

Managing Change and Culture: Tips, Tricks and Ideas

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Culture Defined

- Why are you at this session?
- What is your organizations "culture"?
- How is changed managed in your organization?



Session Objectives

- Define culture from an individual and organization perspective
- Identify and understand the process to implement cultural change
- Develop a change program

Culture Defined

Refers to system
of shared
meaning held by
members that
distinguishes
from other
organizations.



Culture Defined

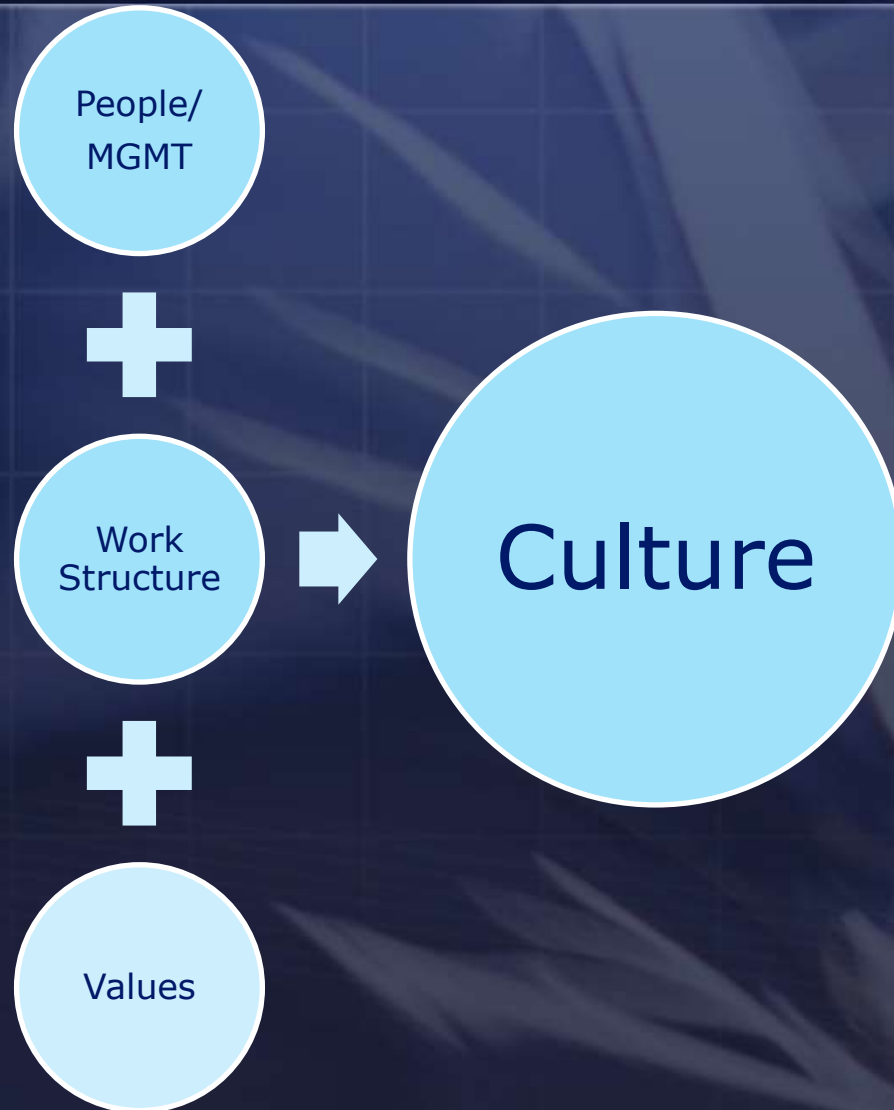
- Where or how is culture defined in organization???



Culture and Top Management

- The actions of top management establishes the norms:
 - Whether risk taking is desirable
 - Freedom of managers
 - What actions will pay off in terms of pay raises, promotions and other rewards, etc.
- *What are some other elements of organizational culture?*

Sources of Culture



Culture as an Issue

- Can culture be a barrier in the organization?
- Barrier to change:
 - Occurs when environment is dynamic & and strong culture worked well in past (yes/no).
- Barrier to diversity:
 - Pressure on employees to conform. Diversity likely to diminish in strong cultures- people want to fit in

Easiest

Short Term



Ability to Influence or Change

Ability to Influence or Change



Physical
(processes,
tools,
structures)

