

STEPS IN CHANGING ORGANISATIONAL / TEAM CULTURE

Peritum Agri Insitute

5 Phases to Change Culture to Embrace Organisational Change



PHASE 1: ANALYSING THE EXISTING CULTURE

1. Getting results is to decide what results one wants.
2. Analyse the culture and set objectives.
3. With the guidance of professional consultants, employees at all levels do this for their own groups.
4. Questions: “What are the norms at work in this situation?” “Which norms do we want to change” “What are our objectives?”



PHASE 2: EXPERIENCING THE DESIRED CULTURE

1. Acting out of results before they are achieved – a sort of modelling of a hoped-for culture by the very persons who will be working towards it.
2. By experiencing the new norms and seeing what the new culture can be like, people are given a chance to see if that change is in fact possible.



PHASE 3: MODIFYING THE EXISTING CULTURE

1. Have top-management people become positive role models, setting the tone through their behaviour.
2. Create new stories, symbols, and rituals, to replace those currently in vogue.
3. Select, promote, and support, employees who espouse the new values that are sought.
4. Redesign socialisation processes to align with the new values.
5. Change the reward system to encourage acceptance of a new set of values.
6. Replace unwritten norms with formal rules and regulations that are tightly enforced.
7. Shake-up current subcultures through extensive use of job rotation.
8. Work to get peer group consensus through utilization of employee-participation and creation of a climate with a high level of trust.





Culture does not change because we desire to change it. Culture changes when the organization is transformed; the culture reflects the realities of people working together every day.

PHASE 4: SUPPORT PEOPLE DURING THE CHANGE PROCESS

The term “change” implies that something familiar ends and that something different starts. The period between these two stages is transition. This is where people must learn to let go of the old and embrace the new. The change period can be divided into three stages:

- The Ending
- The Neutral Zone
- The Beginning

PHASE 5: EVALUATING RESULTS AND SUSTAINING THE DESIRED CULTURE

Evidence of results have proved to be one of the major factors in cultural change. Only hard data can convince people that what they believed to be impossible is not only possible, but has already been accomplished.

As the programme is implemented and results achieved, the focus shifts to sustaining the emerging positive culture.

Regular evaluation is critical throughout the installation phase, to clearly measure progress toward objectives, so is ongoing evaluation necessary to ensure that results are sustained