to leaders asking for their tenure in management and number of direct reports.
- **Change Analysis:** This section was the same in both surveys and contained three questions. The page heading displayed the definition of culture as “the way we do things around here”. Here I asked respondents their opinion on organizations’ ability to change culture, to rank change efforts in terms of impact and most importantly if change is occurring within the support teams.
- **Leadership Impact/Involvement:** With the team member survey, this section contained three questions to understand if their manager had taken action since

the workshop and the importance for their manager and senior leadership to model the change. The leader survey included three additional questions to inquire about the respondents' view of their role in terms of culture.

- **Wrapping Up:** The same two questions were presented in both surveys. One question to ask on the most important next action to continue the change and lastly an open question asking what the change means to the respondent.

SurveyMonkey allows users to create surveys that skip questions or pages depending on how the respondent answers a particular question. This feature provided the opportunity to seek greater understanding based on the respondent's opinion regarding the key culture change question. I specifically asked respondents in both surveys: *Please indicate your agreement with the following statement: [Studied Organization's] culture is changing in a positive way that benefits our organization.* A favorable response presented questions to collect opinions on change drivers and personal influences. Unfavorable responses lead to questions about barriers to change and resistance. The ability to tailor questions in this manner greatly aided in better understanding the perspectives of the participants. Survey invitations were distributed to the sample population via email on September 30, 2012.

The second methodology was leader interviews. While I planned for five to six interviews with organization leaders at every level in my research proposal, I executed four interviews. I decreased the number of interviews for a couple reasons. First, I distributed the leader survey later than anticipated when I drafted my proposal. I planned to include an interview invitation at the end of the leader survey and projected to conduct one to two interviews with members of this population. Given the delay in completing

survey design, I choose to cut the interview invitation. Secondly, since this group was providing feedback and information via the survey, I concluded that I could accurately obtain their perspective from the survey alone. Interviews from this population could have skewed research findings if the leader(s) volunteering strongly agreed or disagreed about the change effort. The four leaders I interviewed represent the levels of management senior to the leaders who received the survey. The perspectives of these leaders were most important for this research effort, as they are the major change agents. The leaders interviewed were not part of my survey population, thus their interviews were critical for this research effort. There would have been a significant gap in this research without their insight.

Lastly, since the organization at the heart of this study is my employer, I was in a unique position as a researcher. Being an insider allowed me to employ observation as a methodology for this study. I anticipated utilizing the following as unobtrusive observation methods:

- Interactions I experienced with team members.
- Interactions I witnessed or heard between other team members.
- Observation in meetings through agendas, presentation of information, and engagement of attendees.

“Observation can be intrusive, and the very nature of observation can change what is being observed. With unobtrusive measures, the data usually already exist, and gathering the data does not usually change what is being studied” (Anderson, 2010, p. 134). I proposed that unobtrusive observation would allow me to watch and listen for changes in organizational behavior that may not come out in the surveys and interviews.

Specifically, it would provide a richer opportunity to study if the language and behavioral elements within the organization are changing. The methods listed above would allow me to utilize my position within the organization while decreasing the risk of influence. I will discuss this further in the validity section of this study. This methodology provided an opportunity and a challenge. As an employee, I have knowledge and experiences with this organization that no external consultant or researcher could match. On the other hand, my primary responsibility on a daily basis was not observation for purposes of this study.

I believe the methods described supported this study of organizational culture change and leadership. The range of methodologies employed and engagement of the leader and staff member populations provided thorough data to assess the change efforts within the studied organization.

Validity

The two major validity threats facing qualitative researchers are bias and reactivity (Maxwell, 2010). I addressed those threats to the best of my ability. The opportunity to study the cultural change effort in my organization came with an ethical challenge. I must recognize that I have a bias. The organization I am studying is my employer. I must establish a method of observation and analysis that is objective as a graduate student researcher. As a leader within the organization, I have been afforded a unique opportunity to understand the change effort. This would naturally incline me to have a vested interest in its success. I believe this study can help reduce that bias as part of my purpose is to understand what is happening. Even if change is not occurring at the

pace I would like as a leader within the organization, as a researcher I can provide valuable data and recommendations for leadership to support the change ongoing.

Reactivity is also a challenge because of my role within the organization. Maxwell defines this threat as the “influence of the researcher on the setting or individuals studied” (2010, p. 108). I have been with the organization for ten years and know most of the people I will survey, interview and/or observe. This may help some individuals feel more comfortable participating, while others feel less. In addition to acknowledging researcher bias and reactivity, I utilized the following strategies to manage validity threats.

Rich Data: Utilizing the multiple methodologies described in this study provided a wealth of data to accurately reflect what is happening. The surveys were crafted in a manner to maximize participation and include some open questions to allow respondents to share their experiences, feelings, or concerns in their own words.

Triangulation: Studies limited to one methodology are more susceptible to the possible errors typically associated with that method (Patton, 2002). I employed triangulation to validate this study because of the variety of proposed methodologies: surveys, interviews and observation combined with a literature review. “A common misunderstanding about triangulation is that the point is to demonstrate that different data sources or inquiry approaches yield essentially the same result. But the point is to test for such consistency” (Patton, 2002, p. 248). There are limitations with each individual methodology selected. Survey questions may be misunderstood. Observation is limited to things I can actually see or hear and may be affected by my role within the organization. Information obtained during interviews may be skewed as the participating leaders also have an interest in this

study. Triangulation can mitigate some of these limitations. The methodologies used for this survey provided rich data from which I can determine patterns, trends and commonalities. Additionally, the literature review conducted for this research effort provides a body of material to which I can compare my findings. Analyzing the data generated against the current literature on organizational culture, change and leadership provided another consistency test.

Searching for Discrepant Evidence and Negative Cases: “One barrier to credible qualitative findings stems from suspicion that the analyst has shaped findings according to predisposes and biases” (Patton, 2002, p. 553). Again, I am very conscious of my bias as a researcher and employee of the organization central to this study. As much as I may wish to report that change is taking hold and leadership is engaged, if there is contrary data, I must consider it within the scope of the other collected data. This study is an opportunity to provide my organization, and all students of leadership, information on organizational culture change and the role of leadership. I will not do my organization any favors by misrepresenting the data collected. At best, I underreport the amount of change truly occurring. At worst, I lead the leadership to believe change is occurring when my data cannot support that claim. The only answer is being ethical and presenting the data as collected. Any negative cases will be explored to determine if there it is an isolated case or a larger trend.

Validity is crucial to any qualitative research study. Patton suggests, in qualitative inquiry, the researcher is the instrument. The credibility of qualitative methods, therefore hinges to a great extent on the skill, competence,

and rigor of the person doing the fieldwork – as well as things going on in a person’s life that might prove a distraction. (2002, p. 14)

I recognized the challenge with this study. I was tested as a researcher, student, employee and leader all at the same time. This thesis effort provided a perfect opportunity to leverage a foundation of the MAOL program, the three E’s model of leadership, as defined by Julie Belle White-Newman (2009). This study required and tested my ability to be an effective, ethical and enduring leader.

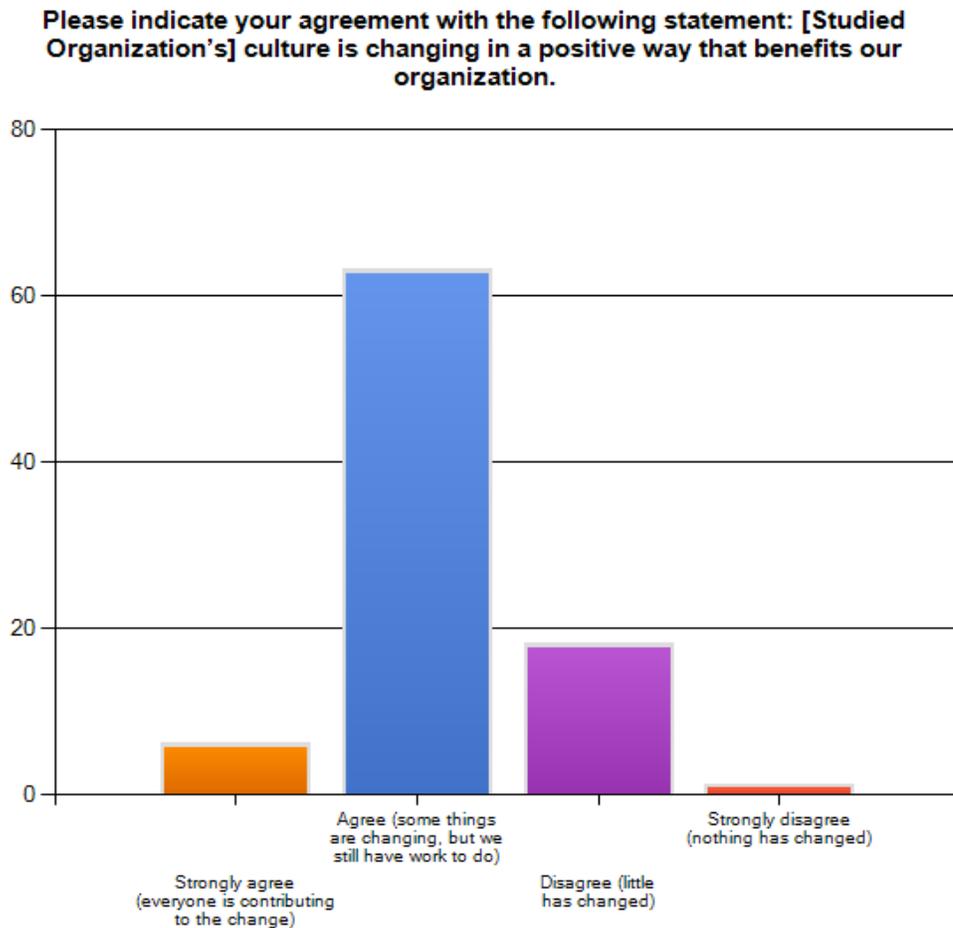
Presentation of Results and Discussion

Team Member Survey

This survey sought to understand if the members of the support teams who participated in a daylong workshop focused on the culture change believe change is occurring and their thoughts on leadership in relation to this change effort. Email survey invitations were sent to 204 support team members, all staff not in an official leadership role of having direct reports, on September 30, 2012. I received responses from 88 team members, a 43 percent response. Eighty-five respondents completed the survey in full. Since SurveyMonkey presents results based on the number of respondents who started the survey, as opposed to completed, I used the total number of 88 in the following findings. Please see Appendix D for the full survey and responses.

Findings: A key question in both surveys specifically asked the respondent to rate their agreement with the following statement: *[Studied Organization’s] culture is changing in a positive way that benefits our organization.* This question directly relates back to the research question at hand. Of the 88 respondents, 69 answered in the

affirmative, indicating ‘strongly agree’ (six) or ‘agree’ (63) that change is occurring. This means 78 percent of the responding team members believe culture change is taking place. Of the remaining 22 percent, 18 respondents ‘disagree’ and one ‘strongly disagree’. The following graph provides a visual representation of these results.



When analyzing the team member results through the lens of this question, I discovered the following.

‘Strongly agree’ change is occurring (six respondents, seven percent): This group ranges in tenure of employment from less than one year to less than fifteen. Half of this group has worked for the studied organization between ten and fifteen years. All but one

‘strongly agree’ that organizations can change their culture. The remaining respondent in this group ‘agreed’ with the statement. Five of the six stated their manager has taken action since the workshop. This group was evenly divided on the importance of their direct manager modeling the change. Three stated it was ‘important’ and three stated ‘very important’. All six agreed it was ‘very important’ for the senior leadership to model the change. Half of this group selected focusing on ‘recognition and reward systems’ as the most important next action. While, two selected ‘coaching and feedback’ and one ‘training.’ The ‘strongly agree’ response to the key change question presented an open question asking about change drivers. All but one respondent specifically called out leadership. Comments included:

- “Our CEO. In addition, I believe the employees here have had a desire to work differently but, up til now, didn't know how to make change happen, or were afraid of to act.”
- “First the good relationships and good influence of the management, second to improve the working environment and good communication between the employee and the clients.”

The majority of this group has been influenced to change because they see a positive effect. However, one respondent stated “nothing” has influenced them to change while another stated, “Either change/adopt or get left behind.” Remaining comments included:

- “Participating in the [culture workshop]. Seeing some managers embrace the culture change as an opportunity to improve their own communication styles with employees and embrace differences yet use modeling and guidance as a more

effective approach. Understanding that positive nets positive. Negative nets negative.”

- “I have come from, and worked in, environments like that which is being adopted here. It works. It's good - for all (ee's, shareholders, clients).”
- “For foresee (sic) better working environment and better group relationships and good attitudes for being in this business. When all has attained the goals then the business will prosper.”
- “My own value system.”

Agree’ change is occurring (63 respondents, 72 percent): This group ranges in tenure of employment from less than one year to twenty or more. All ‘strongly agree’ (35 percent) or ‘agree’ (65 percent) that organizations can change their culture. Since these respondents did not ‘strongly agree’ that change was occurring, they were presented a question about the type of resistance most common within the studied organization. The majority (62 percent) believes ‘willingness resistance’ is most common. Thirty-three percent selected ‘both equally’ and five percent selected ‘ability resistance’. The managers of most of the respondents in this population have taken action since the workshop (64 percent). Seventy-four percent said it is ‘very important for their direct manager to model the change. While 82 percent said it is ‘very important’ for the senior leadership to model the change. Members of this population selected all choices when asked about the next most important action. Forty percent selected ‘coaching and feedback’, followed closely by ‘recognition and reward systems’ with thirty-seven percent. Change drivers identified by this group focused on leadership, business need, and individuals. Comments included:

- “The leadership in the company is influencing the way the employees are treated and interact with each other.”
- “Dissatisfaction with the "status quo".”
- “Our competitors and our customers are changing and we see that it is imperative to change also.”
- “The people recognizing the need to do so.”
- “In my area, our department level manager has been the primary force driving change, ensuring the attitudes/activities from the workshop are not forgotten.”
- “From the bottom up rather than the top down.”

Thirty-nine members of this group provided comments on what has influenced them to change. While a couple respondents stated nothing has influenced them, many provided personal insights. Comments included.

