

Cultural change and leadership in organizations



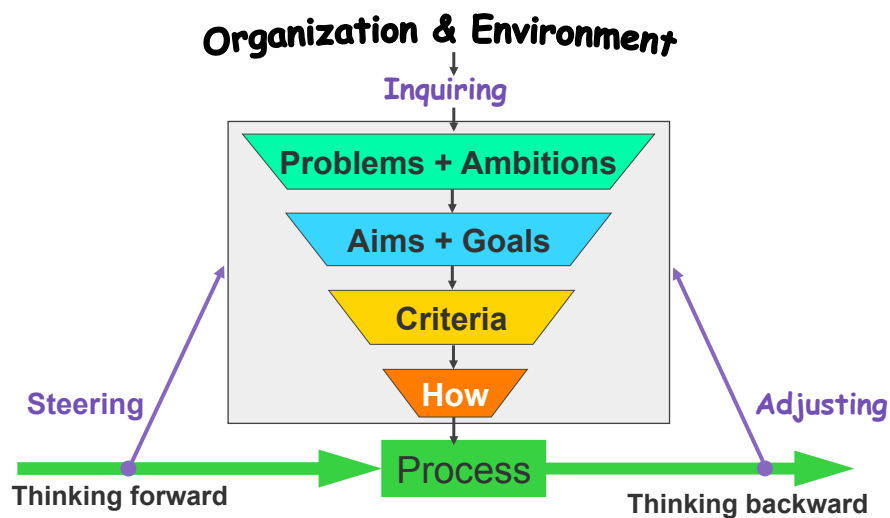
University of Hospitality Management – The Hague
Prof. dr. Jaap Boonstra

Content

- Organizational change and cultures
 - Surviving in times of crisis
 - Qualifying for the future
 - Collaborative development
 - Research as adventure
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- Change strategies
 - Changing in health care
 - Interventions for realizing changes
 - Meaningfull leadership
 - Personal leadership

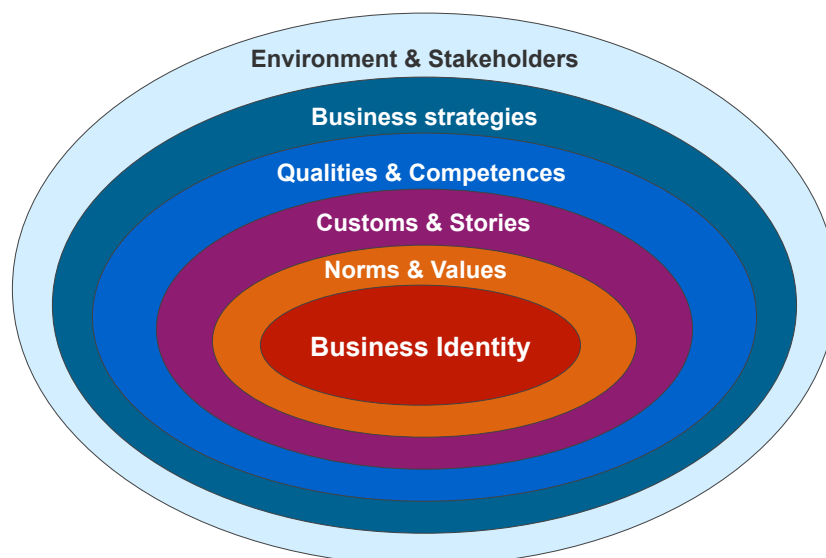
There is
NO
one best way
of
Changing
organizations

Managing Organizational Change



Culture eats Strategy for breakfast

Organizations as cultures



Surviving in times of crisis



Focus on markets and customer needs

- Good position financially and market
- Maintain and strengthen market position
- Emphasis on market needs and opportunities
- Extend and deepen market segments
- Renewal of product offerings
- Minimize poor running products
- Profiling strengths and continues innovation

