

PartB

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Impact of Department's Culture to Openness to Change

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Part B:

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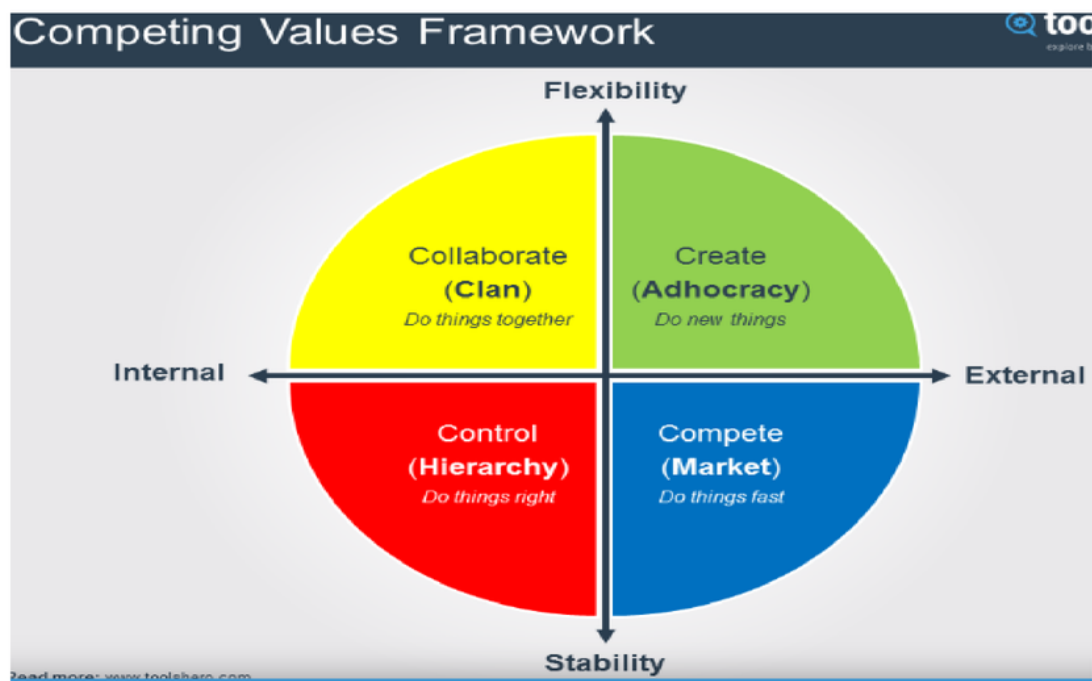
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Introduction

The aim of this section is to assess the culture of the department or service unit using the Competing Values Framework to critically analyze the impact of the culture on the department's openness to change.

Understanding Competing Values Framework

The Framework was developed by Robert Quin and Kim Cameron. It provides a classification of 4 corporate cultures indicating how an organization operates, how workers collaborate, and what the corporate values are used in the organization. Through the Organizational Culture Assessment Instrument (OCAI), a mechanism to assess the culture of the organization or department or service unit, the Competing Values Framework is filled with assessment outcomes of the present and future state (Adams, Dawson, & Foureur, 2017).



Explaining Each Culture:

The Clan Culture:

It is a culture featuring high level of flexibility and internally focused. In such a department, the relationship between individual remains central. A friendly working environment features, whereby workers many features in common. It best explains start-ups, small ICT organization or family business. Such an organization takes after a large family. Its leaders are regarded as mentors or father figures, who can be approached by their employees very easily. Tradition and loyalty holds these organizations or departments together. Mutual commitment remains huge and operations emphasizes on human resources. The loyalty, morality and relationships remain extremely strong and success remains partially defined on customer satisfaction basis. The department or organization puts significant value on teamwork, partake, flexibility and agreement or consensus.