- “The concept of us all having a role in contributing to the bottom line and then seeing the hard figures and goal we are trying to get to.”
- “Personal growth and accountability.”
- “Management follow through and encouragement.”
- “Change is necessary to remain competitive.”
- “A purpose or "something" to work toward. A little change goes a long way so I must start with myself and encourage those around me to do the same.”

Disagree’ change is occurring (18 responses, 20 percent): The tenure of this group ranges from less than one year to less than twenty years. This group was not unanimous in affirming that organizations can change their culture. Eighty-nine percent ‘agree’, but one respondent did select ‘disagree’. Similar to the ‘agree’ population, this group sees

'willingness resistance' most common (56 percent). One person indicated 'ability resistance' while the remaining seven indicated 'both equally.' Seventy-two percent said their direct manager has not taken action since the workshop. The same percentage also said it was 'very important' for their manager to model the change. One person said it was 'not important.' An even greater number, 94 percent, said it was 'very important' for the senior leadership to model the change. The most popular next action choices were 'coaching and feedback' and 'recognition and reward systems', both with 39 percent. The remaining respondents choose 'compelling vision.' Management was a common response provided by the 13 respondents who weighed in on barriers to change.

Comments included:

- "The adoption of the change principles stated in the training is not practiced by management. Their management practices are the same as before the training."
- "No leadership. Change in this capacity needs to leadership. There is no one taking on the responsibility."
- "I don't see leaders fully engage with their teams. I don't see choices made in the workplace to move toward a better culture."
- "Due to a general lack in the amount of either positive or negative reinforcement."

'Strongly disagree' change is occurring (one response, one percent): This respondent has worked for the organization between one year and less than five years. They also 'strongly disagree' that organizations can change their culture. They chose not to provide input on what is preventing the change and selected 'neither' when asked which type of resistance, 'ability or willingness' was most common. This respondent indicated their manager has not taken action since their participation in the culture workshop. They

believe it is 'very important' for their direct and senior managers to model the change and the most important next action is 'coaching and feedback'.

These results indicate the majority of team member respondents believe change is occurring within the support teams. While the main research question of this study sought to understand if change is occurring within the support teams, I was also interested to understand change drivers and influencers from those respondents seeing change happen. Respondents who selected 'strongly agree' or 'agree' to the change questions were also asked in an open question format what was driving the change and what influenced them to change. The majority of comments on change drivers, 19 out of 45 (42 percent), gave credit to leadership or management. Comments included:

- "I think the main driver of this change is that our leaders down realize that for change to be successful they have to believe in it too. The messages that we are all personally accountable for the success of this organization and that we are also responsible for how we act and treat others is imperative to our success in having a more positive work environment of respect, accountability and professionalism."
- "The leadership in the company is influencing the way the employees are treated and interact with each other."
- "Management and employees who are engaged in the change effort."
- "In my area, our department level manager has been the primary force driving change, ensuring the attitudes/activities from the workshop are not forgotten."

The other two major drivers mentioned in various ways by the respondents were business needs and individual efforts.

- "The economy and the way people are more cautious with their money."

- “A desire to produce different results and a willingness to be responsible for change.”
- “The people recognizing the need to do so.”
- “People and resources. People must be open to change and technology to make change possible is critical.”
- “I think [STUDIED ORGANIZATION] recognizes there is a great opportunity for us to continue to build on positive company performance (and capture market share) by transforming how to approach our daily work lives. Understanding it will take an entire company effort, not just manager level enthusiasm to do so.”

These respondents were also asked what influenced them to change after participating in the workshop. Interestingly, while this group strongly recognized leadership as a primary change driver in the previous question, very few of the comments about influence referenced leadership. In fact, only four comments, out of 45, identified management as an influence to change. There were more comments where the respondent said “nothing” (eight) or their comment focused on what was not influencing them. Examples of this group include:

- “The workshop provided a good structure and outline, but you can only go so far as an individual if your managers and colleagues continue with the status quo.”
- “Middle level managements stagnate approach to embrace the workshop due to past experiences.”

The majority of comments on influence referenced personal connection, collaboration, and business need. Comments included:

- “My own value system.”

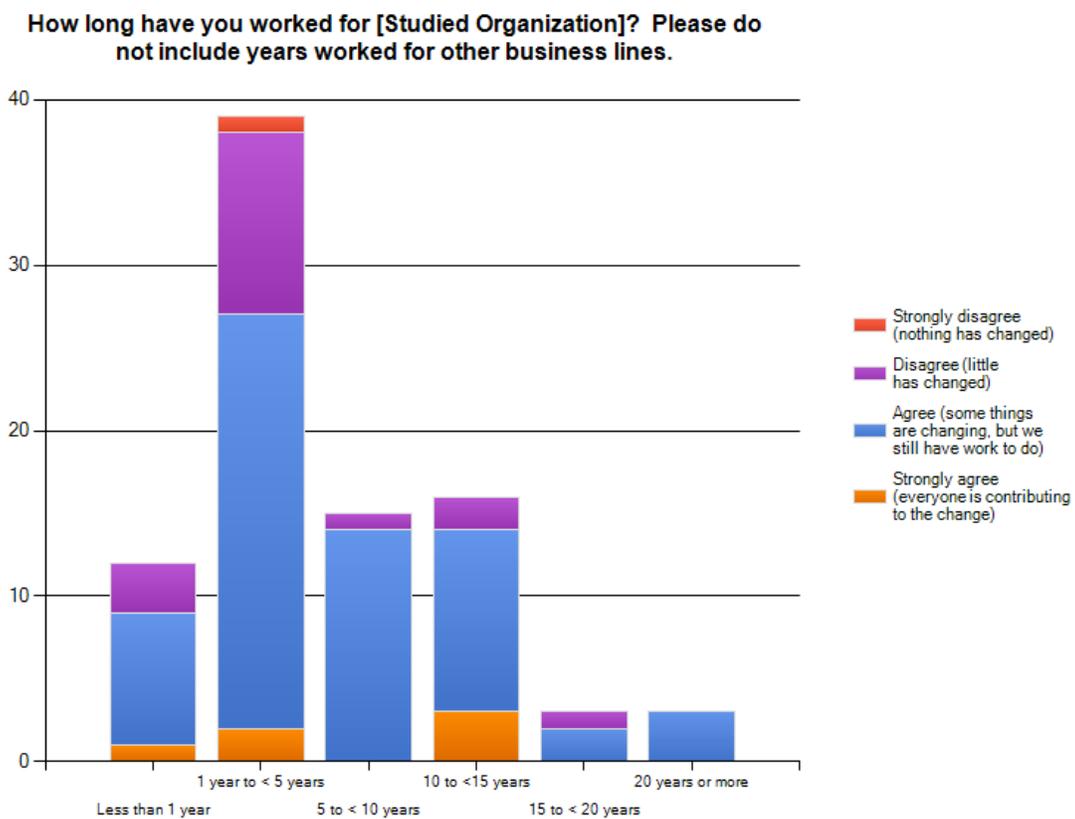
- “A purpose or “something” to work toward. A little change goes a long way so I must start with myself and encourage those around me to do the same.”
- “What I basically took away from the workshop is to be positive and more helpful toward your teammates, which is what I have been trying to do.”
- “I can see from a high level the type of company we need to be and how the workshop was trying to bring our actions in line with where we want to go.”
- “Desire for better work environment.”
- “Just knowing what our company goals are.”

To obtain a full picture of this change effort, I asked those who said change is not occurring about the barriers preventing the change. Respondents who selected ‘disagree’ or ‘strongly disagree’ to the key change question were asked: *What do you think is preventing the change/adoption of the ideas presented in the culture workshop?* The one respondent who selected ‘strongly disagree’ did not provide a response to this open question. Of the 18 ‘disagree’ respondents, the majority said leadership was the barrier. Eight of the 13 comments referenced leadership. Comments included:

- “The adoption of the change principles stated in the training is not practiced by management. Their management practices are the same as before the training.”
- “No leadership. Change in this capacity needs to leadership. There is no one taking on the responsibility.”
- “I don't see leaders fully engage with their teams. I don't see choices made in the workplace to move toward a better culture.”
- “Senior Leadership's lack of communication and hesitation to cooperate.”

The other five comments referenced inadequate reward and recognition, lack of funding and motivation, and fear of change.

After analyzing this data, I wondered if there was a relationship between employment tenure and opinion of the change effort’s effectiveness. The largest respondent population was in the one year to less than five years timeframe. This group provided all range of answers including the one ‘strongly disagree’ response. Interestingly, the respondents who have worked for the organization for twenty years or more all ‘agree’ that change is taking place. This is the only unanimous population; however, it is one of the smaller populations.



The data is very interesting for the four populations with tenure of five to less than ten years and beyond. Half of the ‘strongly agree’ responses came from the ten to

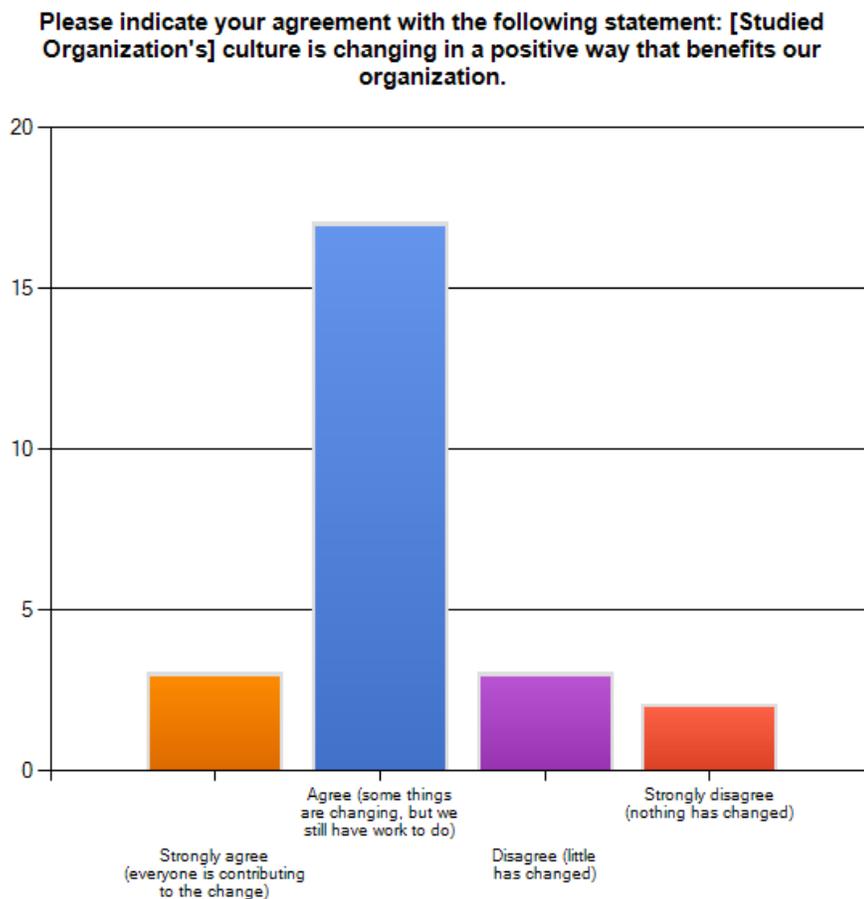
less than 15 years group. Eighty-nine percent of this population responded favorably (strongly agree or agree) to the key change question. This compares with 70 percent favorable from the respondents employed less than five years. While the majority of both populations see change occurring, it would be interesting to research this further with the five years or greater populations to understand what drove their favorable percentage nearly 20 percent higher. Does the longevity of their employment give them a greater perspective? Does age or experience of the respondent play a role? This survey did not ask for the respondent's age, but one could infer that some of this population is older than the < five years population. Conducting further topic research through the lens of employment tenure could provide some interesting additional insights not in the scope of this study.

Leader Survey

Thirty-eight support team employees, all having at least one direct report, received the leader survey. Email invitations were sent to this population on September 30, 2012. Twenty-five leaders responded and completed the survey in full, providing a 67 percent response rate. Many of the questions were identical to the staff member survey, but this survey asked additional questions to understand what the leaders thought of their role in terms of culture change. Please see Appendix E for the full survey and responses.

Findings: Every responding leader believes that organizations can change their culture. In comparison with the literature, this would mean the 25 respondents align with the variable definition of culture. The culture of the studied organization is something owned and thus can change. In response to the key question: *[Studied Organization's]*

culture is changing in a positive way that benefits our organization, 20 of the 25 respondents answered in the affirmative, indicating ‘strongly agree’ (three) or ‘agree’ (seventeen) that change is occurring. Thus, 80 percent of the responding leaders believe culture change is taking place. Of the remaining 20 percent, three respondents ‘disagree’ and two ‘strongly disagree’. The following graph provides a visual representation of these results.



When analyzing the leader survey results through the lens of this question, I discovered the following.

‘Strongly agree’ change is occurring (three respondents, 12 percent): This group ranges in tenure of employment and management from one year to less than fifteen. All

'strongly agree' organizations can change their culture. All considered culture creation and management as part of the leadership role. All said it is 'very important' they model the change as well as 'very important' for their direct manager and the senior managers to model the change. Two said their direct manager has taken action since the workshop. 'Coaching and feedback' was the unanimous selection for the most important next action. All three provided comments on change drivers. Comments were:

- "New leadership. [Parent company CEO] vision and willingness for change."
- "The need to service our clients."
- "Leadership - top down support and belief in the change."

Additionally all three provided comments on what influenced them. Those comments were:

- "Repeated drips of message. Belief in leaders of org."
- "The changes we make will benefit our service to the sales field which will bring in more clients. The driver is the betterment of [STUDIED ORGANIZATION]."
- "everybody wants to pursue a culture of change"

'Agree' change is occurring (17 or 68 percent): Tenure of employment and management role spans all answer choices from less than one year to twenty years or more. The majority answer for both questions was one year to less than five years. Twelve (71 percent) 'agree' organizations can change their culture. Nine (53 percent) believe both ability and willingness resistance are equally common within the studied organization. Change drivers range from individuals (five comments), management (four comments) and organizational efforts (four comments). Comments included:

- "The individuals that have adapted principals from the training."