Cost conscious operating

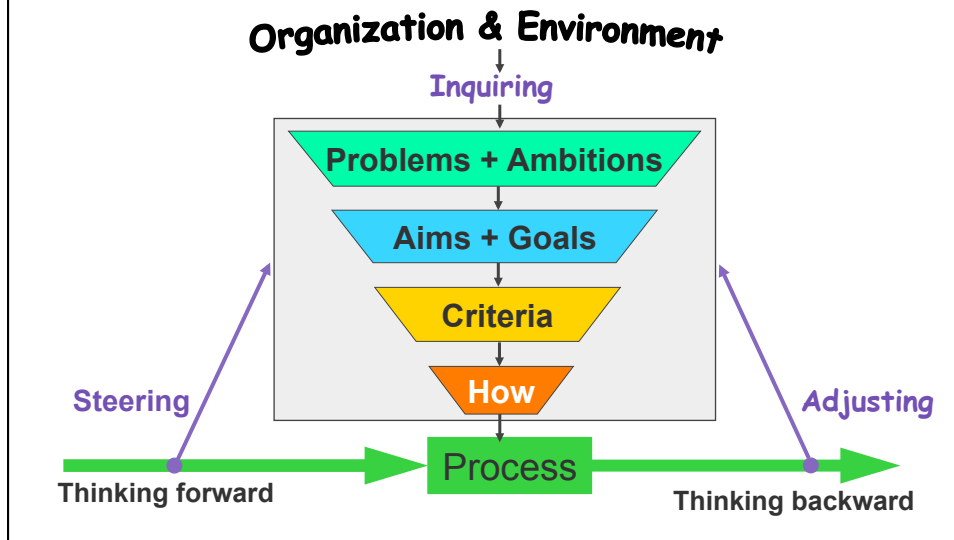
- Improving financial position
- Targeted cost savings - cost conscious operating
- Cost savings on top and middle management
- More conscious budgeting and reducing costs
- Monitoring realizable plans
- Decentralization execution