Process
(Strategy,
systems,
measurements,
rewards)

Behavioral
(What groups and
individuals do)

Cultural
(Deeply held assumptions, values,
beliefs and norms)

Most
Difficult

Long Term

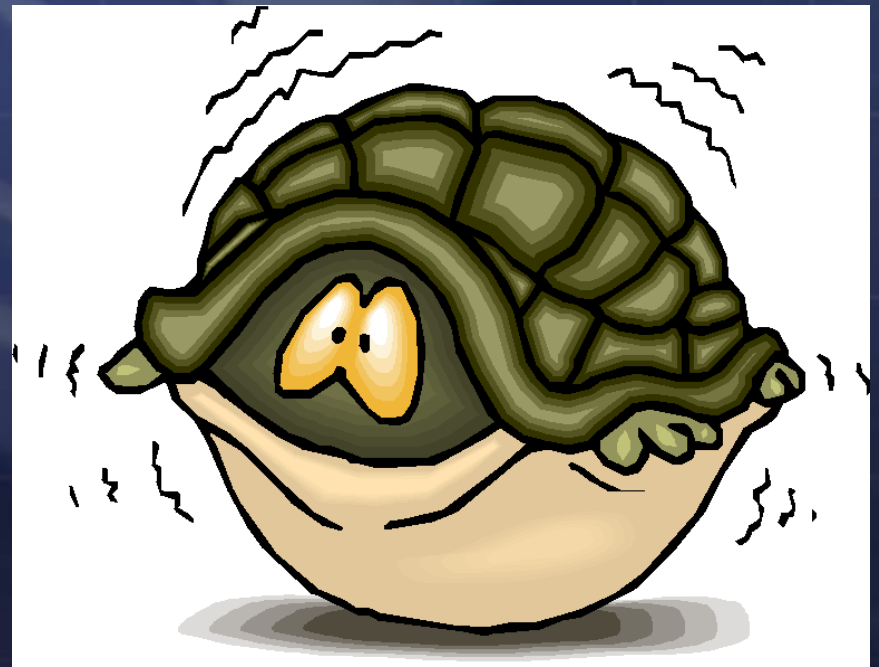
Culture and Change

- Physical and processes are easy to change.....
- What's not is the behavioral and cultural aspects



Culture and Change

- *How do you react to Change within your organization?*



Change

"This is a waste of time."

"Why change if it was working just fine before?"

"If it ain't broke, don't fix it."

"They never tell us what's going on!"

"How soon will this happen?"

"How will this impact me?"

"Will I receive new training?"

"What's in it for me."

"I doubt they are really serious about this."

Natural reaction to change: **Resist**

Awareness of need to change: critical ingredient
and must come first

Cultural Change

- Why is change difficult?



The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades.

John P. Kotter Leading Change

Cultural Change



It is not necessary to change. Survival is not mandatory. W. Edwards Deming

- Turf Wars/Power
- What is the value of change?
- Status quo provides a certain level of stability/predictability
- Loss of job security
- Poor communication
- Ingrained habits
- Organization lacks adequate rewards
- Viewed as more work with fewer resources
- Lack of culture that puts a premium constant process improvement

Change Management

- Benefits of Change
 - Reduced cost
 - Cooperative partnerships
 - Creation of a higher level of service
 - Delivering services more efficiently
 - Meeting the needs of user groups



Change or die/become useless???

