

Cultures that Enable Change: Which Cultures Help or Hurt Adaptation to Change

Introduction

Companies enter and exit the business world daily. Have you ever asked yourself, “Whatever happened to a certain company?” One thing we need must fundamentally understand is that change is inevitable. There is nothing as constant as change.

Companies disappear because the market changes rapidly.

There are many companies that have disappeared from changing markets. One of the greatest examples is that of Blockbuster and its replacement—Redbox and Netflix. Blockbuster had monopolized the home video market, offering a vast array of videos and games. However, as technologies advanced, certain groups saw new technology as ways to address issues and needs consumers had with the current business strategies. Netflix took advantage of the improved mailing system and Internet capabilities, while Redbox took advantage of an improved credit card system and vending capabilities (Smith). The use of these disruptive technologies had a strong

affect on the entertainment and movie industry, which forced big time video rental companies—Hollywood and Blockbuster out of the industry (Aaron).

There are many other companies and industries that have struggled with the rapid change due to technological advancement. One example of advancements in technology having such a devastating effect is the change that has occurred in the music industry. Many of the music companies, such as RCA and Universal got their start as “controllers” of the music industry through barriers to entry (Alexander). Musicians approached companies like RCA and Universal seeking contracts, leaving these companies in strong control of the market. These record companies in turn took advantage of the barriers to entry by owning much of the royalty rights and privileges associated within the industry such as record sales and radio play (Tschmuck) (Moreau).

However, with time, technologies reduce the barriers to entry. This proved problematic in the music industry as certain technologies became mainstream and decreased in price. Some of the more influencing mainstream technologies on the music industry were the compact disc burners, the Internet, and improvements in recording technologies such as software and mixing equipment (Alexander). These technologies significantly changed the industry and now many of the large record companies are struggling to survive as they deal with piracy issues, illegal downloading, digitization of music, and one-track (song) purchases.

Companies Must be Able to Adapt and be Agile to the Changing Market

There are some technologies that have created more opportunities, however, companies need to be adaptable to the ever-changing markets and technologies that continually reshape the industry. Profitability and value are all connected to your ability in adapting to and shaping the market. You as an organization have two options if you want your business to be successful. First, create the change, or second, adapt to it (Lee). Other choices lead to failure. Indeed, culture can be the reason for the failure or success of a company. Culture can attract some of the best talent, while it can force that same expertise and talent to pursue opportunities within a different organization (Barlett). Thus, culture can affect the way a group may be able to innovate, as well as how quickly they are able to innovate. Additionally, a culture can also help you adapt to changes in the market place—and we have learned that change is inevitable.

Creating change is not always easy, especially if you are not the market leader, you don't have the resources, or lack expertise. Then again, neither is adapting to it. So how do you adapt to or create the change? You must create an environment and a culture that encourages adaptation and innovation (Huang) (Canavan). So you are probably thinking, "Great culture is something that I cannot control, so what am I supposed to do?" It is important to recognize principles that successful and unsuccessful organizations follow and how it relates to their success. Each organization is different, however, those which implement a culture that encourages agility, focus on the customer,

being open to new ideas, open communication, and focusing on more than just the bottom line are able to not only last when the storms come, but they are also able to excel and be highly profitable.

There are certain companies that do an excellent job at adapting to change. Such include: Amazon, GE, REI, IBM, eBay, McDonalds, Microsoft, and Apple. Each exemplifies a principle that can be implemented into any organization if done so tactfully.

What is Culture and How is it Different from Strategy

Definition of Culture

Culture and strategy permeate many discussions on the topic of business. Both have a myriad of books, articles, and research projects that have been scripted in order to gain better understanding on each. It can be understood that the general world perceives these two topics to be of supreme importance to the world of business. However, when actually defining culture and strategy, there is no generally accepted definition which is applicable to all organizations, businesses, or nations. The definition of each is essential in recognizing the difference between the two concepts; this leads to a better understanding of how the two affect the world of business differently.

Charles Hill defined culture as "the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with

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stakeholders outside the organization" (Strategic Management, 2001). A culture is the type of workplace you labor in. When companies are established and begin to solve problems associated with competition, financial operation, and change, a culture begins to take shape. Schein (1992), explains that as employees experience the way a company adapts to external change through internal implementation of processes, a general pattern of shared assumptions begin to form which determines how employees perceive, feel, and think regarding the challenges faced every day in the business world (p. 9). This way of perception, in addition to the value system a firm establishes, are essential components of company culture.