Surviving

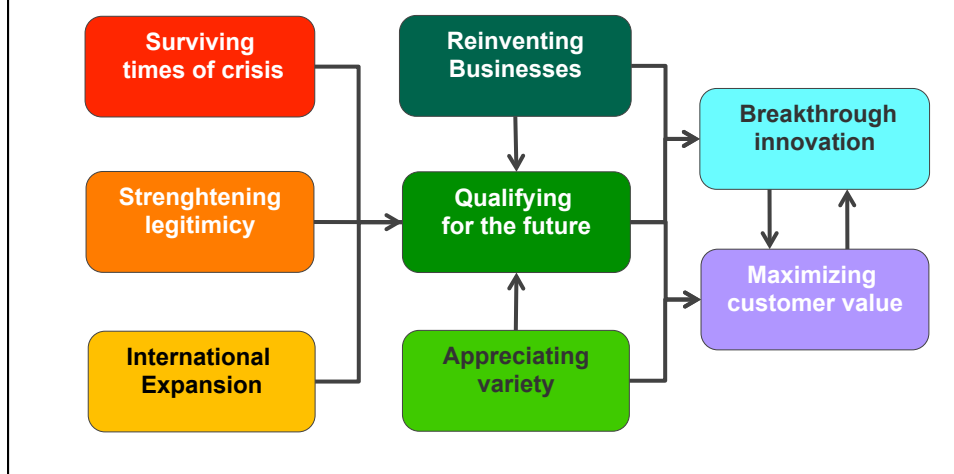


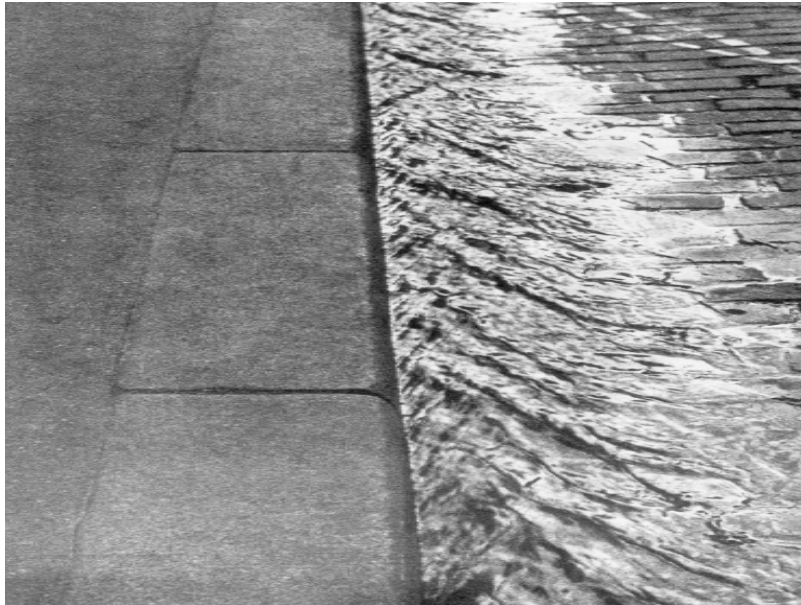
**Pride
Identity
Meaning
Engagement**

Managing Organizational Change



Trajectories for change





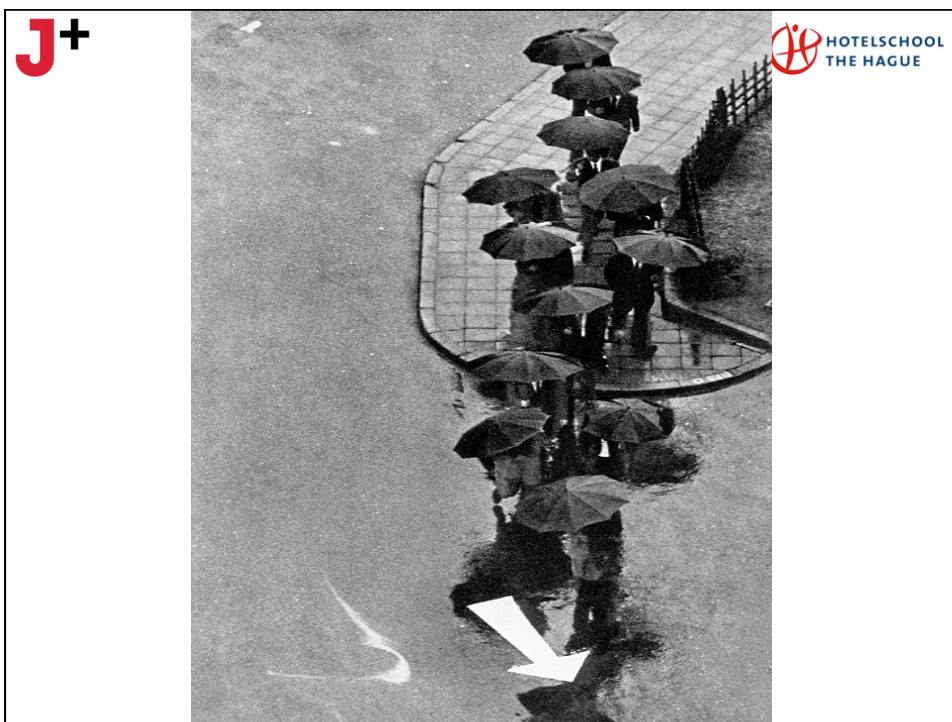
Planned change and Developing

Planned Change

Focus on shortcomings
 Blue print thinking
 Top – down
 Solution-oriented
 Stable end solution
 Single linear process
 Strict norms and planning
 Techno-economic rationality
 Abstract - Concrete
 Design ↔ Implementation

Developmental change

Focus on experiences
 Improvements based in the organization
 Using existing knowledge
 Problem-oriented
 Improving ability of change
 Continuous and iterative process
 Regard for abilities to change
 Socio-political rationality
 Concrete - Abstract
 Smooth transitions