- “The employees want to see a change. They are the ones driving it.”
- “Message from the top, changes in the middle and lower management.”
- “Management - employees are hearing and witnessing the changes.”
- “Organizational focus on creating a better client experience.”
- “corporate mandate”

Similar to responses from the team member survey, factors that influenced the leaders to change were different from the change drivers. Eleven members of this group provided comments on this question. Only two referenced leadership. One respondent stated, “I have implemented minimal change.” The remaining comments focused more on individual impact or the benefit to the organization.

- “Realizing the impact that it will have on the organization.”
- “The fact that they work.”
- “Self motivation”
- “Desire to make a positive impact on clients and those I work with.”
- “I typically embrace change as I believe change is usually for the better. Improving, streamlining, etc.”
- “Having a consistent language...properly defined and have impact when speaking about various things going on in the company.”
- “Feeling good about myself by making a difference for our customers everyday.”
- “The upbeat positive messages I received in the workshop”

Eleven (65 percent) considered culture creation and management as part of the leadership role. Thirteen (76 percent) said it is ‘very important’ they model the change. The majority of this group indicated it was ‘very important’ for their senior manager to model

the change but only 'important' for their direct manager. 'Aligning recognition and reward systems' was the top choice for next action by 41 percent of respondents. Second most popular choice was 'coaching and feedback'.

'Disagree' change is occurring (three respondents, 12 percent): This group is similar to the 'agree' group in terms of demographics. The range of years of employment spans from less than one year to less than twenty years. Their time in a management role is similar, from less than one year to less than fifteen years. All three 'agree' that organizations can change their culture. In their words, the barriers preventing change include, "same old, same old", and "only half the company attended the workshop..."

When asked about the type of resistance present, one respondent chose willingness resistance, the other two chose 'both equally' (willingness and ability resistance). One respondent in this group did not see culture creation or management as part of their job. Two respondents said it 'important' for themselves, their direct manager and their senior managers to model change, while one stated it was 'very important' for all three groups. Two of the three respondents said their direct manager has taken action since the workshop. All three selected different answers for the next important action: shared vision, training, and coaching and feedback'.

'Strongly disagree' change is occurring (two respondents, eight percent): This group has worked for the organization between one year and less than ten years. One has been in a management role less than one year, the other, five to less than ten years. Both 'strongly agree' organizations can change their culture. Both indicate that leadership is preventing the change. Comments were

- "leadership"

- “Sr management is not on board. There have been no changes in communication or involvement with the employees.”

For type of resistance, one said ‘willingness resistance’, the other said ‘both equally’.

Both considered culture creation and management part of their job. Both said ‘very important’ for themselves, their direct manager and senior leadership to model the change. Neither of their managers has taken action since the workshop. For next action, one respondent chose ‘vision’ while the other chose ‘reward system’.

Additional Comments about the Surveys

As anticipated, the team member and leader surveys provided a wealth of data about the studied culture change effort. Overall, the survey questions and format worked well. One question presented did not function as expected when I analyzed the results. As discussed previously, the idea of what makes up organizational culture is vast. While drafting the proposal for this research, I realized that while the studied organization called out the culture change effort with the daylong workshops, the change was underway well before that. New leadership, technology, and processes were all implemented prior to the initiation of the culture workshops. These all play into an organization’s culture and so I wanted to understand how the survey respondents would rank the various changes implemented in the last three years. The question worked as expected during the survey design. The question and four choices appeared. The choices were numbered one through four and the respondent was asked to rank them in order of impact. Number one meaning most impact and number four meaning least. Upon reviewing the leader survey results, it appears that no one ranked any of the choices with number four. During the survey design, this outcome was not possible. As soon as the ranking of one answer

option was changed, the remaining three values changed accordingly. Below is a table of the answers from the leader survey. As you can see, it appears not one of the twenty-five respondents ranked any of the answer options with a value of four. Since this question did not function as expected, I cannot use this data.

Please rank the following changes in terms of their impact on our company culture. 1=most impact, 4=least impact									
Answer Options	1	2	2	3	3	4	4	Rating Average	Response Count
Technology enhancements	9	10	4	2	0	0	0	1.72	25
Form and Procedures changes	1	5	8	11	0	0	0	2.40	25
Culture workshop	1	3	11	10	0	0	0	2.36	25
New Leaders/Managers	14	7	2	2	0	0	0	1.52	25
<i>answered question</i>									25
<i>skipped question</i>									0

The question appears to have functioned for the team member survey (see table below); however, I am not certain how credible the data is given the results with the leader survey.

Please rate the following changes in terms of their impact on our company culture. 1=most impact, 4=least impact						
Answer Options	1	2	3	4	Rating Average	Response Count
Technology enhancements	31	32	16	9	2.03	88
Form and Procedures changes	10	26	35	17	2.67	88
Culture workshop	6	14	17	51	3.28	88
New Leaders/Managers	41	16	20	11	2.01	88
<i>answered question</i>						88
<i>skipped question</i>						0

Based on the collective team member data it would appear the addition of ‘new leaders/managers’ has had the greatest impact as forty-one respondents ranked this number one. Second is ‘technology enhancement’ with thirty-two, followed by ‘form

and procedure changes' with thirty-five. Fifty-one respondents ranked the 'culture workshop' last. This means that over half, fifty-seven percent of the eighty-eight respondents believe the culture workshop has contributed the least to the culture change of the four answer options provided. I believe this is noteworthy, but given the malfunction with the leader survey, I am not certain how reliable this data is.

Implications for Leadership

Modeling the change

The results of these two surveys clearly indicate that leadership is crucial in terms of organizational culture and culture change. This is consistent with the literature on leadership and change. Anderson and Anderson (2001) state,

The most important change leadership role is for leaders to walk the talk of the change, to model the transformation they are after in the organization. Leaders saying one thing and doing another is a path to certain failure. It breeds distrust and dissention, increases employee resistance, and damages all hopes of building employee commitment for the transformation (p. 97).

Both surveys asked respondents the importance of their direct manager and senior leadership modeling the change. The tables below combine the responses from both the team member and leader surveys.

In your opinion, how important is it for your direct manager to model the change?		
Answer Options	Response Percent	Response Count
Very important	72.1%	76
Important	26.7%	34
Not important	1.2%	1
<i>answered question</i>		111
<i>skipped question</i>		2

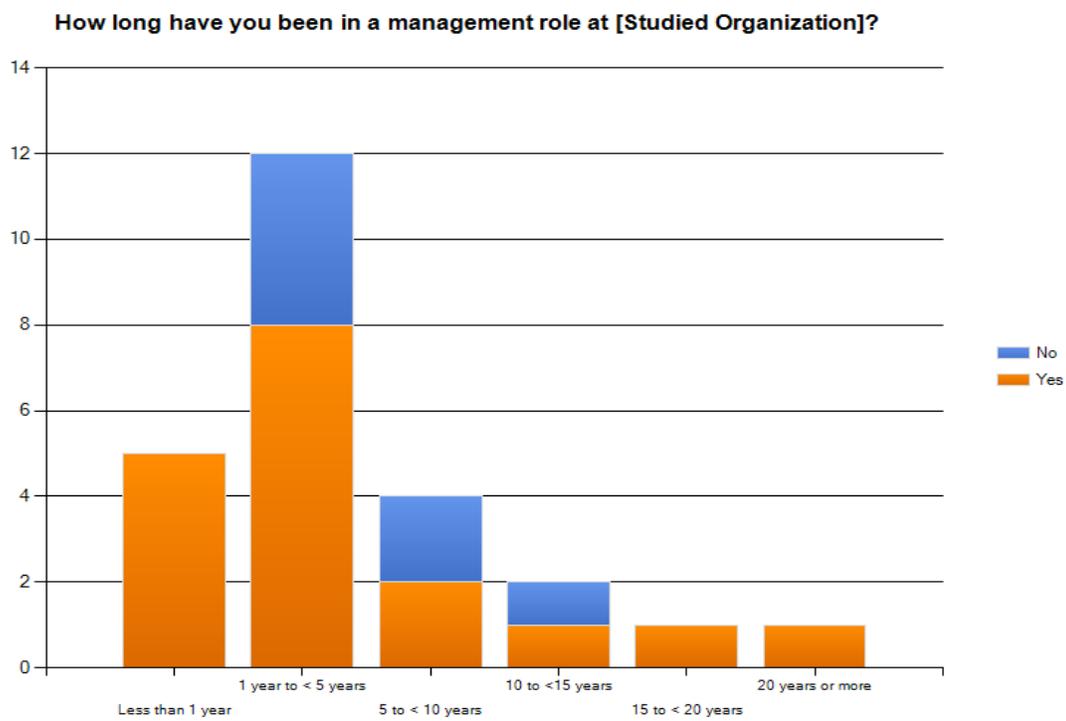
In your opinion, how important is it for the senior leadership of [Studied Organization] (your 2nd level manager and higher) to model the change?		
Answer Options	Response Percent	Response Count
Very important	86.0%	93
Important	14.0%	18
Not important	0.0%	0
<i>answered question</i>		111
<i>skipped question</i>		2

A large majority indicate it is ‘very important’ for both of these leadership groups to model the change. Interestingly, it appears modeling is even more important from senior leadership with 86 percent of respondents selecting “very important” to only 72 percent for direct managers. The one respondent who selected ‘not important’ for their direct manager to model indicated it was ‘very important’ for senior leadership to model. This respondent also disagrees that change is occurring and stated their manager has not taken action since attending the workshop.

The surveys did not ask participants to explain their answer to either question. One could speculate that the 86 percent who said it is ‘very important’ for senior leadership to model the change, believe change occurs from the top down. Thus, they could express it more important for the senior leadership to model the change with a trickle down effect to their direct manager and themselves. Another unknown is the respondents’ perception of senior leader. The question design asked the respondent to consider their manager’s superior, their second level manager, and every other leader up to the business line CEO. However, it is possible some respondents considered only one in the line of senior leaders, so different respondents could have considered different individual leaders when answering this question.

Leadership experience and awareness of culture

As I reviewed the survey data, I wondered if there was as correlation between leadership experience and belief that culture is part of a leader’s job. The results of this survey indicate there is not. The following chart compares these two factors. The ‘no’ and ‘yes’ answers represented in the columns are the answers to the question, *Prior to this change effort, had you considered culture creation or management as part of your leadership role?* Leaders from all ranges of experience stated ‘yes’. Only seven answered ‘no’ and these responses spread across three different experience timeframes, noted in blue in the graph below.



Interestingly, while these seven did not see culture as part of their job previously, they all agree with Schein’s argument that a unique function of leadership is culture creation and management. However, based on this survey, no firm conclusion can be drawn between years of leadership experience and belief that culture creation and

management is part of a leadership role. To analyze further, I believe it would be helpful to understand if the negative respondents are in their first leadership position with any organization. My question only asked about their management tenure with the studied organization. If these respondents are in an official leadership role for the first time, possibly the studied organization has an opportunity when on boarding new leaders to discuss the cultural job elements. Five of the seven indicated they have worked for the studied organization longer than they have been in a leadership role. The remaining two both indicated one year to less than five years for both employment and leadership. This could mean they were hired into their current leadership role or were hired and promoted to leadership within the previous five years.

Both of these observations have implications for leader in all organizations. Leadership development programs can provide an opportunity to discuss both the importance of leading by example, but also how leadership means being active in the creation and management of one's culture.

Interviews

I conducted in-person interviews with four organization leaders to understand their definition of culture, their assessment of the culture change, their role in the change and expectation of support team leaders. In-person interviews were conducted between November 12, 2012 and January 14, 2013. While each interview provided unique insights, the responses from all three leaders were very much in line with each other. I started by asking about their tenure with the organization followed with how they define "organizational culture." Each leader provided unique yet similar answers. Culture was described as "common goals," "the DNA of the organization," "how the company or

organization responds to tasks that it's given" and "the secret sauce". One leader acknowledged how big the concept of culture is, how cultures exist within individual departments, groups of departments and even amongst individuals. From the perspective of their job, one leader said, culture is "how...we connect people with the contribution and success they can make toward achieving something that they believe in."

All four leaders agree change is occurring within the support teams of the studied organization. In describing the old culture, three leaders described what was not happening. Groups were not connected; there were no common goals, no empowerment or engagement. There was an "us versus them" mentality. One leader described the feeling at the time as "We're doing the best we can. We're going to get by with things." "This is the way I've always done it". Not one described the teams as having much pride in their work or any real sense of what they were working towards achieving. However, one leader did describe the environment within the support teams as a team or "a group of people working together". As part of the assessment prior to initiating the culture change effort, one leader described the situation as, "How do we connect people with where we're going and how we're going to get there?"

The culture change effort came to the forefront for several reasons. As discussed previously, a lot of change took place that influenced the culture before the specific culture change effort. New technology, new employees with new ideas, and the business model were changing. The "this is the way I've always done it" mentality could not continue. The leadership recognized a need for greater employee engagement. As one leader put it, "Everyone needed to really learn "How do I get through this? How do I

change?” The workshops were a compliment to the work already done and a way to connect employees to each other, to the organization’s goals, and increase engagement.

The leaders had a good deal to say about how the culture today is already different. “In my perspective it is night and day different” said one leader. They spoke of the support members having a better connection between their work and its meaning within the organization. The environment was described as more positive and attracting new people. Engagement has increased. One leader described the culture as follows while also acknowledging there is still work to do.

I think there's been a renewed... enthusiasm and about where we're going and what we're doing and the fact that we want to really be able to grow and build this business...I think that folks feel they're committed, they're proud, you know, there's a sense of pride in what they do. There's a realization that what they come in to do everyday, you know, that it is important and that they're part of a team that helps achieve the result. I think that there's more ownership. I don't think we're all the way there yet in terms of everyone feeling accountable for what they do and really owning it, but I think that that sense of pride and feeling good about what they do is much higher than it ever was.

I asked each of the leaders how they would describe their role in the culture change effort. Responses included champion, advocate, facilitator, encourager, challenger, leader, and good listener. All spoke of having an active role in the process.