A 2003 Harvard Business School study concluded that the culture of a company can have a heavy financial impact on a company's finances. Additionally, a study conducted by the Corporate Leadership Council found that certain cultural traits, including risk taking, flexibility, and internal communications were some of the most important factors behind a company's performance, and also affected individual performance (Tools to Assess Organizational Culture, 2002).

Whether strong or weak, culture exists in every organization and affects the workplace environment in addition to the financial success of the organization.

Definition of Strategy

Strategy has permeated the vernacular of generals in battle for millennia. Strategy and tactics employed by two opposing armies often have some of the most critical impact upon who emerges as the victor. Tactics are the methods used to implement an army's available

resources in an actual engagement. Strategy is how individual results from single battles are connected and used to reach an overall goal. For instance, Page Smith comments on how in the American Civil War, the Union army had the three-fold strategy in defeating the Confederate army of:

1. Creating a blockade around the coast to prevent the South from receiving supplies from European allies,
2. Splitting the Confederacy in two by invading and gaining control of the Mississippi river,
3. Attacking and conquering the Confederate capitol at Richmond, Virginia (pp. 97-99).

This overall strategy guided the battles the Union committed to as well as the dispersal of their resources. Thus, their strategy determined where they fought battles, in which the tactics employed would determine whether they were successful or not on the field.

A military culture was obviously the culture existing among the Union army. This included a rigid hierarchy, leadership distance, team based engagements, an authoritative flow of commands and directives. As will be mentioned in the upcoming sections, an authoritative culture worked very well in a military environment. Studies have shown this is not the case in a business environment. In business, like the military, a strategy is affected by the environment in which a firm is competing, and the competitive environment that exists. As companies conduct business they evaluate the environment and the threat posed by their competitors. Robert Lamb, author of *Competitive Strategic Management* (1984), states that companies in response to these factors create a plan of action, or

strategy, that addresses the needs of the business as it is faced with, “changed circumstances, new technology, new competitors, a new economic environment, or a new social, financial, or political environment” (Competitive Strategic Management).

As can be seen, a strategy is the plan of action for competing in a complex market. Culture is the type of workplace and employee relationships that develop as a company competes using their business strategy. Obviously the plan used to compete, the strategy, can affect success, but how can culture affect company success? Multiple examples exist of how a company culture directly impacted financial results.

What is Change

Definition of Change in Market Trends

Changes in market trends occur as perceptions of consumers and their perceived needs change. New products and services can also show a need that consumers did not previously see (Silk). Because customers are always expecting products to improve, the market changes to meet those expectations. Markets tend to reflect customer wants and therefore is determinant on what the customer perceives as a need.

Definition of Change in Technology

A change in technology is a result of a change in the technological landscape. Usually technology innovation is occurs as a need for improvement is realized (Silk). Changes in technology vary in

purpose, but reasons for it may include an effort to improve communication, efficiency, automation, and decrease reliance on unneeded labor (Denning).

Definition of Change in Laws/Standards

Changes in laws and standards also reflect changes in the market. For example, before

9/11, transportation security was a relatively small industry. Now, there has been a large shift because outside

factors have created a need for improved security (Lee).

Differentiate yourself by creating a culture that embraces change.

What Types of Cultures Exist

There are many types of culture that have developed in the professional world, each forming in response to the demands placed upon the employees of a company by their customers, competitors, and leaders. The following four cultures are based on research conducted and reported by Terrence Deal and Allan Kennedy in their 1982 book, “Corporate Culture: The Rites and Rituals of Corporate Life”.

Tough Guy Culture

According to the website ‘Organizational Culture 101’, which is based on Deal and Kennedy’s studies, one type of culture that stands out as a general type is the “quick-paced/macho culture” (“Type”, 2007). This culture can be seen in industries that require quick decisions and see quick consequences to

choices, such as the finance industry. This culture incorporates quick feedback and large, often quick rewards. The pace of work is often “break-neck” and requires an ability of its employees to deal with stress and pressure well. Individual employees in this culture are individualists and would likely enjoy taking risks, fast paced decision-making, and are excited at working to be the “star”. Thus, employees who take time and effort or truly blossom in their position struggle in these cultures. Likewise, teamwork is not highly appreciated in this culture, which leads to high turnover and a difficulty creating company cohesiveness. Examples of likely cultures for this type are companies in the following industries: entertainment, sports teams, financial, and advertising agencies.