J+

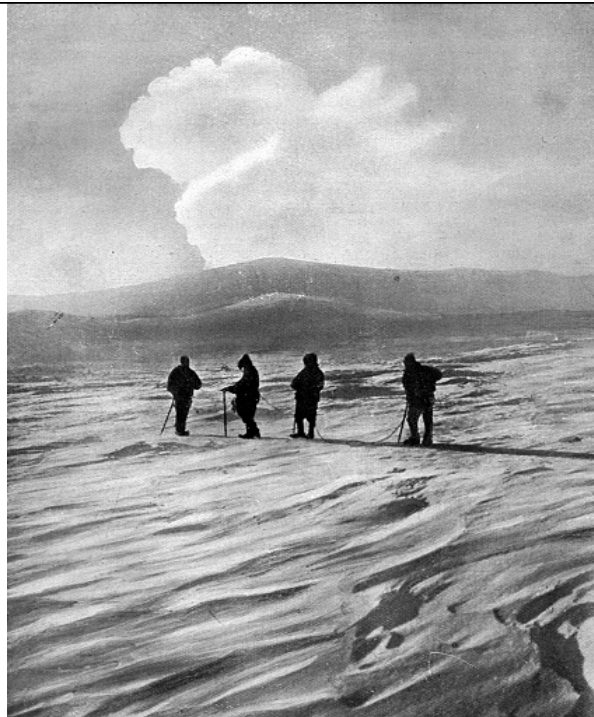
HOTELSCHOOL
THE HAGUE

Qualifying for the future

The collage consists of several elements arranged in a diagonal path from bottom-left to top-right: a KPN logo, a man in a white shirt working on server racks, a map of Europe, a man in a green KPN shirt, and a hand holding a smartphone displaying the KPN logo.

Fair proces

- Open and clear about context and situation
- Sense making and sharing experiences
- Not disqualifying the past – qualifying for the future
- Time and possibilities to share emotions
- Clear about steps to be taken
- Influence for people involved
- Clear decision making proces
- Final decision clear and fair
- Explicit what decision means for individuals
- Clear what is expected from specific people



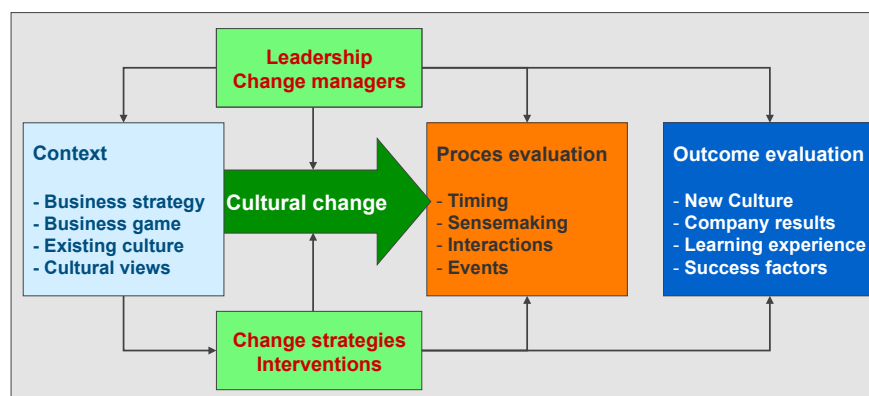




Collaborative development

- Relations between organization and environment
- Joint values and norms: business idea
- Clarity on backgrounds and problems
- Clarity aim and approach of the change
- Insight into change processes
- Top management's role of pioneer
- Certainty about work and terms of employment
- Clear terms for directives
- Management's confidence in delegation
- Willingness to co-operate
- Experience in teamwork

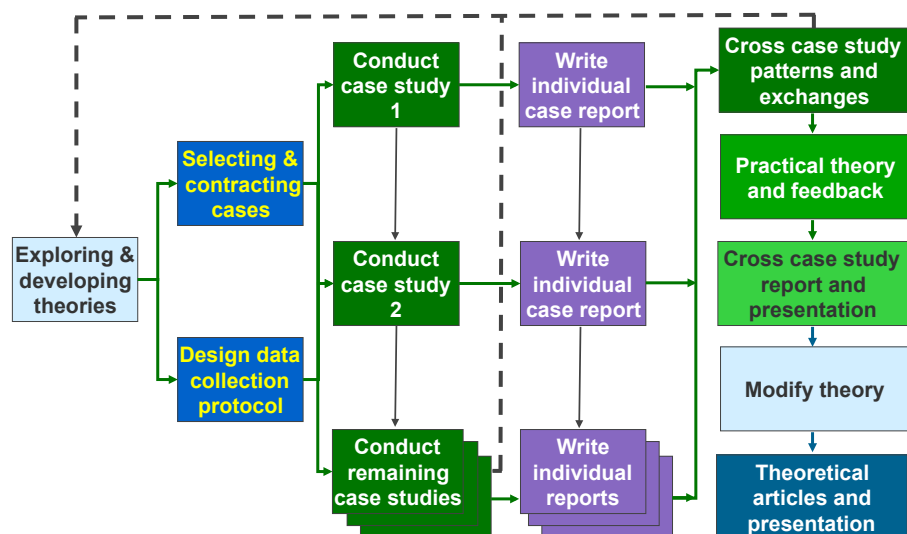
Conceptual model



Data collection in case study research

- Site visits
- Direct observations
- Documentation
- Archival records
- Participant observations
- Physical artefacts
- Informal talks
- Interviews
- Questionnaires

