1

Why? Improve the Effectiveness of Change Management Efforts

- Cultural Awareness
- Regional Cultural Considerations
- Impact of 6 Cultural Dimensions

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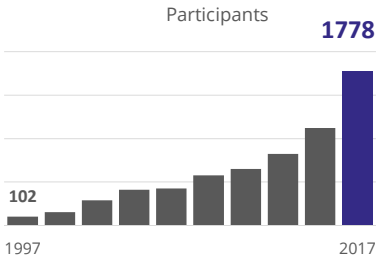
The Largest Body of Knowledge on Change Management

Continuing to lead the discipline through research with real change leaders



Chapter 15: CULTURE & EMPLOYEE ENGAGEMENT

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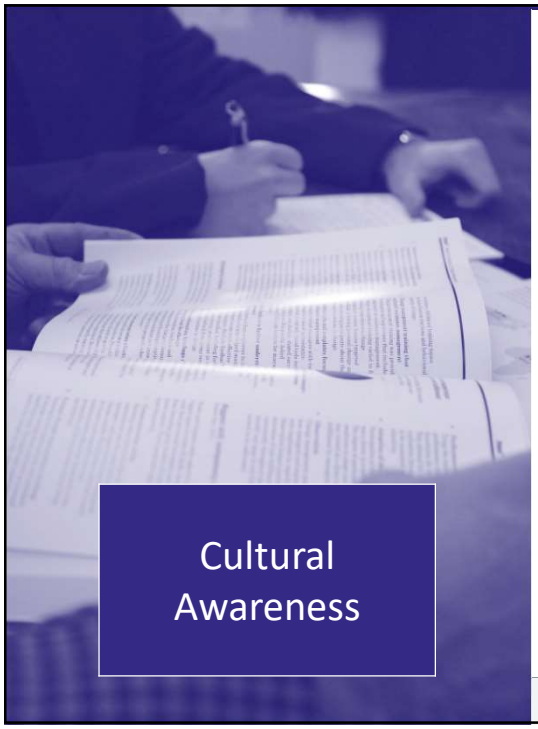

Cultural Awareness

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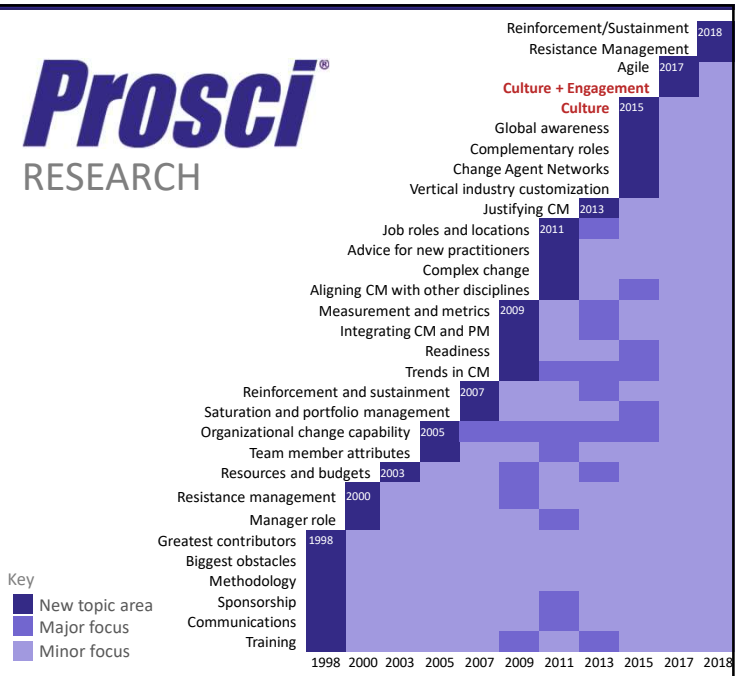

