



CONTENTS

Introduction 1

PART 1 Leading cultural change. Theoretical perspectives 15

01 Cultural change management 17

Introduction 17

Change management defined 19

First- and second-order change 21

The cultural paradigm 24

The social construction of the change problem 24

Change management as a social process pioneered by
Kurt Lewin 27

Conclusion 30

02 Organization development 31

Introduction 31

The unitarist perspective and the rise of Taylorism 32

The iron grip of scientific management and bureaucracy 34

The pluralist perspective 35

What do we mean by organization development? 39

Conclusion 46

03 Cultural change literature 49

Introduction 49

Origins 49

Fashions, fads and the honest grapplers 52

The academic, the manager and the consultant 53

The third way 54

Conclusion 55

04 A theory of culture 57

Introduction 57

Defining culture 58

Culture as a sense-making device 61

Building a model of culture 64

Cultural themes 69
Expressions of culture 70
Diagnosing cultural themes in use 74
Cultural hegemony 74
The cultural paradigm 75
Conclusion 77

05 Cultural management as a form of control 81

Introduction 81
Cultural management as a control mechanism 82
Exploring cultural hegemony 84
Identity work 88
Power 88
Changing culture is a power struggle 91
Conclusion 92

06 Leadership as a cultural variable 95

Introduction 95
It all started with Peter Drucker 96
Identity work again 97
The leadership paradox 99
What they do 99
Who serves whom? 101
Conclusion 104

07 Leadership and the management of meaning 107

Introduction 107
It's all in the interpretation 108
Leaders manage conflict 110
Leaders build commitment 112
Leadership is a political process 113
A model of leadership 115
Characteristics of a transformational leader 116
Conclusion 117

08 Language as a cultural process 119

Introduction 119
Language and cultural change 119
Language and discourse routes in management settings 123
The language game and cultural change work 127
Linguistic hegemony 128
Dialogue and cultural change 129
How to engage in dialogue 133
Conclusion 136

09 Ethnography as a tool for cultural change 137

Introduction 137

Ethnography defined 138

Digging out the detail 139

Differentiating ethnography from the rest 140

Power and organizational politics 140

A multi-perspective approach 142

Conclusion 143

PART 2 Cultural and strategic tensions. When theory meets practice 147

10 The client and its problem 149

Introduction 149

The client organization 149

Managing cultural and strategic tensions 151

The business strategy 154

Diagnosing cultural problems 154

The research process 157

Key issues: cultural themes in use that needed to change 158

Conclusion 161

11 Change technologies 163

Introduction 163

The Cordia Change Network 164

The change team structure 165

Building the case for change 168

The seven-step development processes of cultural change leaders 169

Technology as theatre – the change team process 172

Case study: Managing absence levels 176

Conclusion 182

12 What did the people think? 185

Introduction 185

Research methodology 186

Emergent research themes 188

Identity positions and motivational support 192

Self-actualization experiences 193

Conclusion 194

13 Reflective learning 197

Introduction 197

Leadership 197

Rapport	200
Dialogue	201
Motivation	202
Vision building	204
Politics	204
Assumptions and values	206
Cultural themes	208
Qualitative research is essential	209
Building learning	210
Conclusion	211

14	Closing thoughts	213
	Cultural building takes time	215
	Cultural incubation	216
	Partial metamorphosis	216
	Dormant cultural themes	217
	Cultural change in the safe zone	217
	Leading cultural domains	218
	Closing comments	218
	<i>References</i>	221
	<i>Index</i>	227