

Critical cultural factors for expanding companies

Provocative Question:

How would you stimulate the cultural change of an organisation in the transition from a small to a large company?

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About organisational culture...

- Set of structures, rules, routines and norms
- Mostly implicit values, attitudes and belief systems
- Constructed and re-created through interactions
- Shaped by leadership behaviour

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Management of culture as a leadership task

- The founder forms the culture, the culture forms the leaders
- When the environment changes leaders need to adapt cultural assumptions
- Leadership in cultural change is the ability to understand the culture, step outside and evolve it adaptively

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Development from the culture type „family“ to the type „organisation“:

- functional effectiveness over personal preferences
- contact follows task
- More and more indirect communication

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From “Start up” to “Sustaining Success”

- Personal development of the founder/CEO from „father“ to manager
- Delegation (letting go and getting the leadership team into responsibility)
- Re-structuring (leadership span)
- Definition and training of new leadership roles

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Management of Cultural Change

- Founder understands own impact on cultural issues and adopts a meta-position
- He/she initiates change through
 - himself (personal development)
 - interaction (team development)
 - re-structuring (organisational development)

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