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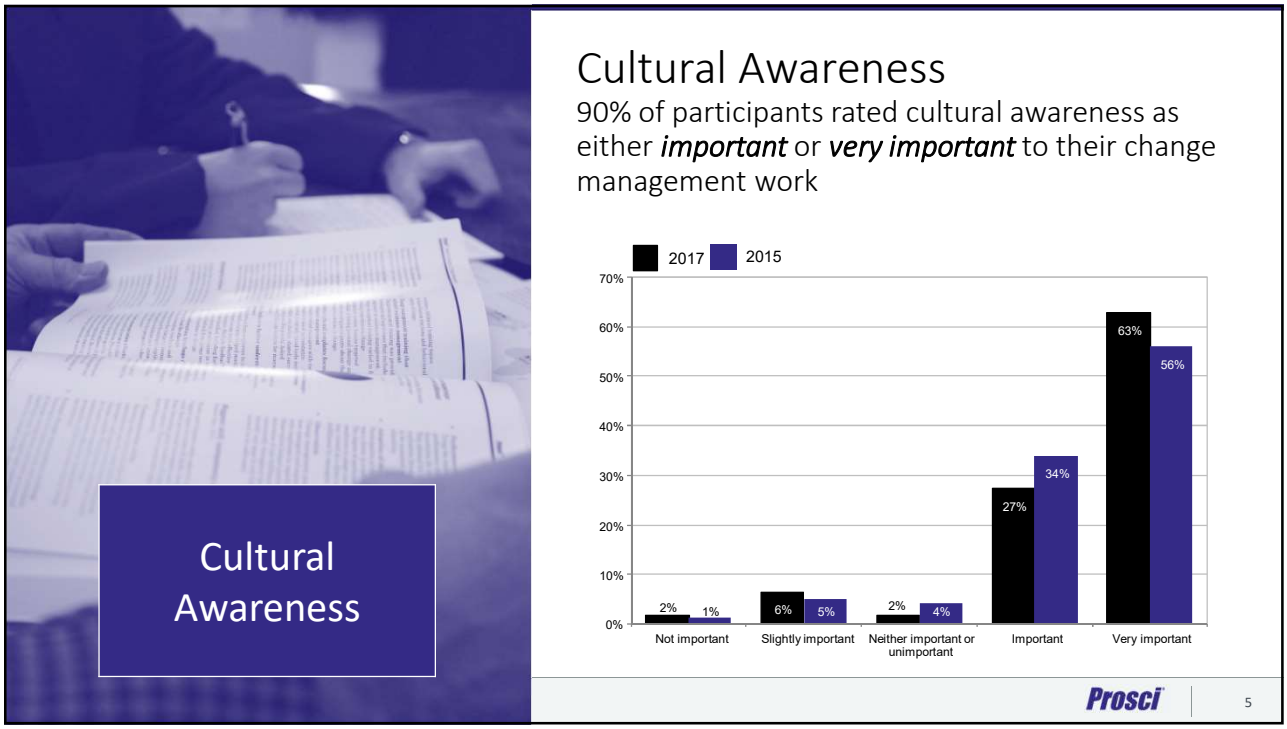