- “It's to step back and see what's happening. Understand what the needs are or gaps.”
- “What I need to do is be encourager and recognizer and celebrater as well as kind of challenge the process, get people to have a different world view. You know, to see

new opportunities and really think about, you know, leadership in a different way than management...I've got to make sure that all of us are learning and challenge people not to get complacent and feel like it's working because we've made huge progress.

- “I hope I helped set goals and let people know where we were going, why we were doing it and ultimately where we wanted to be.”
- “Helping them reach their goals and being successful.”

Lastly, I asked each leader their expectations for the support team leaders. They had a variety of responses but all spoke of leadership. One leader focused on the need for leaders to hire, develop and retain talented employees. This leader also spoke of the need for the organization's leaders to “keep challenging the process to get better” in a manner that strives for more while also feeling successful for accomplishments along the way. Another spoke of working towards a common goal and challenging the leaders “to figure it out or discover their own path and understand how they want to lead their groups rather than just being told, ‘this is how you lead them.’” Expectations to lead the effort and leading by example were called out. Leaders should reinforce the messages from the culture workshop and take advantage of the daily opportunities to “showcase the direction we want to go...” One leader also referenced what Kouzes and Posner would refer to as encouraging the heart. Leaders should be “presenting their team, you know, shining the light on their accomplishments, acknowledging and saying “thank you” to a job well done.”

Each interview was different yet the messages are so similar. All recognized a change has occurred but there is still work to do. That work may be training, reinforcing

the workshop messages, or avoiding complacency thinking, we are done changing. When discussing their definition of culture, one leader stated the following, which is a good synopsis of all four interviews. It can speak to any one individual in the organization and serves as a path for leaders.

I think people, at the end of the day, they want to know that they were given an opportunity, they want to know that what they did made an impact and they want to know that that impact created success and I believe they want to know they are playing for the winning team.

Observation

Meetings provided the ideal opportunity for observation, in comparison with interactions. Casual observation of interactions proved more challenging than anticipated. I attribute this to my role in the organization as employee, leader, and workshop facilitator. While drafting the proposal for this study, I envisioned the ability to witness interactions that would contribute meaningful data for the research question, complimenting the survey and interview data. In reality, I could describe observations from both ends of the spectrum, positive and negative. I witnessed staff members making new connections between their work and the organizations goals. However, I also continued to hear staff members deflect responsibility. I do not have the type of data that contributes in a meaningful way to this study and answering the research question. To utilize this methodology effectively, possibly an external researcher could be more effective.

Observation methodology was most effective with meetings. There were two regular meetings where I noticed a change. One was the organization's monthly all

employee conference calls. The purpose of this monthly call is to provide updates on current initiatives, highlight progress on goals, and recognize employee performance. During this research effort, I noticed a change in the content delivery with the roll out of the culture change effort. Specifically there is more clarity and focus on organizational goals and related measurements. These meetings also now utilize the organization's core beliefs to recognize individual or group efforts or highlight opportunities. The other meeting where I specifically noticed a change was the quarterly support team meeting. This meeting location is the Minnesota home office so support staff based there can attend in person. Support staff not located at the home office can participate via a conference line. One of the leaders interviewed described a lack of attendee engagement at the start of the support team meetings, "I thought people were just glazed over. I don't think they connected to anything." Through observation, I believe this has changed. This support team meeting implemented the same content changes as the monthly all employee conference calls, but also added a greater focus on connecting the work of the support teams to the overall organization. This change gives senior leadership an opportunity to reinforce the individual connection messages from the workshop. Quarterly meetings also include recognition and updates on organizational goals.

Lastly, there was one observation that I did not anticipate when drafting the proposal for this research. During the course of this study, the organization formed a committee focused on employee engagement. This committee is comprised of leaders and team members from the support teams and sales. Their charge is connecting employees. So far, they have taken over production of the quarterly support team newsletter and began serving as host for the quarterly support team meeting. For 2013,

they are organizing a series of “brown bag” sessions for employees to learn more about topics pertinent for the business.

Summary, Recommendations and Conclusions

Summary

The data collected from the various methodologies utilized in this study reveals the majority of respondents believe positive culture change is occurring within the support teams of the studied organization. Seventy-nine percent of the survey respondents said they ‘strongly agree’ or ‘agree’. All four interviewed leaders believe change is underway. Meetings have changed to engage more participants, connecting them to the work at hand, reinforcing core beliefs and providing recognition. These results are encouraging, but the data also highlights opportunities for the organization.

Recommendations

Based on the findings presented, leadership must focus on connecting the organization’s members with the culture change effort through simple yet consistent actions. The consistency of these actions will ensure members remain engaged with the organization and the change effort. These actions will also provide leadership opportunities to assess the change and strengthen their leadership skills.

Use the workshop content

First, leadership at all levels must review and discuss what they have done to support the change. Initially, the survey data related to actions since the workshop looks favorable. When combining the data from the team member and leader surveys, the majority of respondents, nearly 59 percent, indicated their manager has taken action since they attended the workshop.

Has your direct manager taken action since you attended the culture workshop?		
Answer Options	Response Percent	Response Count
Yes	58.6%	65
No	41.4%	46
<i>answered question</i>		111
<i>skipped question</i>		2

However, when factoring in the responses from the key research question, the results are less favorable. Viewing this combination of data highlights that most respondents who believe change is occurring have managers who have taken action since they attended the workshop. As you can see from the following table, the majority of respondents who indicated ‘strongly agree’ (seven of nine) or ‘agree’ (51 of 78) that the culture is changing also said ‘yes’ their manager has taken action. This holds true for those who ‘disagree’ (14 of 21) or ‘strongly disagree’ (three of three) that change is taking place. In these cases, the majority have managers who have not taken action.

Has your direct manager taken action since you attended the Culture workshop?						
Please indicate your agreement with the following statement: [Studied Organization’s] culture is changing in a positive way that benefits our organization.						
Answer Options	Strongly agree	Agree	Disagree	Strongly Disagree	Response Percent	Response Count
Yes	7	51	7	0	58.5%	65
No	2	27	14	3	41.4%	46
<i>answered question</i>						111
<i>skipped question</i>						2

By comparing these two questions together, a clear pattern emerges. Managers who have taken action have staff members who believe the culture is changing while managers who have not take action have staff members who do not believe culture is

changing. While the responses are not unanimous, the majority opinion is clear.

Leadership at all levels must evaluate how to incorporate the ideas from the workshop into actions for their teams. This follow up is important to keep the concepts front of mind for staff at all levels and demonstrate the value of the workshops. It is easy for a change initiative to feel like a 'flavor of the month' when there is limited or no follow through. One survey participant when asked what the culture change effort meant to them said, "nothing I have been through this kind of thing with 3 previous employers. Nothing really changes."

Every leader must review how their actions have, or have not, supported the change. This review should take place as a discussion in every senior manager's next staff meeting from the CEO to the mid-level support team leaders. The attendees for these initial meetings should be limited to those people with direct reports. The change effort emphasized personal engagement, but as the survey results indicate, staff members are looking to leadership to model the change. So this effort must be directed to leaders.

In each meeting, leaders must have an honest conversation about what they have, or have not done, to support the change since the workshops last summer. The goal is to identify how leaders have used the workshop content effectively with their team. The leader facilitating the meeting should first determine what, if any, actions might be necessary to encourage honest conversation. Leaders who have not take action might not willingly raise their hand to admit it. These meetings should be a dialogue. Not to point out those who have not taken action, but to understand why. Is there a barrier in their way? Are they not familiar enough with the change and what is expected of them to act? Did they make an attempt that failed and discouraged them from trying again? The goal

of these leadership meetings must be to share ideas. For those leaders who have taken action, what has worked? How have they used the workshop content with their team? How did the team respond? Even leaders who have taken action can gain from hearing a new idea from a colleague. These discussions are an important first step in continuing the change effort, but they should not be one-time events. Every leader with leaders as direct reports should facilitate this discussion regularly. Talk about what is working, what is not and what the next steps should be. This is the maintenance of the new culture. Leaders should always be discussing how we are doing in terms 'how things are done around here'. Are we standing by our new culture or reverting to our old one? It is simple to put this topic on a meeting agenda every few months, or even more frequently. If the discussion occurs only once, leaders will not be accountable to use the workshop content and continue the change effort. The 'flavor of the month' belief will continue. This discussion and time for idea sharing must become another element of the new culture.

One action all leaders must take to utilize the workshop content is incorporating stories into staff meetings and/or whenever possible. The culture workshops highlighted story telling as an effective culture change tool. Stories help connect people to change efforts because they recount actual events. They demonstrate the new culture in action. From the observation research conducted for this study, there is some story telling taking place, but there can be more. All of the following should include story telling:

- Quarterly support team town hall meetings
- Monthly all-employee conference calls
- Monthly all-management support team meetings

- Regional and national meetings
- Staff meetings (at every level)

This is not a comprehensive list, but rather a starting point. Again, this is a simple idea that requires consistent commitment.

Story telling is a great method for effecting change for two reasons. One, anyone can tell a story. Story telling is not reserved for leaders. While staff meetings organized by a leader may be a primary story telling opportunity, anyone in that meeting can tell a story. Leaders should employ shared responsibility for story telling within their team. Everyone should be involved.

The second reason story is a great method for effecting change is because it heightens people's awareness of the activities around them. Imagine knowing it is your turn to share a story in the next staff meeting. You are going to keep your eyes and ears open for a story to share! This behavior drives engagement and connection. When leaders engage others in telling stories, this action also helps the leader understand where that employee is in terms of connecting to the change. Can they connect actions back to the organization's values? If they can, the leader's job is to maintain that engagement and connect. If they cannot, the leader has an opportunity to coach that employee to connect them with the new culture.

Communication, coaching and feedback

'Without credible communication, and a lot of it, the hearts and minds of the troops are never captured' (Kotter 1995, p. 11). Staff meetings, with story telling, provide one mechanism for communication between the leaders and staff members of the organization. For change to flourish, communication must be frequent and repetitive. Or

as Duck (1993) states, “if there is a single rule of communication for leaders, it is this: when you are so sick of talking about something that you can hardly stand it, your message is finally getting through” (p. 61). Beyond consistent staff meetings, leaders must have regular communication with individual members. This is the time for leaders to make the culture change personal and to figure out how to connect that one person to the change effort. It is a time for coaching, feedback and breaking down resistance.

The survey results communicate that there is resistance to the culture change effort within the organization. The team member and leader surveys asked respondents who selected ‘agree’, ‘disagree’, or ‘strongly disagree’ about resistance to change. The combined results are displayed in the table below.

Change is difficult and often met with resistance. Which type of resistance is most common at [Studied Organization]?		
Answer Options	Response Percent	Response Count
Ability resistance - people do not have the knowledge/skills to change	3.9%	4
Willingness resistance - people lack motivation to change	55.9%	57
Both equally	38.2%	39
Neither	2.0%	2
	<i>answered question</i>	102
	<i>skipped question</i>	2

The majority of respondents, 55.9 percent, believe willingness resistance, lacking motivation to change, is most common. This is followed by 38.2 percent who selected ‘both equally’, meaning both ability, lacking necessary knowledge or skills, and willingness resistance. The leadership of the studied organization can reduce willingness resistance once they understand why members are lacking motivation. Some possible reasons may include:

- Members following the example of leaders who they believe are not modeling the change.

- Members are concerned about what the change means for their job.
- Members do not see the benefit either professionally or personally to implement the change.
- Members are lacking some knowledge and the motivation to seek it.

Individual leaders are in the best position to decrease both willingness and ability resistance. Schein argues that members must believe they will be “better off if they learn the new way of thinking and working” (2010, p. 305). Senior leadership can motivate and inspire the general population, but individual, direct leaders have the power to connect each individual staff member so they believe they will be better off and thus begin to adopt the change.

Regular individual meetings with staff members provide leaders the opportunity to gauge where each person is in the change process. The culture workshops placed a heavy emphasis on personal connection, the idea that each person plays an important role in the organization. Leaders need to help guide that connection and highlight how the person’s actions are or are not reflecting the new culture. “Setting the context for change means preparing the players, understanding what they do and don’t know, working with them, watching their performance, giving feedback, creating an ongoing dialogue with them” (Duck, 1993, p. 64).

This is where the organization has potentially misstep. There was no coaching for department level leaders for how to ‘prepare their players’. As discussed in the previous recommendation, there was no discussion amongst the support team leadership after completion of the workshops. One could argue that the leaders should have known to

coach their team members for the new culture. However, leaders need coaching and feedback too. Some questions for senior leadership to consider include:

- Do organization leaders have the knowledge and skills to coach their staff as needed?
- Are leaders familiar enough with the change effort, or workshop content, to coach staff members to the new way of thinking and working?
- Are organization members comfortable giving and receiving feedback?

The parent company of the studied organization recently announced a new initiative focused on developing leadership principals. The organization's senior leaders should review how to leverage this initiative, as well as other applicable Human Resources programs to help develop the organization's leaders. This is a prime opportunity to help leaders who need coaching and feedback in order to provide the same to their staff members.

The theme of these recommendations is simple, consistent leadership practices. Story telling must be a part of every staff meeting and any other appropriate setting or gathering. Senior leaders must create forums for members to discuss utilization of the workshop content and feedback on the change process and adoption of the new culture. Leaders at all levels must focus on connecting their staff to the new culture via consistent communication, coaching and feedback. This means regular, consistent staff meetings and individual member conversations.

Duck proposes, "when it comes to change, people don't believe in a new direction because they suspend their disbelief. They believe because they're actually seeing behavior, action, and results that lead them to conclude that the program works" (1993, p. 65). This study demonstrates that leadership is crucial for culture change and members

who are seeing different behavior, actions, or results believe that change is occurring. Leadership needs to take simple, consistent actions to model the change and continue the culture change effort.

Conclusions

This study sought to understand if culture change was taking place within the support teams of the studied organization and what the change effort meant for the organization's leadership. Change is occurring, but most study participants agree there is still work to do. In a November 2011 interview with Karl Moore of Forbes magazine, Edgar Schein acknowledged the difficulty in changing culture,

But the bigger issue is, since culture is the product of learning and is what has made the company what it is, then you can't just say "We are going to change it." It's like saying "I am going to change my personality." It's possible but it is something you do with considerable thought and difficulty. I think we need to understand that culture is that kind of a concept: whether we are talking about talking [sic] Doctor's attitudes towards nurses, or whether we are talking about executive attitudes towards profit versus sustainability versus safety, these are deeply imbedded things in organizations that are very hard to change.

