



Cultural Change Situation™

ORGANIZATIONAL DEVELOPMENT

Create a culture that promotes high-quality service and teamwork

U *unlock the secrets
of synergy and
Constructive cultures.*

WHAT IS THE CULTURAL CHANGE SITUATION?

The *Cultural Change Situation* is an interactive team exercise that provides managers and members of culture change committees with a deeper understanding of the cultural norms measured by the *Organizational Culture Inventory*® (OCI®). The exercise prepares them for the next step following OCI feedback—action planning. Developed by Dr. Janet L. Szumal, the *Cultural Change Situation* challenges participants to analyze OCI profiles that are based on the results of various organizations and identify: the strongest and weakest cultural norms; the forces that create and reinforce those norms; and the outcomes that result from them.

HOW DOES THE CULTURAL CHANGE SITUATION WORK?

Working in groups of four to six members, participants analyze nine different OCI profiles. Each profile has a corresponding set of questions designed to guide participants in identifying strongest and weakest cultural norms, the factors that are likely promoting these norms (and therefore could be used as levers for change), and the outcomes associated with these norms. Participants can then compare their answers to those

guided by data on the organizations upon which the *Cultural Change Situation* is based. Data are based on the *Organizational Effectiveness Inventory*® and manager interviews.

The exercise takes approximately 3 to 3½ hours to complete, including debriefing the results.

APPLICATIONS

The *Cultural Change Situation* can be used to:

- Introduce participants to the concept of organizational culture
- Prepare participants to analyze their own organization's OCI results
- Teach participants about the impact of culture on individual, team, and organizational effectiveness
- Illustrate how an organization's culture can be redirected through various levers for change

WHO SHOULD EXPERIENCE THE CULTURAL CHANGE SITUATION?

The *Cultural Change Situation* is particularly appropriate for supervisors, managers, organizational change agents, organization development professionals, and members of organization change teams.