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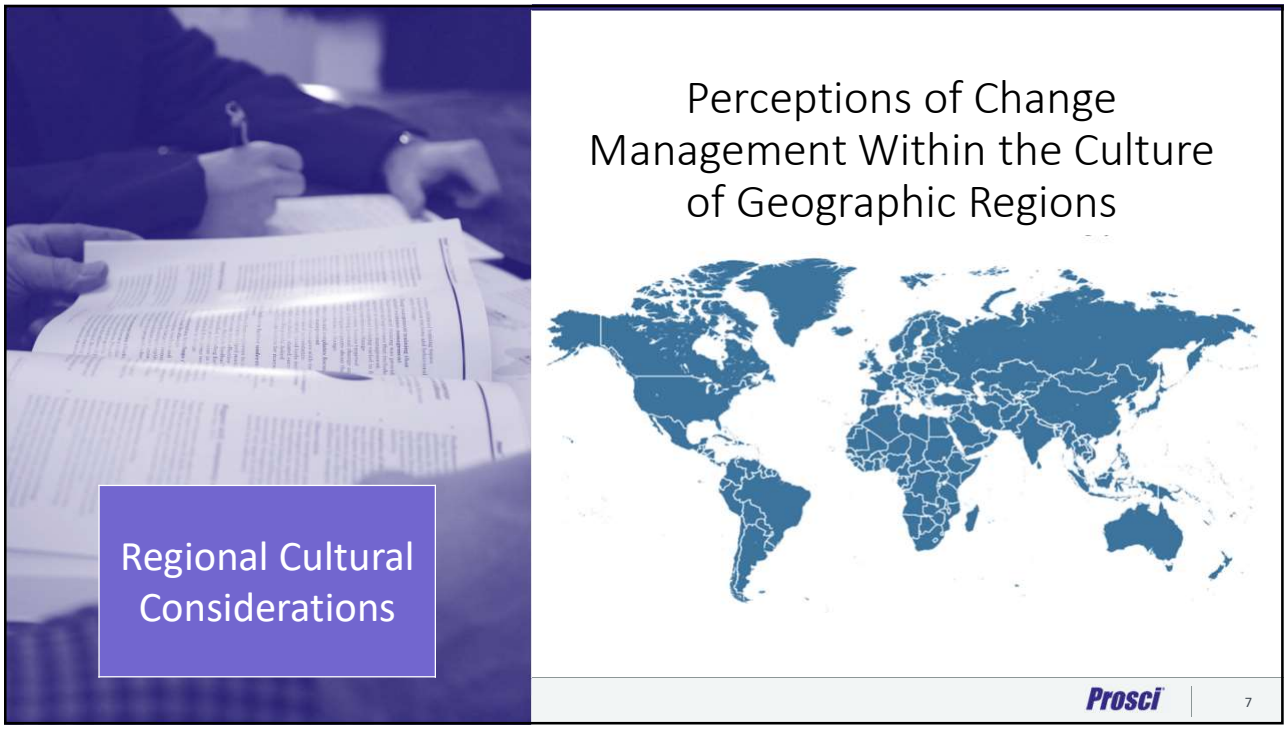

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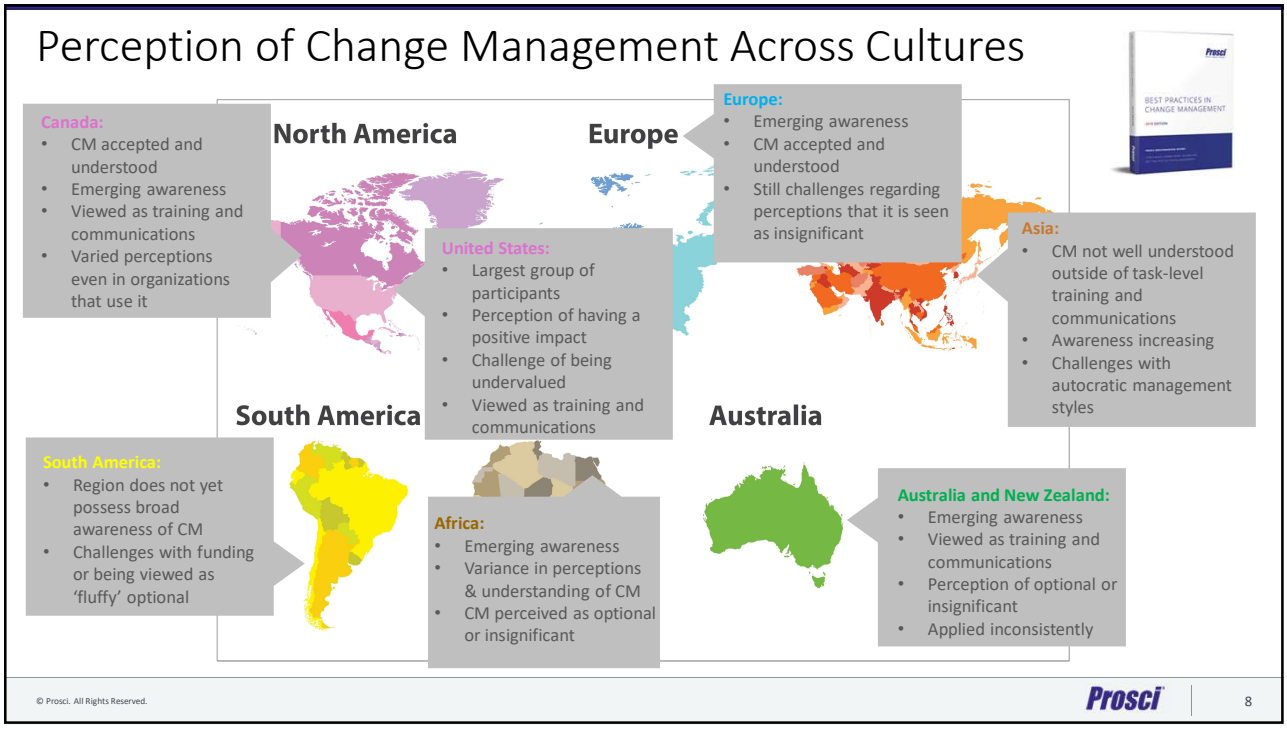