In order to continue to change the "personality" of the studied organization, the leadership must continue to drive the change effort. The results of this study highlight the important role leaders' play in organizational change. One of the key messages of the culture change workshop was personal connection, the idea that each person has an important role and contribution in the organization. However, the survey respondents in

this study clearly indicated they are looking to leadership to model the change. The organization's members recognize leadership as the change driver. However, leadership is not the factor for influence. This is an interesting result and presents a challenge for leaders facing an organizational change. What will influence the members to change? I believe leadership still plays a key role here, but in a more subtle fashion. Many of the survey respondents said they were personally motivated to change. This may seem like something leaders cannot affect, but the data presented from this study makes a case that leaders can have influence here. Leaders who connect their staff members to the organization's mission and goals by using the workshop content and the organization's core beliefs can help cultivate that personal motivation. The data revealed the leaders who have taken action since the workshop have staff that believes change is happening. While those staff members may not credit leadership with influencing them, the follow up work their leader did certainly played a roll in their view of the change effort.

Martin (2002) said, "People cannot learn all they need to know about organizations by studying culture" (p. 394). Upon completion of this study, I would agree. This study would not have been the same if I, as the researcher, were not also an employee. I am familiar with much of the organization's history. I have seen the leadership team change over time. I know the events leading up to this culture change. Culture truly is "how we do things around here" but also "how we got here". In terms of culture, understanding how an organization came to be seems just as important as understanding team norms and shared values.

I believe this study provides valuable insight for leaders of all organizations, even those not pursuing a culture change. It reinforces the impact leadership has and how

crucial leadership is during a change effort. Leaders must connect people to the change and then model the way. Both must happen. Specifically in terms of culture, as a leader, one creates culture everyday. The keys are awareness of this fact and the type of culture the leader is creating. Leaders, who are aware, strive for their actions and behaviors to take hold within their team until, slowly, it becomes the team's culture. I hope that this study can serve as a reference for leaders seeking to actively create and manage the culture of their organization.

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APPLICATION DATA

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APPLICANT DATA

Investigator name(s): Sarah Calkins

Project Title: Guiding Leadership in the Development and Management of Organizational Culture - A Case Study of an Organizational Culture Change Effort

Advisor: Dr. Martha Hardesty

Program: St. Catherine Master of Arts in Organizational Leadership

Dates of Project: July 2012 – July 2013

Has this research been reviewed by another IRB? **Yes** **No**

(If yes, please provide a copy of the letter of approval, or indicate the status of your application)

Will this research be reviewed by another IRB? **Yes** **No**

(If yes, please indicate your plans for review)

ABSTRACT

The primary research question I will explore is this: *Is organizational culture change occurring within the support teams of my organization and what are the implications for leadership?* In addition, the following related questions will be studied:

3. What factors influence members to change? What occurred to influence members who have changed behavior? What barriers exist that prevent others from changing their behavior?
4. What is the role of leadership in the organizational culture change? What expectations do followers have of their leaders? Are leaders aware of their role and impact in this change effort?

To answer these questions, I propose utilizing several methodologies. The first methodology is surveys. I will create two surveys, one for leaders and one for staff members. My study will focus on the change process within the support teams, those areas not responsible for sales. In terms of sampling schemes, I am choosing to utilize “a set of people who go somewhere or do something that enables them to be sampled” (Fowler, 2002, p. 12). These teams were specifically introduced to the change by way of a daylong workshop. The leaders and staff members within the support teams who have participated in a daylong workshop will constitute my survey sample.

This survey will provide participants of both categories the opportunity to evaluate the change process and the role of leadership. I hope to utilize an online survey tool to encourage participation through its ease of use, minimize non-response and simplify data collection and analysis. I intend to send the survey to the sample population via email. Since the focus of the survey is my work organization and my

colleagues are the sample population, I will notify senior management of my progress in this research effort prior to sending the survey invitations.

The leader survey will lead into the next methodology, personal interviews. First, I will request an interview with the President of my organization. His perspective, as the driver of this change, is key to understanding the vision for this organizational culture change. Next, leaders who complete the survey will have the opportunity to volunteer for an interview. My intention is to obtain interviews from leaders at all levels of the organization, with up to six total interviews. Completion of six interviews would capture one interview from each level of leadership, including two from the direct department level leaders. Since there are more leaders at this level than senior leaders, I believe it makes sense to include two interviews from that population. The senior leaders can provide prospective on what prompted the change effort and how they decided on the change process. Interviews with the department level managers can provide interesting insight into their beliefs of their role in the change process. If the leader surveys do not generate enough volunteers for interviews, I will reach out to leaders personally to request an interview. Given the importance placed on this change effort, I do not envision challenges in obtaining an appropriate number of interviews.

Lastly, since the organization at the heart of this study is my employer, I am in a unique position as a researcher. Being an insider allows me to employ observation as a methodology for this study. I will utilize the following as unobtrusive observation methods:

- Interactions I experience with team members.
- Interactions I witness or hear between other team members.

- Meetings will provide a unique lens for observation. This method will allow for observation by way of the agenda, presentation of information, and engagement of attendees.

“Observation can be intrusive, and the very nature of observation can change what is being observed. With unobtrusive measures, the data usually already exist, and gathering the data does not usually change what is being studied” (Anderson, 2010, p. 134).

Unobtrusive observation will allow me to watch and listen for changes in organizational behavior that may not come out in the surveys and interviews. Specifically, it will provide a richer opportunity to study if the language and behavioral elements within the organization are changing. The methods listed above will allow me to utilize my position within the organization while decreasing the risk of influence. I will discuss this further in the validity section of this proposal.

This methodology provides an opportunity and a challenge. As an insider, I have knowledge and experiences with this organization that no external consultant or researcher could match. On the other hand, this is my employer and my primary responsibility on a daily basis will not be observation for purposes of this study. I must make time for observation. This may include attending department staff meetings. Since my observation will not be limited to meetings where I can take notes on the spot, upon witnessing or hearing a meaningful interaction I will dedicate time to capturing the essence of what occurred for later analysis.

I believe these methods will support my study of organizational culture change and leadership. The range of methodologies employed and engagement of the leader and

staff member populations should provide thorough data to assess the change efforts within my organization.

SUBJECTS AND RECRUITMENT

Age Range of Subjects: all subjects will be over age 18
Number: ___ Male ___ Female __approx 250__ Total

Describe how you will recruit your subjects: be specific. Attach a copy of any advertisement, flyer, letter, or statement that you will use to recruit subjects.

I will use email to request survey participation and/or interviews. The survey invitation email will include a link to the study allowing the receipt to immediately participate if they so choose. The communication will include the following:

Staff member survey invitation:

“As some of you know, I am pursuing a Master of Arts in Organizational Leadership as St Catherine University. In order to earn my degree, I am conducting a research study for my leadership thesis. The culture change we are experiencing has provided an excellent case study topic.

I am contacting members of the support teams to request your assistance. The link below will lead you to a survey. The purpose of this survey is to understand if and how our organization culture is changing. If you choose to participate, your responses will be anonymous. I will not know who does or does not complete the survey. A summary of my survey findings will be available upon request.

I hope you will take some time to participate. Your input is important for my research and our change process. Please contact me with any questions you have about this survey or my study.”

Leader survey invitation:

“As some of you know, I am pursuing a Master of Arts in Organizational Leadership as St Catherine University. In order to earn my degree, I am conducting a research study for my leadership thesis. The culture change we are experiencing has provided an excellent case study topic.

I am contacting members of the support teams to request your assistance. The link below will lead you to a survey. Your staff members have received a similar survey invitation. The purpose of this survey is to understand if and how our organization culture is changing. Additionally, as an organization leader, this survey seeks information about the role leadership plays in organizational culture and a culture change. If you choose to participate, your responses will be anonymous. I will not

know who does or does not complete the survey. A summary of my survey findings will be available upon request.

I hope you will take some time to participate. Your input is important for my research and our change process. Please contact me with any questions you have about this survey or my study.”

Will the subjects be offered inducements for participation? If yes, explain.

No, subjects will not be offered inducements for participation.

Please clearly identify any special populations or classes of subjects that you will include and provide a rationale for using them.

My research will not involve special populations or classes of subjects.

RISKS AND BENEFITS OF PARTICIPATION

Check all that apply. Does the research involve:

- Use of private records (medical or educational records)
- Possible invasion of privacy of the subjects and/or their family
- Manipulation of psychological or social variables
- Probing for personal or sensitive information in surveys or interviews
- Use of deception
- Presentation of materials which subjects might consider offensive, threatening or degrading
- Risk of physical injury to subjects
- Other risks

If any of these are checked, describe the precautions taken to minimize the risks.

List any anticipated direct benefits to your subjects. If none, state that here and in the consent form.

There are no direct benefits. Leaders participating in interviews may infer some indirect benefits as the process will invite them to reflect on the change process and their role.

Justify the statement that the potential benefits of this research study outweigh any probable risks.

There is little risk in this study. The benefits of this study include learning how the existing literature on organizational culture and culture change relates to a study of an actual culture change in process.

CONFIDENTIALITY OF DATA

How will you maintain confidentiality of the information obtained from your subjects?

Survey respondents will be able to complete the survey without disclosing their identity. The names of interview subjects will be changed or omitted altogether. I propose identifying the leaders in the written analysis as leader #1, leader #2 and so on. This will help ensure confidentiality for the more senior leaders in the organization.

Where will the data be kept, how long will it be kept, and who will have access to it?

Data will be stored on my personal computer for one year. Only myself and my research advisor will have access to the data.

Will data identifying subjects be made available to anyone other than you or your advisor? Who?

No identifying data will not be available to anyone other than myself and my advisor.

Will the data become a part of the medical or school record? If yes, explain.

No

INFORMED CONSENT

How will you gain consent? State what you will say to the subjects to explain your research. Attach consent form or text of oral statement. *(Note: if you propose to work with children ages 7-18 and you are gaining consent from their parents, you must also develop and attach an age-appropriate assent form.)*

When will you obtain consent (that day?, several days before the project?, a week before?)?

Completion of a survey (even partial completion) will constitute consent. Respondents to the leadership survey, interested in and selected for a follow up interview, will be provided an interview consent form at least 48 hours prior to the scheduled interview.

How will you assess that the subject understands what he/she has been asked to do?

The survey design will seek to minimize confusion in format and questions. Survey recipients will have access to my contact information before, during and after

completing the survey in the event they would like to ask questions or clarify what he/she is being asked to do.

ASSURANCES AND SIGNATURES

The signatures below certify that:

- The information furnished concerning the procedures to be taken for the protection of human subjects is correct.
- The investigator, to the best of his/her knowledge, is complying with Federal regulations governing human subjects in research.
- The investigator will seek and obtain prior written approval from the Committee for any substantive modification in the proposal, including, but not limited to changes in cooperating investigators, procedures and subject population.
- The investigator will promptly report in writing to the Committee any unexpected or otherwise significant adverse events that occur in the course of the study.
- The investigator will promptly report in writing to the Committee and to the subjects any significant findings which develop during the course of the study which may affect the risks and benefits to the subjects who participate in the study.
- The research will not be initiated until the Committee provides written approval.
- The term of approval will be for one year. To extend the study beyond that term, a new application must be submitted.
 - The research, once approved, is subject to continuing review and approval by the Committee.
- The researcher will comply with all requests from the IRB to report on the status of the study and will maintain records of the research according to IRB guidelines.
- If these conditions are not met, approval of this research may be suspended.

Note: Approval of your final proposal indicates that your advisor and instructor have signed off on the IRB at the departmental level. Therefore you do not need the following signatures on this form unless you need to send it on to the university review board.

As primary investigator, I understand and will follow the above conditions.

Signature of Investigator

Date

As Advisor or Sponsor, I assume responsibility for ensuring that the investigator complies with University and federal regulations regarding the use of Human Subjects in research.

Signature of Advisor or Sponsor

Date

(Student investigators must have an advisor. Staff and non-SCU applicants must have a departmental sponsor)

As Program Director, I acknowledge that this research is in keeping with the standards set by our program and assure that the investigator has met all program requirements for review and approval of this research.

Signature of Program Director

Date

IRB Consent Form Checklist

Excerpted from Federal Policy for the Protection of Human Subjects as published in the Federal Register Tuesday, June 18, 1991 and including 45 CFR 46.116:

No investigator may involve a human being as a subject in research covered by these criteria unless the investigator has obtained the legally effective informed consent of the subject or the subject's legally authorized representative. An investigator shall seek such consent only under circumstances that provide the prospective subject or the representative sufficient opportunity to consider whether or not to participate and that minimize the possibility of coercion or undue influence. The information that the researcher prepares in a consent form must use language that is understandable to the subject or the representative. No informed consent may include any language which indicates that the subject has waived or implies waiver of any legal rights, releases or appears to release the investigator, the sponsor or the institution or its agents from liability for negligence.

Follow the format in the sample consent form and use the following checklist to ensure that all elements of informed consent are included:

- A statement that the study involves research.
- For student research, a statement that the study is being undertaken by students under the supervision of a faculty member. The name of the department should be indicated as well as the name of the faculty member.
- An explanation of the purposes of the research.
- The duration of the subject's participation.
- The number of subjects involved in the research.
- A step by step description of the procedures to be used.
- A description of the expected or foreseeable risks or discomforts to the subject.
- A description of any benefits to the subject or to others which may reasonably be expected from the research.
- A disclosure of appropriate alternative procedures or courses of treatment, if any, that might be advantageous to the subject.
- A description of the measures that the researcher will follow to assure confidentiality of records that identify each subject by name and/or identification number.
- An explanation of how to contact the researcher and the sponsor for questions about the study.
- If physical contact is involved, an explanation of whom to contact regarding the research, the subject's rights, and research-related injury.
- A statement that the subject is free to choose to participate in the study, and that by refusing to participate, the subject will not be penalized or lose any benefits to which the subject may otherwise be entitled.
- A statement that clearly indicates that the subject may discontinue participation at any time, even after the consent form is signed, without any loss of benefits.
- A statement indicating that the subject will be offered a copy of the form to keep.
- A line for the signature of the subject followed by the date (do not make an "x" to show where to sign)
- A line for the signature of the investigator followed by the date of the signing

Interview Consent Form

Guiding leadership in the development and management of organizational culture
A case study of an organizational culture change effort

Introduction:

You are invited to participate in a research study investigating our current organizational change effort. This study is being conducted by Sarah Calkins, a graduate student at St. Catherine University under the supervision of Martha Hardesty, a faculty member in the Master of Arts in Organizational Leadership program. You were selected as a possible participant in this research because of your leadership role in the organization. Please read this form and ask questions before you agree to be in the study.