Change Management

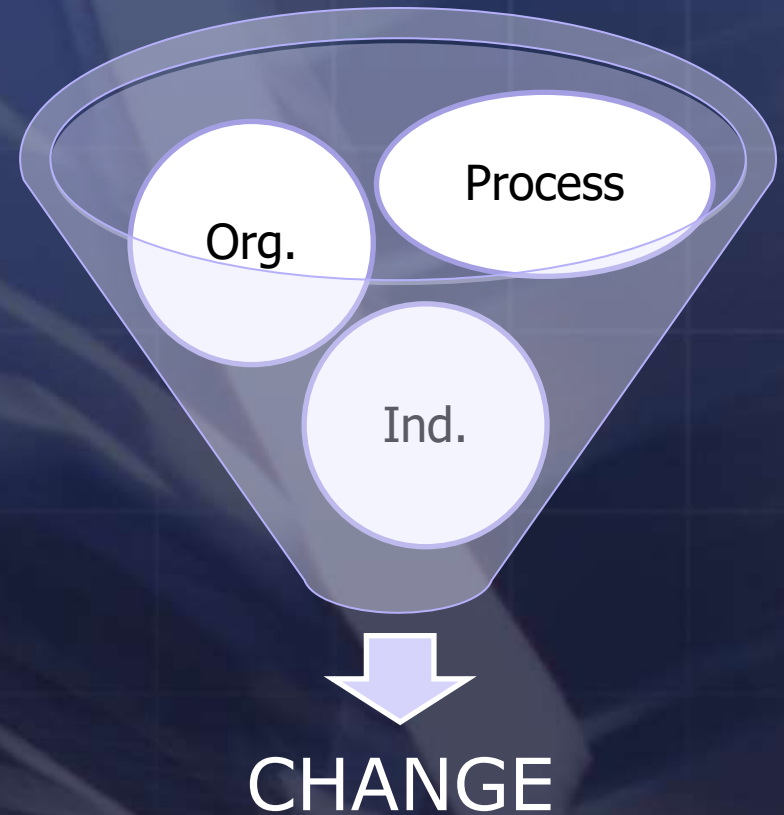
- When can change be easily managed
 - Threat of organizational failure
 - Raises the perceived value of change, regardless of effects
 - Permits “zero-based” look at long-standing practices
 - Easier to take holistic view
- People have more incentive to be objective and keep the organization going, rather than protecting their own interest



In order to change we must be sick and tired of being sick and tired.

Change Management

- Remember change...
 - Is a process, not an event
 - Is made by individuals, then organizations
 - Is a highly personal experience
 - Involves gradual growth



Change and Culture



The Eight-Stage Model of Planned Organizational Change

Process



Stage 1: Increase Urgency

Raise a feeling of urgency so folks say-
“let’s go”!

What Works:

- Show others the need for change
- Use valid information and data
- Never underestimate complacency, fear and anger

Stage 2: Build the Guiding Team

- Form a group that has the capability to guide the change process

What Works:

- Showing enthusiasm and commitment
- Modeling trust and teamwork



Stage 3: Get The Vision Right

- Create the right vision and strategies to guide action

What Works:

- See -literally- possible futures
- Vision so clear- it can be articulated in one minute or written on 1 page



Stage 4: Communicate for Buy-In



What Works:

- Simple communication not technical
- Know what your folks are "feeling"
- Speak to anxieties, fear, confusion, anger

How Employees Learn Culture

- Stories – Depicting the past events of the organization.
- Rituals – Repetitive activities reinforcing the values of the organization.
- Material Symbols – Conveying social equality, desired organizational behavior, etc. by the top management.
- Language – Acceptance and preservation of culture.

Remember this...

Tell Me

I will
forget

**Show
Me**

I might
remember

**Involve
Me**

I will
never
forget

Stage 5: Empower Action

Deal effectively with obstacles blocking action.

What Works:

- Find folks with change experience who can state “we won and you can too”
- Infuse creative tension in the workplace



"Change is the law of life and those who look only to the past or present are certain to miss the future." John F. Kennedy

Stage 5: Empower Action

Creative Tension

- Created when we experience a gap between reality and the desired state
 - Is this always a negative?



Stage 5: Empower Action

- If you want creativity..... create a TENSE environment
 - Trusting
 - Energized
 - Nimble
 - Self Confident
 - Expecting Change



Stage 6: Create Short-Term Wins

- Produce short-term wins to energize the change helpers, enlighten pessimists, defuse cynics

What Works:

- Early wins that come fast
- Wins that are visible to as many people as possible
- Wins that speak to powerful players whose support you need but do not yet have

Stage 7: Don't Let Up

Continue with wave after wave of change, not stopping until the vision is a reality

What Works:

- Looking for ways to keep the urgency up
- As always- show `em, show `em, show `em

Stage 8: Make Change Stick

- Be sure the changes are embedded so they the new way of operating
- What Works:
 - Staff meetings
 - Organizational Goals
 - Who does the evaluation and how?
 - Internal and external stakeholders
 - Public Notice



Change- Simplified



Reminders.....

- Too often leaders launch their initiatives by calling a meeting then expect people to “buy-in”
- Most leaders under-communicate their change vision by a factor of 10
- Inconsistent behavior by a manager fuel the cynicism and frustration
- Build a guiding coalition that represents all levels of the organization
- Celebrate incremental improvements

Thank you!!!!

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