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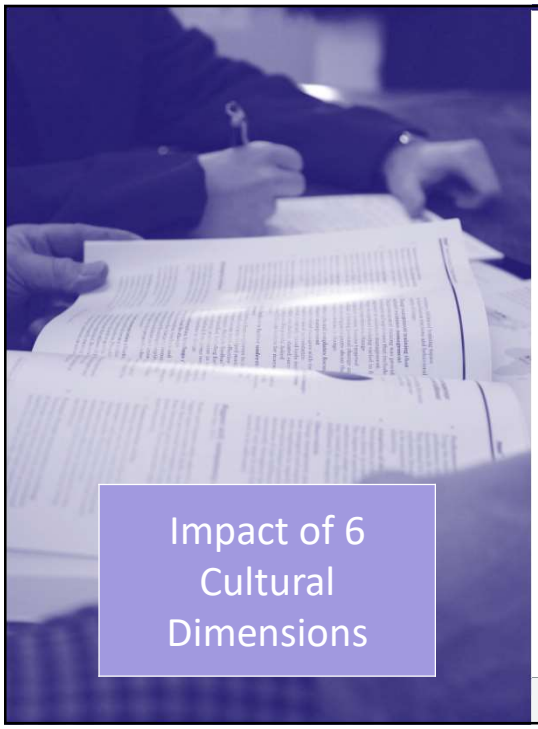

Cultural Dimensions and Change Management

Cultural Dimensions with the Greatest Impact on Change Management

1. Assertiveness
2. Individualism versus Collectivism
3. Emotional Expressiveness
4. Performance Orientation
5. Power Distance
6. Uncertainty Avoidance

Adapted from:
GLOBE (House, Hanges, Javidan, Dorfman & Gupta, 2004)
Hofstede's Cultural Dimensions Theory (Hofstede, 1980)
Trompenaar's Seven Dimensions of Culture (Trompenaar & Turner 1997)

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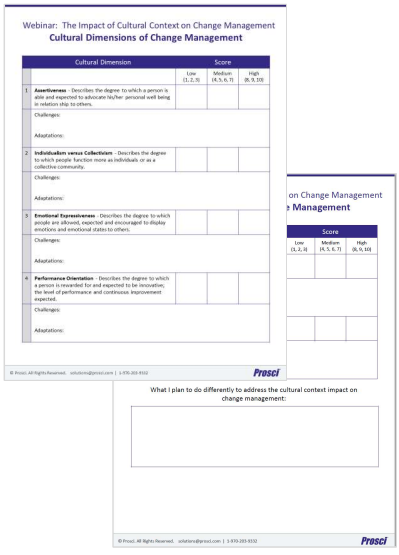
Let's See How You Score Your Organization on Each Dimension


Webinar: The Impact of Cultural Context on Change Management
Cultural Dimensions of Change Management

	Cultural Dimension	Score		
		Low (1, 2, 3)	Medium (4, 5, 6, 7)	High (8, 9, 10)
1	**Assertiveness** - Describes the degree to which a person is able and expected to advocate his/her personal well being in relation ship to others.			
	Challenges:			
	Adaptations:			
2	**Individualism versus Collectivism** - Describes the degree to which people function more as individuals or as a collective community.			
	Challenges:			
	Adaptations:			
3	**Emotional Expressiveness** - Describes the degree to which people are allowed, expected and encouraged to display emotions and emotional states to others.			
	Challenges:			
	Adaptations:			
4	**Performance Orientation** - Describes the degree to which a person is rewarded for and expected to be innovative, the level of performance and continuous improvement expected.			
	Challenges:			
	Adaptations:			