Work Hard/ Play Hard

These cultures come to exist in industries where risks are not often taken by individual employees, but reactions to choices are seen very soon, and feedback is given quickly. These company cultures usually places a lot of importance on things like teams, multiple meetings, jargon and buzz words. Individual employees here need to create their own energy and maintain good attitudes on their own. These cultures preach the importance of the group’s effort to create success and often encourage competition among employees in order to help them achieve new heights. Heroes can grow in these cultures and are often created because of their superior performance over other employees. Sales are an industry that illustrates this culture well.

Bet-Your-Company

In this company culture, decisions are often highly risky, but take long periods of time, sometimes up to years, before their results can actually be determined. Terrance Deal reported on how these cultures develop in environments where making the right decision is so critical that values are based on the long-term, and positive attributes in each employee include a belief in “the need to plan, prepare, and perform due diligence at all stages of decision making.” (as cited in Mindtools, 2011, para. 7). Companies where these cultures develop are often highly invested in capital and are involved in risky searches for new products or materials, or involved in high stakes research and development projects.

Process

In a process culture, there is relatively low risk and no single transaction can really affect the company overall in any material way. Technical skills are highly valued in these cultures because of the dependence that develops of always making sure the task any person is assigned is accomplished, and also because of the little feedback that exists. Obviously there is little room in such a culture for innovation or exploration of new ideas. This culture is a breeding ground, and close synonym with bureaucracy. Here, decisions that were detrimental or highly advantageous to the company are not discovered for long periods of time after the fact. Since employees have trouble finding ways to add value through what they are doing to at the company, since it is usually similar from day to day, the focus becomes on how they perform their duties. Organized systems and formats are developed and are very important to these cultures. The

regimented pattern of doing things becomes the law, and more important than the actual actions being performed.

Thus, employees will focus much more on ensuring they are performing their duties properly, measuring this instead of the actual outcome their duties have on the company, or ways their duties could be improved (as cited in Mindtools, 2011, para. 8). Terrance Deal mentions that a positive aspect of such a culture is that “the consistency of results makes it good for public services” (as cited in Mindtools, 2011, para. 8).

Which Cultures Help or Hurt Adaptation to Change

Examples of Success:

General Electric

A popular example of success in the business world is General Electric, especially under the leadership of the one of the most renowned CEO's of the 20th century, Jack Welch. Jack Welch inherited the gigantic company in April of 1981 amidst a general recession in the US economy. Welch quickly implemented an idea for all company branches that would come to define the culture at GE in the future: be “better than the best”. Welch guided the company through multiple phases as he continued to mold the company into one of the largest company's of the century. He began with heavy efforts to cut away unnecessary or underperforming appendages of the business. As he saw the company was ready for growth, he began incorporating a management model he hoped would become the “norm-an approach based on openness, candor, and facing reality.

Simultaneously, he refined the core elements of the organizational culture he wanted to create-one characterized by speed, simplicity, and self-confidence” (Bartlett, 2005). Welch helped form the culture at GE into one where everyone felt they were important, as well as expected to perform. People knew they needed to work hard and were expected to constantly be improving. Welch commented on the value of his culture, stating that, “Rigorous budgeting alone is nonsense. I think in terms of...what is the best you can do. You soon begin to see what comes out of a trusting, open environment” (p. 3-7)

The culture at GE that allowed for open communication of ideas, brutal analysis of reality, and encouraged employee ideas and growth allowed for GE to survive multiple recessions as a global leader, adopt new ideas that allowed the company process to grow in profitability, and the company to change the very core market it chose to compete in successfully.

IBM

According to a study by conducted by Banish and Nawaz at the Massachusetts Institute of Technology (2004), IBM offers a telling example of a culture that offered components that both impeded change, and helped adapt to change successfully (p. 18). IBM began in 1911 selling machines for industrial and commercial use. Over time they shifted their product offering to machines in the accounting and tabulator industry (Banish & Nawaz, 2004, p. 18). Revenue was received by renting out these machines to clients, creating a steady source of income. This allowed the company to float through the

Every company has a culture, no matter how large or small it may be.