Background Information:

The purpose of this study is to identify what organizational culture change is occurring within the support teams and the role of leadership in this change effort. Approximately 6 people are expected to participate in this research via interviews.

Procedures:

If you decide to participate, you will be asked to answer a series of questions. The interview will be audio recorded. This interview will take approximately 1 hour. You will have the opportunity to review any comments/quotes included in my thesis from your interview to ensure I have represented your point of view accurately.

Risks and Benefits of being in the study:

The study has minimal risks. However, you may end the interview at any time. The benefits of participation include the opportunity to share your insight and experiences. Additionally, the completed thesis may provide a useful assessment of the change effort.

Confidentiality:

Any information obtained in connection with this research study that can be identified with you will be disclosed only with your permission; your results will be kept confidential. In any written reports or publications, no one will be identified or identifiable. Your name and position within the organization will remain confidential.

I will keep the research results on my personal computer, and only my advisor and I will have access to the records while I work on this project. The same holds true for the interview recordings. I will finish analyzing the data by December 31, 2012. I will then destroy all recordings, records and identifying information that can be linked back to you.

Voluntary nature of the study:

Participation in this research study is voluntary. Your decision whether or not to participate will not affect your current or future relations with St. Catherine University in any way. If you decide to participate, you are free to stop at any time without affecting these relationships.

New Information:

If during course of this research study I learn about new findings that might influence your willingness to continue participating in the study, I will inform you of these findings.

Contacts and questions:

If you have any questions, please feel free to contact me at sacalkins@stkate.edu. You may ask questions now, or if you have any additional questions later, the faculty advisor, *(name and phone number)*, will be happy to answer them. If you have other questions or concerns regarding the study and would like to talk to someone other than the researcher(s), you may also contact the faculty advisor.

You may keep a copy of this form for your records.

Statement of Consent:

You are making a decision whether or not to participate. Your signature indicates that you have read this information and your questions have been answered. Even after signing this form, please know that you may withdraw from the study at any time.

I consent to participate in the study. *(If you are video- or audio-taping your subjects, include a statement such as "and I agree to be videotaped.")*

Signature of Participant

Date

Signature of Parent, Legal Guardian, or Witness
(only include if applicable)

Date

Appendix C

Leader Interview Questions

Purpose of Interview: To gain unique insights in the launch of the culture change effort, beliefs about the leadership role and whether change is taking place.

Interview Objectives:

1. Learn what prompted leadership to initiate a focused culture change.
2. Understand the process to begin the change effort.
3. Understand what role the [Studied Organization] leadership believes they have in culture creation and management.
4. Invite leadership to share if they believe change is occurring.

Questions

Demographics:

1. How long have you worked for [Studied Organization]?
2. If the respondent worked elsewhere in the last 5 years, also ask: Did you embark on a culture change effort like this at your previous company?

Culture:

3. Tell me how you define organizational culture.
4. Tell me about your opinion on organization culture in general. Do you believe orgs can change their cultures?
5. How would you describe the [Studied Organization's] culture 3 years ago?
6. What prompted the change now?
 - a. Why call it out as a culture change?

Assessment:

7. What do you think has been the most impactful change for the Support teams? Or how you rate the following in terms of impact?
 - a) Technology enhancements
 - b) Form and Procedures changes
 - c) Culture workshop
 - d) New Leadership
8. What did you foresee as the most difficult part of this change? The easiest part?
9. Tell me how you think this change effort is going. Specifically in terms of the Support teams, is change occurring?

Leadership:

10. Edgar Schein, a prominent scholar of organization culture states, "a unique function of "leadership" as contrasted with management or administration is the creation and management of culture." Do you agree with that statement? Why or why not?
11. How would you describe your role in this change effort?
12. What questions do you have for me?

Appendix D Team Member Culture Survey

NOTE: Some comments were altered to maintain confidentiality.

Demographic Information

How long have you worked for [STUDIED ORGANIZATION]? Please do not include years worked for other business lines.

	Response Percent	Response Count
Less than 1 year	13.6%	12
1 year to < 5 years	44.3%	39
5 to < 10 years	17.0%	15
10 to <15 years	18.2%	16
15 to < 20 years	3.4%	3
20 years or more	3.4%	3

answered question 88

skipped question 0

Please identify the Support area you work in.

	Response Percent	Response Count
Operations	59.1%	52
Compliance	15.9%	14
Sales Supervision	4.5%	4
Finance	10.2%	9
Product/Consulting Services	10.2%	9

answered question 88

skipped question 0

Culture Change Analysis

Please indicate your agreement with the following statement: Organizations can change their culture.

	Response Percent	Response Count
Strongly agree	31.8%	28
Agree	65.9%	58
Disagree	1.1%	1
Strongly disagree	1.1%	1

answered question 88

skipped question 0

Please rate the following changes in terms of their impact on our company culture.

1=most impactful, 4=least impactful

	1	2	3	4	Rating Average	Response Count
Technology enhancements	35.2% (31)	36.4% (32)	18.2% (16)	10.2% (9)	2.03	88
Form & Procedures changes	11.4% (10)	29.5% (26)	39.8% (35)	19.3% (17)	2.67	88
Culture workshop	6.8% (6)	15.9% (14)	19.3% (17)	58.0% (51)	3.28	88
New Leaders/Managers	46.6% (41)	18.2% (16)	22.7% (20)	12.5% (11)	2.01	88

answered question 88

skipped question 0

Please indicate your agreement with the following statement: [Studied Organization's] culture is changing in a positive way that benefits our organization.

	Response Percent	Response Count
Strongly agree (everyone is contributing to the change)	6.8%	6
Agree (some things are changing, but we still have work to do)	71.6%	63
Disagree (little has changed)	20.5%	18
Strongly disagree (nothing has changed)	1.1%	1

answered question 88

skipped question 0

Questions presented after 'strongly agree' answer.

What do you think is driving this change?

1. I think the main driver of this change is that our leaders down realize that for change to be successful they have to believe in it too. The messages that we are all personally accountable for the success of this organization and that we are also responsible for how we act and treat others is imperative to our success in having a more positive work environment of respect, accountability and professionalism. Oct 1, 2012 6:03 AM
2. Our CEO. In addition, I believe the employees here have had a desire to work differently but, up til now, didn't now how to make change happen, or were afraid of to act. Oct 1, 2012 6:00 AM
3. A new CEO Oct 1, 2012 5:36 AM
4. The economy and the way people are more cautious with their money. Oct 1, 2012 5:24 AM
5. first the good relationships and good influence of the management, second to improve the working environment and good communication between the employee and the clients. Oct 1, 2012 5:07 AM
6. management Oct 1, 2012 4:42 AM

answered question 6

skipped question 0

What has influenced you to change/adopt the ideas presented in the culture workshop?

1. Participating in the...culture workshop. Seeing some managers embrace the culture change as an opportunity to improve their own communication styles with employees and embrace differences yet use modeling and guidance as a more effective approach. Understanding that positive nets positive. Negative nets negative. Oct 1, 2012 6:03 AM
2. I have come from, and worked in, environments like that which is being adopted here. It works. It's good - for all (ee's, shareholders, clients) Oct 1, 2012 6:00 AM
3. Nothing Oct 1, 2012 5:36 AM
4. Either change/adopt or get left behind. Oct 1, 2012 5:24 AM
5. for forsee better working environment and better group relationships and good attitudes for being in this business. When all has attained the goals then the business will prosper. Oct 1, 2012 5:07 AM
6. my own value system Oct 1, 2012 4:42 AM

answered question 6

skipped question 0

Questions presented after 'agree' answer.

What do you think is driving this change?

1. desire for a better environment, increased productivity,... Oct 16, 2012 7:30 AM
2. Management getting behind it and encouraging this. Also employee recognition in going above and beyond. Oct 8, 2012 6:51 AM
3. the leadership in the company is influencing the way the employees are treated and interact with each other Oct 4, 2012 10:07 AM
4. change in leadership Oct 3, 2012 2:10 PM
5. Individuals Oct 3, 2012 1:31 PM
6. Dissatisfaction with the "status quo" Oct 3, 2012 6:47 AM
7. From the bottom up rather than the top down Oct 2, 2012 10:56 AM
8. management encouragement Oct 2, 2012 10:27 AM
9. People here who want accountability to be key in our culture and take ownership of all requests they touch. Oct 2, 2012 9:12 AM
10. to become #1 [in] Industry Oct 2, 2012 6:40 AM
11. Our competitors and our customers are changing and we see that it is imperative to change also. Oct 1, 2012 1:27 PM
12. New leadership and [employees] added over the past few years. Oct 1, 2012 1:21 PM
13. Listening & working together Oct 1, 2012 12:06 PM
14. In areas where change - or the positive attempt at it - is most apparent/evident, I think it is in improved procedures and technologies. Secondary to that (at this point) are people who lead by example and in having people with influence point to those examples as a standard that's easily recognizable and possible to duplicate. Oct 1, 2012 10:35 AM
15. Negative feedback, poor survey results, basic inefficiency Oct 1, 2012 9:54 AM
16. the people recognizing the need to do so Oct 1, 2012 9:30 AM
17. I think [STUDIED ORGANIZATION] recognizes there is a great opportunity for us to continue to build on positive company performance (and capture market share) by transforming how to approach our daily work lives. Understanding it will take an entire company effort, not just manager level enthusiasm to do so. Oct 1, 2012 8:11 AM
18. The biggest driver is the new people being brought into the company that are willing to try new things and pick up on where we want the culture to go. From day one these new people can emulate the culture we want. Oct 1, 2012 7:36 AM
19. N/A Oct 1, 2012 7:02 AM
20. A desire to produce different results and a willingness to be responsible for change. Oct 1, 2012 6:37 AM
21. Technology and training are the best ways to facilitate change, Employees also being paid competitive salary with a chance to grow. Oct 1, 2012 6:33 AM
22. Manager's encouragement and results Oct 1, 2012 6:16 AM
23. I think most of our change is driven by the need to address market demands and revenue goals. Oct 1, 2012 6:15 AM
24. Management and employees who are engaged in the change effort. Oct 1, 2012 6:15 AM
25. Based on surveys over the years, it is evident that the communication in our company is lacking. Management has really tried to change that. Oct 1, 2012 5:58 AM
26. Efficiency. Oct 1, 2012 5:51 AM
27. Senior Management Oct 1, 2012 5:49 AM
28. In my area, our department level manager has been the primary force driving change, ensuring the attitudes/activities from the workshop are not forgotten. Oct 1, 2012 5:48 AM
29. People and resources. People must be open to change and technology to make change possible is critical Oct 1, 2012 5:37 AM
30. Senior leadership is looking for a way to set [STUDIED ORGANIZATION] apart from the competition, both from a retail perspective and an HR perspective. If you are the best, you can recruit the best and therefore grow your core business. Oct 1, 2012 5:35 AM

31. Changing our procedures to allow us to be easier to do business with. Also faster feedback and communication has allowed this change to move forward and provide better service to all customers internal and external. Oct 1, 2012 5:35 AM
32. The need to be more competitive in tough economic times Oct 1, 2012 5:32 AM
33. New leadership helps. The workshop may have helped by making people aware that we are trying to change. Oct 1, 2012 5:15 AM
34. Top-down approach to a change in management, generally hiring from outside the firm. Oct 1, 2012 5:10 AM
35. Technology upgrades Oct 1, 2012 5:02 AM
36. New CEO leadership Oct 1, 2012 5:01 AM
37. The growth of the...business...is forcing some of the [support] changes. Oct 1, 2012 4:53 AM
38. I think that the change could partially be stemming from the [annual] Surveys. Additionally, we also live in a culture that is continually evolving and in order to try to keep up with the change in our general social culture, we need to adjust and change the culture in our business. Oct 1, 2012 4:42 AM
39. making people aware Oct 1, 2012 3:53 AM

answered question 39

skipped question 24

What has influenced you to change/adopt the ideas presented in the culture workshop?