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on Change Management
Management

Score		
Low (1, 2, 3)	Medium (4, 5, 6, 7)	High (8, 9, 10)

What I plan to do differently to address the cultural context impact on change management:

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Cultural Dimensions with the Greatest Impact on Change Management

1. Assertiveness
2. Individualism versus Collectivism
3. Emotional Expressiveness
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5. Power Distance
6. Uncertainty Avoidance

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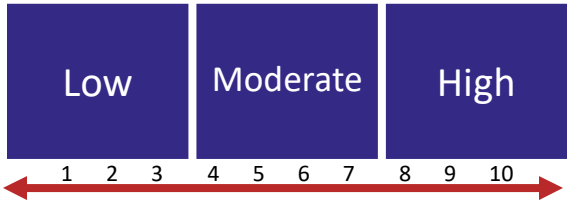
Dimension 1: Assertiveness

Describes the degree to which a person is able and expected to advocate his/her personal well being in relationship to others.

What do you think?



Communicate in indirect and subtle ways; face-saving expected and practiced.

Communicate in an unambiguous and blunt way, subordinates expected to take initiative in interactions with senior leaders.

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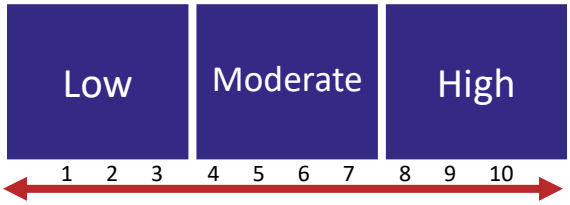
Dimension 1: Assertiveness

Describes the degree to which a person is able and expected to advocate his/her personal well being in relationship to others.

Challenges:

Adaptations:



- ✓ Communications
- ✓ Resistance
- ✓ Feedback
- ✓ Sponsorship
- ✓ Approach

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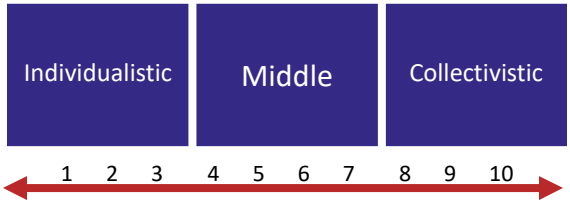
Dimension 2: Individualism/Collectivism

Describes the degree to which people function more as individuals or as a collective community.

? **What do you think?**



Take initiative to ensure own needs are met and prioritize self over the organization.

Act in a way that benefits the organization; expect and trust the organization to meet your needs.

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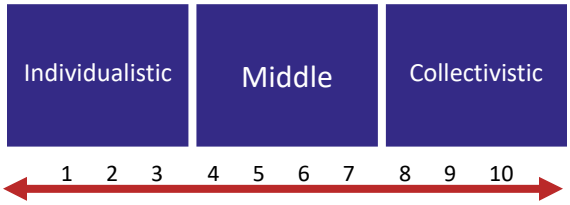
Dimension 2: Individualism/Collectivism

Describes the degree to which people function more as individuals or as a collective community.

Challenges:

Adaptations:



- ✓ Buy-in
- ✓ Teamwork and collaboration
- ✓ Communication
- ✓ Cross-functional work
- ✓ Decision making
- ✓ Feedback

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Dimension 3: Emotional Expressiveness

Describes the degree to which people are allowed, expected and encouraged to display emotions and emotional states to others.

What do you think?

Low	Medium	High

1 2 3 4 5 6 7 8 9 10

Expected to not show emotions; tightly controlled. Emotional displays are awkward and unnecessary.

Feel able and are encouraged to display emotional states without reservation. Not awkward or uncomfortable.

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Dimension 3: Emotional Expressiveness

Describes the degree to which people are allowed, expected and encouraged to display emotions and emotional states to others.