Great Depression and eventually become the leader in electronics. Additionally, IBM's success allowed for leaders to pass on benefits heavily to employees in forms like insurance pay, retirement plans, paid vacations, and support to victims of World War II. Banish and Nawaz (2004), explain that these benefits reinforced the "patriarchal IBM culture, where employees turn to the company, not just for employment, but for security and a way of life" (p. 20). Additionally, the company became very focused on creating a culture of professionalism.

As the market conditions changed from competition and decades of IBM developers being too far separated from customer needs, a drastic need was needed for IBM to survive. A new CEO, Louis V. Gerstner, saw that the culture and focus of IBM needed to change to become devoted to customer service. Although the part of the culture relying on the company for life resisted change, the part that sought to take counsel and follow feedback from IBM leadership was quick to adapt the new focus on customer service. IBM was able to reinvent itself and become a market leader within 10 years of nearly going out of business (Banish & Nawaz, 2004, p. 24).

Example of Struggle:

Iggy's Bread of the World

Every company has a culture, no matter how large or small it may be. An example of a powerful culture that allowed for initial success but struggled to adapt to change is the one employed by the small New England Bakery called Iggy's Bread of the World.

Iggy's was started by husband and wife Igor and Ludmilla Ivanovic. Starting as a small company employing only the

married couple in 1994, Iggy's quickly grew simply because of the quality of the bread they produced. Gaining customers from word of mouth only, Iggy's was able to gain the patronage of major hotels and universities such as Harvard, and eventually had grown in revenue to \$1.57 million in only six months. Igor and Ludmilla did not look like typical business people. They created a culture that was focused on making the workplace a group that worked like a family, while maintaining a supreme passion for their baked products. As demand for the company grew, Iggy's was forced to adapt a more professional, regimented style of doing business. A Chief Operations Officer was hired, who brought with him new heads of marketing and other departments necessary to successful modern businesses.

The culture of Iggy's, though perfect and primary in developing the unique product that had made Iggy's into the success it had become was also the major detractor to the transition from small baker company to major brand. Iggy's culture was one that was devoted to creating a family, mixing Work Hard/Play Hard with a Process Culture. Employees were used to doing things their way. Change implemented by the new heads of marketing or finance were not appreciated because they were in contrast with the old way of doing things.

IBM

As stated above, IBM was able to create a company that took care of its employees. A result was a very Process culture that had components of a Work Hard/Play Hard culture. Thus when change was implemented in order to compete, employees saw their benefits

disappear and the normal manner of doing things they had known for decades change drastically. A culture that depended on relying on the company as well as establishing their worth to the company by how well they followed the long-established pattern of operations reacted with heavy obstacles and resistance to the change leaders tried to implement to help IBM become more flexible to customer need (Banish & Nawaz, 2004, p. 22).

“Your customers are the ones that give you money, not your competition.”

P&G

P&G was started by two brothers in the mid 1800's centered on the development of soaps. Supplying the Union army during the Civil War, P&G came to reside at the top of the market with its multiple cleaning products leading into and through the twentieth century. P&G's success was merited and due to the heavy advertising and Research and Development that characterized the company's origins. Banish and Nawaz (2004), explain that over time, a culture or meritocracy developed within the firm where employees were given heavy amounts of responsibility along with heavy expectations. Although mentors were assigned, failure was not tolerated (p. 29). Banish and Nawaz (2004), note that the company adopted a policy of “up or out” (p.30) and attempted to focus the attention of employees by establishing regimented communication schemes, in matrix forms, and strict executions of individual roles within the company. As this culture carried the company through the twentieth century, a system devoted to rigorous product testing developed where advertising was the driving factor

of success, not new products. This created a culture comprising components of the Process and Tough Guy cultures. Individuals were valued above the team. As the company saw its profits declining from competition and lack of innovation major efforts were made to change the culture and organization of the company. In the end though, Banish and Nawaz (2004), state that the CEO's efforts to restructure the company failed to “be compelling enough for employees to depart from their ways of the past” (p. 37). Employees had been taught to succeed regardless of the cost doing things the P&G way, which included limited communication or innovation, and devotion to making the company grow by making the individual look good. When asked to change, these factors had created a culture that, though not necessarily unable to, but was outright unwilling to do so.