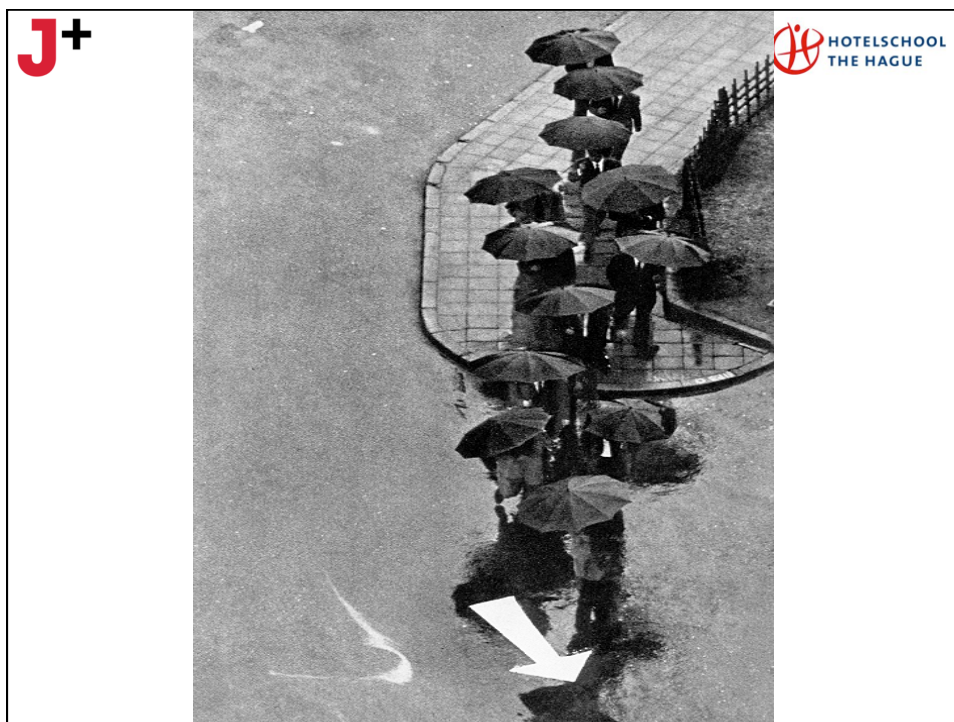
Case study method



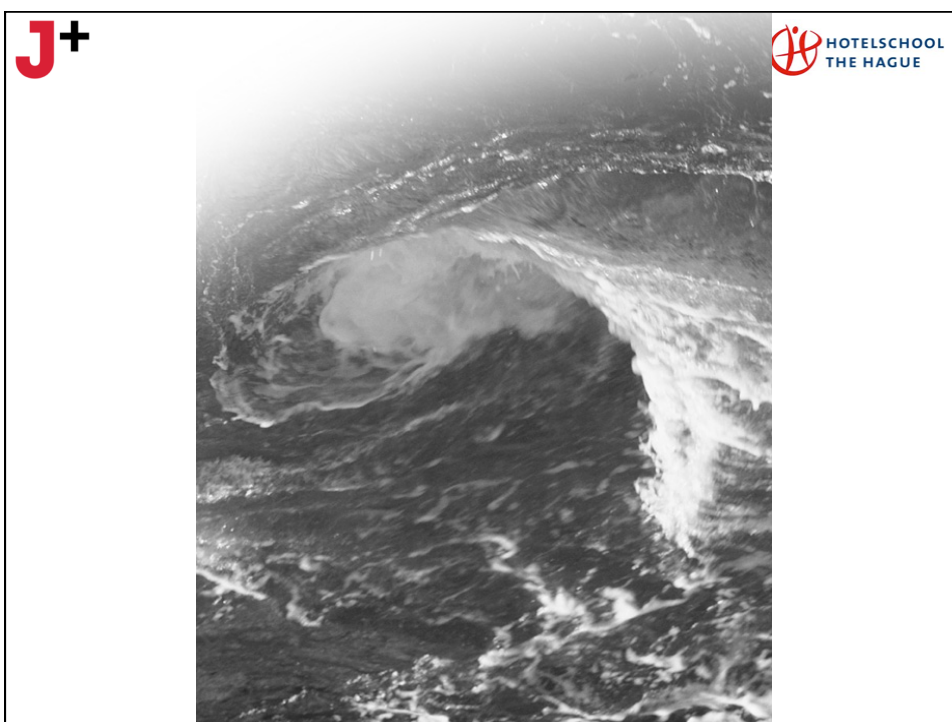
Business idea



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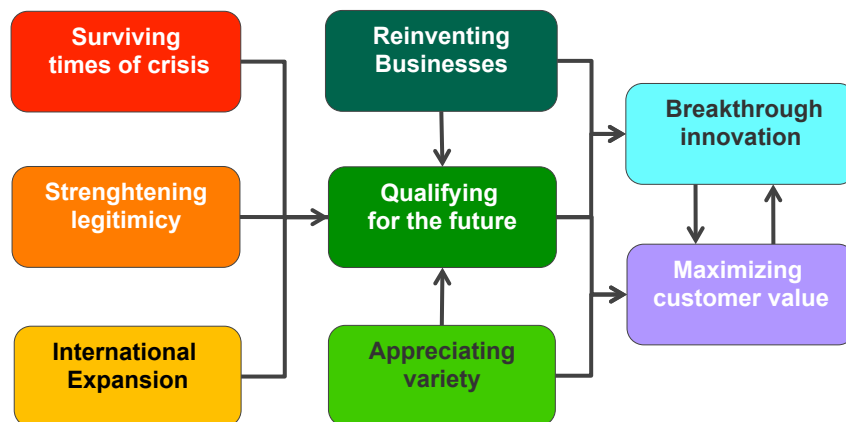




Change strategies

					
Power Strategy	Planned Strategy	Negotiating Strategy	Step-by-step Strategy	Learning strategy	Interactive Strategy
Forcing	Pushing	Exchanging	Developing	Learning	Discovering
Steered by top Goal oriented Position power Input controllers Linear process Pressure Tell & Sell	Initiated by top Solution oriented Expert power Input consultants Linear process Persuasion Convincing	Multiple actors Result oriented Position power Input coalitions Iterative process Negotiation Compromising	Transformative Problem oriented Seductive power Input employees Iterative process Participation Guiding	Active & reflective Transition oriented Informal power Cooperation Circular process Action learning Coaching	Interactive Future oriented Visioning power Collaboration Cyclic process Mutual learning Dialoguing