Challenges:

Adaptations:

Low	Moderate	High

1 2 3 4 5 6 7 8 9 10

- ✓ Communication
- ✓ Engagement with managers and supervisors
- ✓ Avoidance behaviors
- ✓ Identifying resistance
- ✓ Responsiveness to concerns

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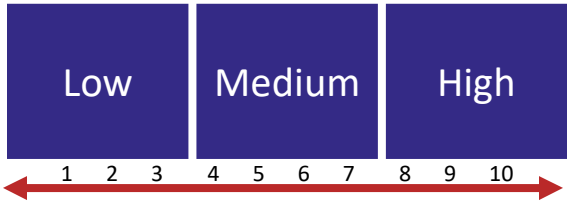
Dimension 4: Performance Orientation

Describes the degree to which a person is rewarded for and expected to be innovative; the level of performance and continuous improvement expected.

What do you think?



Organization, societal and family relationships are more important. Feedback is seen as judgmental, communication is subtle and indirect.

Training and personal development seen as necessary to improve performance. Feedback is necessary, communication is direct. Strive for improvements.

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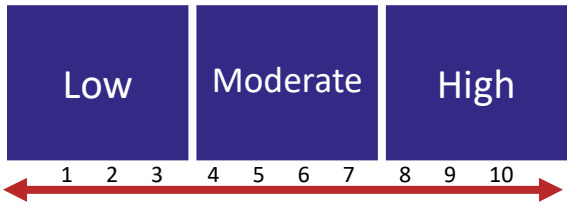
Dimension 4: Performance Orientation

Describes the degree to which a person is rewarded for and expected to be innovative; the level of performance and continuous improvement expected.

Challenges:

Adaptations:



- ✓ Communication
- ✓ Accountability
- ✓ Performance metrics
- ✓ Incentives
- ✓ Desire building
- ✓ Adoption metrics
- ✓ Resistance management

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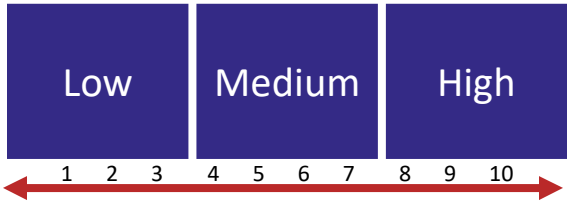
Dimension 5: Power Distance

Describes the degree to which power is distributed (equally vs unequally) with people at the bottom accepting their position.

? **What do you think?**



Allow employees access to higher-level members with little to no formal rules or chain of command. All voices expect to be heard.

Formal and strictly defined rules for accessing high-level executives. Do not expected to be consulted on company-wide decisions.

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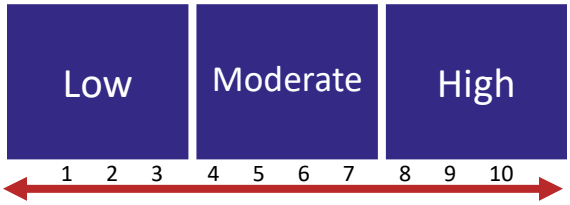
Dimension 5: Power Distance

Describes the degree to which power is distributed (equally vs unequally) with people at the bottom accepting their position.

Challenges:

Adaptations:



- ✓ Communication
- ✓ Resistance management
- ✓ Productivity impacts
- ✓ Change management plans
- ✓ Buy-in
- ✓ Decision making

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Dimension 6: Uncertainty Avoidance

Describes a culture's tolerance for ambiguity and uncertainty.

? **What do you think?**

Low	Medium	High
1 2 3	4 5 6 7	8 9 10

Do not avoid unknown or unusual situations, feel comfortable in new situations; tolerant of change.

Try to minimize or avoid unusual or unknown circumstances; step-by-step planning, rule following and attention to detail precede change.

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Dimension 6: Uncertainty Avoidance

Describes a culture's tolerance for ambiguity and uncertainty.