Hierarchical Cultures:

These are highly formal cultures with structured working environment. The typical examples are government agencies. Procedures dictate the actions of employees and the emphasis is on the control system management. Consequently, there are precisely structured hierarchical layers within the organization. All work processes are organized efficiently to allow everything to be under control to be easily adjustable. It is imperative that the organization smoothly runs (Costanza et al., 2016). The organization is stabilized by formal rules and policies. Results and stability are linked to smooth and efficient task execution. Success is produced from reliable supply alongside tight scheduling besides low costs.

Market Culture:

This a high degree controlling behavior culture with external focus. Here, it is all about outcomes and rivalry of the work. Workers are competitive persons and highly oriented towards goals. Typical example is trade associations, banks and insurance. The managers are usually demanding and strictly follow activities of employees. Concurrently, a lot of mutual competition exists. The focus is on image, winning and

success. The organization usually strive to accomplish measurable objectives and goals. Success is transferred to the market penetration and share. Externally, the organization desires to profile itself via market leadership and competitive pricing. To create a competitive edge, the organization employs ruthless competition to retain customers. Employees are aware of customer service and satisfaction (Aktaş, Çiçek & Kiyak, 2011).

Adhocracy Culture:

This is a high degree flexibility culture with external focus. Innovation remains central and constant innovation exists with sole purpose of remaining visible in the market. Typical examples are research organizations like Dutch TNO or advertising and marketing agencies. They have a dynamic, enterprising alongside creative work environment whereby workers are inspired and urged to strive for innovation as well as use their respective creativity to establish novel ideas (Cameron, Quinn, DeGraff & Thakor, 2014). Alongside innovators, the managers are risk takers. These organization desire to be leaders and at the forerunners of new services and products. Therefore, they encourage individual initiatives and permit the freedom in the determination of what kind of tasks to carry out.

The Department Culture: The Clan Culture

From the assessment of the 4 cultures, it is apparent that the department I work for employs the clan culture. This is because we have a high degree of flexibility and mostly focused internally. Moreover, work is done using team works and this makes the relationship between the members of the team be very central. Moreover, we have a friendly working environment in this department whereby the colleagues share a lot in common. It is indeed true that our department takes after a large family as in the case of the clan culture. This is because we have leaders of various teams who we consider to our mentors or even our father figures. This is because we always approach our leaders from time to time with a lot of ease (Wiewiora et al., 2013).

We are increasingly loyal to our teams and leaders and we strictly follow the department tradition of working in teamwork. This has served to hold each and every

member of the team together for a long time without negative conflicts. Moreover, we are always having mutual commitment in the department and our operations always focus on the human resources, patients and clients' satisfaction and services. We have strong relationships as members of the team and as a department at large. We value morality and royalty and we believe that success stays partially determined on the premise of customer satisfaction. Moreover, our department places significant value on the teamwork, flexibility, participation and agreement or consensus. This description typical befits the clan culture and hence the reason I strongly believe that our department follows a clan culture.

The clan culture in our department is further supported or reinforced by our style of management. Just as it is done in clan culture, the management in the department is based on teams. The management of teams in the departments aims at the promotion of effective as well as smooth co-operation in order to accomplish positive outcome. This is a key feature in the department because we have always worked as a team and our team leaders have always encouraged as to not only cooperate with team members but also the team leaders to realize both individual and shared success for the department and organization at large (Sanz-Valle et al., 2011). Another management feature that makes us benefit clan culture is that there is a great attention towards interpersonal relationships within and between the teams in the department. This has led to numerous supportive feedback which is desired to help the department adjust accordingly to achieve the desired success.

The team members or the employees in our department are actively listening to one another and attempt to solve the interpersonal problems amicably. This is another feature of the management style in clan culture that further supports that our department is employing this culture in its management. Moreover, the management of the department acknowledges the personal development of the workers/team member as a very key element. This is why they always organize targeted training to enhance the team effectiveness or the individual members' capabilities and hence the department's capabilities at large (Belasen & Belasen, 2018).