1. desire for better environment Oct 16, 2012 7:30 AM
2. I feel like I have always been above, but seeing other departments getting behind this encourages me more. Oct 8, 2012 6:51 AM
3. personal growth and accountability Oct 4, 2012 10:07 AM
4. still working on that. it's a great idea. Oct 3, 2012 2:10 PM
5. Self reflection Oct 3, 2012 1:31 PM
6. The thought that I can influence change Oct 3, 2012 6:47 AM
7. The...workshop brought to mind how I can begin changing my approach in my daily duties to push through barriers and seek to understand more of our business daily. Taking ownership for what I produce and pride in my work. Oct 2, 2012 10:56 AM
8. These changes are helpful in analyzing how we can work better at encouraging our co-workers and seeing ways we can better relate to our customers. Oct 2, 2012 10:27 AM
9. The concept of us all having a role in contributing to the bottom line and then seeing the hard figures and goal we are trying to get to. We need follow up on how we are doing at reaching the goals which hopefully will be part of our next townhall meeting. Oct 2, 2012 9:12 AM
10. got new ideas ,knowledge /skills how to be a positive person and beneficial for others Oct 2, 2012 6:40 AM
11. nothing really. it was a waste of time. Oct 1, 2012 1:27 PM
12. Talking & Listening, sharing ideas Oct 1, 2012 12:06 PM
13. It is good thing to learn the new idea. Oct 1, 2012 11:07 AM
14. Quite frankly, few things that were presented in the 'culture workshop' were what I'd call unique or revolutionary. It was nice to get some clarity of the high level objectives of the firm so that I could see where what I do every day might affect that ; but in terms of it changing my day-to-day work ethic, or attitude, it did little in that regard as I feel many of those things I already do. Oct 1, 2012 10:35 AM
15. Management follow through and encouragement Oct 1, 2012 9:54 AM
16. the recognized need, and the need to motivate others to do the same Oct 1, 2012 9:30 AM
17. After attending the workshop it was evident to me a lot of what I learned that day could easily be implemented into my work approach, and have a positive impact. Oct 1, 2012 8:11 AM
18. I can see from a high level they type of company we need to be and how the workshop was trying to bring our actions in line with where we want to go. Oct 1, 2012 7:36 AM
19. Myself. Oct 1, 2012 7:02 AM
20. The clear statements of the results we intend to produce. Oct 1, 2012 6:37 AM
21. Nothing Oct 1, 2012 6:33 AM

22. Other employees were engaged in the workshop and talked about it at their desks afterward. I felt like we were all "on board". Oct 1, 2012 6:16 AM
23. The workshop provided a good structure and outline, but you can only go so far as an individual if your managers and colleagues continue with the status quo. Oct 1, 2012 6:15 AM
24. What I basically took away from the workshop is be positive and more helpful toward your teammates, which is what I have been trying to do. Oct 1, 2012 6:15 AM
25. Even prior to the workshop, I was sick of being crabby here at work all day. I have made a more conscious effort to be friendly. In doing so, I have found work to be less painful. Oct 1, 2012 5:58 AM
26. Change is necessary to remain competitive. Oct 1, 2012 5:49 AM
27. Two things. First, after taking the workshop, the direct benefit of most of the ideas and attitudes from the training were readily apparent. After that, my immediate manager and our department head have done a lot to ensure that the lessons from the workshop are not forgotten. Oct 1, 2012 5:48 AM
28. A purpose or "something" to work toward. A little change goes a long way so I must start with myself and encourage those around me to do the same Oct 1, 2012 5:37 AM
29. I grew up in retail, these ideas are not new. Treat your customer right and be fair in your decision making. Oct 1, 2012 5:35 AM
30. I like the idea of working together to get the job done. Yes sometimes there are compliance barriers, but it is much more helpful when teams/departments work together vs. the idea of it's not my job or I don't have anything to do with that... type of attitude. Oct 1, 2012 5:35 AM
31. I am willing to support change that positively impacts an organization Oct 1, 2012 5:32 AM
32. Seeing how many of the old timers are quick to point out that something is "not my job". People specialize too much here when they could probably all know each other's jobs. It would make things easier to get things done if people would accept more responsibilities. Oct 1, 2012 5:15 AM
33. middle level managements stagnate approach to embrace the workshop due to past experiences Oct 1, 2012 5:10 AM
34. Just knowing what our company goals are Oct 1, 2012 5:02 AM
35. The idea that I do not want to be below the line. Oct 1, 2012 5:01 AM
36. I feel as though, I already carried a lot of the values and approaches to my work that the workshop taught us. I continue to put myself out there for coworkers and provide as much assistance as I can. Oct 1, 2012 4:53 AM
37. I believe that the culture needs to be changed from the top down. My manager has adopted many of the idea of a changing culture and has incorporated that into his/her management techniques and style and encouraged us as employees to do the same. Oct 1, 2012 4:42 AM
38. As the workshop was geared to sales, it had very little influence on my thinking. Change is always acceptable but sometimes hard to accept Oct 1, 2012 4:28 AM
39. ideas brought to my attention/making me aware Oct 1, 2012 3:53 AM

answered question 39

skipped question 24

Change is difficult and often met with resistance. Which type of resistance is most common at [STUDIED ORGANIZATION]?

	Response Percent	Response Count
Ability resistance - people do not have the knowledge/skills to change	4.9%	3
Willingness resistance – people lack motivation to change.	62.3%	38
Both equally	32.8%	20
Neither	0.0%	0

answered question 61

skipped question 2

Questions presented after 'disagree' answer..

What do you think is preventing the change/adoption of the ideas presented in the culture workshop?

1. Senior Leadership's lack of communication and hesitation to cooperate. Oct 4, 2012 11:39 AM
2. The adoption of the change principles stated in the training is not practiced by management. Their management practices are the same as before the training. Oct 3, 2012 10:22 AM
3. Some members of management's style and philosophies are hindering the changing of the culture at [STUDIED ORGANIZATION]. Oct 2, 2012 6:58 AM
4. No leadership. Change in this capacity needs to leadership. There is no one taking on the responsibility. Oct 2, 2012 5:23 AM
5. Due to a general lack in the amount of either positive or negative reinforcement. Oct 1, 2012 2:02 PM
6. Surveys are not anonymous. Certain problems are off the table or ignored. Upper management does not acknowledge or reward all employees contribution commensurate with their level of responsibility as compared to the sales force. Profit Sharing would be a nice start. Oct 1, 2012 1:57 PM
7. Management Oct 1, 2012 8:27 AM
8. Lack of funding to make the necessary changes, a culture of not wanting to rock the boat and fight for the right solutions instead of making due with the status quo. Oct 1, 2012 8:08 AM
9. I think there are a lot of people who are just too stubborn to change the way they do things, even the simplest of things that would make their work life better simply because, "That's not I have ever done it," kind of attitudes. It really only takes a few people not willing to embrace the change to drag the chance to change down. I think the other thing that really hurts people adopting change is that they see the managers and other people in charge not willing to make changes either. If management doesn't embrace the changes and really make an effort to show that they are making changes in attitudes and perceptions then no one will ever be willing to get behind making a change either. I know from where I sit, people talk about the [workshop] thing as a joke now because nobody in the management teams have made it a priority and we have not witnessed anybody willing to make any changes. I hear this a lot, "Why should I have to change, what I have been doing works just fine for me." There is a selfishness here that I see. I don't think people who work for large corporations really care that they are helping make the company any more money by doing something differently. Especially when the people who are expected to make the changes feel like that they are not properly rewarded for making the changes. I really think people have reached a point where helping their company make another million dollars doesn't matter to them because they know the corporation does not see them as a person, but merely an expense and will given the opportunity get rid of you if it will save them any kind of money at all. Even if this means not having the best people in the positions they should be in. Most people do not embrace change well and when there is no tangible reward to change you will always face opposition. Oct 1, 2012 7:53 AM
10. Lack of motivation, change wouldn't benefit the individuals Oct 1, 2012 7:03 AM
11. I don't see leaders fully engage with their teams. I don't see choices made in the workplace to move toward a better culture. Oct 1, 2012 6:22 AM
12. This business environment breeds the fear of change. Routine and procedure are so ingrained in our day to day that any change to that is met with fierce resistance. Oct 1, 2012 5:20 AM
13. The company is not spending adequate money on employee salaries, and upper management is too busy brown-nosing to enact meaningful change. Oct 1, 2012 4:07 AM

answered question 13

skipped question 5

Change is difficult and often met with resistance. Which type of resistance is most common at [STUDIED ORGANIZATION]?

	Response Percent	Response Count
Ability resistance - people do not have the knowledge/skills to change	5.6%	1
Willingness resistance – people lack motivation to change.	55.6%	10
Both equally	38.9%	7
Neither	0.0%	0

answered question 18

skipped question 0

Questions presented after 'strongly disagree' answer.

What do you think is preventing the change/adoption of the ideas presented in the culture workshop?

answered question 0

skipped question 1

Change is difficult and often met with resistance. Which type of resistance is most common at [STUDIED ORGANIZATION]?

	Response Percent	Response Count
Ability resistance - people do not have the knowledge/skills to change	0.0%	0
Willingness resistance – people lack motivation to change.	0.0%	0
Both equally	0.0%	0
Neither	100.0%	1

answered question 1

skipped question 0

Leadership Impact/Involvement

Has your direct manager taken action since you attended the Culture workshop?

	Response Percent	Response Count
Yes	57.0%	49
No	43.0%	37

answered question 86

skipped question 2

In your opinion, how important is it for your direct manager to model the change?

	Response Percent	Response Count
Very important	72.1%	62
Important	26.7%	23
Not important	1.2%	1

answered question 86

skipped question 2

In your opinion, how important is it for the senior leadership of [STUDIED ORGANIZATION] (your 2nd level manager and higher) to model the change?

	Response Percent	Response Count
Very important	86.0%	74
Important	14.0%	12
Not important	0.0%	0

answered question 86

skipped question 2

Wrapping Up

What is the most important action [STUDIED ORGANIZATION] should take now to continue our culture change effort?

	Response Percent	Response Count
Create a compelling shared vision	16.5%	14
Training	5.9%	5
Coaching and feedback	40.0%	34
Aligning recognition and reward systems around the new way of thinking and working	37.6%	32

answered question 85

skipped question 3

What does [STUDIED ORGANIZATION]'s culture change effort mean to you?

1. I am better able to service my client if I have the rest of operations on the same page. Oct 8, 2012 6:52 AM
2. I would love to work in an environment where people were positive and worked together for the best outcomes for both the company and the people that work for it. I think the organization of management for [STUDIED ORGANIZATION] needs to shift and be better communicated. Defined goals for the company need to exist and be communicated. The CEO needs to care about the bottom line. If there is any work being done to make these things happen, we don't know about it. So the culture change effort doesn't mean much to me at this point. Oct 4, 2012 11:47 AM
3. It seems like a step in the right direction, but there is still work to be done, and I'm not sure anyone knows what the next steps are. Oct 4, 2012 10:09 AM
4. nothing I have been through this kind of thing with 3 previous employers. Nothing really changes. Oct 4, 2012 10:04 AM
5. A better firm for our clients and our employees Oct 3, 2012 1:32 PM
6. Without continued effort to build on the training, it will end up as wasted effort which has an equally powerful message to the staff who attended the training. Oct 3, 2012 10:24 AM
7. It means a lot, however it may be too dependent on senior leadership's willingness and/or ability to make such changes Oct 3, 2012 6:48 AM
8. It means recognizing and making the most of what I can control at my level and being accountable and taking pride in my work. Oct 2, 2012 10:59 AM
9. It is creating a more positive atmosphere Oct 2, 2012 10:28 AM
10. Taking ownership of requests and then guiding the request through the correct channels. Key here is all departments working together and understanding that our collective goal is happy clients and advisors which then translates to our bottom line revenue. Oct 2, 2012 9:23 AM
11. work together regardless the race ,help each other so the things can done quickly Oct 2, 2012 6:45 AM
12. Very little, because I see almost no change. Oct 2, 2012 5:24 AM
13. Has not had much of an affect thus far. Oct 1, 2012 2:12 PM

14. Until upper management realizes that each person contributes at what they are best at and addresses the problems that nobody talks about; nice sentiment. Oct 1, 2012 2:02 PM
15. Very little. Our department is very service-oriented, and I would lose my job if I wasn't. Oct 1, 2012 1:22 PM
16. mean a lot, like communicating openly and candidly. Oct 1, 2012 11:12 AM
17. It means working cooperatively to meet overall objectives ; to be shown - and to endeavor to learn - how one's individual (or a given group's) function impacts those overall objectives and to present it to everyone in a way that's clear and objective so that tailored goals are attainable/achievable to everyone on an objective basis ; and, based on the above, to have everyone held accountable for their part in attaining those objectives ; and to then reward those individuals and groups (in meaningful, material ways, ie. bonuses and raises) for adhering to and attaining those principals and goals respectively. Oct 1, 2012 10:44 AM
18. It should read - what does it mean FOR me? Easier job satisfaction, more productive/fulfilling work days, shared vision with co-workers to drive goal achievements Oct 1, 2012 9:57 AM
19. If everyone applied the "concepts", the workplace would be a better place to work! Oct 1, 2012 8:31 AM
20. For the first time, it's evident our company is actively trying to be better. To not accept industry norms and status quo, and separate ourselves from the competition by transforming the way we do business. Oct 1, 2012 8:12 AM
21. It doesn't mean anything to me right now. I think it is a joke because for all the talk about making change the [STUDIED ORGANIZATION] is not going to put money in the budget to go to more training. So long as business line leaders are getting their fat bonuses based on bottom line contribution there will never be money spent on making the employees here any better than what they came in as. The good employees take it upon themselves to better themselves. I have never witnessed the [STUDIED ORGANIZATION] trying to make somebody any better. I think you change the culture in your local area, on your own team that is, but it will never be as far reaching as the entirety of [STUDIED ORGANIZATION] or any large coporation. Oct 1, 2012 7:58 AM
22. It's bring the way we do things today into an environment that embraces new ideas, technology, and people so we can as a corperation stay relevent. Oct 1, 2012 7:51 AM
23. Very important. Got to get new faces recognized, promoted and rewarded. Changing the culture starts from the top down. It'll make a lot more people want to work here and be willing to perform above the line. Oct 1, 2012 7:07 AM
24. The cultural change process provides me with the opportunities of responsibility, leadership and satisfaction. Oct 1, 2012 6:41 AM
25. More efficient work processes and seeing other people put in the effort. Oct 1, 2012 6:34 AM
26. If embraced by the workforce it could be mean a more meaningful place to work. Oct 1, 2012 6:24 AM
27. To be honest, I don't know if I've been here long enough to fully understand how things were prior to the effort to change. My first year was focused on learning my position, so I did not pay a whole lot of attention to the culture. I just came to work and.. worked. Oct 1, 2012 6:20 AM
28. It's a positive direction, but it hasn't changed my day to day experience as much as having a new manager with a great leadership style come in from the outside has. Oct 1, 2012 6:18 AM
29. I feel like I am empowered in my role and that if I make a change it matters to my co-workers and ultimately our company. Oct 1, 2012 6:17 AM
30. I believe we have a diverse talented group of individuals that have a wide spectrum of knowledge and experience. If Senior Managers and Managers continue to act and treat employees by modeling great behavior and a shared vision, by recognizing employees when they meet or exceed expectations and by giving managers and senior managers training and awareness of how impactful they are and their ability to communicate effectively and with respect following the vision of the company and culture. Implement training and coaching for these leaders within the organization so they can gain awareness of their actions and words and how they manage and improve their management styles if needed, Promote a positive, supportive work culture that embraces and drives excellent output from all employees regardless of title. Utilize existing communication and leadership programs within the organization for a training ground to deliver effective communication and leadership. Oct 1, 2012 6:08 AM