Challenges:

Adaptations:

Low	Moderate	High
1 2 3	4 5 6 7	8 9 10

- ✓ Resistance management
- ✓ Change fatigue
- ✓ Confusion
- ✓ Communication
- ✓ Coaching and training
- ✓ Mitigate risk
- ✓ Pace of change

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Your Cultural Dimension Profile

	Cultural Dimension	Score		
		Low (1, 2, 3)	Medium (4, 5, 6, 7)	High (8, 9, 10)
1	**Uncertainty Avoidance** - Describes a culture's tolerance for ambiguity and uncertainty.	2		
2	**Power Distance** - Describes the degree to which power is distributed (equally vs unequally) with people at the bottom accepting their position.			9
3	**Individualism versus Collectivism** - Describes the degree to which people function more as individuals or as a collective community.		6	
4	**Performance Orientation** - Describes the degree to which a person is rewarded for and expected to be innovative; the level of performance and continuous improvement expected.		7	
5	**Assertiveness** - Describes the degree to which a person is able and expected to advocate his/her personal well being in relation ship to others.			8
6	**Emotional Expressiveness** - Describes the degree to which people are allowed, expected and encouraged to display emotions and emotional states to others.	3		

Example

This is the water you swim in.

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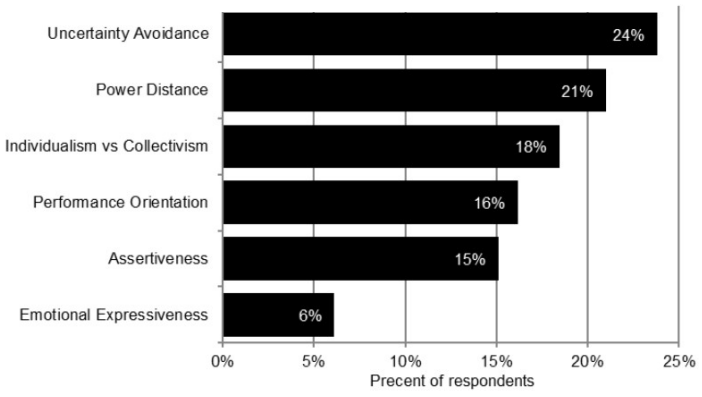
Largest Impact of Cultural Dimensions on CM Work



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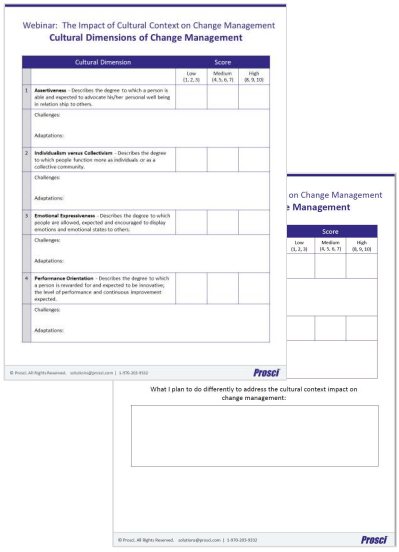
Cultural Awareness: What's So…And, So What?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	Challenges:			
	Adaptations:			

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on Change Management
e Management

Score		
Low (1, 2, 3)	Medium (4, 5, 6, 7)	High (8, 9, 10)

What I plan to do differently to address the cultural context impact on change management:

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- Gain insights into the cultural context
- Enables understanding and better application of change management practices

Challenges:

Adaptations:

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Actionable Insights

Impact of 6 Cultural Dimensions

Assess by geographic region

Assess by industry

- ✓ Health care
- ✓ Govt – State
- ✓ Banking
- ✓ Finance
- ✓ Consulting
- ✓ Oil & Gas
- ✓ Govt – Federal
- ✓ Education
- ✓ Insurance
- ✓ Manufacturing
- ✓ Utilities
- ✓ Govt – Local
- ✓ Info Services
- ✓ Retail Trade
- ✓ Telecomm
- ✓ Tech Services
- ✓ Consumer Goods
- ✓ Other

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Why? Improve the Effectiveness of Change Management Efforts

- Cultural Awareness
- Regional Cultural Considerations
- Impact of 6 Cultural Dimensions

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Build individual change competencies
Apply change management on initiatives
Embed organizational change capability

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