Factors of Culture that Allow for Success when faced with Change

As companies were studied and analyzed to find if there had been success in reacting to changes in the market, law, or environment that forced them to adapt and change to survive, we tried to narrow down what characteristics stood out as being contributors to allowing the company culture to adapt to the change and allow for the company to successfully grow. Although there are multiple other aspects of culture that allow for successful change in a company, we narrowed our selection down to the following. Our findings were interesting.

Focused Culture

Amazon is a great example of being focused. They have focused on a different strategy and it has proven to be very beneficial for them. For example, Amazon has a very different strategy that is a reflection of their culture. Instead of focusing on what their competition is doing, they focus solely on what the customer wants. Doing so has helped them to avoid an attitude of complacency and follow an attitude of continual improvement (Huang). Be innovative by focusing on what customers want, not competition. As Amazon's CEO stated, "Your customers are the ones that give you money, not your competition (Huang)."

Open-mindedness

IBM, P&G, Enron, Kodak, GE, all are companies that struggled to adapt to change until it was too late. Each of these had developed a culture based initially in success that drowned out open-mindedness to change or new ways of doing things, belittled the threats posed

When you have a group that understands their purpose, they will be far more effective than a group that has vast amounts of resources. by new entrants and competitors, and were focused on doing things the way they had been done that had led to the initial success of the company. Leon Gettler (2009), explained how GE created a bureaucratic system that was focused inward which eventually, "lost touch with customer preferences" (Para. 10). A culture that is open to new ways of doing things usually notices the value that can be gained from new paradigms and different ways of doing things. If a culture

is willing to see the good in new ideas and processes, the temptation to resist them is much less than cultures that are threatened by new ideas that may be contrary to established ways of doing things. Cultures that encourage discussion and searching for the best decision often find the best decision for the company to take. Hill and Farkas (2005), quote Meg Whitman, CEO of eBay explaining that the culture at eBay as:

"...a "no penalty" culture, meaning that there is no penalty for being on the wrong side of an issue or changing your mind in the face of better information. If you come to a meeting with one point of view and a colleague says something that convinces you that you're wrong, the culture is to say, "OK-that's smart. You're right. Let's move on." (p. 10)

eBay's culture of looking for the truth together allowed the firm to recognize adverse affects its growth strategies through acquisitions were having on the image of the firm to its customers. This allowed them to take the corrective action necessary to halt any negative reactions to the heavy acquisitions of firms like Butterfield & Butterfield and Kruse that may have occurred had they not been in touch with their customers and open to new ideas.

Agility

Agility of your organization is a most likely an outward affect on culture. Take for example REI. REI is known to have great profits, as well as a great culture. Their CEO stated, "It's all about getting the culture right," in regards to strategy. There are certain values and interests that REI employees share, which reflects into the work they do each day. When you

have a group that understands their purpose, they will be far more effective than a group that has vast amounts of resources (Morse). REI followed Deming's Cost of Quality model where you deliver a high quality product the first time because it will be more beneficial in the long run. The CEO also focused on being open to innovation and disruptive technologies. This is key. If your organization is able to embrace innovation and disruptive technology, they will be incredibly agile and adaptive to any circumstance. When this occurs, you will be able to focus on more opportunities and capitalize on the current and potential markets that exist.

Open Communication (Up to Down)

Cultures that allowed for communication to occur between different departments, teams, and employees on a lateral basis, as well as between employees of different positions from a vertical standpoint seemed to have greater ability to adapt and develop the ideas that led to success in the world, even in the face of drastic change. GE stands as an outstanding example of the power of open communication. Bartlett (2005) explained how CEO Jack Welch attempted to create a culture based on "speed, simplicity, and self confidence" (p. 4). To do this they implemented a forum where "employees could not only speak their minds about how business might be run more effectively, but also get immediate responses to their ideas and proposals" (p. 4). Within these meetings problems and ideas were discussed. Within only a few years over 200,000 employees had participate, leading to increases in company productivity. As threats to GE from competitors were

analyzed, GE was able to adopt new practices and communicate new goals/strategies to all employees in order to change to compete properly. Like with GE, as companies are able to communicate ideas for improvement as well as new strategies and goals properly, companies are more able and willing to adapt to change.