31. It means having a positive work ethic and incorporating it into your everyday work habits. Oct 1, 2012 6:07 AM
32. Increased revenue opportunities! Increased efficiencies, increased accountabilities, responsibilities and a progression toward success Oct 1, 2012 6:01 AM
33. Overall it equates to a more enjoyable work experience. If we all have to be here, it makes sense that we have a good time while we're at it! Oct 1, 2012 5:59 AM
34. To me it means looking outside your daily tasks and realizing how what you do affects other areas and also taking the extra time and effort to follow through on something even if your particular task may be complete, give recognition when deserved, ask for feed back. Oct 1, 2012 5:56 AM
35. To me, it means that I must take an active approach to working towards our firm's goals. Oct 1, 2012 5:51 AM
36. It is the difference between having a career and a job. You need to be energized about what you do. Oct 1, 2012 5:37 AM
37. [STUDIED ORGANIZATION]'s culture change effort means that we have recognized that the way we currently are doing business isn't working to our fullest advantage. By developing new goals and visions throughout the culture it is going to allow the company to move forward and become a better place to work and do business with. Which in turn should increase business. Oct 1, 2012 5:37 AM
38. It demonstrates that...values [STUDIED ORGANIZATION] as a valuable business line in the overall vision for the [STUDIED ORGANIZATION]. Oct 1, 2012 5:34 AM
39. It means the company believes in it's employees and a strong future for the company. Oct 1, 2012 5:27 AM
40. Not much, honestly. It is not that I think it is a bad thing, it seems as though it would make things a little better. But, I know that nothing is going to come of it, and it is kind of like putting a suit on a rat. It might make things look better on the surface, but underneath all that, it's still pretty unpleasant. Oct 1, 2012 5:24 AM
41. Growth Oct 1, 2012 5:11 AM
42. success in different aspects within the business Oct 1, 2012 5:09 AM
43. Employees going the extra mile for the client and for other employees. Helping each other out. Streamlining processes to be more efficient Oct 1, 2012 5:04 AM
44. It means that I work for a company that is going to be more successful, which means that I will be more successful as a professional, and hopefully that will translate to greater financial reward and gainful employment. Oct 1, 2012 5:03 AM
45. I feel as though [STUDIED ORGANIZATION] has a huge opportunity ahead of it, as long as the internal culture changes and people are held more accountable for their actions. I greatly support the cultural change. If we are able to make this transition and become more productive, it will make all of our jobs more enjoyable. Oct 1, 2012 4:56 AM
46. better working environment Oct 1, 2012 4:44 AM
47. I believe that it means that we need to stop placing ourselves in silos and only focusing on single tasks. Rather, we need to figure out ways to work together more for the common good. Oct 1, 2012 4:44 AM
48. Again, it was geared to the sales force, and I am not in sales. It would need to be expanded to include all area's of [STUDIED ORGANIZATION] Oct 1, 2012 4:31 AM
49. It means nothing unless there are visible changes, including adequate space in which to work. We need the TOOLS to do our jobs. You should try keeping information confidential in cubes that have no high wall barriers between rows, let alone the fact that we're crammed in here at...like sardines. Or, try formatting a document with technology that's 10 years old....Shall I go on? Meaningful change costs money. You need to START with senior management, who needs to wake up and see they have a huge problem here. Oct 1, 2012 4:15 AM
50. reinforces what I had beleived Oct 1, 2012 3:57 AM

answered question 50

skipped question 38

Appendix E Leader Culture Survey

NOTE: Some comments were altered to maintain confidentiality.

Demographic Information

How long have you worked for [STUDIED ORGANIZATION]? Please do not include years worked for other business lines.

	Response Percent	Response Count
Less than 1 year	12.0%	3
1 year to < 5 years	36.0%	9
5 to < 10 years	24.0%	6
10 to <15 years	8.0%	2
15 to < 20 years	8.0%	2
20 years or more	12.0%	3

answered question 25

skipped question 0

Please identify the Support area you work in.

	Response Percent	Response Count
Operations	56.0%	14
Compliance	16.0%	4
Sales Supervision	0.0%	0
Finance	12.0%	3
Product/Consulting Services	16.0%	4

answered question 25

skipped question 0

How long have you been in a management role at [STUDIED ORGANIZATION]?

	Response Percent	Response Count
Less than 1 year	20.0%	5
1 year to < 5 years	48.0%	12
5 to < 10 years	16.0%	4
10 to <15 years	8.0%	2
15 to < 20 years	4.0%	1
20 years or more	4.0%	1

answered question 25

skipped question 0

Please identify your number of direct reports:

	Response Percent	Response Count
1 to 5	64.0%	16
6 to 10	28.0%	7
11 to 15	8.0%	2
16 or more	0.0%	0

answered question 25

skipped question 0

Culture Change Analysis

Please indicate your agreement with the following statement: Organizations can change their culture.

	Response Percent	Response Count
Strongly agree	40.0%	10
Agree	60.0%	15
Disagree	0.0%	0
Strongly disagree	0.0%	0

answered question 25
skipped question 0

Please rate the following changes in terms of their impact on our company culture.
1=most impactful, 4=least impactful

	1	2	2	3	3	4	4	Rating Average	Response Count
Technology enhancements	36.0% (9)	40.0% (10)	16.0% (4)	8.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	1.72	25
Form and Procedures changes	4.0% (1)	20.0% (5)	32.0% (8)	44.0% (11)	0.0% (0)	0.0% (0)	0.0% (0)	2.40	25
Culture workshop	4.0% (1)	12.0% (3)	44.0% (11)	40.0% (10)	0.0% (0)	0.0% (0)	0.0% (0)	2.36	25
New Leaders/Managers	56.0% (14)	28.0% (7)	8.0% (2)	8.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	1.52	25

answered question 25
skipped question 0

Please indicate your agreement with the following statement: [Studied Organization's] culture is changing in a positive way that benefits our organization.

	Response Percent	Response Count
Strongly agree (everyone is contributing to the change)	12.0%	3
Agree (some things are changing, but we still have work to do)	68.0%	17
Disagree (little has changed)	12.0%	3
Strongly disagree (nothing has changed)	8.0%	2

answered question 25
skipped question 0

Questions presented after 'strongly agree' answer.

What do you think is driving this change?

1. New leadership. [Parent Company CEO] vision and willingness for change. Oct 9, 2012 10:37 AM
2. The need to service our clients. Oct 2, 2012 5:02 AM
3. leadership - top down support and belief in the change Oct 1, 2012 6:43 AM

answered question 3
skipped question 0

What has influenced you to change/adopt the ideas presented in the culture workshop?

1. Repeated drips of message. Belief in leaders of org. Oct 9, 2012 10:37 AM
2. The changes we make will benefit our service to the sales field which will bring in more clients. The driver is the betterment of [STUDIED ORGANIZATION]. Oct 2, 2012 5:02 AM
3. everybody wants to pursue a culture of change Oct 1, 2012 6:43 AM

answered question 3

skipped question 0

Questions presented after 'agree' answer.

What do you think is driving this change?

1. The individuals that have adapted principals from the training. Oct 5, 2012 1:27 PM
2. Employees working as a team. Oct 3, 2012 2:30 PM
3. The employees want to see a change. They are the ones driving it. Oct 2, 2012 11:43 AM
4. Individuals who see the benefit of change. Oct 2, 2012 11:02 AM
5. Message from the top, changes in the middle and lower management. Oct 2, 2012 6:31 AM
6. Organizational focus on creating a better client experience. Oct 1, 2012 12:59 PM
7. corporate mandate Oct 1, 2012 11:11 AM
8. Managements's support of changing the culture Oct 1, 2012 9:10 AM
9. Discussing our wins, pushing for efficiencies and allowing our staff to have a voice in making things better. Oct 1, 2012 5:55 AM
10. Senior management identifying that we must become more customer...centric in order to compete. Oct 1, 2012 5:36 AM
11. Employees who want to make a change. Oct 1, 2012 5:12 AM
12. Management - employees are hearing and witnessing the changes. Oct 1, 2012 4:44 AM
13. Growth Oct 1, 2012 4:19 AM

answered question 13

skipped question 4

What has influenced you to change/adopt the ideas presented in the culture workshop?

1. Realizing the impact that it will have on the organization. Oct 5, 2012 1:27 PM
2. My immediate manager has a way of putting a positive spin on change. Oct 3, 2012 2:30 PM
3. The fact that they work. Oct 2, 2012 11:43 AM
4. Self motivation Oct 2, 2012 11:02 AM
5. Support and expectation from the top [CEO]... Oct 2, 2012 6:31 AM
6. Desire to make a positive impact on clients and those I work with. Oct 1, 2012 12:59 PM
7. I have implemented minimal change Oct 1, 2012 11:11 AM
8. I typically embrace change as I believe change is usually for the better. Improving, streamlining, etc. Oct 1, 2012 9:10 AM
9. Having a consistent language...impact when speaking about various things going on in the company. Oct 1, 2012 5:55 AM
10. Feeling good about myself by making a difference for our customers everyday. Oct 1, 2012 5:36 AM
11. The upbeat positive messages I recieved in the workshop Oct 1, 2012 4:44 AM

answered question 11

skipped question 6

Change is difficult and often met with resistance. Which type of resistance is most common at [STUDIED ORGANIZATION]?

	<u>Response Percent</u>	<u>Response Count</u>
Ability resistance - people do not have the knowledge/skills to change	0.0%	0
Willingness resistance – people lack motivation to change.	41.7%	7
Both equally	52.9%	9
Neither	5.9%	1

answered question 17

skipped question 0

Questions presented after 'disagree' answer.

What do you think is preventing the change/adoption of the ideas presented in the culture workshop?

1. Only half of the company attended the workshop – the...employees who reside in [STUDIED ORGANIZATION] should attend as well. Oct 1, 2012 10:28 AM
2. Same old same old. Oct 1, 2012 4:38 AM

answered question 2

skipped question 1

Change is difficult and often met with resistance. Which type of resistance is most common at [STUDIED ORGANIZATION]?

	<u>Response Percent</u>	<u>Response Count</u>
Ability resistance - people do not have the knowledge/skills to change	0.0%	0
Willingness resistance – people lack motivation to change.	33.3%	1
Both equally	66.7%	2
Neither	0.0%	0

answered question 3

skipped question 0

Questions presented after 'strongly disagree' answer.

What do you think is preventing the change/adoption of the ideas presented in the culture workshop?

1. Sr management is not on board. There have been no changes in communication or involvement with the employees. Oct 3, 2012 5:09 AM
2. Leadership Oct 1, 2012 6:30 AM

answered question 2

skipped question 0

Change is difficult and often met with resistance. Which type of resistance is most common at [STUDIED ORGANIZATION]?

	Response Percent	Response Count
Ability resistance - people do not have the knowledge/skills to change	0.0%	0
Willingness resistance – people lack motivation to change.	50.0%	1
Both equally	50.0%	1
Neither	100.0%	1

answered question 2

skipped question 0

Leadership Impact/Involvement

Edgar Schein, a prominent scholar of organizational culture states, “a unique function of “leadership” as contrasted with management or administration is the creation and management of culture.” Please indicate your agreement with this statement.

	Response Percent	Response Count
Strongly agree	24.0%	6
Agree	76.0%	19
Disagree	0.0%	0
Strongly disagree	0.0%	0

answered question 25

skipped question 0

Prior to this change effort, had you considered culture creation or management as part of your leadership role?

	Response Percent	Response Count
Yes	72.0%	18
No	28.0%	7

answered question 25

skipped question 0

In your opinion, how important is it for you to model the new culture?

	Response Percent	Response Count
Very important	76.0%	19
Important	24.0%	6
Not important	0.0%	0

answered question 25

skipped question 0

Has your direct manager taken action since you attended the Culture workshop?

	Response Percent	Response Count
Yes	64.0%	16
No	36.0%	9

answered question 25

skipped question 0

In your opinion, how important is it for your direct manager to model the change?

	Response Percent	Response Count
Very important	56.0%	14
Important	44.0%	11
Not important	0.0%	0

answered question 25

skipped question 0

In your opinion, how important is it for the senior leadership of [STUDIED ORGANIZATION] (your 2nd level manager and higher) to model the change?

	Response Percent	Response Count
Very important	76.0%	19
Important	24.0%	6
Not important	0.0%	0

answered question 25

skipped question 0

Wrapping Up

What is the most important action [STUDIED ORGANIZATION] should take now to continue our culture change effort?

	Response Percent	Response Count
Create a compelling shared vision	20.0%	5
Training	8.0%	2
Coaching and feedback	36.0%	9
Aligning recognition and reward systems around the new way of thinking and working	36.0%	9

answered question 25

skipped question 0

What does [STUDIED ORGANIZATION]'s culture change effort mean to you?

1. A more sustainable business model. Oct 9, 2012 10:39 AM
2. Communication, recognition and team work. Oct 3, 2012 5:11 AM
3. It means the company is trying to create a better work environment for its employees; one in which people want to work and excel. Oct 2, 2012 11:47 AM
4. Holding the resistors accountable for not embracing a new way of doing business (processes and procedures.) Oct 2, 2012 6:34 AM
5. It is something that everyone in the organization should adopt, but needs to be led by management. There will be those that fight it, but management must persist. This will slowly bring people around. Oct 2, 2012 5:06 AM
6. work Oct 1, 2012 11:13 AM
7. The workshop was great in theory - however, ...behavior still exists and until everyone realizes that it is OK to be wrong or say you don't understand - [STUDIED ORGANIZATION] will stay the same. Oct 1, 2012 10:31 AM
8. Everyone understanding and working towards common goals Oct 1, 2012 9:13 AM
9. What it takes for [STUDIED ORGANIZATION] to achieve "plan". Oct 1, 2012 6:33 AM

10. Owning the results that the company produces and continuing to drive goals/outcomes that align with the sales force. Oct 1, 2012 5:57 AM
11. Currently - it means looking at how my dept operates and how it can change. With my former Manager it meant nothing, because they are all blow and no go which is a huge part of the problem at [STUDIED ORGANIZATION]. Oct 1, 2012 4:42 AM

answered question 11

skipped question 14