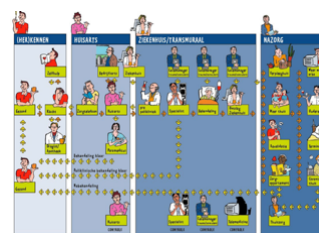
Trajectories for change



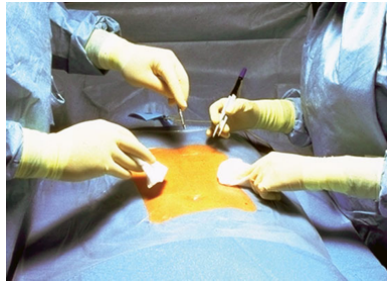
Active improvement



Inter-active changing



Breakthrough innovation



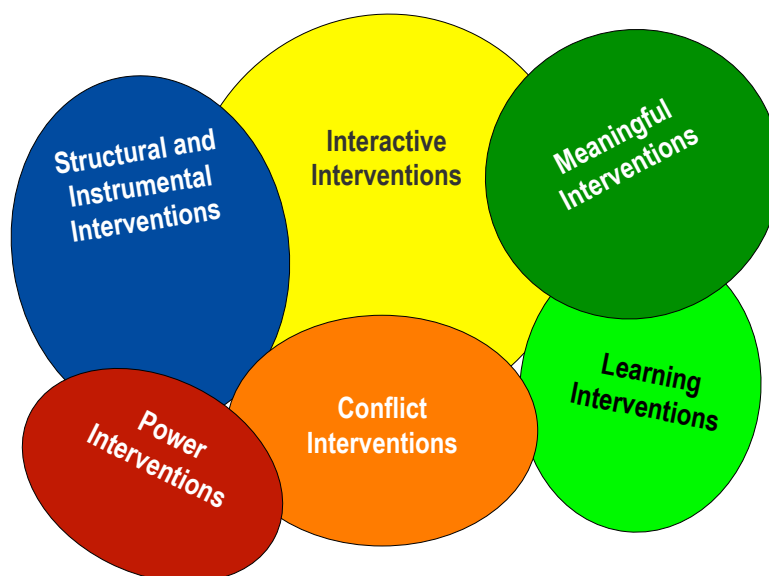
Breakthrough innovation



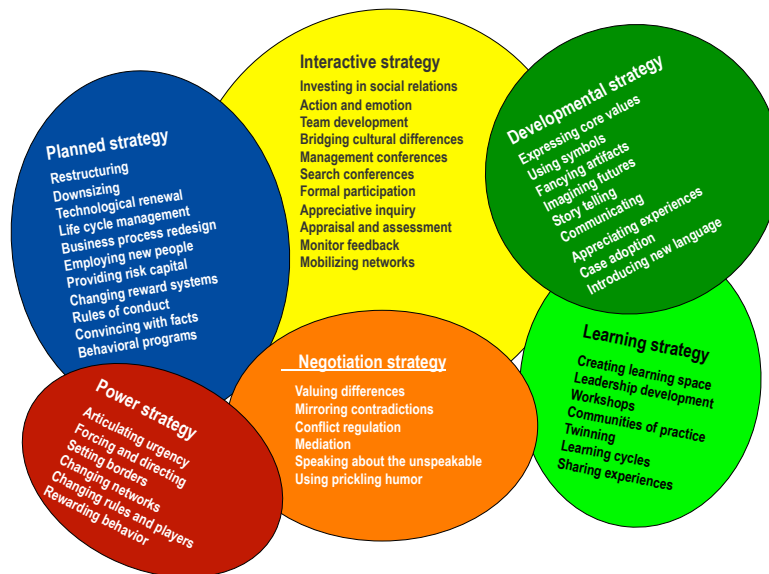
Breakthrough innovation

- Valuing history and distinctive competences
- Traveling through contested terrain
- Looking with an open mind (not an empty head)
- Developing networks for innovation and learning
- Utilize tensions for creativity and renewal
- Start experiments and guide transformations
- Articulate confidence in shared ambitions
- Sensitive to aspirations and anxieties of people
- Monitoring and communicating early successes
- Anchoring and up scaling results

Interventions for realizing strategies



Interventions for realizing strategies



Meaningful leadership

- Awareness of self – others – context
- Visualizing the future
- Developing business idea
- Building vital coalitions
- Realizing collaborative power
- Taking initiative and invite others
- Story telling and sense making
- Sharing experiences and successes
- Reflective and learning

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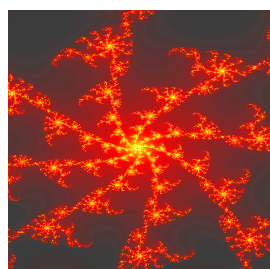








Personal leadership



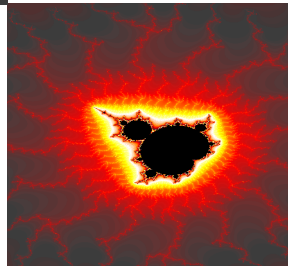
Meaning

What meaning do I have?
What is my contribution?
What is my pride in life?



Being

What and who am I?
What is my strenght?
Who do I want to be?



Engaging

With whom do I feel engaged?
Who are my collaborators?
What is my commitment?

*To us, art is an adventure
into the unknown world,
which can only be explored
by those willing to take the risks*

Barnett Newman, 1943



Jaap Boonstra



*It is my personal and professional purpose
to share knowledge and experiences
in leadership and organizational change
to make other people successful
as leaders and change managers.*

Multiple roles:

- Professor organizational dynamics and organizational change
- Independent consultant for businesses and societal organizations
- Non executive board member and member supervisory board
- Researcher and scientific author

Divers backgrounds:

- Organizational and social psychology
- Information technology
- Organization studies and political science