Used to Focusing on the Needs of the Customer (Customer Focused)

All companies have a mission statement stating the principles that guide their business. Few actually commit their efforts and strategies to those same guiding principles. Companies that are focused on doing what is best for the customer, which can be translated into doing what id best for them as a business, generally are able to adjust to the needs of change because they are founded on a system that is set to ascertain what the customer needs or want, and then adapt to offer that thing. EBay is an example of a company that followed that belief. Hill and Farkas (2005), capture a quote by CEO Meg Whitman explaining how a major effort by eBay was to encourage their customers to "assume that people are basically good, to give people the benefit of the doubt, and to treat people with respect-the way you want to be treated" (p. 4).

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EBay sought to develop a culture inside the company that mirrored the outside where people treated each other properly and trusted one another. When news was reported that customers were selling firearms across stateliness to possible under-aged customer, eBay recognized

the large risk this was to both the company and the safety of their customers. Although eBay had followed a near complete “hands-off” policy in the past when it came to limiting what was sold on their site, they decided that now was a time to change their policy and make a massive interjection into what was allowed on their site. To protect their customers from future dangers, eBay completely outlawed the sale of firearms on their site. Although customer backlash was heavy, eBay had done what it felt was the right thing to do to protect its customers and itself. Since their company had been consistently focused on treating their customers as best as possible, this massive shift in company policy was well received and executed successfully.

Values include more than just the bottom line

Businesses exist primarily to grow through profit generation. Without revenue and profit, companies usually fail. However, results are showing that a focus on finances alone can stifle growth and development. Hagberg (2003) explained how companies that create a culture dominated by a focus on the bottom line often stifle creativity and desire to innovate in employees, causing a detriment to creativity (The Organizational Culture Must Value). Employees focused solely on making the bottom line look more attractive can be excited by such a focus to adapt to change so they make more money, but the characteristics that lead to successful adaptation seem to be stifled in such environments. Hagberg (2003) points out how many successful organizations “motivate employees with a meaningful vision and encourage innovation, quality, continuous learning and team spirit” (The

Organizational Culture Must Value). These qualities have been present and central to the culture in many organizations studied that dealt well with change.

Implementation in your organization

Can You Change the Culture? If You Can, How Do You Do It?

A fundamental question is this: Can you change a culture and how? Yes you can change a culture, how is another story. Take a look at Jack Welch and his twenty-year experience at General Electric (Barlett). He is a great example of someone who took a culture and changed to a culture that supported innovation and adaptation. Jack supported such innovations as maximizing revenue by manufacturing and providing services that support their products. He also spent time individually interviewing many of the candidate for higher management positions. Doing so allowed him to determine if their values were similar to that of his own and the direction he wanted to go. Instead of looking at new technologies and markets as threats, they embraced them and were able to maximize profit with less by doing so. Instilling values and getting the right people is not a day and night process, however, if done carefully, instilling mentalities and values to the culture of your organization can happen (Collins).

“Motivate employees with a meaningful vision and encourage innovation, quality, continuous learning and team spirit.”

Keep or Get Rid of Resisters?

There may be several barriers that keep your organization from implementing a change. One of those may be known as resisters. Resisters are individuals who try to avoid change and keep the change from occurring. These people can be the most detrimental to your organization. Resisters tend to be the cause for the prevention of change or change and value within an organization (Bosnier). So we must ask ourselves how to deal with a resister. Do we separate them from the company, confront them one on one, etc.? This is dependent on the situation. However, recognizing who a resister is and known how to confront them is a skill that must be acquired.

Get Yourself Fit Now So that You Will Be Agile

When should you start implementing a culture change? Culture change is something that needs to be continually worked, and is a long hard process (Barlett). However, as your organization

becomes more agile, it will be able to weather the storms that arise and embrace the innovations and technologies as they come.

Your agility is the way you will differentiate in the long run

When it all comes down to it, your agility is the way you will differentiate in the long run. When you are agile to the market, you are able to adapt to any change and do so with ease (Lee). You will not only increase your profits, but you will be able to add value to yourself, your shareholders, and those around you. Differentiate yourself by creating a culture that embraces change.

Change is inevitable. You and your organization need to be able to recognize change and embrace it as a fundamental part of your culture. As change is embraced, you will find yourself immersed in a culture that is receptive of change and creates strategies that adapt to and provoke change. These companies are those that encourage change and foster it.

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