Another management style feature of the department analogous to that of clan culture is the fact that the employment contracts for the team members are long-term.

Moreover, my fellow employees are highly loyal and they actively assist one another to accomplish better performances or team effectiveness. This also applies to the leaders of the teams and the management of the department since they are undoubtedly much interested in mentorship alongside trainee programmes. This analysis clearly shows that our department follows a clan culture.

¹ **Impact of the Clan Culture on the Department's Openness to Change**

¹
The clan culture greatly impacts the department's openness to change. As has been seen in the above discussion, clan culture appreciates and focuses on flexibilities. This means that it is high open to changes as employees are free to approach their leaders with new ideas from time to time making it possible to effect changes without much resistance to change. The clan culture has more members cooperate with each other and when the result is out, everyone feels part and parcel of the outcomes. With this high level of cooperation, change resistance is significantly reduced thereby making the department high open to changes. Moreover, in the clan culture, it is easy to effect behavior change as there is high level of loyalty and strong relationships. This means that the members of the department will easily agree to make the necessary changes. Also, it is easier to build a consensus in the clan culture when a change is required. This makes the department further easily open to changes. It will be easier for a team leader to model a novel means of doing things and get the support from fellow loyal team members in the clan culture. This is because the leaders is seen as a mentor or father figure and hence opposing the leader is minimal as both employees and the leaders share a lot in common.

The Clan Culture is also open to change easily because it focuses less on structure and control while focusing greatly ¹³ on flexibility. Instead of strict rules and procedures, individuals are driven via visions, shared goals, outcomes and outputs. Therefore, since there are no strict rules and procedures, it does not matter from who the idea for change is coming from. For this reason, even a junior employee will begin the change initiative and will get the blessing of the entire members of the department.

The fact that people and team act more autonomously in the clan culture and that the department will have flat organization makes it increasingly open to change. This is

because people or even leaders are never forced to follow strict rules and procedures when they feel the need for change for the shared goal. Also, the fact that ⁹ the clan culture has an inward focus alongside a sense of family makes people to work together as a team when going through a change process and this reduces resistance to change. Moreover, people in the department will be firmly driven by loyalty to each other and the common cause. This means that when there is a change initiative irrespective of who initiates it, each member of the department will view as a common good or shared cause and will have no resistance but to support and make the best out of the change proposal.

The clan culture also facilitates openness to change in that clan leaders act in a facilitative and supportive manner and might take on a parental role. In this sense, when an employee of the department comes up with a proposal or an idea to effect change in the department, the clan leader will not chase him or her away but to welcome him or her a more supportive and facilitative manner to ensure that the proposal is harnessed to something beneficial to the entire members of the department (Cameron & Quinn, 2011).

Conclusion

To this end, the paper has employed the use of ¹ Competing Values Framework to critically analyze the impact of the culture on the department's openness to change. It has been highlighted in the discussion that the best type of culture that befits our department is the clan culture. Various cultures have been discussed and weighed against the happenings in the department to determine which one best fits our department. Such an analysis focuses on the dominant organizational characteristics, style of ¹² leadership, employee management, and organizational glue, strategic emphasis and the success criteria. Based on such a consideration, clan culture is found to be the best that suits the department in which I am placed. In terms of dominant organizational characteristics, it is noted that the clan culture has a personal or like a family and this fits our department. On leadership style, clan culture uses mentoring, nurturing and facilitating styles which is exactly what is happening in the department.

On employee management, the clan culture assumes teamwork, participation and consensus same as the style used in the department. On the organizational glue, our department is glued by loyalty and mutual trust which are key features of the clan culture. On the strategic emphasis, the clan culture focusses on human development, openness, and high trust, all of which are found in the department's strategic emphasis. In regards to criteria for success, our department uses the development of human resources, concern for people as well as teamwork which are key tenets of clan culture. Thus, it is been determined the clan culture used by our organization is best suited for change. It remains open to any change which is always viewed as a common cause to the entire membership of the department.

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