

Strategic Management of Change

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Chapter 7. Cultural perspective of change

Objectives of the chapter

- Understanding the role of field force analysis in the change process;
- Comprehending the implications of sensemaking as an activity for change leadership;
- Understanding the feasibility of crafting moral sensibility through social network analysis.

Cultural perspective of change

Field Force Analysis:

This analysis identifies forces that facilitate or hinder the change process at the organizational cultural level. This tool helps answer the following questions:

1. What are the elements within the cultural web that facilitate the desired developments, and how can they be utilized and reinforced?
2. What are the elements within the cultural fabric that impede change, and how can they be overcome?
3. What actions should be taken to encourage individuals in the organization to embrace the change initiative?

Field Force Analysis

Supportive forces for change:

- Service quality;
- High performance culture;
- Flexibility;
- Independent interests, etc.

Field Force Analysis

Hindering forces for Change:

- Excessive workload;
- Constant emergencies;
- Administrative division;
- Presence of power zones (baronies);
- Bureaucratic management;
- Stories about the "good old days";
- Punitive culture;
- Compliance and conformity, etc.

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Field Force Analysis

New forces for Change:

- User reactions;
- Listening to Managers;
- Expressing skepticism and creating challenges;
- Easily accessible managers;
- Discussing success;
- Reward instead of punishment;
- Symbolic participation;
- Greater delegation of responsibilities;
- Budgets replaced with growth schemes.

Meaning framework

The importance of meaning in change processes

- Analytical reasoning may not be sufficient to stimulate the change process.
- Communication between individuals is not solely about rationality, facts, and logic. It also involves stories and narratives that provide a pattern, meaning, and cohesive sense to the experiences they undergo (Fisher, 1984).

Meaning framework

How to Create Meaning: The Four Cs Persuasion Mix (4 Cs)

- **Credibility:** Infuse vitality into the experience and leverage informal networks.
- **Common Ground:** Clarify issues and give them meaning.
- **Compelling Evidence:** Stories are the ones that sway decisions, not data alone.
- **Connect:** Utilize harmony and emotional resonance.

Cultural Network Analysis

Cultural Network Analysis

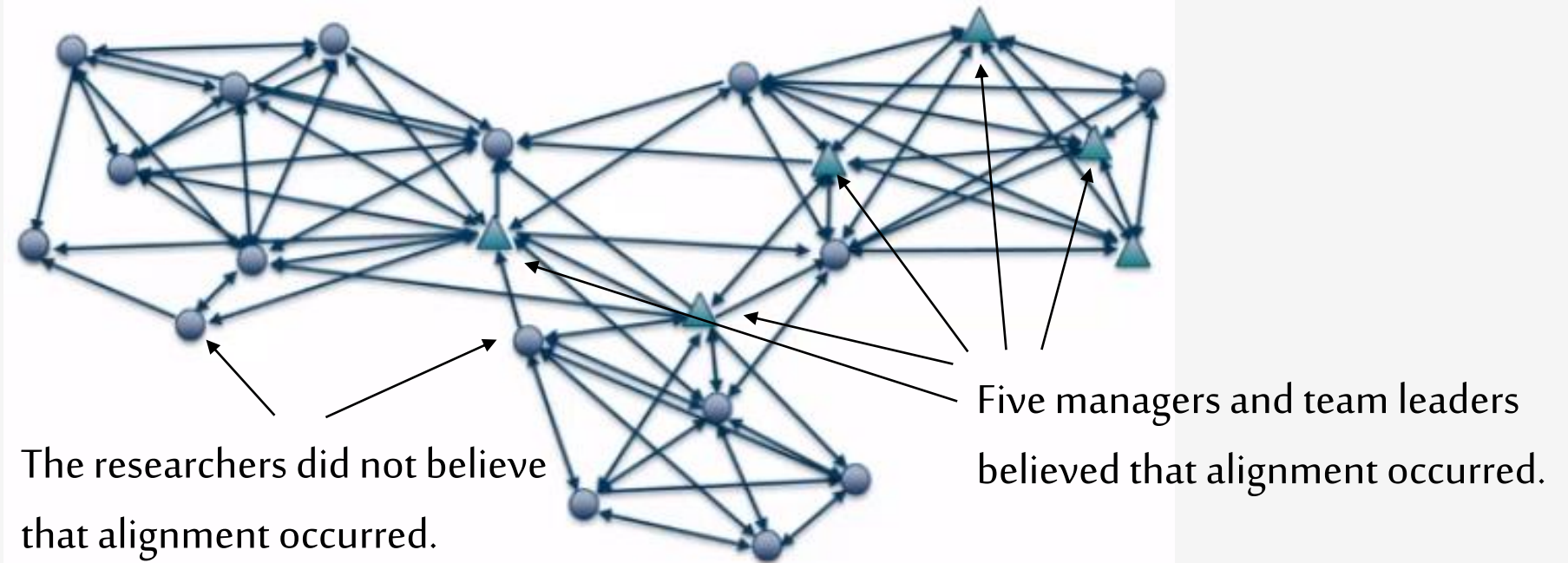
- The cultural network consists of both:
 - social network
 - Sense-making.
- Cultural values are typically gathered through surveys directed at various departments.
- Cultural network analysis allows for targeting interventions related to change.

Cultural Network Analysis

Cultural Network Analysis

Various beliefs persist in the integrated network.

Question: Have most experiences been aligned across different units? (True or False)?



Source: Johnson-Cramer et al. (2007)

Summary

- Field Force Analysis helps understand what needs to be done in the change process as it indicates the supporting and inhibiting forces for change.
- Cultural Network Analysis combines sense-making with social network analysis to target the change process.
- Successful leaders act as inspired “shamans” in the cultural network.